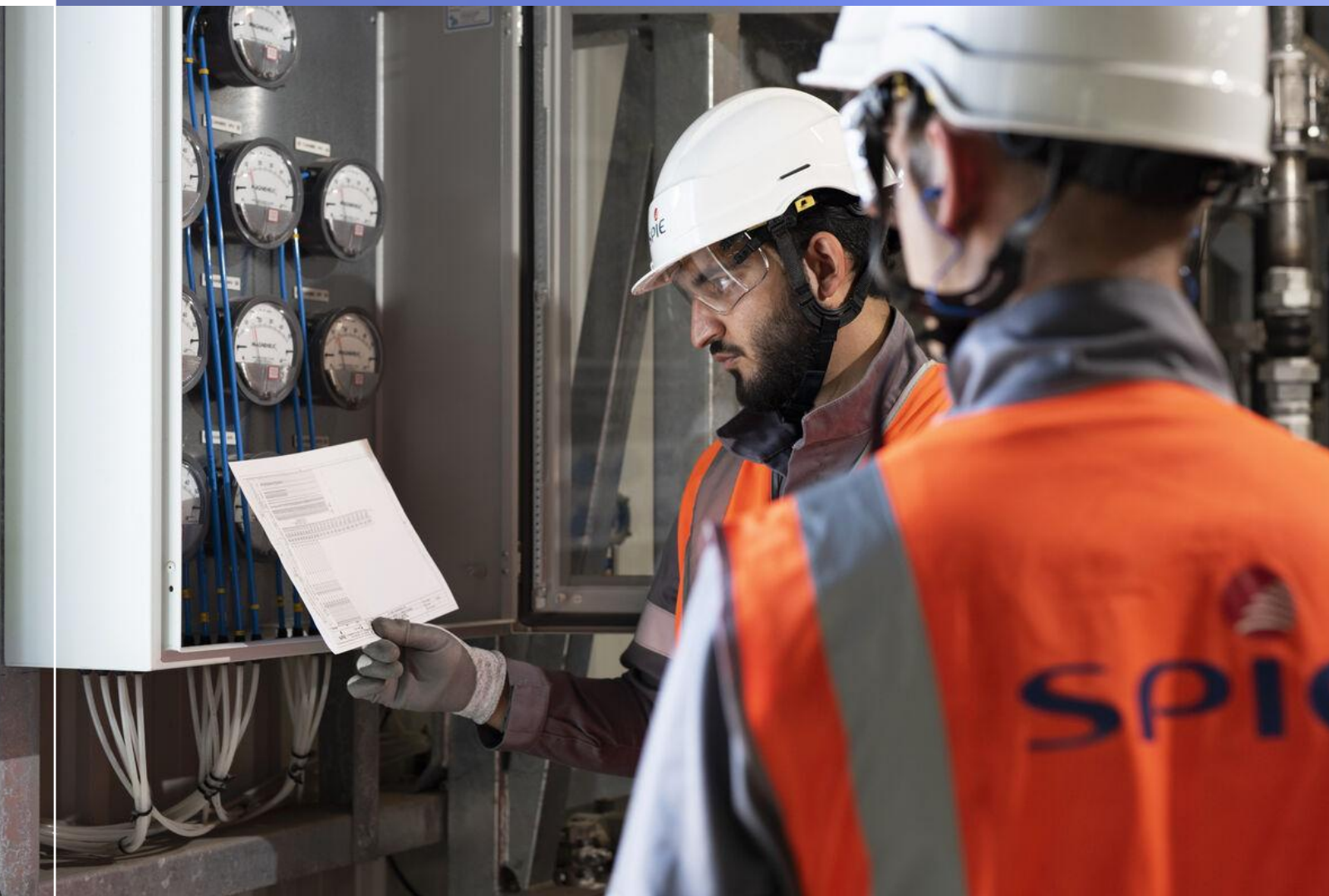


Quarterly information as of March 31st, 2026

April 24th, 2026



Disclaimer

Certain information included in this presentation are not historical facts but are forward-looking statements. These forward-looking statements are based on current beliefs, expectations and assumptions, including, without limitation, assumptions regarding present and future business strategies and the environment in which SPIE operates, and involve known and unknown risks, uncertainties and other factors, which may cause actual results, performance or achievements, or industry results or other events, to be materially different from those expressed or implied by these forward-looking statements.

