



CEGELEC
2010 GROUP ACTIVITY
REPORT



Solutions & Services

4

CORE MARKETS

- **INFRASTRUCTURE** _P.10
- **INDUSTRY** _P.14
- **SERVICE SECTOR** _P.18
- **MAINTENANCE** _P.22

SOLID FUNDAMENTALS

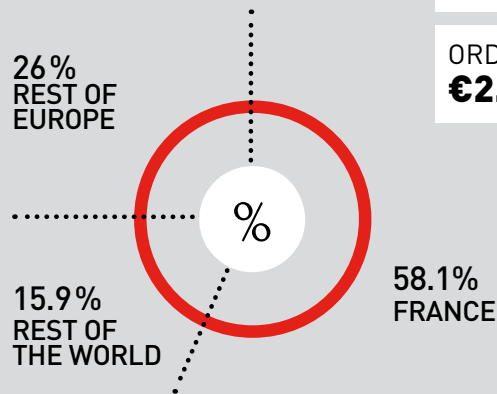
SALES BY REGION
(at 31 December 2010)

26%
REST OF
EUROPE

15.9%
REST OF
THE WORLD

SALES:
€2.8 billion

ORDERS:
€2.9 billion



CEGELEC IS AN INTERNATIONAL GROUP PROVIDING TECHNOLOGICAL SERVICES TO COMPANIES AND LOCAL AUTHORITIES, AND A SUBSIDIARY OF VINCI since April 2010. Our teams deliver support across the customer service cycle, from designing the project in our engineering offices to installing and maintaining the equipment and infrastructure. We implement large, international projects in specialty businesses, while maintaining close, day-to-day relationships with local customers in many markets. Through subsidiaries in some thirty countries in Europe and worldwide, our employees offer services and solutions in five main areas: energy and electricity; automation, instrumentation and control; information and communication technologies; HVAC and mechanics; and maintenance and services.

A BROAD INTERNATIONAL PRESENCE



EUROPE

Austria
Belgium
Czech Republic
France
Germany
Italy
Luxembourg
Netherlands
Poland
Portugal
Spain
Switzerland



AFRICA

Algeria
Angola
Cameroon
Congo
Democratic Republic of the Congo
Gabon
Morocco
Nigeria



THE MIDDLE EAST

Bahrain
Qatar
Saudi Arabia
United Arab Emirates



SOUTH AMERICA

Brazil



ASIA

China
Indonesia
Singapore



MICHEL CANTET



BERNARD LEMOINE

Michel Cantet and Bernard Lemoine, Cegelec's Deputy General Managers, review 2010 and outline what lies ahead in 2011. **Interview.**



Tell us about 2010.

MICHEL CANTET __ Cegelec performed well overall. We ended the year with revenue of €2.8 billion, unchanged from 2009, while order intake increased slightly to €2.9 billion. Taking all our businesses together, we maintained our operating margin by focusing on quality contracts. In an environment still suffering the after-effects of the global economic crisis, this satisfactory performance can be attributed to the extreme professionalism and dedication of our teams, along with our assertive commitment to operating very locally and to understanding customer needs.



How has joining VINCI affected Cegelec?

M.C. __ VINCI is a group of builders and entrepreneurs in which we feel right at home and which offers us very real growth prospects. Cegelec is a natural fit with an organisation that shares such values as autonomy, trust, responsibility and mutual support. Above all, we and our new shareholder are dedicated to a job done well and a sense of customer service. VINCI is also an attractive employer brand in terms of recruitment and career development opportunities for our employees.



Last year, you were awarded a major contract to build a thermal power station in Morocco.

BERNARD LEMOINE __ The contract for the Kenitra power station north of Rabat recognises the capabilities our teams have acquired in implementing increasingly large EPC projects, as well as projects with substantial "system" content, which require appropriately tailored management and implementation methods. The award also reflects the confidence — built up over many years and contracts — that a leading manufacturer like GE has in our ability to successfully implement large-scale projects.



And what does Cegelec bring to its new shareholder?

B.L. __ In addition to a dense network of agencies in several countries, Cegelec has over the years forged an international culture through a strong presence in a number of European, African, Middle Eastern, Latin American and Southeast Asian countries. With my colleagues responsible

for these operations, we want to capitalise on our well-established positions, which our new shareholder will be able to leverage. We also bring to the table our experience in implementing complex projects in our specialty businesses, such as nuclear, thermal and renewable power generation, the oil and gas industry, and transport infrastructure.

→→→



"Everyone here at Cegelec is excited to be working together to meet new challenges."

BERNARD LEMOINE
Deputy General Manager, Cegelec

→→→

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Speaking of energy and transport, how is Cegelec addressing today's environmental challenges?

M.C. __ While their environmental challenges may vary, all our customers in the industry, infrastructure and services markets feel that, more than ever, meeting these challenges is a priority. Our expertise in energy, electricity and related fields, such as HVAC, enable us to develop real-world, often innovative solutions, for instance when it comes to the energy efficiency of buildings. We're also very careful to set the example at all of our worksites, not just in terms of management, but also in the way we organise transport to them.

→

What about renewable energies?

B.L. __ Both in France and worldwide, we have long been recognised for our work in building and upgrading renewable energy power stations, including hydroelectric, wind power and solar photovoltaic facilities. Examples of the last include EPC plants like the one in Miradoux, France, and the large building-integrated photovoltaic solutions that we deliver around the country.

→

How important is safety at Cegelec?

M.C. __ Occupational health and safety are constant priorities for us. The only acceptable target for all our units is zero accidents. In 2011 we will be emphasising shared vigilance by all of our health and safety stakeholders, with awareness and educational initiatives at every level of the company.

→

In closing, what lies ahead for Cegelec in 2011?

