VINCI’S STADIUM EXPERTISE
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THE VINCI GROUP

CONCESSIONS

VINCI Stadium

ENERGIES

EUROVIA

CONSTRUCTION

HIGHWAYS

CAR PARKS

AIRPORTS

RAILWAYS
VINCI’s unique expertise is based on the complementary nature of its businesses:

- **Finance**, **development**, **programme management** and **operation**

- **Upkeep** and **maintenance**

- **Programme management assistance** and **Operation**

- **Design** and **build**
The stadiums designed and built by VINCI:

**PARC OLYMPIQUE LYONNAIS**
- Location: Lyon, France
- Capacity: 58,000

**ARENA NANTERRE – LA DEFENSE**
- Location: Nanterre, France
- Capacity: 32,000

The stadiums built by VINCI Construction:

- **STADE OCÉANE**
  - Location: Le Havre, France
  - Capacity: 25,000

- **NUNGESSER II**
  - Location: Valenciennes, France
  - Capacity: 25,000

- **ATATÜRK OLYMPIC STADIUM**
  - Location: Istanbul, Turkey
  - Capacity: 80,000
VINCI STADIUM, A VINCI SUBSIDIARY
FOR STADIUM OPERATION
The historic model of French stadiums

- Stadiums mainly operated by local authorities and professional clubs
- 26 of the top 34 clubs – League 1 and Top 14
- Finding: infrastructure often outdated and lacking investment
- Need to modernise driven by the government against the backdrop of the UEFA Euro 2016
  - involvement of private companies
  - sector’s professionalisation
  - development of services to improve the spectator experience

The pioneering model of stadiums in English-speaking countries

- Operation professionalised by the professional clubs owners of the rights and specialist companies (AEG, Live Nation, Global Spectrum, etc.)
- The spectator experience at the heart of operation

The solutions provided by VINCI Stadium:
- Develop a new model for efficient and innovative operation
- Make a long-term commitment alongside local authorities
LEADING STADIUM NETWORK IN EUROPE

A network of 5 multi-purpose stadiums:

- Capacity: 243,000 in sport configuration
- Capacity: 282,000 in concert configuration

Which each year host:

- 130 major events
- 5 million spectators

At the heart of the UEFA EURO 2016:

- 3 host stadiums: Stade de France, Allianz Riviera and Matmut Atlantique (+ Parc OL built by VINCI)
- Hosting around one third of the championship matches (16 matches out of 51)
- Opening ceremony, inaugural match and final at Stade de France
- Over 900,000 spectators expected at the 3 stadiums
AN INTERNATIONAL REFERENCE

Contract details:
- Concession contract: design, build, finance, operate, upkeep and maintenance
- Concession-granting authority: French government / Ministry of Sport
- Term of contract: 1995 - 2025

History and events hosted:
- Built for the 1998 FIFA World Cup
- IRB 2007 Rugby World Cup
- UEFA Champions League 2000 & 2006 finals
- IAAF 2003 Athletics World Championships
- Host stadium for FFF (football) and FFR (rugby) matches
- International concerts (U2, Rolling Stones, Muse, etc.)
- Outdoor productions (Carmen, Ben-Hur, etc.)

Upcoming events:
- FFR: final of the TOP 14
- FFF: final of the French Championship
- Athletics: IAAF Diamond League
- Concerts: AC/DC, Paul McCartney
- UEFA EURO 2016: 7 matches including the final

VINCI reference since 1998
- Capacity: 80,000 spectators
- Construction cost: €318 M (in 1995 currency)
- Operation company: Stade de France Consortium
MATMUT ATLANTIQUE
AN EFFICIENT STADIUM: A SHOWCASE FOR ITS REGION

Contract details:
- PPP contract: design, build, finance, operate, upkeep and maintenance
- Concession-granting authority: City of Bordeaux
- Term of contract: 2015 - 2045

History and events hosted:
- Designed by Herzog & de Meuron
- Built between November 2012 and April 2015 to host the UEFA EURO 2016 Championship
- Home stadium of Les Girondins de Bordeaux FC
- The largest stage in Western France
- Capacity: 42,000 spectators
- Construction cost: €183 M
- Operation company: Stade Bordeaux Atlantique

