



**GROUPE PONTICELL FRÈRES**

**A GROUP COMMITTED  
TO SERVING  
A CHANGING WORLD**

**2020** ANNUAL REPORT



**A partner for  
creating together  
sustainable value  
for as many people  
as possible.**

# CONTENTS

## / P. 04

From a French company  
to an international Group

## / P. 05

A word from the CEO

## / P. 06

An international  
Multi-Trade Group

## / P. 08

Our committed governance

## / P. 09

An organisation in 6 divisions

## / P. 10

A Group united  
in all its diversity

## / P. 12

A Group with  
diversified markets



## BEING A COMMITTED GROUP MEANS...

### / P. 15

RESPONDING TO  
OUR EVOLVING SOCIETY

### / P. 18

SUPPORTING OUR EMPLOYEES

### / P. 21

MOVING TOWARDS NEW HORIZONS

### / P. 25

GOING THE EXTRA MILE, TOGETHER

### / P. 29

PREPARING A SUSTAINABLE FUTURE

### / P. 34

INVESTING TO ACHIEVE  
EXCELLENCE

### / P. 38

And tomorrow?  
Serve a changing world



# From a French company to an international Group

➔ **1921**

Creation of Ponticelli Frères by Céleste, Bonfils and Lazare Ponticelli, and the beginning of specialised work in lifting-rigging. The three brothers and their co-workers are already taking on major challenges for the times!

➔ **1938**

First project outside Île-de-France, the first signs of international development!

➔ **1950**

Ponticelli Frères launches industrial piping activities on oil refineries.

➔ **1959**

First international project in Algeria to build an oil production plant.

➔ **1970**

Creation of a design department.

➔ **1997**

First location in Africa and first major international project.

➔ **2016**

Statement of our commitment to corporate responsibility and introduction of the Code of Conduct and Ethics.

➔ **2017**

Development of renewable energy and photovoltaic markets through the acquisition of GenSun.

➔ **2019**

Electricity and instrumentation are integrated in the Group's traditional business lines.

➔ **2020**

We enhance our service offer by including water management.

# A word from the CEO

**Thierry Le Gangneux**  
CEO of the Ponticelli Group

In 2016, the Ponticelli Frères Group launched a 5-year strategic plan, CAP 100, to consolidate its business fundamentals and direct all our actions along specific lines.

This was a turning point for the Group, illustrating that, even today, in a totally unprecedented context, it has the ability to move forward by listening to and supporting its clients, employees and shareholders.

5 years later, in 2021, Ponticelli will be celebrating its 100<sup>th</sup> anniversary.

In 100 years, we have travelled countless miles to become an international group close to its clients in all four corners of the world.

Today, a new chapter is opening up for Ponticelli, as it commits itself to serving a world undergoing a profound change, thereby taking part in the development of the industry of the future.



Fully supported by our core businesses, we are working to broaden our solutions, expertise and partnerships to serve our vision: helping to give women and men the things they will always need (energy, water and food, health, safety) with a sincere respect for the planet and for our employees.

**A commitment must be made by every one of us, at every level, for every mission, because there is no other way to sustainably support this ever-changing world.**

## ➔ June 5th, 2020

Thierry Le Gangneux replaces Patrick Lacquement, who devoted his entire professional life to the Ponticelli Group. From his 5 years of leadership, we remember, amongst other things, his unfailing commitment to his teams' safety at work and his actions to develop and steer the CAP 100 plan as we know it.



# An International Multi-Trade Group

As a family-owned, independent and international Group, Ponticelli provides services and solutions to industrial players to design, build and maintain their production facilities.

In 2020, our Group's resilience has been exemplified through continued diversification around the world and by the dedication of its employees.

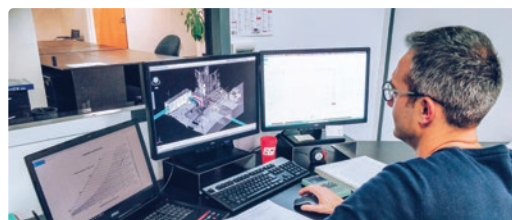


70

locations  
in 20 countries

A Group turnover of  
**€650 m**  
divided into 5 markets

1,800  
clients



**3** major regions: France,  
Europe and International

**5** main regions in France  
comprising a rich local network of  
20 entities, notably providing expertise  
in maintenance works.

Safety, Quality and Environment:  
**our labels and certifications**



20  
nationalities



4,500

employees  
including 3,000  
in France

2/3

blue collar  
workers

1/3

white collar  
workers

10

million hours worked



10% of turnover from  
renewable energy

/ Accident frequency rate divided  
by 60 in 30 years

/ **0 accidents** achieved in 2 out of  
3 entities in 2020

### Our 3 main areas of expertise



220

employees  
€8.5 m turnover

### Engineering

Integrated services, from pre-project  
design phases to detailed engineering.



5 m

hours worked  
€297.5 M  
turnover

### Construction

The development of new  
infrastructure or the extension  
of existing facilities through our  
specialities in mechanical works,  
industrial piping and lifting-rigging.

70

ongoing  
maintenance contracts  
€344 m turnover

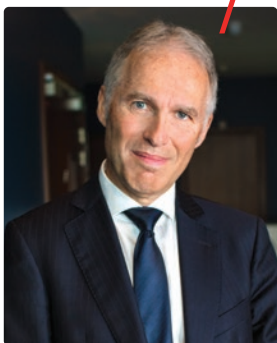


### Maintenance

Maintenance, modernisation and compliance  
of industrial installations.

# Our committed governance

**Thierry Le Gangneux**  
CEO



**Philippe Delobelle**  
Managing Director



→ **GENERAL  
MANAGEMENT  
COMMITTEE**

**Christian Ponticelli**  
Deputy Managing  
Director  
Transformation,  
Performance &  
Expertise



**Jérôme Pascal**  
Deputy Managing  
Director  
Information  
Systems &  
Digitalisation



**Daniel Ponticelli**  
Company Secretary,  
Renewable Energies  
Division Director



**Claude Ponticelli**  
Deputy Managing Director  
Administration & Finances



Know our clients, make sure our teams are safe, diversify our services and guarantee the Group's sustainability through our strategic decisions. In 2020, we shall continue to ensure Ponticelli's relevance today, and thereafter.

**Pierre Trabet-Ponticelli**  
Chairman of the Supervisory Board



## CAP 100, INSIGHTS AFTER A PRELIMINARY ASSESSMENT

2020 is the moment to make an initial assessment of the CAP 100 project which has guided the Ponticelli Group's actions for the past 4 years.

Launched in 2016, this major 5-year strategic plan focuses on 5 themes: safety, profitability, diversification, innovation and human capital. Its purpose is to consolidate the Group's fundamentals to ensure its sustainability and maintain its independence, while respecting the values of its founders: union, work and wisdom.

