VINCI, stadiums and arenas

Press kit

Contents

July 2012

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VINCI, unique expertise in stadiums and arenas financing, design, construction and operation

Cover: The Allianz Riviera – Wilmotte & Associés
The Allianz Riviera, a 35,000-seat multi-purpose facility, will be built under a 30-year partnership contract. It will be the first landmark structure of – and the showcase for – the Var Eco Valley in the south of France. A vast, three-dimensional wooden structure, unique in the world, will cover all the stands and avoid the emission of 3,000 tonnes of CO_2 compared with a conventional structure.

Integrated business model

VINCI in the front line for UEFA Euro 2016

VINCI is greatly involved in building and operating the stadiums that will accommodate the UEFA Euro 2016 football championship in France. This is a new application for the Group's integrated concession-construction model, and developing the commercial activities of these new-generation facilities beyond sports is a challenge for the long term.

UEFA 2016 is the 15th European Football Championship, a competition organised by the Union of European Football Associations and bringing together the best European men's teams. It will be held in France in June and July, 2016.

Stadiums: currently a very busy sector for VINCI

VINCI's stadium business is being driven by UEFA Euro 2016. For the third time, following the 1960 and 1980 editions, France will be accommodating the European football championship in just under four years. The country is gearing up to the event by building a new generation of stadiums that meet UEFA's stringent criteria, in particular in terms of capacity and safety. For the host cities – Bordeaux, Lens, Lille, Lyon, Nice, Marseille, Paris (Stade de France and Parc des Princes), Saint Etienne and Toulouse – this major European sports event is above all the opportunity to build new sports infrastructure that will be used far beyond 2016 and give fresh impetus to the cities' urban development.

VINCI is helping the host cities by providing the expertise of its various business lines. VINCI Construction, for example, has an unrivalled array of competencies in building, civil engineering, hydraulic engineering and specialist business activities associated with construction. VINCI Concessions, meanwhile, is drawing on its expertise for the three major phases of its infrastructure projects: business development, programme management and operation. For each of these phases, VINCI Concessions is focused on augmenting service to users by applying a policy of constant innovation, together with social and environmental measures specific to the needs of each local authority. Lastly, VINCI Energies and VINCI Facilities are working with companies and local authorities to deploy and equip the infrastructure, make it function and optimise it.

↑ View of the MMArena during the football match France-Estonia, June 5th, 2012.

A sporting and economic issue

In November 2008, the report of the Commission Grands Stades Euro 2016, chaired at that time by Philippe Séguin, president of the French national audit office, noted that France lagged far behind its peers in the modernisation of its large stadiums. This represented a handicap not only for the country's capacity for hosting major international competitions but also for the development of professional sport and the growth of that economic sector in France.

At that time, France had the lowest seating capacity of the five major football championships in Europe. The average seating capacity for the 2007-2008 season was only 29,155 in France, compared with more than 30,000 in Spain, more than 35,000 in England, more than 40,000 in Italy and more than 45,000 in Germany.

The Commission was also concerned about the dilapidated state of French stadiums compared with those in the rest of Europe. They were considered to offer much lower levels of customer comfort and service than English and German stadiums (ease of access, modern equipment, renewal of the surrounding urban area, quality of VIP accommodation and services, etc.).

A proactive modernisation policy

In view of the Commission's findings, the French government and local authorities initiated a proactive modernisation policy for existing facilities and the construction of new stadiums. During the coming years, almost €1,5 billion will be invested in the construction of four stadiums (Lille, Lyon, Nice and Bordeaux) and the modernisation of six others (Parc des Princes in Paris, Lens, Toulouse, Saint Etienne, Saint Denis and Marseille).

Of this, €150 million will be financed by the government, with the remainder being the responsibility of local authorities and private partners. The launch of this far-reaching programme strengthened France's bid to organise EURO 2016, and the country was selected by UEFA in May 2010. Other projects were launched by large cities at around the same time. These included the construction under concession of the MMArena in Le Mans (25,000 seats, delivered in January 2011) and the construction of the new stadium in Le Havre (25,000 seats, delivered in July 2012).

Public-private partnerships to serve local authorities

To meet these significant investment needs, local authorities sometimes turn to private financing within the framework of public-private partnerships (PPPs).

Such contracts guarantee local authorities:

- a robust financing package;
- compliance with construction deadlines, and hence delivery before 2016;
- economically viable operation.

VINCI participates either as a constructor under a public programme management contract or as part of a public-private partnership.

A world leader in PPPs, VINCI has more than 100 years' experience in concessions and public service contracts. In addition, it has a wide range of activities enabling it to propose comprehensive solutions, a strategy of maintaining a strong local presence and a sound financial position over the long term.