Upcoming events:
- League 1: FCGB – MHSC (inaugural match)
- Rugby: TOP 14 semi-final
- FFF: France – Serbia
- UEFA EURO 2016: 5 matches incl. one quarter-final
A STADIUM AT THE CUTTING EDGE OF INNOVATION

**Contract details:**
- PPP contract: design, build, operate, upkeep and maintenance
- Concession-granting authority: City of Nice
- Term of contract: 2011 - 2041

**History and events hosted:**
- Designed by Wilmotte & Associés
- Built between August 2011 and September 2013 to host the UEFA EURO 2016 Championship
- Home stadium of OGC Nice FC
- Football: France – Paraguay
- Rugby: RC Toulon – Cardiff (H CUP); RC Toulon – ASM Clermont & RC Toulon – Stade Français for TOP 14 championship

**Upcoming events:**
- League 1: OGC Nice (22 matches per season)
- FFF: France - Armenia
- Show: Nitro Circus Motor Mayhem
- UEFA EURO 2016: 4 matches incl. one R16 match

- Platform for digital innovations
- Capacity: 36,000 spectators
- Construction cost: €195 M
- The largest naming rights contract in France (Allianz)
- Operation company: Nice Éco Stadium

THE VINCI STADIUM NETWORK
A STADIUM AT THE HEART OF A SPORTS CENTRE

Contract details:

- Concession contract: design, build, finance, operate, upkeep and maintenance
- Concession-granting authority: City of Le Mans
- Term of contract: 2011 - 2044

History and events hosted:

- First new-generation stadium in France
- Football: France – Estonia; SM Caen – Lille OSC & SM Caen – Stade Rennais FC (League 1)
- Rugby: Stade Français – SU Agen (TOP 14) ; Racing Metro 92 – Ospreys (European Rugby Champions Cup)
- Starting point for a stage in the 2011 Tour de France
- Partnership with Automobile Club de l’Ouest (ACO) as part of the 24 Hours of Le Mans circuit

Upcoming events:

- Auto event during the 24 Hours of Le Mans Automobile Endurance Race

- First stadium naming contract in France (MMA)
- Capacity: 25,000 spectators
- Construction cost: €90 M
- Operation company: Le Mans Stadium
THE STADIUM
AT QUEEN ELIZABETH OLYMPIC PARK
**Contract details:**

- Concession contract: operate, upkeep and maintenance
- Concession-granting authority: E20 Stadium LLP (City of London and Newham Council)
- Term of contract: 2015 - 2040

**History and events hosted:**

- Built to host the 2016 London Olympic and Paralympic Games
- Refurbished as a multi-purpose stadium after the Olympic Games
- Home stadium for West Ham United FC (Premier League) and UK Athletics

**Upcoming events:**

- Rugby: IRB 2015 World Cup (5 matches)
- Rugby League: England – New Zealand
- Athletics: IAAF Golden League; Sainsbury’s Anniversary Games; IAAF 2017 Championship

- Group’s first stadium concession outside France
- Capacity: 60,000 spectators
- Operation company: London Stadium 185
STADIUM OPERATOR: A RAPIDLY CHANGING BUSINESS
A VIRTUOUS OPERATION MODEL

STADIUM OPERATOR: A RAPIDLY CHANGING BUSINESS

Development of La Plaine-Stade de France in Saint-Denis:

- Economy: **25,000 jobs created**, new mixed business sector with **500,000 m² of office space** and **400 company head offices**
- Social: Advisory Committee enabling ongoing consultation with local residents and associations
- Transport: extension of the RATP network (2 RER stations / Bus routes, A86/A1 motorway access)

Expansion of La Plaine du Var eco-valley in Nice (Allianz Riviera):

- Economy: **160 local companies** and **3,000 workers employed** for the construction
- Economy: construction of **Nice One** shopping centre, **29,000 m² of retail space** and over **500 jobs created**
- Energy: a **positive energy** stadium, **7,000 m² of PV panels** and storm water recovery
- Transport: construction of **tram** lines between Allianz Riviera stadium, the airport and Nice city centre
A VIRTUOUS OPERATION MODEL

For the home club and the organisers:

- Stadium’s economic viability ensured by VINCI Stadium.

