

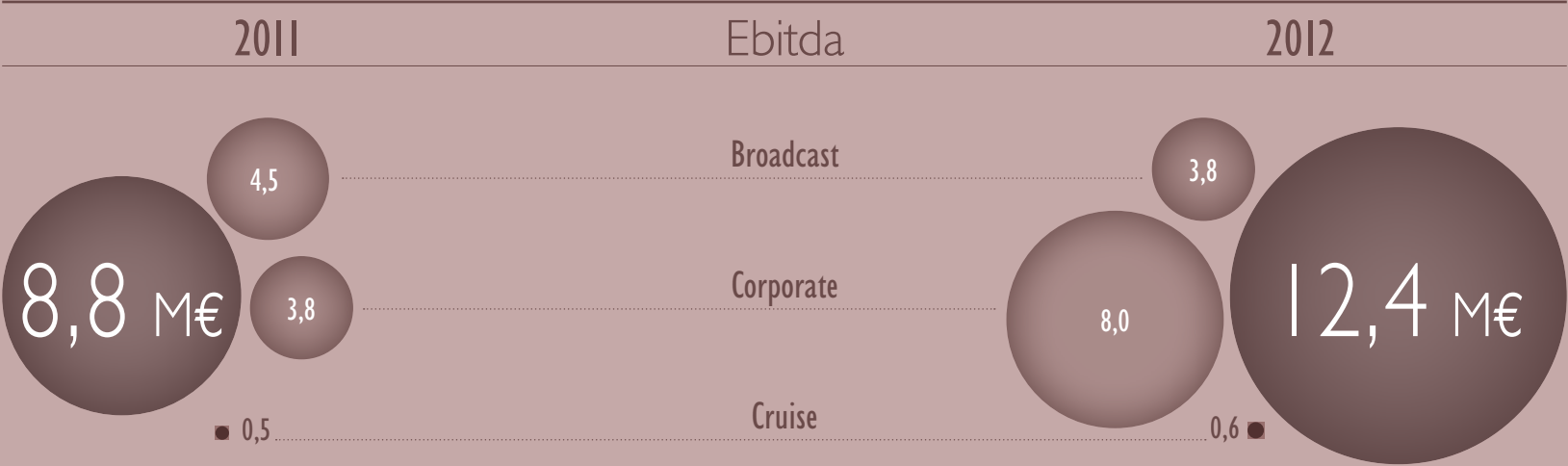
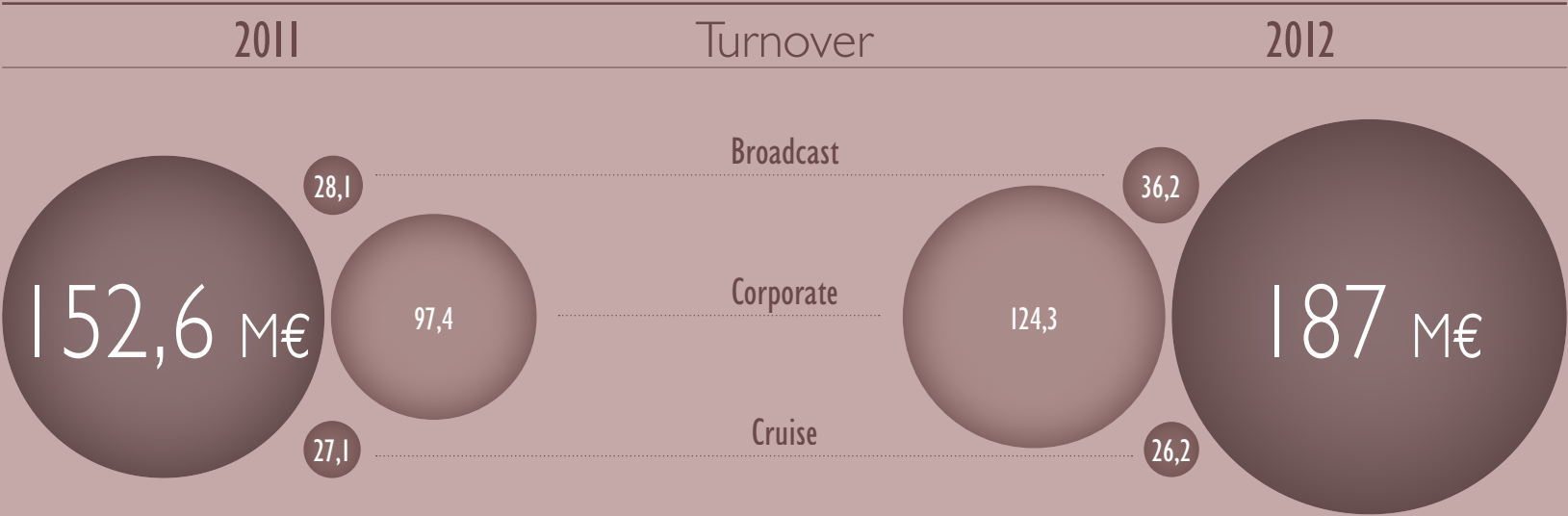
IEC

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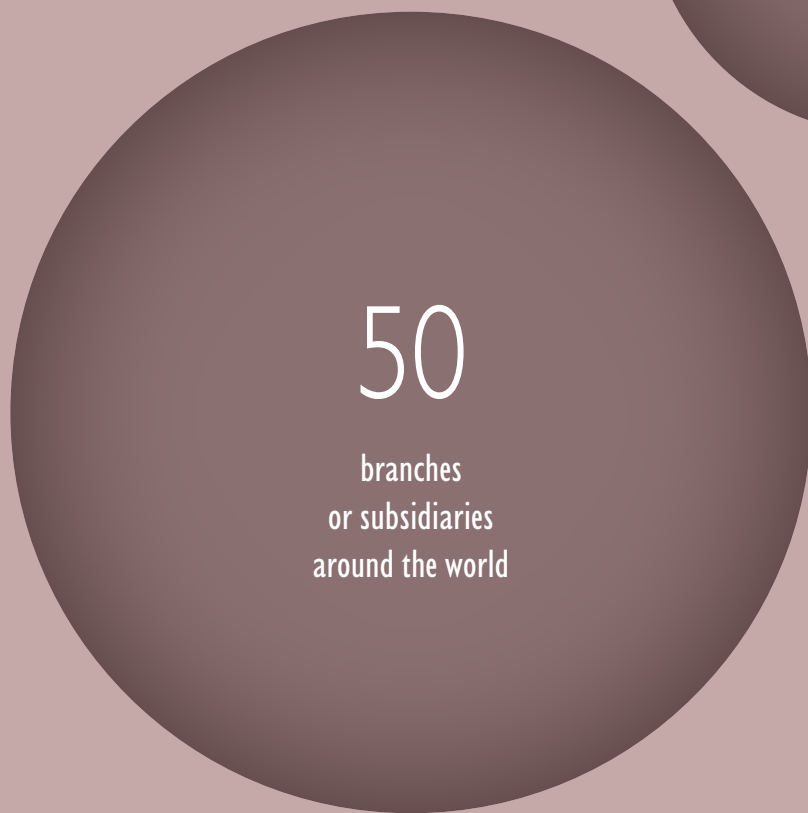


KEY FIGURES

2012



1 - Net cash is the difference between the increased availability of investment securities and borrowings in the short medium and long term (including overdrafts).
2 - Pre-tax cost of debt.
3 - 2012 average effective.



25 000 m²
Office Space

*“The tree represents the IEC Group.
Over the years, I have nurtured and shaped it:
the tree has grown and its roots have drawn
nourishment from new talent.*

*Its numerous branches mirror the cultural diversity of its co-workers
and its beauty is the reflection of their joint work.”*

Alain Cotte

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GROUP PROFILE

The IEC Professionnel Média Group creates and rolls out solutions and services using audiovisual, information and communication technologies. Its offer addresses public and private companies wishing to optimize their image, sustainable development, communications and performances, and satisfy their clients' expectations.

Based on the strength of 30 years' experience, the expertise and added value of the IEC Professionnel Média Group lies in its perfect knowledge of end-users and in its capacity to take full advantage of technology for simple and optimum use.

MESSAGE FROM THE PRESIDENT AND CHIEF EXECUTIVE OFFICER

HERVÉ DE GALBERT

2012 record sales,
an enhanced offer for our clients

In 2012, the IEC Group provided its clients with an augmented service offer in videoconference technology with G2J, a more substantial impact in events management with Soft, new expertise in the luxury market with Kezia and, finally, an increased stock of broadcasting equipment through the acquisition of Timecode.

Combined with very sustained organic growth of the Group's companies (+14%), these acquisitions have enabled record sales to be reached: 186.7M€, an increase of over 20% compared to 2011.

Thanks to these transactions, 180 new employees joined us last year. They are new IEC project leaders and the new representatives of all the Group's brands for our potential clients and our clients.

After highlighting our trades and expertise last year, it is the support that we give our clients that takes pride of place in our annual report this year. Understanding why our clients place their trust in us, what we bring to them, and how our services contribute to their performance is a very interesting exercise, sometimes an unpleasant one, but always inspiring for the future.

There are some major themes that emerge from this examination:

- ♦ We contribute to the performance of our clients by enabling them to improve their productivity, especially thanks to the intelligent use of videoconferencing, so that all their colleagues may remain in contact in optimum conditions; to sum up, working together by eliminating the physical distance.
- ♦ We enable costs to be drastically cut by providing our clients with access to the highest performing equipment, while at the same time supporting and even guiding them in their use, thus optimizing investments made.

- ♦ We give prominence to our clients' communication and image through the organization of events and installation of attractive and high-performance audiovisual facilities (meeting rooms, reception and business areas, etc.) that contribute to the professional image that each client needs to convey.

We do our utmost to make our clients happy and proud so that they become our best ambassadors.

Nevertheless, being aware of what we contribute also means becoming aware of what we could further contribute: this enables guidelines for future development to be defined.

In particular, after all the acquisitions made during 2012, we must again strengthen synergies between the trades, between the different companies that make up our Group and take greater advantage of our numerous geographic locations.

Moreover, the sale of complex turnkey solutions must be enhanced with services and routine support that will enable our clients to optimize their investments and allow the IEC Group to be positioned upstream of their needs as often as possible.

Finally, the IEC Group is currently at a critical technological juncture with the creation of theLab' by IEC, which brings together all the aspects of the Group's research and development.

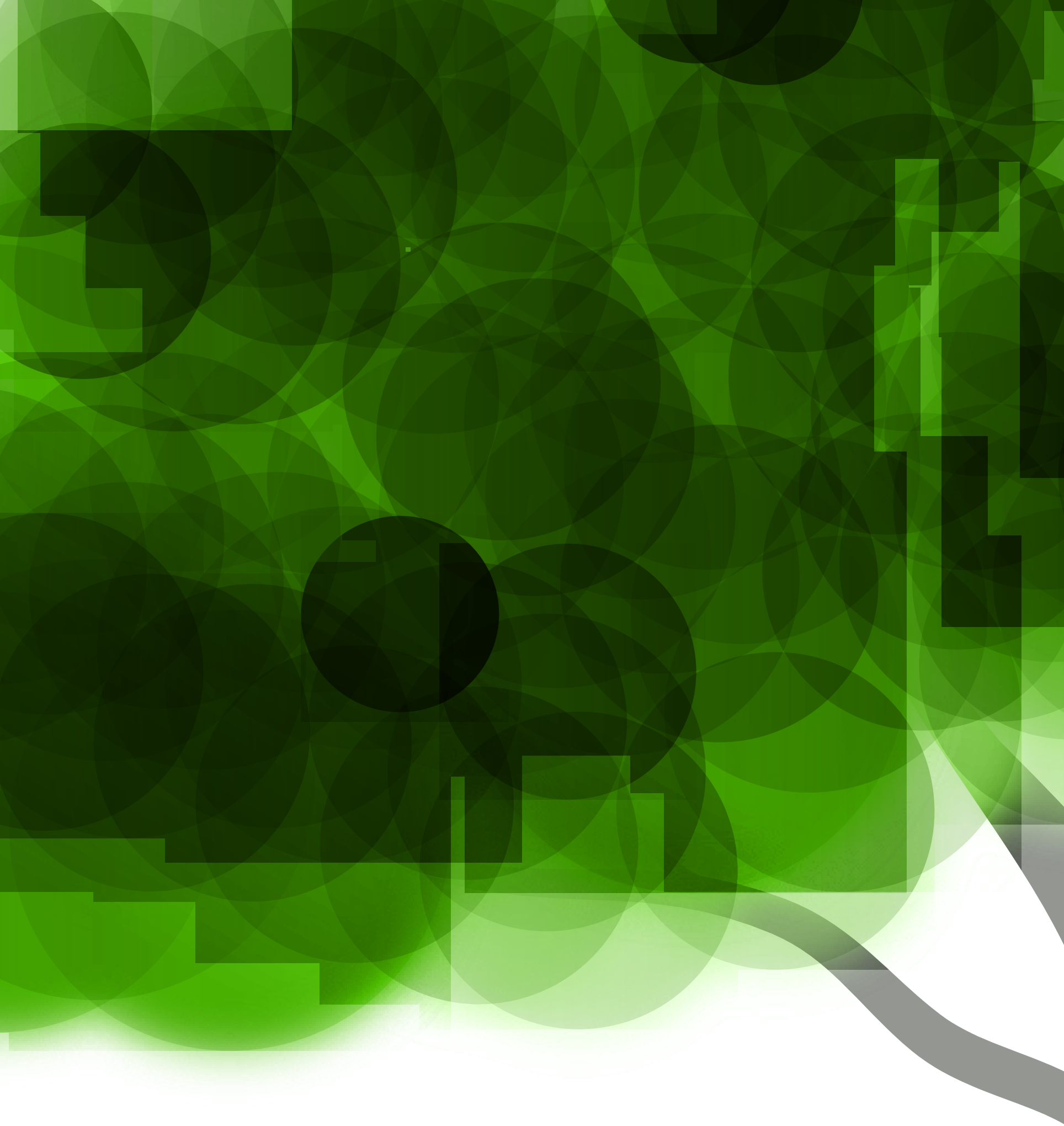
The 2012 financial year was one of great success and gave good prospects for the future. It was also sadly marked by the sudden demise of Alain Cotte who had led the IEC Group since 2003. Alain was very proud of how far the IEC teams have come over the last ten years, and was very enthusiastic about the upcoming years. All members of the IEC team join me in paying tribute to him and acknowledging all that he did for IEC. We shall continue the IEC adventure with the same energy and enthusiasm that he inspired in us all.

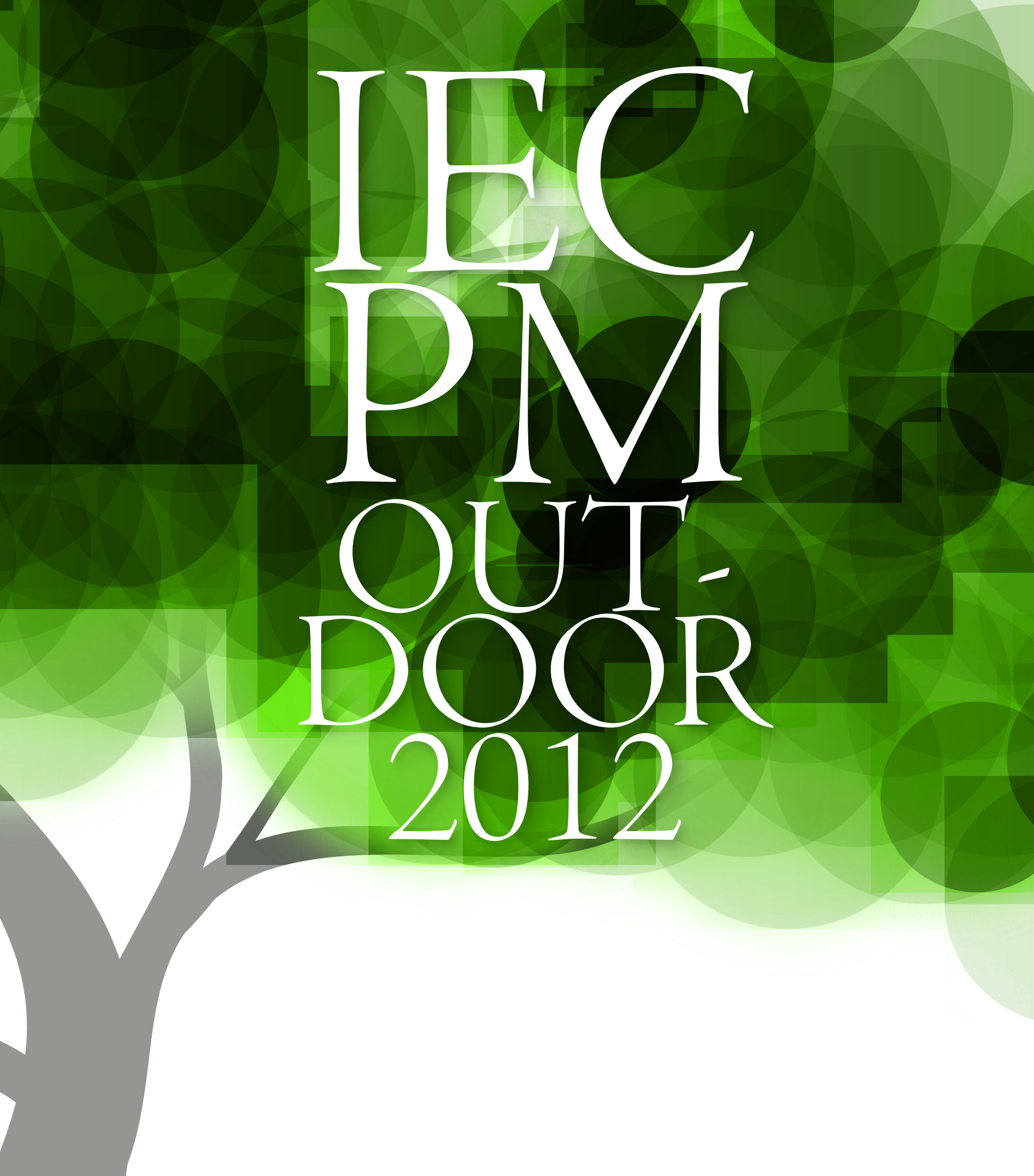
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*We contribute
to the performance
of our clients*

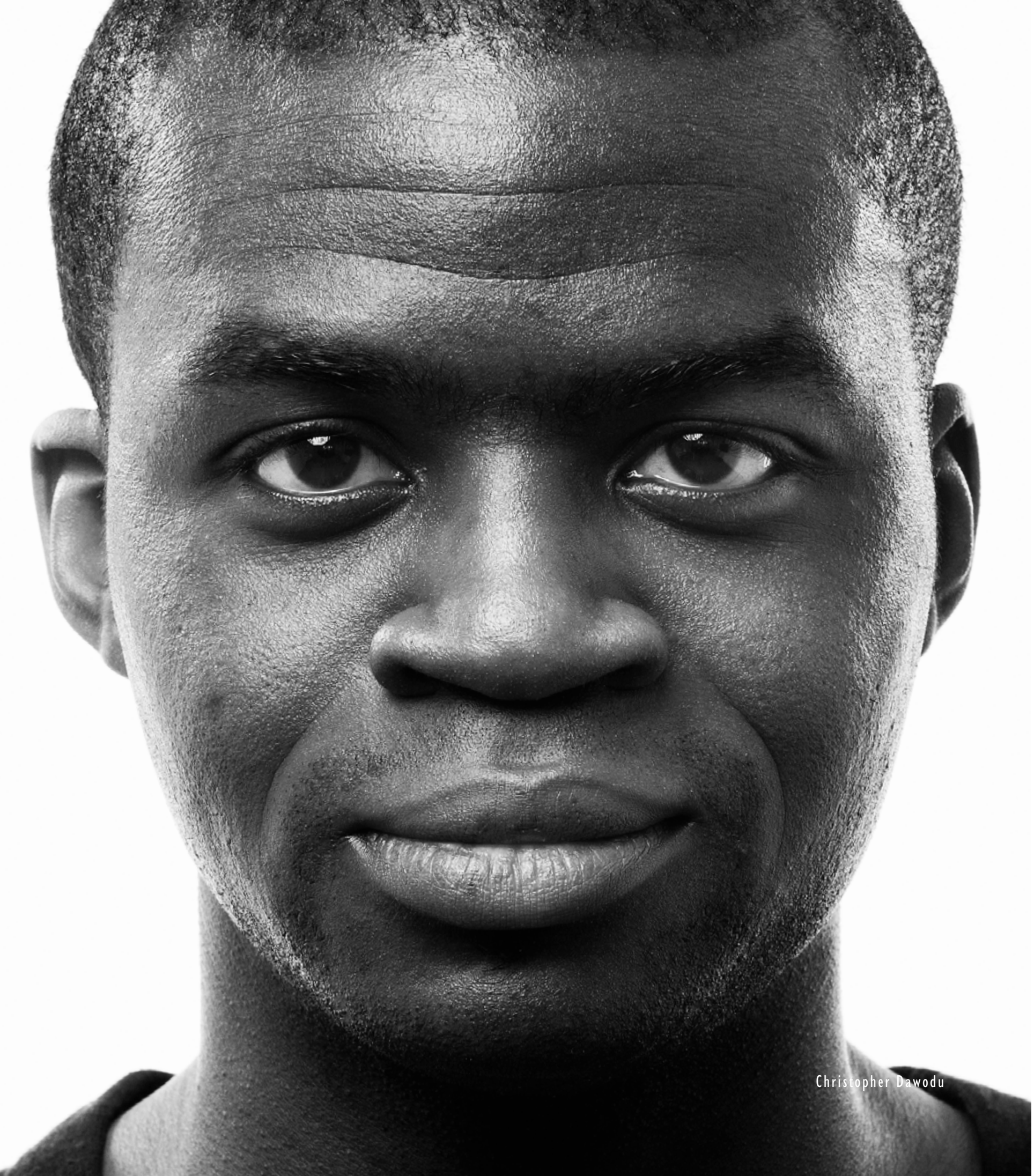
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The background of the image features a pattern of overlapping circles in various shades of green, creating a textured, organic feel. In the bottom-left corner, there is a stylized silhouette of a tree in shades of gray and white, partially overlapping the green pattern.

