



**CLAUDE  
DARON**

Chairman of the Cegelec Group

“Following **redeployment** of part of our operations to sectors and countries that are less affected by the crisis and the **broadening of our solutions portfolio** in several segments, we are now moving forward in **2009 with confidence**”.

Cegelec ended 2008 with very satisfactory financial results and a new shareholder, who has confirmed our independence and strengthened our positions in certain markets. Following redeployment of part of our operations to sectors and countries that are less affected by the crisis and the broadening of our solutions portfolio in several segments, we are now moving forward in 2009 with confidence despite today's deep economic recession.

In an extremely tight financial environment, we successfully completed our second LBO and changed shareholders. Our acquisition by Qatari Diar, the international urban development and real estate investment subsidiary of Qatar's sovereign wealth fund, has given us a stable ownership structure and opened up new business opportunities, while preserving the company's independence that our customers particularly appreciate.

Order intake stood at €3,216 million for the year, up 13.1% excluding Faeco, which was sold in October 2007. On the same basis of comparison, revenue increased by 3.1% to €3 billion, while EBIT gained 12.7% to €157 million. At €213 million, free cash flow rose significantly faster than EBIT for the second year in a row.

These good results mean that we are moving forward in 2009 with confidence, but we remain extremely vigilant. In particular, business growth will depend on how long it takes the stimulus packages implemented in a number of countries to take effect.

#### **SHIFTING FOCUS IN THE INDUSTRY SEGMENT**

We maintained our share of the Industry market, in particular by broadening and deepening our presence in sectors that are potentially less exposed to the crisis and offer us opportunities to leverage our knowledge of our customers' specific industrial processes.

This was the case in the pharmaceuticals and agri-foods segments, where our revenues rose by 42% in 2008, led by our ability to support customers as they expand in the global marketplace. One example is Ensysta, acquired in 2006, which increased its revenue in China by a third during the year, primarily with customers already operating in Europe.

While impacted by declining oil prices, the oil and gas industry involves very long production cycles that demand a minimum of ongoing capital spending, particularly in the upstream segment. Contracts won in 2008 included the revamping and extension of the power grid at the Arzew refinery in Algeria, the installation of power systems for two offshore oil



*Revamping electrical networks at the Arzew refinery in Algeria.*

platforms run by ADMA-OPCO in Abu Dhabi and a major commissioning contract for Total's new offshore platform in Angola. In Qatar, Cegelec was entrusted with a contract for the supply of water-steam cycle analysis systems and for the general electric installations of the combined-cycle power plant (2,000 MW) in Mesaieed.

Cegelec is also playing a critical role in Latin America's largest construction project, which is building the new TKCSA steel mill complex for ThyssenKrupp. As part of the project, the German steelmaker awarded us a major electrical installation and instrumentation contract, attesting to our sustained support for its international expansion.

### **TURNKEY POWER PLANTS**

Cegelec is involved in an increasing number of turnkey power plant projects, in which we build the entire facility. In 2008, we won the contract from Bouygues subsidiary CIPREL to extend the Vridi 2 thermal power plant in Ivory Coast.

In the renewable energy segment, we have completed a large number of wind power and biomass contracts, and are now investing in solar power capabilities. We are also a major participant in the hydroelectric power segment, as demonstrated by the 2008 contract to upgrade the Edea 1 plant in Cameroon and the December 2007 contract to build the Ampel Gading plant in Indonesia. In addition, a large number of AC generator refurbishing projects have also been won.

In the nuclear segment, Cegelec is ready to meet the growing demand expected in coming years across the entire nuclear power chain, including maintenance and such emerging issues and challenges as the dismantling of decommissioned power plants and waste treatment facilities. Two examples are the contracts won to install electrical systems at the Schacht Konrad deep geological radioactive waste repository in Germany and for the ICEDA interim storage facility in Bugey, France.

### **MAJOR PUBLIC INFRASTRUCTURE PROJECTS**

Two large tunnel contracts were won in 2008, one for the Elbe Tunnel in Hamburg, Germany and the other for Algeria's future East-West motorway. In both cases, our expertise in safety and traffic management equipment was particularly well appreciated.

In Qatar, Cegelec won the ground lighting contract for the runways of the new Doha international airport, one of the largest airport projects in the world.

In Morocco, where Cegelec is deeply involved in construction and railway refurbishment projects, we made a significant breakthrough in the urban transport market in 2008 with a contract to supply and install all of the electrical infrastructure for the future Rabat tramway.

We are also a major provider of contracting services for environmental infrastructure. In 2008, for example, we renovated the drinking water plant in Neuilly-sur-Marne, near Paris, and executed remote management and pumping station contracts in Morocco and Mauritius. In addition, two new contracts were signed in Austria to install electrical equipment in waste incineration plants.

### **ENERGY-EFFICIENT BUILDINGS AND PLANTS**

Building energy efficiency is another issue of pressing concern for our customers in the industry and in the service sector. That's why Nexity Entreprises awarded us a contract in 2008 to install all of the HVAC and plumbing infrastructure in a complex being built in the La Défense business district near Paris, in compliance with French High Environmental Quality (HQE) standards.

Cegelec maintained its active presence in the French hospital sector, in particular through contracts with the Hôpital Nord in Marseilles, the Hôpital de Lagny being built near Paris and institutions in overseas local authorities. In Belgium, contracts were won during the year for a large number of office complexes, in which innovative technological solutions were installed to optimise energy management, as well as for shopping centres and GSK Biologicals' new head office.

Several large hotel development contracts were signed in Morocco, including the Mazagan complex in El Jadida and the future Four Seasons Hotel in Marrakech. Over the past two years, the Group has booked nearly €60 million in orders from the hospitality sector.

### **THE IMPORTANCE OF EFFECTIVE MAINTENANCE**

Three major multi-year industrial maintenance contracts were renewed in late 2008 with GE, Alstom Power and Nexter for several facilities in France. In Brazil, 13 electrical and mechanical maintenance contracts were signed with Petrobras during the year, demonstrating that in a time of crisis, companies remain as focused as ever on ensuring longer service lives and uptime for their production facilities.

Our maintenance capabilities were strengthened in 2008 by the acquisition of Eurotole, a Belgian provider of mechanical maintenance services, and of A2M, based in south-western France.

As well, we enhanced our presence in the maintenance of large automated and mecatronics systems, in particular through an additional contract to maintain the French Post Office's PIC industrial mail platform serving northern France.

Cegelec also delivers multi-technical maintenance services for commercial buildings, a segment that saw the renewal of several contracts in late 2008, including those for the Société Générale's data centre in Tigéry near Paris, BNP Paribas' head office buildings in Paris and Mobistar telecommunications facilities in Belgium.

### **NEW ACQUISITION OPPORTUNITIES**

Our business growth is also being supported by an active acquisitions strategy. Eight French, German, Belgian and Dutch companies joined the Group in 2008, bringing in €75 million in full-year revenue and helping to deepen the close, local relationships we nurture with our customers. They have also expanded our skills base and improved our ability to offer end-to-end solutions.

Current market conditions and company valuations should enable us to pursue this strategy in 2009.

### **EXPANSION IN ALGERIA**

Cegelec has subsidiaries in countries that are feeling less of an impact from the global economic crisis, either because they have their own oil and gas resources (like countries in the Middle East, but also Brazil and Indonesia), or because they have undertaken major public spending programmes to develop their infrastructure (like Morocco and Algeria).

One compelling example is Algeria, where Cegelec has enjoyed sustained growth in business over the past two years. Contracts now underway represent a total of nearly €300 million in revenue, while local staff is expected to more than double to some 200 people in 2009. Contracts won in 2008 included the revamping of the Arzew refinery mentioned above, security systems for five additional oil facilities (on top of the some 20 already completed), the turnkey construction of two transforming stations (220 and 63 KV) for Sonelgaz and equipment for four tunnels on the country's largest motorway construction project.

### **SUSTAINED IMPLEMENTATION OF THE PERFORMANCE IMPROVEMENT PROGRAMMES**

In 2008, we continued to deploy CegelecPRO and the other performance improvement programmes. This aspiration to excellence in our work is a major source of competitive differentiation that, in today's more challenging economy, enables us to optimise all of a project's management processes to full advantage.