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Safety, an absolute priority for the Group

World Day for Safety and Health at Work (April 28th, 2026)

SAFETY DAY 2026



- April 28th, 2026: on the World Safety Day, SPIE holds its Safety Day 2026
- Safety workshops organised at all sites, in all countries



LIFE SAVING RULES
10 rules to stay alive



Germany: installation of five new substations for TenneT in Schleswig-Holstein

- Mandated to install 5 new 380/110 kV substations for transmission system operator TenneT: responsible for technical management under a general contractor arrangement
- Consortium comprised of SPIE, Matthäi and Wiesensee
- Framework agreement for c.8 years, starting in summer 2026 & commissioning until end of 2033



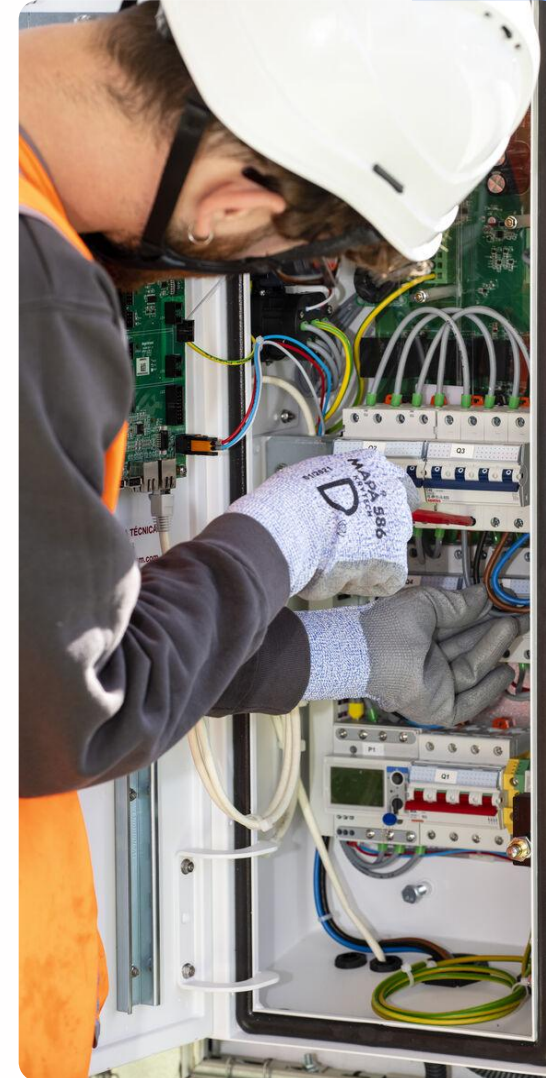
France: completion of an electrification project, supporting the low-carbon transition of ALK



- Electrification project completed for ALK at its Vandeuil (Marne) pharmaceutical plant
- Gas equipment replaced by electrical solutions, reducing CO₂ emissions by nearly 305 tonnes per year and improving energy performance
- Installation of heat pumps and new electrical infrastructure, building on a long-standing partnership with ALK

Netherlands: new multi-year maintenance contract & electric charging solutions for the Port of Rotterdam

- New three-year electrical maintenance contract for Hutchison Ports ECT in the Port of Rotterdam, with a two-year extension option
- Scope covering the ECT Delta and Euromax terminals, including the installation of seven EV charging hubs to support the energy transition
- Maintenance of 200+ cranes and energy infrastructure, including inspections and high-voltage works





