

VINCI AND STADIUMS ON TRACK FOR EURO 2016

Press kit



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An integrated model

UEFA Euro 2016: VINCI's stadium expertise

VINCI has drawn on all its expertise to build and operate the stadiums hosting UEFA Euro 2016 matches in France. Stadiums are a new sector for applying the Group's concession-construction business model, and one in which the challenge stretches far beyond that Euro 2016 soccer tournament. The challenge is to develop long-term business for new generation stadiums in areas other than sports.

VINCI companies working in synergy for new-generation stadiums

VINCI's current focus in its stadium business is, naturally, on UEFA Euro 2016. To host the European soccer championship – for the third time following 1960 and 1984 editions – France has equipped itself with a new generation of stadiums that meet UEFA's stringent criteria, particularly in terms of seating capacity and services to spectators. For the host cities – Bordeaux, Lens, Lille, Lyon, Nice, Marseille, Paris (Stade de France and Parc des Princes), Saint Étienne and Toulouse – the prospect of holding this major European event is above all an opportunity to build sports infrastructure that will be used well beyond 2016 and give fresh impetus to their urban development.

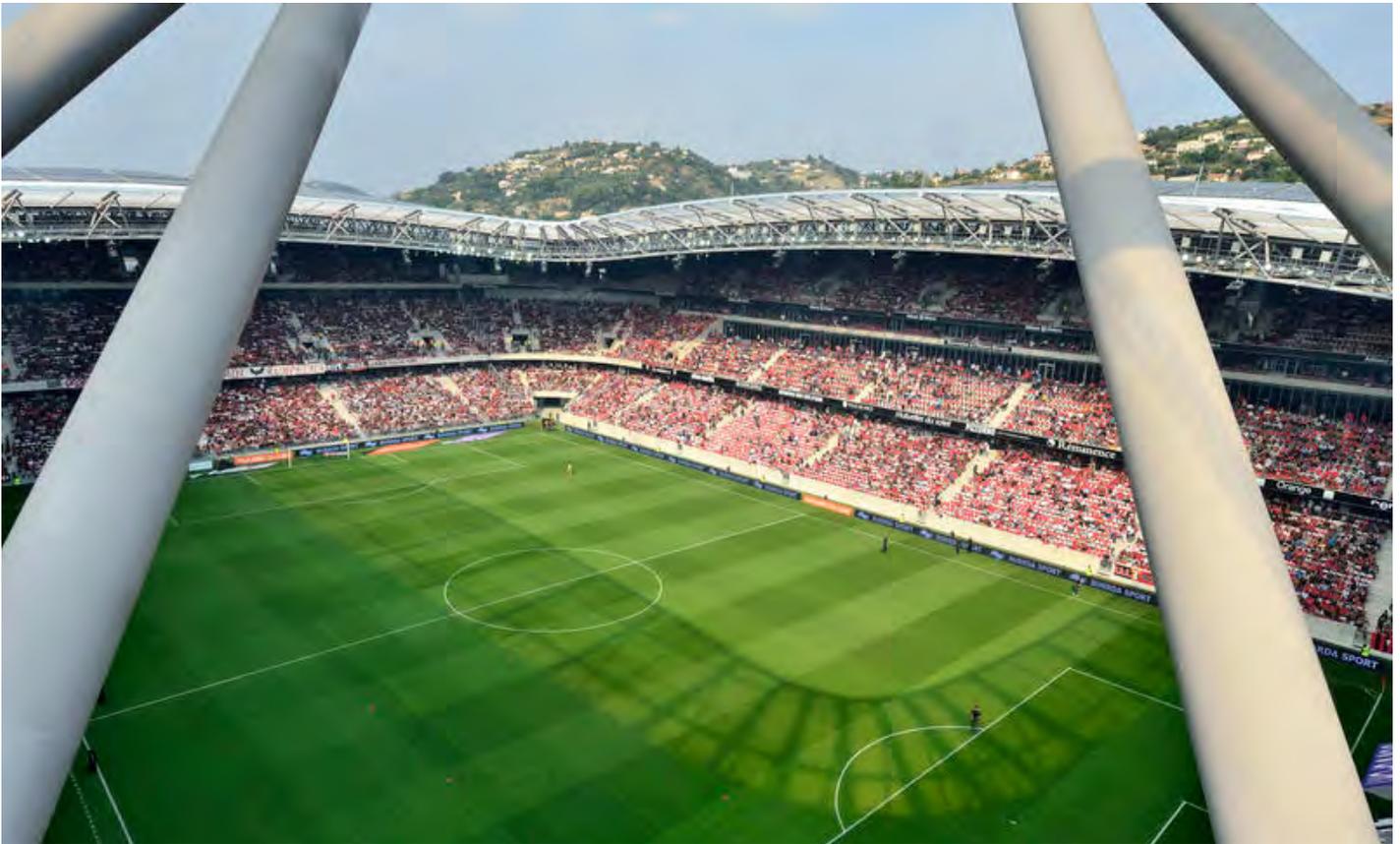
VINCI has provided the expertise of all its business lines to these cities. VINCI Construction delivers an unparalleled array of skills in building, civil engineering, hydraulic engineering and specialist activities associated with construction. VINCI Concessions uses its skills in the four major phases of its infrastructure projects: financing, business development, programme management and operation. For each phase, VINCI Concessions, via subsidiary VINCI Stadium, seeks to enhance the service provided to users through a policy of constant innovation, together with social and environmental measures tailored to the specific needs of each local authority. Lastly, VINCI Energies and VINCI Facilities companies provide their know-how to clubs and local authorities to deploy, equip and optimise the infrastructure, and make it function.