At the end of 2020, the main objectives of this plan are on course to being achieved, thus allowing the company to pass its 100-year milestone serenely.



# An organisation in 6 divisions

for greater efficiency in serving  
our clients' performance

The restructuring of our services in 2020 into 6 distinct and identifiable divisions and the corresponding restructuring of our support services enable us to provide solid support to our clients and to all our entities.

## ENGINEERING DIVISION

- ➔ / Design
- / 3D technical assistance engineering
- / Onshore/Offshore oil & gas engineering

## EUROPEAN SERVICES DIVISION

- ➔ / France regions
- / European regions
- / Subsidiaries and nuclear support

## PROJECTS DIVISION

- ➔ / European projects
- / International projects
- / Nuclear projects

## SPECIALITY DIVISION

- ➔ / Turnaround Division
- / Lifting Division
- / Mechanical Division
- / Electricity & Instrumentation Division

## INTERNATIONAL SERVICES DIVISION

- ➔ / Africa region
- / Middle-East region
- / North Sea region

## RENEWABLE ENERGY DIVISION

- ➔ / Photovoltaics
- / Wind energy

A multi-trade organisation, specific expertise, a single commitment to serving our clients and a common spirit of constant progress shared across the world.

# A Group united in all its diversity

**PONTICELLI**

Ponticelli Frères SAS provides local and international support to our speciality subsidiaries, thereby enabling them to contribute to the Group's development.

→ [ponticelli.com](https://ponticelli.com)

**SMRI**

Our mechanical and industrial valves company developing applications to digitally monitor repair works.

→ [smri-mecanique.com](https://smri-mecanique.com)

**PMM**

Industrial mechanicals work, calibration, machining, valves and maintenance at the service of our clients' performance

→ [www.pmm-sa.com](https://www.pmm-sa.com)

**FCE**

A specialist in high-tech valves, dampers and specific fittings for more competitive industries.

→ [fce-sas.com](https://fce-sas.com)

**GenSun**  
Votre partenaire durable

A specialist in the overall management of photovoltaic construction, design department, project management and maintenance.

→ [gensun.fr](https://gensun.fr)

**ENERSTEEL**

A major player in the photovoltaic canopy industry and the largest solar renewable energy projects in Europe.

→ [enersteel.fr](https://enersteel.fr)

**cmv**

A structural steel manufacturer for the photovoltaic sector via Enersteel.

→ [cmvendee.com](https://cmvendee.com)

**SMRI**  
green energy

Electromechanical, hydroelectric and hydrogen maintenance solutions.

→ [smri-green-energy.com](https://smri-green-energy.com)

**EMIS**

A general contractor dedicated to maintenance turnarounds and new works in industrial piping.

→ [emis.fr](https://emis.fr)

**EMIS  
ACCESS**

A specialist in the optimisation of access and industrial insulation solutions, exploring alternative and complementary methods.

→ [emis.fr](https://emis.fr)

**ALPHA  
MAINTENANCE**

Innovative maintenance engineering (turnarounds, inspection engineering studies, project management and digital engineering).

→ [alphamaintenance-sa.com](https://alphamaintenance-sa.com)

**TCPi**

An international expert in industrial electricity, instrumentation and automation projects that imagines and builds the future, based in Portugal.

→ [tcp.pt](https://tcp.pt)

**COCHEZ**

Power in motion for heavy lifting and handling operations.

→ [cochez-sa.com](https://cochez-sa.com)

**I-FP**

The Ponticelli training institute, serving the performance and enhanced safety of the Group's employees.

**EGI**

An engineering design office specialised in general installation, providing digital solutions to meet the demands of the future.

→ [egi-sas.com](https://egi-sas.com)

**SAS**

Our support and services company dedicated to nuclear and industrial ventilation and valves.

→ [sas-maintenanceindustrielle.com](https://sas-maintenanceindustrielle.com)

**CONTROLFEU**

A player in maintenance for fire protection and networks in the nuclear sector, and complementary to the subsidiary SAS.

**PPS**

A specialist in industrial piping and boilerworks for prefabrication and on-site installation in the nuclear sector.

→ [pps-sas.com](https://pps-sas.com)

**FORCE**

A Belgium-based mechanical maintenance services company for compliance with the highest safety standards.

→ [force-mechanics.be](https://force-mechanics.be)

**VALTUBE**

The Swiss-based specialist in the processing of stainless-steel piping.

→ [valtube.ch](https://valtube.ch)

**PBS  
by PONTICELLI**

Consortium formed by Ponticelli, Brand and Semco to address efficiency, productivity and safety issues specific to the North Sea.

→ [pbs-offshore.com](https://pbs-offshore.com)

Ponticelli's entities providing a local response and international support for construction and maintenance.

**PONTICELLI**  
ABU DHABI

**PONTICELLI**  
UGANDA

**PONTICELLI**  
ANGOLA

**PONTICELLI**  
NIGERIA LTD

**PONTICELLI**  
UNITED KINGDOM

**PONTICELLI**  
AUSTRALIA

**PONTICELLI**  
POLSKA

**PONTICELLI**  
UPSTREAM

**PONTICELLI**  
COTE D'IVOIRE

**PONTICELLI**  
SENEGAL

**PONTICELLI**  
UPSTREAM LLC

**PONTICELLI**  
CONGO

**PONTICELLI**  
SOUTH AFRICA

**PONTICELLI**  
TANZANIA

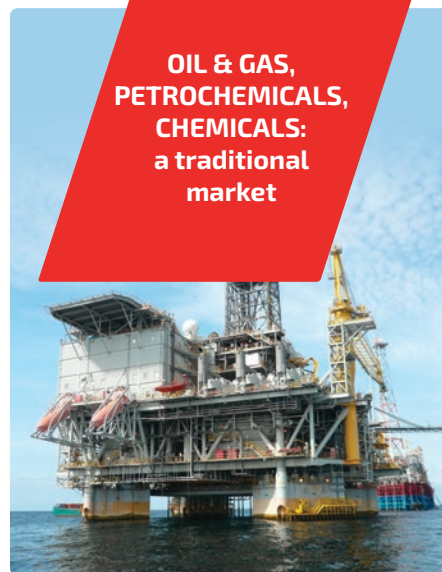
# A Group with diversified markets



**€325 m**  
or 50% of turnover

- / Exploration and Production: onshore and offshore, large new construction projects or modification of existing facilities (brownfield).
- / Connecting platforms (hook-up), plant turnarounds, maintenance contracts.
- / Refining and petrochemicals: maintenance operations, preparation/completion of turnarounds, large new construction projects or modification of existing facilities (revamping).
- / Networks and terminals: construction of meter and compressor stations and terminals, operations on reservoirs.