For current and future stadium projects, VINCI works under two types of public-private partnership: partnership contract and concession. The main difference between these two is the relationship with the resident club.

Under a partnership contract, the project company delivers the infrastructure to the city, which then rents it to the resident sports club. Within this framework, the project company receives a fee and its performance/return on investment depends on ancillary revenue (excluding resident club). In the case of a concession, the resident club is the project company's client and, as with any other event organiser, pays it a fee, part of which is fixed and the remainder variable based on revenue. Using the same principle, the project company organises complementary events (excluding resident club), which generate ancillary revenue.

Facilities that boost economic growth

Large stadiums must be modern and have adequate seating capacity. The infrastructure must also be designed to blend into and boost the economic growth of its urban environment by hosting numerous non-sports events.
Of the events hosted by the Stade de France (80,000 seats) between July 2010 and July 2011, for example, 72% were sports events, 28% "cultural" and over 100 corporate.
New-generation stadiums also propose a multitude of associated services that facilitate and improve the visitor experience (ticketing, internet access, restaurants, spectator comfort, private spaces, etc.).
The construction of a new generation stadium often goes hand in hand with that of complementary facilities, such as cinemas, restaurants, hotels, shops, gymnasiums and so on, which help to make the best possible use of new urban areas and blend them into the city. Connections to public transport infrastructure also enable companies to move into the area.
The diversity of VINCI's business activities and expertise guarantee leading-edge know-how for the execution of urban projects, whether sports and entertainment facilities or infrastructure "appended" to stadium projects. Through its local companies, the Group has a good understanding of regional issues and the cities' needs as regards such projects.

A melting pot for innovation

For the current stadium projects, numerous innovations have been introduced in terms of construction, sustainable development, urban marketing and business activities. Some VINCI examples are described below.

Naming, a first in France at the Le Mans stadium

To provide a complementary source of financing for these often costly structures, several stadiums are proposing – or will do so – naming rights. This practice has become commonplace in England and Germany, as witnessed by Arsenal's Emirates Stadium, Bolton's Reebok Stadium, Bayern Munich's Allianz Arena and Hamburg's Imtech Arena. The approach was used for the first time in France for the MMArena, where total financing of €104 million includes a €3 million contribution from MMA as part of the naming contract, together with €1 million a year for the first 10 years of operation.