UEFA Euro 2016.

- **This is the fifteenth edition of the European football championship, a competition organised by Union of European Football Associations and bringing together the best European men's soccer teams.**
- **UEFA Euro 2016 will take place in France from 10 June to 10 July 2016.**

PRESS KIT



A sporting and economic challenge

The report of the Euro 2016 Commission, chaired at the time by Philippe Séguin, first president of the French national audit office, noted that France lagged far behind its peers in the modernisation of its large stadiums. This represented an obstacle not only for the country's capacity to host major international competitions but also for the development of professional sport and the growth of that economic sector in France. Mainland France then had the lowest seating capacity of the five major football championships in Europe. The average public seating capacity for the 2007-2008 season was only 29,155 in France, compared with over 30,000 in Spain, over 35,000 in the United Kingdom, over 40,000 in Italy and over 45,000 in Germany. The Commission was also concerned about the poor condition of French stadiums in comparison with those in other European countries. They were considered to offer less in the way of customer comfort and services than British or German stadiums (ease of access, modern equipment, urban renewal at local level, quality of VIP accommodation and services, etc.).

A policy focused resolutely on modernisation

Based on this report, France's central government and local authorities launched a policy that focused resolutely on the modernisation of existing facilities and the construction of new stadiums. Almost €1.7 billion have been invested in building four stadiums (Lille, Lyon, Nice and Bordeaux) and modernising six others (Parc des Princes in Paris, Lens, Toulouse, Saint Étienne, Saint Denis and Marseille). Of this amount, the government financed €150 million, the remainder being the responsibility of local authorities and private partners. The launch of this vast programme strengthened France's bid to organise Euro 2016 and the country was selected by UEFA in May 2010. In parallel, other projects were launched by big cities, such as the construction under a concession contract of the MMArena in Le Mans (25,000 seats, delivered in January 2011) and the construction of the Stade Océane in Le Havre (25,000 seats, delivered in July 2012).



↑ Allianz Riviera Stadium in Nice, France.

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Public-private partnerships for the benefit of local authorities

VINCI participates either as a constructor under public programme management or as part of a public-private partnership. Local authorities sometimes resort to private financing under public-private partnerships (PPPs) to meet their significant investment needs.

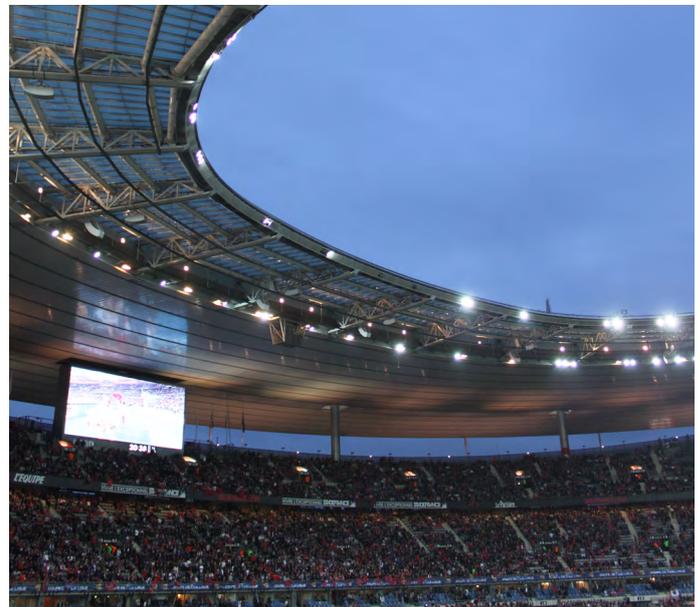
These contracts guarantee local authorities:

- a robust financing package;
- on-time delivery, i.e. before 2016;
- economically viable operation;
- well maintained infrastructure.

VINCI is an international leader in PPPs, with expertise drawn from 100 years of experience in concessions and public service contracts. Moreover, with its broad array of business activities, it has the capacity to propose comprehensive solutions, a strategy of maintaining a strong local presence and a sound financial performance over the long term.

VINCI uses two types of public-private partnership for stadium projects: the partnership contract and the concession. The main difference between these two lies in the relationship with the resident club. In a partnership contract, the project company provides the city with infrastructure, which it then rents to the resident sports club. In this case, the project company’s remuneration comes in the form of a fee and ancillary revenue (from activities other than those of the resident club). In the case of a concession, the resident club is the project company’s client and, like any other event organiser, it pays the project company a fee comprising a fixed component and a variable component based on revenue. Along the same lines, the project company organises complementary events (excluding activities of the resident club), which generate ancillary revenue.

