

2021
ACTIVITY
REPORT

**A GROUP SERVING
A CHANGING
WORLD**

GRUPE PONTICELLI FRERES



**Partnering
with industry
to build
sustainable
solutions for
the greatest
number.**

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2021, an “anniversary” year



1950

Start-up of the industrial piping activity in oil refineries

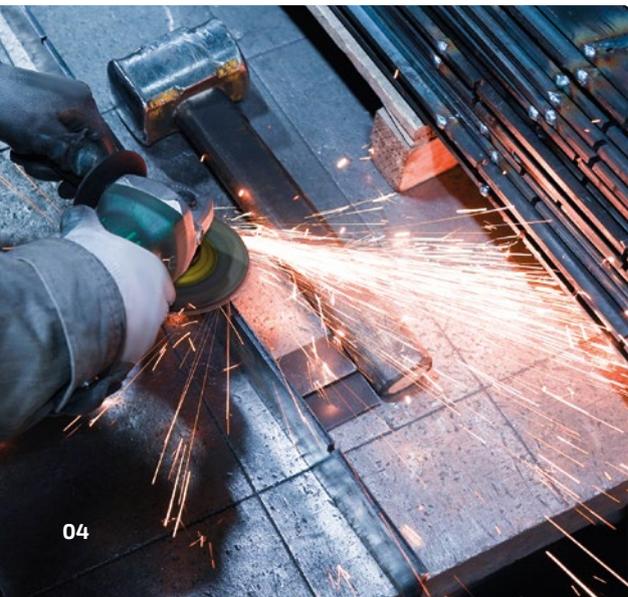
1975

Development in the nuclear sector with the first major construction site at the Bugey nuclear power plant

1921-2021. This is an exceptional career path for the small chimney tarring company in Paris at the beginning of the last century, which has since become an international group with 5,000 employees operating in 20 countries and which achieved the highest turnover in its history in 2021.

2021 was an extraordinary “anniversary” year, still impacted by a complicated health context requiring us once again and more than ever to adapt, to find solutions to the problems and shortages which are rocking our industries. For these solutions to be relevant, they must be co-constructed with our employees, our partners and, of course, our customers.

Our next “five-year” period will be guided by our roadmap, AMBITION 2026: a strategic plan which should position us on the trajectory of our Vision 2030 for the Group.



Our 3 founding values

Work, union, and wisdom underpin all our strategies.

For 100 years, we have been working with our clients to provide people with what they will always need.



We are therefore resolutely looking to the future as we enter a new year of great economic, geopolitical, human and ecological challenges.

Between 1997 and 2017

The deployment of large onshore and offshore Oil & Gas projects in West Africa.

We are ready to take up these challenges, supported by solid business fundamentals, precious independence, ambitious customer development and, above all, a great strength: the men and women of Ponticelli Frères.

2017

The development of renewable energies, particularly photovoltaic energy.

In this way, we daily collectively commit ourselves not only to accompanying the necessary transformations of the world, but also to be active actors in them.

Tomorrow can count on us.

Thierry Le Gangneux
CEO of Ponticelli Group



A strong and diversified Group

Over the past 100 years, the Ponticelli Group has asserted its role with the major players, particularly in the energy, petrochemical and life sciences sectors. By expanding its design, construction and maintenance services to industrial companies, it is developing its presence in many territories.

Our 3 main areas of expertise



Engineering

Integrated services, from the conceptual pre-project phases to the detailed studies.

220
employees
€10 M of T/O



Construction

The development of new infrastructures or the extension of existing ones through our specialities in mechanics, industrial piping, assembly-lifting and electricity & instrumentation.

5M
hours worked
€360 M of T/O

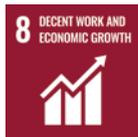


Maintenance

Maintenance, modernisation and compliance of industrial facilities.

70
maintenance contracts
€420 M of T/O

The Ponticelli Group is a signatory of the Global Compact and contributes to the Sustainable Development Goals.



70
locations
in 20 countries

1,800
clients

€790 M
of Group T/O
divided into 5 markets

10% of T/O
in renewable energy



3
large zones :
France, Europe
and International

5
large regions
France
constituting a local
network of 20 entities,
which are notably
responsible for
maintenance excellence

The certifications

The Ponticelli Group's activities are based on international standards and demanding benchmarks. Integrated into its Q3S and CSR policy, they illustrate Ponticelli's responsible approach.

QUALITY

ISO 9001 / ISO 3834

ENVIRONMENT

ISO 14001

HEALTH AND SAFETY

MASE UIC / VCA / CEFRI-E / ISO 45001



Our teams around the world

20
nationalities

5,000
employees, including
3,500 in France

15 M
of hours
worked

1/3 management, engineers
and support functions
2/3 operators and
technicians

Injury frequency rate divided
by 60 in 30 years

Governance committed to the flow of history

Thierry Le Gangneux
CEO



Philippe Delobelle
Managing Director



Claude Ponticelli
Deputy Managing
Director
Administration &
Finance



Stéphane Lasserre
Deputy Managing
Director
Services Division
Industry Europe



→ **GENERAL
MANAGEMENT
COMMITTEE**



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



Jérôme Pascal
Deputy Managing
Director Information
Systems &
Digitalisation



Daniel Ponticelli
Company Secretary,
Director of the
Renewable Energy
Division



Olivier Laurendeau
Deputy Managing
Director, International
Services Division

“

A promising centenary

In November 2021, the company celebrated its 100th anniversary with its employees, clients and partners. Despite the still difficult health context, the company has continued to develop in its traditional activities and to open up to new industrial fields.