- VINCI Stadium’s long-term guarantees:
  - A stadium always maintained to the **best quality standards**
  - Upkeep and maintenance
  - **Investment** in human and financial resources

- Benefits for the home club and organisers:
  - Encourages commercialisation
  - Reduces capacity risk
  - Diversification and increased sources of revenue
An integrated model guaranteeing virtuous operation:

VINCI Stadium acts as the operator right from the design-build phase, in order to plan and maximise future operation.
VINCI Stadium’s four main areas of expertise

- Rich and varied **programming**
- **Innovative services** to revolutionise the spectator experience
- Unique **technical expertise** applied to stadium operation
- An active **partnership** approach
Multi-purpose stadiums benefiting from regular and varied programming for the general public and companies.
Since 1998, the Stade de France has been an international reference
- 380 major events
- Over 30 million spectators

Concession contracts: the concession company shoulders all operating costs
INNOVATIVE SERVICES TO REVOLUTIONISE THE SPECTATOR EXPERIENCE

- Connected stadium
- Food & beverage services
- Customer pathways
HD Wi-Fi available at our stadiums to:

- revolutionise the spectator experience with the development of new digital tools
- create value for all stakeholders.

Stade de France, Matmut Atlantique and Allianz Riviera are all connected.

The Stadium at Queen Elizabeth Olympic Park will have HD Wi-Fi installed by August 2016 for the arrival of its home team West Ham United Football Club.
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STADIUM OPERATOR: A RAPIDLY CHANGING BUSINESS

THE CONNECTED STADIUM: REVOLUTIONISE THE SPECTATOR EXPERIENCE

1. LIVE CONNECT

See live content: replays, statistics, team compositions, real-time game facts and scores
THE CONNECTED STADIUM: REVOLUTIONISE THE SPECTATOR EXPERIENCE

2 ONLINE BETTING

Register and place match bets online using the partner operator’s app
THE CONNECTED STADIUM: REVOLUTIONISE THE SPECTATOR EXPERIENCE

GAME CONNECT

Play online interacting with the stadium community: predictions, knowledge quizzes, etc.
THE CONNECTED STADIUM: REVOLUTIONISE THE SPECTATOR EXPERIENCE

FOOD & BEVERAGE SERVICE

Enjoy discounts, contextualised flash merchandising operations (Happy Hour, etc.)
STADIUM OPERATOR: A RAPIDLY CHANGING BUSINESS

THE CONNECTED STADIUM: REVOLUTIONISE THE SPECTATOR EXPERIENCE

5 FRIEND CONNECT

Find my friends at the stadium and agree on a meeting place in the stadium
GPS

Activate the GPS function to guide me to my seat, obtain real-time information about queues at the WCs, food & beverage outlets, etc.
Creation of a Fan Lab in cooperation with the naming rights holder Allianz for the 2015-2016 season:

- Trial with Google Glass
- FanCam: used by visitors to locate tag each other on a 360° image of the stands
- Hashtag #SocialScreen: used to send questions to the players and trainers after matches
- Inside Bot robot: provide a hospitalised child with a behind-the-scenes match experience
- 3D printer: print of the stadium
- Drone: stadium fly-over
Creation of an Allianz start-up accelerator specifically for big data, connected objects and the connected stadium:

- Five-month intensive acceleration programme
- Premises at the Allianz Riviera stadium
- Structured support provided by a network of experts and mentors, and leading investment funders

The first VINCI Hackathon was held here from 10 to 12 April 2015:

- 48 hours of innovation
- 124 participants who presented 29 projects
- Aim: “reinvent the spectator and passenger experience”
- 6 apps singled out by the judges
TECHNICAL EXPERTISE SERVING STADIUM OPERATORS
Example: The Matmut Atlantique Stadium Field

Challenge: maintain an **attractive** and **practical field** in a **multi-purpose** stadium

- **Turf technology:** hybrid fields (synthetic substrate and natural turf)
- **Laying technique:** seeded and not roll-out turf
- **Long-term** maintenance programme
High value added, marketing partners provide defining structure:

“Naming rights” partners
“Equipment supplier” partners
“Experience” partners

- Allianz naming partner
- MMA naming partner
- Equipment supplier partner
- Experience partner
VINCI STADIUM: CHALLENGES AND OUTLOOK

- Take the public-private partnership stadium model to its point of economic maturity
- Develop an integrated approach in cooperation with the other VINCI businesses
- Be in the forefront of innovative products and services benefiting both customers and stakeholders
- Grow internationally