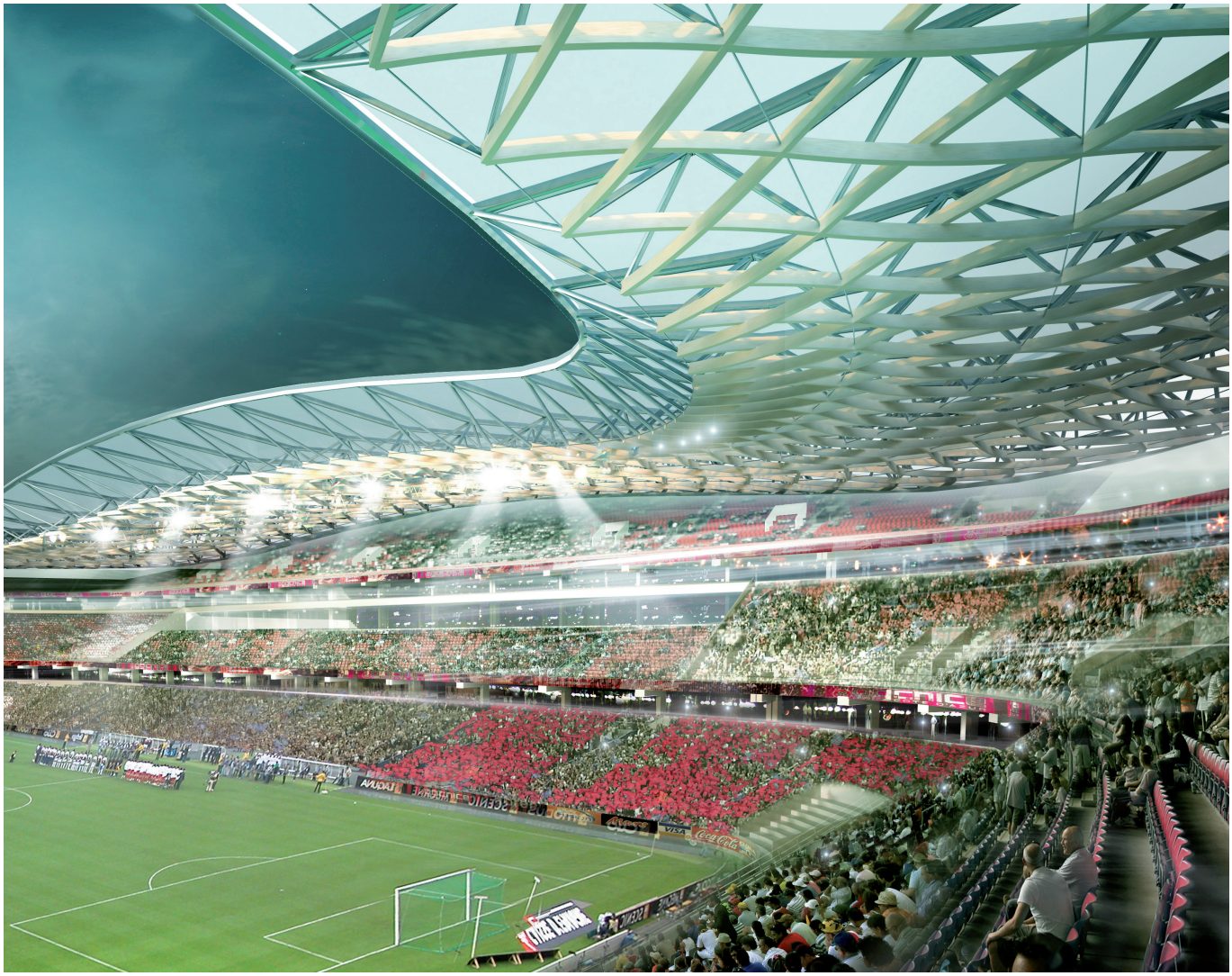
Natural air conditioning

Patterned on the Roman way of building arenas so that air could circulate naturally and by using the size of the structure to channel the wind, Nice Stadium will be equipped with a combined natural and artificial air conditioning system. It will use the thermal currents of the north-south Var plain, along with nearby mountains and the Mediterranean, to generate a daily thermal wind.
The principle is to capture the Var plain wind between the stadium walls and slabs, mainly during the night in order to evacuate the excess heat accumulated in the East and West lounges during the day, so as to create a reserve of cool air.
The objective is to treat the ambient air in the lounges naturally before events. To that end, ventilator ducts located near the support posts emit air at low speed into the lounges through wide grates. This cool air is drawn from the reserve built up by the walkways at parvis level. The hot air accumulated in the lounges is extracted by ducts to the upper part of the top level of the building.
Low-energy artificial ventilation will also be possible to recover, depending on the outside temperature, calories accumulated under the roof or frigories from the concrete slabs of the parvis.

Stadium operator, a new business activity

During the stadium design phase, thought is given systematically to everything that contributes to the quality of sports events: comfort, visibility, safety, etc. But that is no longer enough. Now the focus has to be on the customer experience and journey, creating a universe of entertainment and activities that will extend the use of the stadium beyond sports. Take the Stade de France near Paris, for example: over the years, it has built its 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 challenge is to create a business model that not only exploits the presence of a resident club to the full but also maximises the impact of the infrastructure on its economic environment.
VINCI Concessions has created a subsidiary, VINCI Stadium, tasked with optimising its stadium and arena operating model.
VINCI Stadium can rely on professional expertise at several levels:
- organisation of a wide range of events (thanks to its network of stadiums and arenas, VINCI is an ideal partner to organize events, including those with an international dimension)
- rollout of new services to enhance the consumer experience
- development of additional services for companies and local authorities.

Partnership contracts	Concessions Public service contracts
Multi-purpose	Multi-purpose
Long term	Long term
	Outsourcing
Prefinancing	Financing
Design-construction	Design-construction
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
Public payment mainly (+ third-party revenue)	Payment by the user



↑ The Allianz Riviera. Designed by architects Wilmotte & Associés and VINCI, Nice Stadium will benefit from highly innovative technologies that will help make it one of the world's leading eco-stadiums.

UEFA Euro 2016

VINCI builds 3 stadiums

Under public-private or private-private partnerships, VINCI is building three new stadiums for the 2016 European football championship.

↑ The Allianz Riviera.