IEC PMM OUT- DOOR 2012



Christopher Dawodu

*The mission of the IEC
Professionnel Média Group
is to assist its clients
in achieving
their primary objectives*



COMBINING PERFORMANCE & SUSTAINABLE DEVELOPMENT

Set against the dual context of the worldwide economic crisis and ecological awareness, each commitment to spending and its associated impact on the environment is carefully examined by our clients, public or private companies. They anticipate and work on their projects very much upstream in order to ensure that they meet their needs and those of their business associates as well as falling within the scope of sustainable development and strict budgetary constraints.



Olivier Chaminade

INTELLIGENT BUILDINGS

Source of savings

For several years now, all new construction occupied by our clients has complied with very strict environmental standards: the choice of materials has a considerable impact on the cost of the building's future energy consumption.

In view of this, the IEC Professionnel Média Group works in close partnership with architects and interior designers in order to offer its clients innovative solutions that fall within the realm of "Intelligent Building Design". Solutions developed by the Group allow the interaction of extremely varied technologies (home automation, video, electricity, air conditioning, etc.) in the aim of saving energy and improving the ease of use and wellbeing of the building's occupants.

For example, lights will switch on and off when people enter and leave the meeting room. Simultaneously, if the room has been reserved for the projection of a document, the blinds will lower and the video-projector will switch on, without the need of any action on the part of the participants. Likewise, all the room's functions can be operated by a single control device. Gone are the days when a remote control was required for each piece of equipment, the client can control all the facilities through a single chosen interface.



Control system interface

INPI

The work carried out by IEC's teams at the Institut National de la Propriété Industrielle (INPI - the French national intellectual property institute) is a perfect illustration of the teams' expertise in technology interoperability and equipment integration.

Training rooms are multipurpose and can be joined into one thanks to a moveable partition. Each room has its own HF microphone system (handheld and tie-clip) and its own audio broadcasting system.

The Auditorium can seat up to 171 people, including 5 people with mobility impairment. All the functionalities of the auditorium and its surrounding environment are also controlled by a touchpad available either in the room, in user mode, or by a 19" touchscreen in the control room fully operating

the auditorium (including controlling the blinds + lighting). The auditorium is equipped with a main control room, 2 translation booths, a static and motorized lighting system, a high-frequency audio system for the hearing-impaired, and a background sound system.

Elsewhere on the premises, the IP television network allows the broadcasting of the full range of TNT channels in all the rooms and offices. The system also enables an event taking place in the auditorium or boardroom to be broadcast in its entirety in the meeting rooms thanks to the creation of a specific channel.

Dynamic display comprises 27 screens of varying sizes, located at the entrance of each room; the system is interconnected to the room reservation software program and to the rest of the building. The client easily and independently handles all the disseminated contents. A supervision system has been set up for the technical management of all the rooms, the boardroom and auditorium.

ABOUT IEC

IEC is a subsidiary of the IEC Professionnel Média Group. It has annual sales of around 80M€, employs 313 people and is specialized in the design, integration and roll out of audiovisual solutions for public and private companies. It also provides audiovisual infrastructure maintenance and operations services within the company.



ACTUALITES

Mars 15 et 16 2012 13:30

L'INPI publie son palmarès des déposants de brevet

Le groupe automobile PSA Peugeot Citroën reste en tête mais le Commissariat à l'Énergie Atomique et aux Énergies Alternatives (CEEA) passe en deuxième position devant le groupe Safran.
Malgré la crise du secteur automobile, les premiers déposants restent les entreprises de ce secteur suivi des secteurs de l'aérospatiale, les télécommunications, l'électronique, la cosmétique, la chimie et l'énergie.
Ce palmarès 2012 montre également une progression des organismes de recherche.
Retrouvez le palmarès complet sur inpi.fr

Classement des entreprises déposantes de brevets en France

Rang	Entreprise	Nombre de brevets
1	PSA Peugeot Citroën	1 000
2	Commissariat à l'Énergie Atomique et aux Énergies Alternatives (CEEA)	800
3	Safran	700
4	Renault	600
5	Stellantis	500
6	Alcatel	400
7	Orange	350
8	Thales	300
9	SNCF	250
10	BNP Paribas	200
11	Sanofi	150
12	Amgen	100
13	Novartis	80
14	Roche	70
15	Novartis	60
16	Novartis	50
17	Novartis	40
18	Novartis	30
19	Novartis	20
20	Novartis	10





INTELLIGENT BUILDINGS

Boardroom

The environment in the boardroom, like in the client's 13 other rooms, is managed by a touchpad, which controls everything from the blinds to the air conditioning, and the lighting to the opaque effect of the partition wall. The boardroom table can seat 32 people. It is equipped in the center with a fully integrated, motorized, remote controlled videoconferencing system, which is invisible when not in use. The screens have been embedded in the table and can receive television channels and video from different sources, including the auditorium and any other room in the building.

SUSTAINABLE CONSTRUCTION

The Atman Ostéopathic Campus comprises a training center, student accommodation and an osteopathy treatment center approved by the French Ministry of Health. The school is France's first private holistic and sustainable osteopathy university. The treatment center welcomes private patients with a high level of expectations in all types of treatments (preventive and remedial).

The ambition of the Atman Ostéopathic Campus is to:

- ♦ Confirm its positioning as a training center and in the promotion of Osteopathy in France and abroad.
- ♦ Bring a different "Osteopathic Wellbeing" dimension to allopathic medicine.
- ♦ Make a contribution to improving conditions in the workplace through Osteopathy.

The treatments are intended for different categories of people and especially include employees suffering from stress or musculoskeletal disorders and top level sportsmen and women seeking to improve their performance.

The architecture of the building, which has a surface area of around 2,780m², is the result of a close partnership between the architect and the owner Marc Bozzetto.

The entire construction was built with an environmental approach:

- ♦ Clean and Safe building site, to French THPE ENR label standards (very high energy performance) for ATMAN.
- ♦ Low-energy consumption housing (BBC - Bâtiment Basse Consommation) for the student accommodation.

The design and completion of these projects comply with French High Quality Environmental standards for green construction with THPE ENR approved energy consumption for the ATMAN Center, and H&E (Habitat and Environment) certification with BBC-approved low energy consumption for the student accommodation. The slightest details of the building were carefully thought through and designed with the constraints of osteopathy in mind.

True to the spirit of this approach, the IEC teams proposed solutions adapted to this specialty and provided advice, audiovisual design and integration of recommended solutions such as dynamic display, classrooms, recording and broadcasting for e-learning and videoconferencing. Others rooms will soon be equipped, as will a 60-room Hotel-Spa.





IMPROVING PERFORMANCE

Flows and customs with regards to travelling, by definition associated with very high energy consumption and a factor for stress, are put under the microscope in all companies. The necessity of a “face-to-face” meeting is carefully weighed up. Savings made by reducing business trips over the last few years add up to billions of euros. Indeed, thanks to videoconferencing and telepresence, professionals have become virtually mobile: rather than take the plane, they connect to meetings in front of their computers, their tablet computers, etc.

What is beneficial for the planet is also profitable for the company. According to ADEME (the French Agency for Environment and Energy Management), up to 50% of a company's CO₂ emissions are generated by business travel (business trips, home-office commute, etc.). Jean Leston, program manager at the WWF says, “If every European company reduced their traveling by 20%, there would be an annual saving of 22 million metric tons of CO₂”.

With collaborative communication techniques, not only do companies make savings and improve the

performance of their employees by eliminating the stress and fatigue associated with traveling, but they also adopt a policy of environmentally-friendly behavior that they can proclaim to their clients.

To these financial and environmental considerations should be added the veritable revolution that has taken place with regards to professional customs and behavior. Today, a company frequently has multiple sites in different geographic locations; mobility among employees is growing and this has appreciably complicated internal communication.

Companies, therefore, have no choice other than to include the mobility of their employees in their thought processes. The use of mobile technology continues to grow with devices such as smartphones and tablet computers occupying both the professional sphere and daily life. In this context, after becoming more easily accessible on traditional work stations, videoconferencing technologies are experiencing sustained growth on new mobile devices. Indeed, tablet computers and other telephones are now concentrated forms of technology that provide an ever increasing number of high performance services through broadband access.



Michel Avati



Videoconference room — Tour First Euler Hermes

Collaborative communication

The IEC Group, leader in this market, provides its clients with a very wide range of solutions and services based on its expertise borne by the IEC, G2J and Genedis brands. Each company and each client is unique, and it is knowledge of the clients, flows and users that dictate the systems, infrastructures and services offered by the Group in this field.

IMPROVING
PERFORMANCE



Christophe Joyeux

EULER HERMES

The installation of all Euler Hermes' Paris employees in the Tour First in 2012 is the perfect illustration of the potential gains in performance that are possible thanks to videoconference infrastructures. Olivier Quintin, purchase and general services manager at Euler Hermes, agreed to answer our questions and explain to us the advantages gained by the company through the use of these new tools.

Working with an extremely short lead time (5 months), IEC rolled out a "commando" team to integrate all the audiovisual solutions on the 15 floors of the Tour First.

Its scope included the audiovisual systems, and the room and videoconference reservation system. IEC relied on Génédis' expertise for the design and deployment of the videoconference infrastructures.

GÉNÉDIS

Génédis' assets and employees were taken over by IEConnecting People, a subsidiary of the IEC Professional Média Group, in December 2010. The company is an expert in the sector of information and collaborative communication technologies, and today has a staff of 24 employees. Génédis designs and deploys videoconference infrastructures.



IMPROVING
PERFORMANCE

Board room —
Tour First Euler Hermes



Euler Hermes

On the strength of experience stretching over more than one hundred years, the Euler Hermes Group has become, with the passage of time and its international development, the world's leading provider of trade-related credit insurance solutions.

By ensuring the successful conclusion of business exchanges, Euler Hermes protects its clients from the risk of outstanding international debts. Economic and country risk analyses can be provided to anticipate and assess financial, economic and political risks.

Optimization through simplicity

INTERVIEW

Olivier Quintin

GROUP PURCHASING & FACILITIES MANAGER

EULER HERMES

Installing the company in the Tour First was a major project. What were the main challenges?

We called it “The First Project”: the main challenge was to bring the 6 different offices in Paris together under one roof. Employees were losing a great deal of time traveling between each site; they were encountering difficulties in communicating efficiently. We chose to put 99% of the offices into an open-space layout to facilitate exchange, communication, transparency, and collaborative work and to place the managers in the middle of their teams. We have, therefore, doubled the capacity of the meeting rooms, created special areas where associates can talk in private and equipped 5 rooms with videoconference systems on five of our floors.

Given the number of spaces to be equipped with new technology, did you give a great deal of thought prior to moving into these offices or none at all?

We had very little time to complete the project; the lease was signed at the end of June 2011 and the first employees arrived here on 16th April 2012. Nevertheless, we did involve the teams to a great extent in the management of this project. We set up work groups, various communication tools (dedicated intranet site, computer generated images to present our future premises, office furniture exhibition, site visits, etc.), and involved a network of “ambassadors” instructed to inform all of our colleagues of the added value of this project.

Did you encounter any difficulties in the daily use of your rooms?

No we didn’t. The technological tools made available to our employees operate in “plug and play” mode and are quite easy to use. We drew up a document which enabled everyone to use the technical equipment very simply. Likewise, everyone can reserve the rooms directly from their mailbox when arranging their meeting.

How did you know about IEC?

It was one of the service providers that was able to provide a comprehensive quality response to the technical equipment requirements for our meeting rooms and we had previously had the opportunity of working with the Group.

What is the added value of these facilities?

We work with the world and having the rooms equipped with videoconference equipment enables us to make significant savings on travel costs. Moreover, as I mentioned, working in an open-space environment with wide scope for meeting rooms greatly encourages collaborative exchanges and communication between our teams. The very latest, user-friendly equipment has also helped in the development of new methods of working and exchanging.

If you had to choose one major client benefit, what would it be?

Optimization of performances through the simplification of exchanges.

Optimization through simplicity.



Why choose G2J videoconferencing?

For new prospects of communication and collaboration

Videoconferencing does away with distances and brings people together. The possibilities of doing business with partners and clients are increased.

To gain time

With videoconferencing, 90% of travel time is recovered. But it's not just the time spent actually traveling – there are no more transfers, hotels, time spent preparing travel arrangements; the list goes on.

For a greater go-green approach

Over 253,000 metric tons of CO₂ emissions have been saved with G2J's services. Videoconferencing is the most economic and least polluting alternative to the plane, while being more efficient.

For increased interactivity and productivity

Videoconferencing makes it possible to link up with someone anywhere in the world. Colleagues and clients are able to see one another more often and be more productive in their meetings. Bonds of trust are strengthened and the quality of work is improved. Videoconferencing has become the new source of productivity: team collaboration and meeting efficiency.

To reduce team stress and fatigue

72% of business travelers consider traveling as being more stressful than a visit to the dentist! Long trips are tiring and have a negative impact on the private lives of business men and women. Videoconferencing rallies the teams and improves their way of life.

G2J

G2J has been a subsidiary of the IEC Professionnel Média Group since February 2012. It employs 18 people.

Created in 1994, G2J is the only French videoconference expert to offer a comprehensive range of services in order to conduct remote meetings simply and securely everywhere in the world, whatever the means of access and the equipment used.

G2J is 7,500 supervised terminals, 90,000 remote meetings a year, 300,000 users in 102 countries, 1 site connected every 20 seconds, 4,500 videoconference and telepresence rooms throughout the world and 253,000 metric tons of CO₂ saved every year.



Clément Héraud



Essec:

- ✓ A leading establishment in management teaching.
- ✓ Excellence and openness to the international environment as a development model.
- ✓ 3 campuses: Paris/Cergy/Singapore.

The challenge:

- ✓ Using videoconferencing for education, administrative meetings and student recruitment without assuming the system's technical management.

G2J's response:

- ✓ MyEasyConnection

The result:

- ✓ ESSEC can concentrate on its core business without having to handle a complex infrastructure.

ESSEC wanted videoconferencing to be at the center of its communication tools.

This method of communication is fun and particularly well adapted to its activities. It can be used in numerous ways: recruitment interviews with candidates, class teaching, multi-site meetings, etc.

The Challenge The information Systems Hub was, therefore, looking for a partner with solid expertise in the implementation of professional videoconference infrastructures. Another feature of the project specifications was to select an outsourced facilities management offer in order to obviate maintenance and to enable the system to be developed.

G2J's response ESSEC opted for G2J's MyEasyConnection in 2007 and has been using this virtual room ever since. G2J operates in the 12 videoconference rooms thanks to its evolutive service offer that has been fully developed in compliance with the specifications set by ESSEC. For example, after each session, tests are carried out in order to ensure perfect availability of the videoconferencing system (preliminary tests, detection of any possible problems, etc.). The offer made by G2J to ESSEC also includes making available a network of several thousand partner rooms and associated services in order to host student recruitment interviews.

The result To date, ESSEC has 2 videoconference rooms at its Paris La Défense site, 6 rooms on the Cergy campus and 4 rooms on the Singapore campus. By relying on G2J, ESSEC can concentrate on its business of education without having to become involved in managing a complex infrastructure. The fully-developed infrastructure made available to ESSEC has enabled it to handle several hundred sessions every year with the utmost professional quality (some are handled on over 10 sites all at the same time).

The quality of very high added value participation by occasional speakers is guaranteed by video-caretakers; foreign student recruitment is facilitated as candidates no longer have to travel for their interviews.

"Essec is in the business of education, not technical engineering. And G2J's core business is service quality and technological excellence. We were made for each other! We made the right choice."

Jean-Pierre Choulet, Director of the Information System hub.



A videoconference solution in SaaS mode

Setting up a videoconference solution in SaaS* mode does not involve a large investment to have a professional service with all the necessary prerequisites for use.

SaaS has also allowed companies and IT Directors to free themselves of the necessity of having to maintain dedicated infrastructures that are complicated to develop; the service is simply “managed” and provided by the service providers’ teams. It is these teams that focus on the robustness, performance and capacity of the infrastructures to easily handle the flows exchanged. The complex technical part is, therefore, no longer borne by the client. Beyond the infrastructure, the spread of SLA** has also played a major role in the growth of videoconference technologies. Indeed, similarly to other hosted services, videoconferencing is now framed by good working practices and operating rules that enable the quality and security of the services offered to be guaranteed.



Security is a key aspect to be taken into account in order to ensure the integrity of the exchanges. This happens through the physical security of the data center hosting the infrastructures (high-security centers, redundant duplex infrastructures), communication security (data encryption, secure access to virtual rooms with password, VPN access without going through the public network), and also the security of communications content by monitoring the work of the operators managing the conferences (intervention only upon request from a high security control center, video operators’ signature of confidentiality undertaking). Videoconferencing “As a Service” provides real added value with regards to the security of exchanges.

Beyond these aspects, the attractiveness and simplicity of the offer have enabled all the company’s stakeholders to be authoritative in-house supporters of this type of communication vector. Yet, behind this apparent simplicity lies an industrial infrastructure that should be properly measured. It is, therefore, necessary to carefully consider all the project requirements well in advance and not necessarily opt for a 100% internal approach which will draw on numerous and varied resources.

Videoconference projects call for the concrete performance of infrastructures in order to be used in the right conditions and to avoid any approximate management which would be manifested by uneven and interrupted communication connections and would result in dissuading users from employing the system. IT Directors must, therefore, not lose sight of several factors that will ensure their project is a resounding success: suggest an intuitive solution to users and rely on dedicated, robust and scalable infrastructures in order to guarantee constant service quality.

* SaaS means Software as a Service. SaaS mode is a software delivery model in which software programs are installed on remote servers rather than on the user’s hardware.

** SLA means Service Level Agreement and refers to a contract defining details of the service expected by a client from a service provider.



Alexandre Brunet

MODERNITY AS A PLEDGE OF



EFFICIENCY AND SECURITY



Bas-Rhin County Hall



Vincent Hautefort



Romain Sabourin

LEASING AS A PERFORMANCE LEVER

THE WORLD OF POST-PRODUCTION

Leasing the technical means of post-production depends on having a stock of solutions adapted to the needs of professionals in the broadcast sector (TV channels, service providers and institutions).

Cap'Ciné, a subsidiary of the IEC Professionnel Média Group, has a stock of equipment that especially includes Avid editing and mixing systems and peripheral devices such as video recorders, monitors and equipment for centralized storage.

The distribution and integration of video and audio post-production solutions and associated services (workflow design, maintenance contracts, etc.) comprise Cap'Ciné's other line of business. Installation and configuration of editing solutions are very advanced with Workflow and Media Asset Management systems.

With the recent acquisition of Timecode Services, Cap'Ciné has strengthened its upmarket digital video recorder leasing activities and extended its clientele to include digital cinema through its offer of a range of services. Cap'Ciné has developed a new services offer including training packages for end-users, workshops and a test platform for constructors.

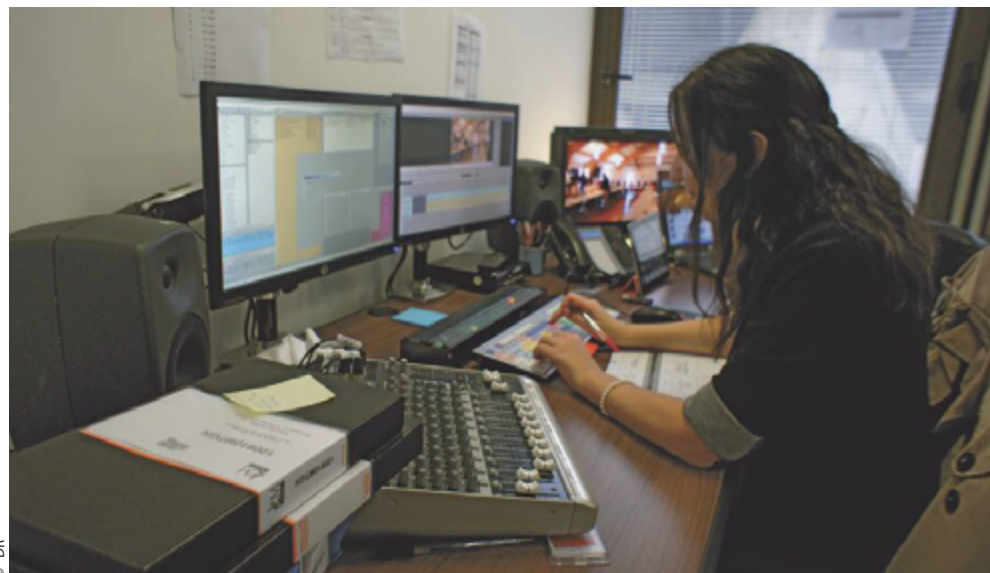
CAP'CINÉ

Cap'Ciné is the leading company in France dealing with the lease and sale of virtual editing systems, special effects and audio editing equipment, as well as a wide array of video and audio broadcasting material. These digital systems are used in post-production departments in cinema, television, communications, advertising and institutions. Cap'Ciné has positioned itself as the leading player in the field of "throwaway" programs.