Pierre Trabet-Ponticelli
Chairman of the Board





**ENGINEERING
DIVISION**

- / Engineering
- / Technical assistance
- / 3D Engineering



**PROJECT
DIVISION**

- / Projects Europe
- / International projects
- / Nuclear projects



**SPECIALTIES
DIVISION**

- / Shutdowns
- / Lifting
- / Mechanics
- / Electricity & Instrumentation

6 divisions at the service of the world's transformations



**SERVICES
EUROPE
DIVISION**

- / Regions France
- / Regions Europe
- / Subsidiaries and nuclear support

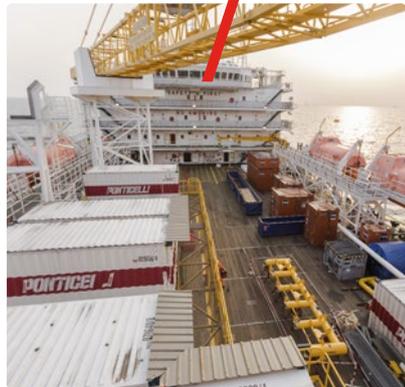
**RENEWABLE
ENERGIES
DIVISION**

- / Photovoltaic
- / Wind
- / Hydraulic



**SERVICES
DIVISION**

- / Africa Region
- / Middle East Region
- / North Sea Region



From a local company to an international group

The Ponticelli Group has expertise which is deployed throughout the world. Our entities and subsidiaries are united by a common commitment to serving our customers and a shared ambition to provide solutions for their changing needs.

ENGINEERING DIVISION



The engineering design office specialising in general installation, providing digital solutions to meet the requirements of the future.

→ egi-sas.com



Ponticelli Frères relies on specialised subsidiaries, both locally and internationally.

→ ponticelli.com

RENEWABLE ENERGIES DIVISION



The specialist in photovoltaic projects, design office, project management and maintenance.

→ gensun.fr



The French industrial partner dedicated to floating offshore wind energy.

→ mparchimed.com



A major player in the photovoltaic shading sector.

→ enersteel.fr



The manufacturer of frameworks at the service of photovoltaics, via Enersteel.

→ cmvendee.com



Electromechanical, hydroelectric and hydrogen maintenance solutions.

→ smri-green-energy.com

SPECIALITIES
DIVISION

SHUTDOWNS

EMIS

The company specialises in industrial unit shutdowns and related works.

→ emis.fr

ALPHA
MAINTENANCE

The company specialised in maintenance engineering, shutdown preparation and the development of dedicated digital tools.

→ alphamaintenance-sa.com

ACCESS

EMIS
ACCESS

The company specialises in optimising access and industrial insulation solutions by finding alternative and complementary means.

→ emis.fr

LIFTING

COCHEZ

The company specialising in major handling and complex lifting operations.

→ cochez-sa.com

MECHANICS

SMRI

The mechanical engineering, machining and industrial valves company, which relies on digital tracking of repairs.

→ smri-mecanique.com

PMM

The Northern France-based company specialised in mechanics, machining and industrial valves and fittings.

→ www.pmm-sa.com

FCE

The company specialises in the design and supply of high-technology valves for the cutting-edge industries.

→ fce-sas.com

ÉLECTRICITÉ & INSTRUMENTATION

TCP

The industrial electricity, instrumentation and automation company dedicated to international projects and unit maintenance.

→ tcp.pt

SERVICES EUROPE

DIVISION

TARANIS
SOLUTIONS

The company dedicated to ventilation, fire protection and valve work in the nuclear sector.

PPS

The prefabrication and in-situ preparation of piping, dedicated to industries with high demands.

→ pps-sas.com

FORCE

The Benelux company in charge of unit shutdowns and specialised in controlled clamping.

→ force-mechanics.be

VALTUBE

The Swiss-based company dedicated to projects, shutdowns and industrial maintenance.

→ valtube.ch

INTERNATIONAL

SERVICES

DIVISION

PBS
by PONTICELLI

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

→ pbs-offshore.com

Ponticelli is present throughout the world. Its locally-based entities provide construction and maintenance support.

PONTICELLI **PONTICELLI** **PONTICELLI**
ABU DHABI UGANDA ANGOLA

PONTICELLI **PONTICELLI** **PONTICELLI**
NIGERIA LTD UNITED KINGDOM AUSTRALIA

PONTICELLI **PONTICELLI** **PONTICELLI**
COTE D'IVOIRE SENEGAL UPSTREAM LLC

PONTICELLI **PONTICELLI**
CONGO SOUTH AFRICA

I/FP

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

Our present and future markets

Oil & Gas, Petrochemicals, Chemicals, Specialty chemicals



- / Exploration and Production: onshore and offshore, major new construction or modification projects (brownfield). Connection of platforms (hook-up). Scheduled unit shutdowns. Maintenance contracts
- / Refining and Petrochemicals: maintenance operations, preparation/implementation of scheduled shutdowns, major new construction projects or modification of existing units (revamping).
- / Networks and Terminals: construction of metering and compression stations, construction of terminals, interventions on tanks.



€395 M
50% of T/O

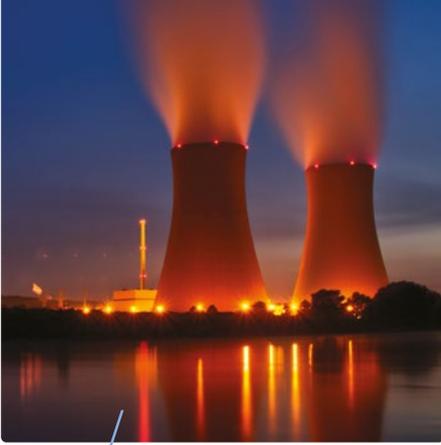


€118.5 M
15% of T/O



Life sciences (pharmaceuticals, agri-food, cosmetics)

- / Studies: detail, compliance, purchasing and maintenance assistance.
- / Interventions on new units: design, works (prefabrication of piping, welding, assembly), inspections and training.
- / Scheduled shutdowns and level 1 to 4 maintenance. Testing and development of specific procedures in a biotechnology environment.



Nuclear and conventional energy



- / A presence throughout the French nuclear fleet: construction of units, improvement projects, maintenance, engineering, studies and calculations from preliminary to detailed studies..
- / Specialities which cover all of our clients' needs: design, mechanics, valves and fittings, ventilation (HVAC), cleaning, fire, electricity-instrumentation, plastics processing, lifting and handling, piping and welding.
- / A network of agencies close to the sites.

€118.5 M
15% of T/O

Renewable energies



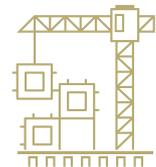
- / Diversified specialities: hydro, solar photovoltaic, onshore/offshore wind, biomass, hydrogen, etc.
- / Interventions on new or existing installations: management of complex accesses, major renovations, studies, manufacturing, installation of networks, execution of complex handling, fixing solutions, operation, maintenance of fleets, etc.

