Quarterly information as of September 30th, 2026

October 30th, 2026

SPIE, sharing a vision for the future

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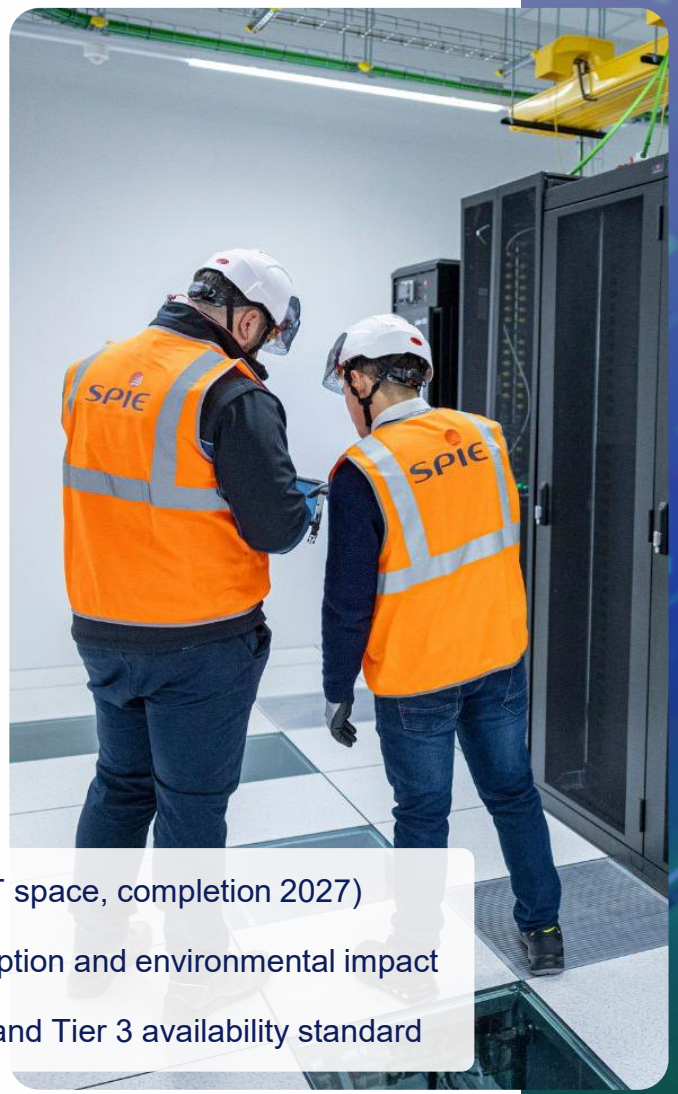
Germany: modernisation of the Uniper Staudinger power station in Großkrotzenburg

- SPIE is modernising the electrical and control systems at Block 4 of Uniper's Staudinger power station
- The upgrading of the gas-fired power station is due for completion by 2028 and will provide the technical basis for continued safe, reliable operation. It will therefore remain in operation until at least 2031
- The German Federal Network Agency classifies the power station as being systemically critical to the overall stability of the grid and security of supply

France: climate and electrical engineering for a data centre transformation project in Toulouse



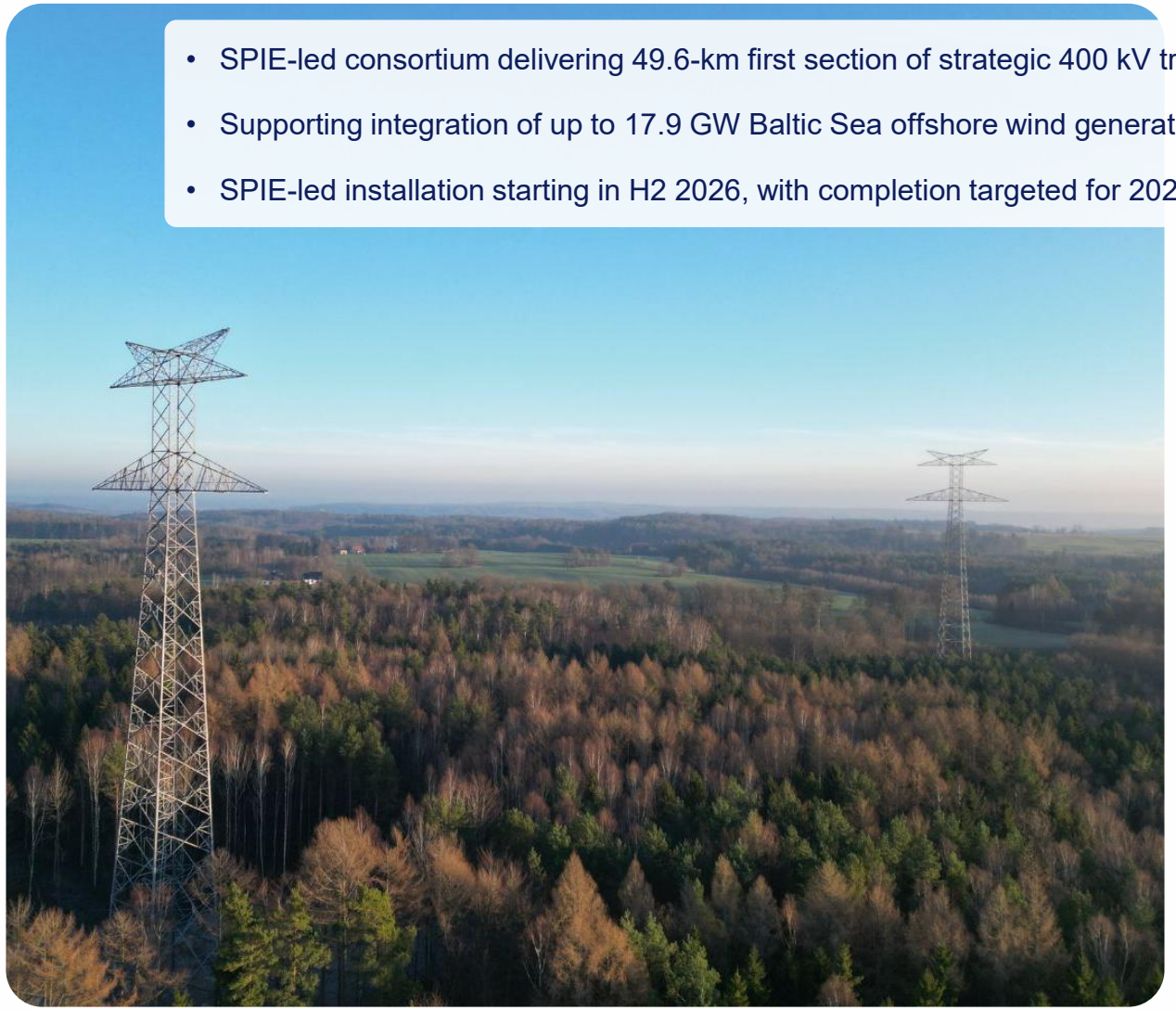
- Development of a new eco-efficient data centre in Toulouse (2 MW capacity, ~920 sq.m. IT space, completion 2027)
- Targeting high energy performance (PUE < 1.33 at 80% load), reducing electricity consumption and environmental impact
- Implementation of resilient infrastructure with dual power supply, backup cooling systems and Tier 3 availability standard