Post-production is part of the audiovisual creation process of making films, televised programs, radio programs, advertising, videos, audio recordings, etc. It is a term used for all stages of production occurring after the actual end of shooting and/or recording the completed work. It includes numerous different processes such as modifying the images, recording the soundtrack, adding special effects, transferring and storing data, etc.

Cap'Ciné strengthens the collaboration between KM and Adventure Line Production

New premises, new workflow, switching to HD... After recently joining forces, KM and Adventure Line Production (ALP) have benefited from the infrastructure set up this summer by Cap'Ciné and Preview GM.



© DR

An Avid Media editing room Composer integrated by Preview in a customized furniture unit.

When it comes to the development of their needs, producers expect service providers to quickly come up with suggestions for solutions that are both innovative and adapted. KM and ALP are no different, but they knew they could count on Cap'Ciné. Vincent Hautefort, the service provider's project manager, therefore insisted on the diligence and reactivity of his teams with regards to the KM/ALP dossier. After the call for tenders launched mid-April 2012, the response was delivered just after May 1st.

As a previous supplier of part of KM's post-production resources, especially those set up for the special operations during the Cannes Festival for *Le Grand Journal* and *Télé Festival*, the regular programs such as *Dimanche +* (Canal+) and certain other documentaries for the same encrypted channel, Cap'Ciné already had certain insights into the dossier. The service provider was able to provide elements that enabled the producer's workflow to

be coherently developed. "It was a question of implementing technical developments on their new premises in the 15th district of Paris that enable resources to be shared and rationalized between *Le Grand Journal* and *Dimanche+*, which are produced by KM, and *28 Minutes on Arte*, produced by Adventure Line Production," explained Vincent Hautefort.

Greater efficiency

We also had to keep in mind the issue of saving time. To do this, "we opted for the use of files, even if it meant changing our habits," emphasized the project manager.

This involved a direct impact on documentary resources and the control and management of external images used to supply news programs, in this case, *Le Grand Journal*, *Dimanche+* and *28 Minutes*. The new workflow allows the insertion of flows in file mode, which facilitates the provision on the centralized server of images from INA, Reuters or other service providers," added Benoît Bonardot, post-production director at KM.

So the files are stored in NAS systems and made available to users through Avid Isis 7000 with, for each production, dedicated editing stations. Although the system enables each production to be segmented, the sharing of resources benefits the "assistants" hub assigned to all the productions. Benoît Bonardot is reassuring: "The new deployment has not incurred any reduction in the number of people working in the assistants' hub, but it does encourage closer collaboration between its members.



The hub, with Avid Nitris DX and HP Z800 bays.

This enables occasional work overloads to be handled better, on both a daily and weekly basis."

A technological challenge also lay in this migration. Namely, suggesting development, with a change from the "fetish" version of Media Composer, the 4, particularly as far as the *Grand Journal* is concerned, to the version 5.5. Despite the fact that this is not the latest version, its developed features correspond perfectly to the functions of AMA (Avid Media Access), which are key functions in the migration to the file format recommended by Cap'Ciné.

IEC Synergy

Basing itself on a "comprehensive and synergetic offer" for KM/ALP, the IEC Group, of which Cap'Ciné is a subsidiary, called upon Preview GM for all aspects concerning KM/ALP's infrastructure in their new premises in the Beaugrenelle region of Paris. Preview GM ensured the integration and sale of equipment for the nodal hub, racks, wiring, cable television and tailor-made furniture which houses the work stations. The up-to-date infrastructure is owned by KM but they have opted for the flexibility of leasing equipment managed and recommended by Cap'Ciné.

"At KM, in association with my colleague, Arnaud De Cintaz, we provide first and second level maintenance services," explains Benoît Bonardot. "Cap'Ciné closely assists with regards to after-sales services, including, if necessary, the replacement of equipment within the hour, which has the advantage of being both reassuring for the teams and avoiding any snags in the smooth running of a production." With regards to implementation, everything had to be up and running by August 20th. At the same time, Cap'Ciné and Preview had to work during the renovation and fitting of the new premises. *"The first phase of wiring was begun around the end of June, as well as the preliminary configuration work at Preview", remembers Vincent Hautefort. "In the meantime, we had prepared all the machinery at Cap'Ciné. Roll-out began on July 14th and was finished one month later."*

Mission accomplished within the deadline set by Michaël Viviani, Preview GM's project manager for the system integration part. As for

Cap'Ciné, Vincent Hautefort was helped by Romain Sabourin and Frédéric Huss, and was backed up by the rest of the team.

Centralized storage

It is on centralized storage using two 32To Avid ISIS 7000 "motors" that KM production "relies". As for the editing rooms, the producer has fifteen Avid Media Comp Nitris DX on HP Z800 stations, three Avid Media Composer (HP Z800 also), two of which are in Nitris DX and one in Mojo DX.

As for the Final Cut room, it is for use by other external productions. For mixing all the KM/ALP programs, there is a mixing room housing a ProTools HD2 (on Mac Westmere with a C124 control surface) with an Avid Video Satellite software option (on HP Z400 with Mojo DX).

Still for 28 Minutes, part of the server is administrated by Interplay. This Isis/Interplay configuration allows the post-production of reports and the re-editing of the program. The reports are therefore edited on the same day they are sent via Interplay Transver to the EVS servers to be integrated in the recording of Friday's program. Shooting is streamed to Unity/Interplay (3HD flows) to be re-edited then sent to EVS that then broadcasts to Arte.



The heart of centralized storage: the 32To Avid ISIS 7000 and the Media Asset Management Avid Interplay.



The mixing room equipped with a ProTools HD, Media Composer Video Satellite and C24 control surface.

Set interconnection

A dark fiber has been deployed between KM Prod and Studios Rive Gauche (Visual AMP) where the set programs are filmed. This ensures a direct connection between the two sites.

At each end there are Yellobrick (LynxTechnik) adaptors enabling 10 round-flows to be sent in the form of 3 RJ GigaEthernet and 4 SDI. Also transiting along this fiber are the signals of the set rehearsals for the attention of the editorial board of KM/ALP cable television. Finally, KM/ALP architecture is based on a Harris Platinum 80x90 routing switcher, associated with

an RS Snell. An EVS XS encoding server mainly ensures the encoding into Avid usable files; another encoding server, a Rhoset Pro Media Carbon, has been added as a complement.

Additionally, with regards to converters, there are two Broad Scan HD (Analog Way) units to convert other productions from the graphics rooms; a Tetra Vio (Analog Way) takes charge of transforming the various signals.

But above all, although this new deployment concerns the inauguration of KM/ALP's new premises, the big innovation and upgrading of the technical resources of both the production companies also celebrates the switching to HD by the *Grand Journal*.

"As far as post-production HD pivot format is concerned, we have opted for the codec DNxHD120. This may be heavier than the XDCamHD50, it does, however, free us from the constraint of the long GOP inherent to the XDCamHD50."

The machinery is well-oiled, at 3pm, at the beginning of the rehearsals "an Avid gathers all the elements coming from all the editing rooms and all the illustration posts and sends them to the set for the LSM operator", concludes Benoît Bonardot.

Sébastien Brumel



Thierry Pouget

OPTIMIZING OUR CLIENTS' RETURN ON INVESTMENT

The return on investment is the ratio between two data: the results obtained compared with the sums invested. The IEC Professionnel Média Group helps its clients in the optimization of these two parameters.

IMPROVING AND CONTROLLING RESULTS ON A DAILY BASIS

Making available efficient in-house or outsourced tools is not enough to fully meet the issues of performance.

The equipment must be maintained and renewed. Nowadays, meetings and appointments are scheduled to within a couple of minutes and employees must not feel confused and stressed by technology otherwise their efficiency and enthusiasm is liable to suffer. The need for assistance upon request is, therefore, very real and, in the interests of one and all, should not be underestimated.

Here again, the IEC Professionnel Média Group meets the needs of its clients and offers tailor-made assistance either in situ or remotely.



Frédéric Vandermeulen

IMPROVING AND CONTROLLING RESULTS ON A DAILY BASIS

AUDIO-VIDEO OUTSOURCING BY IEC GROUP

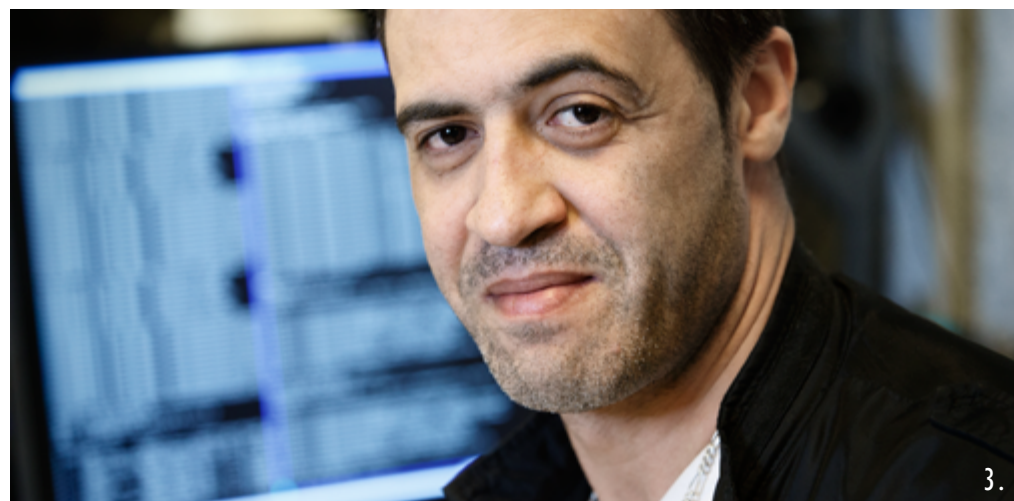
The IEC Professionnel Média Group offers its clients the possibility of outsourcing their audio-video infrastructures. Thanks to its team comprised today of 112 employees assigned to its clients, the Group provides a tailor-made service to ensure the maintenance and optimum use of on-site equipment enabling all users to save a considerable amount of time. Thanks to the Group's employees, clients save time and strongly increase their performances.



- 1. Didier Allechi
- 2. Cédric Vasseaux
- 3. Safia Akabi
- 4. Gilles Bouvier
- 5. Sébastien Gaudefroy



“
... without
them nothing
is possible...
”



1. From left to right
Arnaud Caron,
Francis Canevet,
Thomas Ducroux
2. Si Sdik Ait Ouarabi
3. Lhakim Hamouche
4. Dinh Tuan Vu
5. Vincent Laporte

IMPROVING AND CONTROLLING RESULTS ON A DAILY BASIS

The French Ministry of Finance

The French Ministry of Finance has been outsourcing its audio-video services since 1986.

Outsourcing imparts the flexibility that is perfectly adapted to the Ministry's needs.

The technical skills of the delegated employees are maintained at the highest level to ensure a service that is beyond reproach.

Each service provided is assessed, timed and registered.





Madjid Mohamedi



Flexibility, skill and strength

INTERVIEW

Erwan Tromeur

HEAD OF THE AUDIOVISUAL, VIDEOCONFERENCE, PHOTOGRAPHY SECTOR

THE FRENCH MINISTRY OF FINANCE

The Ministry and IEC go back a long way and it seems that another chapter has just been added to their story. What can you tell us about this?

The IEC Group and the Ministry began working together in 1986 when the Bercy site was created first with an ETDE contract, then Alsace and, since 2008 IEC. Incidentally, one of your colleagues, Jean-Pierre Alexandre worked at the Ministry for 24 years and has just retired.

What are the main advantages that you gain from working together?

Since my arrival in 2011, my senior management and I have undertaken a process of accountability in relation to public spending on audiovisual services. This means that all expenditure on audiovisual services is earmarked to the department that ordered them, which was not the case before. Working with IEC, in a contract involving order forms, enables us to have full visibility to the nearest euro of our audiovisual spending. We are in the 4th month of this contract; although we first focused on implementing the contract with regards to the invoicing process and monitoring the services provided, it is clear that in terms of technical skills, we have a very high level of requirement. We have set up an audiovisual steering system with dashboards and indicators to establish statistics specific to the service provided. Madjid assists us in these steering committees by providing his own dashboards.

What are the day-to-day challenges? Having a permanent team of 12 is quite something! What really motivates this choice of saying “We’re outsourcing”?

It’s the flexibility of man-management and schedules. Our work schedule is not at all regular; we have moments that are busier than others. Working with IEC means that we have the guarantee of controlling needs for human resources and specific technical expertise for each service provided.

Do you know the IEC employees or do they stay in the background?

Of course I know them, except perhaps for the two latest arrivals whom I don’t know as well; but yes, they are all very well integrated into our team.

Why was IEC chosen?

There are three particular aspects examined when analyzing a bid for a public contract:

- ♦ The precision with which the candidate replies to all the points.
- ♦ The quality of the response which is assessed using a scoring grid with very precise scales.
- ♦ The financial aspect, which means that for two bids of the same quality, the cheapest is obviously given priority,

So IEC represented the best value out of all the bids received for this contract.

In your opinion, what is the key to a successful outsourced partnership?

It is important to find the perfect balance between strict contract monitoring and the trust that must be established between the people who, de facto, must work together.

How would you sum up THE added value of the IEC Group?

I would say that there are two ways of answering that question:

- ♦ The added value of the IEC team here is skill.
- ♦ The added value of the Group is the Group’s strength, which is reassuring. We know that if a Minister decides to organize a G20 meeting from one week to the next and that we need 40 people on hand, IEC will be able to meet our requirement.



An exacting client

INTERVIEW

Maxime Ferriere

IEC OUTSOURCING TECHNICAL MANAGER

FRENCH MINISTRY OF FINANCE

Maxime, can you tell us about yourself?

My name is Maxime Ferriere and I am 38 years old. I began working in the audiovisual sector as an editor before deciding to focus more on the technical side of the business. I held different positions in production companies before returning to work in broadcasting for different TV channels, including Direct 8. I joined the IEC Group just over a year ago for this outsourcing contract for two reasons: the technical responsibilities and the managerial challenge.

When all is said and done, do you feel more like you work for the Ministry of Finance or for IEC?

We all feel that we are part of IEC. It's true that we are far from the head office and that sometimes we feel a little isolated. Some of my associates have been working here for between 5 and 10 years, but the Ministry is always the client – and a demanding one at that! Our strength is the Group. We are not alone; we are helped in all the stages of our daily tasks in order to efficiently meet the Ministry's requirements.

How would you describe your daily tasks in just a few words?

I am the Technical Manager. I am therefore responsible for all the technical contributions in the audiovisual department. I am also in charge of the managerial side which consists in organizing things: who does what, where, when and how. From shooting to post-production, including production, adding titles, sound tracks, press conferences, ministerial visits, conference center management, and much more. We act to meet all the Ministry's technical requirements on site and in other locations, and we have an obligation of result for all these requests. We draw up our schedules for a 15-day period, but priority goes to the Ministers! We must, therefore, be able to respond immediately to meet their last-minute requests. So, if one day we need 40 people to provide the services, I must be able to find the right 40 people. We are expected to be highly reactive.

There are 12 of you on the same site. Do you all work together or does everyone have their own specific missions?

I ask my team to be very adaptable and to have multiple skills. It is important that everyone knows how to do everything. It's more interesting for them and they broaden their fields of expertise. As for me, I am able to rotate the teams and be more flexible when meeting last minute demands. It's better for the client and it's better for my team.

What, in your opinion, are the major benefits to the client in this outsourcing contract?

Our added value for the Ministry is that we know our particular line of business very well and that enables us to adapt to image, sound and lighting needs. As I mentioned earlier, our strength is the Group; the back-office at Gennevilliers enables us to be highly reactive. We have had several occasions to prove to the Ministry that they can rely on the Group to meet their requirements whether technical or operating.

What has been your greatest moment of stress?

It was during a very busy week in which we had to reorganize everything for the next day, and I mean everything, because 3 ministers had last minute obligations. We had very little time to find the resources to accomplish the task. But in the end, it all went like clockwork!

And what about your greatest success?

My greatest success was to see that in one year we had succeeded in providing the required services and developing certain processes, work methods and tools.



UNIVERSCIENCE

Resulting from the merger in 2010 between the Cité des Sciences et de l'Industrie and the Palais de la Découverte, the purpose of Universcience is to make science accessible to all and to give a new boost to scientific and technical culture through a multiple offer and coordination of exhibitions, digital tools and innovative services.

Providing a comprehensive response

INTERVIEW

Roger Monvoisin

HEAD OF THE GENERAL TECHNICAL RESOURCES DEPARTMENT

UNIVERSCIENCES

Can you describe Universcience in a few words?

Our aim is to show the best of technology: we develop applications that are specific to Universcience. For example, we had an exhibition in 1995: the village of sciences. At this exhibition we presented a new tool called the "Videophone", it was for children. Today those children are using this tool in their daily working lives under the name: Videoconference.

Universcience and IEC have been working together for some years, tell us about this partnership.

Yes, indeed! This is the second contract that IEC has won, and we have been working together for 7 years. IEC works on the two Universcience sites (La Cité des Sciences and Le Palais de la Découverte) both for maintenance, with a 5-person outsourcing team, and for material purchases.

What are the main advantages for you from such a partnership?

The profile of the technicians that we need is quite unusual, rather "Swiss knife"! They must be specialized in a particular field (IT, audiovisual or electronics), but they must also be something of a Jack-of-all-trades and even be able to dabble in mechanics! IEC guarantees the expertise of its teams and their proficiency in the material supplied, with specific technical support if necessary. Moreover, the outsourcing teams can rely on the laboratory at IEC to maintain a technology watch.

What are the day-to-day challenges? Having a permanent team of 5 is quite something! What really motivates this choice of saying "We're outsourcing"?

In the event of a problem, the teams have 4 hours within which they must intercede and 3 days to resolve the situation. It's a contractual requirement. We have 5 outsourcing people who are very competent; they are trained and backed by the IEC Group. The Group's back-office can help resolve a certain number of problems that the technician might not be able to deal with alone. Specialists within the Group can be called for backup if necessary.

In your opinion, how does IEC make a difference compared to its competitors?

Due to our activity and our particular features, we give a great deal of importance to technical expertise, but obviously the price aspect remains a major consideration in our choice. IEC represented the best value.

In your opinion, what is the key to a successful outsourced partnership?

Dialogue. Dialogue is very important.

How would you sum up THE added value of the IEC Group?

The synergy between the purchasing part and the maintenance part. You buy and you maintain. You provide us with a comprehensive response.



IMPROVING AND CONTROLLING RESULTS ON A DAILY BASIS

VIDEO CONCIERGE SERVICES

Our clients are VIPs

Video concierge services are no longer a luxury, they are a necessity

Thanks to G2J and “MyEasyConnection ®” clients can subscribe to a hotline service, which operates 24 hours a day, seven days a week, whose role is to resolve on-line the problems encountered by users and to remotely manage their infrastructures should the need arise. This immediate troubleshooting helps employees and minimizes down-time and stress arising from these malfunctions.

MyEasyvision® a management tool

Likewise G2J provides a videoconference management interface on smartphones, tablet computers and PCs called “MyEasyVision®”. With this solution, G2J makes access more easily available and facilitates the management of videoconference tools. It is a single and intuitive point of entry for multiple functions: reserving a meeting or videoconference room, managing in real time all the meetings, centralized administration of infrastructures and multi-constructer terminals, handling incidents, recording a meeting and gaining access to detailed reports in order to measure the return on investment of the solutions installed.



VIDEO CONCIERGE SERVICES BY G2J

100 incoming calls a day
80 active clients
0 waiting time
3'30'' average duration of a call



FINCIERGERIE®
by G2J



SECURITY AS A PRIORITY

G2J as a provider of videoconference solutions, places security at the heart of its offer in order to meet the expectations of its clients and to guarantee the perfect security of exchanged flows. To do this, the Group has implemented a structuring approach that is based on three complementary aspects. This specific process guarantees the perfect confidentiality of the information exchanged and enables a tangible culture of confidence to be established.

Process security and confidentiality

Video Concierge Services are strictly supervised. The Video Concierges monitor as hidden participants exclusively at the request of clients. Operators only have access to snapshots taken at 3-second intervals to see if the image is being properly transmitted and alarm sounds are made in the event of loss of network power or lost packets. Moreover, no recording of the videoconference is made, nor any transcription.