**OIL & GAS,  
PETROCHEMICALS,  
CHEMICALS:  
a traditional  
market**



**PHARMACY,  
SPECIALITY CHEMICALS  
AND THE  
FOOD INDUSTRY:  
a market  
of the future**



**€97.5 m**  
or 15% of turnover



- / Studies: detailed, compliance, procurement and maintenance assistance.
- / Operations on new facilities: design, works (piping prefabrication, welding, installation) inspection and training.
- / Turnarounds and 1-4 maintenance levels, tests and development of specific procedures in a biotechnology environment.



**NUCLEAR AND  
CONVENTIONAL ENERGY:  
a specialist  
in a demanding  
market**



**€97.5 m**

or 15% of turnover



- / A presence throughout the nuclear fleet: unit construction, improvement projects, maintenance, engineering, from preliminary design studies and calculations to detailed engineering.
- / Specialities covering all our clients' needs: design, mechanical works, valves, ventilation (HVAC), cleaning, fire protection, electricity & instrumentation, platurgy, lifting/handling, piping/welding.
- / A network of branches located near the sites.



**€65 m**

or 10% of turnover

**RENEWABLE  
ENERGY:  
a rapidly  
expanding market**



- / Diversified specialities: hydraulic, solar photovoltaics, wind energy/onshore, thermal solar energy, biomass, hydrogen, marine renewable energy...
- / Operations on new or existing facilities: complex access management, major refurbishments, design, fabrication, network installations, complex handling operations, mounting, operational and fleet maintenance solutions...



**DEFENCE, STEELWORKS,  
INFRASTRUCTURE  
AND ELECTRONICS:  
a response  
to diversified markets**

**€65 m**

or 10% of turnover



- / Comprehensive piping-hull structures-lifting operations, handling, valve fabrication: construction of surface or submarine vessels, adaptation of existing structures, maintenance for the naval defence industry.
- / New works, repairs and maintenance on all types of installations from blast furnaces to rolling mills.
- / Installation of new equipment in process lines in the microelectronics industry. Installation of appropriate utility networks.



# BEING A COMMITTED GROUP MEANS...

/

Taking part in the changes in the world, not just as a spectator but also as a proactive player, fully aware of the efforts that have to be made and the changes in strategy that must be introduced to achieve this.

It means being there for our employees, working with respect for each other, and thinking in the long-term.

It also means aligning our actions with our values and continuously improving ourselves.

In 2020, we are, more than ever, proud to inscribe our activities within these fundamental and actionable commitments.

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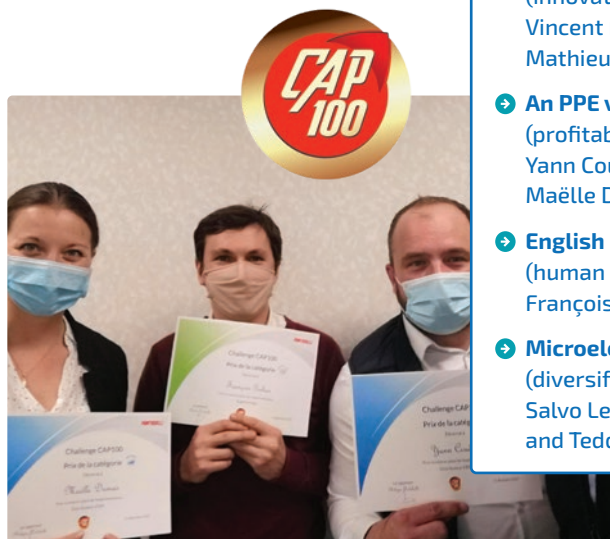
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# RESPONDING TO OUR EVOLVING SOCIETY

**H**elping to give men and women the things they will always need, with the utmost respect for our planet and our employees. A raison d'être that makes us look further ahead and encourages us to constantly reinvent ourselves. And this reinvention involves a strong sense of social responsibility that places our actions within a sustainable framework that includes ethics, people, safety, quality, the environment and our employees' commitment to solidarity. With this in mind, the company has continued to support its traditional partners in the unprecedented context of a pandemic that has challenged many projects.

## The energy transition, a development model

Since 2016, the Group has been developing its solutions and structure to meet its social commitments. Through its CAP 100 approach, our company is not only deeply involved in the energy transition, but also in developing in accordance with its founding values.



### AN OVERVIEW OF THE 3<sup>RD</sup> EDITION OF THE CAP 100 CHALLENGE IN CONNECTED MODE!

Our employees ended the year on a high note thanks to their many initiatives developed collectively and presenting operational solutions in line with the themes of our CAP 100 plan.

Here's a brief overview.

- ➔ **A 3D printer**  
(innovation):  
Vincent Fastamma and Mathieu Varnière
- ➔ **An PPE vending machine**  
(profitability):  
Yann Coudray and Maëlle Dumas
- ➔ **English Friday**  
(human capital):  
François Guhur
- ➔ **Microelectronics**  
(diversification):  
Salvo Leotta, Loïc Magnard and Teddy Mourtier

HEALTH AND SAFETY  
AT THE HEART OF OUR VALUES

2 years  
without a lost time  
accident in the  
Projects Division

after 1 million hours  
worked, thanks to the collective  
vigilance of employees on site,  
support teams and workers  
operating in complex situations.



Our sustainability objectives



While our QHSE and CSR actions comply with the standards and regulations applicable to our businesses, our growth is also in line with the Sustainable Development Objectives and the principles of the Global Compact. In 2020, we reasserted our commitment to corporate citizenship through objectives consistent with those set out in 2019.

OUR QHSE AND CSR OBJECTIVES:

- / Satisfy our customers by ensuring the conformity of the products and services delivered as well as performance in terms of deadlines and costs.
- / Place people's safety and the preservation of their health and well-being at the heart of our thinking, our strategies and our actions.
- / Limit the impact of our interventions on the environment.
- / Change our individual and collective behaviour.



WE SUPPORT

**OTHER HIGHLIGHTS OF 2020!**

- ➔ The introduction of an **internal "LABEL PRO+" label**, for which CSR initiatives earn bonus points, and an Environment Day focused on "The impact of digital technology on the environment", with further actions to reduce IT storage space.
- ➔ The launch of a **new diagnostic survey**, four years after the first one, which showed real progression in our entities' environmental culture.
- ➔ An evaluation of waste treatment and sectors paving the way for a **plan to strengthen** specific industries.
- ➔ **Carbon offset** initiatives through tree planting (Rhône-Alpes Region and GenSun).

**A TEAM THAT NEVER STANDS STILL WHEN IT COMES TO SOLIDARITY!**

At the beginning of lockdown, as we temporarily put our activities on hold to set up the necessary sanitary protocols, we were contacted by the *Jeune Chambre Économique de Montélimar* to help them supply the town's hospital health workers.

Our team immediately responded to the call and donated its stocks of over 150 paper gowns."