B.L. __ Energy production needs are soaring worldwide, a trend that is here to stay. Increasing urbanisation is set to shape the coming decades, generating additional demand for infrastructure of all kinds, especially mobility-related. Everyone here at Cegelec is excited and motivated to be identifying and unlocking synergies with VINCI and to be working together to meet new challenges, such as France's new high-speed train line between Tours and Bordeaux. ■

→

Does this mean that your collaboration with VINCI is moving into a new phase?

M.C. __ While retaining our separate identities, we are working with VINCI Energies and VINCI Facilities to build VINCI's new Energy Business Line, a European leader in providing energy services. It will allow us to respond effectively to increasingly demanding customer requirements, by drawing on a broader and deeper network of like-thinking companies, agencies and project centres. ■

"VINCI is a group of builders
and entrepreneurs in which
we feel right at home."

MICHEL CANTET
Deputy General Manager, Cegelec



04/10

> The strategic partnership between VINCI and Qatari Diar came into force on April 14. Effective this date, Cegelec becomes a wholly owned subsidiary of VINCI.

FRANCE

> Cegelec begins work on the high and low voltage infrastructure and diesel generator as part of an extensive project to refurbish the Creil Hospital and expand it by 44,000 square metres.



05/10

MOROCCO

> As part of a consortium led by GE Energy, Cegelec is awarded a major construction contract covering civil engineering and auxiliary electrical and mechanical equipment for a 315 MW open cycle thermal power plant in Kenitra, north of Rabat.

INDONESIA

> Cegelec delivers the electromechanical infrastructure for the Ampel Gading hydro power station in Java.

06/10

FRANCE

> Contract to overhaul the fire safety system at the Paris-Orly Sud airport terminal, which includes a unit providing operating support.

AUSTRIA



> Cegelec wins the contract for the electrical infrastructure and the control and instrumentation systems for a new waste incineration plant in Linz, which will be operational in summer 2011.



FRANCE

> The ground is broken in Miradoux, in the southwest, to build one of France's largest solar photovoltaic plants, rated at 8 MW-peak. Delivery is scheduled for mid-2011.



AUSTRIA 03/10

> By end-2011, Cegelec will have replaced all the electrical equipment for the 120 tramways operated by Wiener Linien, the Vienna public transport system, in Bombardier's workshops.



BELGIUM 06/10

> As part of a large construction and renovation contract, Cegelec will be in charge of all electrical and HVAC infrastructure at the new seat of the Council of the European Union and the European Council in Brussels.

07/10

BAHRAIN

> **Contract to install two 10 MW steam turbine generators** as part of the construction of a new building and a new substation by national oil company BAPCO.

FRANCE

> **Contract notified to renovate the power supply network at the Rangueil teaching hospital in Toulouse**, comprising a new power plant and eight transformers.

08/10

FRANCE

> **Acceptance of all electrical installations for the new exhibition hall at the Paris-Nord Villepinte exhibition centre, an HQE-certified 36,000-square-metre building.**

MOROCCO



> **Casa Transports announces that Cegelec has been awarded the contract for the overhead contact lines for Casablanca's first tramway line, 30-kilometre-long with 49 stops, to be operational in late 2012.**

09/10

FRANCE

> **Cegelec Secure wins the 2010 Security Award** in the "Best Technological Innovation by a Large Company" category for iPerflex, the latest version of its integrated electronic security system.

FRANCE

> **Cegelec wins a contract to build the security equipment for the 4-kilometre-long Saverne rail tunnel**, part of Phase 2 of the construction of the new LGV Est line high-speed train lines.

FRANCE

> **Contract for high power wiring work and equipment for the first tramway line in Le Havre.** Cegelec will also be responsible for some of the overhead contact lines and for the smoke removal and ventilation systems in the plant room for the line's new tunnel.



FRANCE 08/10

> **Rhôneexpress, the first French tram-train airport-city link inaugurated; it connects the Lyon Part-Dieu train station to Saint-Exupéry Airport and was designed and built by VINCI companies. Cegelec was responsible for the power supply for the new line.**



CONGO 10/10

> **Contract to replace, over a period of ten months, the electrical control panels on around ten offshore platforms** on the Sendji and Yanga fields for Total E&P Congo.



QATAR 10/10

> **Cegelec completes the electricity, instrumentation and telecommunications packages for the 38 tanks that are part of the Pearl Shell GTL project in Ras Laffan, under an EPC contract for multinational CB&I.**



10/10

FRANCE

> More than 1,700 kilometres of wiring and 700 electrical control panels: Cegelec delivers high and low voltage power packages for Megajoule Laser, inaugurated by the French President in October. This major French Atomic Energy Commission (CEA) facility will be used to simulate the physical processes of nuclear fusion starting in 2014.

FRANCE

> Cegelec is awarded a contract to design and build the IT and data processing centre for AGIRC-ARRCO in Gradignan.

FRANCE

> Keylog, specialised in the design of automated logistics platforms, joins the Group to round off its conveyor and sorting systems industrial maintenance business.

MOROCCO

> Order for the electrical and automated systems for a new hopper for the MEA washer operated by Office Chérifien des Phosphates in Khouribga.

11/10



GERMANY

> The first of the three tubes of the Elbe tunnel in Hamburg (3.3 kilometres) is delivered; Cegelec is renovating the electro-technical infrastructure.

12/10

FRANCE/SWITZERLAND

> Upgrading of the 65-kilometre-long Bourg-Bellegarde section shortens the travel time between Paris and Geneva by 20 minutes. Cegelec helped to install the catenaries, the tunnel security equipment and the rock fall detection system.

BELGIUM

> The cornerstone of the new NATO headquarters in Brussels is laid; as part of a consortium,

Cegelec will supply the HVAC (heating, ventilation and air conditioning), electricity and data network packages.

