

Sharing a vision for the future



SPIE Business Approach

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Long standing client relationship

- **Client relationships key to generate predictable and recurring revenue streams...80% visibility**
- **Understanding client needs and processes**
- **Ability to gain "churn" business**
- **Creates barriers to entry**
- **Leads to better margins and cash**



Proximity



- **Important to be within an hour of the client**
- **Geographic coverage enables us to serve clients' multi locations**
- **Account managers very close to the businesses they serve**
- **Intimate knowledge of systems and processes**
- **On site expertise aids response times**



Competence and technical ability



- **Competence is the number one factor in the buying decision (Bain)**
- **96% of our staff have a post school qualification and all operatives receive regular training**
- **Increasing complexity requires "smart" maintenance**
- **Mission critical nature of much of our work**
- **Combined Multi technical and ICT skill distinguish us from competitors**
- **Leads to higher margins**



Focus on execution

- **Contract approval for over €6 million required from the centre**
- **Empowered project managers incentivised on safety, margin and cash**
- **Actively focus on managing the workforce with c25% man hours "flexible"**
- **Low order size (€20/30,000) diminishes risk and helps protect margins**
- **Consistently re engineer processes to improve or protect margins "think smarter"**



Our Approach to M&A

- Total growth model targeting on average circa €200 million of acquired revenue
- Low risk transactions: disciplined approach, involvement of local management
- Value creation and accretion: develop commercial synergies, optimize cost and profitability, improve working capital