Netherlands: contract awarded by the Municipality of Zwolle for the maintenance of 14 movable bridges

- Electrical and mechanical maintenance under SPIE's integrated technical approach on 14 movable bridges
- Preventive and corrective maintenance to improve reliability and extend asset lifetime
- Agreement taking effect in July 2026 for 2.5 years, with options for 3 one-year extensions

Central Europe: leading a consortium to deliver the first section of a 400 kV transmission line in Poland

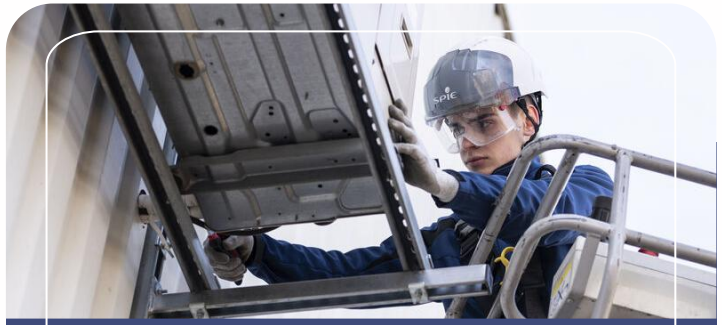
- SPIE-led consortium delivering 49.6-km first section of strategic 400 kV transmission line in Poland
- Supporting integration of up to 17.9 GW Baltic Sea offshore wind generation capacity nationwide
- SPIE-led installation starting in H2 2026, with completion targeted for 2029