Physical security of infrastructures

The outsourcing of infrastructures in secure data centers is necessary in order to guarantee the smooth running and availability of the platforms. The outsourced hosting centers provide the following solutions and advantages with regards to security, redundant duplex systems and permanent supervision: super-fast broadband connections, 24/7 availability, controlled physical access to the data center.

Flow Security

The service operator connects to the clients' MPLS so the quality and security of transmissions between the client and the service provider are guaranteed. Communications are encoded and the virtual rooms protected by a password. Finally, the design of the Internet Backbone allows access to multiple private networks on shared infrastructures, maintaining an optimum level of quality, confidentiality and access security. These technical approaches are at the core of both the system and G2J, and are necessary to ensure perfect security. By setting up such a procedure, companies can communicate safely with their partners and benefit from an industrial quality service.

CASE STUDY

Auchan

- A major large retailer.
- 5 lines of business: superstores, supermarkets, commercial real estate, bank and e-commerce.
- 13 countries, 240,000 employees, 1.4 billion customers and about 1,700 retail outlets.

The challenge

- Coping with rapid product turnaround, an increased number of retail sites and a growing number of references while limiting storage.

G2J's response

- Video Concierge Services.

The result

- The number of monthly videoconferences carried out increased from 75 in 2010 to 347 in 2011.



Olivier Rousselière

MINIMIZING INVESTMENTS

As service provider, the role of the IEC Professionnel Média Group is to help its clients find economic and efficient solutions in order to optimize their return on investment.

To do this, the Group set up an offer of technology refresh leasing for its clients in 2012 enabling those who wanted to opt for spreading their costs over the duration of use of the installed systems, and to enable them do so without any contribution. This solution also allowed clients to benefit from technological developments and to be able, at any time during the contract period, to change, modify or add to their facilities and to maintain the systems at the cutting edge of technology within the same budget.

Another undertaking in 2012 in the field of investment reduction concerned Preview GM System. The company helped Canal Plus in the fitting of the building which houses the new free channels, D8 and Direct Star. The stakes were high: redesigning all the standards to invest much less, giving priority to recycling under-used equipment and the upgradability over time of new facilities. The challenge was met by Preview and the result is astonishing!

Refresh leasing

INTERVIEW

Cyril Marlaud
CEO

REALEASE CAPITAL

Cyril Marlaud, you became CEO of Realease Capital in April 2012. Can you tell us about your background before this date?

I graduated from a prestigious business school and then cut my business “teeth” at Xerox. After a few years, I successively held positions as sales engineer in charge of key accounts and sales director in telecom before becoming a partner in the Comiris Group in 2003 and developing within the group a subsidiary specialized in refresh leasing. At the end of 2011 I bought up the shares in this subsidiary with the CMC CIC Private Capital divisions and then joined up with the “Realease” Group.

Realease Capital specializes in “refresh leasing”, what is this exactly?

Realease Capital specializes in the refresh leasing of technological assets (information technology, telecom, audiovisual, medical, capital goods, etc.). Refresh leasing enables a public or private company to:

- ♦ spread the cost of its investment over a period, generally between 36 and 60 months,
- ♦ benefit from a range of services during the period of the contract,
- ♦ modify, add or renew its equipment during or at the end of the contract.

What experience does Realease Capital have in this particular market?

Realease Capital has been working for over 26 years with benchmark partners to offer their clients a tailor-made comprehensive solution that guarantees the development of equipment and the optimization of costs. Realease Capital is present throughout France: Paris, Nantes, Rennes, Lyon, Toulouse, Aix en Provence.

Some figures:

- ♦ 60 M€ sales,
- ♦ 130 M€ financed assets,
- ♦ 5,000 clients ranging from small businesses, SMEs and key corporate accounts.

So when we hear people talking about “refresh leasing”, we all think about the photocopier market when clients lease the machine and no longer bear the risk of obsolescence and investment in the photocopier. Do you think that the professional audiovisual market is ready for this type of option?

Technology in the audiovisual market is constantly developing. Recent history shows, for example, the exceedingly rapid development in Plasma screens, LCD then LED. Clients, who are often confronted with complex audiovisual integration solutions, do not wish to invest large sums of money if what they are buying only has a short useful life.

Refresh leasing enables the IEC Group to offer its clients the possibility of renewing, at the right time, all or part of their facilities. For an identical budget, users are sure of having equipment that meets the latest technological requirements and is always in perfect working order. Moreover, IEC can recycle the “returned” equipment through the intermediary of its Brokerage service, which a client would find difficult to do in isolation.

Regularly developing its equipment also means reducing energy costs. Most markets facing massive technological developments and regular reductions in the carbon footprint of this equipment also include adaptable financing. Isn't the car sector proof of this?

The IEC Professionnel Média Group entered a partnership with Realease Capital in order to offer its clients an offer of tailor-made refresh leasing. What is it that makes this offer so attractive and unique in this market?

IEC and Realease Capital set up a one-stop service offer that is available to all the Group's clients in order to respond to their constraints.

When entering our partnership, IEC wanted to systematize the leasing approach in its ERP. This industrialized strategy provides a differentiating service which, like G2J in its field, leads IEC clients to adopt a worry-free facilities management solution for all their audiovisual needs.



Considering that its facilities are complex and require added value not only in integration but also in assisting users, the IEC Group therefore goes much further and offers its clients a comprehensive and integrated solution that corresponds to the needs of its clients and takes into account their budget and operation constraints. Moreover, it is impor-

tant to remember that leasing is more a choice of management and services than a simple means of financing. So through IEC, Realease regularly addresses CAC 40 groups and public institutions that opt for refresh leasing and have no problems in financing their choice.



Mickael Gaignic

REDESIGNING STANDARDS TO INVEST LESS

Make no mistake: behind the glitter, the luxury, the stars, the TV rights, the FI, the sets, the popular programs and new series hides a veritable, finely-tuned, discrete but effective machine of “corporate” war! Canal + is an exacting client upon whom no-one imposes their views, especially when it comes to Technology: the key words are “control” and “innovation”. Not innovation in the latest gadget sense, but innovation in terms of constant reassessment of all the associated business standards.

It was in this context that the national channels D8 and D17, bought in December 2011 from the Bolloré Group, were hosted within the golden triangle of the broadcasting scene in Boulogne. It was a rather difficult challenge: no break in broadcasting, a project launched in parallel by administrative authorities, the complete overhaul of the building with adaptation of its structure and, finally, the design and creation of a comprehensive television tool whose sets and control rooms were at the cutting edge of professional standards.

The objectives were clear:

- ♦ Accomplish a major and strategic development project
- ♦ Give priority to quality, rendering and definition of the image; avoid the low-cost “TNT” rendering
- ♦ Reduce investments
- ♦ Avoid threshold effects by using adaptable and multi-function tools
- ♦ Share infrastructures
- ♦ Undertake an across-the-board approach to sustainable development

PRESENTATION OF PREVIEW GM SYSTEM

For twenty years, Preview GM System has been designing, making, integrating and maintaining permanent and mobile television control rooms, offer its clients unique expertise in the field of integration services, maintenance and operations.

Four years ago, to help its clients go even further in the development of their business, Preview GM Systems created an IT expertise unit, Preview Solutions to form, together with other specialists, Preview Global Média services.





The silent revolution

INTERVIEW

Ralph Atlan

DIRECTOR OF THE "ENGINEERING AND PROJECTS" DEPARTMENT

CANAL + GROUP

We met the director of the "engineering and projects" department of the Canal + Group, Ralph Atlan who agreed to talk to us with a great deal of enthusiasm from behind the scenes of this astounding achievement: "It was an incredible commando-style project... senior management was able, in a politically uncertain environment, to unite and mobilize an internal cross-disciplinary team that brought together the skills of all the different departments to take up this challenge within an extremely tight schedule. We handled twenty or so bids in just 2 months. The preparation, innovation, meticulous monitoring of the project and sharing of information at the weekly steering committee meetings enabled us to remain perfectly in control of the project, the budget and the schedule at each stage."

Indeed, it's not an easy task to handle something at low cost without making technical compromises, and in such a short amount of time!

Everything had been thought through by our in-house teams right from the month of January 2012: the technical management of the building, recycling and sharing of equipment and infrastructures already in our possession, an innovative design, especially for a maximum reduction in copper [cables], fiber optics on all floors, 100% LED lighting on the sets, despite recording constraints, full and ultra-secure computerization of media, rapid uploading of self-produced contents with the creation of an editorial universe on the subject of the contents. As luck would have it, our enthusiasm spread to the suppliers and among them was Preview, who accepted to take up the challenge with us in completing the structural system and second fix in particularly trying conditions due to the exceptionally short lead-time. Within 6-8 months we had built an HD 100% file television center with 4 broadcasts, 20 post-production units, 5 stage sets, all of which is open to digital technologies.

What were the criteria you used when selecting Preview to create the 5 sets?

As I just mentioned, our schedules were particularly tight. The overall budget had been so optimized that any delay in completion would have had catastrophic repercussions on the outsourced production costs during the works. The new channel formula had to be started on October 7. We therefore wanted to call upon a tried and tested industrialist and not an intermediary who would not have been as reactive nor have all the necessary expertise. We knew Preview's technical know-how, abilities and professionalism as the company's teams had already worked for us in the past. Five candidates submitted bids, but only two of them were examined. The dossier was extremely sensitive: the sets were obviously at the heart of the system.

Did Preview come up to your expectations?

Absolutely! The teams took up the challenge and obviously on both sides things were not simple, but Preview was able to take the blows: they reacted when it was necessary and listened when it was necessary and were able to roll out each set within the required deadline.

You are obviously a satisfied client. Would you work again with Preview in the future?

That is already the case! We are working together on the upcoming move of i>TELE.





PERPETUATING AUDIOVISUAL HERITAGE

PSA PEUGEOT-CITROËN

Based on the strength of an industrial history stretching back over 200 years, PSA Peugeot Citroën is a master of all the different car manufacturing trades, from design to manufacture and distribution of vehicles. This mastery is based on a high level of innovation, genuine technical know-how and a daily requirement of excellence, which are all essential qualities for a major car manufacturer.

Business challenge

For over 25 years, the audiovisual department of the PSA Group has participated in the success of the Group's brand communications. The aim of the content dematerialization project was to enable all employees to work in a network, to store, secure and share media more easily, to support the strategy of multi-distribution and, in particular, the dissemination of contents on social networks. This project also enabled the capitalization and perpetuation of the Group's multimedia documents to be improved.

Solution

Preview Solutions put forward a comprehensive solution comprising a media management tool, centralized and redundant duplex storage system, a multi-format encryption server and editing stations. This solution was made available to the whole department thanks to a dedicated broadband network infrastructure. Preview Solutions' engineering team also defined workflows for the circulation of videos and metadata as well as the associated approval circuits.



PRESENTATION OF PREVIEW SOLUTIONS

The Preview Solutions team is made up of information technology engineers who provide the methods, skills and know-how of an IT consultancy to the traditional trades of Preview GM System.

Preview Solutions helps its clients in their process of transformation to respond to new uses and constraints in their markets. By blending their traditional “broadcasting” experience with the knowledge of IT engineers, Preview Solutions offers dual IT Media skills that are unique in the market. Therefore, and quite naturally, Preview Solutions provides its expertise in image management with great success to all companies who wish to digitize, archive, share, enhance and publish their archives.



Dual IT Media expertise

INTERVIEW

Frédéric Levy

DIGITAL AND AUDIOVISUAL PRODUCTION MANAGER

PSA PEUGEOT-CITROËN

How did the story begin between PSA and Preview Solutions?

We were put in contact with Preview Solutions through a long-standing partner of PSA. The very first meetings enabled us to judge the quality of Preview Solutions' skills and to decide to include them in the consultation process relating to our dematerialization project, which then led us to our first working partnership.

Today, Preview Solutions is in charge of protecting and enhancing your audiovisual archives. Why is this important? What are the main challenges?

The solution that has been implemented is strategic for PSA. Indeed, our production, audiovisual post-production and digital production organization makes over one hundred films and several tens of thousands of 3D images every year of the Peugeot and Citroën ranges. It is obviously vital to safeguard and perpetuate this heritage. The partnership with Preview Solutions in this task is of major importance as it enables to both maintain our facilities and also to develop them, which will especially be the case with our future move.

Why did you choose Preview Solutions to help you in this process?

We selected Preview Solutions for the quality of their technical and commercial offer, the main feature of which is IT Media expertise and a comprehensive and integrated approach to our project. Preview Solutions was the only service provider to be able to provide us with this dual IT Media expertise.

Was the fact that Preview belongs to a group like IEC a help or a hindrance in your choice of service provider?

For the purchase management department, belonging to a group like IEC provides extra guarantees, but for our department, the choice was dictated by the pertinence of their offer.

What are the main advantages for you in such a partnership?

Our work with the Preview Solutions teams has enabled us to optimize our work methods, to increase the flexibility and reactivity of our department while preserving our precious independence. The PSA Group's audiovisual department, with this new equipment, can now quietly and efficiently take charge of all the internal and external communication demands made of it under the policy of multi-screen publication.

Moreover, the investments have been quickly made profitable as we have been able to carry out all post-production in-house and thus make substantial savings of 30 to 40%. Our work environment allows us total independence, both with regard to producers and outside service providers. This independence is also strategic since it enables us to maintain confidentiality. From now on, apart from a few exceptions, all our images are post-produced within the department.

How would you sum up the IEC Group's greatest added value?

Listening ability.



Pascal Bisaki

HELPING OUR CLIENTS TO SATISFY THE REQUIREMENTS OF THEIR CLIENTS

Thanks to its multitude of innovations, its technical know-how and experience of end-users, the IEC Professionnel Média Group is able to satisfy the most exacting requirements by offer economic, high-performance, cutting-edge solutions that are tailor-made for its professional clients in all sectors.

ENTERTAINING OUR CLIENTS' PASSENGERS

HMS

offers its clients an innovative and interactive solution for onboard passenger entertainment.

In 2012, HMS entered a partnership with the Seattle-based company UIEvolution in order to provide its cruise liner customers with an innovative and interactive solution for onboard passenger entertainment.

UIEvolution contributes to the partnership in its role as specialist in the multimedia development of software platforms for professionals. It especially helps in improving the performance of these companies in their distance selling. The company's clientele includes companies setting the standards, such as Disney, Samsung, Mitsubishi, etc.

HMS brings to bear its knowledge of cruise liner companies, especially with regards to budget, constraints and environment, and its network of expertise and technical know-how in the integration of onboard entertainment systems.

This new system has numerous advantages:

- ♦ Cruise companies benefit from an interface with fully adaptive parameters that can be set according to their wishes and that, above all, can be easily and promptly managed by their marketing and communications teams without any exterior intervention.
- ♦ Passengers in the same cabin can watch or listen to different entertainment programs on the television in their cabin, or on their tablet computer or smartphone anywhere on the ship.
- ♦ Passengers also benefit from an onboard guide application and receive comprehensive information relating to the cruise and life aboard ship, such as excursion schedules and show programs, ports of call, different restaurant menus... the list goes on. Passengers can make all their reservations from their cabin, or via their tablet pc or smartphone.

Only recently available, this solution is causing great interest and has already won over the "Princess Cruises" line, subsidiary of the Carnival Group; numerous propositions are underway.

HMS

HMS has been designing, rolling out and integrating audiovisual systems on board cruise ships for 30 years. The spectrum of designs and work carried out onboard ship is very broad and ranges from the onboard public address system to the stage machinery used in the theater, including all the sound and lighting systems, and the ship's dynamic displays in entertainment areas (casino, bars, theaters, swimming pool, planetarium, etc.).



Christophe Grignon



Fabrice Lagogueet

BOOSTING PROFITS

Just six months after HMS finished the design and complete renovation of the swank Miami Beach nightclub, the owner of Amnesia sold up, and what did the new owner do? He contacted HMS to entirely redo the interior and install new lighting and sound systems. This time the dance floor is not as big and there are more VIP areas. Emphasis has been given to areas with more space to share and enjoy, including eating and drinking alcoves. The owner hit the right note with the new generation of night-clubbers and has increased his profits tenfold.







Amnesia Miami

A TOY FOR BILLIONAIRES



KEZIA

Kezia was created in 1990 and began working as an audiovisual integrator in the cruise sector under the name Ness, before gradually expanding its scope of business to include corporate clients in both public and private sectors. The group adopted the name Kezia in 2007 and has become a benchmark company in the cruise and luxury sector (private homes, yachts measuring over 100 meters, prestigious corporate premises, hotels, etc.).

The IEC Professionnel Média Group has, since June 2012, been equipped with a luxury brand and specialized team known under the name “KEZIA”. Apart from the excellence and expertise of its teams in the field of audiovisual integration, the company offers its clients, especially shipbuilders and mega-yacht builders, innovative and tailor-made solutions that meet the most extraordinary requirements of their clientele.

Kezia has developed a software platform called “UNITY by KEZIA” that can be installed on a tablet computer or smartphone, and whose menu is fully customizable according to the client’s wishes and needs. From a single communication interface, the yacht owner can handle all the automation systems onboard the vessel, including the audio and video libraries, and can program listening and viewing within different areas of the yacht, gain access to favorite channels with a single click, control surveillance cameras and use the tablet computer as the yacht’s central control post.





Mélanie Fourquez



CREATING THE LINK

The 5-star Sivolière hotel in Courchevel makes a Sivolière iPhone available free of charge to its guests staying in one of the 11 suites and in the duplex apartment; the application is available in both French and English.

The iPhone is a veritable “on-line concierge” and provides easy and free access in real time to information regarding the weather and snow conditions at the ski resort, and indeed all the information that the guest may want to know about the ski slopes and area in general. Do you want to check what your position is on the ski runs? No problem! Thanks to the geolocation system, you will know exactly where you are.

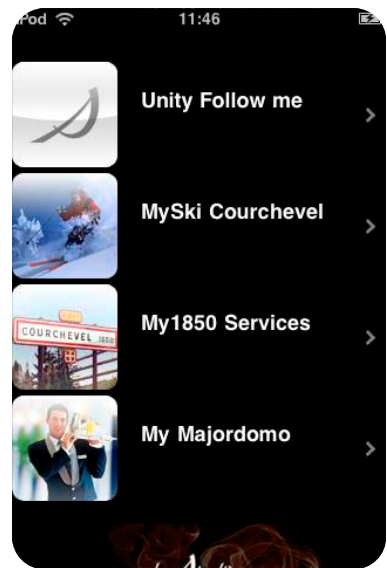
And that’s not all!

The application also provides real time access to the Chef’s suggestions for dinner in the restaurant, enables the user to book a courtesy car at the foot of the runs after a day’s skiing, to book skis and boots from the virtual “ski-man”, and to contact the concierge at any time of the day or night. The possibilities are limitless and a multitude of services are available to respond to these VIP clients’ expectations.

Guy Bazillio



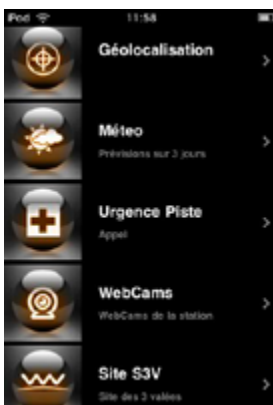
UNiTY Sivolière Menu



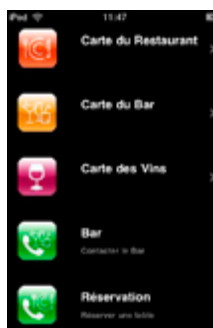
Follow-Me



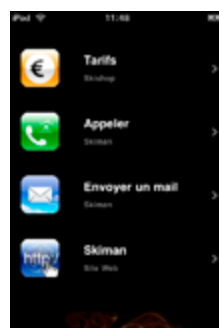
MySki Courchevel



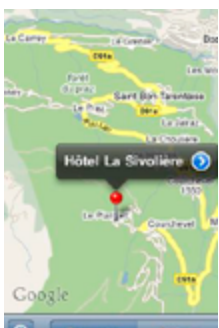
Restaurant



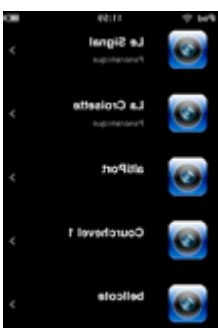
Skiman



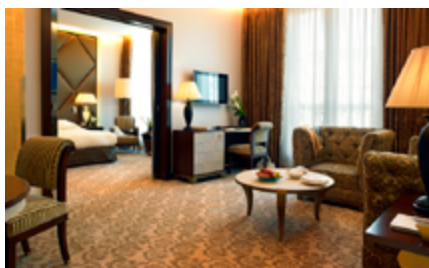
Geolocation



WebCams



PROVIDING MORE MODERNITY



In 2006, the Barrière Group took a veritable technological leap into the future and called upon IEC to help it in this process. Initially, it was a question of implementing a television distribution system entirely through an IP network.

A few years later, the Barrière Group wanted to migrate its systems to HD to provide more modernity and quality to its clients. At the beginning of 2012, IEC won the tender not only for this migration but was also awarded the maintenance contract spread over 3 years. Work at the different establishments in Deauville, La Baule and Paris was carried out in several phases without there being any impact on the guests.

