

Our European
ambition

Financial
growth

Our customers'
expectations

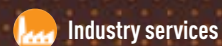
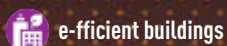
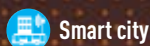
Our employees'
energy



Inspiration

2014 ANNUAL AND SUSTAINABLE
DEVELOPMENT REPORT

Please consider the environment
before printing this document



Inspired by you



The world inspires us, the future spurs us on...

We are inspired by the growing needs of a society that aspires to greater speed, safety, mobility and energy awareness. We like to be where technology provides greater serenity, where cities are embellished, where a pioneering spirit nourishes thought, where action is immediate, where risks are anticipated and controlled, where our goal is to meet the challenges of the green economy.

Our business draws inspiration from the challenges of a perpetually changing society, from our customers' expectations and imagination which drive us to surpass our previous achievements and constantly reinvent ourselves. And finally, we draw inspiration from our employees who guide us on the path of a company where team spirit is a deep-seated value, where commitment is a reality and where success is a powerful bond.



Download this
document to your
mobile device

A WORLD OF OPPORTUNITIES

AMONG THE TECHNOLOGICAL CHANGES UNDERWAY, CERTAIN BRING
WITH THEM A REMARKABLE POTENTIAL FOR PROGRESS AND INITIATIVES.

ENERGY EFFICIENCY

INCREASES THE VALUE
OF YOUR ASSETS

Reducing your energy consumption also optimises the use of your resources, adds value to your buildings, and strengthens your competitive advantage in your markets.

THE ENERGY TRANSITION

GIVES RISE TO
A SHARED DYNAMIC

Actions undertaken to fight global warming are a factor for innovation and performance that mobilises all of your stakeholders.

THE REIGN OF COMPLEXITY ENCOURAGES GLOBAL SOLUTIONS

The more complex and resource-intensive the project, the more the solution must be integrated and global in order to manage all its facets over the long term.

INTELLIGENT INFRASTRUCTURE TRANSFORMS YOUR ENVIRONMENT

With new infrastructure such as smart grids and information and communication networks, you can easily manage your service ecosystem.

CONNECTED OBJECTS SIMPLIFY YOUR DAILY LIFE

From your smartphone or an intelligent interface, you can manage a multitude of applications related to home automation, health, transport and safety.

P. 06

OUR EUROPEAN AMBITION

P. 08 PROFILE AND MARKETS

P. 10 ONE SPIE
Key figures

P. 12 FASTER EXPANSION IN EUROPE
Interview with the Chairman and CEO,
Gauthier Louette

P. 16 2014, A GREAT SOURCE
OF INSPIRATION
Senior management team and corporate governance

P. 20 EUROPEAN ACQUISITIONS
AND INTERNATIONAL GROWTH
SPIE around the world



P. 24

FINANCIAL GROWTH

P. 26 SMART CITIES: BRINGING
PEOPLE TOGETHER AND MAKING
THEM MORE INTELLIGENT?
By **Julien Damon**, Associate Professor
at Sciences Po in Paris

P. 28 AN ATTRACTIVE FINANCIAL
PERFORMANCE
By **Denis Chêne**, Chief Financial Officer, SPIE

P. 30 SHAREHOLDER STRUCTURE

P. 31 A EUROPEAN DYNAMIC
By **Gabrielle van Klaveren-Hessel**, member
of the Supervisory Board of the SPIE 2011
corporate mutual fund and of the Board of Directors
of SPIE Operations



OUR CUSTOMERS' EXPECTATIONS

P. 34 SMART CITY

P. 34 2014 review

P. 37 Commentary from **Tom Roelants**, Head of the Flemish Agency for Roads and Traffic and **Jean-Michel Matur**, Business Development Director, SPIE Communications

P. 38 The year's achievements in pictures

P. 40 e-EFFICIENT BUILDINGS

P. 40 2014 review

P. 43 Commentary from **Günter Willbold**, Siemens AG, Siemens Real Estate, Head of Regional Area, Germany and **Andreas Wokittel**, Vice President, Business Unit Facility Solutions, Key Account manager Siemens, SPIE GmbH

P. 44 The year's achievements in pictures

P. 46 ENERGIES

P. 46 2014 review

P. 49 Commentary from **Michael Rothan**, Total, Moho Nord Project, Alima Integration Package Manager and **Florent Billottet**, Development & Solutions Division Deputy Director, SPIE Oil & Gas Services, Congo

P. 50 The year's achievements in pictures

P. 52 INDUSTRY SERVICES

P. 52 2014 review

P. 55 Commentary from **Peter Lens**, Site Maintenance and Reliability Manager, Sabic - Bergen op Zoom and **Toine Roks**, Industry Division Director, SPIE Nederland

P. 56 The year's achievements in pictures



OUR EMPLOYEES' ENERGY

P. 60 WHAT WE ARE

With **Rombout Klunder**, Technical Management Traineeship Program Graduate, SPIE Nederland

P. 62 WHAT WE EXPERIENCE

With **Inès de Oliveira**, Business Development Manager, SPIE Oil & Gas Services

P. 66 WHAT WE PROTECT

With **Hervé Milliot**, Site Manager at Cattenom, SPIE Nucléaire, France

P. 70 WHAT WE RESPECT

With **Will Smith**, Commercial Director, SPIE UK

P. 72 WHAT WE SUPPORT

With **Erwin De Bock**, Director of Strategy and Business Development, SPIE Belgium

P. 76 EXTRA-FINANCIAL INDICATORS







●

Inspired by...

OUR EUROPEAN AMBITION

P. 08

PROFILE AND MARKETS

P. 10

ONE SPIE

Key figures

P. 12

FASTER EXPANSION IN EUROPE

Interview with the Chairman
and CEO, Gauthier Louette

P. 16

2014, A GREAT SOURCE
OF INSPIRATION

Senior management team
and corporate governance

P. 20

EUROPEAN ACQUISITIONS
AND INTERNATIONAL
GROWTH

SPIE around the world

●

•

SPIE IS THE INDEPENDENT EUROPEAN LEADER
IN MULTI-TECHNICAL SERVICES IN THE AREAS
OF ENERGY AND COMMUNICATION.

•

— € **5.2** bn —
REVENUE
IN 2014

— **38,250** —
EMPLOYEES
representing
120 nationalities

— **25,000** —
CUSTOMERS

— € **334 M** —
in EBITA
and a margin of 6.4%

— **CLOSE TO**  **550** —
SITES
in **35** countries

Watch the



Group's corporate video

4

MARKETS



Smart city

Contribute to a sustainable urban and regional development model, tailored to the challenges of improving the quality of life and well-being of the local population.



e-efficient buildings

Optimize long-term building performance through a convergence between digital technologies and building management services.



Energies

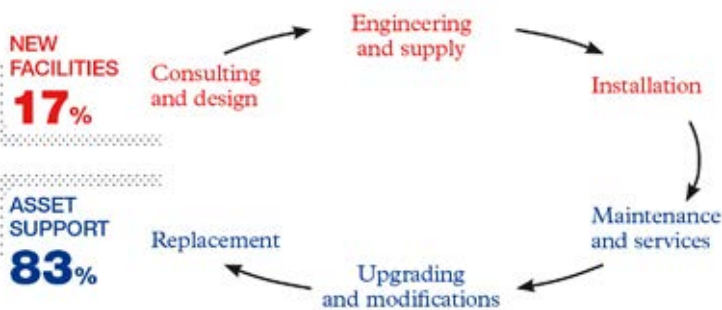
Facilitate the energy transition through a wide range of technologies and services aimed at improving energy production, usage and transmission modes.



Industry services

Support manufacturers right across the value chain, improving performance, reducing costs, and facilitating innovation.

Providing support throughout the lifecycle



SPIE is involved in every phase of the lifecycle of its customers' operations, from consulting and feasibility studies to the operational maintenance of their most critical facilities.

ONE SPIE

ONE COMPANY

As the leading independent group in Europe in its industry, SPIE has been built on a bedrock of shared values: local presence, ethical and professional responsibility, and high standards for performance and technical excellence. Enriched by its diversity that encompasses some one hundred nationalities, SPIE represents a community of entrepreneurs united by a strong corporate identity. Its employees thus share the same culture, exercise the same professions and meet the same challenges, particularly that of safety.

ONE VISION

Customers are our core strategic concern. By their side, SPIE implements innovative, global and integrated solutions for the entire lifecycle of their operations. These solutions benefit from local expertise adapted to its environment and from inter-subsidiary pooling of skills in order to access the best services.

Customers are thus assured of aligned high-quality offerings throughout Europe that meet their needs for global performance, a consistent approach and long-term support.

ONE MISSION

Thanks to its presence in all sectors of the economy, SPIE fully contributes to the transition to a post-carbon society. Its services are centred on technical, financial and environmental optimisation and cover energy efficiency, energy production and distribution, the deployment of new technologies and ICT services and the sustainable improvement of infrastructure.

SPIE is a recognised player in urban and regional transformation, with solutions that support the emergence of smart cities and the transition to new growth models.

WORKFORCE AT 31 DECEMBER 2014

38,252

employees

Breakdown of workforce by region

88% Europe

6% Africa

3% Middle East

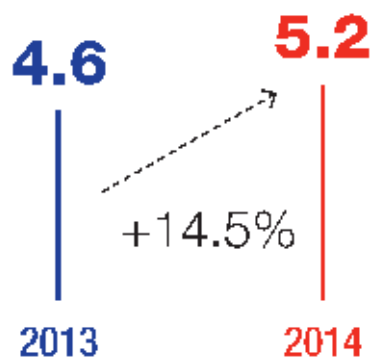
3% Asia



European advertising campaign on SPIE's 2014 results

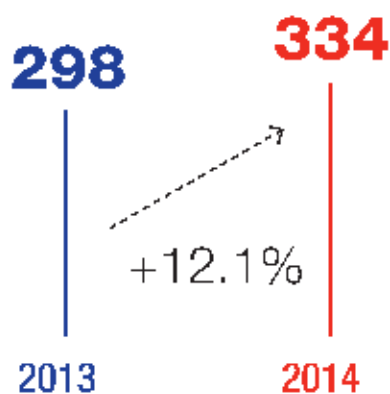
INCREASE IN REVENUE

in € billions

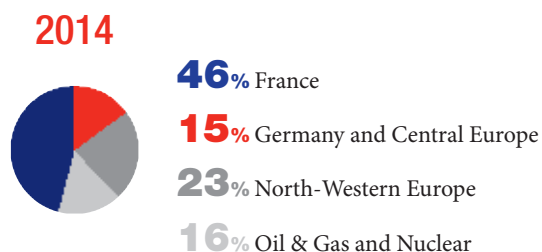
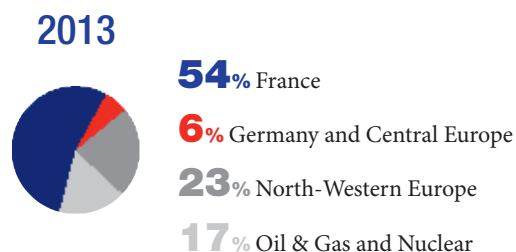