Q3|9m 2026
Trading update

Very strong performance over the first 9 months

Accelerating organic growth and M&A contribution



Revenue growth
+7.0%

Organic growth
+2.3%

Bolt-on M&A contribution
€362 million revenue

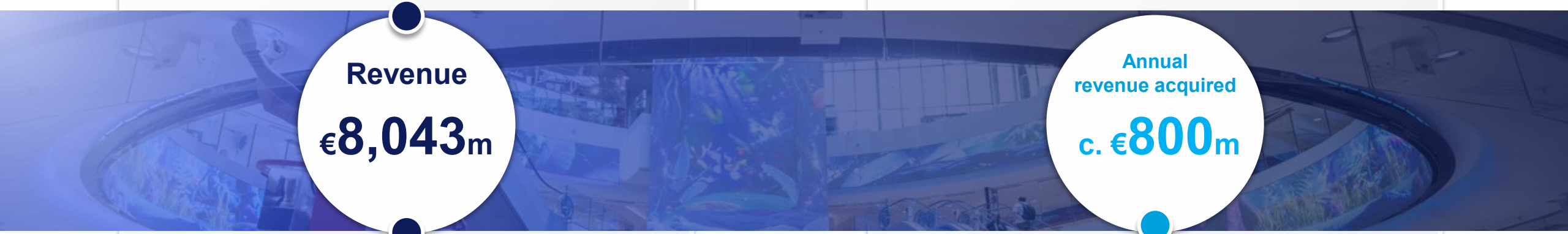
+4.8%

Full-year 2026 guidance confirmed

Financial highlights
Q3 and 9m 2026

+13.7%
revenue increase
vs. Q3 2025

+7.0%
revenue increase
vs. 9m 2025



Revenue
€8,043m

+4.7%
organic growth
vs. Q3 2025

+2.3%
organic growth
vs. 9m 2025

M&A activity

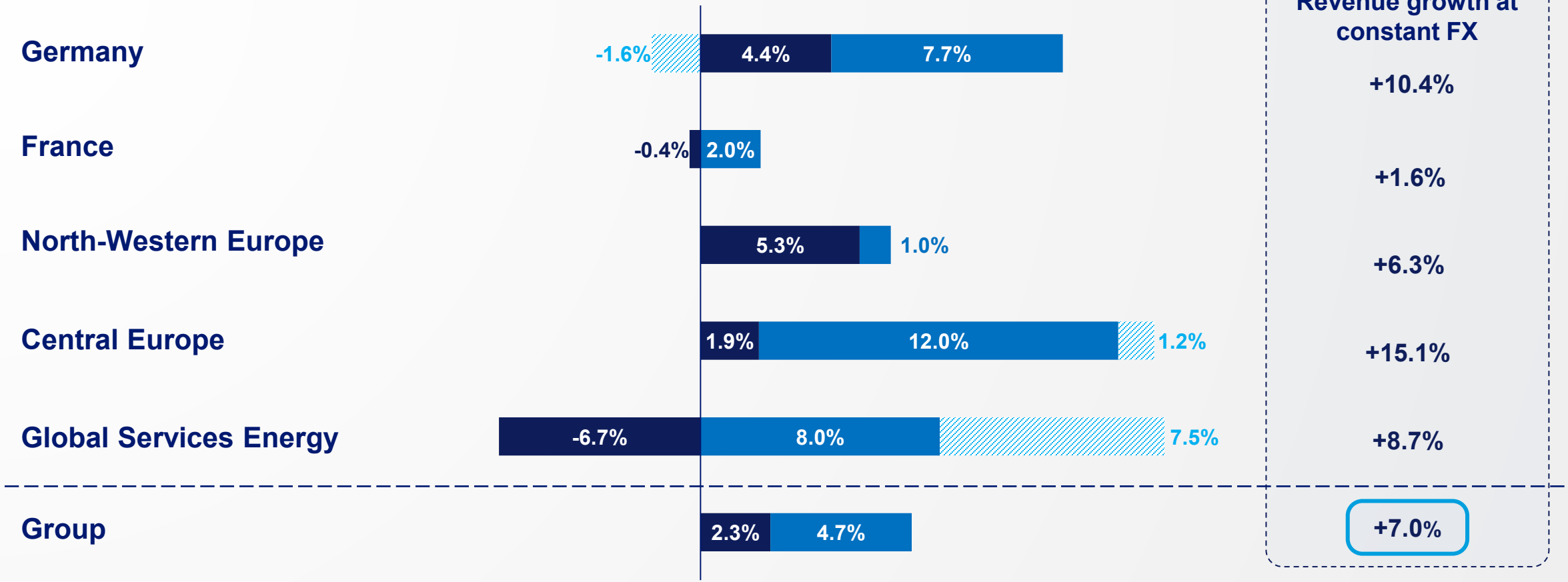
Annual revenue acquired
c. €800m

7
Acquisitions
announced YTD

9m 2026

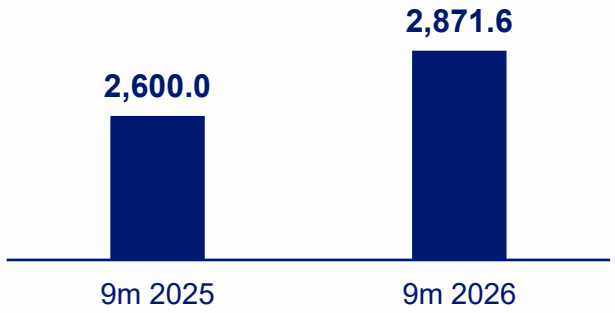
Very strong 9m 2026 revenue growth supported by exceptional Q3

9m 2026 Group revenue growth excluding FX

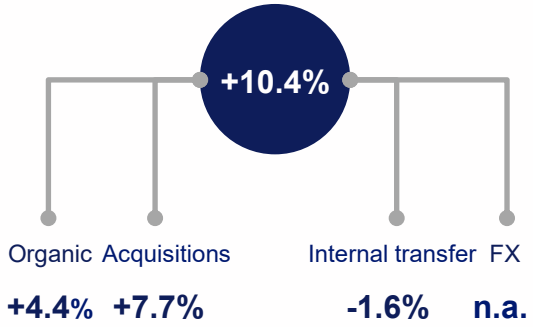


Germany
High activity level driven by strong structural demand

Revenue (€m)



9m 2026 revenue change



HIGHLIGHTS

High activity levels in Q3 (+5.2% organic growth) and +4.4% over 9m 2026

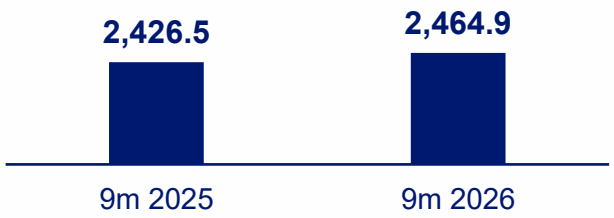
- **High Voltage & City Networks**: successful recovery from the weather-related shortfall at the beginning of the year. Strong momentum in electrical distribution and record backlog in High Voltage activities
- **Technical FM**: excellent contract retention, new contract wins and growing demand for energy efficiency and decarbonisation solutions
- **Building Solutions**: supported by data centres and increasing demand in defence and tunnel infrastructure
- **ICS**: cybersecurity and audiovisual offering strenghtened through recent acquisitions
- **Industry Services**: solid growth despite more challenging environment in selected end-markets, supported by automation, industrial transformation and energy-related activities.