€79 M
or 10% du CA



€79 M
or 10% of T/O

Defence, Steel, Infrastructure and Electronics



- / Defence: globalisation of piping, carling, lifting, handling and valve manufacturing activities: construction of surface ships or submarines, adaptation of existing vessels, maintenance for the naval defence industry
- / Steel industry: new works, repairs and maintenance on all types of installations, from blast furnaces to rolling mills.
- / Microelectronics: installation of new equipment in the process lines, installation of adapted utility networks.



A reinvention of the work experience

Stewart Chau's view



Stewart Chau is Director of Political and Opinion Research at Viavoice.

He is the author of "La Fracture" (with Frédéric Dabi, published by Les Arènes, 2021) and participated in the writing of the book "Réinventons le progrès" (published by Aube, 2020).

➔ Do companies need to reinvent themselves to attract new talent?

A first fundamental observation which impacts the relationship of young people to the company is that young employees are happy at work.

This is a major departure from previous years. Indeed, until 2010 job satisfaction levels were lower among the under-30s, but for the last ten years or so we have seen an alignment and even a higher satisfaction rate among young employees.

It should also be remembered that the expectations of the younger generation remain in line with the determinants of choice of their elders: salary and well-being at work remain two important levers which according to them characterise the recognition of work. It is also important to emphasise that the criterion of "meaning of work" ultimately concerns only a minority of workers and is not sufficient to attract young talent.

➔ What impact does this have on the image of and attachment to the company, and on the relationship at work?

Young people have a very positive image of their company and are setting the standard: + 8 points on the rate of recommendation compared to the over 30s according to the survey of the book "La Fracture". There is however less loyalty, they believe that the ideal time spent in a company is between 2 and 5 years.

→ **How can we bring young people and business together and achieve alignment between them?**

Young people describe the company first and foremost as a human and collective project.

Work is other people. More of them feel that they need the collective, more see the company as a common project and are very attached to the atmosphere at work.



The three essential values for a company according to them are solidarity, benevolence and transparency. Here we can see very strong collective values.

The company again faced with achieving the collective - a collective which possesses meaning for all...

→ **How can an international industrial company whose business is partly based on “traditional” sectors meet the challenge of youth?**

The usefulness of oneself in a mission is paramount, and Ponticelli can allow everyone to tell a story around the personal commitment in a common project (in a mission) which has a precise meaning and usefulness.

It is inevitable for an industrial group which enables genuine mobility (internal and geographical) to conceive the passage from a career vision to a work experience vision. The issue of career path has replaced the issue of the career in itself. The employee must be supported in their individual narrative, which however does not mean withdrawing from the collective: quite the contrary (as we have just described). Training, mobility and a place in a common project are all vectors to be focused on.

→ **How can an industrial group adapt to this intergenerational and intragenerational divide?**

I see 4 levers : The company has become the trusted third party: in its missions, Ponticelli is a factor and actor of trust. The group is the synthesis of legitimacy, power and demand. The company is the place of the communal, of the collective which makes sense to all.

This is a very mobilising dimension at Ponticelli.

The notion of constructed experience remains a fundamental element for young people, who approach work as a narrative. This is the narrative dimension of the commitment which Ponticelli can offer.

Young workers are showing a new demand in terms of commitment to the company. This youth attributes responsibility to the company, but we should also not hesitate to give them responsibility as well, moving from a consultative employee to a “normative” employee. To be recognised by their local manager is no longer just to be informed and consulted, but rather to take part in decisions, to be a collaborator-actor in the company's project and not just in their mission. This is linked to the collective dimension perceived in the company's human project.



Sustainable preparation for the future

➔ *An ETI (Entreprise de Taille Intermédiaire medium-sized enterprise), family-owned, independent and centenary, the Ponticelli Frères company is developing with the primary objective of guaranteeing its long-term future.*

The Ambition 2026 five-year strategic plan is part of this approach by selecting the projects in which to participate - this is its reason to act - and by defining in parallel a "behaviour guide" in the social, societal, environmental and ethical fields.

This is a "win-win" approach: a win for our employees who see a meaning in their actions and are more committed to the missions entrusted to them, a win for the company - which will participate in "sustainable" projects which are and will become ever more numerous, and a win for our Planet.

Preparing for the future in a sustainable way means making CSR an integral part of the company's strategy.

CSR as a cornerstone of corporate governance



Evaluation of our CSR performance

Ponticelli has been rated in the "Gold" category by EcoVadis with a score of 66/100. This evaluation places the company among the most virtuous in its sector.

The four components of CSR (Social, Societal, Environmental and Ethical) structure all of the Group's approaches.

An ethical component guides the conduct of business.

A social component covers health, safety and security, as well as the recruitment, training and retention of employees in order to develop the Group while simultaneously establishing the right conditions for the development of a new generation of employees who will in turn be able to commit to the company.

Finally, the social and environmental aspects guide our contribution to the company's third parties and our actions to respect nature. Both are integral parts of the business selection process in which the Group participates.

Health, safety and security at the heart of our actions

Preserving the health and safety of its employees throughout their working lives is a priority for Ponticelli. As such, this priority is an integral part of the social component of the company's CSR.

#1 LIFTING & HANDLING

#2 ENERGY-POWERED SYSTEMS

#3 WORKING AT HEIGHT

#4 WORK AUTHORIZATION

#5 SAFETY CONTROLS

#6 LINE OF FIRE

#7 CONFINED SPACES

#8 COMBUSTION

#9 TRAFFIC



The 9 golden rules of safety

Based on our existing internal rule, the 9 golden rules initiated in 2021 aim to better address our major risks, notably by covering 95% of our high-severity events. The 9 Golden Rules specify the expectations of the various stakeholders, including operators. For Ponticelli, safety is never a given. Year after year, new processes must be developed, information must be provided, and the company must renew itself in order to achieve the only true objective: zero accidents. These 9 rules are an integral part of the Group's safety management system.





The single risk assessment document

This document which assesses the risks within the company has been managed centrally and digitally since 2021. A template has been validated through pilot sites and will soon be rolled out to all entities and subsidiaries.

Events with a high severity potential

In 2021, Ponticelli continued to strengthen its event analysis process: formalisation, structuring, and development of performance indicators, and introduction of the principle of a hierarchy of control measures. Senior management conducted reviews of these events with the entities concerned to revise the measures and strengthen the process.





3 identified work streams

Recruitment, training and loyalty-building.