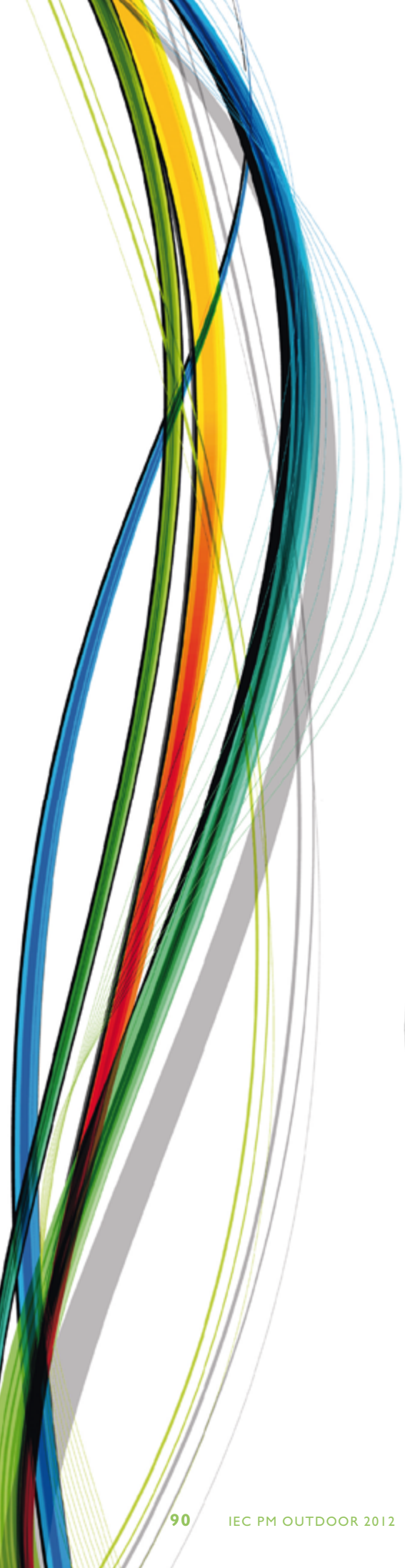
In all, no less than two-thirds of the rooms at the Barrière hotel in Deauville were equipped, being around 450 rooms. At La Baule, one third of the rooms were concerned, and at Fouquet's Barrière, twenty or so suites.

Three major operations were thus carried out:

- ♦ the replacement of existing servicers and the migration of the user interface to HD version for all the hotels,
- ♦ the replacement of 550, old-fashioned set top boxes (TV signal converters) by the very latest devices with HD services,
- ♦ the replacement of certain television sets to resolve design issues and to be more in keeping with the new set top boxes (about 310 television sets).

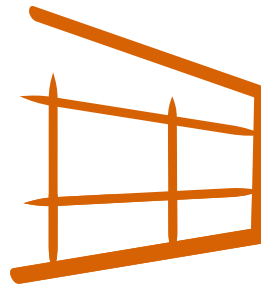






Yvick de Fouchier

THE BEST VALUE



Intelware enables professionals from all horizons to have access to the best value audiovisual products and to benefit from assistance in their choice of implementation and warranty management.

Benchmark audiovisual wholesaler

Intelware is the benchmark wholesaler in the audiovisual market. Its core business is trading and distributing BtoB solutions, audiovisual products and services for professionals in the audiovisual sector, institutions, education establishments, hotels and companies. The Intelware offer can be broken down into 10 product families: flat screens, furniture and stands, video projectors, dynamic display systems, interactive screens video-conference systems, audio-conference and presentation tools, projection screens and films, sound systems, connectors and accessories.

Audiovisual products and multimedia educational equipment

In offer a wide range of products, brands and prices, Intelware provides solutions that are adapted to technological challenges faced by institutions and those involved in education. From audiovisual equipment (short focus video-projectors, flat screens, sound sys-

tems, video-conference facilities, etc.) to multimedia educational equipment (interactive white boards, interactive and digital tablets, vote casting boxes, etc.), the solutions provided by Intelware encourage the dissemination of innovative digital tools. These solutions thus play a role in the development of the digital classroom of tomorrow and is in line with the initiatives launched by the French National Education Minister, such as the “Ecoles Numériques Rurales – ENR” (the digital rural classroom) program launched in 2009.

Training and support at the heart of personalized assistance

In addition to its expertise as an audiovisual wholesaler, Intelware provides its professional resellers the guarantee of personalized assistance. Training and support during familiarization, installation and standard use of the equipment is also provided not only to its clients’ teams but also to teams at Intelware’s own client companies.



AND ASSOCIATED SERVICES



BY **INTELWARE**

Intelware suggests Logisys contracts to help you set up your Videoconference terminals and Dynamic Display or Hotline Servers.

Logisys Quiétude

Assistance in the configuration and familiarization of your videoconference terminals or dynamic display servers

- Starting up the systems and software programs
- Configuration of terminals and software programs
- Starting up equipment tests
- Training in how to use the equipment

Logisys Hotline

Round-the-clock assistance for your videoconference and dynamic display systems.

Specialized technicians are at your disposal or your clients' disposal every working day. Possible contract extensions for 24/7, weekend and national holiday coverage. Multipoint and ISDN services.

To take out a Logisys contract or to obtain further information:
logisys@intelware.fr

Logisys Quiétude and Logisys Hotline:
an Intelware service offering.



Cédric Toulemonde



MBN QATAR FOR A QATARI INSTITUTION

The fleet of 2 DSNG & 4-camera production vehicles and 4 Drive-Away Satellite & 1-camera production vehicles was designed as an operational unit for recording and broadcasting live events for news programs.

The two DSNG Mercedes Sprinter vehicles receive, record and then transmit, in either live or delayed transmission, footage that has been recorded and transmitted by the four ATV Nissan Satellite vehicles from different event locations around the world. Thanks to the vehicle-mounted satellite uplink system which is rounded off by live switching

and video/audio broadcast design; these Digital Satellite News Gathering units constitute a final mini-control room for outside broadcasting. The four HD cameras integrated in the DSNGs are also used to make magazine programs and talk-shows, with live satellite linkup from several events that are happening simultaneously in different places.

The four ATV Nissan Satellite vehicles provide photo journalists with rapid and autonomous remote recording and transmission facilities for mobile news units to ensure better contact with the reality in the field.



DAZZLE YOUR GUESTS

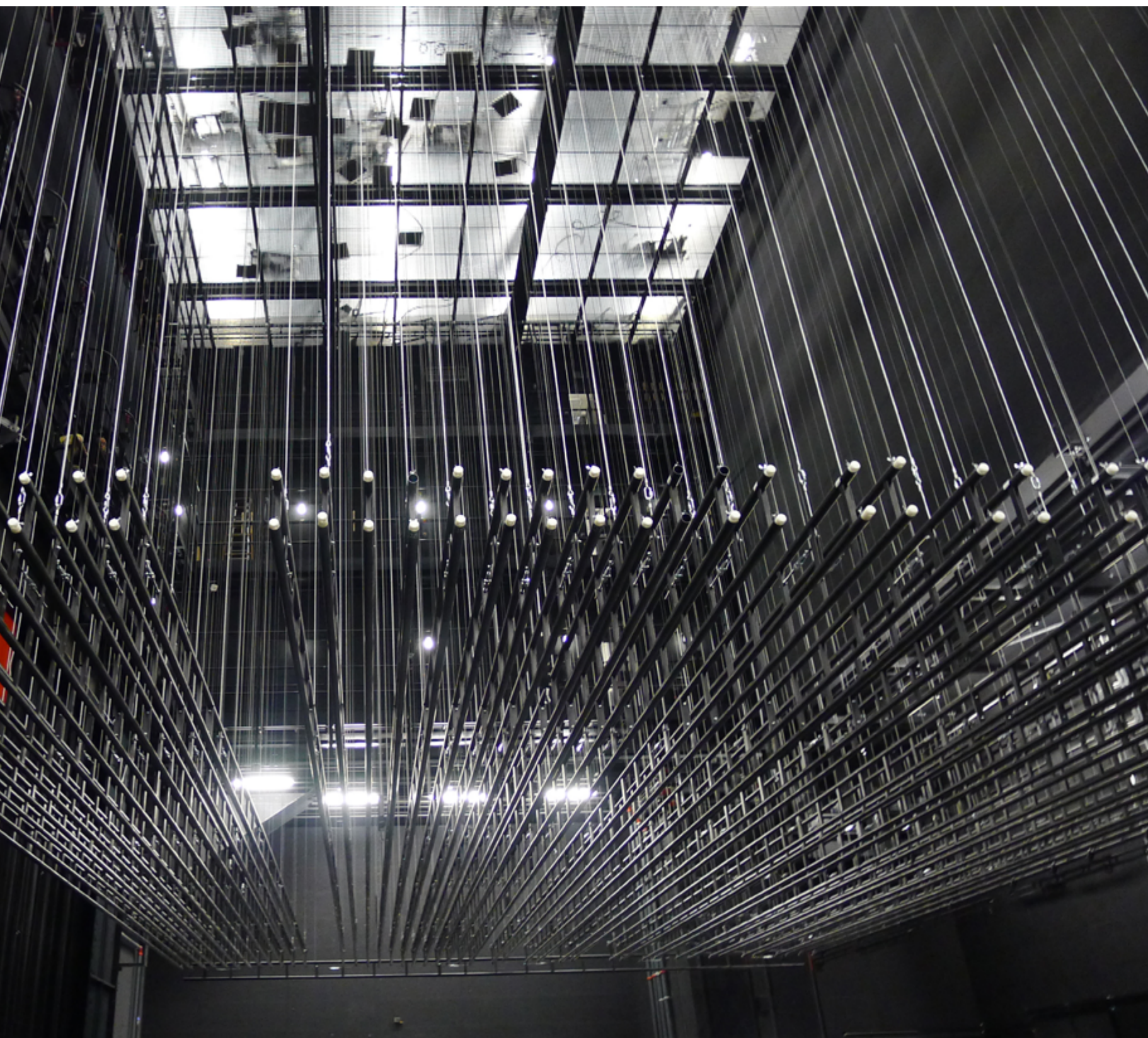
Lausanne Opera House

It was to satisfy the needs and cultural wishes of its inhabitants that Lausanne undertook the complete renovation of its Opera House. The works carried out have done more than transform the building, it has almost been rebuilt. The north part of the building, containing the area for the public and the 900 seats of the actual theater has, however, remained practically unchanged. As for the stage, the technical equipment, dressing rooms, workshops and rehearsal rooms, all has been entirely renovated. The work took nearly 2 years and an Audio Equipement team worked non-stop for one year on the site.

“We will now be able to host productions with the most recent technical standards from European theaters of the same caliber”, rejoiced Eric Vigié, director of Lausanne Opera House. For that matter, he promised that the reopening for the 2012-2013 season is likely to “create a riot” and that it would “have the largest budget ever in the history of the establishment”.

Innovations mainly concern the automation of lighting and machinery that handles set changing, which, up to now, was done manually by the technical staff with the help of an old system of cables and pulleys.





SATISFYING INTERNAL CLIENTS

Sciences Po

Sciences Po is a selective and diverse French university, specialized in human and social sciences, which consecrates 40% of its budget to research. "Sciences Po Paris is a university which, since its beginnings, has been open to the world. This opening is embodied not only in its educational project, solidly planted on the European cultural base, but also in its extremely dynamic student and teacher recruitment policy, as well as in its partnership strategies with major foreign universities." (Source: www.Sciencespo.fr)





Maintaining performance at the highest level

INTERVIEW

Martial Cron

IN CHARGE OF THE AUDIOVISUAL DEPARTMENT

IEC SCIENCES PO

Sciences PO and IEC is a long-standing story, tell us about it.

We have been working together for around 15 years. There are about a hundred or so equipped rooms and about twenty amphitheatres throughout France. We organize about 300 events every year and at each event we often invite a government Minister who honors us with his or her presence. If we hold so many events, it is because we have the technical tools and teams that enable us to welcome leading figures.

Sciences Po is managed by a private foundation and therefore we are required to make requests for proposals from companies and are not subject to a system of making a public call for tenders. We can make a real choice of partners. I sometimes work with other suppliers, but I always come back to you. I have realized that at the end of the installation, everybody leaves. I am often left alone with equipment that doesn't work. However, although the project is often finished at the last minute because the installation time is so very tight (we are an urban campus situated in the 7th district of Paris), with IEC we continue to fine tune the installation together until all our programs are up and running with parameters set to our criteria.

Many years ago, when we changed from video-projection it was a real revolution. A few years ago, we changed from analog to digital, yet another revolution. Today, the only revolution is when there is a breakdown in one of the rooms, and we have to find how to get it back up and running as quickly as possible. We have changed to another planet, and it's called quality service! And I am at the point where I need to know where to draw the financial line and still be able to ensure a satisfactory quality service and be able to reach zero defects.

I have certain technical requirements based on international university criteria. We work in project management mode with a true notion of core service. In my opinion, that's what a partnership really is and that is why I remain loyal to IEC. I know I can count on them!

You have a double, or even triple, constraint: simplicity of use for teachers, high performance and interactivity for students and innovation because when you bear the name Sciences Po, there is no possibility of lagging behind.

As we are in the institutional world, our investments must be amortized over 5 years and that is complicated, especially with regard to the rate at which new technologies are advancing; so I have to take a wager on the future and I try to make the right choices.

IEC supports us, advises us and looks closely at the feasibility of our choices. We really understand the needs of our teachers, we must confront technology head on and that is where IEC is our real partner. Moreover, the school is in an international university competition. Our aim is to be listed in Shanghai and therefore upon undertaking this challenge, there is no question of being behind the times from a technical point of view. We are up against American universities that require levels of technical equipment that French universities do not have. At Sciences Po, I would say that we are way ahead of French standards.

Time and time again, you have made the choice to work with IEC. Is it the technical aspect, the price or the human approach that makes the difference?

There are different reasons: the quality of the installation, the understanding of our needs, the company's ability to listen and respond, despite not having really entered an outline scheduling agreement.

I have 8 people in our in-house team, and so I have the human resources to deal with quite a lot of things, but they can't be everywhere. And this partnership is the foundation of our technical success. For example, when we manage to organize, as we did recently, a debate between Rachida Dati and Anne Hidalgo that was broadcast live on i>TELE thanks to our tools, there was no improvisation involved, we were able to



rely on the mastery of our tools and facilities and the technical expertise of the service provider. Whether it is the American Embassy or a television network that comes to Sciences Po, there is no concern on their part about using the tools already on site and made available to them. They know that not only do we meet their level of requirement from a human aspect, but also from the point of view of quality tools installed thanks to IEC's advice.

What, in your opinion, is the key to a successful partnership?

It's the pleasure of working together. It is the enjoyment of setting up the tools that we know are going to make us progress and that, beyond the technical satisfaction, are also going to help the establishment progress. My success is also yours. I am a provider of internal services and my

clients are professors and other stakeholders. When they arrive, if I don't give them perfectly working tools at the beginning of class, then I have messed up! If I haven't got things right, then you haven't got things right. Up to now, I never messed up!

My clients are very demanding. Professors are heads of CAC40 companies and they are used to a very high level of service within a very short period of time, and just upon a simple request. The majority of our professors have this level of expectation – and I must, therefore, measure up to their expectations.

How would you sum up the IEC Group's greatest added value?

IEC has an answer to everything. When I have a very specific need, I know that I will be directed to the right expert.

MAKING DIGITAL TECHNOLOGY MORE ACCESSIBLE

The University of Strasbourg Digital Cultural Center is

A central location: the Atrium

A collaborative workspace with 15 places equipped
with an interactive mobile screen,

8 connected desks and an HD telepresence system

A 24-person training room equipped with a
mobile classroom with 24 stations and 2 interactive
whiteboards, one of which is mobile

Two 200-seat amphitheaters each with a
computerized audiovisual recording system

An area to demonstrate new tools

"Digital hotspots" spread around the campus for
collaborative work among students

Meetings on the subject of digital technology:
conferences, workshops, training courses,
exhibitions, etc.

One of the telecenter network nodes
in the Alsace region

Teams on hand to welcome, inform and train users





The University of Strasbourg Digital Cultural Center

SHORTENING RESPONSE TIMES

The Institut National de l'Audiovisuel (INA) (the French National Audiovisual Institute) is a public institution of industrial and commercial nature whose purpose is to conserve the archives of audiovisual productions, to produce, edit and sell audiovisual and multimedia contents to the general public, professional entities and individuals to be shown on any type of screen. INA is also a training and research center that aims to develop and transmit knowledge in the fields of audiovisual, media and digital technology.

Business challenge

By 2015, INA should have digitized all its archives at risk of irrevocable deterioration, representing around 835,000 hours of audiovisual programs out of the total INA archives of nearly 3 million hours. The digitization of INA's archives must be done in high quality pivot format in order to conserve the audiovisual heritage for which the institute is responsible and to more easily respond to the requests of their clients.

Solution

Preview Solutions ensures the implementation of the digital archiving solution in JPEG 2000 format and the delivery system to INA clients using innovative technologies and a comprehensive and modular media management solution.

Preview Solutions has established the solution's detailed architecture by defining the operating system's complete processes: workflows and mediaflows. The configuration of the software used and, of course, the interface with INA's information system has also been defined by Preview Solutions.

All the processes of digitization, transcoding and quality control are under the full control of INA's information system. In its capacity as IT consultant specialized in image technology, Preview Solutions has brought its dual skills to the table allowing the company to exchange as easily with the collections department as with the IT department. As principal project manager, Preview Solutions has called upon the Group's maintenance teams to provide maintenance solutions over the next 3 years.



Unique expertise

INTERVIEW

Jean Varra

CHIEF ENGINEER AND DEPUTY MANAGER
AT INA'S ARCHIVE DEPARTMENT,
IN CHARGE OF THE CONSERVATION AND DIGITIZATION PROGRAM

INA

How did the story begin between INA and Preview Solutions?

The first meeting occurred through an invitation to tender for the implementation of technical devices for SD and HD video digitization in JPEG 2000 format and delivery of transcoded content in multiple formats.

We mainly know the IEC Group and had never worked with Preview Solutions before, but several people involved in the project at INA have known Eric Ohleyer and Massoud Razani for several years through previously working together.

Today, Preview is in charge of your conservation and development project for your audiovisual archives. What is the importance of this project? What are the main challenges?

INA has both a heritage conservation and commercial purpose. Since its creation, INA has been collecting radiophonic and audiovisual archives produced not only by national television channels and radio stations but also, through agreements, those from privately-owned television companies and private collections.

INA digitizes these collections, which are for the most part in analog format, in order to conserve them and also to make them available to an increasing number of varied users.

The challenge is to set up a new technical system that allows us to respond to the wide variety of requests and different uses (from Internet to high definition, including VOD). This system enables multiple formats to be accepted as input and be delivered to users through different broadcasting and publication channels.

Why did you choose Preview to help you in this process?

Preview Solution's technical and commercial proposition was coherent and met our specifications. As an IT media integrator, Preview Solutions proposed a comprehensive, turnkey solution and provided unique know-how in the field of image technology as well as a high degree of technical expertise.

Its team of engineers was also able to manage the project from the design stage to its implementation, including all the production stages.

Was the fact that Preview belongs to a group like IEC a help or a hindrance in your choice of service provider?

Belonging to a robust and recognized group like IEC was one of the criteria taken into account when selecting Preview Solutions. It is a pledge of security for INA.

What are the main advantages for you in such a partnership?

The active and permanent presence of Preview Solutions' project team created a high degree of interaction with INA's project teams. This proximity is essential in a complex project such as this which uses cutting edge technology; but it also provides relief to our teams who can share this exceptional extra workload.

The experience of a partner like Preview Solutions, which works with numerous clients in the field of image technology, is an intelligent complement to INA's expertise.

How would you sum up the IEC Group's greatest added value?

Expertise.

Au cœur du patrimoine audiovisuel l'heure du numérique

The logo for Ina (Institut national de l'audiovisuel) is displayed. It consists of the lowercase letters 'ina' in a white, sans-serif font, centered within a solid blue square.

ina

● Conservation et valorisation du patrimoine audiovisuel français

60 ans de radio
50 ans de télévision

- Inventaire, sauvegarde et restauration des fonds
- Commercialisation auprès des professionnels de l'audiovisuel
- Consultation à des fins de recherche : Inathèque de France
- Production de programmes à base d'archives
- Co-édition de produits audiovisuels et multimédia
- Communication à des fins éducatives et culturelles

● Diffusion de l'innovation

- Recherches en restauration, indexation et publication de contenus audiovisuels et sonores
- Recherches musicales : GRM
- Programmes audiovisuels et interactifs
- 1^{er} centre européen de formation aux métiers de l'audiovisuel et du multimédia
- Publication d'ouvrages et études





Cathy Tozeyre

ENHANCE YOUR CONFERENCES

Technical solutions

Organizing a conference is a veritable strategic challenge, a powerful management tool for a company that expects a tangible return on its investment. Indeed, it is during these very special meetings that a company delivers their important messages to employees and involves them in broadly outlining company development and future strategy. Conferences are a concentrated wealth of exchange.

