

Sharing a vision for the future



Protecting and Growing the Business in France

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Paris Investor Day

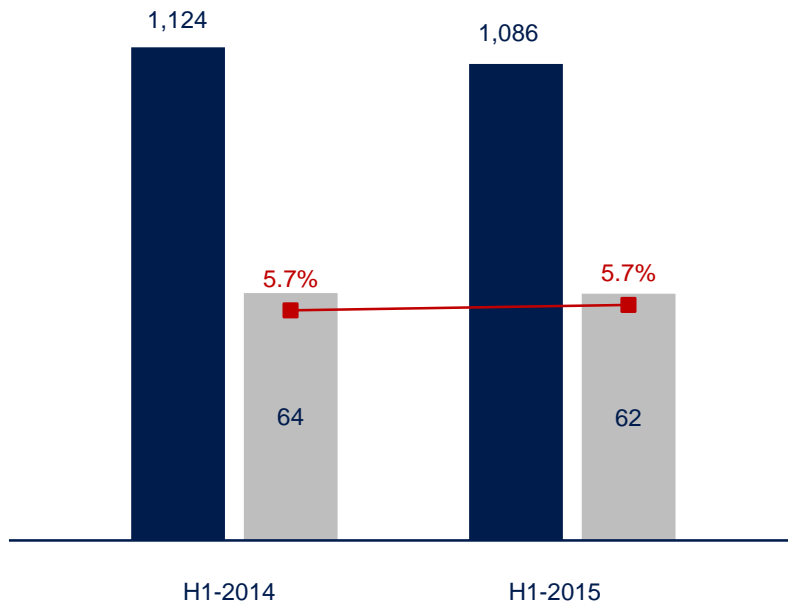
December 10, 2015

France today

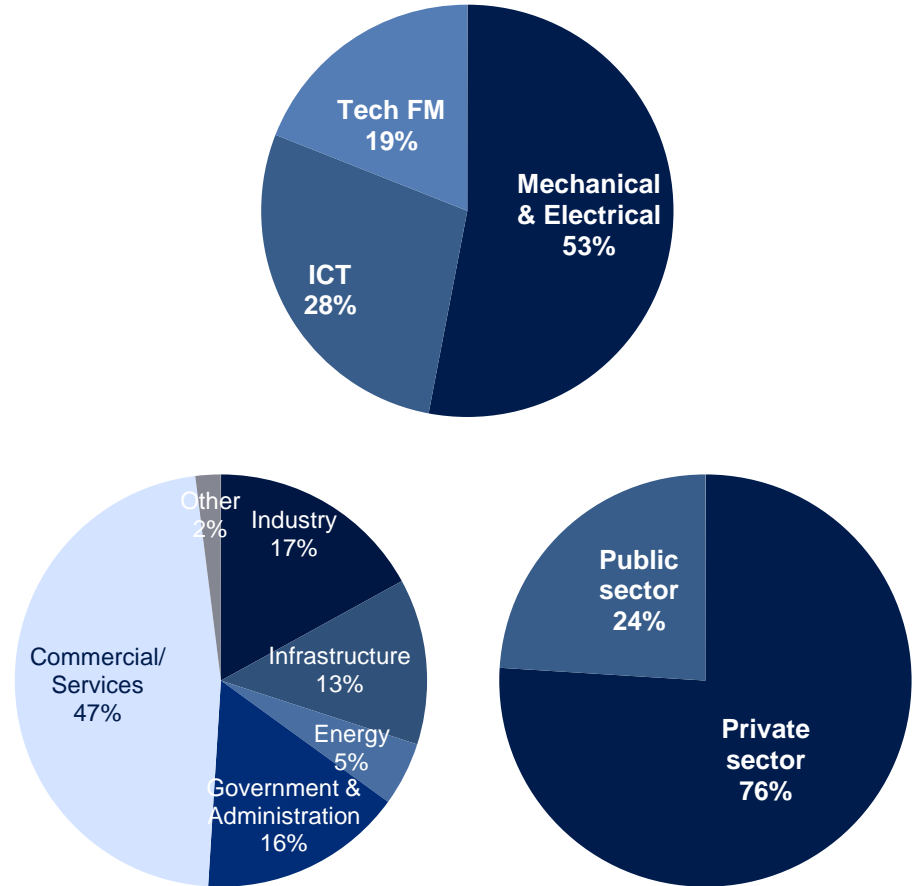
42% of Group revenue



Revenue and EBITA (€m)



6m 2015 revenue



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



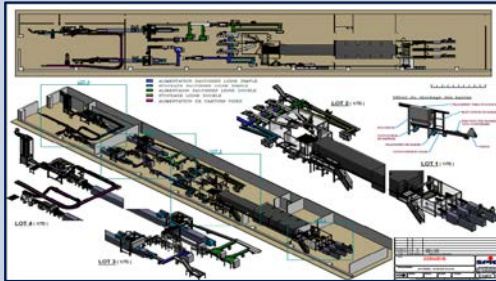
Bright spots in France



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



Caisse d'Epargne Bretagne Pays de Loire, 470 branches



CEA- HVAC



ENI- Petrol stations



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