+7.7% contribution from acquisitions, including 4 months of ROFA and the 2025 acquisitions

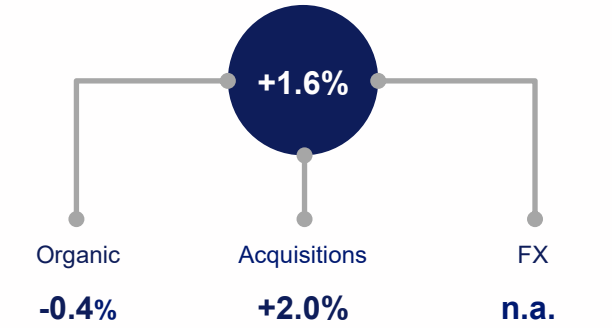
France

Resilient level of activity following a trough in Q2

Revenue (€m)



9m 2026 revenue change



HIGHLIGHTS

9m 2026 organic growth -0.4%, with Q3 at +0.3% evidencing resilient level of activity

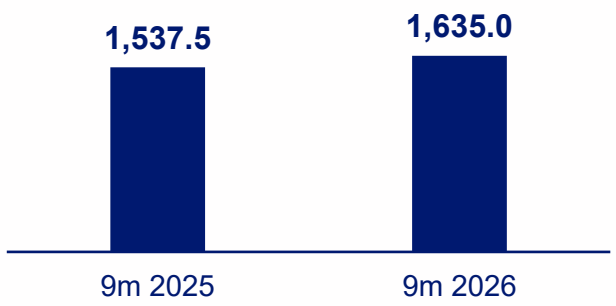
- **Technical FM:** key growth engine, benefiting from recurring revenues and the ramp-up of several nationwide multi-year contracts
- **Industry**: robust growth, supported by energy transition (solar PV, battery energy storage projects) and diversified end-markets exposure (incl. agri-food and aerospace)
- **ICS**: solid growth, driven by managed services, cybersecurity and data centres
- **Nuclear Services**: strong performance, supported by the long-term maintenance cycle across the existing nuclear fleet
- **City Networks**: growth constrained as fibre roll-out programmes gradually come to an end, and activity shifts towards recurring maintenance services
- **Building Solutions**: revenue contraction following disciplined project selection in challenging market conditions. Encouraging order intake, notably in data centres, healthcare and defence

+2.0% revenue contribution from the Artemys acquisition

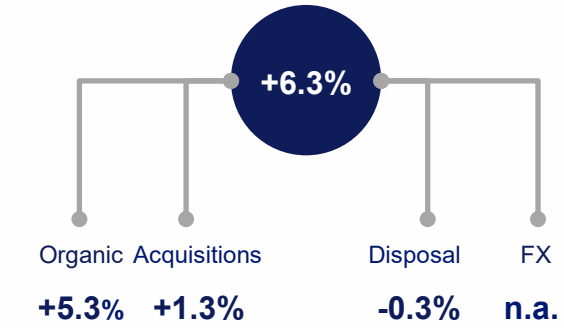
North-Western Europe

Sharp acceleration in organic growth and outstanding Q3 performance

Revenue (€m)



9m 2026 revenue change



HIGHLIGHTS

Sharp acceleration in Q3 organic growth (+12.5%) and +5.3% over 9m 2026

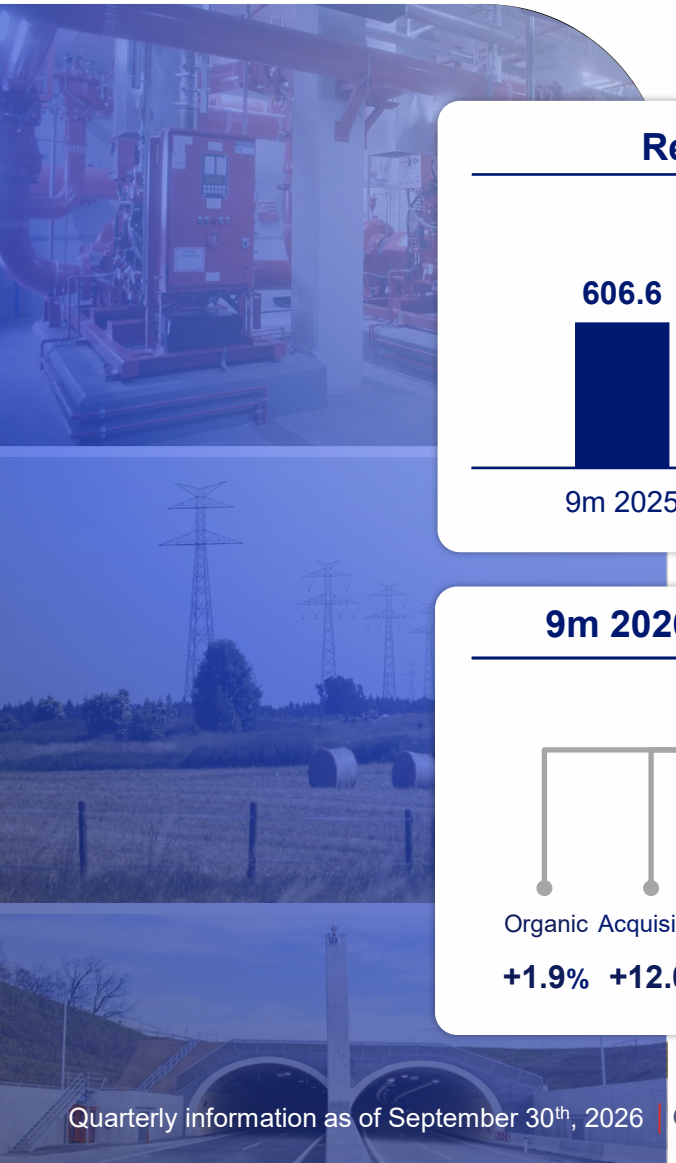
- **The Netherlands:**
  - High Voltage: strong acceleration from substations and transmission line projects entering intensive execution phases in Q3
  - Building Solutions: strong growth, as several projects moved into production
  - ICS: sustained momentum in data centres, fire protection and cybersecurity
  - Industry Services: resilient, with strength in electrification, high-tech manufacturing, water and ports helping to diversify beyond weaker petrochemical market