**Manon Emieux**  
Nuclear Branch Manager,  
Rhône-Alpes Region

**Employees encouraged to reduce plastic consumption**

Small, everyday gestures will lead to the significant changes of tomorrow! In September 2020, following the example of actions initiated in several Ponticelli Regions as part of a global approach, the Brittany branch invested in the purchase of water bottles for all its staff. The aim is to significantly reduce the use of disposable plastic bottles on construction sites and reduce our impact on the environment. Tune in next year to see the initial results of this "Breton" initiative!



Ponticelli is proud to support the culture that brings our country alive! Although the Jazz In Marciac festival had to be cancelled, this internationally renowned cultural project can still count on our support under our partnership associating employees and clients alike.



# ... SUPPORTING OUR EMPLOYEES

**A** history spanning 100 years is not without meaning! Although our company has evolved to support changes in society, it has managed to preserve the family values that are so important to all of our employees, regardless of their generation. From the working-class culture embedded in its DNA, the group retains and continues to strengthen its desire to integrate employees into the company's success, to keep the "Ponticellian" culture alive and support them in their progress, in particular through professional development.





## Sustaining the company for our 4,500 employees

### CAP 100, A UNIFYING STRATEGIC PLAN

Since 2016, we have structured our approach and united all our employees around 5 key themes promoted by the CAP 100 strategic plan: safety, human capital, innovation, diversification and profitability. This plan is even more engaging in a Group comprising 4,500 employees, some of whom work outside France. Maintaining contact, being able to mobilise men and women around a company project, being present, even from a distance, are the challenges we face every day!

### EMPLOYEES ALIGNED WITH PONTICELLI'S VISION

Feedback from our employees allows us to implement the best suited actions. As the driving force behind the Group, they are all invited to take part in an annual barometer to assess their commitment.

The results, which have progressed from year to year, confirm the strategies put in place.

- ➔ **7/10** people agree with the company's approach and feel involved
- ➔ The Group is considered by its employees as:
  - Innovative: 68%**
  - Modern: 69%**
  - International: 72%**
  - Dynamic: 73%**
  - Professional: 81%**
- ➔ **94%** believe that diversification is important for the Group (geographical and trades/activities)
- ➔ **74%** believe that innovation is encouraged within the Group
- ➔ **84%** are passionate about their work

Survey of 1,464 respondents from the 2020 CAP 100 barometer

## Sharing success with all our employees

Our Group has retained a proactive policy of sharing results from its working-class culture. Initiated and implemented by René Ponticelli, company director from 1964 to 1997, it is applied to all "Ponti" employees and is based on the conviction that the company's success comes from the value of its teams in all areas. Over the last ten years, an average of 40% of the operating result has been distributed in the form of profit-sharing bonuses.

# 80%

of shares are family-owned.  
The remaining 20% are held  
by employees, 3/4 of whom  
are active managers





**Training,  
a priority for  
maintaining and  
enhancing skills**

All our employees undergo training throughout their professional lives not only to update and perfect their skills, but also to move into new professions. They are given access to the Ponticelli Training Institute (IFP), which designs and runs business and managerial training courses tailored to the specific nature of our activities and our clients' expectations.

➔  
**100,853**  
hours of training  
provided

➔  
**720**  
trainees

➔  
**160**  
training modules



Career acceleration,  
sharing common values,  
pooling methods,  
work synergy...  
the advantages of being  
mobile are numerous  
and provide the guarantee  
of a comprehensive  
intervention capacity  
and an assurance  
of working in a sustained  
manner."

**Arnaud Claudon**  
Projects Division Director

**Mobility, a professional  
and human adventure**

Working at Ponticelli means embarking on a variety of adventures, taking part in regional maintenance or major turnarounds, working alongside many different nationalities and sharing experiences with other Group entities. It means experiencing diversity in all its facets.

At Ponticelli, mobility is reflected in its wide range of activities (design, construction, project management, lifting, electricity, piping, photovoltaics, etc.) and in the work carried out within our clients' infrastructure.

This cross-discipline and geographical mobility reinforces our employees' adaptability and improves their expertise. Whether temporary or long-term, it is an integral part of our organisation and allows our Group to adopt a flexible management of its resources. It also allows for movement within departments, particularly in new entities, thus promoting integration into the Group's culture and methods.



**INCREASED FEMINIZATION  
IN OUR PROFESSIONS**

SMRI, our industrial mechanics and valves entity, welcomed Andréa, the first female rotating machinery mechanic, as part of a work-study programme. Eager to pursue a manual activity, she joined the female valve mechanics who already work for the company. The Ponticelli Group is extremely proud to promote the feminization of its industrial professions and see it evolve!

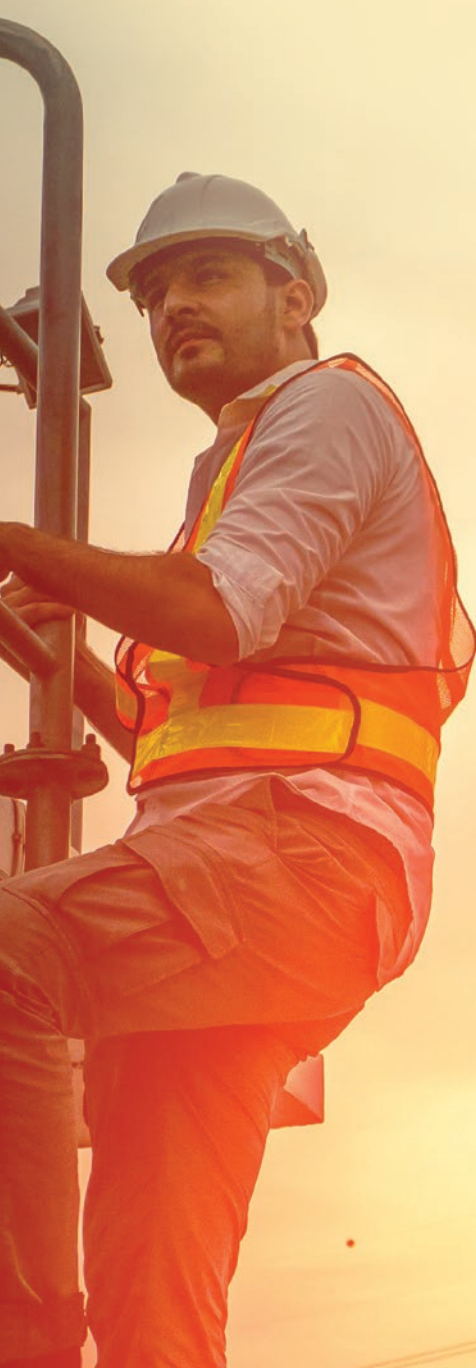
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# MOVING TOWARDS NEW HORIZONS

**A** dapting our organisation, our professions, experimenting with new processes, being reactive and knowing how to manage any situation while respecting our safety principles...