The Allianz Riviera, an environmentally efficient stadium

The Allianz Riviera is the first of the three new stadiums that will be built by VINCI for UEFA Euro 2016. Designed as a large multi-purpose facility with 35,000 seats, it will be the first landmark structure of – and the showcase for – the Var Eco Valley, a vast urban and regional development programme that has been declared a project of national interest.
"The Allianz Riviera has very strong backing from the municipality, which wanted an exemplary project in terms of sustainable development," confirms Xavier Lortat-Jacob, chief executive of Nice Eco Stadium, the VINCI Concessions-led company that holds the partnership contract and will become the stadium's operator.
"For us, it wasn't a matter of simply 'greenwashing' the project. We structured the design approach around environmental issues, and the way we met that priority was one of the keys to our success."
The project developed by architect Jean-Michel Wilmotte combines bold innovation and eco-design. Examples include the stadium's 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.
The partnership contract between Nice and the Nice Eco Stadium joint venture led by VINCI Concessions, along with Caisse des Dépôts and SEIEF, came into force on 10 February 2011. The contract covers the design, financing, construction, operation and maintenance of Nice Stadium for 30 years. It will be used mainly by OGC Nice, the city's resident football club. Currently located in Paris, France's national sports museum will be moved to the new facility, where it will have 5,000 sq. metres of space. Four regional companies of VINCI Construction France (Dumez Côte d'Azur, GTM TP Côte d'Azur, Triverio Construction and Campenon Bernard Sud-Est), together with specialist subsidiary Fargeot Lamellé Collé, are working on the project, which started in summer 2011 and is scheduled for delivery in 2013. VINCI Facilities (Energy business line) will be responsible for routine and heavy maintenance, as well as on-site services, for 27 years. The contract also includes developing and marketing a retail programme of almost 30,000 sq. metres, which has been assigned to a property development company comprising VINCI Immobilier and Adim Côte d'Azur, a VINCI Construction France subsidiary.

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:
VINCI Construction France through local subsidiaries Dumez Côte d'Azur, GTM TP Côte d'Azur, Triverio Construction and Campenon Bernard Sud Est, with specialist subsidiary Fargeot Lamellé Collé and local companies including Garelli
Total investment:
€217 million before tax

Concession operator:
Stade Bordeaux Atlantique consortium (shareholders: VINCI Concessions and Fayat)
Partnership contract term:
30 years (until 2045)
Architects:
Herzog and de Meuron, assisted by Groupe 6 and Stadia Consulting Group teams
Design-build:
jointly executed by VINCI Construction France (leader of the construction joint venture) through its subsidiaries GTM Sud Ouest Bâtiment, GTM TP Sud Ouest and Chantiers Modernes, and by Fayat
Total investment:
€219 million before tax

↑ → Bordeaux stadium.
Designed by architects Jacques Herzog and Pierre de Meuron, the new stadium project is extremely elegant. It resembles a prism encasing 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. The light and airy effect is complemented at intermediate level by a walkway lined with bars, cafés and other service areas forming a striking curve.

The new Bordeaux stadium: light, airy and modern

In Bordeaux, the 50/50 joint venture between VINCI and Fayat, a construction company long established in the region, was selected to build a new 42,000-seat stadium for Euro 2016, replacing the old Chaban Delmas Stadium built in the 1930s.
Following on from the Bacalan-Bastide bridge, currently under construction over the River Garonne, VINCI will once again be involved in a major structure in a city undergoing architectural renewal.
The joint venture invited two internationally renowned Swiss architects, Philippe Herzog and Pierre de Meuron, to design the stadium: their references include Munich's Allianz Arena and Beijing's Olympic stadium known as the "Bird's Nest". For Bordeaux, the project combines refined classic lines and transparency, with high columns supporting the seating "bowl". *"We worked closely with the architects on traffic flows, both inside and around the stadium, and on the functionalities,"* explains Hervé de Casanove, who led the proposal development for VINCI Concessions. *"Right from the parvis, people will be given an idea of the stadium's activities when they see the structured underside of the stands. Then, as they move along the protected walkway through the ribbon of shops, they will be able to see both outside the stadium and the pitch because the mid section of the seating bowl is completely open to the field. It will be a genuine living space, with seamless movement between the sports area and the spaces given over to other activities."*
Applying the same logic, during the competitive dialogue process, the joint venture proposed that the resident club – the Girondins de Bordeaux – be brought into the operating company. *"The idea was to create a single ticket office for all sports and other events, and to develop the stadium's business together,"* continues Hervé de Casanove. *"Our presentation of this principle was obviously convincing since joint operation was included in the specifications for the final proposal."*
Work on the site is expected to start at the end of 2012 following the study phase, with delivery scheduled for 2015. The cost of construction (€166 million, financed within the framework of a public-private partnership), which was the maximum budget stipulated in the project specifications, was a key factor for success, as was the annual fee, which is below the limit set by the city.
The stadium will be operated by the Stade Bordeaux Atlantique consortium, with maintenance and upkeep assigned to VINCI Facilities.
Located in the green corridor of the Bordeaux Lac district, the new stadium will invest significantly in the site's landscaping.
This has been assigned to Michel Desvigne, the landscape architect who won the Grand Prix de l'Urbanisme 2011 award. With the bypass and tramway nearby, the stadium is within a few minutes of the city centre. Cycle paths and the pedestrian walkway alongside the river will also help to manage spectator traffic. Lastly, the South Europe Atlantic high-speed rail line, currently under construction by VINCI, and the local airport give the stadium maximum accessibility.