INCREASE IN EBITA

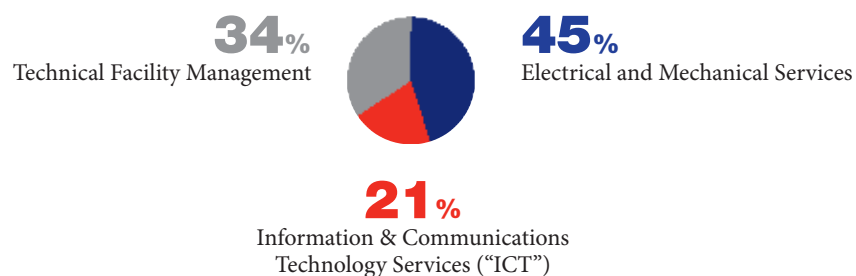
in € millions



CHANGE IN REVENUE BY REPORTING SEGMENT



BREAKDOWN OF REVENUE BY BUSINESS







OVER THE PAST THREE YEARS, OUR EXPANSION IN EUROPE PICKED UP PACE

GAUTHIER LOUETTE
CHAIRMAN AND CHIEF
EXECUTIVE OFFICER, SPIE

*WE HAVE HAD ANOTHER SUCCESSFUL YEAR –
OUR TENTH SUCCESSIVE YEAR OF REVENUE
AND EBITA GROWTH. WE ACHIEVED ALL
OUR FINANCIAL TARGETS FOR 2014.*

SPIE'S BUSINESS BASE IS INCREASINGLY EUROPEAN IN SCOPE. IS THIS A SIGNIFICANT TREND?



In recent years, SPIE has transitioned from being a French company with well-established operations abroad to a Group whose footprint is clearly European. Excluding the Nuclear business, the percentage of our revenue generated in France has gone from 54% to 46%, and today we are growing faster in the other European countries. Our geographic coverage has been broadened and deepened, particularly in Germany, the United Kingdom, Belgium, Switzerland and the Netherlands, where the market offers good opportunities for consolidation and acquisitions.

This faster expansion is essential if we want to assert our European leadership and strengthen our foundations in response to fluctuating demand. It will also improve our ability to serve customers who increasingly operate in the global marketplace. Over the past three years, we've started to see large corporations, like Airbus and Rolls-Royce, choose SPIE to support them in several countries across Europe. This is an underlying trend that will gain momentum in the years ahead.

WAS YOUR BUSINESS IN 2014 HURT BY THE SLOW GROWTH IN EUROPE?



During the year, our growth once again varied by region; it was still negative in France but

1,200
PEOPLE JOINED OUR
CORPORATE FAMILY
IN GERMANY,
SWITZERLAND,
THE UNITED KINGDOM
AND FRANCE.

robust in the United Kingdom and the Netherlands. It was also especially brisk in the Oil & Gas segment. In the competitive, highly demanding German market, we are rapidly improving our strategic alignment and EBITA performance. In the Nuclear segment, we delivered another year of solid results in a steadily expanding market. Once again, our business model demonstrated its robustness. Revenue rose by 14.5% to €5.2 billion, while EBITA increased by more than 12%, in line with our objectives. Even in France, where drastic public spending cuts have dampened demand, EBITA margin continued to improve, with a 20-bp year-on-year gain to 6.8%. Our solid cash flow also enabled us to pursue a sustained acquisitions drive. Six new companies, employing more than 1,200 people, joined our corporate family in Germany, Switzerland, the United Kingdom and France. Of the €212 million in acquired revenue, around €170 million concerned information and communication technologies, a critical capability given the growing digitization of our solutions.

CAN YOU GIVE US AN UPDATE ON THE IPO PROCESS?

It's important to note that, last year, all of the milestones in the IPO process were successfully reached without any technical glitches, and analysts told us that they had a very positive opinion about our company and our teams. Although the process was suspended due to market volatility, we're ready to reactivate it when the time is right. Our company has been steadily growing and we continued to pay down our debt in 2014, when the net debt to EBITDA ratio improved to 3.4 from 3.9 the year before. In early 2015, we successfully refinanced our debt to make it more flexible and lower its cost. This has given us the time we need to carry out our project as effectively as possible. Our extensive contacts with investors also had a very positive impact on SPIE's corporate image. When the time comes, our company will be even more attractive than it was in 2014.

SPIE HAS LONG BEEN INVOLVED IN THE GREEN ECONOMY. WHAT ARE THE CHANGES UNDER WAY?

Markets have become fairly mature in this area, whether we're talking about energy efficiency, renewables, clean tech or smart grids. Even if

these challenges for the planet are sometimes overshadowed because of the recession in Europe and the decline in energy prices, they reflect the irreversible transformation of our economy. The convergence between the energy and digital transitions is now expanding to every business sector. In the energy segment, for example, power companies need information and communication technologies to optimize the management of their electrical systems. In the commercial sector, digital and energy performance are closely intertwined in the new data centre infrastructure and in the user service ecosystems featured in smart buildings.

WILL THESE CHANGES HAVE AN IMPACT ON YOUR SERVICES?

There's a trend towards holistic, seamless solutions, with approaches focused on new uses. In healthcare, our solutions address all of the issues involved in upgrading both public and private facilities, including building management, visitor security, patient management and risk prevention. This requires a vision as a design/build systems integrator, where decisions are taken in close collaboration with the customer. That said, the fundamentals of our services remain the same. They are built on the values of local service, responsibility and performance, as well as on the superior technical skills of our teams and their dedication to facilitating the transformation of current organizations.

YOU ARE LEADING A COMMUNITY OF NEARLY 40,000 PEOPLE. WHAT INSPIRES YOU AT SPIE TODAY?

We are deeply committed to celebrating everyone's talent and engagement, through promotions, employee shareholding schemes, our spirit of initiative and our diversity-driven hiring practices. The So SPIE campaign was a great success this year, especially in Germany where we are looking to quickly hire young graduates who share our culture. At the same time, we have a solid base of common values that we consistently demonstrate in our jobs. The safety of our employees and the people who work with us remains an absolute priority. What really matters is "zero accidents", and that's what we're all focusing on today.

OUR NET DEBT/
EBITDA RATIO
IMPROVED IN 2014,
from **3.9**
to **3.4**

HOW DO YOU SEE SPIE'S FUTURE?

We're going to continue seizing all of the growth opportunities in our four strategic markets: Smart City, e-efficient Buildings, Energies and Industry Services. We will be especially active in machine-to-machine solutions, an emerging market that combines information and communication technologies with intelligent or connected objects.

What's more, our European expansion drive is far from over. Today, SPIE is the leading independent Group in Europe and ranks fourth in its industry. We are going to pursue our growth trajectory with a lot of energy and ambition, by leveraging the strengths of our business model and the role our businesses are playing in the transformations under way. Naturally, we are also keeping in mind our IPO, which will help us to remain sustainably independent and play a key role in the market consolidation process.



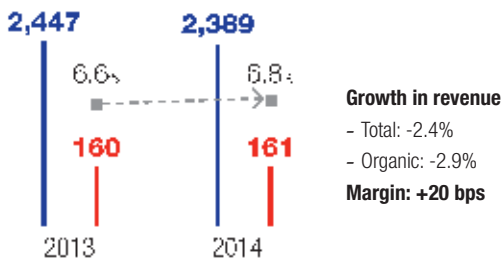
Read the press release about our 2014 results

“ *THERE'S A TREND TOWARDS HOLISTIC, SEAMLESS SOLUTIONS, WITH APPROACHES FOCUSED ON NEW USES.* ”

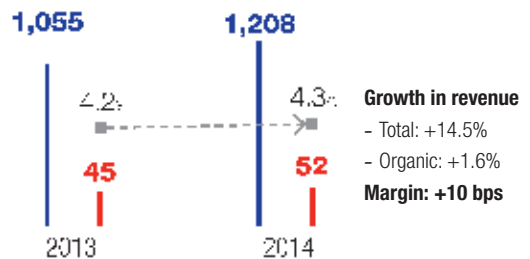
PERFORMANCE BY REPORTING SEGMENT



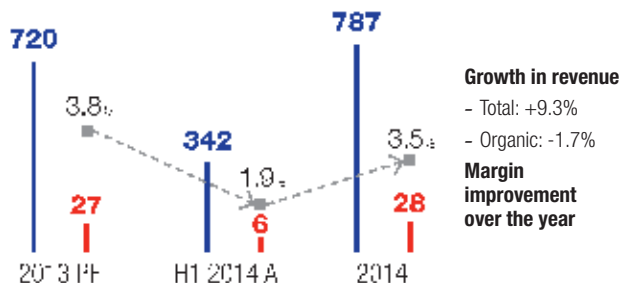
France (€m)



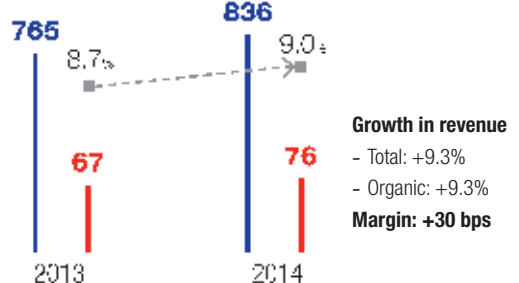
North-Western Europe (€m)



Germany and Central Europe (€m)



Oil & Gas and Nuclear (€m)



■ Revenue (€m) ■ EBITA (€m) ■ EBITA margin (%)

2014, A GREAT SOURCE OF INSPIRATION

2014 WILL GO DOWN AS A YEAR OF COLLECTIVE COMMITMENT AND DEDICATION TO IMPROVING THE COMPANY'S PERFORMANCE, WITH A MIX OF AMBITION AND RESILIENCE, GLOBAL VISION AND LOCAL DEMANDS, AND BOLDNESS AND INNOVATION.



GILLES BRAZEY

*Chief Operating Officer
for France, SPIE*

"Aside from the growing synergies among our French subsidiaries, what struck me most this year was their managements' clear, spontaneous desire to work together and form a real operational team. This is a vital aspect of our 'One SPIE' approach, where team spirit and a sense of collective responsibility are essential."



DENIS CHÊNE

*Chief Financial Officer,
SPIE*

"For nearly ten years now, the three pillars of SPIE's expansion have been robust growth bolstered by a semi-organic component, steadily improving results, and flawless cash conversion. In 2014, I was once again amazed by the strong corporate culture that makes this possible, and by our teams' energy, professionalism and attention to detail."