During this year's unprecedented health crisis, our Group has been able to rely on committed teams and a structured organisation to accelerate the deployment of more collaborative, ongoing working methods, extend diversification in certain professions and promote others such as maintenance.

Present at the preliminary stages of industrial projects, Ponticelli is also involved throughout the duration of their execution. Since 2018, we have been leading a large-scale programme called CAPNOR to reinforce facility maintenance works. By promoting this activity, our teams are able to intervene in this key phase of a facility's life cycle to increase its availability and extend its life span under the best conditions. It also implies meeting a real performance challenge on behalf of our clients.



## CAPNOR, our maintenance improvement programme

### THE PROGRAMME ADDRESSES THE FOLLOWING POINTS:

- ➔ Optimising our working methods
- ➔ Improving our processes and the quality of our services
- ➔ Securing the profitability of our contracts

In 2020, the Ponticelli Group focused in particular on the deployment of the "PerfMap" internal diagnostic tool, which enables our teams to assess the performance of their maintenance contracts. At the same time, the "iMaGIC" application, keystone of the digitalisation and global deployment of CAPNOR, was implemented successively on an ongoing contract and a contract in the process of being launched.

Our team managers are the key players in maintenance contracts and turnarounds. They are trained by IFP in new ways of approaching such projects.



CAPNOR has proven its effectiveness on the contracts where it has been deployed. We were looking forward to finding a suitable application to secure results and pursue the optimisation of contracts. With the introduction of iMaGIC, we're taking a new step forward. A clearer work process, tools that simplify our lives, combined with the technical excellence and our teams' renowned spirit of service open up new perspectives for maintenance."

**Christian Ponticelli**  
*Director of Performance,  
 Expertise and Transformation*

## The development of intelligent sensors for better anticipation

To address the need of anticipating problems on our clients' industrial facilities, and to optimise the management of on-site teams, we are developing intelligent sensors that can be used in explosive atmospheres (ATEX) with the company Cartesium. Thanks to integrated data processing, the sensor emits an immediately accessible alert allowing the necessary maintenance actions to be undertaken, thus guaranteeing the reliability and availability of the machine being monitored.



For rotating machinery maintenance specialists such as ourselves, correctly repairing damaged equipment is an absolute prerequisite. Maintaining them in good working order and reducing the effects of possible failures means moving up the value chain and improving our solution proposals!"

**Luc Frison**  
*Director of the Mechanical Speciality Division*



## A new maintenance model in the North Sea

On the 30<sup>th</sup> of January 2020, the Ponticelli Group, leader of the "PBS by Ponticelli" consortium formed with partners Brand and Semco and based in Aberdeen, Scotland, signed a GMOC contract for the global maintenance and operations support of all Total Exploration & Production UK (TEPUK) North Sea assets.

Total has entrusted Ponticelli with the management of all the tasks involved in this project previously managed by nine contractors. This opportunity allows us to develop a new operating mode and demonstrates our ability to provide solutions to use resources while optimising operating costs. This large-scale contract integrates the specialities of several of our entities while being supported by local partners.

### OUR MISSION:

- Work as an integrated team, provide overall maintenance and operations support, turnarounds and modification projects for all TEPUK operated facilities (production equivalent of 340,000 barrels of oil/day).
- Harmonise and simplify working methods across offshore sites to improve efficiency and productivity.

**This major offshore contract is the start of a great adventure in the North Sea region!**

Alpha Maintenance took part in the review of maintenance strategies implemented on the installations. In 2020, 30 specialists were therefore mobilised on maintenance re-engineering operations in an offshore environment.

**+ 150**  
new employees  
recruited

**650**  
employees  
relocated



The project involves adapting our procedures to the North Sea environment. This represents a real challenge and requires a great deal of flexibility in finding new ways of working together. Meeting the Scottish teams was particularly memorable, but the team dynamic within the consortium took off quickly!"

**Mathieu Masbou**  
E&C Project Engineer/RFM Closeout  
& Verification Focal Point



## A new speciality for Ponticelli: Electricity and Instrumentation (E&I)

/

The acquisition of TCPI in 2019 enhanced Ponticelli's industrial service offer. By integrating this speciality dedicated to control and measurement equipment and the power supply of production equipment, the Group is expanding its range of services.

The development of the MPEI (Mechanical Piping Electricity & Instrumentation) package meets our clients requirements to:

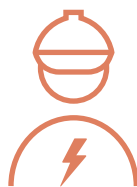
- ➔ Simplify the coordination of their projects through a single coordinator who is capable of managing all related activities.
- ➔ Be able to rely on specialists capable of managing start-up assistance on installations, test phases of the control loops, process control, etc.
- ➔ Strengthen safety processes during operations.



TCPI's specialisation enables the Group to extend its support during the implementation of projects and optimise steering interfaces.

Our clients then have a single point of contact, ensuring effective time management and therefore the performance of their industrial sites."

**Christophe de Amorim**  
TCPI Managing Director



# 400

**new employees,**  
electricians, instrumentation technicians,  
locksmiths, support services integrated  
into the Ponticelli team, i.e. 10% of  
E&I specialists in the Group's workforce



# 15%

**the percentage of E&I  
in the budget of each  
investment project**

The merger of TCPI and Ponticelli is not due to chance. The 2 entities share common values, a similar approach to project management and the same desire to develop maintenance engineering to meet the changing requirements of industrialists.

- ➔ In Portugal: a turnkey contract for the installation of storage tanks for the fuel storage company PRIO
- ➔ In France: intervention for INEOS and, under the ITER project, first steps in the field of E&I maintenance
- ➔ In Mozambique: support in the creation of a new fuel storage plant comprising 8 tanks for GALP (E&I and start-up assistance)

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# GOING THE EXTRA MILE, TOGETHER

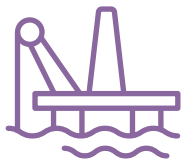


**I**n 2020, the Ponticelli Group continued to develop its traditional expertise and rely on the strengths that have shaped its success: the reliability of its recommendations and on-site operations, and a network comprising all the Group's entities in France, Europe, Africa, the Middle East and South America, both on land and at sea. Going the extra mile means pushing back boundaries, but it also means surpassing ourselves as a team to successfully accomplish the operations entrusted to us.

Zinia, a successful operation on an existing site

Zinia, which we completed for Total EP Angola, turned out to be an extraordinary project! Launched in 2018, our team took part in the offshore installation phase in 2020. Following the design, material procurement and prefabrication phases, we were able to complete work on operational units thanks to a streamlined organisation.

So what was the strategic challenge of this contract ? To prove our ability to manage the full scope of oil field development projects near existing offshore facilities. Such projects, for which safety and cost control are crucial, are expected to increase in number in the coming years.



The Zinia project was carried out by the Projects Division and Ponticelli's Angoil subsidiary.

**➔ Its objective:**  
to develop and connect two new reservoirs on the existing Pazflor field operated by Total E&P Angola, located 150 km off the Angolan coast, at a depth of 600 to 1,200 m.