Q1 2026 Highlights

Q1 2026 key highlights

Stronger seasonality impact in Q1 not affecting full-year outlook



Revenue growth

+1.7%

at constant FX

Including **-0.9%**
organic growth



M&A contribution in Q1 26
+2.7%

4 acquisitions announced to date with **c. €667m** annual revenue acquired



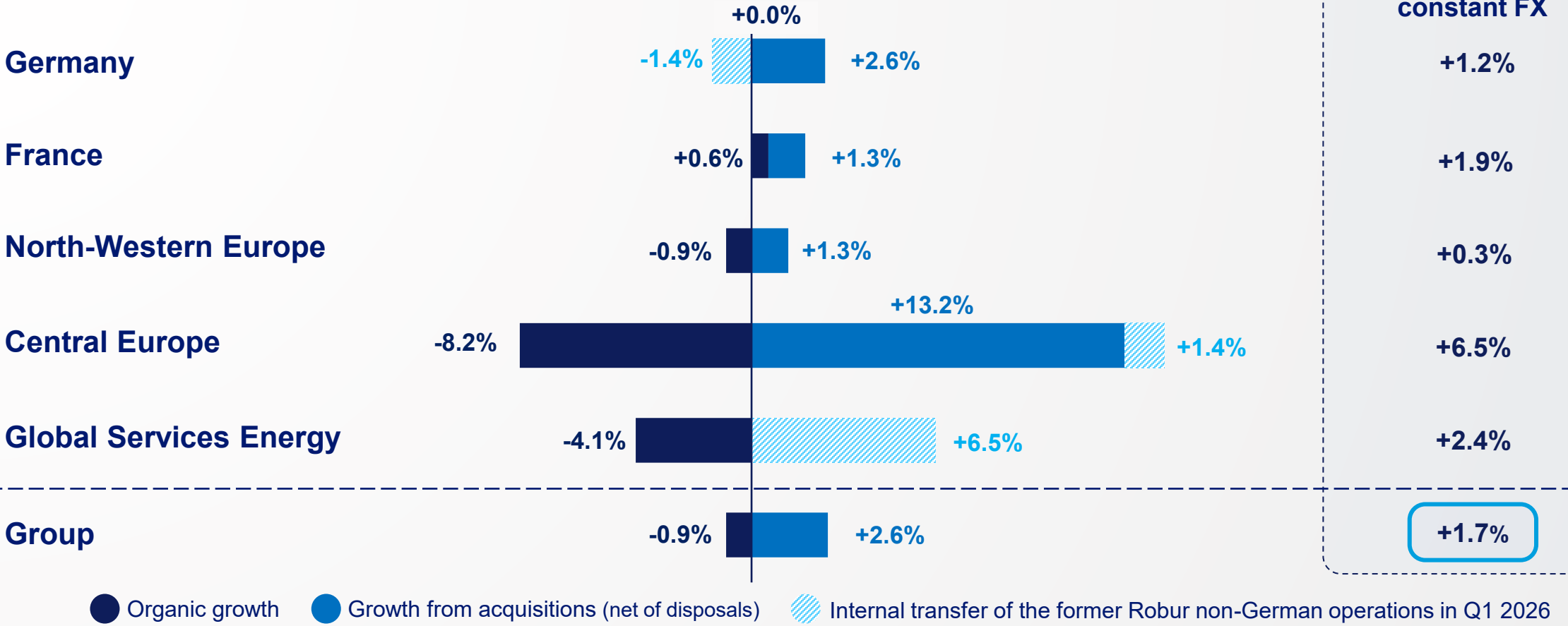
2026 outlook confirmed



+1.7% revenue growth (excluding FX impact)