*Turnkey photovoltaics: a thriving sector.*

Along with professionalism and an entrepreneurial mindset, this commitment to continuous improvement represents the true foundation of our corporate culture. It was further enhanced in 2008 by two additional action programmes, one focused on worksite operations and the other on our engineering offices. After stepping up our efforts in purchasing, we are now looking to optimise our ability to seamlessly integrate all of a project's different phases.

We are also focusing on improving our core technological competencies with the implementation of concrete action plans, notably in HVAC engineering, control systems, agri-food and pharmaceutical plant automation technology and analysers.

### **A COMMITMENT TO PEOPLE**

A company can weather the crisis only with the support of its employees, and with all their dedication, skills and expertise. For a service company like ours, people are our most valuable asset and we would like to commend everyone for their commitment and accomplishments during the year.

We wanted to significantly broaden their stake in their company's financial performance, to the extent that today, the number of direct shareholder managers has doubled, while 1,500 employees have now been granted stock options. In addition, a third of our employees are shareholders through a corporate mutual fund.

The objectives-based bonus scheme was also broadened in 2008 to all of our managers. Lastly, in France, an employee savings plan with Company contributions was introduced for all employees, while a retirement plan was set up for managers.

More than ever in these difficult times, we are paying careful attention to the needs of our customers, standing ready to learn new practices and to bring new, more comprehensive, more effective solutions to market. Our flexible responsiveness, our entrepreneurial spirit, especially as demonstrated by our account managers and project leaders, and the solid expertise deployed in every aspect of our business will provide powerful competitive advantage in withstanding the economic crisis.

# 2008 HIGHLIGHTS

## → JANUARY INDONESIA

BP signs a five-year contract with Cegelec for the preventive and corrective maintenance of the electrical components and instrumentation of its LNG plant in Tangguh as well as its platform.

## FRANCE

For the first time, Cegelec is hired to work in the immediate vicinity of the core of the nuclear process, electrifying the centrifuges of the new George Besse II nuclear fuel plant constructed by AREVA, on behalf of the Dutch company Imtech.

## INDIA

AREVA T&D entrusts Cegelec with the mechanical, electrical, hydraulic and automation studies, as well as the complete construction of a transformer test bench (400 to 800 MVA). Operator training was also included in this assignment.

## BELGIUM

The pharmaceutical group GlaxoSmithKline Biologicals entrusts Cegelec with the complete construction and management of electrical installations, HVAC engineering, clean-room facilities and data management for a 50,000 sq. m. building which will house the group's new head office.

## → FEBRUARY MOROCCO

In order to strengthen the electrical interconnections with the south of Morocco, the National Electricity Office (ONE) awarded Cegelec a turnkey contract for a 190 km, 400 KV line from Ghanem to Chichoua.

## BAHRAIN

Supply and installation of electrical infrastructures (high and low voltage) of Bahrain Bay, a commercial and residential island of 1.1 million sq. m. on the sea.

## GERMANY

The Group is hired to construct the electrical infrastructure of Schacht Konrad, a former steel mine which will become a repository for low level radioactive waste.

## → MARCH FRANCE

Cegelec constructs the electrical infrastructure of a hospital complex in Bayeux (high and low voltage), including the fire safety system, access control and supplies a power generating unit.

At the CEA site in Cadarache, Cegelec is commissioned to install the ventilation equipment for the new Agate nuclear process facility, and signs a five-year contract for the operation and maintenance of the high voltage substation (63KV) and electricity distribution at the site.

Transporting an  
alternator  
in India  
for AREVA.

Maintenance  
of the Tangguh  
platform  
in Indonesia.

Turnkey contract  
for 400 KV lines  
for ONE  
in Morocco.



→ **APRIL**  
**BRAZIL**

BASF signs a three-year contract with Cegelec for industrial, mechanical and electrical maintenance at four sites in the State of São Paulo.

**FRANCE**

In the Champagne-Ardennes region, following a co-development phase of several years, Cegelec carries out the road access works, civil engineering, electrical engineering and networks for 18 wind turbines each producing 2.3 MW of power, serving as prime contractor for the project.

As part of a future private communication system for firemen, baptised Antares, EADS, a leading player in the aerospace and defence sectors, orders 250 pre-equipped (radio) shelters transportable by truck.

→ **MAY**  
**IVORY COAST**

A subsidiary of the Bouygues group, the Compagnie Ivoirienne de Production d'Electricité awards Cegelec a contract to design, build and commission the Vridi 2 power plant extension in Abidjan.

**NIGERIA**

A partner of Bilfinger & Shepherd since 1986, Cegelec continues, on the basis of a renewed contract, the installation of transformers and power units for public buildings in Abuja as well as public lighting work.

**ALGERIA**

Cegelec is awarded the air-conditioning and smoke-clearance of the Relizane open-cycle power plant in western Algeria on behalf of Alstom, with Sonelgaz as the final customer.

**FRANCE**

Assistance Publique des Hôpitaux de Marseille signs a third contract with Cegelec for the repair of the high and low voltage supply for the Hôpital Nord.

Cegelec is awarded an additional three-year contract with Airbus for the maintenance of industrial facilities at the company's Saint-Eloi site, unique because of its wide variety of machine tools and the fact that it is partially dedicated to production.

**THE NETHERLANDS**

As in 2007, but on a larger scale representing 55,000 working hours, Cegelec is entrusted with the electrical and instrumentation work during the shutdown of the BP refinery in Rotterdam.

→ **JUNE**  
**SPAIN**

Turnkey supply of lighting and low-voltage systems for a 400-MW combined-cycle power plant in Malaga for Alstom Power.

**HUNGARY**

Cegelec wins the contract for installation of ventilation equipment for the first section of Line 4 of the Budapest Metro (7.3 km and 10 stations)

**FRANCE**

After a successful first phase of compressor plant revamping in 2006 and following a European call for tenders, Cegelec is hired by GRTgaz to carry out the turnkey construction of a plant in Saint-Victor in the Allier region.

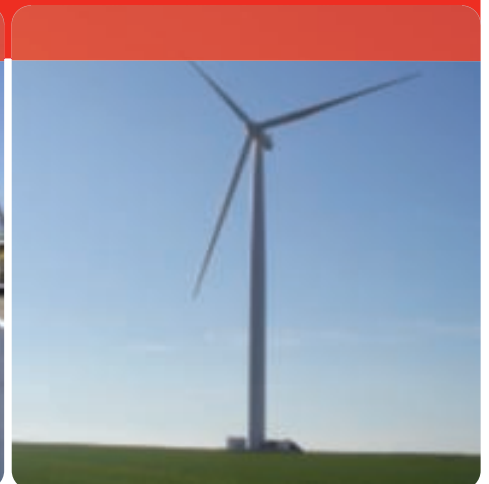
Modernising electrical infrastructures at the Hôpital Nord in Marseilles.



Relizane open-cycle power plant in Algeria.



Ten new wind turbine projects in France.



2008  
HIGHLIGHTS**UNITED ARAB EMIRATES**

Adma-Opc, a public oil company in Abu Dhabi, entrusts Cegelec with the extension and re-vamping of the electricity systems at its two offshore complexes under an EPC contract.

**BELGIUM**

Cegelec takes part in installing the HVAC systems of two shopping complexes: Mediacity (190,000 sq. m.) in Liège and St Janspoort (40,000 sq. m.) in Kortrijk, representing the largest investment ever authorised in the city.

**ALGERIA**

Turnkey construction of a 220/63 KV transforming station in Tolga and a 63/30 KV station in Ouled

Djellal for Sonelgaz, the national supplier of electricity and gas.

**JULY****FRANCE**

Réseau Ferré de France entrusts Cegelec with the telecommunications infrastructure of the Dijon-Belfort section of the Rhine-Rhone high speed train with 28 GSM-R platforms which will be used via the European Rail Traffic Management System (ERMTS).

**MOROCCO**

Electrification (overhead contact lines and sub-stations) of the future Rabat tram (18 km), a technically demanding public transport system.