PUTTING SAFETY FIRST

Limiting risks during construction work on units in production is a priority. The optimisation of bolted assemblies (bolted flange connections, clamped brackets and cold assemblies) made it possible to limit hot point welding work and maintain efficient productivity throughout the contract.



A COLLABORATIVE APPROACH

Beyond the technical dimension, Ponticelli developed a " joint team" approach with its client Total, a working method that enabled us to meet deadlines and costs, even in the context of a pandemic. The project's success was also due to its local presence and strong collaboration with the teams at the Luanda base who were responsible for fabrication and support.

A TURNKEY PROJECT

Ponticelli's scope of work on this Engineering Procurement Construction project extended to the refurbishment of the plant's control system to update the system and anticipate connections to the new wells.



9 days

compared to the 11 days initially planned for a Full Field Shutdown



110,000

hours worked offshore



200

tons of equipment



## Heavy lifting and handling capacity

2 examples of extreme lifting operations:



### 9-CRANE LIFT FOR EXXONMOBIL BY PONTICELLI'S TEAMS

Ponticelli confirms its position as a leader in the field of non-standard lifting. In November 2020, the Lillebonne team carried out a mission for our client ExxonMobil, operating 9 cranes simultaneously to reinstall a 330-metre-long petrol pipeline. An example that proves the teams' flexibility and their capacity to go beyond traditional methods to offer solutions adapted to complex demands!

- + Good coordination of the cranes to avoid pipe breakage and the tilting of machinery
- + The introduction of "hazard monitors" in direct contact with the manoeuvre supervisor
- + Preparatory meetings with the 30 or so participants



### COCHEZ HANDLING OPERATION WITH A SELF-PROPELLED MODULAR TRAILER (SPMT)

Using the trailer configured in 2 x 8 axle lines, our teams took up the challenge of moving a 560-tonne beam at Cachan train station (94) for Vinci and Grand Paris.



### THE LR 1600, A MACHINE THAT INCREASES OUR PRODUCTION CAPACITY

For turnaround and maintenance work which requires lifting extremely heavy and very large equipment, the Group is equipped with lattice boom crawler cranes, which can be adapted according to the type of operation and are capable of moving with a suspended load.

### OUR LR 1600S IN ACTION IN 2020

- The installation of new furnace heating systems on a Calcia Cement site for our client, IMSAP.
- The unloading, transportation and installation of a Canadian-designed processing system for our client ExxonMobil, requiring the combined use of the LR 1600 and a 700-ton crane.

**In full configuration,  
the LR 1600 requires:**



**55**  
semi-trailers  
for transportation



**500**  
tons of counterweight  
(the weight of 20 trucks)

Stop? Never! Where there are turnarounds, the action begins!  
Ponticelli has become a major player in turnarounds on industrial sites, and this was clearly demonstrated in 2020.  
Our strength? The ability to bring together different entities and organise multiple operations involving hundreds of people working together on the same site.

Ongoing major turnarounds in 2020, notably SARA

This major turnaround, the largest ever performed by the Ponticelli Group, illustrates the work accomplished by our teams. The Martinique refinery entrusted us with the management of the entire turnaround and required the services of all our trades, from the most traditional to the most innovative (metallurgy, installation, scaffolding, insulation, mechanics, valve inspection, E&I, etc.).  
Our client was able to rely on the expertise of our EMIS, EMIS Access, SMRI, Alpha Maintenance and TCPI entities to carry out this turnaround in 10 weeks, under exceptional conditions (confinement, cyclone period, etc.) and with a high logistical challenge.  
**The turnaround's particular feature** consisted of replacing 4 furnaces and flues in the same layout and piping at the same time.

400  
people  
mobilised

500  
piping  
operations

RESTRUCTURING BOILERWORK  
TURNAROUNDS

A specific division for large-scale turnaround projects was created in 2020.



We can now offer our clients an integrated Major Turnarounds package: scaffolding, insulation, E&I, valves and fittings, etc.  
Our organisational approach can be adapted to multi-year contracts and to the overall management of turnarounds.”

Jérôme Devergnas  
Director, Turnaround Speciality

OTHER PROMINENT TURNAROUNDS  
THAT DEFINED 2020

- Ponticelli, EMIS, EMIS Access, Alpha Maintenance and SMRI carried out revamping, installation and high-pressure cleaning work for the **FCC reaction zone turnaround on the Petroineos site** at Lavéra, and also signed a multi-year turnaround contract with the client to optimise operations over the long term.
- **The FCC turnaround at Astron** required 6 months of preparation in smaller teams. The personnel, up to 560 people in 2 shifts, 7 days a week, from various backgrounds, then carried out their mission in 1–6-week rotations.
- Through a multi-year contract, Ponticelli supports its client **Total** with its major turnarounds in France and Belgium.
- **The Total Feyzin turnaround**, which began in February 2020, required a great deal of flexibility during the first lockdown period, due to the demobilisation of personnel and equipment, and their reinstatement in late April. A specific action plan integrating health constraints enabled the major turnaround, comprising multiple types of equipment and cleaning a torch network, to be carried out successfully.



...

# PREPARING A SUSTAINABLE FUTURE

**D**evelop, yes, but by integrating our society's issues and ensuring that we follow the most sustainable path for future generations. In an effort to innovate and develop technical synergies in optimal conditions, the Ponticelli Group surrounds itself with partners and start-ups, and is diversifying its service offer.

Innovation is not a directionless trend in our strategy. It plays a full part in our development, serving the performance of our industrial clients. It is also a state of mind, the capacity to know how to identify changes, seize opportunities and pursue the most relevant avenues. It is in this sense that we are working for the industry of the future and that we are committed to modernising our way of working.





French know-how exported to South America

At the beginning of 2020, GenSun and its partner TSK completed the construction of the Capella Solar project in El Salvador, a 100 MWac/140 MWdc photovoltaic plant connected to the ETESAL grid at 115 kV. The plant has been feeding into the grid at full capacity since the 25<sup>th</sup> of January 2020. By commissioning and operating 240 MWp, GenSun positions itself as the leading photovoltaic construction and maintenance company in the country.

Inauguration of a solar power plant

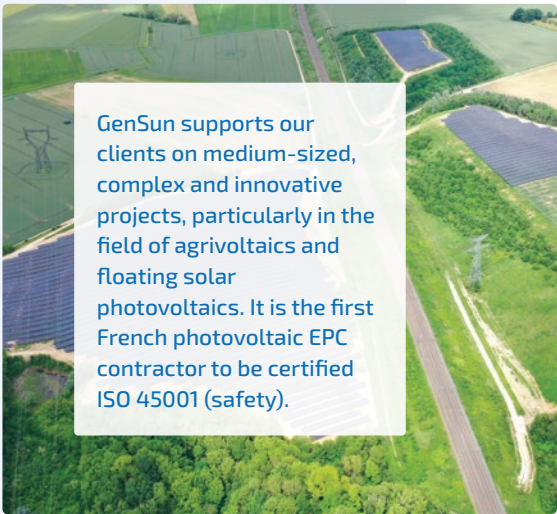
On the 30<sup>th</sup> of September 2020, GenSun and its partner Akuo inaugurated the “Les Gabots” solar power plant in the commune of Annet-sur-Marne. With a production capacity of 17 MWp and a surface area of 18 hectares, it is one of the largest solar power plants in the Paris region and confirms the Group's growth in its renewable energy business.