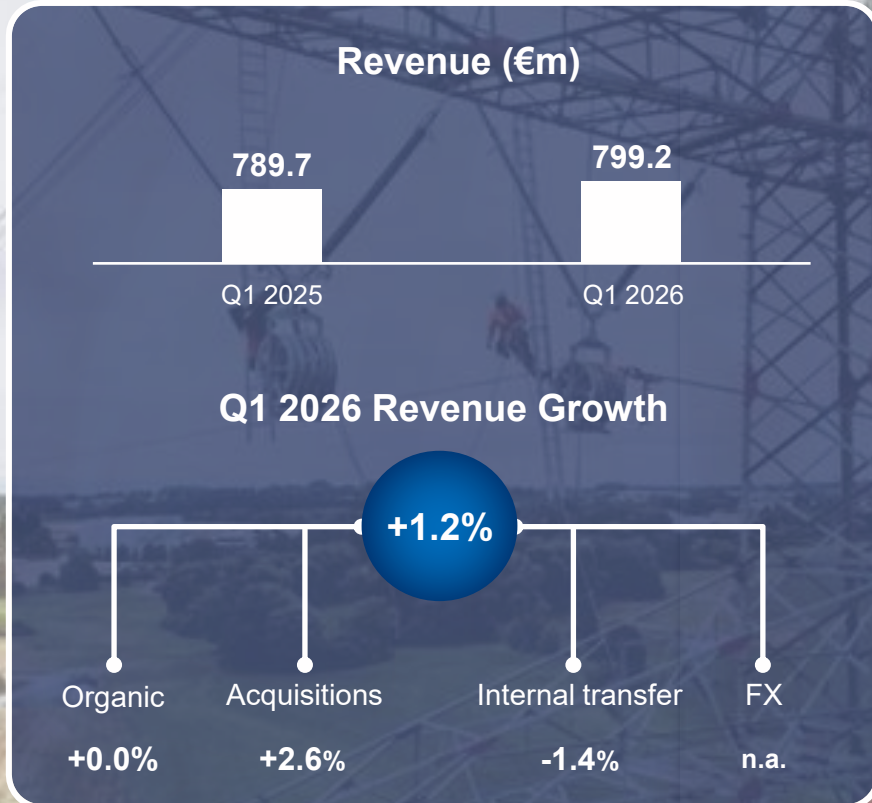
Sustained momentum in underlying trends

Q1 2026 Group revenue growth excluding FX



Germany

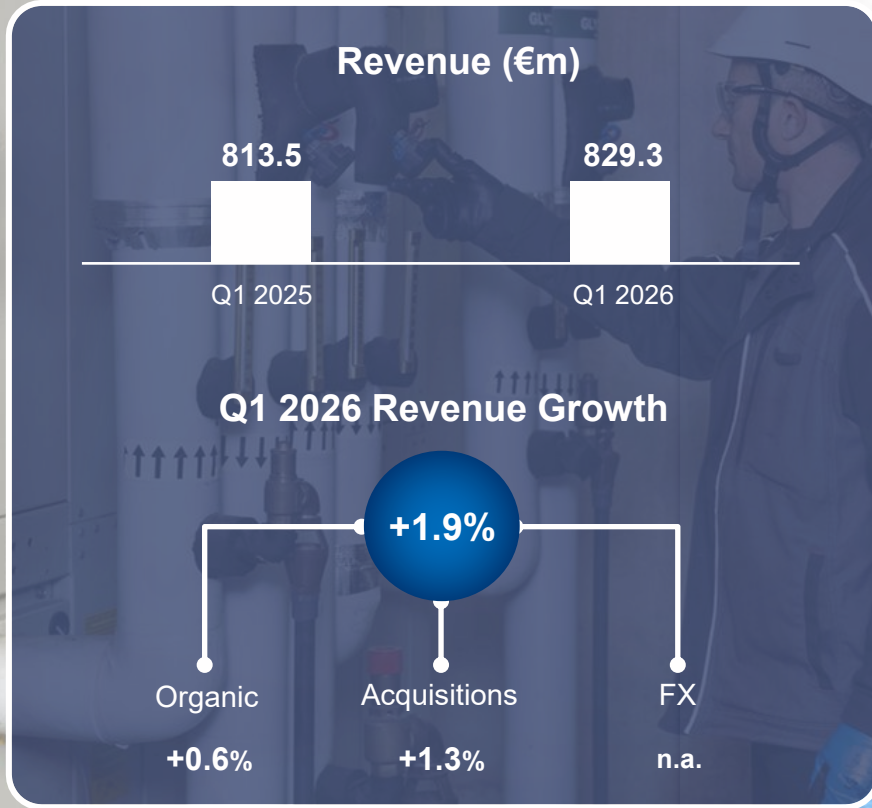
Very strong underlying momentum



- **Organic growth reflecting high comparison base (+7.2% in Q1 25) and harsh weather conditions during the first weeks of the year**
- **Catch-up over the coming quarters**, thanks to secured operational capacity
- **Technical FM**: very strong trajectory, driven by sustained demand for energy-efficiency solutions and consistently high contract renewal rates
- **Building Solutions**: established presence in fast growing segments (data centres,...)
- **ICS**: leveraging enhanced capabilities in cybersecurity, cloud services and managed solutions
- **Industry services**: recurring maintenance operations and focused positioning in attractive, fast-growing end-markets (automation, logistics, food and pharma)
- **Acquisitions**
 - +2.6% contribution from 2025 acquisitions of PIK and Cyqueo
 - -1.4% impact of the internal reallocation of the former non-German operations from SPIE Germany to GSE and Central Europe, with no impact at Group level

France

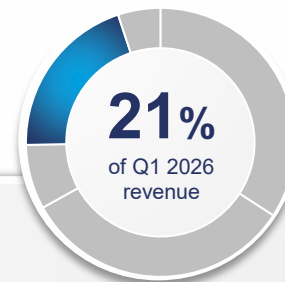
Solid performance



- **City Networks** and **Building Solutions** continuing to weigh on organic growth as expected
- **Technical FM** performing well, supported by recurring revenues and long-standing client relationships
- **Industry** delivering solid performance, driven by renewable energy, battery storage, and diversified exposure (agri-food, aerospace)
- Robust contribution from **ICS**, leveraging strength in cloud, cybersecurity, digital workplace, data and AI
- Strong performance in **Nuclear Services**, supported by high-quality execution of maintenance programmes, notably the Grand Carénage
- **+1.3% M&A contribution** from Artemys acquisition