Developing our employees

Ponticelli is putting in place the necessary tools to support all employees in their career development within the Group. This includes enrichment of its HR organisation, development of training courses, and much more.

This strategy aims to anticipate future recruitment needs and to refine the skills of employees.

The launch of the forward-looking jobs and skills management process (gestion prévisionnelle des emplois et des compétences - GPEC)

This process required the definition of a rigorous methodology in order to establish a precise map of employees, classified by job and qualification. The projection of retirements and turnover in relation to the resources required by the Group's anticipated development has made it possible to define training and recruitment needs. 2021 marks the establishment of a strategic plan which defines the Group's action plan for jobs and skills.

“

The GPEC process is being implemented in a context of a global shortage of resources in the industrial market and aims to anticipate departures, needs for Ponticelli's projects, changes in trades and the emergence of new ones. This action plan is a priority for the Group's management, which is doing its utmost to recruit new talent, train new arrivals and employees in transition and anticipate the resource requirements linked to the diversification of our business.

”

Marie-Pierre Gillard
Director Group Human Resources
Department Ponticelli

2021: the upgrading of our HR IT system

to facilitate the monitoring of employees by their managers and the management of their teams. A digitalized and shared management tool which also provides visibility to employees.

/ A response to career development

The GPEC also enables all managers to respond to the needs of employees who wish to see their careers evolve.

It offers a projection of human resources needs by taking into account the company's development axes according to each trade.

Training as a tool for recruitment and skills development

/ The “centenary” FormaPlus

Autumn 2021 saw the resumption of this long and comprehensive training course with a class consisting of preparers, apprentice site managers, site quality managers and engineers, all aiming to be hired locally and desiring to specialise in the trades of maintenance preparation, pipework or as assistant site managers.

“

This training programme required a strong commitment from the Group's management and experts to design the content, methods and means of delivering the programmes.

Jean-Luc Favier
Director of the IFP

”

/ The IFP's reliability certified

In April 2021, IFP, the Ponticelli Training Institute, obtained Qualiopi certification.

This recognition makes the training centre autonomous in carrying out training courses validated by a Joint Qualification Certificate for the Metallurgy Industry (Certificat de Qualification Paritaire de la Métallurgie - CQPM).



In the same year, in order to make its training courses more accessible Ponticelli began creating training videos, particularly for business managers, directors and contract managers.

/ MetaJob, a win-win bet

The 11th year MetaJob class of 2021 brought together people undergoing professional retraining in mobile machining, piping and welding. With the help of Pôle Emploi Saumur, the OPCO Zi and thanks to the IFP, the trainees undergoing retraining followed an operational course leading to a diploma with trainers from IFP alone.

100% success

the Joint Qualification Certificate of Metallurgy exams for the 27 participants in the 2021 exams following an 8-month training course.

“

As a major player in the nuclear industry for over 40 years, Ponticelli aims to maintain the level of excellence of its services. The CPNP is an essential investment in the development of our employees. The programmes and organisation are managed by the IFP. Management was heavily involved in the design of the training module and in the event hosting, which is carried out by the Ponticelli managers and business managers.

Philippe Delobelle
Managing Director of the Ponticelli Group

”

/ Continuous and permanent improvement with the CPNP

From October 2021 to February 2022, nuclear operators took advantage of the inter-campaign periods to train at the Ponticelli Nuclear Training Centre (Centre de Perfectionnement aux métiers du Nucléaire de Ponticelli - CPNP).

This centre offers new practical training courses created by Ponticelli's nuclear experts in order to meet the high demands of the nuclear industry even better. The CPNP training site allows employees to improve their skills by implementing the fundamentals of nuclear energy (development of PFIs, questioning attitude, improving traceability, combating CFSI, etc.) through mini-workshop practical projects.

A commitment throughout our value chain

Supporting our ecosystem in its transformation is part of our role as a responsible company. Our Responsible Purchasing policy is organised with this in mind to reinforce traceability and transparency with our partners. The Group's commitment is also illustrated by the actions carried out by its employees on a voluntary basis.



The 3 essentials of our employees

In 2021, a survey was conducted among our employees to find out what they consider essential in terms of commitment. The result: 95% for family, 66% for health, 64% for the environment.

Development of our Responsible Purchasing

In 2021, Ponticelli obtained a score of 60/100 by EcoVadis for its actions in the field of Responsible Purchasing.

These actions are based on a voluntary commitment, formalised in a charter covering 4 areas:

- / Maintaining health and safety
- / Maintaining a sustainable relationship with our suppliers
- / Reducing our environmental impact
- / Contributing to local development

Several major actions have been carried out in 2021, including:

- / The inclusion of CSR criteria in the approval of suppliers through 833 evaluations and 33 audits.
- / The selection of suppliers in line with Ponticelli's CSR policy in order to reduce the carbon footprint of its activity.
- / The use of an online platform to meet the obligation of vigilance and thus combat undeclared work.

Lakaaa Employees invested in the environment



In partnership with the startup Lakaaa, some 100 employees took part in workshops to preserve biodiversity by planting trees and collecting waste. In total, almost 1,000 trees planted and 500 kg of waste collected!



Ethics, a collective responsibility

Although the Ponticelli Group has always acted ethically, the development of its organisation and its international influence have required the formalisation of its commitment.



More than 300
employees

have so far received training in
business ethics.

“

The improvement of Ponticelli's ethical approach is the responsibility of each employee, partner or client, who is free to express their views through the procedures put in place by the Group or through the internal whistleblowing system.

Daniel Ponticelli
Company Secretary,
Group Ethics Officer

”

A shared commitment to business ethics

Ponticelli is committed to reaffirming its commitment to business ethics in all its missions and in all the countries in which its teams operate. Supported by its highest management bodies and an Ethics Committee, this commitment has been formalised through the implementation of an anti-corruption process.

In 2021, the risk map was adapted to each country and each subsidiary with the help of local teams, and an awareness programme was deployed for the employees most at risk. Ponticelli has also undertaken a mission to evaluate and improve the Group's ethics compliance system.

Priority actions emerge here:

- / the continuation of the training plan initiated
- / the deployment of a network of Ethics advisers in charge of leading the approach





Accompanying the transformations of the world

➔ *For 100 years, Ponticelli has accompanied the evolution of society to meet new needs. While its expertise in its historic businesses makes it one of the leaders in its market, Ponticelli has been able to transform itself in step with the world.*

2021 illustrates both the progress made and the desire for innovation and the search for excellence, particularly through the development of its activities in renewable energies and the monitoring of projects with very high standards.