Partnership contracts	Concessions (Public service contracts)
Multi-purpose	Multi-purpose
Long term	Long term
Prefinancing	Financing
Design-build	Design-build
Maintenance and management and/or operation of the structure	Maintenance and management, with operation of the service
Service provided to the Administration	Direct relationship with the user
Mainly public payment (plus third-party revenue)	Payment by the user



↑ **Stade de France in Saint-Denis, France.**

Facilities that contribute to urban dynamics

Large stadiums must not only be modern and have adequate seating capacity, they must also be part of the city and its economy, providing it with the ability to host numerous non-sports events. New-generation stadiums offer a great many associated services that help facilitate and enrich the visitor experience (ticketing, HD Wi-Fi, catering areas, private spaces and so on). The construction of a new-generation stadium often goes hand in hand with that of complementary facilities (cinemas, restaurants, hotels, shops, gymnasiums, etc.). These help to enhance and integrate new urban areas into the city. Connected via transport infrastructure, they attract new business and companies into the vicinity. The diversity of VINCI’s business activities and expertise give it leading-edge know-how for carrying out urban projects, whether these be sports and entertainment venues or other infrastructure “appended” to stadium projects. Through its locally established companies, the Group has a good understanding of regional challenges and cities’ needs in terms of such projects.

A catalyst for innovation

The current stadium projects have triggered a large number of innovations in terms of construction, sustainable development, marketing and business activities. Several examples of VINCI innovations are described below.

Naming rights

Several stadiums have proposed – or will do so – naming rights as a complementary source of financing. This practice has become commonplace in the United Kingdom and Germany, as illustrated by Arsenal’s Emirates Stadium, Bolton’s Macron Stadium, Bayern Munich’s Allianz Arena and Hamburg’s Imtech Arena. The first time naming rights were proposed in France was for the MMArena in Le Mans (for a period of ten years). This was followed by the Allianz Riviera in Nice (for nine years) and the Matmut Atlantique in Bordeaux (for ten years).

Natural air conditioning

Taking inspiration from the way the Romans built arenas so that air could circulate naturally and by using the size of the structure to channel the wind on a large scale, the Allianz Riviera is equipped with a combined natural and artificial air conditioning system. The natural component takes advantage of the winds generated by proximity to the Mediterranean and mountains, together with the north-south orientation of the Var plain. The cool wind from the Var plain is captured between the stadium walls and slabs, mainly during the night. It is then stored in the reserve formed by the walkways at parvis level with a view to using it to evacuate the excess heat accumulated in the East and West lounges during the day. Prior to an event, the cool air is pumped at low speed into the lounges through a network of ventilator ducts located near the support posts, and the hot air in the lounges is extracted by thermal chimneys to the upper part of the top level of the building. Alongside this system, low-energy artificial ventilation is used to recover, depending on the outside temperature, calories accumulated under the roof or frigories from the concrete slabs of the parvis.

Stadium operator, the advent of a new business activity

When a stadium is being designed, careful thought is given to everything that contributes to the quality of sports events: comfort, visibility, safety, etc. But that is no longer enough. The focus now has to be on the customer experience and journey, creating a universe of entertainment and events that will extend the use of the stadium beyond sports. The Stade de France near Paris illustrates this perfectly: over the years, it has built a reputation as a large multi-purpose venue, filling its 80,000 seats for concerts and other events, as well as major football and rugby matches. The aim is to create a business model that takes full advantage of a resident club and maximises the impact of the infrastructure on its environment, as well as its integration within it. VINCI Concessions has therefore created a subsidiary, VINCI Stadium, dedicated to optimising the stadium operation model.

VINCI Stadium, unrivalled expertise in its sector in France

VINCI Stadium places the spectator in the spotlight at all times in order to augment value creation for all the stadium’s stakeholders. This new business model has five main elements:

- a varied schedule of events (football, rugby, other sports, concerts, shows, etc.);
- a broad range of top quality services to make stadiums more welcoming and comfortable;
- the capacity to attract new populations and build their loyalty;
- the capacity to develop an attractive range of convention/ seminar services;
- the capacity to seal marketing and naming partnerships that offer value added to the stadium and spectators.



UEFA Euro 2016

A new generation of stadiums

VINCI has built three stadiums that will host UEFA Euro 2016 football matches.



↑ **The Allianz Riviera in Nice, France.**
 Designed by architects Wilmotte & Associés and VINCI, this stadium incorporates the innovative technologies of a new generation of sports facilities known as eco-stadiums.