YVES COMPAÑY

*Managing Director,
SPIE Oil & Gas
Services*

"We had an excellent year despite the steep fall in crude oil prices in the second half of 2014. Our teams all met their objectives and responded successfully to such major challenges as standard implementation, stronger internal control and lower customer operating budgets."



JOHAN DEKEMPE

*Managing Director,
SPIE Belgium*

“What made the biggest impression on me was the enthusiasm and energy of the teams I met at our sites. They were all passionate about the technical side of things, but unfailingly customer-oriented too. And they are firmly committed to meeting our safety and performance objectives – two priorities that we are going to keep emphasising in 2015.”



OLIVIER DOMERGUE

*Managing Director,
SPIE Nucléaire*

“For me, 2014 will be remembered as the year we kicked off two programmes to improve performance. The first was our operational excellence programme for key

processes, based on Lean Management techniques, which will serve as a differentiating factor for our customers. It will also help us implement our second programme, which aims to revolutionise Purchasing by harnessing savvy purchasing teams that are in closer contact with frontline employees. Both programmes are ongoing and will be stepped up in 2015.”



PHILIPPE GIRAULT

*Managing Director,
SPIE Île-de-France
Nord-Ouest*

“The year was marked by an overhaul in our organisational structure, which saw both our support functions and operations undergo improvements to better adapt to our changing markets. The reorganisation has already produced results, with order intake trending upwards since the second half of 2014 – an improvement that has been confirmed at operational level in early 2015.”



MARKUS HOLZKE

*Managing Director,
SPIE GmbH*

“In 2014, we became a fully integrated member of the SPIE family, a process that entailed major changes in our corporate culture, organisation and operational engagement. To lead these changes driven by the ‘One SPIE - One Team’ approach, we enjoyed the support of the entire Group from day one, with a wide range of collaborative projects helping to make things much easier for all our teams.”



ALAIN LANGLAIS

*Managing Director,
SPIE Sud-Ouest,
Morocco and Portugal*

“I would say that the highlight of 2014 for me was the dedication shown every day by our teams in such a more

challenging economic environment. Despite the difficult conditions, they demonstrated their ability to respond effectively and develop new approaches, which brought us even closer to our customers.”



VINCENT MAGNON

*Managing Director,
SPIE Communications*

“In 2014, we saw digital technology really start to take hold and become an important driver for growth for our customers. In Europe, SPIE bolstered its presence and positioning in ICT activities in response. When combined with our multi-technical services, these will hone our image among customers as an innovative Group that stands out from the crowd.”



EMMANUEL MARTIN

*Managing Director,
SPIE Sud-Est*

“At SPIE, our strength lies in unity. In 2014 for example, we mobilised all our operating units to deliver the new Les Terrasses du Port shopping centre in Marseille on schedule. We harness the same team spirit to develop solutions with other subsidiaries and to innovate in areas like energy efficiency, by drawing on several skills sets.”



PASCAL PONCET

*Managing Director,
SPIE Ouest-Centre*

“European expansion was our watchword in 2014, in an energy- and talent-intensive environment. I will also remember the year for our commitment to technological innovation aimed at citizens and sustainable cities in areas such as smart grids, electric mobility, public lighting and regional digital systems.”



CYRIL POUET

*Managing Director,
SPIE Est*

“This year we continued to develop our integrated ‘One SPIE’ solutions, which combine the skills and resources of several Group subsidiaries to more effectively meet customers’ needs. As part of this approach, SPIE Est worked alongside other subsidiaries to offer a France-wide multi-technical maintenance solution to key accounts in industry.”



THIERRY SMAGGHE

*Human Resources
Director, SPIE*

“I was impressed by how determined, how unswervingly dedicated our teams were in such a demanding economy. Despite the enormous pressure they often faced in our markets, they showed themselves to be remarkably adaptable,

particularly when it came to internal mobility.”



JAMES THODEN VAN VELZEN

Chief Executive Officer, SPIE UK

“What inspired me the most? My teams! They know what they have to do and they do it well. Their practices demonstrate a high level of technical expertise, a strong focus on risk management and a firm commitment to customer satisfaction. They are also actively involved in expanding the SPIE model in the United Kingdom. Today, even if there’s still a lot to do, we all share the same ethos: Good is never good enough.”



LEI UMMELS

Managing Director, SPIE Nederland

“We are all inspired by SPIE’s growing reputation and the fact that we are

recognised as a leader in multi-technical services. This primarily reflects the strong improvement in our market share and earnings despite the recession. I also believe that the attitude of our employees, the way they work, set us apart from the competition. We are engaged in a winning dynamic, which is enabling us to do our best!”



ALFREDO ZAROWSKY

Deputy Managing Director, Strategy & Development, SPIE

“Increasingly, our major European customers are looking for a single, central contact and a comprehensive solution for multiple local sites. This was clearer than ever in 2014, and we responded with our ‘One SPIE’ approach. The aim is to facilitate interaction within the Group, strengthen synergies and bring together the best skills available so that we can deliver excellence at the local level.”

CORPORATE GOVERNANCE

OUR CORPORATE GOVERNANCE PRACTICES ARE SYSTEMATICALLY DESIGNED TO ENSURE TRANSPARENCY, PREVENT AND MANAGE RISKS, AND CLEARLY DEFINE THE RESPONSIBILITIES ASSOCIATED WITH OUR VALUES.

BOARD OF DIRECTORS

SPIE SA is a limited liability company incorporated in France as a *société anonyme* and governed by a Board of Directors. Its head office is located at 10, Avenue de l’Entreprise, 95863 Cergy-Pontoise, France.

CHAIRMAN AND CHIEF EXECUTIVE OFFICER

Gauthier Louette

ADMINISTRATEURS

Michel Bleitrach*,
Former Chairman of Keolis

Denis Chêne, SPIE

Dominique Gaillard,
Ardian

Sir Peter Mason*, KBE,
Chairman of Thames Water

Roberto Quarta,
Clayton, Dubilier & Rice

Christian Rochat, Clayton,
Dubilier & Rice

Éric Rouzier,
Clayton, Dubilier & Rice

Sophie Stabile*,
Accor

Regine Stachelhaus*,
E. On

Alfredo Zarowsky,
SPIE

NON-VOTING MEMBERS

Justin Méthot, Caisse de
dépôt et placement du Québec

Alexandre Motte, Ardian

Johan Dekempe,
SPIE Belgium

* Independent Directors.

GENERAL MANAGEMENT COMMITTEE

The Group’s General Management Committee meets regularly under the leadership of Gauthier Louette, Chairman and Chief Executive Officer. The committee comprises the Managing Directors of the Group’s subsidiaries, as well as Denis Chêne, Chief Financial Officer, Thierry Smagghe, Human Resources Director, Alfredo Zarowsky, Deputy Managing Director, Strategy & Development, and Gilles Brazey, Chief Operating Officer for France. This 17-member committee defines and deploys the company’s operating strategy, coordinates initiatives at Group level and develops company-wide synergies.



Paris



BRISK PACE OF ACQUISITIONS IN EUROPE...



GERMANY / BELGIUM / FRANCE /
GREECE / HUNGARY / NETHERLANDS /
POLAND / PORTUGAL / UNITED KINGDOM /
SWITZERLAND

*SPIE MAINTAINED A BRISK PACE
OF ACQUISITIONS IN 2014, ACQUIRING
SIX COMPANIES BASED IN GERMANY,
THE UNITED KINGDOM,
SWITZERLAND AND FRANCE.*

SPIE is the independent European leader in multi-technical services, ranking third in France and among the top players in Germany, the United Kingdom, the Netherlands and Belgium.

After the acquisition of Hochtief Service Solutions in 2013, SPIE pursued an assertive acquisition strategy in Europe in 2014, focused on expanding its regional coverage and strengthening its information and communication technology capabilities. Six new companies joined the Group, representing total revenue of some €212 million.



London



Berlin

€212^M
IN REVENUE
FROM
ACQUISITIONS

In line with the globalising European market, these acquisitions enable SPIE to develop existing technical expertise and expand its range of services along the entire value chain. They also extend its regional coverage in Europe, which stretches from Portugal to Central Europe.

GERMANY



Fleischhauer [June 2014]

The Fleischhauer Group is based in Hanover and Dessau, with 400 employees working at nine locations across Germany. Fleischhauer offers a comprehensive portfolio of multi-technical services, which cover the planning, installation and main-

€45^M
IN ACQUIRED
REVENUE

tenance of complex security installations, IT infrastructure and electronic and media technology. This acquisition enhances SPIE GmbH's offer of informa-

tion and communication technology in Germany, alongside its specialised entity SPIE Deutschland System Integration.

Johnson Controls Technischer Service

[August 2014]

A specialist in services and industrial engineering for small and medium-sized companies, Johnson Controls Technischer Service has 50 employees with expertise in building engineering, automation, air-conditioning and cooling. These highly qualified engineers – based in Berlin, Hanover, Cologne, Bochum and Stuttgart – have joined SPIE's existing Building Technology & Service Solutions teams, enabling the opening of new offices with a view to expanding the service offering.

€4.8^M
IN ACQUIRED
REVENUE



Watch the
Fleischhauer video



Rotterdam



UNITED KINGDOM

Scotshield Fire and Security [August 2014]

Located in the “Central Belt”, the most highly populated region in Scotland, Scotshield Fire and Security manages an average of nearly 200 concurrent installation projects and covers more than 8,000 sites with maintenance and services contracts.

€26.5_M
IN ACQUIRED
REVENUE



Watch the
SPIE Scotshield
video

The firm specialises in fire detection, security alarms, access control and closed circuit television systems, boosting SPIE's expertise in smart buildings and extending its local network. This acquisition moves SPIE closer to its goal of covering the entire system lifecycle, from design to installation, integration and maintenance.



Watch the
SPIE ICS video

SWITZERLAND



Viscom System SA & Vista Concept SA

[September 2014]

Operating in French-speaking Switzerland with 65 employees along Lake Geneva's northern shore and in the Lower Valais region, Viscom System SA and Vista Concept SA offer services in electricity, security, telecommunications, IT networks,

€7.5_M
IN ACQUIRED
REVENUE

home automation and multimedia. This valuable expertise is just as sought after for high-end residences and hotels as it is for administrative buildings (schools and leisure and cultural centres) and commercial properties (corporate head offices and healthcare establishments). The acquisitions improve SPIE's regional presence in the Canton of Vaud.

Connectis/Softix [August 2014]

Renowned for its quality IT integration services in Switzerland, Connectis was named “2014 Public Sector Partner of the Year” by the computer networking giant Cisco. The acquisition of Connectis – a member of the Getronics Workspace Alliance (GWA) like SPIE – and its sister company Softix led to the creation of SPIE ICS AG, one of the largest information and communication technology companies in Switzerland. The 410 employees of SPIE ICS AG provide services ranging from workspace management, applications, communication services and data centres to consulting in outsourcing and cloud solutions.