Historic trades still in the making

2,500 hours of assembly and dismantling

24 hours a day: the teams, working in 3 shifts were constantly filmed and the images were broadcast live on YouTube

“

Ponticelli initially had to manage the rental of the cranes used for the assembly of the metal structures, but thanks to our expertise in lifting and assembly and the requirements of the project managers, we organised the assembly of the structures, the canvas and their dismantling. For one of the founders of Ponticelli, the last French veteran of the First World War, what better tribute than for his teams than to work on the Arc de Triomphe decades later

Siegrid Richard
Heavy Lift Department Manager

”

Ponticelli's trades have been at the service of the world's transformations for 100 years. The Group is constantly maintaining and improving this recognised know-how.

Assembly and lifting, the Group's leading trade, in the spotlight with the Arc de Triomphe

From 16 July to 6 November 2021, Ponticelli Heavy Lift, with the support of Cochez, took part in the packing of the Arc de Triomphe on behalf of the Charpentiers de Paris and the teams of artists Christo and Jeanne-Claude.

The team members (all from the Normandy Region) took part in the project under the watchful and curious eyes of tourists and journalists.

The continuous presence of the public and the preciousness of this historic monument required increased vigilance in terms of security, with the implementation of specific protections. The result of this mission: no hitches, deadlines met and congratulations from the clients! It proves the professionalism of the teams and their adaptability to work on all types of projects, even artistic ones.





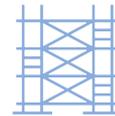
12 Major Shutdowns performed in 2021

The Major Shutdowns speciality is developing in Belgium

In 2021, Ponticelli and EMIS signed a multi-year shutdown contract with TotalEnergies in France and in the Antwerp region of Belgium. The teams manage one or two shutdowns per year and ensure regular activity for the Group. The teams intervene throughout the preparation phase, which can last from 6 months to 1 year, and then the shutdown phase lasting between 5 and 6 weeks.

The creation of the Boiler Shutdowns Division

2021 also saw the birth of this new division, which began its first year of operation with two major shutdowns at TotalEnergies Grandpuits and TotalEnergies Donges. These FCC boiler shutdowns in the reaction zone involve massive lifts, complex handling, and require a very high level of technical expertise. The creation of this division illustrates Ponticelli's desire to respond ever more precisely to its customers' needs.



90,000 inches of piping installed

650,000 hours of work

A new string to our Shutdowns bow with Realtec!

Realtec and its 100 employees joined the Ponticelli adventure in March 2021. Specialising in the assembly of columns, this new subsidiary will strengthen Ponticelli's own production resources at the major shutdowns.



“

Shutdowns are special and require special skills. This prompted us to develop a separate division. The specialisation of the activity thus strengthens the expertise of the operators to meet the high demands of our customers.

”

Jérôme Devergnas
Director of Shutdown and Lifting Specialties



80 people on average on site

STMicroelectronics

operates an extremely fine etching process to create billions of transistors on silicon wafers of 200- and 300-mm diameter. The fineness of this etching, called lithography, determines the miniaturisation of electronic circuits and therefore their performance.

The Rhône-Alpes Region at the service of microelectronics

Ponticelli supports its clients in their transformations.

STMicroelectronics is increasing its production capacity to meet the growing demand for electronic components now found in many everyday objects, but also to meet Europe's ambition to reduce our dependence on foreign production of these strategic products for defence or medical equipment. **Ponticelli's mission: to manufacture and assemble the fluid distribution networks (chemical products, special gases, pure water, etc.) required for production machines.**

These operations, known as "Hook-ups", require specialised skills in complex environments subject to strict control of air temperature and humidity levels. These clean rooms (in which the smallest speck of dust is tracked down) are cleaner than a surgery room!

“

In 2021, in addition to the recurring activities of connecting production machines, Ponticelli also participated in the creation of the new "Gateway 2" building at the STMicroelectronics site in Crolles, through several EPC construction projects. Our expertise in orbital welding, plastic piping and the support of EGI for the design part enabled us to meet our client's challenges in terms of quality and deadlines.

Jean-Baptiste Dumas
Director of the
Rhône-Alpes Region

”

Ponticelli has developed a new version of i-Perf, its digital manufacturing and assembly monitoring tool. This new version takes into account the feedback from the Flamanville EPR and the requirements of the nuclear and ESPN regulations. It saves time for the production teams and for the customer and also provides greater information security.





Trades which respond to the challenges of the future

Ponticelli's trades also meet the challenges of the energy transition: Hydropower, Solar, Hydrogen, Wind, etc. The Group is thus becoming a player in the transformation of the energy world by contributing to the energy mix, with the objective of carbon neutrality in 2050.

The strong development of photovoltaic shades

In 2021, Ponticelli was involved, among other things, in the development of two car parks with photovoltaic shades:

/ PSA Sochaux car park:

Covering of 2/3 of the car park of the PSA factory in Sochaux. This project is part of the PSA group's goal to achieving carbon neutrality by 2050.



A total surface coverage of 230,000m² for 33 MW of power

“

AGRIVOLTAISM, A NEW DIVERSIFICATION FOR PONTICELLI

In 2021, Ponticelli and Enersteel started agrivoltaic projects, especially on Reunion Island. This diversification within the Renewable Energies division is fully in line with the Group's Ambition 2026. Agrivoltaic systems protect crops from bad weather and the impact of the sun. They help to increase agricultural production and provide farmers with additional income.

Jean-Jacques Gaboriau
Managing Director of Enersteel

”

/ **Disney car park:** Enersteel and Agence Ponticelli Ile-de-France carried out 50% of the construction of the shades of this car park for the client Urbasolar. A triple collaboration to meet the triple requirement of aesthetics, technicality and cost.



Outstanding projects for photovoltaics

/ Construction of 3 power plants for Akuo Energy

Signed in July 2021, these contracts for the construction of photovoltaic power plants on behalf of Akuo Energy, a French renewable energy producer, began with the preparation of the land and the support of the client in the development and technical studies.