- **Belgium:**
  - Very strong performance driven by High Voltage and BESS, despite a demanding comparison base
  - Building Solutions and Technical FM: strong local market positions and longstanding customer relationships

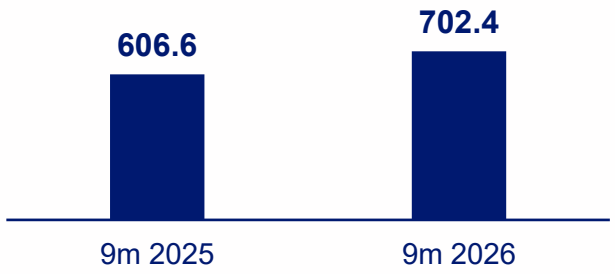
+1.3% contribution from the 2025 acquisitions of Rovitech and Voets & Donkers

Central Europe

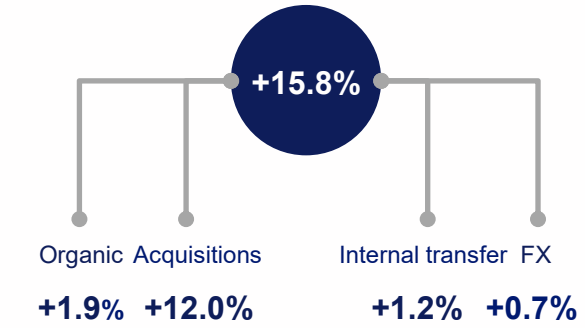
Strong performance despite demanding comparison base in Q3



Revenue (€m)



9m 2026 revenue change



HIGHLIGHTS

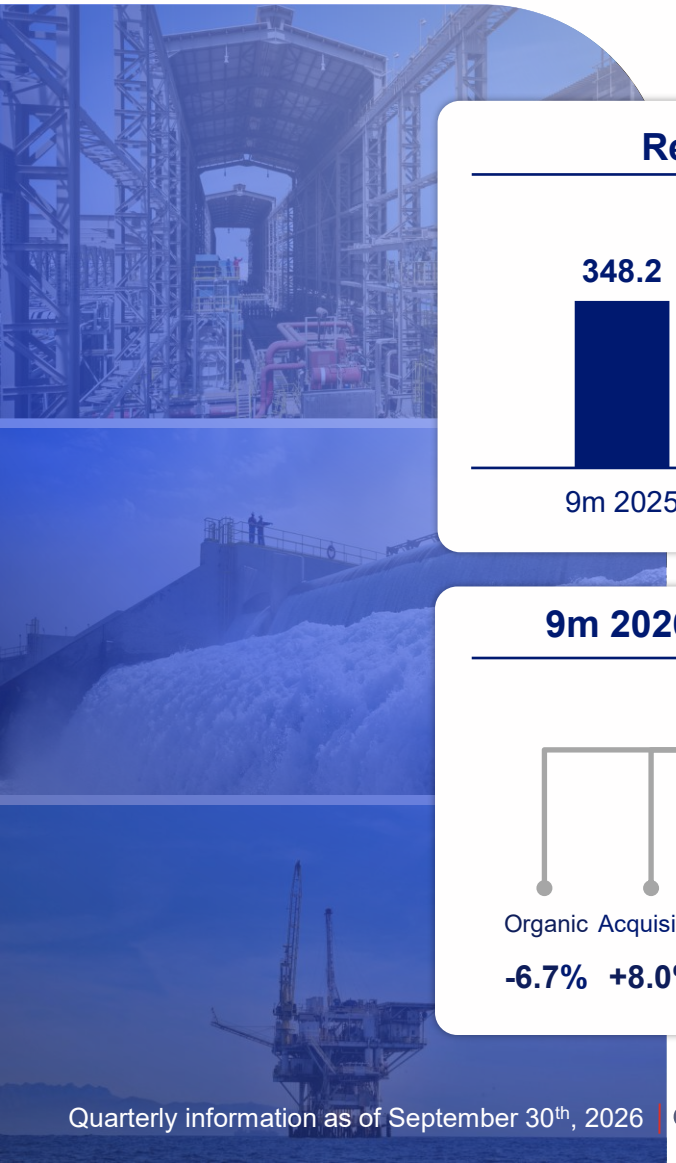
Very strong +5.8% organic growth in Q3 on a very demanding comparison base (+9.9% in Q3 2025) and +1.9% over 9m2026

- **Poland and Slovakia**: High Voltage driven by grid expansion and energy transition investments
- **Austria**: sustained growth in tunnel infrastructure and battery energy storage projects
- **Strong underlying regional demand, further supported by progressive catch-up initiated in Q2, following weather-related disruptions in early 2026**
- **Growing order book providing strong visibility**