The challenge for organizers is to find how to make the most of the benefits of these events over time. The cornerstones have changed and professionals are now building on cultural core values. Two trends are driving them to reflect on the content as much as the form, and on entertainment: it is the advent of communication for the creation of sustainable value and the surge in collaborative work. Alongside plenary sessions, there are a multitude of opportunities to reach out to people through question-answer games, workshops and roundtables. Greater interaction with senior management is guaranteed and there is great scope for gauging whether messages have been understood, assimilated and validated.

In this context, the technical solutions provided by Soft Events have become indispensable.

SCHNEIDER ELECTRIC

Soft Events provides a global audiovisual offer for Schneider Electric. There is a long history of trust behind the journey made by Soft Events' expert teams to the other side of the world in October 2012. They went to Hong Kong to participate in the remarkable "Leader's Board" event that brought together 160 of the Group's top managers.

The challenge was to supervise the event with the support of local partners and to ensure that Schneider Electric was provided with the same quality services as in France or Europe, but this time 9,600km away.

ALLIANZ Managers' Tour 2012

On behalf of Publicis, Soft Events Strasbourg handled all the audiovisual equipment for the Allianz Managers' Tour that took place in Bordeaux, Nantes, Rennes, Lille, Nancy and Lyon: 300 managers gathered together for 2 days in each location.

Recording, broadcasting a web conference and administration of a questionnaire on iPad were some of the tools set up by technicians specialized in these new technologies combining image and interactivity. This technical expertise was backed up by the nationwide presence of our teams to ensure that the organizers had continuity in monitoring the events and maintained tight control over the budgets.



Schneider Electric — Hong-Kong



Allianz — Nancy

VIDEO MAPPING ON MONUMENTS

Video mapping is an innovative technique that consists in projecting a video onto a monument or building by fitting the image closely to its outline and playing with its volume in order to create a unique and ephemeral event that immerses spectators in a magical and imaginary atmosphere. The structure then sheds its static nature and becomes a vast canvas upon which is displayed dynamic communication of a new dimension that transforms messages into genuine works of art. Illusion, trompe-l'œil: the challenge is to metamorphose the monuments, transforming them into giant theater stages from which emerge the shapes of a narrative without a tale, the image being the only tool. Organizers wager on the sensitivity of the public by arousing their curiosity and inducing them to look with new eyes.

Numerous city halls use mapping in their cultural events programming.



Jean Camlong

VIDEO MAPPING ON MONUMENTS

2012 in Toulouse, the year of the River Garonne

For some time, the Garonne, which flows through the center of the city, had been progressively ignored by the people of Toulouse. Today, the indomitable river has taken back its rightful place in the heart of the pink city with City Hall dedicating 2012 to its famous river and organizing several cultural events under the banner “The Year of the River Garonne”. The façade of the Capitole was transformed into a giant screen to the delight of spectators who were able to admire a magnificent sound and light show every evening over a 10-day period. The Capitole’s façade covers 2,000 square meters and is 100 meters long. Nine, very powerful projectors, which were fitted under the arches of cafés and shops opposite the building, brought the images to life. The most complex aspect was the calibration due to the play of contrasting light between the red brick and the white stone. It was not only this very special projection screen that enabled the Capitole to become the setting for a magical show: the performance of our teams was key to the event’s success!

Grand opening of the famous Christmas market in Strasbourg

Soft Events was hard at work in the famous Place Kleber in Strasbourg during the opening ceremony of the “Strasbourg Capital of Christmas” event and the switching-on of the lights on Europe’s largest Christmas tree. The ceremony was attended by 10,000 people who had come to see this exciting moment which included a mapping projection on the 64 meters of the Aubette façade.



Toulouse City Hall







EUTELSAT

Kourou PARIS an outstanding technical success

The Group is set up in geographical locations that enable it to provide a global response to its clients during international events. Consequently, Soft Events was on the spot to handle the live broadcasting of the launch of the VT E21B Eutelsat HQ satellite by Ariane 5. The teams in Kourou, French Guiana, recorded the launch and transmitted the signal to the teams in Paris who then handled the live broadcasting of the event. The 10-person team was busy over a period of 3 days setting up all the technical means necessary to ensure that the event went smoothly. It was a resounding technical success which was applauded by the President of Eutelsat, and was equally an excellent example of the Group's added value in international global responses.







NEW YEAR'S CELEBRATION – A PEAK EXPERIENCE

Events for the public at large aim to attract the crowds. Despite the snow, the minus 20°C temperatures and the wind, happy party-goers put on their down jackets and moonboots to see in the New Year perched at an altitude of 2,100 meters in Tignes! House music, electro atmosphere and Tecktonik dancing set the snow-clad mountains ablaze until the small hours...

Martin Solveig was spinning the discs to see out 2012!

The ski resort really made its mark by creating an original outdoor discotheque for the New Year celebrations. The free event was hosted by a leading figure from the night club scene: this year Martin Solveig was the guest of honor and Soft Events was on hand to provide the technical support!

This was not a trial run for Soft as the company's teams have already managed concerts given by David Guetta and Laurent Wolf in 2009 and 2010.

The fun cosmopolitan ski resort offered an unforgettable evening to 27,000 party-goers from all over Europe who had chosen Tignes as the place to welcome in the New Year.

The Happening: at an altitude of 2,100 at the foot of the Tignes ski runs. A giant 6,000m² dance floor set against the backdrop of snow-covered slopes.



DIGITAL MEDIA

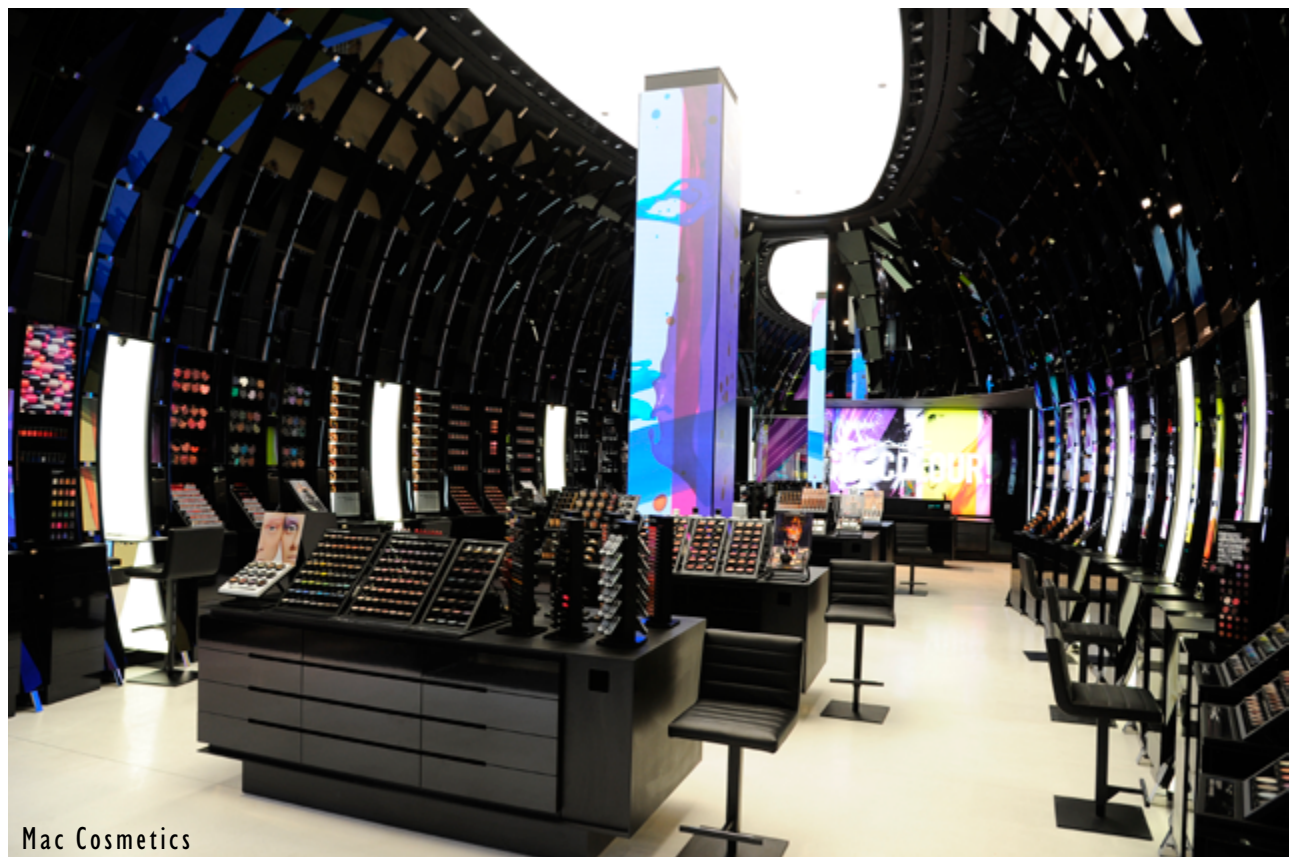
A high added-value communication tool, Digital Media allows a consistent and tailor-made message to be instantly disseminated to one or several sites in order to maximize its impact, effectiveness and visual memorization.

IEC Digital Media supports its clients (brand marketing departments, consultancy and marketing agencies) throughout the project: from the design stage to the integration of digital communication solutions and dynamic display.

Because each project is unique, the thoughts of IEC Digital Media teams naturally focus on individuality, originality and exclusivity.

The network solutions put forward and adapted to each set of issues enable their major brand clientele to be transported to the heart of a multi-sensorial experience based on High Tech technologies: tactile, interactive and mobile solutions, wall images, holography, sensorial marketing, presential display, etc.

IEC Digital Media teams also help create contents which highlight the company or its clients' products.



Leroy Merlin

When it was refitting its retail outlets, the Leroy Merlin group called upon IEC Digital Media to roll out its dynamic display solutions. So at the reception, finance and information desks, as well as at the checkouts, screens have been installed in order that the brand may transmit information about current promotions and services. With just over 40 sites equipped, this project is still continuing in line with the shops' renovation schedule.

Mac Cosmetics

For its largest concept-store in Europe, Mac Cosmetics (Estée Lauder group) called upon IEC Digital Media teams to install a 4-sided LED column measuring 5 meters high on the Champs-Élysées. This construction, which drew on new LED Nanolumen technology, is a first in France. IEC Digital Media has set up a 7-days-a-week support service and hotline.

Lacoste

Lacoste placed its trust in IEC Digital Media for its new concept shops and did so for their retail outlets around the entire world. The strip of screens and image walls were rolled out in Lacoste retail outlets in 5 continents. Upstream work alongside shop-fitting and design teams was necessary.

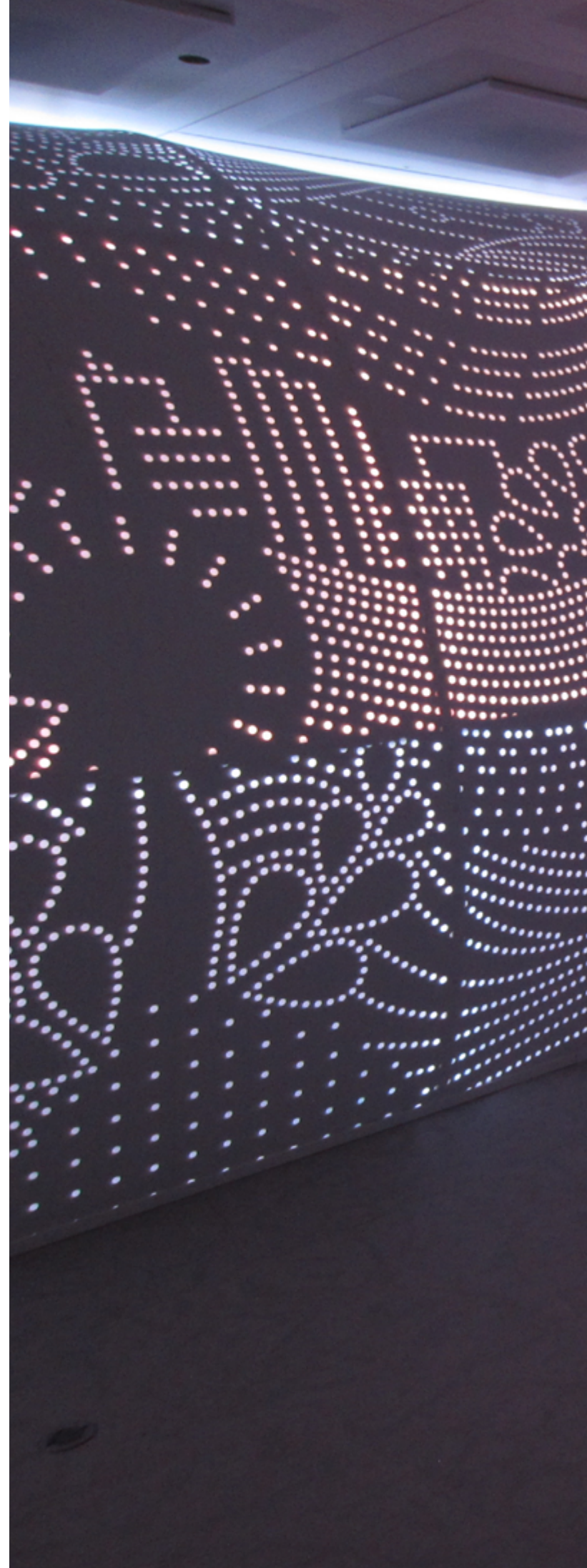


Stéphane Leroux

TECHNOLOGY AT THE SERVICE OF KNOW-HOW

Emotional marketing and client experience have become the ubiquitous tools of communication. The challenge for brands is to create memories and emotions. Indeed, the client experience is “the emotion felt” when coming into contact with a company, and this emotion will create a memory that is kept and shared.

Technology enables companies to create tools to enhance their knowledge and expertise. That being the case, it was quite natural that IEC be chosen by Suez Environnement to help them in their innovative project.







WIKTI™

*Une méthodologie sur-mesure de
transfert de savoir-faire.*

*Un effort soutenu de formation
des équipes locales.*

**FIXER DES OBJECTIFS
CONCRETS ET PRÉCIS**
*au programme de modernisation des
systèmes et de rétablissement de la
distribution en continu de l'eau*

RENDRE COMPTE DES RESULTATS
à la collectivité

Innovative and customized solutions

INTERVIEW

Christine Waser

CORPORATE COMMUNICATIONS – PROJECT MANAGER

SUEZ ENVIRONNEMENT

How, in a few words, would you describe your project?

“Le 17” is more than just a simple showroom, it is a global system: a space for communication, welcoming delegations, a platform with contents and educational tools for presenting different businesses, offers, services and products. This groundbreaking, unique, high-tech and immersive space was designed to enable visitors to explore the technological, social and societal solutions and innovations proposed by the Group in response to the major challenges of the 21st century: climate change, growing urbanization and pressure on natural resources.

See, hear, move, and touch: visitors can do all of these things during their tour of “Le 17’s” world of environmental services.

After discovering the discipline of biomimetics (the study of plants and animals for design solutions inspired by nature) through physical examples, and the history of the Group through the metaphor of an olive tree on which a graphic image is projected, and having discovered the solutions to build and manage a sustainable city proposed by Suez Environnement for the Paris region by traveling along a 360° tunnel with a heightened reality experience using an iPad, visitors can then select their favorite topics on an interactive table. The visit ends at the data dashboard that dynamically displays the Group’s indicators and a photo exhibition of the men and women who make up the Group.

“Le 17” itself has been designed as a renewable space and draws on a program of varied and constantly evolving content.

What were your objectives in terms of internal and external communication?

Suez Environnement wanted to make the most of the clustering of the Group’s subsidiaries in the CB21 Tower at La Défense at the end of 2010 to:

- ♦ promote and enhance its know-how and achievements as regards sustainable development and innovation in a showcase for its clients and partners,
- ♦ share its working practices and develop them within the Group.

In order to consolidate this desire and to give it material form, Suez Environnement built a “showroom for referencing and promoting expertise” aptly named “Le 17” as it is situated on the 17th floor of the CB21 Tower at La Défense.

Can you explain to us the Added Value of IEC teams in such a project?

“Le 17” is the work of co-construction with our partners. IEC was fully associated with the architecture and scenography of the place and helped us by ensuring the correct operation and maintenance of all the equipment and devices.

IEC implemented various technical solutions involving video and the projection of innovative and customized images. The teams were very much involved in all the planning phases, particularly in the project’s preliminary phases, and their support and input was beyond reproach in the launching and operation phase.

THE 2012 OLYMPIC GAMES



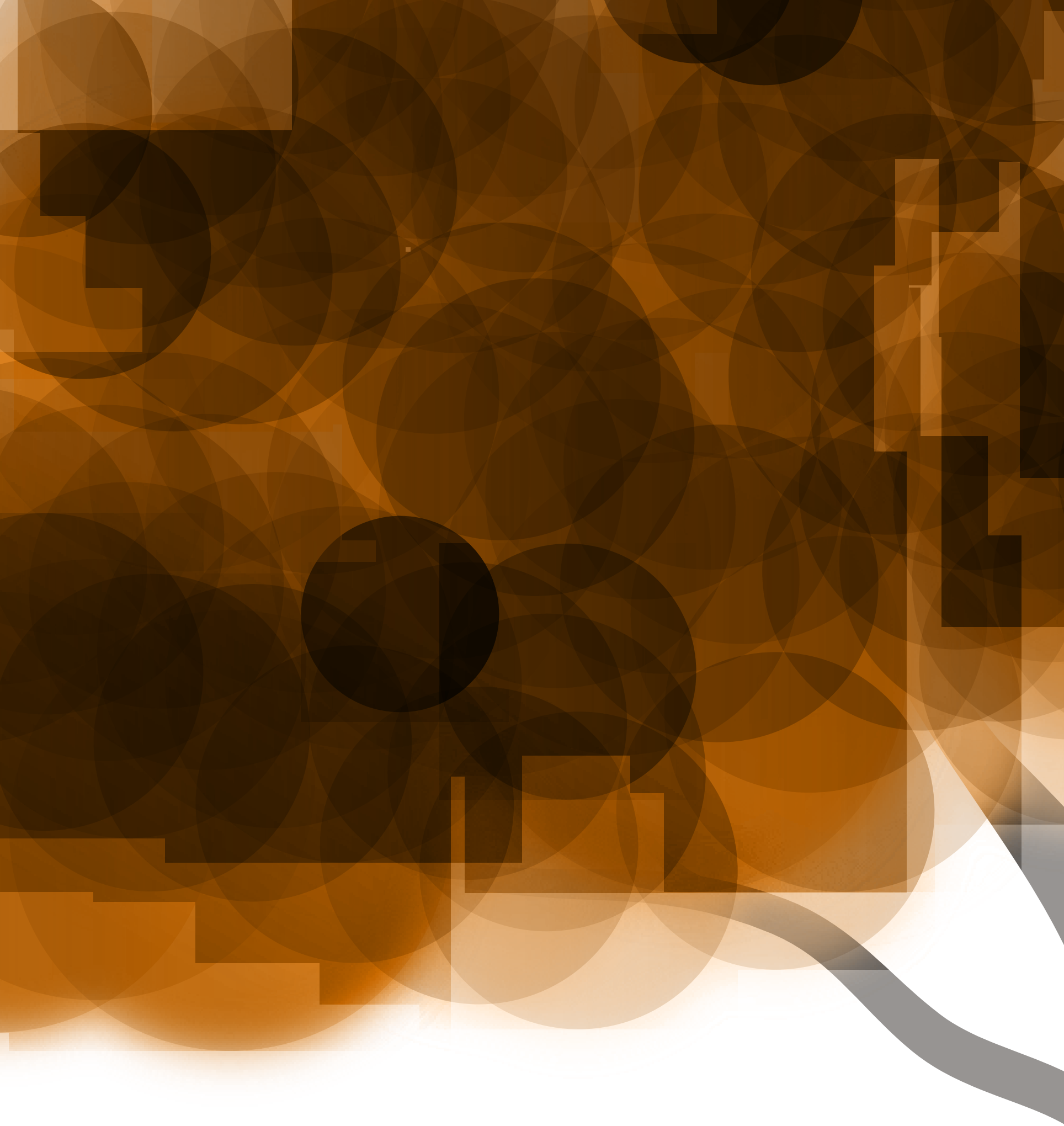
LONDON

The story of confidence between France Télévision and Soft Events began in 1998 with the FIFA World Cup. Event after event, from Dakar to the Beijing Olympic Games, the Group's teams have demonstrated their expertise to such a point that they are more or less an intrinsic part of France Télévision's major sports events. It goes beyond the standard supplier-client relationship, it is a genuine partnership that has become firmly established and which enables the Group to be positioned upstream in project organization in order to provide their expertise and advice.

For the Olympic Games held in London, the Group ensured the setting up and operation of reporting units. In order to create its own programs and insert the images provided by the Olympic Committee, France Télévision established private cameras to follow the French athletes.

"Citius, Altius, Fortius" is the Olympic motto which encourages competitors to go "Faster, Higher and Stronger", and this is exactly the state of mind that forms the very essence of the IEC teams.





The background of the image features a pattern of overlapping circles in various shades of brown and tan. In the bottom-left corner, there is a stylized silhouette of a tree in a light gray color.