180 MWp
for the Santas plant

144 MWp
for the Amarguilha plant

120 MWp
for the Polvorao plant



Up to 150 people on site

3 zones of 17 MWp, 240 decentralised inverters and approximately 115,000 photovoltaic panels make up the plant

/ A major French power plant

In February 2021, GenSun launched the largest French project in its history: the construction of a 51 MWp ground-mounted power plant in the municipality of Andon in the Alpes-Maritimes, on behalf of Photosol, a photovoltaic energy producer. This unusual project required a high level of project engineering to adapt the organisation to the typology of the site. It illustrates the ability of Ponticelli's teams to meet technical challenges.

“

This is a real technical challenge for our teams and our client due to the topography of the site. The site is built on a hillside with slopes of up to 40°, making interventions very complex. This required us to adapt the organisation of the work, the logistics, the routing of the machines on the site and also the safety processes.

Johan Poujol
Managing Director of GenSun

”

OTHER PHOTOVOLTAIC PROJECTS WHICH MARKED 2021

GenSun was involved in the construction of a 10 MW power plant in Tozeur, Tunisia, for STEG, the local electricity operator. This demanding project required the deep expertise of the teams.

Ponticelli has completed the construction of the 200 MW Altiplano tracker power plant for the client Neoen. Located in Argentina at an altitude of 4,000 m, this complex project required adapting human resource management to this high altitude (among other things). Up to 400 people were present at the peak of activity.





Hydrogen, an activity of the future

In 2021, Ponticelli acquired a stake in Sakowin, a French manufacturer of equipment to produce hydrogen and solid carbon from gas, without CO2 emissions. The aim of this investment is to convert methane from oil wells into hydrogen. Ponticelli brings to Sakowin its expertise in design and construction, as well as its knowledge of the needs of the oil sector in the context of the decarbonisation of production.



“

This is promising activity will develop strongly in the coming years. It does not produce CO2 and requires little energy. This new solution (which we can offer to our oil customers) shows our willingness to get involved upstream, right from the development of a process or a product.

Christian Ponticelli
Deputy Managing Director,
Performance and Expertise

”



The development of the wind energy market

Ponticelli is participating in the creation of offshore wind turbines for the client Eolmed, the company holding the contract for the construction and management of the Gruissan pilot farm. Four pilot farms for floating offshore wind energy have been awarded in France, in the Occitan region. This project, carried out in partnership with the company Matière (specialising in engineering structures and infrastructure), led to the creation of the company MP Archimed in 2021. **Ponticelli is contributing its know-how for the assembly of floats and the construction of structures.** The project will start in 2022 with the construction and assembly of three floating foundations which will be installed off the coast of Gruissan in 2024 producing power of 10 MW each.

“

This still-new industry is a real source of opportunities for renewable energies and for Ponticelli. Through MP Archimed, the Group will be able to become the French industrial leader in the manufacture of foundations for floating offshore wind turbines and will lead us to develop further reflection on the industrialisation of floats in mass production.

Vincent Ladougne
Business Development Director

”

.....

3 000 tonnes
the weight of each of
the floating steel foundations



Developing new energy sources: the ITER project continues

In 2021, Ponticelli's teams carried out the 1st welding of supports to mount busbars, large electrical conductors which provide power to certain parts of the site.



Enersteel participated in the ITER project!

They built shades on the ITER car park. Or how to use another type of solar energy.

35 countries

involved in the project

ITER integrates the specificities of the nuclear regulations controlled by the ASN (Nuclear Safety Authority - Autorité de Sûreté Nucléaire) with the specificities relating to the ESPN piping (Pression Nucléaire - Equipment Under Nuclear Pressure) which requires real know-how and specific documentary monitoring, the skills provided by Ponticelli.



“

This intervention required a year of project development to mobilise and structure the teams. This work led to the creation of a company with the partners Cobra (structure and electricity) and Impresario Agrupados (study), with Ponticelli as project manager. The development of extensive documentation to ensure a functioning quality system and working with ITER on technical clarifications were necessary before any operation could be launched.

Nicolas Gaillard
Head of Nuclear Projects ”

The launch of the Life Sciences department

Ponticelli's first foray into the field of life sciences dates back to the early 2000s, but it was in 2021, following the acquisition of the company GPI, a former manufacturer of skids (massive metal structures with integrated pumps and pipes), that the Group created a dedicated department.

This department operates in environments which meet very high requirements in terms of safety and quality of installations, specific protocols and qualifications, very strict rules on cleanliness and environmental protection.

This activity makes this department, which supports major groups in the pharmaceutical, food and cosmetics industries, a strategic support for the Group's agencies. It combines Ponticelli's three main areas of expertise: engineering, construction and maintenance.



The projects covered by Life Sciences call for electromechanical skills, notably through the TCPI subsidiary.

“

The development of this department also responds to a theme of regaining industrial independence and a need for countries to guarantee security of supply for certain products. This project is part of the Group's strategy to support its customers in developing production in France.

Stéphane Lasserre
Deputy Managing Director, Head of Industry Services Europe Division

”



“

This project calls on Ponticelli's ability to carry out export projects combining studies, purchasing and construction work. It also incorporates our skills in managing international multidisciplinary projects.

Arnaud Claudon
Director of Projects Division

”