**GSM-R  
platforms  
on the Rhine-Rhone  
high speed train  
in France.**

**Offshore  
electrical  
infrastructures  
for Adma-Opc  
in Abu Dhabi.**

**HVAC systems  
for the  
Mediacity complex  
in Liège,  
Belgium.**



### GERMANY

Already present at Japan Steel and Alstom (USA), installation of Turo-Man and Siro-Man, mechanical inspection systems for turbines and rotor disks designed by Cegelec's German teams, is under way at the facilities of the German metallurgist Saarschmiede.

### QATAR

Cegelec wins two contracts for a combined-cycle power plant (2,000 MW) in Mesaieed: one for the supply of water-steam cycle analysis systems and another for the general electrical installations of the plant.

### → AUGUST TURKEY

Cegelec is responsible for producing the on-board communication systems of 36 trams in the city of Istanbul. The equipment will transmit communications between central control and the driver or passengers.

### FRANCE

Cegelec wins the work packages for the high voltage, fire safety and fluids of the future Lucien Barrière hotel and casino in Lille (40,000 sq. m.).

DCNS entrusts Cegelec with the installation of new propellers on the Charles of Gaulle nuclear

aircraft carrier as well as the sheet work boilermaking and mechanics on the Perle nuclear attack submarine as part of its Scheduled Servicing and Repair (IPER).

### MOROCCO

Samir awards Cegelec a three-year contract for the maintenance of its electrical installations, including the motors, at the country's refineries.

### QATAR

Cegelec wins the ground lighting contract for the runways of the new Doha international airport in Qatar, one of the largest airport projects in the world.

**New propellers  
on the French  
Charles de Gaulle  
nuclear  
submarine.**

**Mechanical  
inspection  
system  
for turbines  
and rotors.**

**High voltage,  
safety and fluids  
at the future  
Lille hotel and casino  
(France).**



## 2008 HIGHLIGHTS

→ **SEPTEMBER**  
**ALGERIA**

Sonatrach and Cegelec sign a contract for the provision of the security system for five oil sites in southern Algeria, using intruder alert, video surveillance, access control systems and an inter-site communication network.

**FRANCE**

In Pas-de-Calais, Cegelec is awarded a contract for the construction of the infrastructures of two wind farms comprising 15 turbines producing 34.5 MW of power.

Thalès Communications entrusts Cegelec with four projects related to the Ramses III network of armour-plated telecommunications stations for the French Air Force: the construction of Faraday shields equipped with all the integrated services, the entryway and half-buried technical shelter as well as the buildings and "relay" site for improved mechanical and physical protection.

**MAURITANIA**

Remote management of the drinking water supply for the city of Nouakchott from the Senegal river for the National Water Company (SNDE).

**BRAZIL**

Supply, engineering, construction and operation of a substation (138 KV) for the Petrobras' RNEST refinery which will have a production capacity of 200,000 barrels of oil per day as from 2010.

**UNITED ARAB EMIRATES**

Tecnicas Reunidas, a Spanish engineering group, entrusts Cegelec with the HVAC engineering and analysis shelters of a polymer plant in Abu Dhabi.

**SWITZERLAND**

Cegelec is responsible for supervising the installation of the security equipment and video surveillance systems at the new international headquarters of Merck Serono in Geneva.

→ **OCTOBER**  
**FRANCE**

All the electrical infrastructures of the future Hôpital de Lagny-Marne la Vallée, 585 beds on 76,000 sq. m in the eastern suburbs of Paris, are awarded to Cegelec.

Nexity hires Cegelec to carry out all the HVAC and plumbing infrastructures of a 43,000 sq. m building compliant with the High Environmental Quality (HQE) standard, to house the future Société Générale trading floors.

The French Post Office awards Cegelec an additional maintenance contract for its future sorting centre in Lesquin (near Lille), one of largest in France in terms of the scale of the machines.

**AUSTRIA - NORWAY**

The Swiss company Von Roll Umwelttechnik acquires the services of Cegelec teams for the electrical infrastructures of two domestic waste incineration plants in Zistersdorf (Austria) and Bergen (Norway).

Relay site for  
the Ramses III network  
of armour-plated  
telecommunications of  
the French Army

Substation  
(138 KV) for  
the RNEST  
refinery  
in Brazil.

Installations  
up to  
HQE standards  
for Nexity  
in Paris.



Contributing to make navigation possible even when the Elbe is at its lowest level, Cegelec is hired to design and install electrical and communication components for the Magdeburg and Wusterwitz (South) locks .

Modernisation of a motorway tunnel in Hamburg, in particular of the ventilation and safety equipment, as well as the traffic management system of three tunnel tubes. Cegelec already equipped the fourth in 2002.

In order to increase the reliability of its rolling stock, Deutsche Bahn places an order with Cegelec for nine ultrasound inspection systems of wheel set shafts with longitudinal bores, and training on carrying out tests.

→ **NOVEMBER**  
**BRAZIL**

Alstom Power hires Cegelec for the turnkey supply of general electrical installations and lighting of the thermal power plant of the TKCSA (ThyssenKrupp) steel production complex in the State of Rio de Janeiro.

→ **DECEMBER**  
**ALGERIA**

Cegelec is selected to install all the electrotechnical infrastructures of four tunnels with an overall length of 4.7 km, located on the future East-West motorway which, when completed, will connect Tlemcen to Annaba. The project is the largest of the sort in the country's history.

**FRANCE**

Syndicat des Eaux d'Ile-de-France (SEDIF) entrusts Cegelec with the installation of two new electric pump sets, the revamping of two other sets, the power supply and control systems at its Neuilly-sur-Marne drinking water plant.

Cegelec utilises its expertise in low and high voltage at the largest building site in Bordeaux in the past five years: the offices of the intercommunal authority of Bordeaux, a high-rise building comprising 22 floors and measuring 100 m in height which will meet HQE standards.

In Paris, the Louvre museum creates a new exhibition space dedicated to the "Arts of Islam" and hires Cegelec to install the plumbing, air conditioning and smoke clearance systems.

**AUSTRIA**

The public transport company of Vienna (Wiener Linien) signs a framework agreement with Cegelec for the modernization of the U4 Metro Line and its stations, as well as low current services on the U2 Line.

**MOROCCO**

Air-conditioning, ventilation, plumbing, sprinklers, swimming pools, fountains, power and low currents: Cegelec implements its entire repertoire of HVAC and electrical skills for the expansive Mazagan hotel complex in El Jadida on behalf of Besix, and the Four Seasons Hotel in Marrakech.