€117.6_M
IN ACQUIRED
REVENUE



Berne

FRANCE



MADAULE [January 2014]

Madaule is a multi-technical company based in the Narbonne region, with a workforce of around 100 employees. The group is structured into four business lines: i) electrical installation, renovation and maintenance in the commercial construction sector, ii) roads and utilities, iii) industrial processes and automation and iv) energy (connecting solar photovoltaic plants to the grid). This acquisition will expand

€10.8m
IN ACQUIRED
REVENUE

SPIE's markets in the Aude and southern Hérault regions, especially in ports, petrochemicals, water management and major infrastructure around the Montpellier-Perpignan high-speed train line.

"Because of its corporate culture targeting excellence, its know-how, the diversity of its activities, its many large return markets in public and private sectors, MADAULE is a benchmark company in our field of activity."

BRUNO VANDERMEERSCH,

*Sales Development Manager,
SPIE Sud-Ouest*

... COMBINED WITH STRONG GROWTH OUTSIDE EUROPE



AFRICA

ALGERIA
ANGOLA
CONGO
GABON
LIBYA
MOROCCO
NIGERIA
CHAD

2014 was an exceptional year for SPIE on the oil and gas markets. Despite the dip in oil prices at the end of the year, SPIE Oil & Gas Services earnings rose 11.8% and EBITA reached 8.6%. This performance was driven by SPIE's solid positioning in maintenance and operation and by recurring contracts with oil and gas operators.

MIDDLE EAST

SAUDI ARABIA
UNITED ARAB
EMIRATES
IRAQ
IRAN
KAZAKHSTAN
OMAN
QATAR
YEMEN

Revenue climbed 11% in West Africa, where SPIE has posted robust growth for the past several years. While consolidating its positions in Nigeria and maintaining its strong foothold in Chad, Gabon and Congo, SPIE expanded its operations substantially in Angola.

In the Middle East, revenue increased by 14.2%, with SPIE refocusing on the Arabian Peninsula. Growth was particularly high in Qatar – SPIE's largest market along with Gabon – and in Saudi Arabia, thanks to commissioning services for the Yasref project at the Yanbu refinery.

SOUTH AMERICA

VENEZUELA

ASIA PACIFIC

AUSTRALIA
BANGLADESH
BRUNEI
INDONESIA
MALAYSIA
MYANMAR
THAILAND

In the Asia Pacific region, SPIE recorded solid growth of 17.6% over the year, despite contrasting market performances. The countries where SPIE is actively expanding include Thailand and Myanmar (Burma), as well as Bangladesh with the support of its Australian subsidiary.

For SPIE, the green economy is by no means a constraint, but an opportunity to prove that another economic future for Europe is possible. SPIE's business model, based on paying close attention to markets and customer needs, provides the means to grow as a company with a lasting commitment to a responsible and sustainable world.

P. 26. SMART CITIES: BRINGING PEOPLE TOGETHER AND MAKING THEM MORE INTELLIGENT?
By **Julien Damon**, Associate Professor at Sciences Po in Paris

P. 28. AN ATTRACTIVE FINANCIAL PERFORMANCE
By **Denis Chêne**, Chief Financial Officer,
SPIE

P. 30. SHAREHOLDER STRUCTURE



SMART CITIES: BRINGING PEOPLE TOGETHER AND MAKING THEM MORE INTELLIGENT?

“
SMART CITIES
REINTERPRET
URBAN CODES AND
HOW CITIZENS
ENGAGE WITH AND
USE THEIR PUBLIC
SERVICES. CITIZENS
NOW EVEN PLAY
AN ACTIVE ROLE
IN SHAPING
THE SERVICES
THEY WANT.”

JULIEN DAMON
ASSOCIATE PROFESSOR OF URBAN
PLANNING AT SCIENCES PO



Watch the interview

CITIES IN THE MEDIA

There is no “smart city” label. Each city is unique and what is smart about it depends on its context. Urban areas are engaged in a global competition to stand out and attract investors and talent. A distinction is made between “smarter” cities, which improve the urban environment by making it more elegant and intelligent, and “smart cities” with projects to develop totally new urban areas optimised by the interoperability of information systems. Colossal programmes have been developed worldwide. For example, India announced its project to develop 100 smart cities for its growing middle classes. But by creating these new urban areas alongside (outside?) more traditional cities, aren’t smart cities raising issues of equality? The phenomenon is still too recent; only the future will tell.

Elected officials in France and Europe now enjoy talking about how smart their city is or is becoming. Barcelona, Hamburg and Issy-les-Moulineaux (France) all have one thing in common. They have invested heavily and communicated extensively on this topic. Their media coverage can be praised for putting these developing areas in the limelight and attracting people in search of comfort and efficiency.

“TODAY YOU MIGHT SAY – WITH A TOUCH OF PROVOCATION – THAT WE NOW REALISE THAT OUR MUCH-AWAITED DREAM OF A SMART CITY IS ALSO (AND ESPECIALLY) A CITY OF SMART PEOPLE.”

JUST A FAD?

Smart cities are undeniably riding the wave of hype, kept afloat by urban planners, developers and politicians. It used to be all about sustainable cities. Now it’s about being smart.

But what is happening today is a total transformation of our lifestyles and the way we interact. Information systems give rise to new behaviour, new ways of working and new, more cooperative attitudes. Now that our ‘home sweet home’

Our urban environments are undergoing a radical transformation. Demographic growth causes, and will continue to cause, profound economic, social, cultural and environmental changes driven by a powerful digital revolution. With the new challenges of optimising energy use, improving waste management, facilitating mobility, enhancing attractiveness and developing the well-being of inhabitants, the race to achieve urban innovation has shifted into higher gear. Urban areas are being reinvented with the development of ambitious “smart cities”, where public authorities, private businesses and citizens work together to improve urban performance, sustainability and quality of life.

Today, people refer less to cities than to the more loosely defined “urban areas”. The global trend is moving towards widespread urbanisation based on three fundamentals: i) more of us are living in cities with different realities, ii) demographic changes increase our need for space, and iii) whatever our country and lifestyle, our lives are becoming more “connected”.

COMBINING URBAN, HUMAN AND TECHNOLOGICAL ASPECTS INTELLIGENTLY

The term “smart city” was coined by large British and American corporations. It is a call to action employed by urban planners to encourage companies and governments to invest in developing new forms of interaction between public authorities and inhabitants, among inhabitants themselves and among companies involved in urban management. The smart city concept embodies how areas are being adapted to a revolutionary device that we all carry with us, the smartphone. Some people think the digital revolution is as important as the invention of electricity. (Today, on a global scale, more people have access to a mobile phone than to safe drinking water.) Others, however, believe that it is another step in an ongoing transformation process. (We used to have Minitel, now we have the Internet. We don’t yet know what the next revolution will be.) But one thing is certain: our digital devices make us more independent and less reliant on public services. As a result, the management of cities is evolving, based on the direction in which citizens want to take their regions, living spaces and services. Alongside public authorities and companies, citizens play a key role in this revolution. A city can only be “smart” if its inhabitants are smart enough to rethink their behaviour. Smarter cities emerge not merely by applying standards, but by understanding and shrewdly managing the tools available to us.

“THE SHARING ECONOMY 2.0 IS NO LONGER A UTOPIA. IT IMPROVES HOW PEOPLE EXPERIENCE THE CITY TOGETHER, SHARING THE ADVANTAGES AND AVOIDING THE DISADVANTAGES.”

is becoming our ‘home smart home’, it is tempting to give in to the efficiency of full digitization.

WHAT ABOUT TOMORROW?

Cities can start their revolution if they have the means. The companies that build, equip and manage urban areas are on the front lines, sometimes pushing local authorities to act. These firms offer governments support and guidance in modernising processes and streamlining services.

Urban areas currently seek to emulate one another to become smarter, while companies compete more intensely to bring out innovation. Back in the day, industrial cities were by definition divided into districts with clearly drawn limits. Nowadays, our more service-oriented smart cities offer a horizontal digital service platform, fostering interaction to enhance the well-being of inhabitants. In the years to come, city government staff will have to change, urged on by citizens who, through their smart, resource-saving practices, will become stakeholders ensuring that public services function properly. Robots will take over some service jobs. This phenomenon of “destructive creation” is undoubtedly the darker side of the dream of a smart city. The digital revolution has turned us into collaborative consumers, and the future applications developed by companies and local governments are likely to fuel that trend.

RELATIONS, NOW DEMATERIALISED, ARE EVEN STRONGER

Smart cities have the incredible power of creating and strengthening bonds. There is no doubt; we have never communicated so much with one another. Even family ties have evolved. People interact considerably more than they used to, and faster. The world has never been so connected. Overall, humanity has shown that dematerialisation and robotisation have resulted, oddly, in more contact between us. To maintain our relationship with the services offered to us, new “relations” jobs are sure to emerge. We will need more individuals and companies to create, produce and operate the networks that bring us the intelligence and attractiveness of our urban areas.

AN ATTRACTIVE FINANCIAL PERFORMANCE



By DENIS CHÊNE
CHIEF FINANCIAL OFFICER, SPIE

CAN YOU GIVE US MORE DETAILS ABOUT SPIE'S FINANCIAL PERFORMANCE IN 2014?

2014 was an excellent year based on both of the Group's key financial performance indicators, EBITA and cash conversion.

Our EBITA increased by €36 million in 2014, rising more than 12% year-on-year to €334 million. EBITA margin exceeded 6.4% despite the slight dilution caused by the full-year consolidation of SPIE GmbH. That is a year-on-year gain of more than twenty basis points compared with the 2013 pro forma financial statements, a performance perfectly in line with the guidance to the financial markets provided last autumn.

Our cash conversion rate was also very satisfactory in 2014, coming in at 102%. This gave us

than 20% of our consolidated business in 2014. Our costs are generally expressed in the same currency as our invoices, regardless of the country, which eliminates the transaction risks that typically burden import and export companies. Furthermore, all our debt is issued in euros, which protects the Group from fluctuations in our interest expense and repayments.

The only currency effect we face comes from converting the financial statements of some subsidiaries into euros. This translation effect was virtually zero in 2014 but could be more significant in 2015. If the exchange rates seen in the first quarter of 2015 hold until the end of the year, it will have a slightly positive impact on SPIE's growth.

The capital increase from an IPO would allow us to massively reduce our financial expenses and give us leeway for a strong dividend policy. And we could still play a leading role in market consolidation and maintain our ability to pay down our debt quickly.

the resources to finance several important acquisitions, while significantly reducing our debt leverage to 3.4x at the end of 2014 from 3.9x a year earlier. That is our best annual deleveraging rate since 2010, confirming the strength and resilience of our business model.

HAS THE WEAKENING OF THE EURO SINCE JUNE 2014 HAD ANY IMPACT ON SPIE?