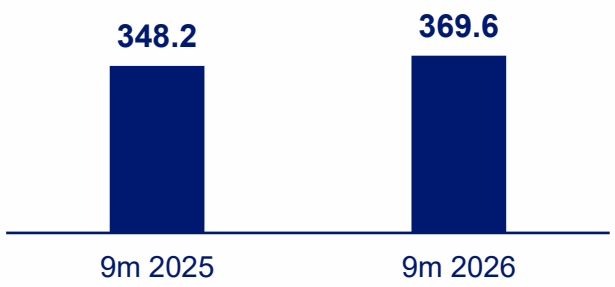
+12.0% contribution from M&A activity, notably BLOCK Group in the Czech Republic

Global Services Energy

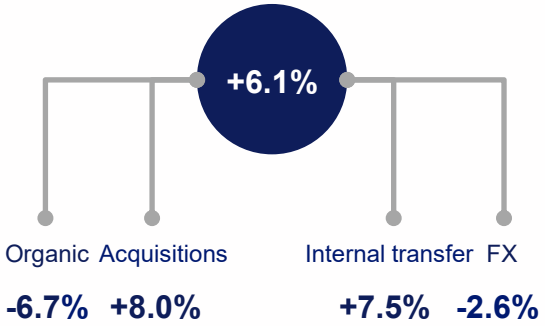
Challenging market conditions for Oil & Gas activities



Revenue (€m)



9m 2026 revenue change



HIGHLIGHTS

Organic growth of -6.7% over 9m 2026 (-6.8% in Q3)

- **Oil & Gas maintenance** :
  - Sub-Saharan Africa: more challenging market conditions, with increased local competition reinforcing disciplined and selective commercial approach.
  - Middle East: disruptions related to the conflict with Iran; situation closely monitored
- **Renewable power generation**: successful integration of Worley Power Services strengthening positioning in wind, BESS and solar PV

+8.0% contribution from the integration of Worley Power Services acquired end of May 2026

-2.6% FX impact, mainly reflecting the weakening of the US dollar against the euro over 9m 2026

SHARE FOR YOU 2026

A great success of SPIE's employee shareholding plan

Share for you 2026

> 27,000

Employees participating from **18 countries**
+10% vs. 2025

> 6,000

Employees participating for the **1st time**

Employee shareholding estimated at

c.9.2% of SPIE's capital

(post SFY 2026)

Estimated shareholder structure post SFY 2026

SPIE — Public

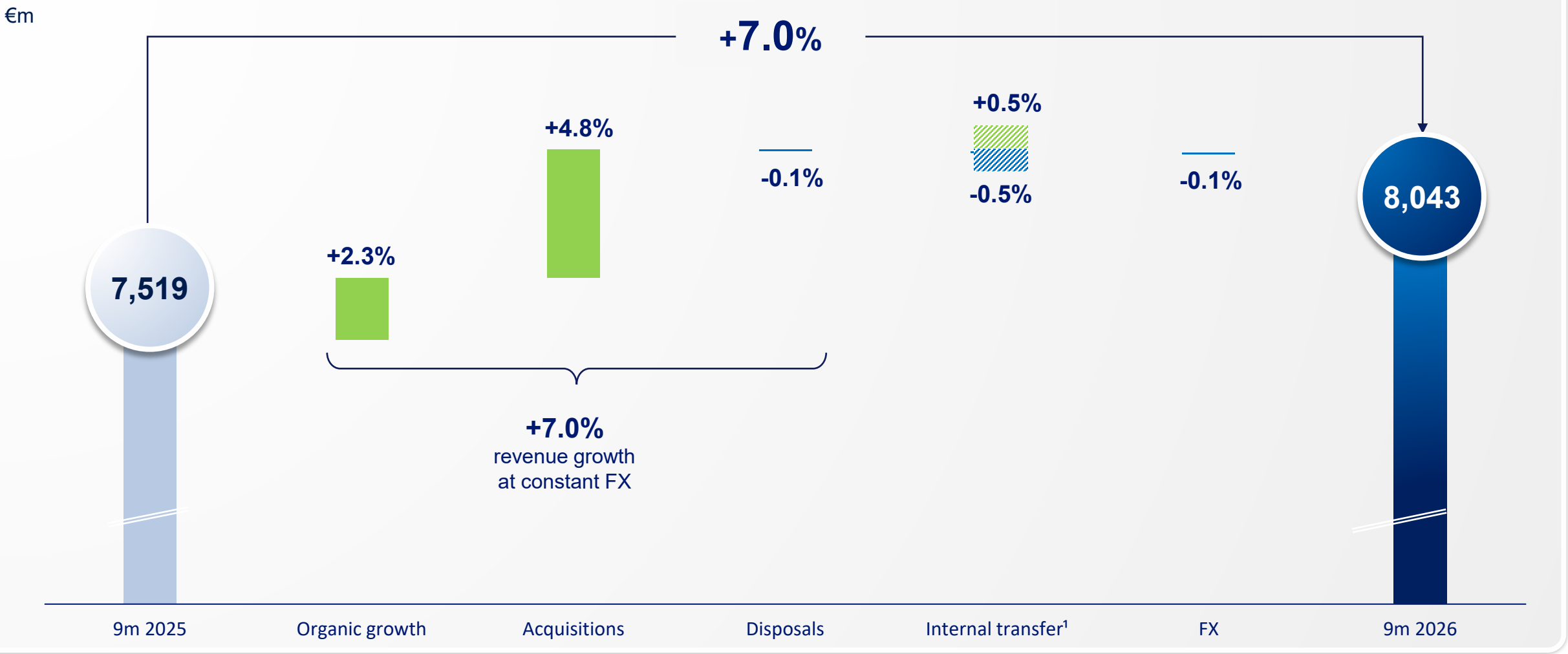
8.8% Employees
0.4% Management

Note: Final results of the SHARE FOR YOU 2026 plan will be communicated in December 2026 upon completion of the related capital increase