**Nine ultrasound inspection systems delivered to Deutsche Bahn.**

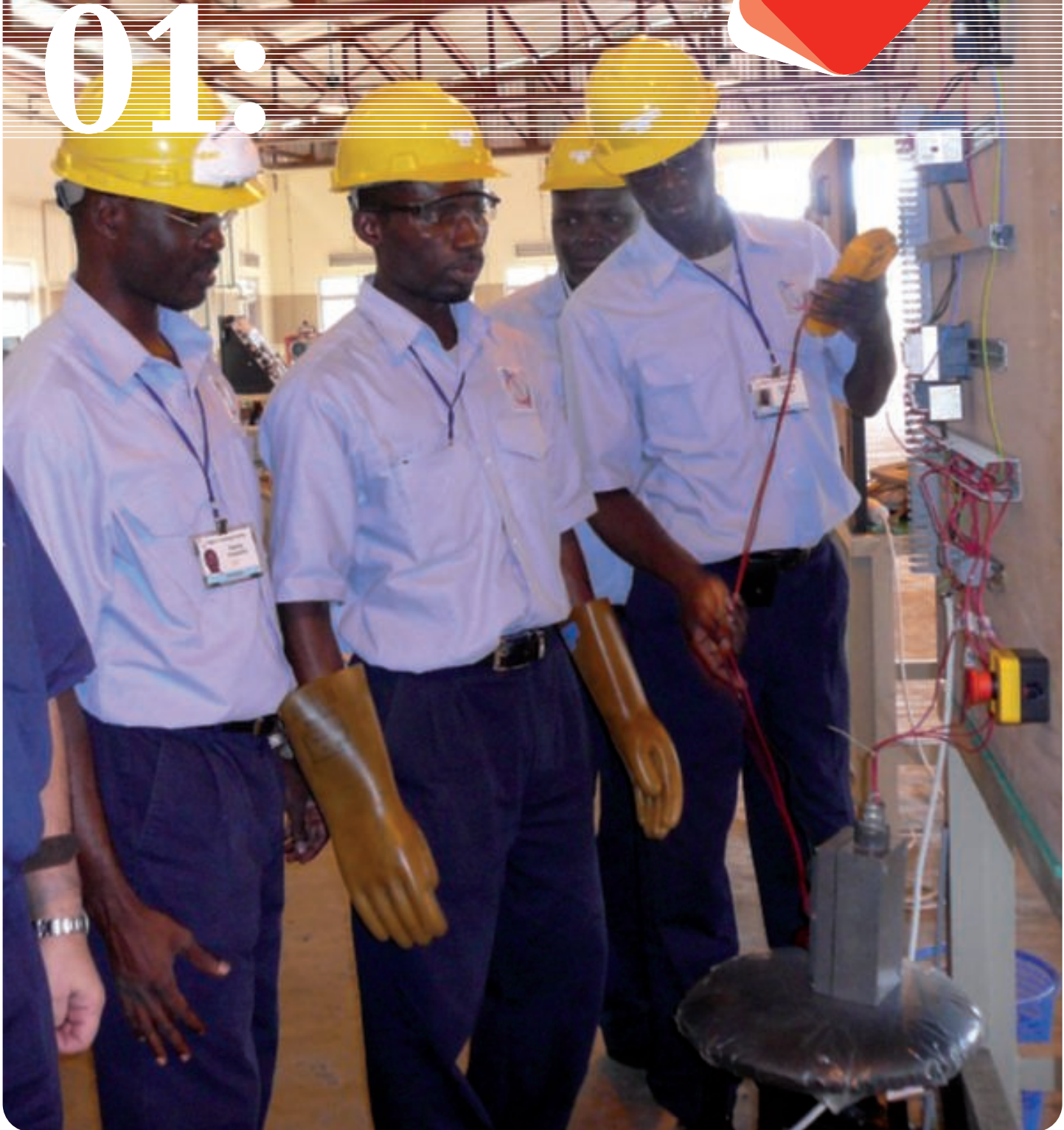
**Control systems of a drinking water plant in Neuilly-sur-Marne (France).**

**Modernisation of the U4 metro line and stations in Vienna (Austria).**



# HUMAN RESOURCES

# 01:



*More than 350 maintenance operators and technicians of Chevron and Total trained by Cegelec and Prime Atlantic in Nigeria.*

New recruitment initiatives were launched in 2008, and Cegelec continued to implement an active training policy for current employees, one of the pillars of its continuous improvement programmes. The Group also significantly increased the direct stake of its employees in the company's capital and set up an employee savings plan as well as a retirement savings plan for managers.



*Group work during an integration seminar organised by Cegelec.*

Several initiatives were implemented by the HR function in order to strengthen existing links between Cegelec and the student community. Partnerships with several French engineering schools were established or expanded, and Cegelec maintained an active presence at student conventions, forums and job fairs in France and in other countries where the Group is present.

Another major initiative is the Energy Talent Challenge for renewable energies launched in 2008, and targeting 30,000 students in engineering and other technical courses of study. The Electro Libre programme has a similar focus. A genuine partnership has been established with seven vocational high schools, in which students will present a technical project meeting High Environmental Quality (HQE) standards.

Lastly, the Group continued to attract participants in France's International Business Volunteer programme (VIE). In 2008, 75% of the volunteers were subsequently hired by Cegelec on permanent employment contracts.

#### **TRAINING, THE CORE OF THE GROUP'S PROGRAMMES**

Safety is a constant concern for Cegelec, and many actions are undertaken within the Group's various units to make ongoing improvements in this area.

The same applies to employee training, which is

at the core of the performance improvement programmes set up by Cegelec, prime examples of which are CegelecPRO for project management, SourcingPRO for purchasing, or DesignPRO (engineering offices) and SiteworksPRO, created in 2008.

Courses for these training schemes are given in particular by Cegelec University, an integrated Group training entity which designs and organises modules to fit the specific requirements of the company and its employees. A total of over 50,000 hours of training were given in 2008 – a considerable increase in relation to 2007. 2,300 employees took part, including 600 site supervisors, who were given a particular focus.

Cegelec also has a unit devoted to technical training in the oil sector, called Catex, which is open to its own teams and those of its customers. Overall, more than 330 technicians and engineers took part in its extremely varied training schemes in 2008.

#### **TOTAL REMUNERATION**

Qatari Diar, the Group's new shareholder, and Cegelec Management have sought to associate Cegelec employees more closely with the company's financial results. The number of managers who have become direct shareholders has doubled and 1,500 employees now hold stock options.

A third of our employees are now Cegelec shareholders thanks to a company mutual fund (FCPE).

A new employee shareholder plan will be implemented in the spring of 2009 with a significant company contribution providing particular incentives for lower-level employees.

In addition, in France an employee savings plan was set up with a company contribution for all employees, and a retirement savings plan was set up for managers in 2008.

The broad strokes of a profit-sharing and performance improvement plan for business units have been defined at the Group level. Negotiations with employee representatives may be initiated in 2009 in the participating countries.

The European Works Council was informed and consulted during the change in Cegelec shareholders.

Lastly, the working groups within the HR function have established draft guidelines for HR operations for deployment in 2009 and 2010.



# INFRASTRUCTURES

# 02:



*Expert assessment of a hydraulic alternator.*

The focal point for economic recovery plans buoyed by rising needs, primarily in energy and transport, the infrastructure market remains steady.

When designing and carrying out projects, Cegelec can count on its in-house expertise in managing large projects as well as its technical skills and experience as a turnkey operator.

### ENERGY

Cegelec signed a major turnkey contract in 2008 for the extension of the Vridi 2 power plant (111 MW) in Abidjan, Ivory Coast. The Group is responsible for the supply of the gas turbine itself, the electromechanical machinery, including control systems, power transmission equipment and connection to the electrical grid, as well as the civil engineering of the power plant. Spanish energy giant Iberdola demonstrated its

satisfaction with the high-quality services provided by the Group in Spain by selecting Cegelec for a project in Qatar, where the Group will supply the analyser systems for a 2,000 MW combined-cycle power plant.

In nuclear power, Cegelec is increasingly involved at the core of the nuclear process, such as in Tricastin (France), where AREVA hired the Group to electrify the centrifuges of the new



*Extension of a thermal power plant in Abidjan, Ivory Coast.*

George Besse II nuclear enrichment facility, and in Cadarache where the French Atomic Energy Commission (CEA) hired Cegelec to install the ventilation equipment of the new Agate nuclear process facility, in addition to the operation and maintenance of the high voltage substation, and power distribution for the entire site.

In 2008, Cegelec continued its strategy of increasing business in downstream cycle operations. The Group is now working with the French National Agency for Radioactive Waste Management on a demonstrator for the disposal of vitrified waste, and is taking part in radioactive waste conditioning and storage (ICEDA) at the Bugey nuclear power plant.

In Germany, the Group was entrusted with the construction of the electrical infrastructure of Schacht Konrad, a former steel mine which will become a repository for low level radioactive waste.

In hydraulic power, Cegelec concluded a strategic partnership with EnerPower, a major player in Brazil. The alliance will enable the Group to draw on the hydraulic expertise of EnerPower, its international growth potential (12 EPC contracts underway in Latin America) and on the dynamism of the market in Brazil, one of the world's top producers of hydraulic power.

### CEGELEC, A MAJOR PLAYER IN PHOTOVOLTAICS

2008 will be remembered as the year that photovoltaics took off in France, with 140% growth in the power of the installed base. Backed by a network of local agencies possessing QualiPV certification, Cegelec is working on a wide range of schemes in France and abroad.