FRANCE

> Degremont awards Cegelec a contract for high and low voltage power infrastructure as well as automated systems as part of the construction of the La Morée water treatment plant northeast of Paris.

INDONESIA

> Cegelec is awarded an EPC contract for a 2 x 7 MW coal-fired power station in Berau, north-eastern Kalimantan.



MOROCCO 11/10

> Cegelec Maroc is participating in the EPC construction of the 400/225 kV step-down transformer in Chemaia in the centre of the country. The subsidiary was also awarded the contracts for the 400 kV, 330-kilometre-long lines between Agadir and Tatan.



BRAZIL 12/10

> Transpetro, a subsidiary of Brazilian oil giant Petrobras, awards Cegelec a four-year maintenance contract for its facilities in the southern port of Paranagua, the world's sixth-busiest trade port. A team of 60 people will be assigned to the site.

FRANCE 12/10

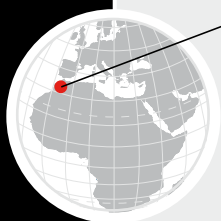
> Two contracts completed as part of the refurbishing of GRTgaz's natural gas compressors. As a member of a consortium led by Litwin, Cegelec was tasked in 2006 with optimising the five existing compressors and then, two years later, with the EPC construction of a new compressor in Saint-Victor, near Montluçon.



Henri Tillier, Kenitra Site Manager, will supervise up to 600 people during the peak construction period.



3D model of the planned Kenitra power station, comprising three turbines and stacks, fuel oil and water storage and treatment installations, and 2,000 square metres of utility buildings.



| ONE | THERMAL POWER STATION | MOROCCO |

With Moroccan energy demand soaring, national electric utility ONE awarded a consortium comprising GE and Cegelec a contract to design and build a 315 MW thermal power station north of Rabat. **Special report on Kenitra, a milestone project for Cegelec.**

Civil engineering, electrical and mechanical equipment and site coordination — Cegelec is responsible for a wide array of services for the Kenitra project. “Under the EPC contract, we have two years to build, equip and deliver some 50 buildings erected around three GE gas turbines”, sums up Henri Tillier, Kenitra Site Manager. “That means seamlessly coordinating the work by each unit and keeping an eye out all the time for any problems”. For instance, right from the start of construction, Cegelec had to find solutions to adapt the foundations to the clay terrain: 22-metre pilings were produced under the bases for the turbines and stacks, while another VINCI subsidiary, Solsif, poured rigid inclusions 17 metres deep under the utilities buildings and roads. “Staying on schedule, which

comprises 3,500 separate tasks, is the key to managing the Kenitra project”, emphasises François Combémoré, Project Director at Cegelec Energy. “To make sure we do that, we introduced a method based on our experience with the Ciprel III plant in Côte d’Ivoire, on which we also partnered GE. We also set up a twin organisation, with 25 people at the Group’s headquarters in Saint-Denis (France) involved in design and coordination and a field team averaging 400 people, which can increase to 600 people at peak”. Begun in August 2010, the work will continue through 2011 with the installation of the electrical and mechanical equipment, for delivery in summer 2012. —

↙
Cegelec's teams will manage all the civil works for the site, before equipment installation begins.



ALAIN ARAMBURU,
Kenitra Technical
Coordinator and
former Ciprel III
Site Manager

“On Ciprel III, we were responsible for the construction of a GE turbine in an existing infrastructure. Here in Kenitra, we're building a complete power station, with all the utilities: fuel oil storage and treatment, water, steam and air. The scale and diversity of services make this the first project of its kind for Cegelec”.



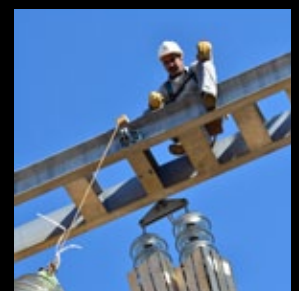
↗
The bases of the three GE 9E turbines and 75-metre stacks reach skyward on the site of the existing thermal power station, of older design, operated by ONE.

A GE OFFICIAL EPC CONTRACTOR

To work on the Kenitra project with GE, a global giant, Cegelec earned Official EPC Contractor status, attesting to our technical competencies and ability to manage large-scale EPC projects.

A long-established presence in Morocco

> Cegelec Maroc is well established in the local market, having supplied more than 25% of ONE's high-voltage power substations. This experience was a deciding factor in the award of the EPC contract to build the Kenitra switchyard and the planned extension of the transformer in Fouwarat, a few kilometres distant.



CLOSE-UP

Turnkey photovoltaics in Miradoux, France

With the Miradoux solar photovoltaic plant in south-western France, which will be completed in summer 2011, we consolidated our reputation as a front-ranked player in renewable energies. Along the way, we became the partner of choice for the Caisse des Dépôts in its mission to support municipalities.

A UNIQUE PARTNERSHIP. In 2007, Caisse des Dépôts, a public investor promoting regional development, selected Cegelec to examine the technical feasibility of a plant to generate solar photovoltaic electricity in the Gers region of south-western France. With more than 15 years' experience of hydro, wind and photovoltaic energy, we quickly became the Caisse des Dépôts' preferred partner in the project. In 2009, this partnership resulted in the creation of Miradoux Solaire SAS, a joint venture that will invest in and operate the planned facility for 20 years.

FROM THE UPSTREAM TO MAINTENANCE. An expert in EPC infrastructure contracts, Cegelec is providing an end-to-end design, construction and maintenance service for the Miradoux plant. We are coordinating all major phases of the project, including cloud cover

studies, piling tearing onsite to test the strength of the foundations, construction permits, impact assessments, and consensus-building and dialogue with people living in the area. Work began in June 2010 with roads, buried networks and foundations, which comprise around 5,000 pilings.