Allianz Riviera, environmentally responsible and innovative

The Allianz Riviera was officially opened on 22 September 2013. It is the first of three new stadiums built by VINCI for the UEFA Euro 2016 championship. Designed as a large multi-purpose facility with 35,000 seats, it was the first landmark structure of – and showcase for – the Var Plain Eco Valley, a vast urban and regional development programme that has been declared a project of national interest. “The Allianz Riviera had very strong backing from the municipality, which wanted an exemplary project in terms of sustainable development,” confirms Sylvia Godret-Colloc, chief executive officer of Nice Eco Stadium, the VINCI Concessions-led company that holds the partnership contract and operates the stadium.

The stadium developed by architect Jean-Michel Wilmotte combines bold innovation and eco-design, with its wooden lattice structure, the natural air conditioning system that exploits the dominant winds of the Var plain, and the photovoltaic panels that make it energy positive.



L’Allianz Riviera.

- In April 2015, the stadium hosted the VINCI-Nice Côte d’Azur Hackathon, a VINCI Group innovation competition that aims to generate digital applications that will improve the customer experience on motorways and in stadiums and airports.
- The Allianz Riviera also hosted two of the Toulon rugby club’s Top 14 matches and will organise the Rihanna concert in July 2016.

PRESS KIT

Under the programme management of Nice Eco Stadium, the Allianz Riviera was built by VINCI companies in the record time of 25 months. Nice Eco Stadium started operating the Allianz Riviera in September 2013 and will continue to do so until 2040 under a 30-year partnership contract. Its business model is based on generating revenue from a diverse range of sources as a complement to the fixtures of resident club OGC Nice: Toulon rugby club matches, French national team soccer matches, other sports events, concerts, big shows, corporate events, partnerships (including the naming deal with Allianz). In addition, the Allianz Riviera has been home to France's national sports museum since June 2014, when it was moved from its previous location in Paris.

In partnership with SFR, the Allianz Riviera became the first sports facility in France with 4G access. The stadium has, in collaboration with Allianz, created a Fan Lab, which has come up with numerous digital innovations for the public, including a trial of Google Glass during an OGC Nice match, FanCam used by visitors to find and tag each other in a panoramic image of the interior of the stadium and #SocialScreen, which enables spectators to ask coaches and players questions after matches. Another example is Inside Bot, a robot that gave a child in hospital the possibility of see what goes on behind the scenes and watch a Toulon rugby club match from the sidelines. The most recent action was the launch of an accelerator for digital start-ups specialising in big data, located right in the middle of the facility.

- ▶ **Operator:** Nice Eco Stadium, a VINCI Concessions subsidiary, in partnership with Caisse des Dépôts and SEIEF
- ▶ **Partnership contract term:** 30 years (until 2041)
- ▶ **Architect:** Wilmotte & Associés
- ▶ **Design-build:** joint venture of 10 companies led by Dumez Côte d'Azur (VINCI Construction France). Earthworks, building shell, secondary and architectural works, roads and utility networks, access, pitch, roof, green spaces: Dumez Côte d'Azur, Triverio Construction, GTM Sud, Campenon Bernard Sud Est, GTM TP Côte d'Azur, Garelli Travaux Publics; framework: Fargeot Lamellé Collé, SMB; electricity (high and low current, lighting), plumbing, HVAC: Jean Graniou, Lefort Francheteau; roads: Eurovia.
- ▶ **Multi-technical, multi-service maintenance and heavy maintenance and renewal:** VINCI Facilities
- ▶ **Construction cost:** €155M



Matmut Atlantique: airy and modern

In Bordeaux, the 50/50 joint venture between VINCI and Fayat (a construction company with a long history in the region) was selected to build a new 42,000-seat stadium for UEFA Euro 2016, replacing the Chaban Delmas Stadium erected in the 1930s.

So, following on from the Chaban Delmas vertical lift bridge over the River Garonne, VINCI built another new major structure in a city undergoing architectural renewal. The joint venture invited two internationally renowned Swiss architects, Jacques Herzog and Pierre de Meuron, to design the stadium: they had already designed the Allianz Arena in Munich and the famous “Bird’s Nest” stadium in Beijing. For Bordeaux, their design combines refined classic lines and transparency, with high columns supporting the seating “bowl”.



↑ The Matmut Atlantique Stadium in

Bordeaux, France. Designed by Jacques Herzog and Pierre de Meuron, the Matmut Atlantique is the epitome of elegance. It looks like a prism containing two pyramids, one inverted below the other, revealing the stairways and rear of the stands. The structure is supported by a forest of slender columns around its periphery, reminiscent of the nearby Landes forest. The light and airy effect is reinforced at intermediate level by the luminosity of the walkway.

PRESS KIT

The Matmut Atlantique is located in the green belt of the Bordeaux Lac district, making landscaping particularly important. The task was assigned to Michel Desvigne, the landscape artist who won the Grand Prix de l'Urbanisme in 2011. The proximity of the bypass and tramway put the stadium within just a few minutes of the city centre. The cycle paths and pedestrian walkway along the banks of the River Garonne also help to keep the massive flow of spectators moving smoothly before and after a fixture. The South Europe Atlantic high-speed rail line, built by VINCI, together with the local airport, give the stadium maximum accessibility.