Q3|9m 2026 Highlights

Jérôme Vanhove
Group CFO

+7.0% revenue growth



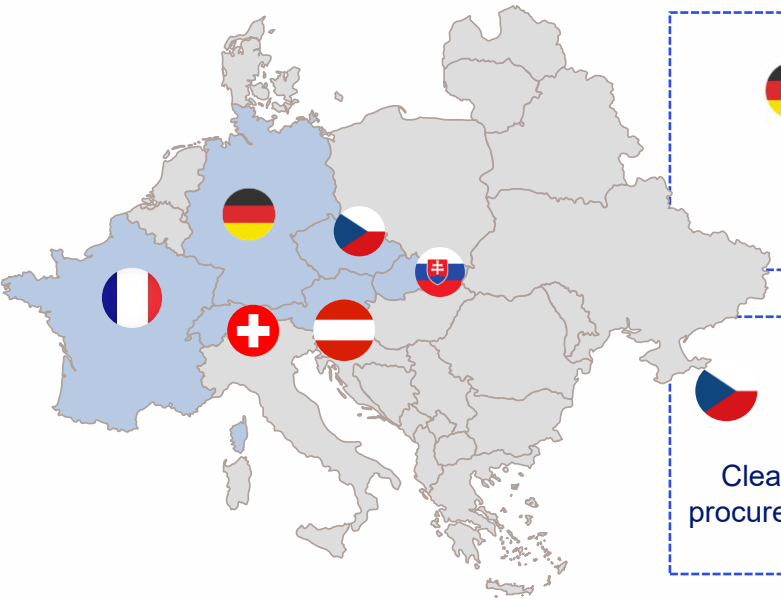
Note:
1. Internal transfer in January 2026 of the former Robur non-German operations, previously recognized in SPIE Germany: international wind activities transferred to Global Services Energy, and other locally-based activities transferred to Central Europe in their respective geographies

Accelerating M&A contribution

Rich pipeline of opportunities

7 Acquisitions announced in 2026

c. €800m Cumulative full-year revenue acquired



ROFA c. €430m²

Specialised industrial services, automation and conveyor systems

Closed on June 3rd, 2026

SGS Industrial Services c. €180m²

Specialised industrial services

Closed on 3rd September 2026

SAR c. €100m²

Specialised in infrastructure and industrial automation systems

Signed on October 28th, 2026

BLOCK Clean Room Solutions c. €50m²

Cleanroom design, engineering, procurement & construction solutions

Closed on June 8th, 2026

CLAUSER c. €22m²

High-power electrical installations and industrial maintenance

Closed on September 30th, 2026

invizo c. €7m¹

Building security systems & smart technical solutions

Closed on February 11th, 2026

nimeg c. €5m²

Specialised engineering services

Closed on June 30th, 2026

Integration of all acquisitions progressing well and in line with plan

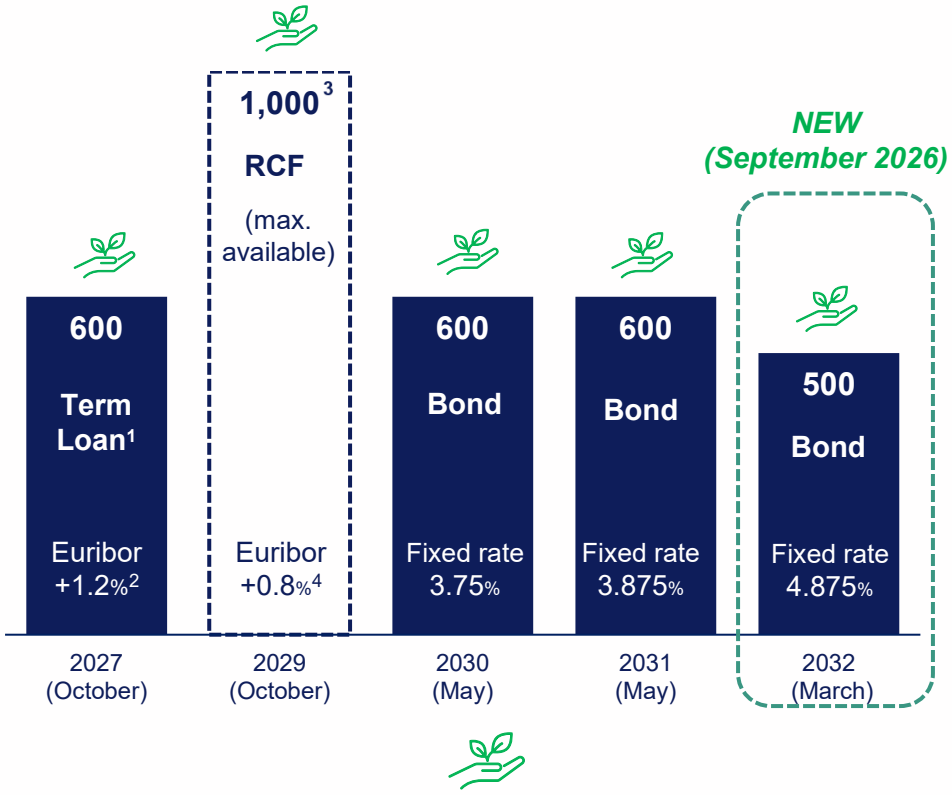
SD Fiber LWL Technologie · LTEC · Rovitech · VOETS & DONKERS KOELTECHNIEK EN LUCHTBEHANDELING · ecoexperts · CYQUEO · PIK AG · artemys GROUPE · worley DELIVERING SUSTAINABLE CHANGE