A SUSTAINABLE DEVELOPMENT BENCHMARK. In mid-2011, after 11 months of construction work, Miradoux will be completed. Its rating of 7.92 MW-peak will make it one of the biggest photovoltaic plants in France. An important benchmark for Cegelec, which is cementing its position as a key player in the development of renewable energies in France. —

▶ After conducting the feasibility study and designing the project, Cegelec's teams are now installing the solar panels at the plant.

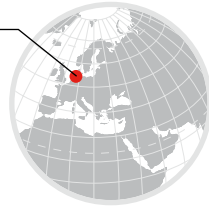
SNAPSHOT

▶ The 34,320 crystalline silicon solar panels of the Miradoux solar plant and its 13 transformer stations are spread out over 18.5 hectares.



KEY INDICATOR

NETHERLANDS



550KM

The number of kilometres of wiring installed by Cegelec in the Netherlands for the electrical and instrumentation systems for the country's first underground natural gas storage facility in a salt cavern and for the surface HVAC and security systems. A total of 250,000 hours were worked.



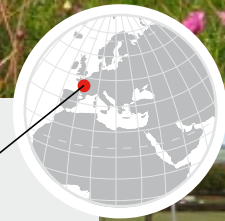
SPOTLIGHT

An expert in transport solutions

> **The planned Le Havre tramway** line is a prime example of the synergies that can be tapped between the competencies of Cegelec's different transport-related activities. The contracts won in 2010 also reflect the customer's confidence in our ability to innovate when it comes to energy savings. In addition to the high voltage equipment, Cegelec will be responsible for a portion of the overhead contact line and the smoke exhaust and ventilation infrastructure for a new tunnel. We are also leveraging our engineering skills, as our teams are developing a system of ultracapacitors to recover the energy generated during vehicle braking. The system will be installed directly on certain substations. This is a first in France and is expected to reduce energy use by around 30%.



> **It's the home stretch for the Rabat tramway, Morocco's first**, for which Cegelec is supplying 20 kilometres of overhead contact line and 17 substations. Another contract, for the Casablanca tramway, was signed in summer 2010.



| GRTGAZ | COMPRESSOR STATIONS | FRANCE |

Carried out in two phases for GRTgaz, design and construction of the first six gas compressor stations, located across France, were completed in late 2010.

A look back at Oscar, an ambitious engineering and environmental project.

Initiated by GRTgaz in 2006, the Oscar programme to optimise compressor stations and adapt the network is aligned with the Gaz de France subsidiary's commitment to increasing gas transmission capacity, while replacing obsolete equipment with latest-generation equipment that is more self-sustaining and environmentally friendly. Four years later, the project has lived up to expectations. Six new compressor stations have been completed under the EPC contracts awarded to Cegelec, in a consortium with Litwin and Friedlander. *"The first contract corresponding to GRTgaz's Oscar 1 covered the design and construction of five compressor stations at the same time, installed across France*,"* explains Jean-Pierre Mondo, Cegelec Oil&Gas Project Manager. *"The complex operation entailed extensive coordination. We spent 60,000 hours on design and coordination, for 100,000 hours of assembly. Thanks in particular to a number of project team training sessions that brought together and energised teams of different backgrounds,*

the collaboration between Cegelec Oil&Gas and Cegelec Nord&Est paid off. Even before delivery of the five compressor stations in late 2009, we were awarded — again as part of a consortium — the Oscar 2 contract for the Saint-Victor compressor station in the Allier region of central France". In Phase 2 of the upgrade, GRTgaz is paying heightened attention to integrating the compressor stations into their surroundings. The operator opted for electric compressors over gas turbines to compress the gas. The technology reduces emissions of greenhouse gases, especially carbon dioxide and nitrogen oxide (NO_x). And Cegelec made sure the project design was in harmony with the surrounding farmland, criss-crossed by hedges and trees. With the completion of the project in December 2010, the site has returned to its former peace and quiet. ■

*The five Oscar 1 compressor stations are located in Courthezon, Dierrey-Saint-Julien, Evry-Grégy-sur-Yerre, Auvers-le-Harmon and Nozay.



Industry protecting biodiversity

> Located in farmland in the Allier region of central France, a short distance from Tronçais forest, the Saint-Victor compressor was the subject of wide-ranging consensus building with local stakeholders. The process was designed to reduce the environmental impact of the installation. To preserve the site's biodiversity and balance, electric compressors were chosen to reduce emissions, the landscaping was tailored to the surroundings and 3,000 shrubs were planted.



FRÉDÉRIC
NICIEJEWSKI,
Cegelec Nord&Est
Project Manager

"Oscar 1 and 2 successfully tapped synergies between Cegelec Oil&Gas' expertise in managing EPC projects and the in-depth familiarity with the customer acquired by Cegelec Nord&Est over 20 years".



↙ In all, the two phases of the Oscar programme required 150,000 hours of onsite work.



↗ In Saint-Victor, Cegelec provided the wiring for the two 5 MW electric compressors.

A RECOGNISED, REWARDED HSE PROCESS

The collective safety measures implemented at the Dierrey-Saint-Julien compressor site included signs and signage, scaffolding, racks in working and storage areas, and handling systems in electrical rooms. They earned Cegelec a safety award in 2010 which was presented to Site Manager Jacky Leroy by France's construction industry organisation OPPBTP and the customer, GRTgaz.

CLOSE-UP

Cegelec, expertise spanning the nuclear cycle

As a stakeholder in major projects across the industry, spanning the EPR, waste management, and testing and R&D facilities, Cegelec is a front-ranked nuclear industry player in France.



⚡
Cegelec teams are upgrading the reactor in-core instrumentation and control systems at the 34 nuclear units of EDF's 900 MW nuclear program. After several years of design and testing, onsite deployment of modifications has begun and will continue until 2020.