↑ ↓ Stade des Lumières in Lyon (France) – Populous.
Populous is an international architecture firm specialising in the design of sports facilities. It has a portfolio of almost 1,000 stadiums built all over the world, with references including London's Olympic Stadium, Arsenal's Emirates Stadium, Wembley Stadium, Soccer City in South Africa and the Sochi 2014 Winter Olympic Games stadium.

Operator:
successful bidder VINCI Concessions: maximum 49% shareholding in property company Montout
Architect:
Populous
Design-build:
VINCI Construction France
Total investment:
€450 million before tax

The future Stade des Lumières in Lyon, the OL Land project

Although the new stadium in Lyon will host Euro 2016 matches, it will not be built within the framework of a public-private partnership but under a private-private partnership with OL Groupe, the listed company managing Lyon's football team, Olympique Lyonnais.
It was OL Groupe, with the support of the municipality, that launched the project for a new stadium with 60,000 seats 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 will cover almost 50 hectares. It will host OL games, major international competitions, concerts and numerous events. The club's training centre will also be there and a new urban area will be developed, with the creation of a leisure centre, two hotels and office buildings.
VINCI's first participation in the project was for the construction component. *"Initially, OL Groupe asked specialist architecture firm Populous to design the project and they created a property company,"* explains Jean-Paul Delpérié, deputy director of VINCI Construction France's Rhône-Alpes Nord division. *"But then they realised that, because of its scale and delivery deadline, the project should be carried out as a design-build, with the involvement of majors. They issued a tender, asking us to respond on the basis of guaranteed maximum construction costs and make proposals for project financing, stadium operation and property development on the site. We worked closely with VINCI Concessions, VINCI Immobilier and VINCI Facilities. Our joint proposal was selected in summer 2011, VINCI signed an exclusivity agreement with OL Groupe, and now we're in the project phase."*
A unit comprising constructors and architects has been working at VINCI Construction France's regional head office since the beginning of September to refine the project by validating the initial architectural operations from a technical viewpoint and to achieve a guaranteed maximum price equal to or less than the maximum cost proposed during the tender.
In parallel, the Group's teams are working on the financing arrangements. VINCI Concessions will own up to 49% of the share capital of the company in charge of the stadium, alongside OL Groupe. The next step is for VINCI and OL Groupe to sign the various contracts, including the design-build contract. This should take place in 2012, which will open the way for works to start, with delivery of the structure scheduled for the end of 2014.

Other stadium projects under way or recently delivered

VINCI is currently building a number of other facilities in France

Le Havre's Grand Stade, a forerunner of energy positive stadiums in France

The new stadium for the Le Havre urban area was recently completed after 22 months of works. The facility was inaugurated on 12 July this year. The stadium is being executed as a design-build contract by Sogea Nord-Ouest (VINCI Construction France) and two architectural firms (SCAU of France and KSS of the UK). *"From a historical point of view, football arrived here in France via Le Havre, which was the first club on the continent,"* explains Hugues Fourmentraux, VINCI Construction France's Grand Ouest operations director. *"The English-style design, with its copper kettle ambiance, reflects those roots. At the same time, however, we wanted to ensure that the stadium fits well into Le Havre's urban scenery, which is why we opted to work with one of the Stade de France's French architects."*

The city, a UNESCO World Heritage site, is an exceptional example of modern architecture; the stadium, built on a former SNCF and Réseau Ferré de France site, will be a landmark building at the entrance of Le Havre.

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 iconic landmark. It is also a reference in terms of eco-design: its roof, fitted with 1,500 sq. metres of photovoltaic panels, will make it the first energy positive stadium in France; it has a rainwater harvesting system for use in the toilet facilities, watering the pitch and green spaces, and forming a fire-fighting system; and its heating equipment has been carefully selected on the basis of its energy performance. Everything possible has been done to divide operating costs by three. In addition, 40% of the construction site waste has already been recycled. For VINCI Construction France, the project is bound to become a reference for construction completion: 20 months! *"Working on a design-build basis gives us better control over methods and planning right from the first sketches, enabling us to advance simultaneously on the architectural concept and its technical conversion,"* says Hugues Fourmentraux.

↑ Le Havre's Grand Stade.