In Qatar, building to purify water

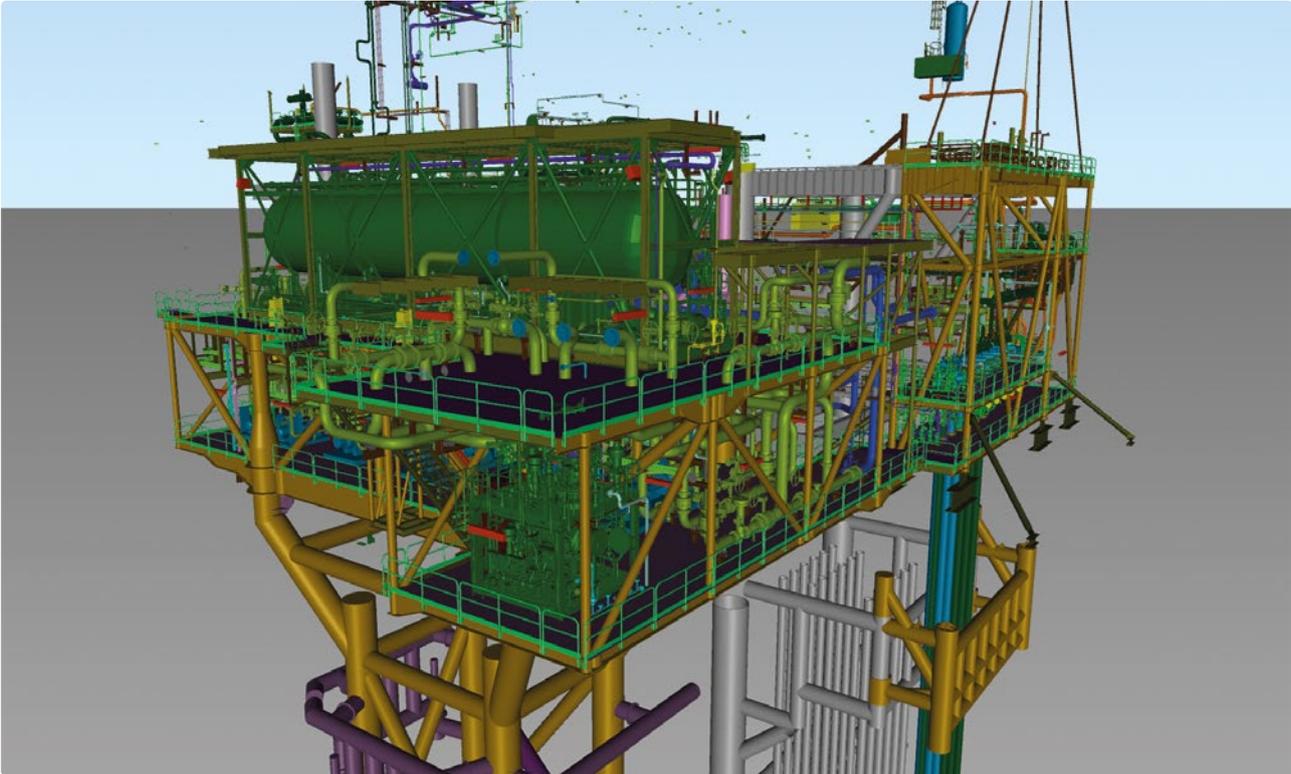
Ponticelli has been working for the North Oil Company, a Qatari oil enterprise, since September 2021.

The Al-Shaheen offshore project is a major project for the Group. The aim is to treat the produced water before it is discharged into the sea in order to avoid any form of pollution. As part of its contract, Ponticelli manufactures, transports and installs thousands of tonnes of equipment at sea for the water treatment process.

Within this organisation, Ponticelli relies on its subsidiary in Qatar.

5,560 tonnes
of materials

About 20
nationalities working
for the project



Sustainable trades: maintenance



€10 M

is Ponticelli's investment in 2021 for its digitalisation, including maintenance.

Year after year, Ponticelli has established itself as a specialist in the maintenance and scheduled shutdown of industrial installations. It uses its expertise and the development of digital solutions to maintain, modernise and bring its clients' facilities into compliance.

Digital solutions to secure, monitor and develop

/ Towards predictive maintenance with DiagRAMS

In 2021, Ponticelli joined forces with the Lille-based startup DiagRAMS, an artificial intelligence company specialising in predictive maintenance. Their innovation aims to increase the availability of the installations while reducing maintenance costs. By associating itself with this forward-looking project, Ponticelli is showing its desire to remain at the forefront of this speciality..

The DiagRAMS technology collects numerous parameters such as vibrations, temperatures and flow rates and processes them using Artificial Intelligence to establish a very detailed diagnosis of the health of the equipment.

/ Anticipating with digital modelling

Our subsidiary SMRI has partnered with METRiiCS to develop a "digital twin" in the form of a numerical model which accurately represents the physical behaviour of an industrial system. Ponticelli can also offer new solutions to anticipate failures, analyse performance in real time, and reduce energy consumption and the costs associated with production stoppages.

/ Optimising operations with Alpha Maintenance

Through its subsidiary Alpha Maintenance and the continuous improvement of the digital tools it develops, the Ponticelli Group is responding to the challenges of the industry of the future: optimising shutdown operations, making these tools accessible to its international clientele, increasing the performance of on-site systems and facilitating the preparation of interventions.

These tools are appreciated by clients and can be found on the sites of LyondellBasell, Esso, ExxonMobil and Petroineos.



Facilitating exchanges

The i-Magic maintenance management tool was launched in 2020 and since 2021 has included new functionalities such as time tracking by task and management of operating procedures. It allows the planning of all activities with a shared vision of the preparation, execution and closure of work orders, and facilitates communication with the client using shared real-time indicators.



The CAPNOR tool is now applied to all maintenance contracts.

The strength of our maintenance activities

Force Mechanics, a Ponticelli subsidiary specialising in mechanical shutdown work, has started a 5-year maintenance contract in Antwerp in 2021 for one of TotalEnergies' largest refineries.

As of January 2021, staff have been put in place on site to start mechanical and general contracting maintenance on one half of the refinery. Throughout the first half of the year, the Maintenance Trade worked closely with the Force Mechanics teams and the client to help them implement the best working methods and share with them the experience acquired on similar contracts carried out for TotalEnergies in France. Accustomed to major maintenance operations, Ponticelli has been in charge of the detailed preparation of the work and its execution in perfect safety conditions since this year.

968,000 hours

in the European Union on 60 contracts

2,900,000 hours

performance on 10 contracts for Major Exports

1 M€ of investment

in equipment

“

This mission contributes to the diversification of Force Mechanics' activity in the fields of maintenance and welding of piping, beyond purely mechanical shutdowns. The challenge also lies in changing the type of contract and therefore the way of working with the client.

Cédric Chamarande

Managing Director of Force Mechanics

”

“



The deployment of these activities is in line with the Group's Ambition 2026 to develop in Northern Europe through its subsidiaries. By moving forward together, we are able to limit the number of interfaces for our clients, simplify exchanges, pool resources and increase the safety and quality of interventions.

Christophe de Amorim
Managing Director of TCPI

”

Ponticelli confirms its presence in the Benelux

Through the establishment of its subsidiary TCPI in Belgium and the Netherlands, Ponticelli confirms its desire to expand in Europe in 2021. Via its expertise in installation and commissioning projects, the Electricity & Instrumentation speciality thus provides complementary support to the piping and general installation activities and to the contracts won by Ponticelli in this area.