Most of our business is in the euro zone. Our other invoicing currencies – essentially British pounds, US dollars and Swiss francs – accounted for less

WHAT CHANGES WOULD AN IPO BRING TO SPIE'S BUSINESS MODEL?

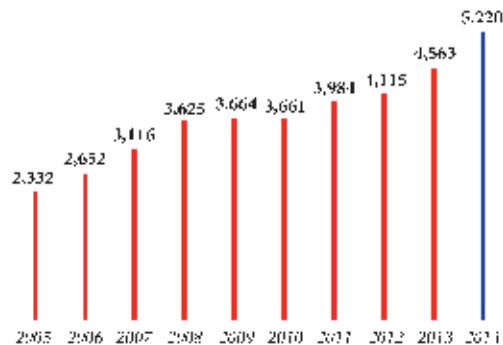
For nearly ten years now, the three pillars of SPIE's expansion have been robust growth bolstered by a semi-organic component, steadily improving results, and flawless cash conversion. Regularly reinvesting most of the cash flow has created a virtuous circle. Year after year, we are able to make bolt-on acquisitions while reducing our debt.

I'm convinced that this model would be more effective as a listed company than following an LBO.

A track record of uninterrupted growth, improving margins and cash generation

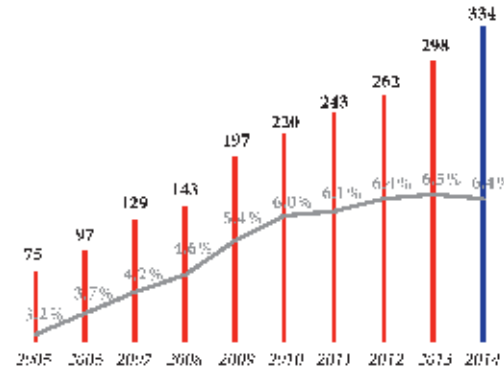
Revenue (€m)

Revenue CAGR: 9%
Average organic growth: 2.4%
90 acquisitions since 2006



EBITA (€m) and EBITA margin (%)

EBITA CAGR: 18%
Margin growth of over 320 bps

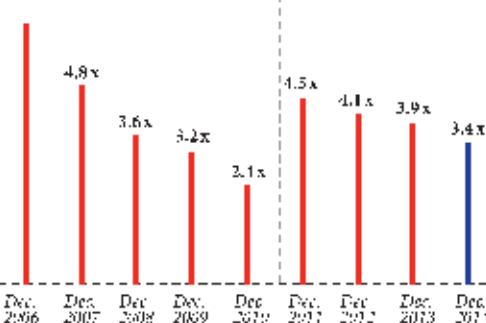


Cash conversion and leverage

Cash conversion (%)
n.a. | 176 | 156 | 96 | 121 | 106 | 100 | 110 | 102

Net debt to LTM EBITDA (x)²
4.8x | 3.6x | 3.2x | 3.1x | 4.5x | 4.1x | 3.9x | 3.4x

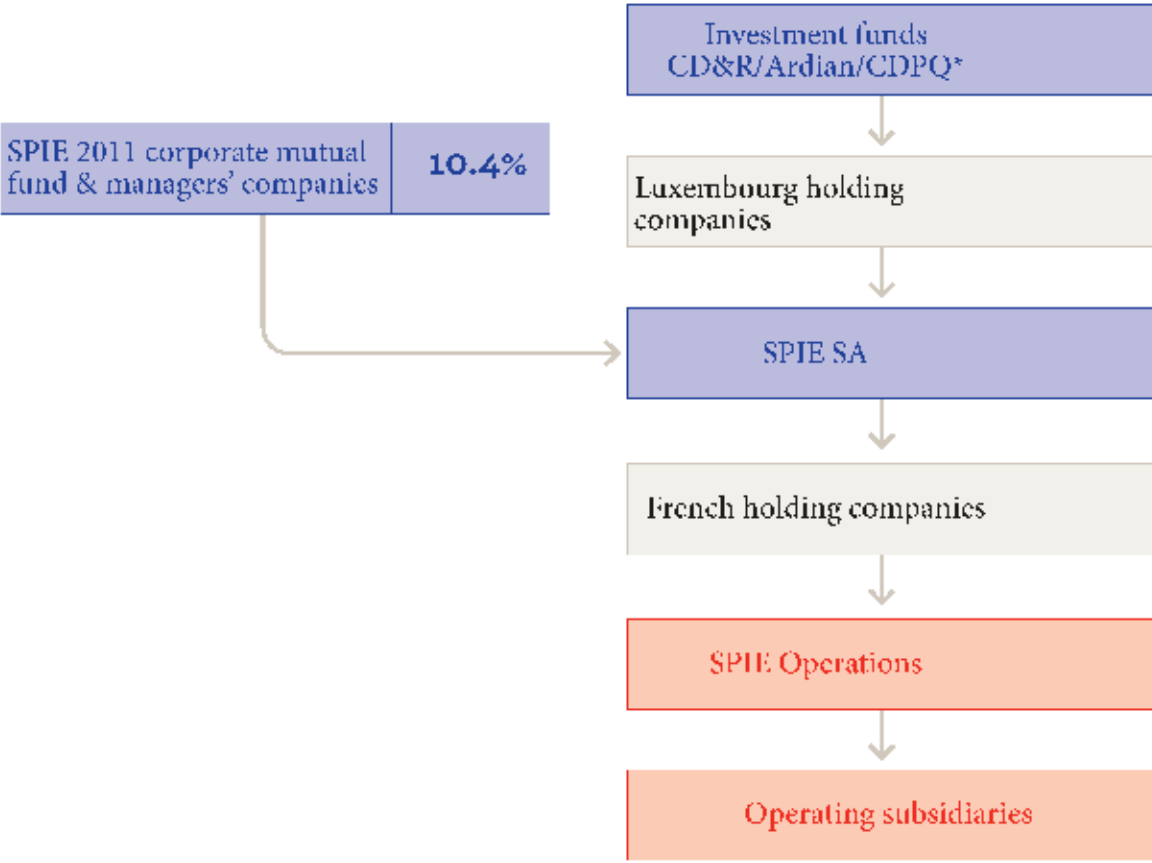
6.8% at August 2011
Average of 5.1x



1. The cash conversion rate for the year is the ratio of cash flow from operations to EBITA. Cash flow from operations is calculated by adding EBITA, amortisation expenses, the change in the working capital requirement and provisions for income and expenses included in EBITA, less investments (excluding acquisitions). The cash conversion rate is not a standard accounting measure with a single, generally accepted definition.

2. Based on pro forma EBITDA.

SHAREHOLDER STRUCTURE



* Consortium led by Clayton Dubilier & Rice in partnership with Ardian and Caisse de dépôt et placement du Québec.

15,000 GROUP EMPLOYEES WHO ARE SHAREHOLDERS THROUGH THE CORPORATE MUTUAL FUND

3 MAIN SHAREHOLDERS

www.cdr-inc.com

www.ardian-investment.com

www.lacaisse.com

A EUROPEAN DYNAMIC

Appointed to the Board of Directors of SPIE SA in 2012, Gabrielle van Klaveren-Hessel plays a part in the Group’s European approach to governance.

WHAT IS YOUR JOB AT SPIE?

I’ve been managing the payroll department at SPIE Nederland for several years. In 2012, I was appointed to the Supervisory Board of the SPIE 2011 corporate mutual fund of which I was already a member. Then I was appointed to the Board of Directors of SPIE SA, now SPIE Operations.

HOW DO YOU FEEL ABOUT THIS NEW ROLE?

For me, being a director involves a lot of responsibilities, and sometimes challenges. I have to prepare comprehensive reports on the meetings of the Board of Directors for the Chairman of the Supervisory Board of the corporate mutual fund. These reports must be submitted in French. That requires great concentration on my part during the meetings, as well as much patience and understanding from the Chairman of the Supervisory Board, as French is not my native language. Like many Dutch people, I express things directly.

And that also requires a lot of patience from the Chairman! Fortunately, we work well together, each in our respective role.

WHAT ARE YOUR PRIORITIES AS A DIRECTOR?

I try to bring as much added value as possible to the Board of Directors and the Supervisory Board of the corporate mutual fund. As a foreign director, this means taking a critical perspective in these bodies and offering an outsider’s viewpoint of the processes in place and the attitudes of the two boards.

ARE THESE PRIORITIES TAKEN INTO ACCOUNT?

I believe that this perspective has been a major factor in SPIE’s international growth over the past three years. Its development reflects how our synergies have strengthened on a European scale. Today, I’m as proud of SPIE as I am of SPIE Nederland. Our company enjoys a strong international presence as a result

of both its earnings over the past few years and its strategy, which has produced results despite the economic challenges. The Board of Directors recently appointed a new member, also a woman, from Germany.

HOW DO YOU SEE YOUR ROLE IN THE YEARS TO COME?

We will definitely continue to expand in Europe. I truly hope that, as a member of the Board of Directors, I can make a positive contribution to our future development, working closely with my colleagues.



GABRIELLE VAN KLAVEREN-HESSSEL
SPIE NEDERLAND





Inspired by...

OUR CUSTOMERS' EXPECTATIONS



P. 34
SMART CITY



P. 40
e-EFFICIENT BUILDINGS



P. 46
ENERGIES



P. 52
INDUSTRY SERVICES

Read the Smart City brochure



SMART CITY

URBAN



CHALLENGES

URBAN POPULATION

74%

OF THE POPULATION OF THE EUROPEAN UNION LIVES IN URBAN AREAS, REPRESENTING MORE THAN 375 MILLION PEOPLE.

Source: IBRD - World Bank.

ENERGY TRANSITION TARGET:

40%

REDUCTION IN GREENHOUSE GAS EMISSIONS, AND AT LEAST 27% OF EUROPEAN ENERGY FROM RENEWABLE SOURCES BY 2030.

Source: European Commission.

ROAD TRANSPORT

71%

OF TRANSPORT-RELATED GREENHOUSE GAS EMISSIONS ARE FROM ROAD TRANSPORT, WITH TWO THIRDS COMING FROM AUTOMOTIVE TRAFFIC.

Source: European Commission.

THROUGHOUT EUROPE, COUNTRIES ARE STEPPING UP EFFORTS TO ACCELERATE THEIR TRANSITION TO A SUSTAINABLE GROWTH MODEL AND FOSTER THE EMERGENCE OF SMART CITIES. SPIE ADDRESSES THESE CHALLENGES WITH INNOVATIVE SOLUTIONS THAT FACTOR IN THE ECONOMIC, TECHNOLOGICAL AND ENVIRONMENTAL CONSIDERATIONS OF TODAY'S URBAN CENTRES.

As one of Europe's foremost urban planning players, SPIE implements innovative solutions focused on eco-development for cities and regions. SPIE solutions harness convergence between technical services and digital technologies and benefit from the efficient sharing of best practices in urban planning through the Group's regional networks.