The Matmut Atlantique project was executed in exemplary fashion and at spectacular speed. The first works on the site were only launched at the end of 2012 but the shell and majority of the secondary works had already been completed by the end of 2014. The stadium's official opening took place in May 2015, one year before the start of UEFA Euro 2016. At peak activity, there were almost 400 people working on the site at any one time, with a total of more than 3,200 over the entire construction period. In addition to particularly tight deadlines, the project stands out because of its high environmental standards and social commitment, with the number of hours worked by people on social integration schemes far exceeding the 63,000 specified in the contract.

The stadium has 42,000 seats in sports event configuration and 45,000 for concerts. It had a particularly dense programme of events at the start of the operation period, including the inaugural match of its resident club, the Girondins de Bordeaux, the semi-finals of France's Top 14 rugby tournament and national football team matches, as well as open days and numerous corporate events.



- ▶ **Operator:** Stade Bordeaux Atlantique joint venture
- ▶ **Shareholders:** VINCI Concessions and Fayat
- ▶ **Partnership contract term:** 30 years (until 2045)
- ▶ **Architect:** Herzog & de Meuron, assisted by Groupe 6
- ▶ **Design-build:** performed jointly by VINCI Construction France (leader of the construction joint venture) through its subsidiaries GTM Bâtiment Aquitaine, GTM Sud-Ouest TP GC and Sogea Sud-Ouest Hydraulique, and by Fayat
- ▶ **Construction cost:** €183M



The Matmut Atlantique stadium.

- **The Matmut Atlantique was officially opened on 18 May 2015 in the presence of Nicolas de Tavernost, Thierry Braillard (secretary of state for sports), Jean Louis Triaud, Alain Juppé and Alain Rousset. Zinedine Zidane blew the kick-off whistle for the inaugural match between the Girondins and Montpellier on 23 May.**
- **Since then, the stadium has hosted three Top 14 matches of Union Bordeaux Bègles, the local rugby team.**



The Stade des Lumières, at the centre of the Parc Olympique Lyonnais

Officially opened on 9 January 2016, the Parc OL in Lyon will also host UEFA Euro 2016 matches. Backed by the municipality, OL Groupe, the company managing Lyon's football team, Olympique Lyonnais, launched the project for a new 59,000-seat stadium after deciding against refurbishing the old Gerland Stadium. Located in Décines, a fast-growing suburb 10 km to the east of central Lyon, the site covers almost 45 hectares. It will host OL matches, major international competitions and numerous events. In addition, the club's training centre is there. A new urban area has also been developed, including a leisure centre, hotel, fitness centre, sports clinic and office buildings.

Construction of the stadium started in August 2013. Designed by Populous, the Parc OL aims to be a unique, modern space for the community to use. The Parc OL is a business project that must enable OL Groupe to continue its growth through a significant improvement in ticketing revenue and the generation of new revenue streams. It is also an eco-responsible project that meets all the requirements imposed by the surrounding ecosystem: energy savings, water and waste management, pollution treatment and social integration of people in difficulty through work. The naming of the stadium, which consists of a brand associating its name with a facility, must also provide VINCI with significant and regular revenue.

The Parc OL led to the creation of numerous jobs:

- construction phase: 1,500 direct jobs and 1,000 indirect jobs;
- operation phase: 1,000 long-term jobs on the site (offices, leisure centre, hotels, etc.) and 1,600 to 2,000 temporary stadium and service jobs (hostesses, waiters, safety, security, etc.) for evening events.



↑ **The Parc Olympique Lyonnais in Lyon, France.** Populous, an international firm of architects, specialises in the design of sports facilities. It has a portfolio of almost 1,000 stadiums built all over the world, with references such as the 2012 Queen Elizabeth Olympic Park stadium in London, Arsenal's Emirates Stadium, Wembley Stadium, Soccer City in South Africa and the Sochi 2014 Winter Olympic Games stadium.

- ▶ **Operator:** OL Groupe
- ▶ **Architect:** Populous, Intens-cité
- ▶ **Design-build:**
Stade de Lyon Construction
(VINCI Construction France)
- ▶ **Construction cost:** €305M

Other stadiums in project phase or recently delivered

A large number of ambitious projects

Queen Elizabeth Olympic Park stadium, the legacy of the 2012 London Olympic and Paralympic Games

VINCI Stadium exports its expertise: it was selected by E20 Stadium LLP (made up of the London Legacy Development Corporation and the London Borough of Newham) to operate and develop the business of the former Olympic stadium in London, located in Queen Elizabeth Olympic Park. Built for the 2012 Olympic Games, the stadium has 60,000 seats in sports event configuration and 80,000 seats in concert configuration. VINCI Stadium and E20 Stadium LLP signed a 25-year service concession contract on 30 January 2015. The contract covers operation, upkeep and maintenance of the stadium, as well as part of the park surrounding it during events. The operating company took the name London Stadium 185 in honour of the 185 Olympic and Paralympic medals won by British athletes. It will draw on VINCI Facilities UK's expertise and local presence for stadium upkeep and maintenance.