North-Western Europe

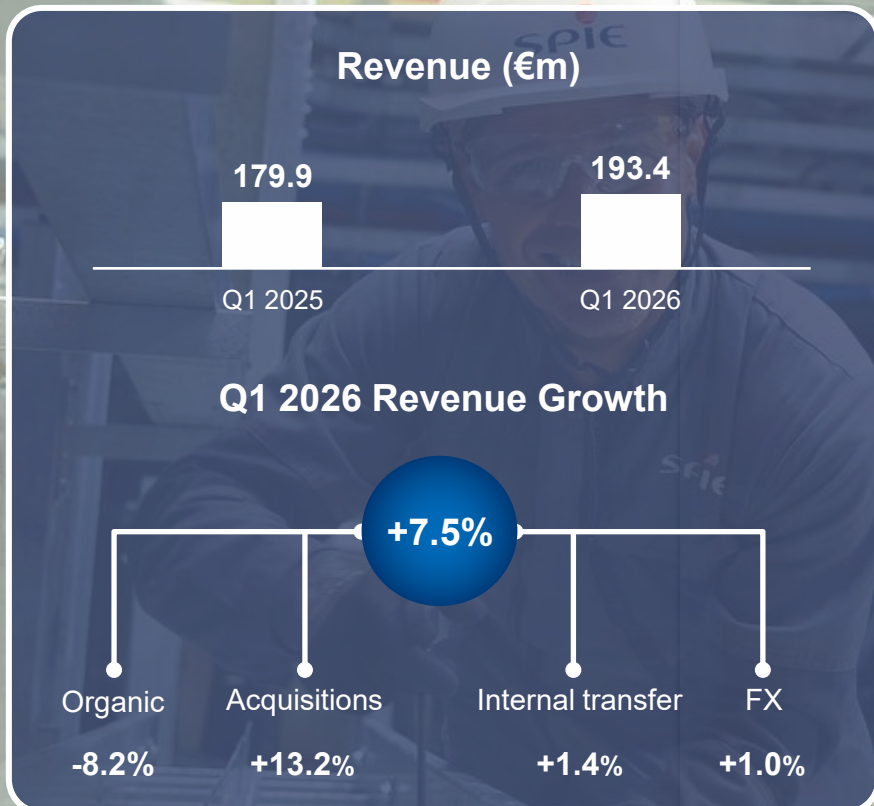
Demanding comparison base in Q1 2025



- **-0.9% organic growth, against a demanding comparison base in Q1 2025 (+7.5%)**
- **+1.6% contribution from the 2025 acquisitions of Rovitech and Voets & Donkers**
- **The Netherlands:**
 - Project-driven activity in **Building Solutions** shaped by the launch of several sizeable contracts, which are still in early stages and will contribute more meaningfully as they ramp up
 - Strong growth in **ICS**, leveraging enhanced position in data centre services & recent acquisitions
 - **Industry Services** remaining resilient, driven by energy storage and advanced technologies despite pressure in petrochemicals
- **Belgium:**
 - Slower start to the year (high comparison base), notably in High voltage services, while the order book remained strong
 - Robust performance in Building Solutions and Technical Facility Management

Central Europe

Total growth benefiting from sustained M&A activity in 2025



- **Organic growth -8.2%:** temporary weather-related disruptions to outdoor activities in Poland and Austria (high voltage, telecoms, transport infrastructure)
- Production expected to progressively **catch up over the coming quarters**
- **Growing backlog** supported by strong energy transition investments
- **+13.2% contribution from bolt-on acquisitions**, reflecting sustained M&A activity in Poland, Switzerland and Austria in 2025
- **+1.4% contribution from the internal transfer** from SPIE Germany of former Robur operations located in Austria

Global Services Energy

Challenging backdrop for Oil & Gas activities



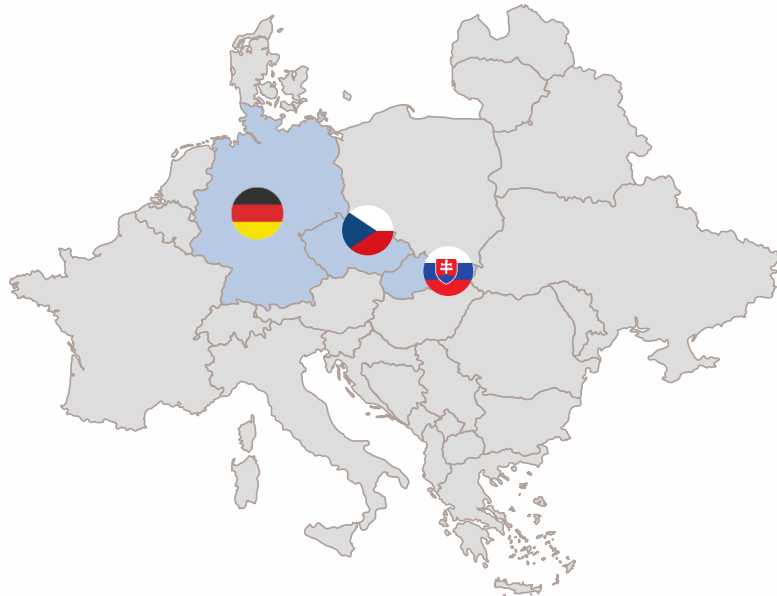
- **Challenging backdrop for Oil & Gas activities** and impact of the Iran conflict in March, leading to the temporary suspension of certain maintenance contracts in Qatar and Iraq
- **Wind activities showing strong momentum**
- **Expansion of wind activities via internal acquisition of SPIE Germany international wind operations (ex-ROBUR Wind)**
 - C. 600 new employees and c. €40m annual revenue added into Global Services Energy (no impact at Group level), strengthening full-lifecycle wind and maintenance capabilities
 - No impact at Group level