DUAL POSITIONING. Present across the nuclear cycle, Cegelec is active in many technology segments, not just electrical installations, but also mechanical equipment, safety instrumentation and control, measuring radiation levels, access control and non-destructive testing. *"In France, Cegelec is a top-ranked operator in the nuclear industry",* comments Pascal Champ, Nuclear Business Development Director at Cegelec Energy. *"That's because of our dual positioning. We have a team of large nuclear power project engineering and management specialists, along with an extensive network of local sites to implement technological solutions across the installed base of power stations".*

LARGE-SCALE PROJECTS FOR EDF. Able to design and 3D model the 80 kilometres of cable trays for the electrical systems at the Flamanville EPR, Cegelec's teams also have what it takes to complete the 600,000-hour project successfully. Other large-scale projects are in progress with EDF. In the area of waste management, Cegelec is part of a consortium working on infrastructure and processes for the ICEDA radwaste conditioning and storage facility. And we are designing and supplying the mechanical equipment for the shielded laboratory that will evaluate the aging of power plant materials for the LIDEC integrated expert laboratory, under a contract from EDF's construction and operating expertise and inspection arm Ceidre.

GBII, A LONG-TERM PROJECT

Unit 1 of the new Georges Besse II (GBII) South uranium enrichment plant in Tricastin, France, was inaugurated by AREVA in late 2010, after four years of work. The overall GBII South and North project, which encompasses six other units, is expected to be completed in 2014. Working on its own or as a consortium member on both plants, Cegelec is providing general electrical installations, electrical distribution for the centrifuges and access control for the site.

A TRUSTED PARTNER OF THE FRENCH ATOMIC ENERGY COMMISSION (CEA). *"Over the years, we have demonstrated our nuclear expertise",* says Pascal Champ. *"That's why in 2010 the CEA awarded us an extremely high-tech mechanical engineering project for the Jules Horowitz research reactor".* Cegelec is designing and manufacturing the mechanical equipment and linings of the pools for the European research reactor, which will test materials for fourth-generation reactors starting in 2014. ■

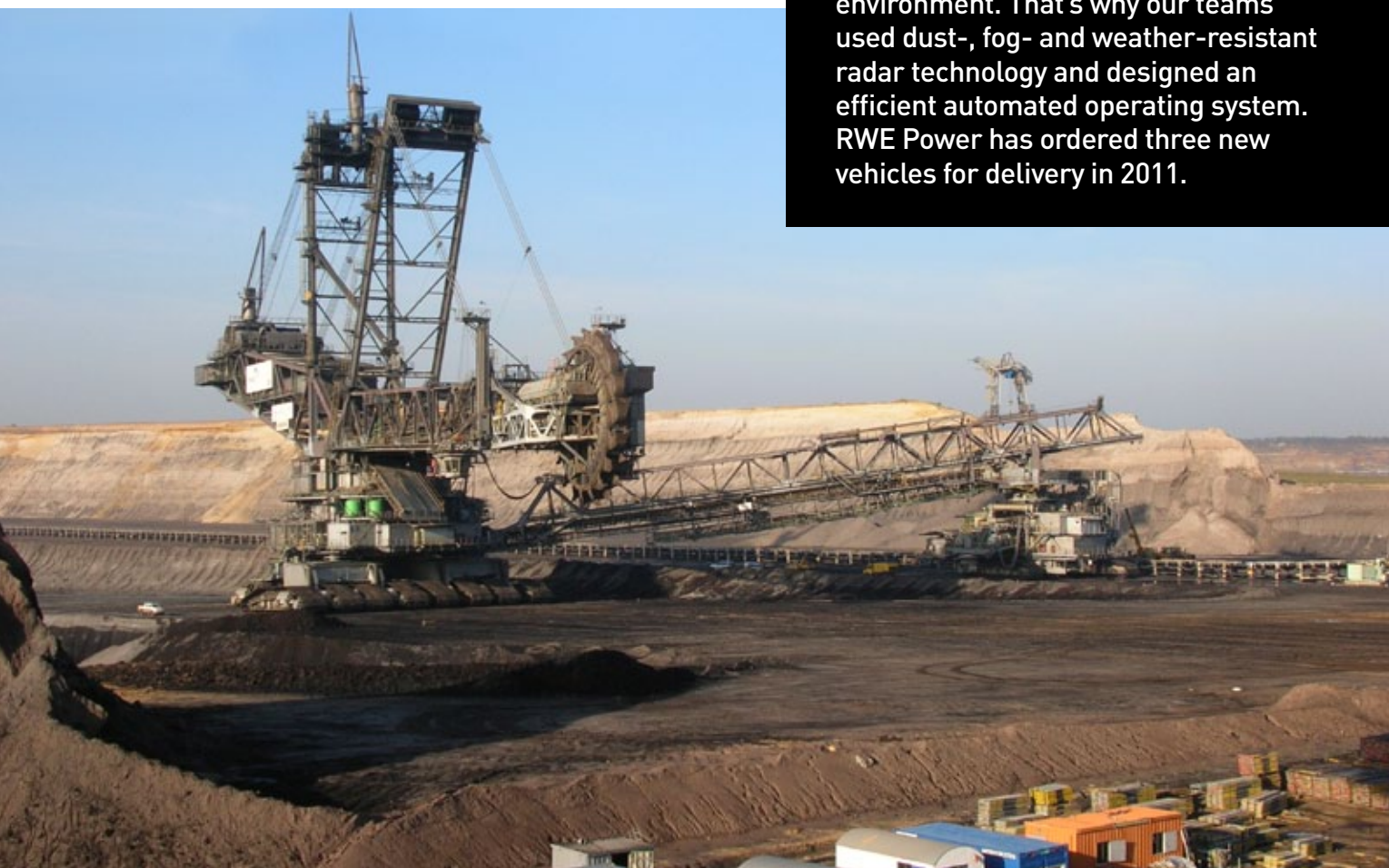
KEY INDICATOR

1,000,000

The number of hours worked without injury in Qatar at end-December 2010 to build the control room for QAPCO's petrochemical complex, a project involving some 500 workers. Delivery is scheduled for summer 2011.