London Stadium 185 has established long-term relationships with West Ham United FC, which will be the resident club from August 2016, and with UK Athletics, which organises several events in the stadium each year, including the annual IAAF Diamond League. The London stadium also hosts major international sports events, such as the 2015 Rugby World Cup and the 2017 IAAF World Championships in Athletics.

London Stadium 185's mission, over and beyond managing the stadium during sports events, is to ensure the facility's commercial development through additional programming to generate ancillary revenue, corporate events and marketing partnerships. The stadium's HD Wi-Fi connectivity will be an asset for establishing such partnerships as it facilitates relations with all publics via digital tools and systems. And the popularity of Greater London itself makes the stadium an attractive venue for new international events.

Throughout the year, London Stadium 185, working in conjunction with its stakeholders and the public, strives to make the former Olympic stadium a centre of activity that contributes to the economic and social development of East London.



↓ Queen Elizabeth Olympic Park stadium in London, England.



- ▶ **Operator:** London Stadium 185
- ▶ **Durée de la concession :** 25 years
- ▶ **Architect:** Populous and Sir Peter Cook
- ▶ **Entretien maintenance :** VINCI Facilites UK



Arena Nanterre La Défense, a Top 14 rugby stadium and the largest concert venue in the Paris area

Arena Nanterre La Défense is a multi-modal facility that will be built in Nanterre, at the foot of the Arche de la Défense, just outside Paris. It will host Racing Métro 92 rugby matches, as well as concerts and conferences. The project will be carried out to France's HQE (high environmental quality) standard. The arena will be modular and multi-purpose, with a surface area of around 115,000 sq. metres. It will accommodate 32,000 spectators in rugby match configuration, and up to 40,000 in concert configuration thanks to a synthetic turf pitch, retractable seating to ensure full modularity and ultra-efficient sound insulation. Arena Nanterre La Défense will be the largest concert venue in the Paris area. The complex will include shops and about 30,000 sq. metres of office space. Once the arena is completed, Racing Métro 92 will become its resident club, leaving the Yves du Manoir Stadium in Colombes.

Arena Nanterre La Défense is financed entirely by private funds. Construction of the building and associated activities (offices, shops and fast food outlets) will take an investment estimated at €250 million by Racing Arena, the company chaired by Jacky Lorenzetti, president of the Racing rugby club. The arena will be operated by Stadôme, a subsidiary of Ovalto and Véga.

The joint venture made up of GTM Bâtiment (leader), Petit, Chantiers Modernes and TPI (all VINCI Construction France subsidiaries), associated with architect Christian de Portzamparc, won the contract to design and build Arena Nanterre La Défense.



↑ Arena Nanterre La Défense stadium, France.

- ▶ **Operator:** Racing Arena
- ▶ **Architect:** Christian de Portzamparc
- ▶ **Design-build:** GTM Bâtiment (VINCI Construction France)
- ▶ **Construction cost:** €250M

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Stade Océane in Le Havre, a forerunner of energy-positive stadiums in France

The stadium was officially opened on 12 July 2012 after 22 months of works carried out by Sogea Nord-Ouest (VINCI Construction France) and two architectural firms, SCAU (French) and KSS (British), under a design-build contract. "From a historical viewpoint, football arrived in France here at Le Havre, which was the first club on the continent," explains Hugues Fourmentraux, chairman of VINCI Construction France. "The English-style design of the stadium, with its atmosphere of feverish excitement, reflects those roots. At the same time, however, we wanted the stadium to blend well into Le Havre's urban landscape and worked with one of the French architects of the Stade de France to that end."

Le Havre, a UNESCO World Heritage Site, is an outstanding example of modern architecture and the stadium, built on a former SNCF and SNCF Réseau site, will mark the entrance to the city. With its translucent Teflon membrane in shades of blue – the colour of Le Havre Athletic Club – this 25,000-seat stadium is set to become a new emblem. It is also a reference in terms of eco-design: its roof, fitted with 1,500 sq. metres of photovoltaic panels, made it the first energy-positive stadium in France. It has a system that harvests rainwater for use in the toilet facilities, watering the pitch and green spaces, and filling the fire-fighting water storage tank. Its heating system, meanwhile, was chosen because of its energy performance. Everything was done to divide the operating costs by three: 40% of the construction waste has already been recycled.

For VINCI Construction France, the project is sure to become a benchmark for construction completion time: 20 months! "Working on a design-build basis gives us better control over methods and planning right from the first drawings, enabling us to advance simultaneously on the architectural concept and its technical conversion," emphasises Hugues Fourmentraux. Excluding access roads and landscaping, the infrastructure cost totalled €80 million. And the city is investing a further €70 million to create a vast urban park around the stadium and build two tunnels under the railway line in order to facilitate access and connect previously isolated districts.