Outstanding M&A activity in Germany and Central Europe

While maintaining sound financial policy

4 Acquisitions announced in 2026

c. **€667 m** Cumulative full-year revenue acquired



 **invizo** €7 m¹

Building security systems & smart technical solutions
Closed on February 11th, 2026

 **SGS** €180 m²
Industrial Services

Specialised industrial services
Announced on March 25th, 2026

 **ROFA** €430 m²
INDUSTRIAL AUTOMATION GROUP

Specialised industrial services
Announced on March 2nd, 2026

 **BLOCK** €50 m²
Clean Room Solutions

Cleanroom design, engineering, procurement & construction solutions
Announced on April 2nd, 2026



Integration of all 2025 acquisitions progressing well and in line with plan



Robust pipeline on highly fragmented markets

Note:

1. FY 2024 annual revenue
2. FY 2025 annual revenue
3. Worley Power Services acquisition expected to be finalized by H1 2026, subject to approval by the competition authorities



M&A Germany

Strategic expansion in industrial services in Germany

Acquisition of ROFA Industrial Automation AG



Acquisition of ROFA Industrial Automation AG, solidifying our leadership position in Germany

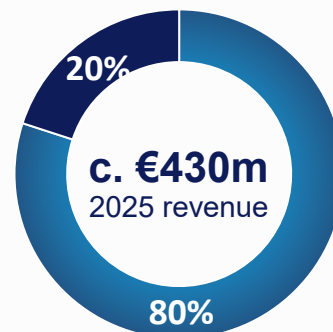
c. €430m
2025 revenue

1,200
Employees



Leading player in highly attractive industrial automation, conveyor systems & intralogistics markets

Warehouse & logistics automation



Factory automation



Diversified client portfolio & cross-selling opportunities for SPIE



Sustained high single digit EBITDA margin profile & mid-single-digit EPS accretion from the first year



KUEHNE+NAGEL



Imperial
logistics

Strategic expansion in industrial services in Germany

Acquisition of SGS Industrial Services



Acquisition of SGS Industrial Services, strengthening expanding industrial services capabilities

c. €180m
2025 revenue

800
Employees



Strong industrial expertise in multiple sectors of consolidation



Diversified and long-standing client base & cross-selling potential for SPIE



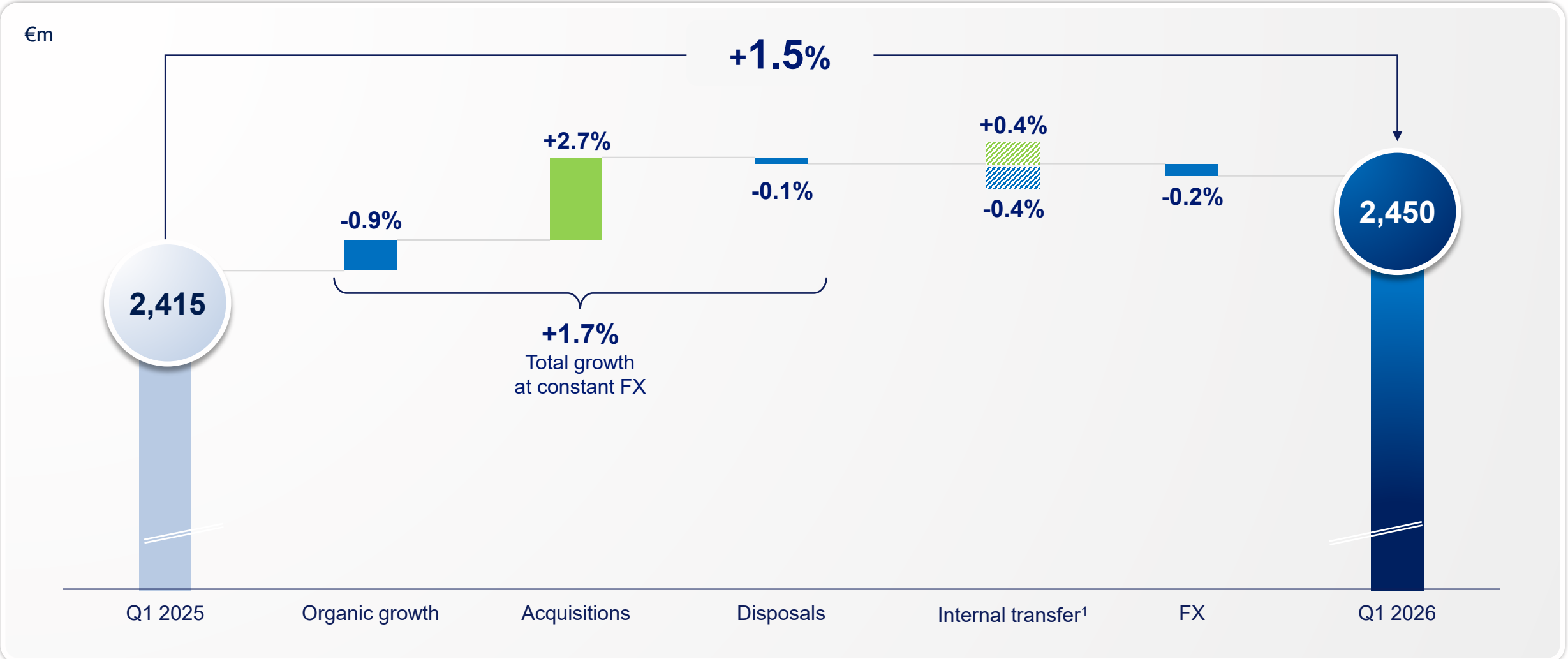
EBITA margin slightly north of 10% & EPS accretion from first year