IEC IN- DOOR 2012



Guillaume Durieux

We design, deploy and handle communicating equipment with a view to overall performance and the ambition of creating value for our clients, our shareholders and our Group. Our success can be assessed over time, as is demonstrated by the amount of ground covered since 2002. We have been transforming the Group during these last ten years and directing it more towards services. Today, we can measure the benefits of this strategy: benefit for the client who we assist over the long term; benefit for the company enabling it to become firmly established in recurring business activities. Our performance should not be judged just by economic impact and financial results, but also by the social and environmental role we play. The setting up of a CSR (Corporate Social Responsibility) approach is one of the challenges taken up by the Group for the years 2013-2016.

The environment is becoming more complex and the rapidity with which changes take place requires constant adaptability on our part. In our endeavor to create added value, we are in perpetual motion. This enables us to cope with the surge in technological innovations and the appearance of new applications. It is the means for building sustainable performance. We all know that the era when companies carried out the same trade for decades is well and truly over. The creation of value now percolates through all sectors through ongoing innovation and the capacity of reinventing one's trade. At the outset, we were a sales company: through a wide range of services, we have become the largest company in the field of audiovisual system integration and associated services.

Innovation enables a customer-oriented strategy to be developed and growth to be stimulated by promoting market competitiveness and differentiation: this is the aim of Lab' by IEC. By fully mastering our technologies, we innovate and thus create enduring growth.

Our organization and our method of management hinge on decentralization, autonomy, accountability and the networking of our teams and areas of expertise. It is, therefore, both vertical and horizontal, trade and place. This model favors the performance and interdisciplinarity of different trades which enables global offers to be developed. This is one of the IEC Group's baselines.

Finally, our values are the trust, respect, solidarity and authority given to the men and women, and the simultaneous recognition of individual initiative and collective work. These values guide our actions and our behavior. Human capital is the driving force of a services group.

Together, let's share and develop!

EXECUTIVE COMMITTEE





EXECUTIVE COMMITTEE

Hervé de Galbert chairs and coordinates the Group's monthly executive committee meetings between directors of the three business areas and cross-disciplinary services.



José Jacques Gustave
PRESIDENT OF G2J



Franco Zini
DIRECTOR OF OPERATIONS,
HMS NEW BUILDING



Pascal Bisaki
DIRECTOR OF QUALTECH

EXECUTIVE COMMITTEE

An expanded committee meeting, which includes all the general directors of the Group's subsidiaries, is also held every quarter. In addition to the members mentioned above, it includes:



David Fontaine
CEO OF CAP' CINÉ AND MANAGER
OF TIMECODE



Éric Olheyer
DIRECTOR OF PREVIEW
GM SOLUTIONS



Yvick de Fouchier
CEO OF C2M

GOVERNANCE

The death of Alain Cotte in November 2012 led the administrators of IEC Professionnel Média to appoint Hervé De Galbert as the new President and CEO.

Hervé de Galbert administers the IEC Professionnel Média Group with a board of directors comprising 7 members.

Hervé de Galbert

Hervé de Galbert, born in 1955, is a graduate of the Institut Supérieur de Gestion business school. Hervé de Galbert began his career in operational control and management in the Servier Group before moving onto Leroy Merlin, where he quickly became a member of the Executive Committee with extended responsibilities as Human Resource Director and Regional Director. In 1992, with Emmanuel Coste, he acquired CTN and Française de Palettes. He participated in the creation of Qualis in 1996. Along with his associates, he takes decisions regarding investments and assignments for the Qualis Group, a group of varied industrial equity holdings. He also plays an active part in the management of Qualis Group companies, either by assisting and advising the directors, or in a more hands-on role as director. He is executive vice-president of Talis, Qualis' parent company.

Loïc Lenoir de la Cochetière

Loïc Lenoir de la Cochetière*, born in 1951, graduated from the IEP political studies institute in Paris and HEC-CPA business school. He also has a doctorate degree in economy. Having begun his career at Crédit Hôtelier, Commercial et Industriel before moving on to Crédit d'Équipement des PME (CEPME), he occupied different posts within the

Inter-ministerial Industrial Restructuring Committee (CIRI) then in the cabinet of Mr. Alain Madelin, then French Minister for Industry, the Post Office and Telecommunications and Tourism.

In 1988, he joined the Oberthur group, which specializes in very high security fiduciary printing, as advisor to the company Chairman. In 1990, he integrated the JLSA group, 2nd largest offset printing group in France, as administrative and financial director before becoming CEO. He left in 1996 to found Euro Edipro, which provides large groups with budget reductions for the purchase of printed products.

From 2003 to 2009, he was President and Chief Executive Officer of the Imprimerie Nationale (the French governmental printing department). He has been working at the French General Council of Industry, Energy and Technologies (formerly the Conseil Général des Mines (General Council of Mines)) at the Ministry of Finance since September 2009.

Michel Charles

Michel Charles, born in 1946, graduated as an electronics engineer from the Ecole Centrale d'Électronique; he also holds a diploma as a commercial engineer from the CCI (Chamber of Commerce and Industry) of Paris, and a diploma in management from the CCI of Versailles. He has been awarded the title of Knight of the Order of the Legion of Honor. Having spent almost 10 years at Philips where he held several different positions, he went on to create HMS in 1983. He gradually developed this company over the years with the opening of subsidia-

* Messrs. Loïc Lenoir De La Cochetière and Emmanuel André are also members of the Auditing Committee. The Auditing Committee is among the permanent Committees created by the Executive Committee to assist it in its functions. The role of this Auditing Committee is to monitor the accuracy and veracity of the Group's individual financial statements and consolidated accounts as well as to ensure the quality of the information issued.

ries and branches in the United States of America (Miami, Florida), in Italy (Genoa, Montfalcone and Venice), in Finland and in Monaco. Then in 1998, with the backing of financial investors, he formed the holding company, Avest, which acquired Audio Equipement in 2005. After Avest was bought out by IEC Professionnel Média and Fin Cap in July 2006, he continued to occupy the position of President and Chief Executive Officer at Avest, HMS and Audio Equipement up until June 2007.

Emmanuel André

Emmanuel André*, born in 1974, is a graduate of the ESC Amiens Picardie business school. He began his career in 1996 in management control at L'Oréal Morocco. In 1999, he joined the SCA Group (Svenka Cellulosa Aktiebolaget) Hygiene Products where he occupied several positions in management control and in the Sales & Marketing department. He left SCA in 2006 to join the family-run company Sochrastem where he works as financial officer.

Paul Rivier

Paul Rivier, born in 1940, is self-taught. He has received many awards and decorations, especially the titles of Knight of the Order of the Legion of Honor, Knight of the Order of Merit and Knight of the Order of Academic Palms.

He joined Téfal in 1970 and became chairman and CEO in 1979. Then in 1988, he also took up the presidency of the executive board of Calor. Between 1994 and 1999, he was CEO of the SEB group, of which he was also director.

During his career, he has held positions as director at the Agence Nationale de Recherche Technologique (ANRT), chairman of the Agence Economique de Haute-Savoie, chairman of the engineering school, INSA Lyon and the ANPE Rhône-Alpes, and director of the departmental organization for the employment of disabled people. From 2002 to 2005, he was member of the Brandt Group supervisory board.

Between 2006 and 2009, he was chairman and CEO of the company Eurocave, of which he is still a director today.

In 2000, he participated in the creation of TV8 Mont-Blanc and became the chairman and CEO, a position he still holds today.

Geneviève Giard

Geneviève Giard graduated with a master's and doctorate degree in law. She began her career in 1967 as teaching assistant at the Law Faculty in Paris before joining the Institut de Recherche en Informatique et Automatique as legal advisor in 1969. From 1970 to 1973, she was head of the work unit at ORTF, the French radio and television broadcasting authority. Between 1978 and 1981, she was in charge of missions at the Economic and Social Council in Brittany, before spending a year at the university, IUT in Lyon 1 where she taught law.

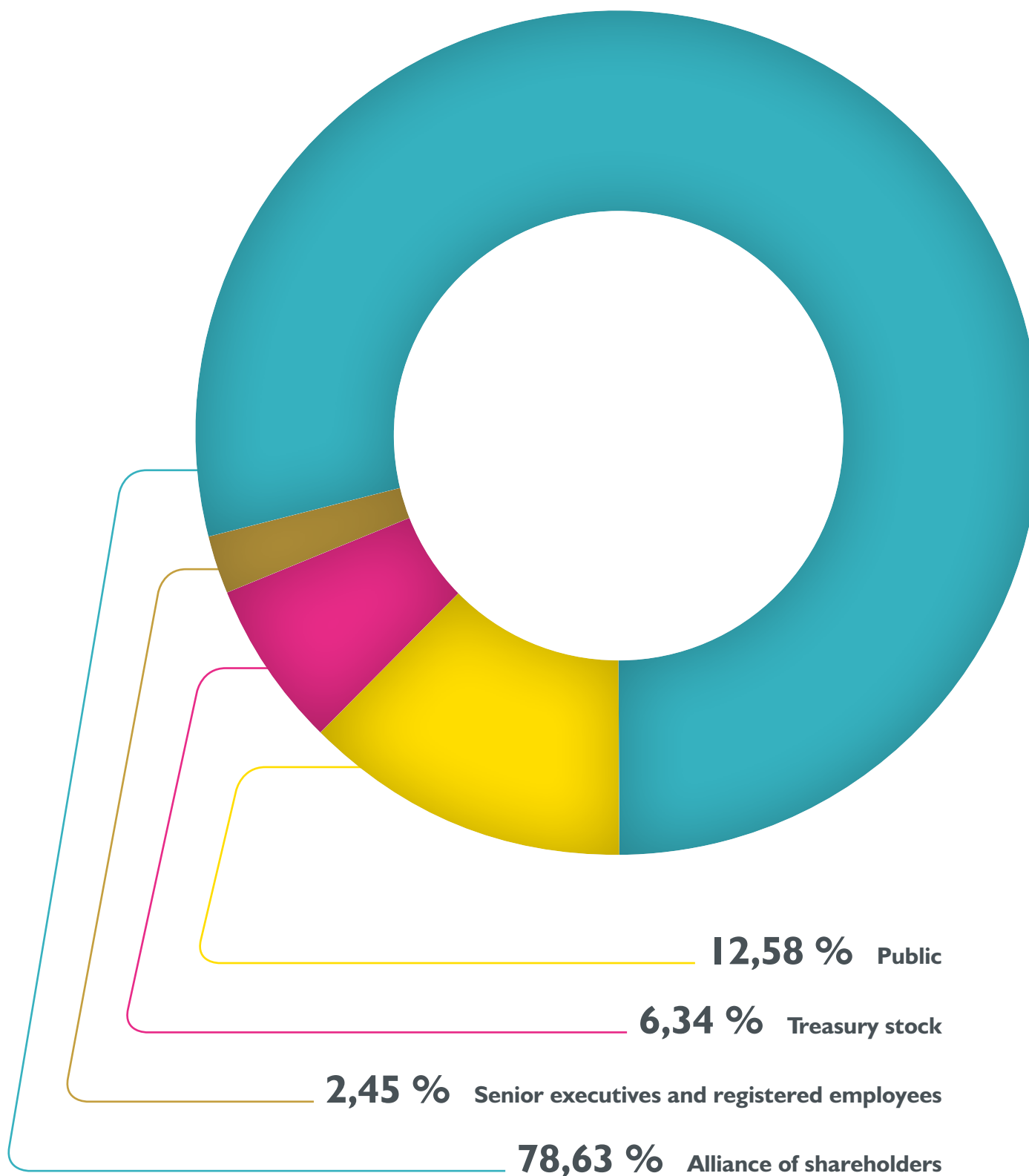
In 1983, she joined the France Télévisions Group as production manager then as director at France 3, where she remained until 1992. From 1992 to 1997, she was director of production at France 3, then France 2 from 1997 to 2000. Between 2000 and 2005, she was broadcasting director and then deputy general director of France 5. In August 2005, she returned to France 3 where she took up the position of CEO until the end of 2009. In January 2010, she became the executive vice-president of France Television Networks, where she remained until December 2010.

She has also held the chair of the executive committee of the French-speaking Television Community (Communauté des Télévisions Francophones) from 2005 to 2010, and was member of the executive committees governing advertising, France Television Publicité and France Télévisions Publicité Région, during the same period, as well as the Méditerranée Film Production, a subsidiary of France Télévisions from 1998 to 2005.

Pierre Tronel

Founder and former director of the Soft Group.

SHAREHOLDING



% OF CAPITAL AS AT DECEMBER 31, 2012

MAIN CHARACTERISTICS OF ALLIANCE MEMBERS

Membre					
FIN CAP	CROZALOC	SOCHRASTEM	GONSET HOLDING	SALIM INVESTMENT LTD	PORT-NOIR INVESTMENT
Corporate entity					
Simplified joint stock company	Simplified joint stock company	Public corporation	Public corporation	Company under Swiss law	Limited liability company under Luxembourg law
Head Office					
73, bd Haussmann 75008 Paris	73, bd Haussmann 75008 Paris	33, avenue du Maine 75015 Paris	21, route de Prilly CP 218 6 1023 Crissier – Suisse	c/o Crédit Agricole (Switzerland) SA Rue du Stand 66, CH 1211 Geneva, Switzerland	5 rue Guillaume Kroll L-882 Luxembourg
Activity					
EQUITY PLACEMENTS					
Main shareholders					
Crozaloc (49,81 %) Sochrastem (20,29 %) Gonset Holding (23,40 %) Port-Noir Investment Sarl (1,75 %) Salim Investment Ltd (4,74 %)	SCA Qualis (private company limited by shares - 73 boulevard Haussmann, 75008 Paris), itself controlled by Talis SA, which is not controlled	Famille André	Mr. Pierre Gonset	Investment company whose management is ensured by Crédit Agricole (Switzerland)	Mr. Claude Berda
Nb actions					
14,401,851	4,698,342	710,000	325,192	–	61,000
% capital					
56,07%	18,29%	2,76%	1,27%	–	0,24%
% voting rights					
64,08%	16,62%	1,77%	1,38%	–	0,15%

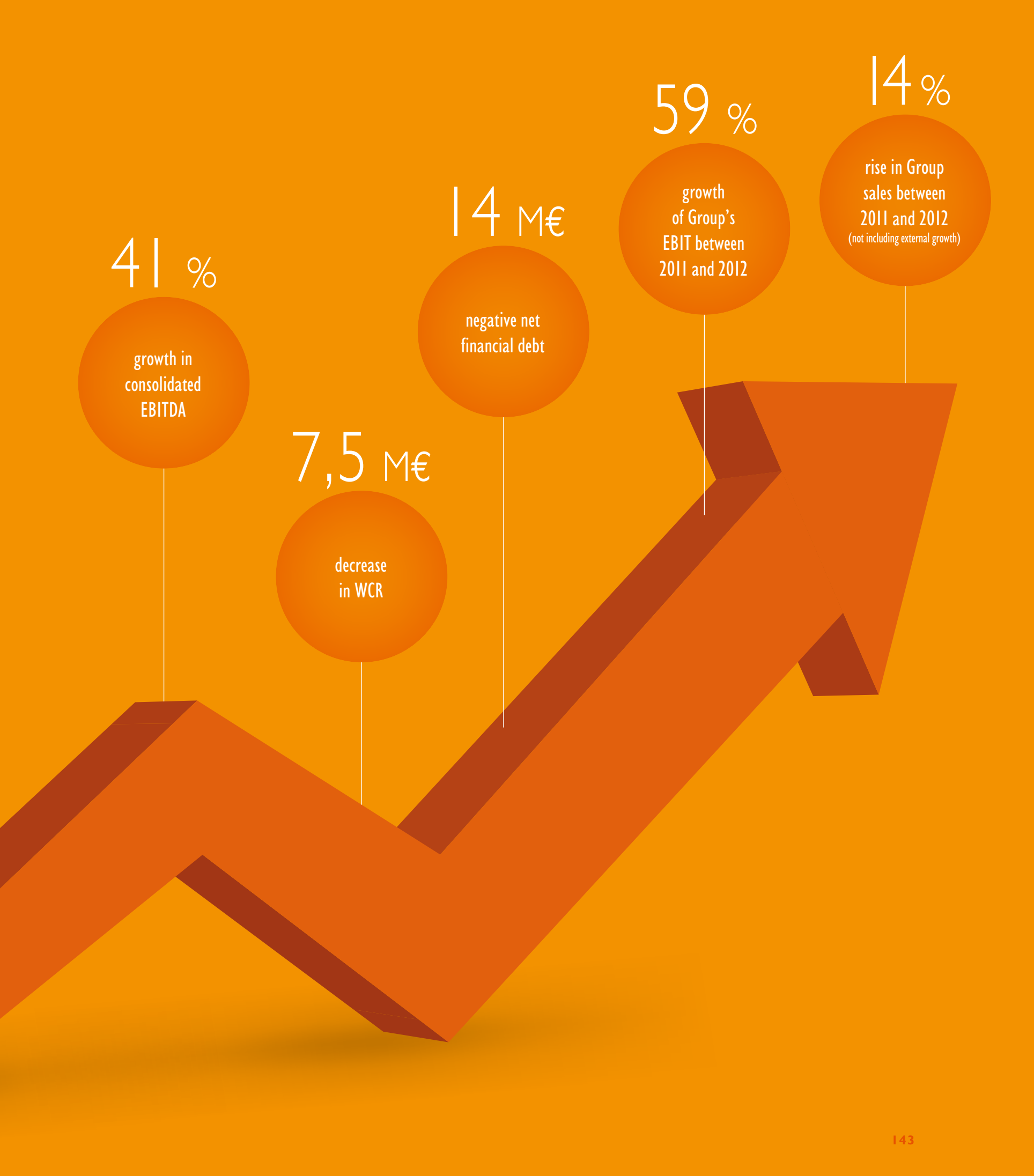


Coraline Henry

REVIEW OF 2012 PERFORMANCE

REVIEW OF 2012 PERFORMANCE





41 %

growth in
consolidated
EBITDA

7,5 M€

decrease
in WCR

14 M€

negative net
financial debt

59 %

growth
of Group's
EBIT between
2011 and 2012

14 %

rise in Group
sales between
2011 and 2012
(not including external growth)



Hyacinthe Zinsou

2012

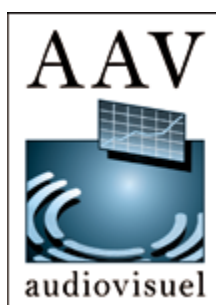
A YEAR OF
EXTERNAL
GROWTH



Gaëtan Mornet

10 YEARS: 10 ACQUISITIONS

The IEC Group considers its cultural diversity as its heritage. With 10 external growth operations in 10 years, 400 of our colleagues are from companies that have been taken over, representing 56% of the current average number of employees.



MORE THAN 180 NEW FACES IN 2012

**THAT'S 30 % OF THE GROUP'S
2011 WORKFORCE!**

Since the acquisition of Preview in 2008, the Group had focused on its organic growth issues (sales, profit) and the improvement of its net liquid assets. Time was required for the “digestion” of Alsace Audiovisuel, HMS and then Preview in order to build a solid future. The purchase of shares in G  n  dis in December 2010 was a tremendous operational opportunity and relatively exceptional. It wasn't until 2012 that the Group recovered its appetite and craving with a real find, G2J, and saw some wonderful opportunities take shape in the takeover of Timecode, Kezia and Soft.

In terms of external growth, each alliance is a unique adventure shared by all the employees who join the Group and by those who welcome them. Even with strong will and attitude geared to a smooth integration process, welcoming new arrivals is sometimes as complicated as arriving. IEC Group employees understand this and these few lines also pay homage to them.



Khadija El Hajjaji



TIMECODE CAP'CINÉ

This is the story of two 30-year-olds, Olivier (Reigner) and David (Fontaine), with the same passion for their job as service provider for producers in the French television scene. It was in Paris that each of them developed their trade. Olivier created his company "Timecode" in 2008 and managed all his services from his studio in the 18th district of Paris. David joined Cap'Ciné in 2003 and since then his career path has enabled him to discover the convolutions of the company in the slightest detail. In 2005, as CEO, he took over from the founding members and has, since then, never stopped reinventing the "Cap'Ciné" customer offer. As competitors, Olivier and David's paths would cross from time to time, giving them the opportunity to exchange ideas on their shared passion, their motivating force, market issues, etc., and to develop a deep mutual respect for one another. One day in 2011, Olivier seized an opportunity to go and work in New York as Technical Director for Post Works New York. He was able to live "the American dream". In fact, he appreciated life in the Big Apple and freedom of enterprise in the USA so much that on returning to France, he had only one idea in his head: to go back and try his luck. To embark on this adventure, he decided to sell his assets in France and contacted David: "I'm selling up. Are you interested? If you are, I'll introduce you to my clients and you can take over the reins...".

David Fontaine



YOU KNOW WHAT HAPPENED NEXT

On January 24, 2012 Cap'Ciné Location took over Timecode Services. Thanks to this operation, Cap'Ciné Location provides its services to new clients and has expanded its stock of supplementary material to meet its clients' requirements.