↑ **Stade Océane in Le Havre, France.**

- ▶ **Operator:** VINCI Construction France/ SCAU/KSS/IOSIS joint venture
- ▶ **Client:** Codah (Communauté de l'agglomération havraise)
- ▶ **Project manager:** agence d'architecture SCAU
- ▶ **Design-build:** VINCI Construction France (Sogea Nord-Ouest)
- ▶ **Construction cost:** €80M

The expertise of a major Group

Robust experience

VINCI has comprehensive expertise and robust experience in both construction and concessions in France and the rest of Europe.

Stade de France, the benchmark and the largest stadium in France

Having participated in the design, financing and construction of the stadium, VINCI is – through VINCI Concessions – majority shareholder of Consortium Stade de France, which will operate and maintain the facility until 2025. An outstanding, prestigious structure, the Stade de France is located in the northern suburbs of Paris where its elliptical roof stamps its presence on the skyline. The roof was one of the most complex components to erect: weighing in at 13,000 tonnes (i.e. 1.5 times the weight of the Eiffel Tower) and with a surface area of 6 hectares, it took a whole to assemble and install.

In 1998, the Stade de France was included in an urban renewal programme that had lofty ambitions for Seine Saint Denis. Today, that gamble has paid off. The presence of the Stade de France accelerated the economic and social development of La Plaine, a district of Saint Denis, which has become a hive of activity. It was the first time a stadium was used to drive urban renewal (housing and public, sports and cultural amenities).

The unique business model of the Stade de France, which has no resident club, combines major sports events – the stadium hosts the French football, rugby and athletics federations – with cultural events and ancillary activities.

- ▶ **Operator:** Consortium Stade de France (owned 67% by VINCI Concessions and 33% by Bouygues)
- ▶ **Concession contract term:** 30 years (until 2025)
- ▶ **Architects:** Michel Macary, Aymeric Zublena, Michel Régembal and Claude Costantini (joint venture of SCAU and C.R. Architecture)
- ▶ **VINCI companies that participated in the works:** Campenon Bernard SGE, GTP Construction, Chantiers Modernes, Dumez Île-de-France (VINCI Construction France)
- ▶ **Total construction cost:** €318M (1994 value)



↓ Stade de France in Saint Denis, France.



The Stade de France.

- It is France's biggest stadium, with 80,000 seats in football/rugby configuration.
- The Stade de France is now a benchmark in the universe of large stadiums.
- Beyoncé and Rihanna will both appear at the Stade de France in July 2016.



Le Mans stadium, the first stadium naming deal in France

The first large stadium built since the Stade de France in 1998, the MMArena was officially opened on 29 January 2011 by François Fillon, then prime minister, and Chantal Jouanno, minister of sport. Some 30 months earlier, on 27 June 2008, the city of Le Mans as concession grantor and Le Mans Stadium or LMS, a VINCI Concessions subsidiary, as concession company, signed the public service concession contract for a period of 35 years. The contract, which came into force on 7 July 2008, called for an investment of €104 million and covered the design, financing, construction, operation and maintenance of the MMArena. Le Mans FC became the resident football club. The MMArena is a multi-purpose facility with 25,000 seats, including almost 2,000 "premium" seats and 250 seats in private boxes. With its 3,000 sq. metres of reception space, numerous technological innovations and unique environment, the stadium has the capacity to host a wide variety of events. The facility, equipped with the latest technologies, meets the needs of the Le Mans municipality as it complements the city's centre of sporting excellence, which already includes the Antarès sports room, Bugatti track, 24-hour motor racing track, Alain Prost go-kart track, a horseracing course, velodrome and golf course.

The special feature of the Le Mans stadium lies in the naming rights contract signed with insurance company MMA. The approach has been practiced in the United States since 1970, but the deal for the Le Mans stadium was a major first in France.



↑ MMArena in Le Mans, France.

- ▶ **Operator:** Le Mans Stadium (VINCI Concessions subsidiary)
- ▶ **Concession term:** 35 years (until 2044)
- ▶ **Property developer:** ADIM Ouest (VINCI Construction France)
- ▶ **Architect/engineering & design:** MaP3 (framework), Sigma Ingénierie (building shell)
- ▶ **Construction:** Heulin (leader) in a joint venture with Dodin Campenon Bernard and GTM Bretagne for VINCI Construction France; HRC for Eurovia; GT Iris for Actemium Le Mans, GT Réseaux Sarthe, Citéos Sarthe and Axians Le Mans for VINCI Energies
- ▶ **Carpenters:** Zwahlen et Mayr, Gagne, Sirc (subcontractors)
- ▶ **Total construction cost:** €90M

PRESS KIT

In the absence of a resident club after Le Mans FC went into receivership, the city of Le Mans and LMS signed an agreement in April 2014 providing for the financing of operating expenses and reimbursement of stadium loans over a period of five years. The agreement also authorises MMArena to develop business with the neighbouring 24-hour motor racing track in partnership with Automobile Club de l'Ouest. LMS has diversified its activities and revenue streams by opening its doors to other sports competitions (women's football and American football), broadening its corporate activities and hosting a wide range of other events.