44,000  
photovoltaic panels



3,700  
households covered by  
the electricity production, i.e.,  
almost 10,000 inhabitants



GenSun supports our clients on medium-sized, complex and innovative projects, particularly in the field of agrivoltaics and floating solar photovoltaics. It is the first French photovoltaic EPC contractor to be certified ISO 45001 (safety).

A photovoltaic canopy for the biggest car park in Europe

The Ponticelli Group is the leading designer and installer of photovoltaic car park canopy systems in France through its subsidiary Enersteel, which secured a contract in 2020 to build canopy systems for the Disneyland Paris car park. This power station is one of the largest in Europe under construction and has been designed specifically for the client.

Enersteel is a major player in the photovoltaic canopy industry, and can be found on the largest solar renewable energy projects in Europe.



230,000  
m<sup>2</sup> of total surface area,  
33 MW of power  
that will help reduce  
greenhouse gas emissions  
by approximately  
750 tons of CO<sub>2</sub> per year



## Water management in industry, a response to a vital issue

2020 was also the year in which the partnership between Ponticelli and Aquassay, arising from the desire to develop our industrial performance management offer by including water usages, finally took shape.

Aquassay and our design company, EGI, started a studies assignment for ArianeGroup consisting of optimising the cooling circuit of the furnaces in a unit on the Haillan site.

Thanks to monitoring points installed in key areas of the site, we are able to measure losses and discharges, detect their origins and offer solutions to reduce them.

Improving water efficiency on facilities is a high value-added service. It allows us to provide solutions to the environmental problems that our clients will encounter on a more regular basis. The knowledge of water usage in industry and the performance analysis methodology developed by Aquassay, combined with Ponticelli's ability to carry out improvement work on sensitive sites, form the basis of this new partnership.



Monitoring data flows in real time



### AQUASSAY

Created in 2015, this start-up, which specialises in water efficiency in industry, has developed a water rationalisation and optimisation approach to increase industrial and environmental performance. Aquassay is ISO 27001 certified (data security).



There's a real challenge for industrialists to improve water performance on their sites. Water is present in numerous places at the same time, to dissolve, dilute, cool, etc.

By focusing on the performance of water treatment, we can improve the overall performance of the facilities.

In this respect, our partnership with Ponticelli is complementary.

Our measurements, based on data collected every minute, at several points, over several weeks, are interpreted and conveyed to the client, allowing Ponticelli to recommend ways to optimise their facilities."

**Stéphane Gilbert**  
CEO, Aquassay



Installation of additional monitoring points in the course of diagnostic procedures

## Modernisation measures to prepare for the future

### NEW SOLUTIONS FOR MONITORING EQUIPMENT

Total has entrusted Alpha Maintenance to manage the development of its planning tool for inspecting and monitoring facilities. Initially selected to carry out the transition on a pilot site, Alpha Maintenance was able to extend its support to the client's other sites.

Alpha Maintenance relies on software developed specifically to prepare and monitor maintenance turnarounds, and which has already been successfully deployed for other oil companies. It enables the management of large-scale, complex operations that need to be performed quickly and that involve numerous subcontractors and simultaneous operations in the same place.



# 5

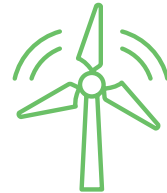
wind farms comprising  
51 wind turbines maintained

# 5 years

the duration of the contracts

# 71 MW

the installed capacity  
of maintained wind farms



### WIND TURBINE MAINTENANCE, A NEW POSITIVE TREND

In 2020, through SMRI Green Energy, the Ponticelli Group signed 5 wind turbine maintenance contracts in the Montagne Noire between Castres and Mazaumet, on behalf of its client RES, the leading player in the management of renewable energy assets, and more particularly wind power.

A team of about 10 people are in charge of preventive and corrective maintenance and the replacement of main components. They will draw on SMRI's 70 years' experience in industrial maintenance and apply it to the renewable energy sector to optimise maintenance operations. The wide-ranging expertise of our maintenance personnel and their sound judgement enables them to more easily provide value-added repair and failure prevention solutions.



Our expertise in industrial maintenance delivers real added value to our clients, who adopt a preventive and repair approach rather than one focused on replacement."

**Pierre-Jean Blazewicz**  
Managing Director, SMRI



## CONTINUOUS DIGITALISATION

The development of our digital resources addresses the challenges of data security and the preservation of the performance of our operations and our clients' facilities.

This is an ambitious plan we have been following since 2018 to bring more flexibility to our clients and develop new solutions by focusing on three development areas:

- ➔ Reinforcing our IT team.
- ➔ Modernising our facilities and a new contractualisation of our resources.
- ➔ Implementing a corporate digitisation programme including the modernisation of the HR information system, for more efficient use of the data generated by our activities.

Here are a few examples of new production monitoring tools developed in 2020:

- ➔ The deployment of the "iMaGIC" maintenance contract management application.
- ➔ Adjustment of production monitoring products, particularly for piping installation.
- ➔ The creation of a technical ecosystem by our development centre in Savenay.

+ **30**  
projects  
under  
development

+ **€10 m**  
invested  
over 5 years

## HEADING TOWARDS DIGITAL UNITY

The development of a common system for all the Group's entities is underway.

This standardisation, which is gradually being introduced, will increase the security and efficiency of our services.

## INCREASED SECURITY

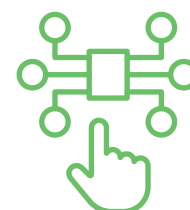
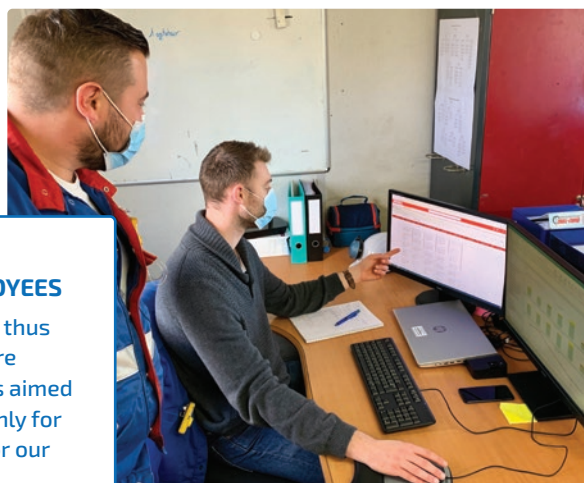
In addition to meeting legal compliance requirements for the security of stored and processed data, Ponticelli decided to reinforce its action.