For local authorities, industrial groups, farms, and major projects in the service sector, Cegelec plays a role of general contractor for all trades and professions in order to best utilise the space of large rooftops, and performs maintenance on the installations.

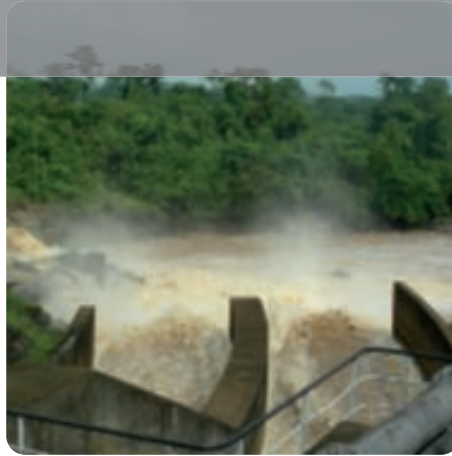
Cegelec is also studying the residential market, which will represent some 40% of the future installed capacity in France, sustained by guaranteed resale tariffs for the energy produced, and tax deductions. Drawing on its experience in wind power, Cegelec is also helping to build solar farms, providing support at all stages of the project cycle.



**PARTNER AT ALL STEPS  
OF THE NUCLEAR CYCLE:**  
[www.cegelec.com/nuclear](http://www.cegelec.com/nuclear)



*Schacht Konrad repository for nuclear waste in Germany.*



*Spillway for Edéa N1 in Cameroon.*



*Electrification of the first tram line in Rabat, Morocco.*

In Indonesia, the Group is making full use of its skills as an integrator, installing all the electro-mechanical equipment at the Ampel Gading power plant on the island of Java. In Africa, Cegelec is supplying all the electrical equipment and the control system for the Edéa N1 hydro-electric power plant in Cameroon, a contract signed with Andritz VA Tech Hydro, with which Cegelec has already built (EPC) two turnkey hydro-electric power plants in Morocco.

Cegelec has significantly ramped up business in photovoltaics, both in farms and on rooftops. A development contract was concluded with the local authorities of Miradoux in France's Gers region for the construction in 2009 of a photovoltaic system producing 7 MW – one of the largest to date in France. Cegelec was also awarded an EDF contract for the maintenance of some fifty solar sites in south-west France.

Cegelec secured its position in wind power in France with ten new projects in 2008 producing a total power output of 158 MW. In biomass, after the inauguration of the Alkmaar power plant in the Netherlands, Cegelec won a contract for the design and installation of all the electrical infrastructures and automation systems of the Hagen cogeneration power plant (2 x 43 MW) in Germany.

## TRANSPORT

Cegelec was awarded the contract for the electrification (substations and overhead contact lines) of the 18 km-long of the first tram line in Rabat, Morocco. Already a major player in the installation of catenaries for railway lines in the country, the Group made a significant breakthrough on an additional market – on which it is backed by expertise acquired in work on the public transport infrastructures of over twenty French cities.

A member of the Rhonexpress consortium set up to construct the Leslys tram line in Lyon, Cegelec won in 2008 the contract for the overhead contact line, public lighting and signalling of the new Line E in Toulouse, as well as the public lighting, and more recently the substations of the future line in Angers.

The Group's traction systems for trams and trolleybuses are equipping additional rolling stock in several Central and Eastern European coun-

tries, as well as in Western Europe, with an order for 25 new trolley buses for the city of Salzburg in Austria. In addition, Cegelec was hired to install the ventilation and smoke extraction systems of the new Line 4 of the Budapest underground in Hungary.

Having accounted for 300 million euros in orders since the founding of the Group in 2001, tunnels represent one of Cegelec's main areas of expertise, and the Group is particularly recognised for its capabilities in the fields of safety and traffic management. This expertise, combined with the presence of a local subsidiary, enabled Cegelec to win an equipment contract in Algeria for four tunnels on the future East-West motorway connecting Tlemcen to Annaba, the largest construction project in the history of the country. Another major construction project awarded in 2008 is that of the modernisation of the Elbe tunnel in Hamburg, one of the longest underwater tunnels in the world (3.3 km). The contract comprises work on the electrotechnical infrastructure of three tunnel tubes, including safety and ventilation equipment and the installation of a traffic management system for delivery in 2011.

Cegelec's infrastructure expertise goes beyond roadworks, and in 2008 the Group won an EPC contract in Germany for the electrical and communication components of the southern lock of Wusterwitz enabling remote control of the structure. This system, scheduled to become operational in 2012, follows the modernisation of the Magdeburg lock for which a contract was signed in 2007. In Qatar, the Group was awarded a contract for the ground lighting of runways at the new international airport in Doha, one of the largest airport projects in the world.



*Modernisation of the Elbe tunnel in Hamburg (Germany).*



*Lighting the runways of Doha international airport in Qatar.*

## ENVIRONMENT

Cegelec plays a role in every component of the water cycle, particularly those requiring electro-mechanical and control capabilities. Several major orders were placed in 2008: the revamping of pumps at the drinking water plant in Neuilly-sur-Marne (Paris), the extension of the drinking water plant and the construction of two pumping units in Saint-Brieuc and the construction of a drinking water plant in Yar (Côtes d'Armor region). In wastewater treatment, the Group was the first in the world to implement membrane filtration technology, at the Locquirec plant (Finistère Nord region).

In Mauritania, in September 2008 Cegelec began carrying out a major contract for the remote processing of drinking water pumping from the Senegal river to the city of Nouakchott. In Algeria, the Group is taking part in the modernisation of the Algiers drinking water network.

Waste processing is another environmental activity to which Cegelec provides its full support. For example, its Austrian teams were hired in 2008 to construct the electrical infrastructures of two domestic waste incineration facilities in Zistersdorf (Austria) and Bergen (Norway) for the Swiss company Von Roll Umwelttechnik.

## DEFENCE AND SPACE

Further to the Socrates project, completed in July 2008, Cegelec is now leading a project for the development of hardened and fixed shelters and telecommunications sites known as Ramses, ordered by the French Airforce.

This is one of the Group's largest projects in 2008, along with the order placed by DCNS for the last phase of electrical installation work aboard the Le Terrible nuclear submarine in



*High-power pumping station for Syndicat des Eaux d'Ile-de-France.*

Cherbourg. In the field of aerospace, Cegelec, one of the main private companies involved with the European Space Centre in French Guiana, is responsible for the low current and fluids installations for the Soyuz and Vega launch pads as well as the refitting of the S3B building for the

preparation of satellites. Airbus also renewed its contract with Cegelec for the quality control of its aircraft propulsion systems.

# INDUSTRY

# 03:



*RNEST refinery of the Brazilian group Petrobras.*

Cegelec has maintained its market share in industry, in particular by strengthening its presence in sectors potentially less exposed to the crisis and in which the Group can highlight its expertise in specific industrial processes. In the oil industry, affected by the fall in the price per barrel but also confronted with long production cycles, Cegelec continues to make progress in upstream business while providing related services (security and control systems, training, technical assistance, etc.).

### OIL AND GAS

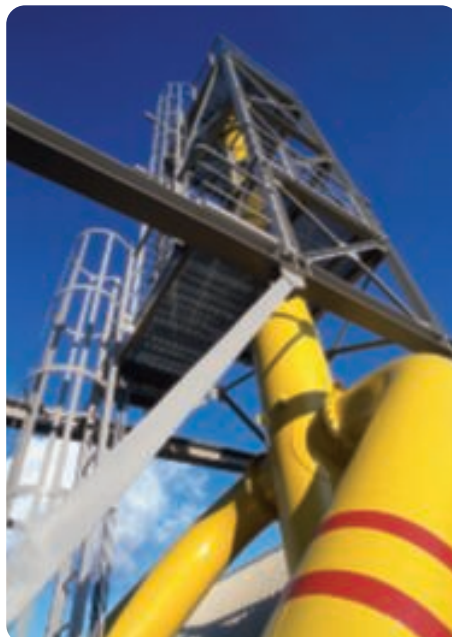
The revamping and extension of the electrical network of the Arzew refinery in western Algeria, on behalf of Naftec, a subsidiary of Sonatrach, represents a major contract for the Group. Work will be carried out on the low, medium voltage distribution and also concerns digital control system of the electrical network. Three new substations are to be built and the systems of seven others will be revamped, including air-conditioning, pressurisation and fire detection, all within a tight lead-time of 28 months.