Active and well-diversified pipeline across highly fragmented markets

Note:
1. FY 2024 annual revenue
2. FY 2025 annual revenue

Successful refinancing
Enhanced financial flexibility

Debt profile & maturities (in m€)
as of October 2026 - excluding securitization program



100%[5] of SPIE's debt is "sustainability-linked"
Based on the Group's ESG Framework

Successful refinancing of the ORNANEs due January 2028

€500m new bond issuance

Successful €500m sustainability-linked bond issuance despite challenging debt capital market

€400m ORNANE's repurchase & early redemption

- **€400m of outstanding ORNANEs repurchase in cash**
- **c. 3.5 million new shares, with a limited 2.0% dilution**

Liquidity > €1.5 billion

Fitch **BBB-** Credit ratings

S&P **BB+** Credit ratings

Notes:
1. Half of the Term Loan is subject to an interest rate swap
2. Including €300 million covered by an interest rate swap
3. €1,000m until 17/10/2027 and €940m until 17/10/2029
4. Bank fees and commissions
5. Including securitization program

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 income[1] 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

Quarterly organic growth by segment

In percentage	Q1 2026	Q2 2026	H1 2026	Q3 2026	9m2026
Germany	+0.0%	+7.3%	+3.9%	+5.2%	+4.4%
France	+0.6%	-1.9%	-0.7%	+0.3%	-0.4%
North-Western Europe	-0.9%	+4.7%	+1.9%	+12.5%	+5.3%
Central Europe	-8.2%	+7.3%	+0.0%	+5.8%	+1.9%
Global Services Energy	-4.1%	-9.3%	-6.7%	-6.8%	-6.7%
Group revenue	**-0.9%**	**+3.1%**	**+1.2%**	**+4.7%**	**+2.3%**

Q3 2026 revenue growth by segment

In millions of euros	Q3 2026	Q3 2025	Change	organic growth	external growth	disposals	Internal transfer (1)	foreign exchange
Germany	1,115.9	922.0	+21.0%	+5.2%	+17.6%	-	-1.8%	-
France	810.4	791.1	+2.4%	+0.3%	+2.2%	-0.1%	-	-
North-Western Europe	561.6	498.4	+12.7%	+12.5%	+0.5%	-0.3%	-	-
Central Europe	258.7	220.8	+17.2%	+5.8%	+10.4%	-	+1.1%	-0.1%
Global Services Energy	140.2	107.7	+30.2%	-6.8%	+25.8%	-	+8.1%	+3.1%
Group revenue	**2,886.8**	**2,539.9**	**+13.7%**	**+4.7%**	**+9.0%**	**-0.1%**	**0.0%**	**+0.1%**

(1) Internal transfer in January 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 their respective geographies.

9m 2026 revenue growth by segment

In millions of euros	9m 2026	9m 2025	Change	organic growth	external growth	disposals	Internal transfer (1)	foreign exchange
Germany	2,871.6	2,600.0	+10.4%	+4.4%	+7.7%	-	-1.6%	-
France	2,464.9	2,426.5	+1.6%	-0.4%	+2.0%	-0.0%	-	-
North-Western Europe	1,635.0	1,537.5	+6.3%	+5.3%	+1.3%	-0.3%	-	-
Central Europe	702.4	606.6	+15.8%	+1.9%	+12.0%	-	+1.2%	+0.7%
Global Services Energy	369.6	348.2	+6.1%	-6.7%	+8.0%	-	+7.5%	-2.6%
Group revenue	**8,043.4**	**7,518.7**	**+7.0%**	**+2.3%**	**+4.8%**	**-0.1%**	**0.0%**	**-0.1%**

(1) Internal transfer in January 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 their respective geographies.

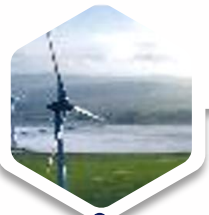
Income statement bridges

Revenue to Revenue under IFRS

€m	9m 2026	9m 2025
Revenue as per management accounts	**8,043.4**	**7,518.7**
Holdings activities	20.5	17.7
Others	0.6	0.6
Revenue under IFRS	**8,064.5**	**7,537.0**

WE ARE SPIE

SPIE 2025 Investor Day
Replay available here



SPIE 2022 Investor Day
Focus on MT perspectives
Replay available here

SPIE IR

SPIE IR application
Available for iPad, iPhone and Android devices

IR contact details

Investor Relations
investors@spie.com

Financial schedule

2026 Full-Year Results	**March 4th, 2027**
Quarterly information as at March 31st, 2027	**April 23rd, 2027**
Annual General Meeting	**April 30th, 2027**
2027 Half-Year Results	**July 29th, 2027**
Quarterly information as at September 30th, 2027	**October 29th, 2027**