Aware of the ever-increasing security and safety risks and the regular evolution of legislation, we appointed:

- ➔ A data protection officer in 2018 to ensure our continued compliance with the general data protection rules.
- ➔ An information systems security manager in 2020 to ensure the security of our facilities and digital processes.
- ➔ A digitisation project manager in 2020 to supervise all our programmes.

## DIGITAL TECHNOLOGY AT THE SERVICE OF OUR EMPLOYEES

Limit repetitive tasks, save time and thus make our employees' daily work more efficient... Our digital development is aimed at improving our performance not only for the benefit of our clients, but also for our employees.



...

# INVESTING TO ACHIEVE EXCELLENCE



Over the course of almost 100 years, the Ponticelli Group has developed recognised industrial skills. Our activities are part of an approach to excellence shared by our employees and by the entire industrial sector. We must all meet more stringent requirements and changing needs, and to do this we have to maintain a top level of quality throughout all our operations.

Providing professional development for our employees and the research and development (R&D) activities we carry out are fundamental. They enable us to provide more efficient, high-quality solutions and maintain the level of technical expertise necessary to always be ready to intervene in the most delicate operations. 2020 heralds the role we wish to play in the years to come, namely that of a constantly evolving company, receptive to its environment, which contributes to the influence and positive development of an entire sector in order to respond to the changes in the world.



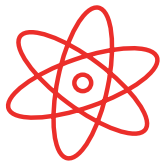
## Delivering outstanding projects

### **THE ABILITY TO PERFORM DELICATE OPERATIONS**

Our welding teams took part in the project to bring the Flamanville EPR EM4 package into compliance.

Given its technical skills and capacity to deal with complex issues, the Ponticelli Group is actively supporting EDF and Framatome in their efforts to meet the stringent safety requirements of the French authorities.

Launched in November 2020, the compliance work covered the EPR's main secondary circuit welds. This project took several months to complete and required R&D, documentation preparation and training to meet technical and compliance requirements.



**400**  
types of equipment  
to install

**1,000**  
tons of piping and  
75 km of cable to lay out

**300**  
people mobilised  
at the height of activity  
(jointly with two partner companies)

**ITER,**  
The International  
Thermonuclear  
Experimental  
Reactor project  
was launched in  
2006 with first  
production  
expected in 2026



I remember watching as containers weighing several hundred tons were successfully inserted into a very small space.

Throughout this sequence, the company showed the qualities we expect from our suppliers: high technicality, capacity for innovation, and rigour for high-quality performance."

**Bernard Bigot**

*Managing Director of the ITER organisation*

### **BEING PART OF THE ITER INDUSTRIAL ADVENTURE**

Ponticelli is proud to have joined the ITER construction project and be involved in searching for what may be the energy of the future! The objective of this incredible international project is to provide unlimited energy in very large quantities, with very little impact on our environment using a safe system, thanks to the fusion of hydrogen atoms. To reproduce the energy production mechanism of the sun, a Tokamak (a machine that can create and confine plasma) will be installed.

Ponticelli's high standards and extensive experience in nuclear industrial projects have enabled it to join this experimental project with enormous potential for future generations.





# 800

**employees will have been welcomed to the CPNP by 2024**



The CPNP is based in Saumur, in the PPS workshops (a Ponticelli entity) and has a designated training site.

## Maintaining a high level of excellence and integrating changes in the nuclear industry

### **PROVIDING PROFESSIONAL DEVELOPMENT FOR OUR EMPLOYEES**

As a traditional industrial player, maintaining the high level of technical expertise of our employees is an absolute priority, as projects can sometimes be several months or even years apart.

To address this challenge, Ponticelli created a nuclear skills training centre (CPNP) in 2020 to supplement the technical training provided for many years within the Group. Training includes strengthening technical expertise and safety culture, leadership development, appropriation of best practices in quality and safety, the assimilation and enhancement of techniques related to nuclear culture, etc.

The one-week training courses, provided by the Group's nuclear management, are mainly organised in the form of practical work, on-site simulations and alternate classroom or e-learning sessions.



Predominantly oriented towards operational practice, the CPNP sessions benefit from a training site situated in the Saumur workshop, thus taking advantage of a setting particularly well-suited to the quality and safety culture, and to the assimilation of related requirements."

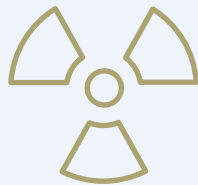
**Philippe Delobelle**  
Managing Director



### **A DESIGNATED REGULATORY UNIT FOR PRESSURE/ NUCLEAR PRESSURE EQUIPMENT**

The Ponticelli Group is fully committed to the development of the RCCM construction code, particularly to integrate feedback from the EPR project.

A designated unit has been created within the technical services to better support projects in compliance with the regulations governing nuclear pressure equipment. It covers a wide range of activities (active monitoring, document sharing, raising awareness, monitoring activity, technical assistance, etc.) and acts as the contact for notified bodies for sensitive projects.



### **R&D AND WELDING TRAINING**

Ponticelli has developed expertise in ultrasonically controlled critical welds, particularly in the nuclear sector. This allows us to adapt our welding processes and operating methods to make them compatible with the new, increasingly precise inspection methods. We have developed innovative teaching methods, based on better representation of the defects produced during welding and adapted prevention methods.

### **EXCELL, THE NUCLEAR INDUSTRY'S PLAN FOR EXCELLENCE**

The Ponticelli Group is committed to this ambitious programme, particularly for the part relating to the welding sector, which aims to achieve the highest level of rigour and quality.

Positioning ourselves at the heart of welding activities that require high standards and reliability enables us to maintain a significant degree of technological competence. A new way, in 2020, to pursue our Group's commitment to excellence.



# And tomorrow? Serve a changing world

/

Despite the health crisis, our activities have continued to develop, diversify and respond to the challenges of a changing world. Large-scale projects, international outreach, increased use of renewable energy, strategic partnerships...

2020 marks the transition to a new century for the Ponticelli Group, one which we are approaching serenely through the prism of the founding values that have always guided us.

**The union** of our personnel, across all our entities: the partnership relationship that unites us with our clients and that we are committed to developing to address performance issues.

**The value of work:** the involvement of each and every one of us in all our activities, enhancing our expertise continuously updating our skills to meet quality requirements, and develop new engineering, construction and maintenance solutions.

**Wisdom** in our development: knowing how to evolve, take controlled risks and seize the right opportunities.

100 years ago, our Group committed itself to improving industrial performance. This commitment persists and is enhanced today to address the challenges of an ever-changing world and to help build the industry of the future.

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