Cegelec was awarded another extension and revamping contract in 2008 by Adma-Opco, the public oil company of Abu Dhabi, for its two offshore oil rig complexes as part of a turnkey contract (EPC). The Group signed the same type of contract with Petrobras in Brazil for the construction of a substation of its RNEST refinery which is scheduled for commissioning in 2010. This contract is in addition to that signed for another substation under construction at the President Getúlio Vargas refinery. Providing security systems for major industrial sites and large buildings is a service in which the Group has proven experience and is backed by solid references in the oil sector.

Cegelec was entrusted, in 2007 and again in 2008, with setting up the security equipment of a large

number of Sonatrach sites in Algeria, in particular the anti-intrusion, video surveillance, and access control systems and as well as a inter-site radio communication network.

Demonstrating their advanced capabilities in research and development, in the spring of 2008



*Cegelec signs an increasing number of additional EPC contracts in the oil and gas sector.*



*33% increase in orders in China in the fine chemicals and sectors pharmaceuticals.*

Cegelec's Architecture and Ergonomics teams completed a blast-proof control room at a Total refinery in Normandy, and are currently carrying out others for SIR in Ivory Coast, SAR in Senegal and Sonara in Cameroon.

Cegelec also has a great deal of experience in equipment acceptance and commissioning, which it is implementing for Daewoo on the FPSO Pazflor (floating production, storage and offloading system) in deep water (600 to 1200 m) off the coast of Angola. Cegelec is taking part in a world first in new technologies, including gas/liquid separation at the bottom of the ocean, in the immediate vicinity of production wells.

After having carried out the first phase of the OSCAR programme comprising the optimisation of compressor plants and the adaptation of networks for GRTgaz, a subsidiary of GDF SUEZ, in August 2008, Cegelec signed another major contract with the same partners (Litwin and Friedlander) for the turnkey construction of a natural gas compressor plant in the town of Saint-Victor (Allier region of France).

### PHARMACEUTICALS AND FINE CHEMICALS

Business in the agri-food and pharmaceutical sectors has grown significantly. In France, Cegelec



### CEGELEC PLACES SEVERAL OIL SITES UNDER HIGH-SECURITY

The public hydrocarbon company of Algeria, the top company in Africa and the third-largest international exporter of gas, Sonatrach is undergoing a phase of intense development.

Its gas compression and oil facilities are strategic sites which require a particularly effective security system which is at the same time highly effective, scalable, compatible with existing systems, and capable of accounting for environmental conditions (very high temperatures, sand, etc.). Cegelec and its teams specialised in large projects have developed the Evolynx system to secure the sites of Hassi Messaoud. The following figures reveal the magnitude of the project: over 30,000 badges, hundreds of access points, hundreds of cameras with redundant storage, tens of km of perimeter protection, etc.

The technological security system consisted in equipping all the sites with access control (badge readers, management of openings), anti-intrusion (fencing with sensor, tripwires), and video surveillance systems combining technical infrastructures and civil engineering (gatehouses, plant rooms, operations centres). Cegelec was also responsible for all the engineering, procurement and user training. In order to carry out the work at a sustained pace, dedicated security teams worked in close cooperation with the Group's Algerian teams.

"Satisfied with the quality of the installation and the responsiveness of our employees, Sonatrach awarded us two other similar contracts for the Skikda sites and five additional sites in southern Algeria" indicates Jean-Marc Perraud, Vice-President Cegelec Energy/Infra.



carried out all the power current installations of a new site for Genzyme, the turnkey modernisation and construction of staging areas for Boiron and Merial, as well as the entire automated cleaning process of the production facilities of a new Sanofi-Pasteur vaccine building near Lyon. In China, where the Group's Ensysa specialised unit works with customers to meet their requirements in process and automation equipment, the Group increased its share of orders by 33% in 2008, with customers such as Eden Chocolates, Vesuvius, Wyeth, Griffith and Umicore. Cegelec also expanded its resources for fulfilling this

type of order by acquiring the Dutch company WMI Liquid Food Systems.

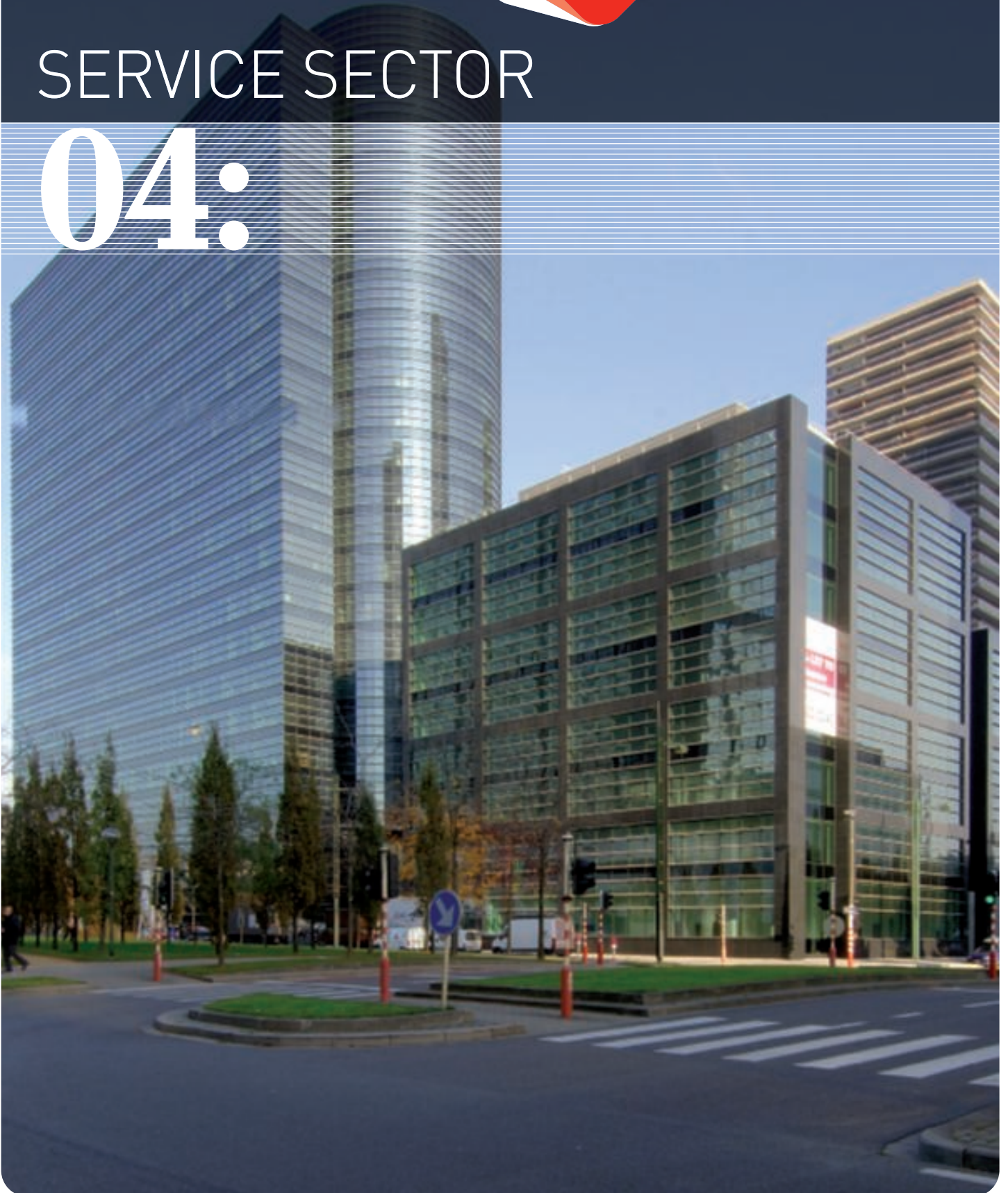
The iron and steel industry, although affected by the severe economic slowdown, continues to provide Cegelec with considerable business. In Brazil, since 2006 Cegelec has played a role in the construction of the TKCSA iron and steel complex (ThyssenKrupp - Companhia Siderúrgica do Atlântico), the largest construction site in South America. In 2008, the Group was awarded a contract by ThyssenKrupp for the electrical infrastructures and instrumentation

as well as other services in energy and electricity for Alstom Power. In France, ArcelorMittal ordered the electrification of blast furnace 2 in Fos following that of Blast furnace 1 the previous year.



