France today

42% of Group revenue

Revenue and EBITA (€m)

<table>
<thead>
<tr>
<th>Year</th>
<th>Revenue</th>
<th>EBITA</th>
</tr>
</thead>
<tbody>
<tr>
<td>H1-2014</td>
<td>1,124</td>
<td>64</td>
</tr>
<tr>
<td>H1-2015</td>
<td>1,086</td>
<td>62</td>
</tr>
</tbody>
</table>

6m 2015 revenue

- Technical Facilities Management (Tech FM): 19%
- Mechanical & Electrical: 53%
- ICT: 28%
- Energy: 5%
- Commercial/Services: 47%
- Infrastructure: 13%
- Government & Administration: 16%
- Industry: 17%
- Other: 2%

Public sector: 24%
Private sector: 76%
How we protect margins & cash

- Proximity to our clients

- Tight contract selectivity which benefits from the Go/No-Go process and bid closing meetings in which cash management is a key criteria

- On going attention to our costs
  - Benchmarking/best practice benefits
  - Extensive review of overhead costs

- Flexibility and adaptability
  - Interim and sub-contracting rates closely monitored
  - New organisational structures in place resulting in a leaner cost base, increased service offering and specialism
  - Mobility across business units
Bright spots in France

Industry- Food
Use of robotics in manufacturing process

Telecom Services- High Speed network
Fibre to the home deployment: 54k connections over 4 years

Transportation
Tollgate cabling – 3-year work

Specific growth areas in public sector
30% growth in urban video surveillance / CCTV
Identifying growth drivers - Key account management

- Benefits of Key Account approach evident in both margin and cash

- Key accounts have multiple orders, multiple service lines and multiple locations
  - Group KA +2% revenues in 9m2015
Capturing growth opportunities- Tech FM

- Tech FM at SPIE

Dassault Aviation

CEA- HVAC

ENI- Petrol stations

Caisse d’Epargne Bretagne Pays de Loire, 470 branches
Leveraging ICT capabilities

- Large exposure to ICT provides the group with unique competitive advantage

NRJ
Large data delivery and analysis and network security

Royal Canin
UCC and workspace managed services

Groupe SEB
Migration of servers towards hybrid cloud

COP 21, Ministry of Foreign Affairs and Ministry of Ecology
Cabling and 24/7 managed services of communication network
Preparing for the future- New offerings and approach

- SPIE’s offering and approach to an ever changing market
  - Innovation
  - From Single service to multi-technical and ICT offering
  - Expertise
  - Digitalisation, IOT

- Addressing secular drivers

Clean Concept

IRVE (Electric charge stations)

Photovoltaic
Conclusion

- Focus on successful Execution, Safety, Margin and Cash
- Positioned on attractive end markets

Industry 4.0

Move to B2B2C

- Leveraging on our unique platform
  - Large and loyal customer base
  - Highly technical resources combining multi-technical expertise and ICT