SNAPSHOT

➤ This fully automated lignite loading vehicle was developed by Cegelec for RWE Power's open pit coal mine near Cologne, Germany. A breakthrough innovation, the system is designed to operate independently in a mining environment. That's why our teams used dust-, fog- and weather-resistant radar technology and designed an efficient automated operating system. RWE Power has ordered three new vehicles for delivery in 2011.



INDONESIA

SPOTLIGHT

A promising relationship with BlueScope in Asia

➤ **BlueScope Steel is the world's number one producer of zinc-aluminium steel and the number three producer of galvanised steel.** To build its plant in Indonesia, it solicited Cegelec's local subsidiary because of its excellent reputation in the region for electrical and instrumentation and control systems. The customer particularly appreciated having an English project leader. Lastly, an onsite design engineering team was able to fine-tune existing plans responsively. All these factors help to build a lasting relationship with the steelmaker.

Active façades, chilled ceilings and intelligent lighting at the GSK Biologicals headquarters in Wavre, Belgium.

SERVICE SECTOR



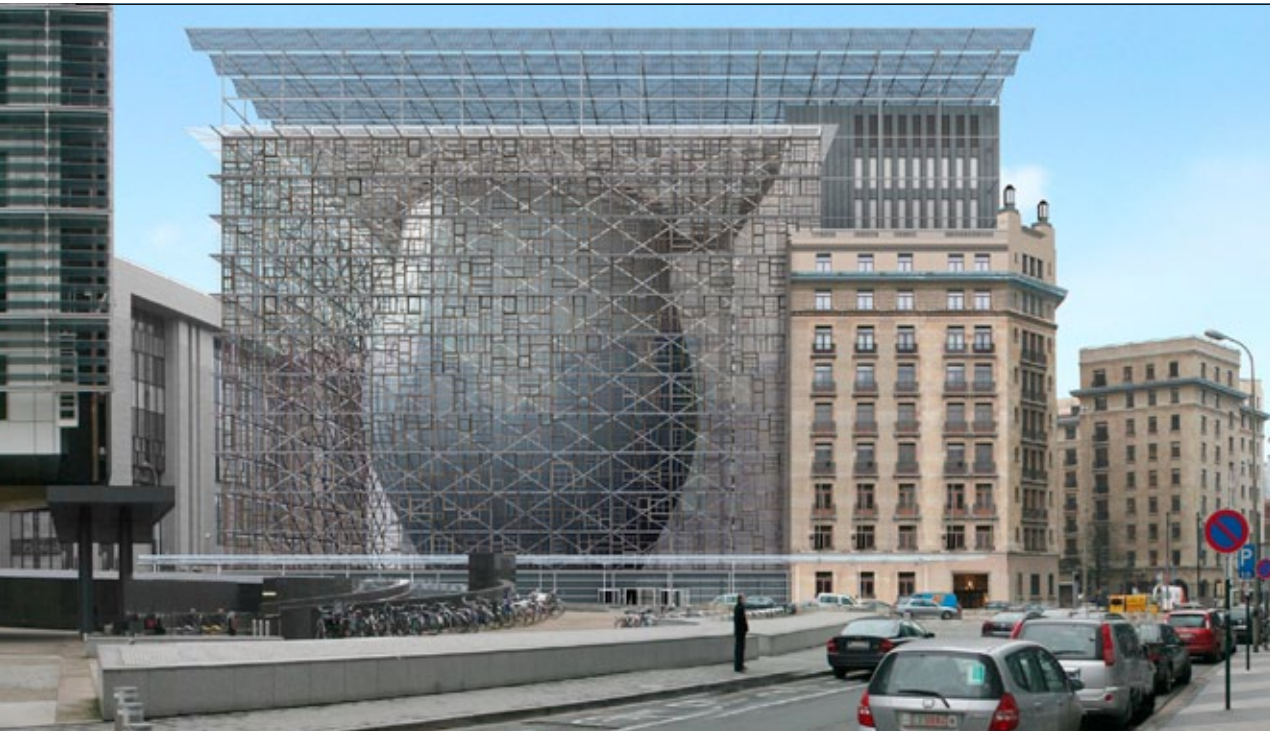
| MULTI-TECHNICAL BUILDING PROJECTS | BELGIUM |

The major electrical and HVAC orders for the future seat of the Council of the European Union and NATO's new headquarters won in 2010 are the outcome of solid experience acquired in property development in Belgium. **Spotlight on flagship projects during the year.**

In Belgium, the Tour des Finances in the heart of Brussels, a 36-floor building whose electrical and HVAC infrastructure Cegelec finished renovating in 2008, and the global headquarters of GSK Biologicals in Wavre, a 20,000-square-metre building inaugurated in February 2010, demonstrate our ability to handle all technical packages (electricity, HVAC, plumbing and sanitation) for increasingly complex building projects. In these multi-technical contracts, preparation is critical. *"The lead times are usually very short"*, comments Fabrice Montesi, Director of Cegelec Belgium's Building Projects business unit. *"So it's crucial that we consider all possibilities during the design engineering phase and carefully coordinate the different trades. To save time, we often pre-assemble some of the equipment in the factory, which requires incredibly detailed plans"*. Prepara-

tions are currently underway for two major contracts won in 2010. The Résidence Palace project*, which will house the Council of the European Union, includes construction and renovation work over 54,000 square metres, as well as 17,000 square metres of infrastructure. Our teams will head for the site in summer 2011 and will have to deal with tight spaces and the presence of other contractors. As for the new NATO headquarters, Belgium's biggest-ever construction project — 250,000 square metres of offices, 14 high-voltage cabinets — its sheer scale demands rigorous preparation ahead of time. —

*Named after the prestigious Art Deco building complex from the 1920s which the new building will adjoin.