# SERVICE SECTOR

# 04:



*Electricity and HVAC for the Ellipse Tower in Brussels (Belgium).*

Cegelec is a major player in the service sector, in which the presence of local, on-site teams and multi-disciplinary skills (electrical engineering, HVAC, plumbing, networks, medical fluids, security, communication, etc.) constitute key assets. The Group's rigorous project management methods are indispensable on sites where stakeholders from many trades and professions work side-by-side and work continuity must be guaranteed.

#### HIGH ENVIRONMENTAL QUALITY AND ENERGY EFFICIENCY

Cegelec performs on behalf of Nexity Entreprises, HVAC and plumbing infrastructures for the future Société Générale building and has set a particularly high level of standards in terms of environmental protection and facility availability.

The 43,000 sq. m. building will be compliant with High Environmental Quality (HQE), a French standard comprising 14 parameters including energy consumption (standard E), heat insulation (standard K), etc. In order to meet these requirements, Cegelec will equip the building with a system which detects the level of carbon dioxide emitted by the occupants in order to determine the quantity of outside air required, thereby controlling energy usage for air conditioning and heating.

The occupancy of the building has led its designers to integrate entirely redundant air cooling systems which will remotely control and regulate the internal temperature of the computer cabinets.



*Bringing the offices of the Bordeaux inter-communal authority up to HQE standards (France).*



## HOSPITALS AND HIGH-RISE BUILDINGS

Nine new orders were placed in 2008 in the French hospital sector, including Sainte-Anne hospital in Paris, Hôpital Nord in Marseilles and the hospital of Bayeux. At the future hospital for Lagny-Marne la Vallée (76,000 sq. m. and 585 beds), Cegelec is to install all the electrical infrastructures and fire safety systems. The Group will also install the air-conditioning and electrical systems of the psychiatric ward of a hospital complex in western Guyana.

Cegelec also won the HVAC and plumbing work packages for a 43,000 sq. m. building which will house the future Société Générale trading floors in La Défense (Paris). Compliant with High Environmental Quality (HQE) standards, the technical design of these infrastructures was entrusted to its engineering and design office which worked in close collaboration with the architects and Société Générale. The stakes of the project are high in terms of investment, lead-time and security requirements.

Another important order worth mentioning is the head office of the Brussels public transport company, which has hired Cegelec to install the electricity and HVAC of 18,000 sq. m. of offices within a period of only 10 months.

## HOTELS

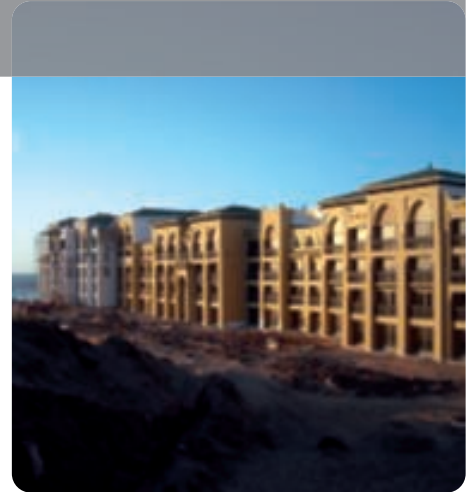
Over the past two years, a total of nearly €60 million in orders have been placed with the Group in the hotel sector in Morocco alone. In 2008, Cegelec

won the HVAC and plumbing contract of the large Mazagan hotel complex in El Jadida (600 rooms) for Besix Somagec, and a electricity, air conditioning and plumbing contract for the Four Seasons in Marrakech. During the same period, the Group delivered another hotel belonging to the same chain on Bora Bora in Polynesia.

In France, Cegelec was entrusted with nearly all the technical work packages for the hotel and casino being built by the Barrière Group in Lille. The Group has also equipped some exceptional cultural buildings, such as the Cité de l'Architecture in Paris, and the Chagall Museum at Villa Massena in Nice. These projects enabled the Group to implement its wide range of technical skills and demonstrate its ability to establish partnerships between architects and customers with a view to developing technical solutions which respect the vision and purpose of the sites.

## SHOPPING CENTRES

Shopping centres continue to provide Cegelec with an influx of orders. After the delivery of the Bahrain in City Centre, opened in September 2008, the Group was hired to install the electrical infrastructures of Bahrain Bay, a commercial and residential island of 1.1 million sq. m. on the sea. In Belgium, Cegelec is in charge of HVAC and smoke clearance at the St-Janspoort complex in Kortrijk, a 40,000 sq. m. development comprising a shopping centre and residences. In Liège,



*HVAC and plumbing at the Mazagan hotel complex in El Jadida, Morocco.*

the Group is installing the HVAC systems for the Mediacity complex which will combine, on 190,000 sq. m., a public television production centre, a cineplex and an Olympic skating rink.

## LOCAL AUTHORITIES

Local authorities find in Cegelec an ideal partner for meeting the challenges of sustainable development and living in their cities. In Belgium, following the private-public partnership (PPP) established for a swimming pool in the town of Lier, Cegelec signed a similar agreement with the city of Mons for its future "Grand Large" swimming pool. The Group is responsible for the special techniques, HVAC and electrical installations of the new complex, which will be powered by solar panels and three wind mills.

Cegelec is also handling the electrical modernisation of the offices of the inter-communal authority of Bordeaux, a high-rise building which will only be partially empty during the work, and is scheduled for completion in 2013.