↓ Nungesser II Stadium in Valenciennes, France.



Valenciennes stadium: Nungesser II

The stadium, located in the city centre, attracted 25,000 spectators to its official opening on 26 July 2011. Its 8,000 sq. metre roof is covered with overlapping tiles, small modular components measuring 1.10 metres by 1.10 metres. All of these elements form an "envelope" of scales, covering the visible walls around the periphery of the stadium. They are lit from the parvis so that the entire building appears to twinkle. Following several public consultations, the local authority decided to partially bury the new stadium. With the pitch below ground level, the maximum height of the stands seen from outside the stadium is 21 metres. Surrounded by residential districts and areas under development, the site smoothes the transition between the existing urban fabric and new spaces. Two tree-lined walkways have been created to the west. In time, one of these will serve as the main access while the other, built on top of the old railway track, will be a landscaped promenade. The two walkways, wide enough to ensure smooth pedestrian traffic before and after sports events, form a natural link to the stadium from the centre of the old town and the tramway station.

- ▶ **Client:** Communauté d'agglomération Valenciennes Métropole
- ▶ **Project manager:** SCAU / Jean-François Fermat
- ▶ **Contractor:** VINCI Construction France (Sogea Caroni/Norpac)
- ▶ **Total construction cost:** €75M



↑ Atatürk Stadium in Istanbul, Turkey.

Atatürk Olympic Stadium in Istanbul

Atatürk Stadium, the finest sports facility in the Turkish capital, is located at Ikitelli, 20 km to the west of Istanbul. It has 80,000 seats, of which 48,500 under cover. The "Titan of Istanbul" includes permanent athletics facilities; a six-storey, 50,000 sq. metre building; a 300-seat amphitheatre; two car parks with a total of 400 spaces; and two adjacent training stadiums. The project was originally launched to support Istanbul's bid to host the 2004 and then 2008 Olympic Games. Although these were awarded to Athens and Beijing respectively, the project was continued and the contract awarded to a joint venture led by Campenon Bernard (VINCI Construction France) on 28 November 1997. The stadium was delivered in 2001. Freyssinet (VINCI Construction) erected the four stay cables that support the roof, which is in the shape of a crescent, the symbol of Turkey.

Other sports infrastructures

In France

VINCI Construction participated in the works on Roland Garros Stadium in Paris between 1978 and 2002, the reconstruction of Stade Velodrome in Marseille (for the 1998 World Cup), the extension of Gaston Gérard Stadium in Dijon in 2007-2008 (construction of the 7,600-seat north and south stands), construction of the Calais stadium in 2007-2008 (12,000 seats), refurbishment of Jean Dauger Stadium in Bayonne, extension of Marcel Michelin Stadium (north and south stands) in Clermont Ferrand, and the refurbishment of the Parc des Princes in Paris between 2013 and 2016.

Elsewhere

VINCI Construction worked on BC Place Stadium in Vancouver (Canada) in 2010-2011, where Freyssinet and Advitam participated in the renovation of the suspended roof and the installation of sensors to monitor, inter alia, the real-time load and vibrations in the structure's stay cables, to ensure it remains in good condition. In 2001, Terre Armée erected diaphragm walls at the Messina stadium (Italy), a structure whose construction methods and architecture were inspired by the amphitheatres of antiquity. Terre Armée also supplied 2,060 sq. metres of reinforced earth ramps for the Baltika Arena, the new stadium in Kaliningrad, in the north-west of Russia.

Lastly, in 2001, Soletanche Bachy built the foundations of the Budapest Arena (Hungary). VINCI Energies executed electricity works, air conditioning maintenance and installed voice and data networks for the Salvador de Bahia and Recife stadiums in Brazil for the 2014 World Cup, for the Tangier and Marrakech stadiums in Morocco, and O2 World in Berlin.

Further information

About VINCI Stadium

VINCI Stadium is the VINCI entity that supports the operation of Europe's leading network of stadiums. A subsidiary of VINCI Concessions, which is its majority shareholder, VINCI Stadium draws on its know-how and business expertise to develop a new stadium operation business model for all the facilities in its network: the Allianz Riviera in Nice, MMArena in Le Mans, Stade de France in Saint Denis, Matmut Atlantique in Bordeaux and Queen Elizabeth Olympic Park stadium in London. VINCI Stadium's goal is to help facilitate and enhance the spectator experience by proposing a calendar of sports and cultural events, and by developing a multitude of associated services. www.vinci-concessions.com

About VINCI

VINCI is a global player in concessions and construction, employing more than 185,000 people in some 100 countries. We design, finance, build and operate infrastructure and facilities that help improve daily life and mobility for all. Because we believe in all-round performance, above and beyond economic and financial results, we are committed to operating in an environmentally and socially responsible manner. And because our projects are in the public interest, we consider that reaching out to all our stakeholders and engaging in dialogue with them is essential in the conduct of our business activities. VINCI's goal is to build long-term value in this way for its customers, shareholders, partners and employees, and for society at large. www.vinci.com

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