Q1 2026 Revenue

+1.5% total revenue growth



Note: Internal transfer in Q1 2026 of the former Robur non-German operations, previously recognized in SPIE Germany: international wind activities transferred to Global Services Energy, and other locally-based activities transferred to Central Europe in their respective geographies



2026 Outlook

2026 outlook confirmed

2026 outlook



Strong total growth, driven by further organic growth and active bolt-on M&A



Continued expansion of EBITA margin



Proposed dividend at c.40% of Adjusted net income¹ attributable to the Group

Note:

1. Adjusted for i) operating income items restated from the Group's EBITA, ii) the change in fair value and amortisation costs of derivative related to the ORNANE, and iii) the corresponding normative tax income adjustment



Q&A



Appendix

Q1 2026 revenue growth by segment

<i>In millions of euros</i>	Q1 2026	Q1 2025	Change	o/w organic growth	o/w external growth	o/w disposals	o/w internal transfer ¹	o/w foreign exchange
Germany	799.2	789.7	+1.2%	+0.0%	+2.6%	-	-1.4%	-
France	829.3	813.5	+1.9%	+0.6%	+1.3%	-	-	-
North-Western Europe	513.2	511.4	+0.3%	-0.9%	+1.6%	-0.3%	-	-
Central Europe	193.4	179.9	+7.5%	-8.2%	+13.2%	-	+1.4%	+1.0%
Global Services Energy	115.2	120.5	-4.4%	-4.1%	-	-	+6.5%	-6.8%
Group revenue	2,450.3	2,415.0	+1.5%	-0.9%	+2.7%	-0.1%	-	-0.2%

Note:

Internal transfer in Q1 2026 of the former Robur non-German operations, previously recognized in SPIE Germany: international wind activities transferred to Global Services Energy, and other locally-based activities transferred to Central Europe in their respective geographies

Revenue to revenue under IFRS bridge

€m	Q1 2026	Q1 2025
Revenue as per management accounts	2,450.3	2,415.0
Holdings activities (a)	3.3	3.3
Others (b)	(10.2)	2.6
Revenue under IFRS	2,443.4	2,420.9

Notes:

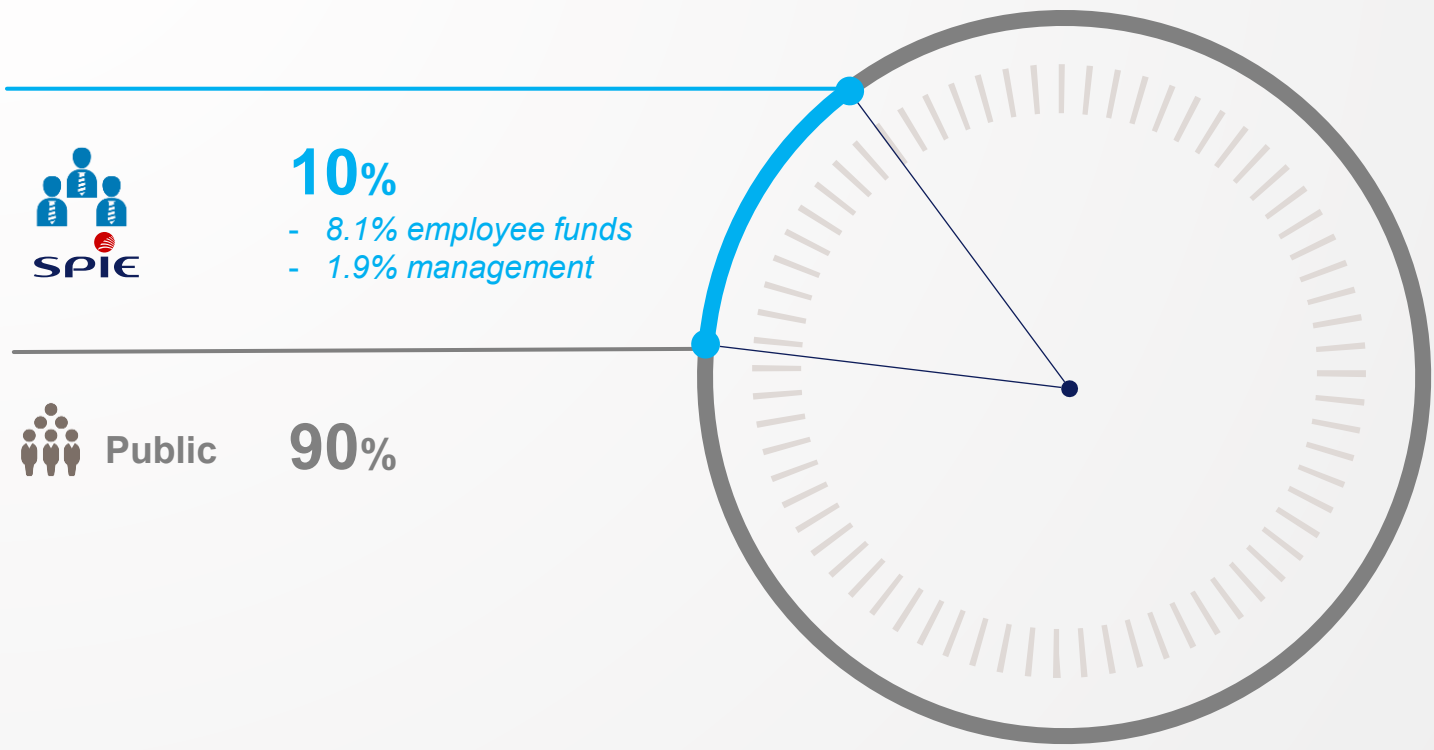
(a) Non-Group revenue from SPIE Operations and other non-operational entities mainly related to year-end supplier discounts.

(b) The amount in Q1 2026 mainly corresponds to the revenue contributions from Artemys (2 months), which was not yet consolidated in the accounts as at March 31st, 2026.

Shareholding structure

Success of SPIE's 2025 employee shareholding plan

SPIE is one of the few companies listed on the SBF 120 index whose employees are the first shareholder



c.25,000

Employees participating from **17 countries**
+16% vs. 2024

>6,000

Employees participating for the 1st time

Share buy-back

Program successfully executed in Q1 2026 to partially offset dilution

Note:
All information as of December 31st, 2025



Our contracts structure

Offers good visibility and recurring revenue

Visibility on revenue at the beginning of the year

Recurring indicative pattern of our secured revenue
observed on 1st January every year

Secured backlog

- Backlog signed
- For projects & contracts (pluriannual or not)

“Fonds de commerce” (flow business)

- Recurring purchase orders every year
- Long-lasting relationship customers

c. **85%**
of annual
revenue

“Find and do”

- Mainly purchase orders through 26,000
existing customers or new prospects

c. **15%**
of annual
revenue

Recurring revenue thanks to the nature of our contracts

Multi-year maintenance contracts

- 3 to 5 years on average
- Very high level of renewal rate
- Significant “churn” (additional works)

c. **2/3**
of annual
revenue

Framework agreements

- 3 to 5 years on average
- SPIE as incumbent service provider
- Statistical recurring level of activity

Projects & small works

c. **1/3**
of annual
revenue

Mission critical
services

Quality of
execution

Highly technical and
added value
solutions

High demand and
direct pay back on
energy efficiency
solutions

Illustrating SPIE’s long lasting relationships with its customers



**WE
ARE
SPIE**



SPIE 2025 Investor Day
Replay available [here](#)



SPIE 2022 Investor Day
Focus on MT perspectives
Replay available [here](#)



@SPIE IR application
Available for iPad, iPhone
and Android devices



Investor Relations
investors@spie.com

Financial schedule

Annual General Meeting	April 30 th , 2026
Dividend ex-date :	May 11 th , 2026
Dividend payment date:	May 13 th , 2026
2026 Half-Year Results	July 30 th , 2026
Quarterly information as at September 30 th , 2026	October 30 th , 2026