In 2021, Ponticelli intervened on the platform of BASF, a major global player in the petrochemical and chemical industry. Other major projects are also underway for Air Liquid in Rotterdam, and in Antwerp on an ethylene oxide manufacturing site.

Trades located all over the world

Ponticelli's know-how, exported. Today, the Group has a global reach. Its employees work in many countries on a variety of assignments.



A new gas contract in Nigeria

Ponticelli is involved in the entire gas value chain: the International Services Division in the upstream phase with extraction and liquefaction, the Services Division to European Industry in the downstream phase with reception, storage and distribution. A new maintenance contract started in January 2021 on the liquefaction trains

at the Nigeria Liquid Natural Gas (NLNG) plant on Bonny Island, from which LNG tankers are shipped to Europe. In parallel with this maintenance, Ponticelli is carrying out major expansion projects to increase the site's production potential.

“

Gas is seen as a transitional energy for the coming years. The development of this market is in line with our Ambition 2026: to help our clients meet their growing energy needs while reducing carbon emissions.

Olivier Laurendeau
Director of International
Services Division

”

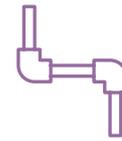


The Kallo project, a European-level project

This construction project, which began in the summer of 2021, is unusual in terms of its size and volume (work on pipes up to 3 m in diameter) and **is a perfect example of European projects**: Ponticelli's Projects Division is working on a petrochemical site on behalf of Borealis, an Austrian chemical company and

polypropylene manufacturer, under the supervision of the prime contractor Tecnimont, an Italian company.

The project was carried out in a consortium with the Italian company IREM SPA. Ponticelli was responsible for the prefabrication and assembly of the piping and the installation of the equipment.



8,000 tonnes
of piping installed

400,000 pouces
of prefabrication

1,300 personnes
mobilised at peak activity

“

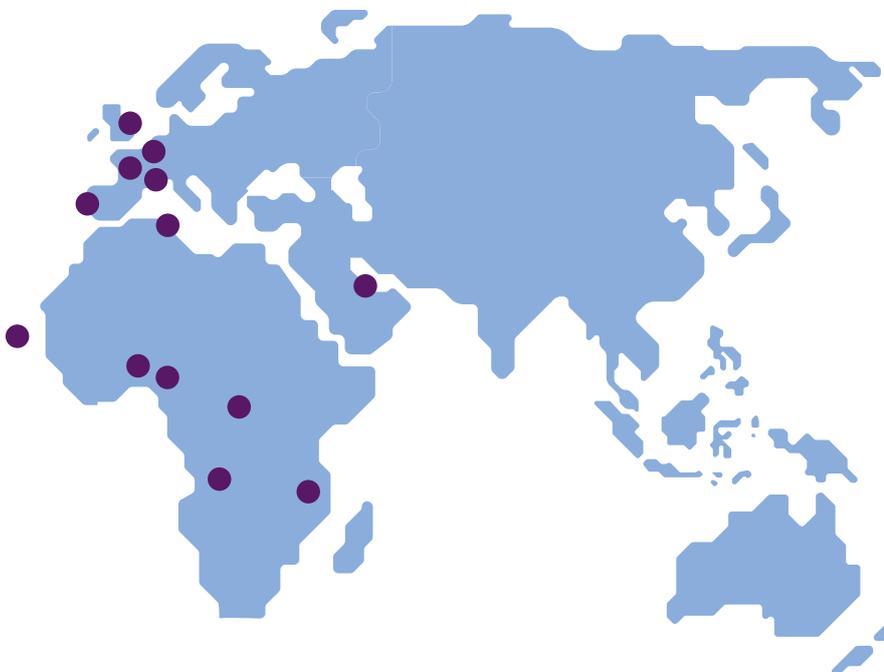
Kallo will be one of the largest and most efficient units in the world in terms of volume of polypropylene produced. In addition to the gigantic nature of the project, the multicultural challenge is strong. Some 15 nationalities have to work together, apply the same methods and the same safety rules.

Arnaud Claudon
Director of Projects Division

”

OUR PROJECTS OVER THE WORLD

- / South Africa (Engineering • Construction)
- / Angola (Engineering • Construction • Maintenance)
- / Argentina (Construction)
- / Belgium (Construction • Maintenance)
- / Cameroon (Engineering • Construction)
- / Cape Verde (Engineering • Construction)
- / Congo (Engineering • Construction • Maintenance)
- / France (Engineering • Construction • Maintenance)
- / Luxembourg (Construction)
- / Martinique (Maintenance)
- / Mozambique (Engineering • Construction)
- / Nigeria (Engineering • Construction • Maintenance)
- / Netherlands (Construction)
- / Portugal (Engineering • Construction - Maintenance)
- / Qatar (Engineering • Construction)
- / United Kingdom (Engineering • Construction • Maintenance)
- / Salvador (Construction)
- / Switzerland (Construction • Maintenance)
- / Tunisia (Construction)





Markets, trades,
regions, countries...
A year which reflects
our diversified and
forward-looking
Group.

And tomorrow?

Firmly focused on the future and ready to take up the new challenges which await it, the Ponticelli Frères Group is committed to working with its clients to create an essential and responsible industry of the future.

We are accompanying the world's transformations by being **involved actors** in ensuring that this industry can provide people with what they will always need (energy, water, health, food) while respecting our planet.

To do this, we act today while preparing for **tomorrow**.

As part of our new Ambition 2026 **strategic plan**, we have created a **Foresight Committee** made up of young Group employees from all our businesses in France and around the world.

We have entrusted it with the task of evaluating our vision and orientations with regard to the foreseeable medium- and long-term future and to validate our strategic business plans by challenging us on our choices.

We must do this to co-construct the future with those who will make tomorrow happen.

We must do this in order to be able to act fully and take part in the transformations of our world. We must do this in order to be able to support our clients in their own transformations.

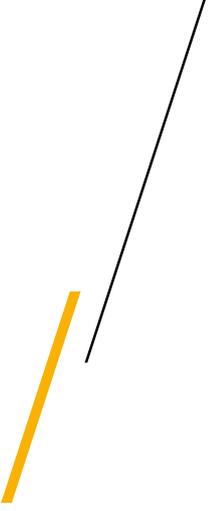
We must do this so that Tomorrow can count on us.

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