Property developer:
VINCI Construction France/ SCAU/KSS/Iosis joint venture
Client:
Codah (Urban Area Community of Le Havre)
Project manager:
SCAU
General contractor:
VINCI Construction France (Sogea Nord-Ouest)
Total construction cost:
€80 million before tax

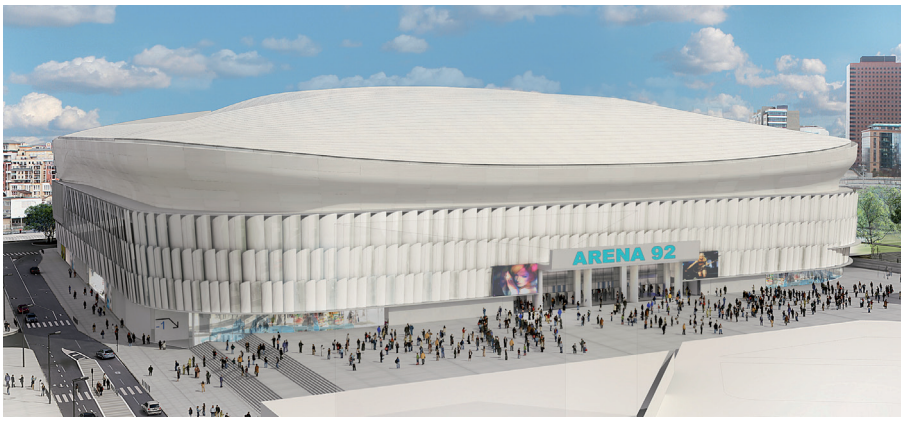
Equipment costs are estimated at €80 million (excluding access and landscaping). A further €70 million will be invested by the city in the creation of a vast urban park around the stadium and the construction of two tunnels under the railway tracks to facilitate access and link districts not yet taken into account.

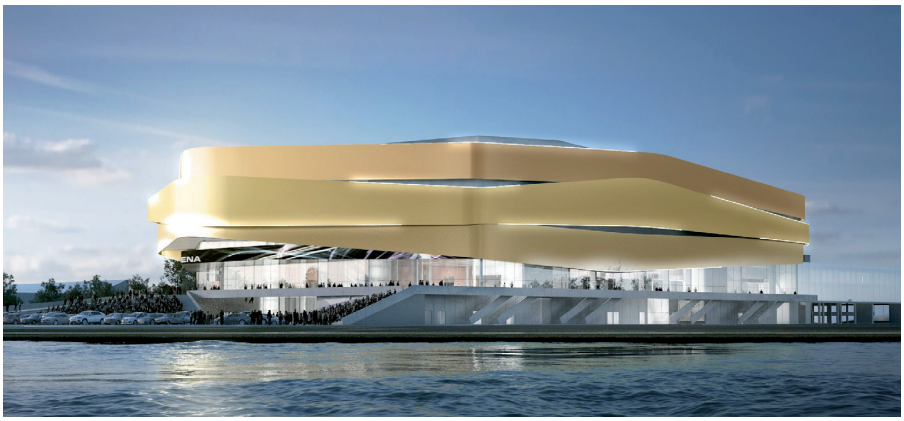
Arena Nanterre, the Top 14 arena and the biggest auditorium in the Paris region

Arena Nanterre is a multi-modal facility, which will be built in Nanterre, near Paris, at the foot of the Arche de La Défense. It will host Racing Métro 92 rugby matches, as well as concerts and conferences.
Adopting a high environmental quality approach, the facility will be equipped with solar panels. It will be modular and multi-purpose, with a surface area of approximately 115,000 sq. metres. Thanks to its synthetic turf, retractable seating to ensure complete modularity and ultra-efficient sound insulation, the arena will accommodate 32,000 people in rugby match configuration and up to 40,000 in concert configuration. Its retractable roof will make the arena the biggest entertainment auditorium in the Paris region. The complex will also include shops and about 30,000 sq. metres of offices. Delivery is scheduled for the end of 2014, at which point Racing Métro 92 will leave the Yves du Manoir Stadium in Colombes and become the Nanterre Arena's resident club.
The arena is entirely financed by private funds. Construction of the building itself and associated activities (offices, shops, restaurants and fast food outlets) represents an investment estimated at €250 million for Racing Aréna, 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 comprising GTM Bâtiment (leader), Petit, Chantiers Modernes and TPI (all VINCI Construction France subsidiaries), together with architect Christian de Portzamparc, has been awarded the design-build contract.
Works are expected to start in 2012 and the arena is scheduled to open for the end of 2014.

Property developer:
Racing Arena
Architect:
Christian de Portzamparc
Design-build:
VINCI Construction France (GTM Bâtiment)
Total investment:
€250 million before tax

↓ The Arena 92 project, Nanterre (France).





↑ The Dunkerque Arena Stadium, Dunkirk (France).