↙
A sunshade of photovoltaic panels over the roofs of the new complex, a cogeneration system, chilled ceilings, and treatment of air exchanged between the inside and outside of the building mean that energy use at the new seat of the Council of the European Union will be carefully managed.

↘
The many conference rooms, videoconference rooms and interpreters' booths of the Council of the European Union set the bar high for electrical systems.



VINCENT DELEERSNYDER,
Technical Manager
of Cegelec Belgium's
Building Projects
business unit

"In terms of energy efficiency, despite a higher initial investment, our customer still wins over the longer term. We developed tools that demonstrate the consumption savings and related return on investment, giving the customer full visibility regarding our solutions".

Exemplary energy efficiency

> "For the new administrative centre (VAC) in Leuven — 26,000 square metres, 17 floors — delivered in October, the public authorities wanted a building that would use only half as much energy as other new buildings", explains Gerry Hannes, Project Manager at Cegelec in charge of HVAC systems for the new building. "Our response was to use passive beams, heat pumps and geothermal energy, technologies that we have already applied in other projects".



CLOSE-UP

Cegelec's demanding standards serving hospital projects

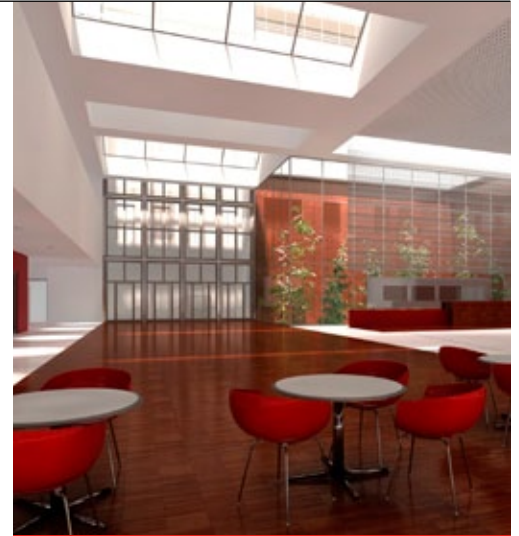
We strengthened our expertise in the French hospital market, winning several large contracts in 2010. A sector known for complex, technically demanding, large-scale projects that require leveraging robust synergies within the Group.

COMPLEX CONTRACTS. Because they involve numerous networks and systems in relatively small spaces, designed to be both attractive and functional and meet stringent regulatory criteria, hospital projects are particularly complex contracts. That's why, starting in 2007, we decided to pool our expertise and resources by creating a hospital discussion and development group.

POOLING EXPERTISE. By involving experts from different units from the outset, we are able to build on our experience in the sector and strengthen our ability to provide innovative solutions. One example is the Lagny hospital contract for a new 680-bed facility, which was won thanks to the joint efforts of Cegelec Nord&Est, Cegelec Paris and Cegelec Maroc for part of the design phase. And in Valenciennes, renovation of the four hospital buildings required the participation of Cegelec Belgium for the chilled ceilings.

WORKING IN HOSPITALS THAT STAY OPEN. At the Creil hospital in the Paris region and the Ranguel hospital in Toulouse, Cegelec's expertise in working in hospitals that stayed open made the difference. Proficiency in work containment practices, optimum planning and rapid execution enable our teams to work under the best possible conditions.

A "LARGE PROJECT" ASPECT. Our proven ability to work in consortiums and provide design and implementation services for large projects is another key factor. The synergies unlocked with VINCI since April 2010 open new prospects for Cegelec. Examples include the Vinatier hospital in Lyon, for which Lamy, a VINCI Construction subsidiary, and Cegelec won the contract to build a huge 333-bed building while the hospital remains open. ■



SPOTLIGHT

2010: hospital contracts in France

- Extension and renovation of the Creil hospital, scheduled for delivery in 2014.
- Power and data wiring and fire protection systems for the new 80,000-square-metre Lagny hospital.
- Renovation of the networks at the Ranguel hospital in Toulouse, which has some 1,400 beds.
- Design and construction of electrical installations for the Vinatier hospital in Lyon, with renovation scheduled for completion in 2014.



↙ The medical wing at the Lyon Sud hospital, a flagship project for Cegelec.

147
meters

KEY INDICATOR

The height of the 33-floor building — the tallest in the region — that will house the new headquarters of worldwide leading container shipping group CMA CGM in Marseille. The project is a benchmark reference for Cegelec, lead partner in the consortium formed with Santerne, a VINCI Energies subsidiary, to supply high and low voltage power infrastructure. After the building was delivered, the consortium was awarded a five-year multi-technical maintenance contract.



MOROCCO

SNAPSHOT

Forty villas and town houses with private swimming pools, a luxury hotel with 140 rooms, in a sumptuous setting of pools and walks between palm trees and olive trees: when the Four Seasons chain, the global leader in luxury hotels, took its first steps in Morocco, no effort was spared to achieve perfection. With several major references, including the Mamounia luxury hotel, Cegelec Maroc was awarded a multi-technical contract for all electrical, HVAC and sanitation infrastructure for this one-of-a-kind residential complex in Marrakech. It is scheduled to open in summer 2011.