Intelligent urban development requires increased interconnection of infrastructures and collective equipment, and optimum accommodation of users' needs in such areas as sustainable mobility, access to healthcare, communication, economic activities, safety and well-being. In response to these requirements, SPIE has developed a global, integrated urban development approach that draws on recognized expertise in connected object systems and technical data management.



BELGIUM – LANAYE LOCK FACILITY: all work on electromechanical systems for the Lanaye waterway lock project, comprising renovation of three locks and construction of a fourth.

REINVENTING CITIES AROUND **NEW USES AND** **A LOW-CARBON ECONOMY.**



**SPIE wins more contracts
for electric vehicle
recharging terminals –
Read the press release**

RESILIENT REGIONAL PLANNING

Rational planning is fraught with considerable obstacles, such as urban sprawl and fragmentation, which tend to increase infrastructure costs and lengthen transport distances. Priority is given to reconfiguring major infrastructures – road, rail and waterway transport facilities, power transmission and distribution systems, airport sites, etc. – from the perspective of a post-carbon economy. For example, SPIE is working on the full-scale makeover of the Lanaye lock complex on the border between Belgium and the Netherlands, a huge electromechanical project for a major international waterway transport facility that handles 400,000 containers per year.



FRANCE – MUSÉE D'ORSAY: maintenance and operation of electrical (power and signal) and telecommunication systems.

SPIE is also involved in breakthrough solutions such as new electric-vehicle charging infrastructures. To extend the European charger coverage of US electric vehicle manufacturer Tesla Motors, SPIE is setting up a network of superchargers (offering motorists a range top-up of 400 to 450 km) in France, Belgium and Luxembourg. Other SPIE fields of excellence include 4G/LTE mobile phone and very fast optic fibre networks. In Switzerland, for example, a fibre cable was rolled out under Lake Geneva, an extreme-conditions project that required two years of preparation.



**FRANCE
BELGIUM
LUXEMBOURG** –
TESLA MOTORS:
installation
of a network
of superchargers,
with a half-load
charge time of
20 minutes.

MORE RESPONSIBLE CITIES

Through developments in areas such as green energy sources, sustainable mobility, intelligent networks, eco-neighbourhoods and advanced communications, smart cities open the way to an urban environment that is more creative, more responsible and more economical with resources. SPIE addresses local needs through a long-term approach that seeks unification across various technical issues. The Group recently renovated electrical system infrastructures in Juvignac, near Montpellier, France.

OUR GOAL

Contribute to a sustainable urban and regional development model, tailored to the challenges of improving the quality of life and well-being of the local population.

OUR OBJECTIVES

ENSURE
SUSTAINABILITY

IMPROVE
QUALITY OF LIFE

FACILITATE NEW
URBAN USES

OUR AREAS OF EXPERTISE

URBAN LIFE

- INTELLIGENT PUBLIC TRANSPORT
- ELECTRIC VEHICLES
- CITIZEN INFORMATION SYSTEMS
- ROAD INFRASTRUCTURES
- VIDEO SURVEILLANCE
- INTELLIGENT LIGHTING
- MONUMENT LIGHTING
- TOURIST TRAILS

BUILDINGS OPEN TO THE PUBLIC

- OCCUPANT SERVICES
- COMFORT AND CONVENIENCE
- ENERGY EFFICIENCY
- COMMUNICATION AND OTHER NETWORKS
- SAFETY AND SECURITY
- HEALTH AND ENVIRONMENT

ENERGY TRANSITION

- RENEWABLE ENERGIES
- COGENERATION
- SMART GRIDS

DIGITAL SOLUTIONS

- 4G NETWORK
- VERY-HIGH-SPEED DATA NETWORKS
- FTTH



Mobile telephony:
SPIE and SFR innovate
at Royal Hotel Evian –
Read the press release



SPIE wins contract to
operate new secondary
school in Halstenbek
near Hamburg –
Read the press release



SPIE Awarded Second
Phase of Stansted
Airport's Terminal
Transformation Project –
Read the press release

An eighteen-year management contract covering street lighting, traffic lights, video surveillance and communication systems brings energy savings of 40% from the end of 2014. Applying similar considerations, SPIE is involved in many energy saving plans for public buildings.

SPIE is intent on taking a prominent role in making cities more attractive. In 2014, it worked on building the new Cité Internationale centre in Rennes, France, renovating the Ghent Stadium in Belgium, and restoring the historic site of Lotherton Hall in England. This commitment shows through in various urban convenience initiatives, such as intermodal interchange centres that offer passengers smooth transition from one transport mode to another. SPIE businesses converge on the objective of urban harmony, across a very broad scope of specialities including monument lighting, video surveillance, self-service bicycle stands, and reception of the public at government buildings.

URBAN INTELLIGENCE

Changes in society, involving social development and an economy based on shared, managed resources, accelerate under the effect of powerful technological forces. Through developments in urban-integrated digital technologies, in areas such as “big data” and the “internet of things”, a wealth of data from sensors and supervisors can be processed to provide specially tailored services for energy usage management, building occupant comfort, transport system regulation and more. Advances in “open data” provide citizens with access to public data along with capabilities for online development of their own applications. SPIE works alongside urban development stakeholders in many areas to contribute to the emergence of smart cities. In healthcare, for example, the growing use of connected objects holds crucial promise for remote applications in preventive and everyday care for patients. In education, digital developments are transforming both teaching practices and learning modes. Rollout of these technologies is backed by SPIE know-how in digital infrastructures, equipment implementation and global facilities management. ■

Tom Roelants

HEAD OF THE FLEMISH AGENCY
FOR ROADS AND TRAFFIC



What sort of challenges do you face in your sector?

The Flemish Agency for Roads and Traffic wants to make the Flanders roadway infrastructure more “intelligent”. With this in mind, we’re always on the look-out for increasingly efficient automated measuring systems. Street lighting in Flanders is already semi-automatic. But we intend to switch to full automation, with lighting turning on automatically in accordance with the density of traffic and weather conditions, such as fog or heavy rain. Another example concerns a computer application that measures deterioration of road grip under winter weather conditions. This system records ground data (ice, freezing temperatures, etc.) to produce forecasts of how weather conditions will affect road traffic over the next 24 hours.

What do you expect of a multi-technical service company like SPIE?

It goes without saying that we need systems that are totally safe and reliable, because any defects could have extremely serious consequences. So service providers must be absolutely reliable and completely trustworthy. In addition, they should also be capable of working proactively with us on system enhancements, and coming up with solutions on their own initiative. This applies right from the outset of a project. Once the system is up and running, we expect the company to monitor operation, carry out regular tests, and fix any problems as soon as they arise. Basically, we expect our partner to take matters firmly into hand.



JEAN-MICHEL MATUR
BUSINESS DEVELOPMENT
DIRECTOR, SPIE
COMMUNICATIONS

Haven't cities always been smart?

Through the prisms of their successive epochs, urban planners have long designed cities to meet the needs of the people – individual citizens and communities – who live in them, and this in itself has made them intrinsically intelligent, so to speak. New digital technologies address the same issue, namely to meet the individual and collective needs of the population. The hotels in urban areas, for example, were originally designed to offer accommodation and that's all. But today they also have to offer what amount to the facilities of an office on the move, addressing new business uses. We see this very clearly with the Easywork service that the Accor group now offers its guests. This kind of service will doubtless be developing, not only in the hospitality industry, but in other sectors too, such as banking, which also has its own

network and customer base. Uses aside, today's smart city also has to satisfy economic and sustainable development constraints. And this is where digital technologies really come into their own. For example, connected waste containers enable municipal waste disposal services to optimize their pick-up rounds. As well as reducing costs, this also meets an environmental need of growing importance. There are very many potential applications and uses of this sort, but widespread take-up will inevitably require a claim of “economy”, which may not be easy to identify. On the other hand, all new uses modify the value chain, where the focus is shifting inevitably towards data, analysis and service.



FRANCE – COMPAGNIE DES TRANSPORTS STRASBOURGEOIS: outdoor lighting and dynamic signalling for new very-frequent-service bus line.



FRANCE – BALLARUC-LES-BAINS SPA CENTRE: installation of HVAC and electrical systems, and maintenance services for new 17,000 sq. m. spa centre.



SWITZERLAND – BIENNE HOSPITAL: installation and maintenance of network infrastructure, including two data centres.



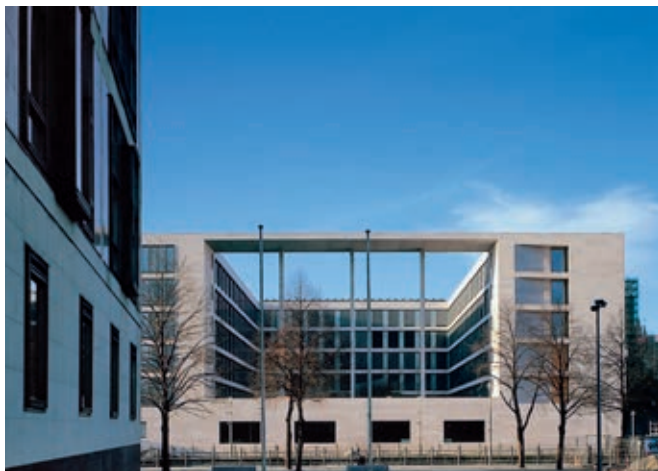
FRANCE – ALMA SHOPPING MALL: Rennes, all electrical aspects of security system, carpark layout upgrade and electric vehicle charging infrastructure, undertaken as part of the mall makeover and extension programme.



FRANCE – GREATER LYON COUNCIL: upgrade of safety systems in the Fourvière tunnel (traffic: 110,000 vehicles per day) to meet new standards.



BELGIUM – LEUZE PRISON: installation of hot water, heating, ventilation, air conditioning and electrical systems, including video, interphones and access control.



GERMANY – MINISTRY OF FOREIGN AFFAIRS: five-year multi-technical maintenance contract for the premises of the German Ministry of Foreign Affairs in Berlin.



FRANCE – MUSÉE DES CONFLUENCES: Multi-technical maintenance contract with a performance guarantee, and integration of LED lighting in the gardens.



SWITZERLAND – SBB: operation of and technical support for enterprise network and business applications, plus infrastructure extension.



GERMANY – SRH CLINIC, SUHL: maintenance contract with energy performance commitment, installation of cogeneration plant producing close to 70% of electricity for the site, and renovation of lighting system, using LED technologies. Through this programme, the clinic obtained the Best Practices in Energy Efficiency label awarded by the German Energy Agency.



UK – UXBRIDGE COLLEGE: electrical and mechanical maintenance, and installation of energy-saving solutions.



FRANCE – LA SARTHE REGIONAL COUNCIL: supply and facility management for a global solutions programme providing 57 secondary schools with digital learning capabilities.