G2J AND IEC

Every year, Guillaume (Durieux) and José (Jacques-Gustave) would bump into one another in different corners of the planet, far from their daily routines, at the annual gatherings for the few specialized suppliers in the field of collaborative communications. They would relish this meeting which enabled them to discuss their respective trades. José is always very enthusiastic when he talks about G2J (Gustave José Jacques, or Go 2 Join), the company he created in 1996 that has given him the opportunity to travel around the world and even live in Shanghai for two years while starting up an audiovisual concierge business. Guillaume chose to work for large groups and particularly VINCI in 2001 where he was in charge of Axians' audiovisual cluster and became a

recognized player in the market. During this time he had called upon the services of G2J. In 2006 his friendship with Alain Cotte prevailed and he joined IEC as design office director. This was a major cultural shock and his colleagues still remember how he would start conversations by saying "At Vinci..." or "We, at Vinci...". This did not prevent Guillaume from settling in at IEC and carving out a very interesting career leading to his appointment to the executive management board. The tasks ahead were challenging: the Group's main subsidiary was losing a lot of money, the network of 17 agencies in France were weighing heavily, competition was very aggressive and the company was suffering under the strain of poor image issues due to its past. In just 2 years, thanks to Guillaume's vision and management and tireless work of all the teams, the company's accounts are back on an even keel and image problems are largely resolved. This performance and the faith Guillaume has in the IEC Group appealed to José who sought to create a closer link with the Group. The operation carried out between IEC and G2J at the end of 2010 strengthened IEC's position in the market of unified communication solutions. Even then Guillaume was talking to Alain about the next step that IEC had to take to broaden the scope of its dematerialization services. A few months later, on returning from a business trip abroad, Guillaume brought up the subject of G2J with Alain and Carole and spoke of the immense qualities of José and his teams, and of the advantages of working more closely with G2J. A meeting was organized around the dinner table and it all fell into place.

YOU KNOW WHAT HAPPENED NEXT

On February 15, 2012, IEC Professionnel Média took over G2J.Com and since then G2J and IEC have been working hand-in-hand to provide a comprehensive and integrated offer of solutions and services in the collaborative communications market. Every day, the Group braves the market's competitive giants and manages to play its cards right thanks to its experience, perfect knowledge of users, and its expertise. And so it was that IEC and G2J won the 2012 EDF tender, a market worth several million euros over a period of 4 years.



Guillaume Durieux
and José Jacques Gustave

The motivation of IEC's teams to resell G2J solutions

INTERVIEW

Geoffrey Vande Weerd

HEAD OF GLOBAL CHANNEL PARTNERS & WHOLESALE ALLIANCES

G2J



Can you tell us about your career path?

Well, in a nutshell, I began working at the beginning of the 00s in the audio and web conference sector at Genesys Conferencing in London. I then joined G2J at the end of 2003 as Sales Manager in France and I stayed in the Paris and London offices until the beginning of 2010. I then decided to move with my wife to Canada where I worked for the company Arkadin Global and Sales Manager for Canada. In 2012, G2J told me of their plans to develop in the international market and especially in the USA and so I returned to G2J this time working in the US subsidiary based in Miami, Florida. I am currently in charge of international development and strategic alliances.

What has changed in your daily life since G2J was taken over in February 2012?

I wasn't involved in G2J on a daily basis when it was taken over in February 2012, but to my mind it was tangible proof that all that we had been doing over the years was recognized and appreciated by a large group... It has enabled G2J to continue developing and innovating while benefiting from the strength of a group that is well-established in France.

What surprised you most on your arrival in the Group?

The motivation of the IEC teams to resell G2J solutions and the close working partnership between the different IEC offices and the single G2J office in France.

What single word would you use to describe the Group?

Development.

What advice would you give to those who may join the Group in 2013?

It is important that the work done today is always better than that done yesterday, but not as good as the work that will be done tomorrow.



Laurent Dulac



Jean-François Quarck

KEZIA AND IEC

Kezia was created in 1990 and began working as audiovisual integrator in the cruise sector under the name Ness, before gradually expanding its scope of business to include corporate clients in both public and private sectors. The group adopted the name Kezia in 2007 and has become a benchmark company in the cruise and luxury sector (private homes, yachts measuring over 100 meters, and prestigious corporate premises). Seriously affected by the 2008 financial crisis and caught short by the rather arbitrary management of its external growth operations and opening of foreign subsidiaries, Kezia was first placed in administration in May 2011 and then bankruptcy reorganization proceedings were opened in May 2012. On May 31, the IEC Group took entitlement of shares in the company and rehired 30 employees as part of the court proceedings and after a few months, 5 additional employees. Admittedly, confidence was lost between the highest executive level in the IEC Group and Kezia and the situation reached a deadlock. For the first time in the Group's history, a director did not accompany his teams in

the new adventure. The distinctive feature of Kezia's operations lay in the fact that its human resources were geographically scattered (Paris, Lyon, Montpellier, Marseille, and Saint-Nazaire) without any actual organizational logic, which incurred high traveling costs and communication issues. Also, in the absence of a director, it was decided to integrate the teams in the IEC agency network to make them part of a local family and local management with the accent being placed primarily on regional work, but also on nationwide projects when the scope and nature of the project warranted their participation.

YOU KNOW

WHAT HAPPENED NEXT

The people working at Kezia are committed, talented, and pragmatic. They make a daily contribution to the professionalism and image of the Group. The sales and after-sales teams are endeavoring to restart the luxury activity that court-ordered insolvency procedures had put on hold. Even though going from a small company to a large SME is not without its trials and tribulations, procedures being often longer and less flexible, Kezia employees are fully committed to IEC and have been able to fit in with the existing teams.



Marie-Claude Delaveau



Sébastien Julia



Olivier Collorec



Dimitri Smith



Rodolphe Georget



Nicolas Seran



Alexandre Donzel

“I have found peace of mind again”

INTERVIEW

Olivier Masson

PROJECT DIRECTOR

IEC / KEZIA

Can you tell us about your career path?

To put it in a few words, I joined NESS in March 2002 on an internship during my last year at engineering school. After a few weeks, I went on board the liner that we had just finished for the technical cruise without even having any knowledge of the systems that had been installed – a real on-the-job learning experience! In July 2002, I was hired as Project Manager (the first one at NESS) to change our dossiers over to project mode. In mid-2003, we signed a contract for our first yacht in Germany, which I managed. Up until 2008, I was involved on a daily basis in the maritime sector (cruise ships, helicopter carriers, methane tankers, ferries, etc.). In 2008, there was a 134-meter yacht in Italy, then one in Turkey, and a chalet in Courchevel, all of which enabled me to diversify my skills.

In April 2011, in order to give new impetus to Kezia and in an attempt to extricate ourselves from management deadlock, I was appointed Project Director. We went into receivership in May. With the new CEO and technical director (Sébastien Aubron), we focused on organization and method within Kezia, which enabled us to complete the projects underway and finish the year 2011 with positive results. Cash-flow problems and the lack of new orders led us to being taken over by IEC.

What has changed in your daily life since Kezia was taken over on June 1, 2012?

I have found peace of mind again and now have the time to carry out the missions entrusted to me. I have met new associates as well as former ones from NESS and Kezia, which is very rewarding. I especially participate on a regular basis in replying to tenders by trying to apply the same methodology as I would for any production file.

I have been given new projects to manage in Reunion Island which have raised some very interesting challenges.

What surprised you most on your arrival in the Group?

To be honest, when I was told about the takeover I had mixed feelings: it was on the one hand a very painful moment, but on the other hand I was relieved. Then, when I saw that we were going to be taken over by the IEC Group, I was rather shaken as they were our competitors in the Corporate sector and it seemed so implausible. Gradually, I discovered the diversity of the workforce and the expertise that makes up the Group, but above all, I discovered a man at its head with such charisma, vision and motivation that I felt inspired to follow him.

What single word would you use to describe the Group?

Potential.

What advice would you give to those who may join the Group in 2013?

When someone joins IEC, they should forge ahead and demonstrate what they know and what ambitions they have. There is no organizational chart and everyone can potentially do many things. You will be judged on what you do and not by any grandiose title you may have on your résumé. You must build the contours of your post within IEC.

I would like to conclude with this rather appropriate saying: “It is not titles that honor men, but men that honor titles” *Niccolò Machiavelli*



Olivier Masson

SOFT AND IEC

When Qualis decided to invest in the IEC Group, then beset with serious financial difficulties, Alain Cotte naturally contacted Pierre Tronel, main shareholder in Soft, the company setting the standards in the event and audiovisual integration sector since its creation in 1974. Needless to say, discussions touched upon a merger between IEC and Soft which would increase both companies impact and optimize synergy, especially national network costs. At that time, discussions were cut short: IEC was just emerging from a critical situation, was losing a lot of money and had an image of being somewhat of a cowboy in the audiovisual field. Soft shareholders quite understandably did not want to take the risk of losing everything. IEC's turnaround and its incredible growth between 2002 and 2008 led to Soft losing its position as leader in

the integration and services sector. However in the event sector, Soft continued to hold sway over the Group not only with regard to its sales figures, standing at 15M€ compared to 12M€ for IEC Events, but also in terms of its stronger reputation. In 2007-2008, the arrival of HD obliged Soft to make massive investments and the company, it seems, poorly handled this critical technical juncture by running up huge debts. The 2009 crisis and insufficient management tools did not enable the directors to take the necessary decisions and the company was placed in administration. Thanks to the sale of its Broadcast activities and a major restructuring plan, Soft managed to get through the situation and at the beginning of 2010 obtained a continuation plan with debt repayment spread over 9 years. Soft was coping with its payments but the economic situation was complex and the competition fierce; the company had no other choice than to seek the backing of a solid group. The weight of the debt compromised any resolution through a classic sale and, in June 2012, the directors turned once again to the Commercial Court of Lyon, this time to sell off the company. A call for bidders was launched. The court authorities clearly understood the urgency of the situation: the sale had to take place very quickly if the business, employees and clients were to be protected. It was a race against time and bids were presented to the directors, employees and works council one after the other. So what gave IEC the edge? Its national network which enabled all Soft employees based outside Paris, regardless of their location, to be taken on board without any negative impact on their family life; IEC's desire to hire as many Soft employees as possible (128 out of the 133); its very healthy financial situation; its expertise in company takeover; the similarity in the trades carried out, and the meeting of minds with regards to the directors' strategic vision.

YOU KNOW WHAT HAPPENED NEXT

On July 31, 2012, the Commercial Court of Lyon approved the offer filed by the Group's subsidiaries IEC Events and IEC to take over the company assets in Soft's bankruptcy reorganization proceedings. IEC took over the "Design and integration" business along with 45 employees; IEC Events took over Soft's principal event service provision business and 83 employees. In all, 128 of Soft's 133 employees joined the Group.



Pascal Julien



Maud Butet



Laurent Waelkens



Jérôme Prévost



Mohammed Houm



Olivier Chesneau



Jean-Claude Sosso



Frédéric Darras



Claude Soret



Roberto Pinto



Caroline Jay



Marie-Laure Pieri



Nicolas Pavageau



Wilfried Messens



Vincent Degenne



Charlotte Segal



Sébastien Smeyers



Alain Fleury



Pierre-Antoine Moyen



Eugène Weiss



Jérôme Dupraz



Patrick de Bondelon

Group spirit must come first

INTERVIEW

Patrick de Bondelon

NATIONAL DIRECTOR OF OPERATIONS

SOFT EVENTS

Can you tell us about your career path?

I discovered the audiovisual world in 1985 when I joined an executive production company making institutional films (INTV) first as a photo-journalist before becoming non-shareholder manager. In 1996, I joined the Soft ADS group via its Marseille agency and held the position of business manager. Fifteen years later, I participated in the management of this group as National Operational Director. In 2012, well you know what happened then... As for my training, my educational background lies more in metrology and measurement technologies.

What has changed in your daily life since Soft was taken over on August 1, 2012?

Mainly an increase in human resource management and listening time. Learning IEC's "mode of operation". Eight months later, I can use the best of both structures (Soft Audiovisual and IEC Events) with regards to the tools and the personnel to accomplish our work.

My daily tasks are made up of in-the-field operations and strategic brainstorming to come up with ideas that may see the light of day within this ambitious Group.

What surprised you most on your arrival in the Group?

The welcome given to us by both the senior management and fellow Group colleagues; also the period that followed was a very positive experience as nothing was imposed upon us. It was indeed a smooth transition during which we were able to keep our work tools and thus maintain our points of reference while awaiting a shared software package used by the Group.

How would you sum up the Group?

High performance in its multiple specialties and brands. An era has begun for us where the group spirit must come first.

OUR COLLEAGUES, OUR UNDERLYING WEALTH

In a group where, every year, the familiar landmarks of colleagues change and even disappear due to technological development and sustained growth of business activities and personnel, the role of the human resources department and its intermediary HR colleagues and managers is extremely complex and requires constant communication. The stakes are high: creating and maintaining the link and values that unite us all within the same project. It is necessary to reassure, inform, motivate and convince...

In 2012, the challenge was taken up by all the teams already in place and by those who joined us. With 4 different external growth operations, the IEC Professionnel Média Group integrated over 180 new employees, being 28% of its average 2011 workforce, to which should be added a further 116 mainly recruited to replace the 112 employees who left during the same period. A few more months are probably necessary for some of them to find their bearings, nevertheless the numerous gestures and actions carried out daily by the Group's supervising staff and more longstanding employees smooth the path for all new arrivals. On December 31, 2012, the Group had 735 employees, compared to 634 on 31 December, 2011.

The Group considers that its cultural diversity is its underlying wealth: over 29 different nationalities are represented. The Group has 17 establishments spread over mainland France. It is also present in French Guiana, Martinique, Guadeloupe and Reunion Island. By virtue of its regional networking, the Group participates in the economic and social development of all the regions of France and overseas departments. It also has establishments in the USA, Italy, Finland and China.

Moreover, we opened our doors to 115 trainees in 2012, who came as part of an internship program or work/study training programs, and 42 under-25s were hired. Assisting people in the learning of a trade through apprenticeship, and the spotting and recruitment of young talent plays a major role in our human resources policy.

With 710 employees on a permanent contract and 27 with a fixed-term contract as of December 31, 2012, the Group gives priority to building long-term relationships with its employees within the framework of an ambitious, educational and far-reaching project.

In our Group which is focused on services where the satisfaction of its clients is the first performance indicator, our colleagues are our most important asset and it is up to us to continue our efforts to ensure their fulfillment and our success.



Sarah Gardin



Alain Pesch

HEALTH, SAFETY AND THE ENVIRONMENT

Our priority is the health and safety of our employees. The Group pays particular attention to the conditions of health and security in the workplace and monitors all the related indicators very closely. It thus created a position of “Health, Safety and Environment Manager” in 2008.

The Group is exposed very little to environmental risks. Nevertheless, the Group is aware that everyone has a role to play when it comes to protecting the environment and is actively engaged in sustainable development.

So, gradually, all the establishments have been equipped to meet increasingly demanding requirements with regards to the protection of the environment and especially energy performance.

The renovation of several head offices of Group companies is a good example to illustrate the involvement of the Group in sustainable development. This results from an HQE undertaking (High Quality Environmental) including controlled access to ensure safety, window and door management, and automated lighting triggered by presence detectors and dusk sensors. This undertaking also includes regulating air conditioning with temperatures adapted to the different seasons and allowing the temperature to be finely controlled for each space by $\pm 3^{\circ}\text{C}$. Moreover, although the Group is not a high consumer of water, given its field of activities, it is gradually equipping its establishments with systems that enable water consumption to be kept to a minimum.

The Group is increasing its in-house communication campaigns in order to raise awareness of all employees with regards to good environmental protection practices. For example, it encourages employees to limit printing paper documents and when a printed copy is required, then recommendations are to print, insofar as possible, on both sides of the page.

The Group is cognizant of the French Environment and Energy Management Agency, ADEME's findings which show that 50% of the CO_2 emissions generated by companies result from business travel. Aware of this impact that business traveling has on greenhouse gas emissions; the Group has equipped all its sites with videoconferencing systems, which has enabled it to halve the number of its employees' business trips.

The Group has formed its own recycling sector by entering partnerships with two service providers specialized in recycling operational and site waste. In 2012, the Group recycled nearly 5 metric tons of waste.

The social and environmental responsibility demonstrated by the Group's partners (suppliers, sub-contractors, service providers) also comes under the microscope. Our subsidiaries endeavor to implement a responsible purchasing policy and to deal with suppliers and partners whose business practices comply with this principle. Thus, a safety protocol relating to safety regulations during loading and unloading operations has been signed with freight carriers.

Each sub-contractor signs a “Supplier Charter” under which a particular commitment is made to comply with instructions concerning hygiene, safety and recycling. The Group has begun steps to obtain M.A.S.E. certification (the Manual for the Improvement of Safety in Enterprises), which should be granted in the next few months.

2012: THE YEAR OF INNOVATION

On November 28, 2012, the Group created a cross-functional laboratory, the “Lab’ by IEC” dedicated to IEC Professionel Média Group innovation, applied research and development. Innovation* in all its forms (technological, commercial, marketing, etc.) is at the heart of this laboratory’s work, the ultimate aim of which is to improve the Group’s sales, profitability and image.

Lab’ by IEC

The “day-to-day” running of Lab’ by IEC is handled by a team of 5, the “Lab’ by IEC Team”, who are in charge of selecting projects based on the identification of the Group’s development levers and clients’ short and medium-term expectations:

Arnaud Blachon

DIRECTOR OF LAB’ BY IEC TEAM

José Jacques-Gustave

MEMBER IN CHARGE
OF COMMUNICATIONS

Bernard de Courrège

MEMBER IN CHARGE OF FINANCE,
INTELLECTUAL PROPERTY
AND LEGAL MATTERS

Olivier Rousselière

MEMBER IN CHARGE OF TECHNICAL ISSUES
AND TRANSVERSAL MATTERS AFFECTING
THE WHOLE GROUP

Éric Olheyer

MEMBER

Lab’ by IEC Board

The Lab’ by IEC Team presents new projects and reports on work underway to a committee (the “Lab’ by IEC Board”) comprising 4 members in charge of the final choice and prioritization of projects. It meets at least once every six months. Committee members are:

Carole Théry

Christophe Grignon

Guillaume Durieux

Thierry Pouget

Lab’ by IEC Cloud

Lab’ by IEC is surrounded by sponsors who are able to cast a critical eye over the work and provide a network, expertise, resources, etc., and support its growth through the consolidation of its fundamentals and environment.

* Innovation: the process of translating an idea or invention into a good or service that creates value or for which customers will pay. (Source: businessdictionary.com).

“ *Innovation is a change
in thought process with the purpose
of carrying out a new action.* ”

(Wikipédia)



José Jacques Gustave





INTERVIEW

Arnaud Blachon

DIRECTOR OF LAB' BY IEC

LAB' BY IEC GROUP

Arnaud, you are 23 years old: that seems rather young to be directing a laboratory dedicated to IEC Group innovation! Can you tell us about your background and on what you derive your legitimacy in this role?

I joined the Group through G2J where I began as a trainee at the age of 19. At that time G2J was in full growth, generating a context that was very encouraging for new ideas. I therefore had the opportunity to show that I was able to quickly take on responsibilities. We started on a first major project: the complete overhaul of the information system with a view to automating workflow and opening up new applications. This first project enabled me to demonstrate certain skills that G2J management decided to highlight and develop by gradually entrusting me with a greater number of responsibilities. It is thanks to G2J's approach to management, which is very open to new ideas from young people, that I was able to use the knowledge that I had gained during my training as an engineer and develop new skills with regards to project management and innovation management. Initially, I worked on in-house projects and then gradually moved on to client offers. In the end, it was the alchemy between what I wanted to do and the trust shown in me that created this ambition and enabled me to progressively prove my ability to take on major projects.

Understanding the business, the skills acquired during different missions entrusted to me and the sustained confidence shown in me by G2J's senior management have, today, led me to take up a new challenge that is in line with the gradual introduction to clients of the different projects that I have carried out over these past 4 years at G2J.

None of the IEC Group companies manufacture equipment. What does innovation entail for such a group?

All the chefs do their shopping at Rungis wholesale food market, but only some of them have Michelin stars! In a market that is tending towards mass production and industrialization, the single product has less and less added value. In a context where "product" innovation guides market competition, differentiation through the product is becoming increasingly difficult and costly.

We have the opportunity to break this pattern of competition and to stand apart by working on the service offer accompanying these products. We should gradually distance ourselves from the notion of product in order to offer our clients "solutions", a product and a range of additional support services. And it is this services package that will create true added value for our clients. It is a strong trend in numerous sectors: car manufacturers no longer just sell cars, but also work on finance packages to facilitate the purchase of their products.

We should follow this trend and direct innovation to services that accompany our products in order to heighten their perceived value in the eyes of our clients. It is for this reason that we consider innovation in business practices as being a key strategic approach of this innovation laboratory.

Can you tell us a little more about the projects that you are currently working on?

Before starting any project, we begin by attentively and modestly listening to our clients, ensuring that we concentrate on the issues they raise so that we can then put forward appropriate innovative solutions. There are some areas that take priority, such as intelligent buildings, mobility and digital content technologies.

IEC Professionnel Média

Activity Report 2012

The reference document
includes this activity report
and the annual financial report for 2012.

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