Dunkirk and its Arena, a new showcase for sports and entertainment

In July 2012, the Dunkirk urban authority named VINCI Concessions, a VINCI subsidiary, preferred bidder for the 332-month partnership contract for the design, financing, construction, operation and maintenance of the Dunkerque Arena, a 10,000-seat stadium. The 28,369 sq. metre venue will enable a large number of configurations: the space has been designed to be stretched lengthwise and re-shaped, and it will be possible to raise the parvis to become ramps, rows of seats or balconies. The project will create a new identity for the gateway to Dunkirk: its dynamic, soaring shape, resembling a sculpture of metal ribbons, will be a beacon in the stadium's surrounding area.

Concession operator:
VINCI Concessions
Partnership contract duration:
28 years
Architect:
Chabanne & Partenaires agency, associated with AvantPropos and AB+Architectes
Design-construction:
VINCI Construction France through subsidiaries Adim Nord-Picardie, Sogea Caroni and Dumez EPS, together with local SMEs
Total investment:
€112 million before tax

The project is exemplary in terms of sustainable development and integration within its environment.
The structure's design and construction, over a period of 36 months, will be carried out by VINCI Construction France through its subsidiaries Adim Nord-Picardie, Sogea Caroni and Dumez EPS, together with small and medium-sized local companies. For the architecture, they will draw on Chabanne & Partenaires, associated with AvantPropos and AB+Architectes.
VINCI Concessions will be responsible for the commercial operation of the stadium, including managing its facilities and scheduling sports fixtures and other events. VINCI Facilities will be in charge of maintenance.
The new stadium will boost the development of its two user clubs, handball club USDK and basketball club BCM Gravelines-Dunkerque. It will also be a symbol of sporting excellence and a new entertainment and cultural venue for Dunkirk and its area.

The expertise of a major group
A solid experience

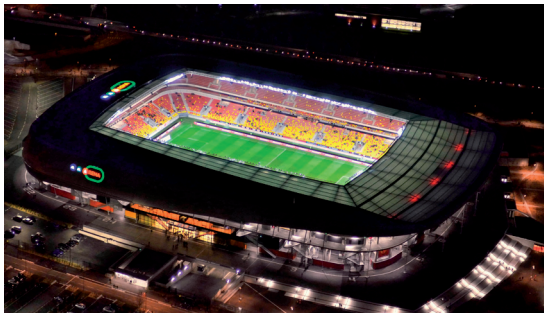
VINCI has solid experience in stadium construction and concessions in France and the rest of Europe.

The Stade de France, the biggest stadium in France

Having participated in the design, financing and construction of the facility, VINCI (through VINCI Concessions) is now the majority shareholder of Consortium Stade de France, the company responsible for the stadium's operation and maintenance until 2025.
The Stade de France is an outstanding, prestigious structure located to the north of Paris. Its elliptic roof is its signature and it was extremely complex to erect: it took a year to assemble and install the 6 hectare, 13,000 tonne structure (1.5 times the weight of the Eiffel Tower).
In 1998, the Stade de France was included in an urban renewal programme, with high ambitions for Seine Saint Denis. And the 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. It was the first time a stadium was used in this manner: the area is now a hive of activity, involving housing, public infrastructure, sports and cultural activities.
In 2011, through major sports events, cultural events and ancillary activities, the Stade de France attracted 1.7 million spectators (19 sports fixtures, seven concerts/shows). It also hosted over 100 corporate events and was visited by almost 100,000 people. Since its official opening in 1998, there have been 361 events attended by 25 million spectators. The Stade de France is now a benchmark for large stadiums.

Concession operator:
Consortium Stade de France (owned 67% by VINCI Concessions and 33% by Bouygues)
Concession term:
30 years (until 2025)
Architects:
Michel Macary, Aymeric Zublena, Michel Régembal and Claude Costantini (joint venture between SCAU and C.R. Architecture)
VINCI companies that participated in the works:
Campenon Bernard SGE, GTM Construction, Chantiers Modernes, Dumez Ile de France
Total construction cost:
€362 million before tax (1994 value)

↑ The Stade de France is the biggest stadium in France, with 80,000 seats in football or rugby configuration.



↑ MMArena is the first stadium in France to bear the name of a company.

Le Mans, the first *named* stadium 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, prime minister, and Chantal Jouanno, minister of sport. The 35-year public service concession contract was signed 30 months previously, on 27 July 2008, by the city of Le Mans, concession grantor, and Le Mans Stadium (LMS), the concession company, a subsidiary of VINCI Concessions. The contract, which came into force on 7 July 2008 and involved an investment of €104 million, called for the design, financing, construction, maintenance and operation of MMArena, where the resident club is Le Mans FC.