Read the e-initiative
buildings brochure

e-EFFICIENT BUILDINGS

CONSTRUCTION INDUSTRY



CHALLENGES

ENERGY
EFFICIENCY
EU TARGET:

30%

INCREASE IN BUILDING
ENERGY EFFICIENCY
BY 2030.

Source: European Commission.

RESIDENTIAL &
OFFICE BUILDINGS

27%

OF ENERGY
CONSUMPTION IN EUROPE
FROM RESIDENTIAL
BUILDINGS AND 13% FROM
OFFICE BUILDINGS.

Source: European Commission.

SMART
BUILDINGS
FORECAST:

80%

GROWTH FOR WORLD
SMART BUILDING MARKET
BY 2018, TO 200 BILLION
DOLLARS.

Source: MarketsandMarkets.

*AT THOUSANDS OF RESIDENTIAL,
SERVICE-SECTOR AND INDUSTRIAL
SITES THROUGHOUT EUROPE,
SPIE LEVERAGES RENOWNED
EXPERTISE IN THE IMPROVEMENT
AND OPERATION OF REAL-ESTATE
ASSETS, FROM OFFICE BUILDINGS
AND SHOPPING CENTRES
THROUGH TO DATA CENTRES
AND SENSITIVE SITES.*

On upgrade programmes for existing buildings, SPIE takes a global approach accommodating energy transition and digital technologies. The primary objective is to improve the building's energy and environmental performance, while offering comfort and convenience for its occupants and ensuring long-term property value.

According to a report by Buildings Performance Institute Europe (BPIE), buildings account for the largest portion of total energy consumption in Europe, nearly 40%, and for 36% of greenhouse gas emissions. Government programmes to improve the energy efficiency of buildings include the Green Deal initiative in the UK and the Éco-conditionnalité initiative in France. To develop this high potential for economy and

energy efficiency, SPIE's approach covers building performance at every stage in the building's lifecycle. This means increasing the property value from initial design, optimizing usage through interconnected equipment, and operating and managing each building or multi-site unit to maximize return on investment.

UPGRADES TO EXISTING BUILDINGS

Buildings must be designed from the outset to factor in criteria critical to long-term performance: choice of energy sources, low-consumption operation, optimum allowance for environmental standards, durability, etc. SPIE operates as a systems assembly and integration specialist commissioned with optimizing construction and renovation operations, through services that range from energy performance audits through to the latest technical applications. Examples include IP-networked lighting capable of reducing lighting energy consumption by up to 75%, and intelligent management of energy-efficient buildings.

In 2014, one of the oldest office towers in the Paris la Défense business district became the new headquarters of the French electricity distribution operator ERDF. The building underwent an ambitious makeover, managed through a global SPIE programme covering audit of the existing situation, occupant comfort, air quality, energy management, system operation and rollout of information and communication networks. The 26-story Tour Blanche building is today ready for its thousand-strong workforce, in offices certified to France's HQE® and BBC energy-efficiency standards.

SERVICE ECOSYSTEMS

SPIE solutions are closely matched to the specific operating characteristics of each type of building, be it a school, an office block, a shopping mall, a housing programme, a station, a production plant or a theme park. In Glasgow, SPIE recently set up a fire safety system specially designed for Scotland's biggest hospital project. As well as being integrated into the building management system so that any incident is instantly reported to the nurses' stations, the detection and alarm equipment is also connected to intelligent robots programmed for rapid response to risk situations.



Information Security Fair
2014 "the security of
information systems in the
face of the emergence of
connected devices" –
Read the press release.

OUR GOAL

Optimize long-term building performance through a convergence between digital technologies and building management services.

OUR OBJECTIVES

*ENHANCE ENERGY
EFFICIENCY*

*CREATE COMMUNICATION-
CAPABLE BUILDINGS*

*IMPROVE RESIDENTIAL
AND SERVICE-SECTOR
BUILDING USAGE*

OUR AREAS OF EXPERTISE

USER COMFORT AND BUILDING OCCUPANT SERVICES

- ELECTRICAL AND HVAC SYSTEMS
- BUILDING MANAGEMENT SYSTEMS
- EQUIPMENT MAINTENANCE
- LIFTS AND MOVING WALKWAYS
- INDOOR RADIO COVERAGE
- MANAGEMENT OF BUILDING AREAS
- CONCIERGE SERVICES

ENERGY EFFICIENCY

- LOW-CONSUMPTION EQUIPMENT
- HYPERVISION AND BUILDING MANAGEMENT SYSTEMS
- ENERGY USE MONITORING

SAFETY AND SECURITY

- FIRE PROTECTION
- VIDEO SURVEILLANCE
- ACCESS CONTROL

COMMUNICATION AND OTHER NETWORKS

- DATA SECURITY
- IT INFRASTRUCTURE
- TELEMEDICINE

HEALTH AND ENVIRONMENT

- COLD CHAIN
- FLUID DISTRIBUTION AND MANAGEMENT
- WATER AND WASTE TREATMENT



UK – CAPGEMINI: design and construction of a modular data centre, installation of an electrical power plant.

DEPLOYING SMART SYSTEMS AND TECHNOLOGIES TO ENHANCE BUILDING EFFICIENCY.



SPIE converts TDF building into a data centre –
Read the press release

A building's functional intelligence is also gauged by the capabilities it offers to the people who use or manage it on a daily basis. In today's increasingly open and connected environments, SPIE develops whole ecosystems of services, from building management or home automation systems through to full-scale tele-service platforms. SPIE is especially renowned for unified communication services, cloud computing, workstation facility management, and data centres with high energy and environmental performance, for demanding customers such as Capgemini in the UK and BNP Paribas in France.



FRANCE – CEA: ICT facilities management contract in partnership with SOGETI, to support the digital transition at the Military Applications Division's five centres of excellence.

MANAGEMENT OF SERVICE-SECTOR AND INDUSTRIAL BUILDINGS

SPIE leverages top-level expert know-how in technical, regulatory and organizational matters to improve management of the buildings under its responsibility. In Germany, Siemens recently renewed its facility management contract with SPIE. The new contract covers full management of 60 sites, including offices, clean rooms, laboratories, control rooms and production centres throughout the country. The SPIE approach, recognized with a Best Quality Award, is rooted in expert knowledge and the strong sense of service of its local personnel.



FRANCE – ROLLS-ROYCE: fit-out of new building (2,850 square metres) in Meylan, comprising workshop (1,700 square metres) and offices (1,150 square metres).

SPIE is also involved in the renovation and modernization of public-sector buildings such as schools, museums, hospitals and government offices. An example is the new prison in Leuze, Belgium, where tight security requirements called for leading expertise in areas such as in-cell digital technology. This BREEAM-certified sustainable building is fitted with many sensors throughout, for highly efficient system control and supervision. ■

Günter Willbold

SIEMENS AG
SIEMENS REAL ESTATE
HEAD OF REGIONAL AREA GERMANY



What business objectives are currently being pursued by Siemens Real Estate (SRE)?

SRE's objectives are first of all guided by the strategic objectives of Siemens AG. With Vision 2020, Siemens has defined an entrepreneurial concept which gears the company towards moving into consistently attractive growth areas, strengthening its core business in a sustainable manner and being a market leader in efficiency and performance capability. SRE provides comprehensive support to help achieve these goals, in particular by relieving the operational units of the burden relating to real estate matters. To this end, we work together with our in-house and external clients in a spirit of mutual trust and partnership. In SPIE we have a partner that supports us in respect of performance and quality, as well as ongoing cost reductions.

What do you expect from a service provider as regards your objectives?

In order to maintain high quality in a context of necessarily falling costs, we need partners to work with us on the transparency of cost groupings, and to proactively identify and implement possible savings and improvements. We need partners that bring with them a high degree of technical expertise and are prepared for constant further development. We need partners to help us give technically competent advice to our clients and to contribute their experience right from the planning stage. Over and above that, our partners are encouraged to put forward proposals in the execution phase too, to help us manage our real estate efficiently and optimally in terms of both costs and energy.

How does SPIE particularly help you to attain these objectives?

SPIE has a very distinct technical competence and very good customer contacts. For example the jointly developed standardising tool for office renovation represents a significant improvement in project management, something that was previously lacking. Both parties save time and money. And SPIE always succeeds in carrying out technically demanding projects on time, within budget and with the required quality – and that's what we expect from a good service provider. We're very excited about further specific innovations from SPIE, and we're looking forward to our future successful cooperation.



VIEWPOINT



ANDREAS WOKITTEL,
VICE PRESIDENT, BUSINESS UNIT
FACILITY SOLUTIONS, KEY ACCOUNT
MANAGER SIEMENS, SPIE GmbH

Siemens is SPIE's largest key account in Germany – today we have around 1,000 employees working for this important customer. We have four branches, in Munich, Erlangen, Berlin and Krefeld, and supervise 57 different Siemens locations, 600 buildings with some 80,000 different pieces of technical equipment. In 2010, we served Siemens from seven different regions. In 2011, we established a single key account as an independently operating division. This was necessary because the customer was concerned about the different levels of performance and different prices. Siemens was very happy that we were so proactive. The result was improved customer satisfaction and, in 2014, the renewal of our contract until 2019. Today, our target is to introduce new services that are even more cost-effective.



NETHERLANDS – ING BANK: installation of new network and fibre infrastructure, in partnership with KPN.



FRANCE – CAISSE D'ÉPARGNE: multi-technical and multi-service maintenance at 468 buildings (central and branch offices).



FRANCE – TDF: installation of very-high-energy-efficiency data centre, with two mechanical-compression-free cooling units.



FRANCE – D2 TOWER: electrical power systems, generators sets, signal systems, building management system, energy efficiency system and fire safety system for this high environmental quality and very high energy efficiency 37-story, 54,000 sq. m. building.



FRANCE – GCS E-SANTÉ: setup and operation of telemedicine solutions for patients suffering from chronic conditions.



FRANCE – AQUITANIS: maintenance and operation of collective heating, hot water and ventilation installations for 26 Aquitanis residences (4,000 homes in all).



FRANCE – CAISSE NATIONALE D'ALLOCATIONS FAMILIALES (CNAF): upgrade and operational management of telephony and workgroup systems across a total of 40,000 users.



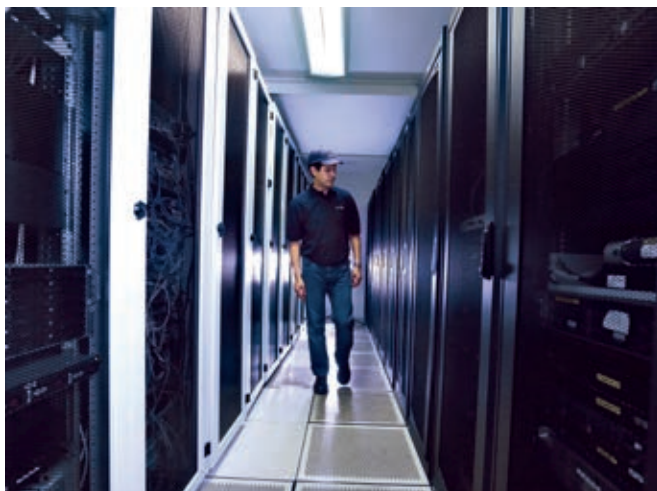
BELGIUM – LA TOISON D'OR: HVAC installation with biofuel-fired cogeneration system bringing energy savings of 15% better than current legal requirement.