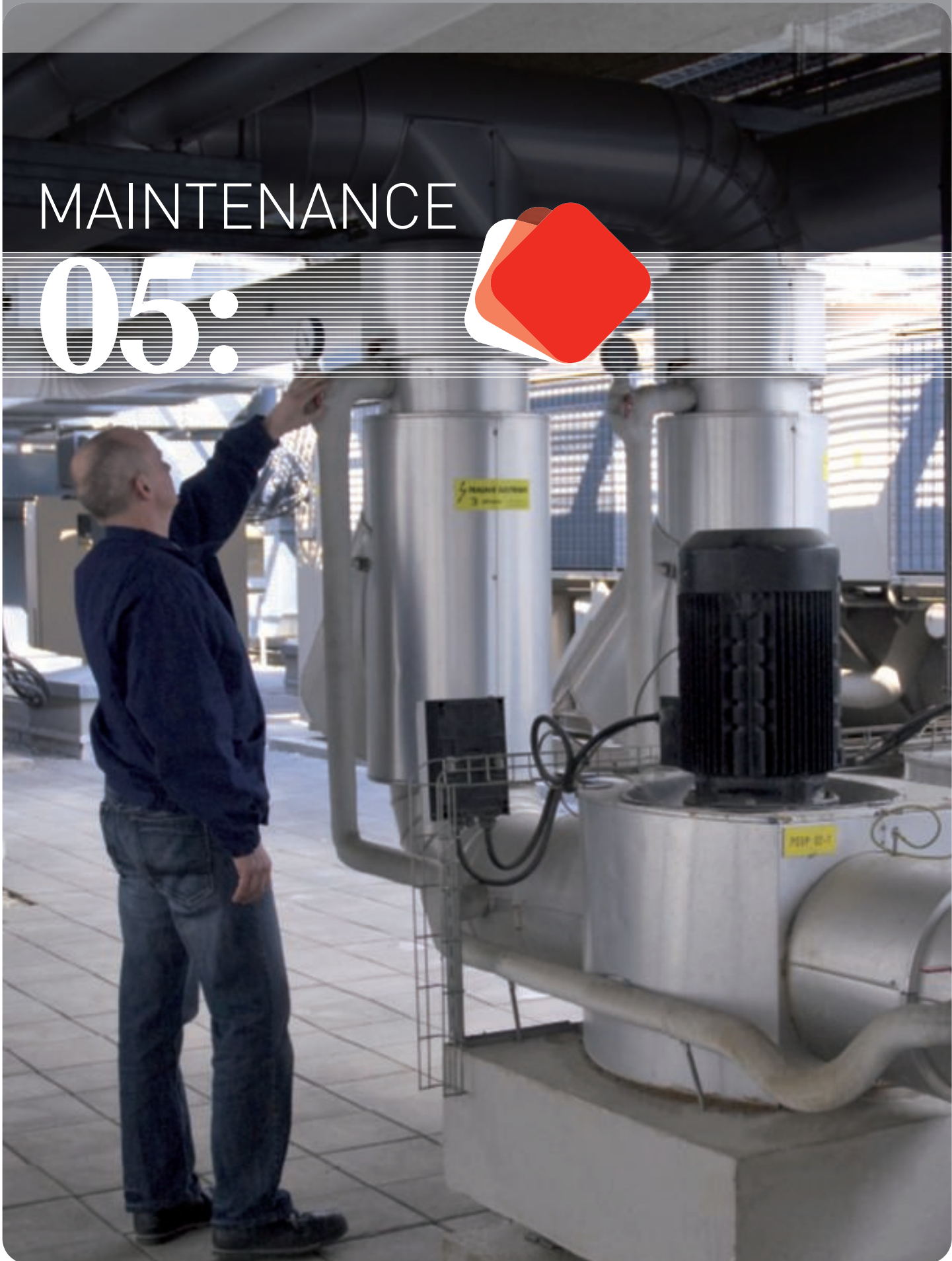
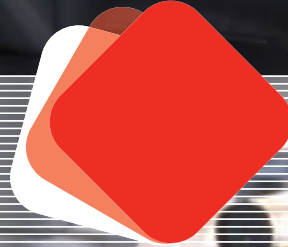
In France, primary and secondary schools hire Cegelec to modernise their infrastructures. In Guyana for example, the Group is responsible for the ventilation, air-conditioning and smoke extraction systems of a vocational school in Kourou, as well as for the construction of roads and various other networks for 112 residences in Roura.



*HVAC and smoke clearance at the St-Janspoort shopping centre in Kortrijk, Belgium.*

# MAINTENANCE

# 05:



*Energy efficiency plan implemented in "le Partitio", a HQE building in Paris.*

In industry, well-planned maintenance ensures greater longevity and availability of production equipment. In the service sector, it can lead to a considerable reduction in energy costs. In 2008, Cegelec significantly developed its mechanical maintenance skills and expanded its range of multidisciplinary offers in order to provide customers with a single point of contact.

### INDUSTRIAL MAINTENANCE

Cegelec renewed, and sometimes extended several major multi-year contracts for industrial maintenance in 2008. This includes several Alstom, Nexter and GE production sites in France, three Dupont textile factories in Spain, four sites owned by BASF in Brazil, as well as the Faurecia automotive plant in Grojec, Poland and the Pisek plant in the Czech Republic.

The acquisition of Eurotote in Belgium and A2M in France expanded the Group's range of multidisciplinary offers. With the help of A2M, a 30-person team was quickly assembled at the Airbus production site in Saint-Eloi for the main-



*Multi-year technical maintenance for the automobile equipment manufacturer Faurecia in Poland.*

tenance of its installed base of machine tools. This contract follows on from previous agreements for maintenance carried out by Cegelec at four other Airbus sites.

The Group has gained several noteworthy resources in sorting equipment, including the mail sorting centres of the French Post Office, with the 2008 contract for the future sorting centre in Lesquin (North region), which in April 2009 will become one of the largest centres in France, as well as a luggage sorting system for Roissy Charles de Gaulle airport which Cegelec maintains as part of an agreement with ADP.

Cegelec had a particularly productive year in non-destructive testing, carrying out a great deal of work on LPG tankers and the testing of some thirty steam generators for EDF, an increase in business of nearly 45% with this customer.

In 2008, the French electricity supplier awarded the Group second place in the innovation category for the Rodin tool, which uses ultrasound technology to detect wear to 10 microns, versus only 50 with the former systems. This innovative technology helped the Group win a contract for non-destructive testing at ten EDF sites in 2008. The automation of testing improves the reliability and increases the sensitivity of the devices, an objective sought by Cegelec and demonstrated in the equipment used to inspect turbine rotors or the wheel set shafts with longitudinal bores of high-speed trains. Deutsche Bahn recognised the importance of these advances, ordering nine ultrasound inspection systems for wheel sets.



*Multidisciplinary maintenance of the largest service-sector building "Lumière" in Paris.*

Cegelec also signed a five-year renewal of its maintenance contract with the Institut de Soudure, a key player in non-destructive testing in France and abroad.

The oil industry remains an important source of maintenance business for Cegelec. In Brazil, the Group signed 13 electrical and mechanical maintenance contracts with the national oil group, Petrobras, a long-time customer. One contract of note was for the corrective and preventive maintenance of six terminals and two pumping stations of the multi-product pipeline which connects Brasilia with Sao Paulo. This contract is the second signed with Transpetro, the transport subsidiary of Petrobras.

In Indonesia, BP entrusted Cegelec with the preventive and corrective maintenance of the electrical and instrumentation equipment of its LNG plant and its Tangguh platform for a period of five years, one of the subsidiary's largest contract ever recorded in the oil and gas sector.

In the defence and space sectors, Cegelec performed work on the Charles de Gaulle aircraft carrier and the Perle nuclear attack submarine as part of their Scheduled Servicing and Repair (IPER). In Kourou Arianespace renewed its operation and maintenance contract for the Ariannes launch complex.



### MAINTENANCE SERVICE SECTOR

In multidisciplinary maintenance in the service sector, in addition to the continued maintenance operations of the Musée du Quai Branly and at the Louvre in Paris, in late 2008 Cegelec renewed its maintenance contract with Société Générale for the bank's computer centre in Tigery, in the Paris region, as well as that for the maintenance of the BNP Paribas offices located on Boulevard des Italiens in Paris. In Reunion Island, Cegelec won a multi-year maintenance contract for the generating stations of cold production, air conditioning and ventilation installations of CHR Felix-Guyon, the largest hospital complex of the island.

Two maintenance contracts with the mobile telephone operator Mobistar in Belgium were also renewed and extended, for the complete technical management of three buildings of the company's head offices (36,000 sq. m.) and for the technical operation of the 15,000 sq. m. of IT rooms and network nodes of 14 strategic sites.

### IN 12 MONTHS, CEGELEC SIGNED 13 NEW MAINTENANCE CONTRACTS WITH PETROBRAS

The world's sixth-ranking oil producer and the largest market capitalisation in Latin America, the Brazilian oil group Petrobras holds over 100 production platforms, 16 refineries, 30 kilometers of pipeline and over six thousand petrol stations.

A regular Cegelec customer for over 15 years, Petrobras has currently mobilised nearly 600 Cegelec employees at its various sites. In 2008, Petrobras entrusted Cegelec with 13 new maintenance contracts – many multi-year – for both its refineries and transport and distribution subsidiaries, worth approximately €21 million. From Rio Grande do Norte to Sao Paulo, Cegelec is responsible for a wide range of assignments: inspection of machine components, maintenance of gas compression units, filters, burners, electric and mechanical maintenance of compressors, engines and auxiliary equipment, maintenance of terminals and pipelines, etc. Assignments in both preventive and corrective maintenance demonstrate the cross-functional expertise of Cegelec and the trusting relationships it has developed with customers.

"The oil and gas sector is not the only field in Brazil requiring the services of Cegelec. The petrochemical (Petroquímica Triunfo, Braskem, Borealis), chemical (BASF), iron and steel (ArcelorMittal Vega, Vale) and pharmaceutical (Novartis) industries also entrusted work to Cegelec in 2008, pushing revenue from the industrial maintenance revenues to 70% of its sales in the country" explains Frederic Lalanne, President of Worldwide Business.