The MMArena is a 25,000-seat multi-purpose facility with almost 2,000 "premium" seats and 250 seats in private boxes. In its first year of operation, the stadium's 3,000 sq. metres of function rooms, numerous technological innovations and unique environment attracted over 50 corporate events with 50 to 12,000 participants, trade fairs and a private concert given by Yannick Noah.

Concession operator:
Le Mans Stadium, a VINCI Concessions subsidiary
Concession term:
35 years (until 2044)
Property development:
Adim Ouest, VINCI Construction France
Project manager:
Cardete & Huet
Architect/engineering & design:
MaP3 (framework), Sigma Ingénierie (building shell)
Execution:
Heulin (leader) in a joint venture with Adim Ouest, Dodin Campenon Bernard and GTM Bretagne for VINCI Construction; HRC for Eurovia; GT Iris for Actemium Le Mans, GT Réseaux Sarthe, Citéos Sarthe and Axians Le Mans for the Energy business line
Carpenters:
Zwahlen et Mayr, Gagne, Sirc (subcontractors)
Total construction cost:
€104 million before tax

This 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/concert hall, the Bugatti track, the 24-hour race track, the Alain Prost go-kart complex, a horseracing course and a golf course. Apart from sports events, which attracted over 260,000 spectators during the first year, the MMArena attaches a great deal of importance to scheduling concerts.

The configuration for this type of event gives a total capacity of 38,000 seats. In time, the complex will also include a hotel and a 10,000 sq. metre leisure centre.

The special feature of the Le Mans stadium is the naming rights contract signed with insurance company MMA. Customary in the United States since 1970, this contract was a first in France. It consists of a brand associating its name with a facility, generally a sports stadium. It is already commonplace in other European countries: Emirates Stadium in London, Philips Stadion in Eindhoven, Mercedes-Benz Arena in Stuttgart, etc. In total, there are more than 100 stadiums and sports complexes of this type in Europe.

Nungesser II Stadium, Valenciennes

On 26 July 2011, the official opening of the Nungesser II Stadium, located in the city centre, was attended by 25,000 spectators – and they're no doubt still talking about the 8,000 sq. metre "envelope" roof of the new stadium. The visible walls around the periphery are covered with overlapping tiles, small modular components measuring 1.10 metres x 1.10 metres. These are lit from the parvis so that the entire structure twinkles. Following several public meetings, the local authority decided to sink the pitch below ground level so that 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 existing built-up areas and new spaces. Two tree-lined walks have been created to the west. One of these will, ultimately, serve as the main access; the other, built on top of the old railway track, will be a landscaped promenade. Wide enough to handle the arrival and departure of spectators, they form a natural link between the centre of the old town and the tramway station.

Client:
Valenciennes Métropole Urban Area Community
Project manager:
SCAU/Jean-François Fermaut
Contractor:
VINCI Construction France (Sogea Caroni)
Total construction cost:
€75 million before tax

↑ Nungesser II stadium, Valenciennes (France).

Ataturk Olympic Stadium, Istanbul

Ataturk Stadium, the finest sports facilities in the Turkish capital, is located in 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 launched to support Istanbul's bid to host the 2004 and 2008 Olympic Games and was continued despite these being awarded to Athens and Beijing respectively. The construction contract was signed with a joint venture led by Campenon Bernard on 28 November 1997, and 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.

General contractor:
VINCI Construction Grands Projets (Campenon Bernard)
Value of works:
€109 million before tax

In France, VINCI Construction also participated in the works on the Roland Garros Stadium in Paris (between 1978 and 2002), the reconstruction of the Velodrome Stadium in Marseille (for the 1998 World Cup), the extension of the Gaston Gérard Stadium in Dijon (construction of north and south stands, i.e. 7,600 seats, in 2007/2008), construction of the Calais stadium (12,000 seats) in 2007/2008, refurbishment of the Jean Dauger Stadium in Bayonne, extension of the Marcel Michelin Stadium (north and south stands) in Clermont Ferrand, etc.

Elsewhere, VINCI Construction worked on BC Place Stadium in Vancouver (Canada) in 2010/2011, where Freyssinet/Advitam participated in the renovation of the suspended roof and installation of Advitam sensors to monitor, inter alia, the real-time load and vibrations in the structure's stay cables, ensuring it remains in good condition. In 2001, Terre Armée erected the diaphragm walls at Messina Stadium (Italy), a structure whose construction methods and architecture were inspired by the amphitheatres of antiquity. Lastly, in 2001, Soletanche Bachy used a hollow stem auger to create 17,400 ml of piles for the foundations of the Budapest Arena (Hungary).

↑ Ataturk Olympic stadium, Istanbul (Turkey).

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