MAINTENANCE

| ARIANESPACE – FRENCH NATIONAL SPACE AGENCY |
OPERATION AND MAINTENANCE | FRENCH GUIANA |

Present at the Guyanese space centre since it was set up in 1967, Cegelec Space's French-German team supports all Ariane launches. **A closer look at a collaboration with very high value added.**

With the Ariane launch system set for its 200th launch from the space centre in Kuru, French Guiana, we have consolidated our role as a leader in the design, operation and maintenance of ground systems. "On behalf of Arianespace and the French National Space Agency (CNES), we perform three types of activity in Kuru", points out Bruno Nicolas, Managing Director of Cegelec Space. "We provide operating and maintenance services for fluid and me-

chanical systems interfacing with the launcher and for preparing the payload. We also have a local engineering office that designs modifications for the facilities". What these services all have in common is very high value added, needed to ensure reliability and availability of the installations. With six successful launches in 2010, the 200 German and French employees of Cegelec once again demonstrated their dedication and motivation. —



—
LUTZ WEISE,
Director,
Cegelec Space

"The long-established cooperation with Arianespace and the French National Space Agency have been broadened by the construction of two new launch pads for Soyuz and Vega. Cegelec Space has a promising future ahead of it in French Guiana".

Technicians and engineers work in Kuru in a trust-based environment required for smooth operations. ↘





KEY INDICATOR

19

The number of Shuttle mobile inspection systems ordered by Deutsche Bahn in 2010. Modular and easy to handle, the Shuttle system for train maintenance was developed by Cegelec for ultrasound inspection of all types of wheel set axles with longitudinal bores.



SPOTLIGHT

Multi-technical expertise in Brazil

> **A key player in the oil industry**, Cegelec Brazil won two major contracts in 2010, one from Petrobras subsidiary Transpetro and one from petrochemical producer EDS for the multi-technical maintenance for its styrene monomer plant in Bahia state. Other sectors also rely on the company's industrial maintenance expertise. For instance, Vale, the world's second-largest mining company, turned to Cegelec to provide maintenance services for the electrical systems in its granulation plant.

ALTIS/CEGELEC: PARTNERSHIP IS KEY TO SUCCESS

Altis* is a fast-growing company in the semiconductor electronic industry in the south of Paris. Working with Cegelec, it has designed a plan to pool and optimise multi-technical and multi-services activities. This project-based direct cooperation between the Altis and Cegelec teams led to the signature of Cegelec's largest-ever contract in this field in the Ile-de-France region. In this sustainable partnership, close to 130 people onsite at Altis actively improved service, performance and costs.

*About 1,000 people working in 27,000 square metres of clean rooms, in service buildings and in an R&D centre.

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Speaking of energy and transport, how is Cegelec addressing today's environmental challenges?

M.C. __ While their environmental challenges may vary, all our customers in the industry, infrastructure and services markets feel that, more than ever, meeting these challenges is a priority. Our expertise in energy, electricity and related fields, such as HVAC, enable us to develop real-world, often innovative solutions, for instance when it comes to the energy efficiency of buildings. We're also very careful to set the example at all of our worksites, not just in terms of management, but also in the way we organise transport to them.

→

What about renewable energies?

B.L. __ Both in France and worldwide, we have long been recognised for our work in building and upgrading renewable energy power stations, including hydroelectric, wind power and solar photovoltaic facilities. Examples of the last include EPC plants like the one in Miradoux, France, and the large building-integrated photovoltaic solutions that we deliver around the country.

→

How important is safety at Cegelec?

M.C. __ Occupational health and safety are constant priorities for us. The only acceptable target for all our units is zero accidents. In 2011 we will be emphasising shared vigilance by all of our health and safety stakeholders, with awareness and educational initiatives at every level of the company.

→

In closing, what lies ahead for Cegelec in 2011?

B.L. __ Energy production needs are soaring worldwide, a trend that is here to stay. Increasing urbanisation is set to shape the coming decades, generating additional demand for infrastructure of all kinds, especially mobility-related. Everyone here at Cegelec is excited and motivated to be identifying and unlocking synergies with VINCI and to be working together to meet new challenges, such as France's new high-speed train line between Tours and Bordeaux. ■

→

Does this mean that your collaboration with VINCI is moving into a new phase?

M.C. __ While retaining our separate identities, we are working with VINCI Energies and VINCI Facilities to build VINCI's new Energy Business Line, a European leader in providing energy services. It will allow us to respond effectively to increasingly demanding customer requirements, by drawing on a broader and deeper network of like-thinking companies, agencies and project centres. ■

"VINCI is a group of builders and entrepreneurs in which we feel right at home."

MICHEL CANTET
Deputy General Manager, Cegelec



04/10

> The strategic partnership between VINCI and Qatari Diar came into force on April 14. Effective this date, Cegelec becomes a wholly owned subsidiary of VINCI.

FRANCE

> Cegelec begins work on the high and low voltage infrastructure and diesel generator as part of an extensive project to refurbish the Creil Hospital and expand it by 44,000 square metres.



05/10

MOROCCO

> As part of a consortium led by GE Energy, Cegelec is awarded a major construction contract covering civil engineering and auxiliary electrical and mechanical equipment for a 315 MW open cycle thermal power plant in Kenitra, north of Rabat.

INDONESIA

> Cegelec delivers the electromechanical infrastructure for the Ampel Gading hydro power station in Java.

06/10

FRANCE

> Contract to overhaul the fire safety system at the Paris-Orly Sud airport terminal, which includes a unit providing operating support.

AUSTRIA



> Cegelec wins the contract for the electrical infrastructure and the control and instrumentation systems for a new waste incineration plant in Linz, which will be operational in summer 2011.



FRANCE

> The ground is broken in Miradoux, in the southwest, to build one of France's largest solar photovoltaic plants, rated at 8 MW-peak. Delivery is scheduled for mid-2011.



AUSTRIA 03/10

> By end-2011, Cegelec will have replaced all the electrical equipment for the 120 tramways operated by Wiener Linien, the Vienna public transport system, in Bombardier's workshops.



BELGIUM 06/10

> As part of a large construction and renovation contract, Cegelec will be in charge of all electrical and HVAC infrastructure at the new seat of the Council of the European Union and the European Council in Brussels.



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