GERMANY – SIEMENS: five-year renewal of contract for operating buildings, laboratories and clean rooms.



FRANCE – TOUR ATYPIK: electrical systems and an innovative home automation solution enabling residents to control energy consumption from the touchscreen of a videophone in each apartment or remotely via a smartphone.

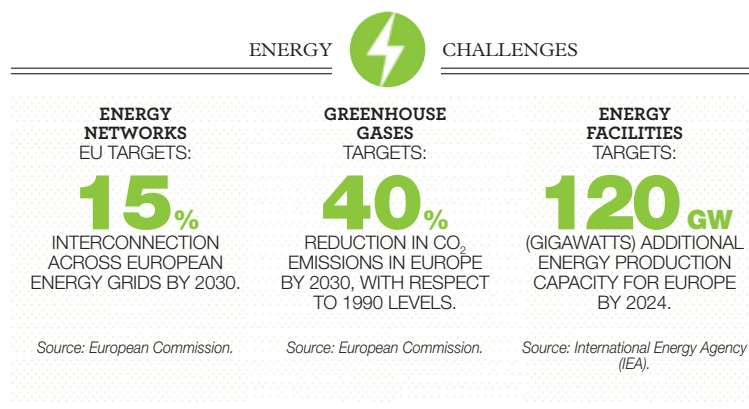


FRANCE – CMS BUREAU FRANCIS LEFEBVRE: cloud solutions and outsourcing of information system to SPIE data centres.



Read the SPIE Nucléaire brochure

ENERGIES



SPIE COVERS ALL ENERGY SECTORS, CONTRIBUTING TO THE DEVELOPMENT OF A BALANCED, DIVERSIFIED AND FLEXIBLE ENERGY MIX BY OFFERING OPERATORS TECHNICAL, FINANCIAL AND ENVIRONMENTAL SOLUTIONS ACROSS THEIR BUSINESS LIFECYCLES.

SPIE is a front-line player in the transition to a low-carbon economy, contributing to the energy and environmental performance of energy producers and suppliers in many fields, ranging from installation of solar power plants and wind farms through to treatment of waste from the nuclear power industry.

As well as improved management of different energy sources, the world energy transition will also involve a shift in economic and social practices. For example, with the aim of reducing its primary energy consumption by 50% and raising the proportion of renewable energies to 60% by 2050, Germany actively encourages people to produce their own green energy. National operators are calling extensively upon new digital technologies in their programmes to reconfigure power transmission and distribution networks. In 2014, SPIE helped GRTgaz upgrade its



UK – NORTHERN IRELAND ELECTRICITY: contract for modernization and new works on electricity transmission and distribution networks.

A LIFECYCLE-LONG COMPETITIVE LEAD FOR THE ENERGY SECTOR.



**More about SPIE and
the energy transition**

natural gas delivery stations, by supplying volume correctors and new remote data transmission units. Information technology improves network performance, contributing to the European vision of an integrated, interconnected and fully operational energy market.

HIGHER PROPORTION OF RENEWABLE ENERGIES

Aside from the technical issue of energy storage, the main obstacles to the development of green energies today are economic. Despite steadily falling costs, grid parity for photovoltaic power is still some way off in Europe. Operators are investing in more economical and higher performance infrastructures. In South-West France, Third Step commissioned SPIE to build five ground-mounted solar power plants totalling 53.3 MWp. With the emergence of new off-shore wind farms, super-grids are needed to carry the energy to the mainland. In the Netherlands, SPIE will be building an on-shore 220 kV/ 380 kV sub-station to be connected to two off-shore wind farms, which will comprise a total of 150 wind turbines by 2017.

Other green energy plants use biomass, methanization and geothermal processes. In the Bouches-du-Rhône region of southern France, the European company E.ON commissioned SPIE to carry out France's largest biomass project, which consisted in converting an end-of-life coal-fired unit into a more efficient, lower-carbon power plant. Biomass is a renewable energy source consistent with sustainable management of the Mediterranean forest, and with development of regional timber industries.

SUPPORT FOR OIL AND GAS OPERATORS

SPIE business with oil and gas operators has risen substantially, despite the fall in crude oil price in the second half of 2014. The rise is explained chiefly by the demand for high performance from production systems, through the provision of quality operating and maintenance services. The Yasref refinery in Saudi Arabia, for instance, entered its commissioning and startup phase on completion of the SPIE training programme addressing more than 600 local technicians. Growth is also driven by investment value optimization on long-term projects. Total,

**FRANCE –
THIRD STEP 2:**
turnkey
construction
of five
ground-
mounted solar
power facilities
totalling
53.3 MWp.



CHAD – GLENCORE E&P: extended scope and timespan for maintenance and operation contract.

53 YEARS

THAT'S HOW LONG KNOWN OIL RESERVES WILL LAST AT TODAY'S CONSUMPTION RATES.

Source: BP Statistical Review of World Energy 2014.

OUR GOAL

Facilitate the energy transition through a wide range of technologies and services aimed at improving energy production, usage and transmission modes.

OUR OBJECTIVES

PROVIDE SUPPORT TO
ENERGY OPERATORS

SHRINK THE
ENVIRONMENTAL FOOTPRINT

CONTRIBUTE TO
ENERGY INNOVATION

405 TWh

THAT'S THE ELECTRICITY GENERATED BY FRANCE'S NUCLEAR POWER PLANTS, WHICH ACCOUNT FOR 75% OF TOTAL PRODUCTION, COMPARED TO 16% FOR RENEWABLES AND 9% FOR FOSSIL FUELS.

Source: French Ministry of Ecology, Sustainable Development & Energy.

OUR AREAS OF EXPERTISE

OIL AND GAS

- WELL SERVICES AND GEOSCIENCES
- PROJECT ENGINEERING AND MANAGEMENT
- OPERATING SUPPORT
- SKILLS DEVELOPMENT

NUCLEAR POWER

- NEW SITES
- PROJECTS AT EXISTING SITES
- MAINTENANCE
- OPERATING ASSISTANCE
- DECOMMISSIONING

RENEWABLE ENERGIES

- PHOTOVOLTAIC
- WIND
- BIOMASS
- HYDROPOWER
- GEOTHERMAL ENERGY

POWER TRANSMISSION AND DISTRIBUTION

- ELECTRICITY GRIDS
- TRANSFORMER SUB-STATIONS
- GAS NETWORKS
- STORAGE SITES
- LNG TERMINALS



Consult the SPIE Oil & Gas Services website

for example, has awarded SPIE several contracts for design, construction, tests and system startup at its Ofon facility off the coast of Nigeria. And SPIE's Australian subsidiary has signed a three-year contract with Chevron, the leading foreign investor in Bangladesh, on engineering and construction services for all its gas facilities in the country. A further factor is the intensifying demand for competitive performance, which stimulates developments in new technologies. This is seen in SPIE's work with General Electric on developing specific repair and maintenance expertise for high-performance gas turbines, such as in Qatar and Angola.

UPGRADES TO NUCLEAR POWER FACILITIES

Nuclear power operators involved in power plant upgrade programmes call upon SPIE support throughout their value chains. The Group has been making preparations for work on decoupling unit 2 at the Paluel facility near Dieppe, under EDF's major upgrade programme, Grand Carénage, scheduled for 2015. A training centre has been opened at Bèlignieux to develop skills in this sector. This is an important issue given the rapid changes in technologies and methods, and the tightening of regulatory constraints.

In a favourable market environment, SPIE has pursued its growth in this sector, with projects ranging from construction to on-site work at existing plants and facility management services. At the Flamanville EPR site, SPIE has successfully completed electromechanical systems work and will be proceeding with wiring and connection work in 2015. SPIE's piping expertise was called on during the facility lifespan extension project at the Tihange 1 plant in Belgium, with a view to construction work on fallback buildings. At Areva's Melox site, SPIE addressed the challenges of operational excellence by rolling out the latest in lean management techniques. And decommissioning operations continued at the Creys-Malville and Bugey facilities along the Rhône River.

Michael Rothau

TOTAL,
MOHO NORD PROJECT,
ALIMA INTEGRATION
PACKAGE MANAGER



In today's context of falling oil prices, what does an operator like Total E&P Congo expect of a service provider such as SPIE Oil & Gas Services, and how can the provider contribute to the operator's long-term development?

To start with, the oil and gas majors are not the only companies to be affected by falling oil prices. The phenomenon affects the whole industry, the entire value chain, from the operator to the service provider. It calls for change, and serves as an opportunity to strengthen cooperation, and to reformulate contractual relationships with a view to cost reduction. We are all affected, and it is only through a comprehensive and constructive partnership that we will see the emergence of solutions that are satisfactory to all stakeholders facing this major collective challenge.

Social issues and local content appear increasingly important for the deployment of oil and gas majors in the countries where they operate. In this respect, what qualities do your technical service providers need if they are to become genuine partners?

Local content does indeed raise challenges in the countries where we operate, as regards both the company's responsibility to its own long-term commitment, and its capacity to meet the legitimate economic expectations of local communities and businesses. Don't forget that Total E&P Congo is the biggest private company in the country. As such, we call upon local resources wherever it is possible to do

so, increasing local content in a constant endeavour to improve our skills coverage and to facilitate the emergence of new services. This vision, which has given rise to specific short-, medium- and long-term action plans, directly on the Moho Nord project, necessarily entails similar commitments across all the companies we contract, at all levels. As well as making full use of existing local capacities, we're also talking about developing skills and training people. Adaptability and attentiveness are therefore essential qualities if operator and technical service providers are to work together and meet our joint objectives.



VIEWPOINT



FLORENT BILLOTTET
DEVELOPMENT & SOLUTIONS
DIVISION DEPUTY DIRECTOR
SPIE OIL & GAS SERVICES CONGO

Over the years, we have built a trust-based relationship with Total, involving regular dialogue on the services we provide and on the added value expected of us by this long-standing SPIE customer. With our major-account customers, we systematically hold an annual performance review covering both contractual issues and our respective expectations. Our approach here is not only to strengthen long-term ties with the customer; it would be more accurate to say that we are eager to advance together on energy-related issues of crucial importance in tomorrow's world.



NIGERIA – TOTAL E&P NIGERIA: global maintenance contract for the Amenam off-shore oil production platform.



UK – IKAROS: construction of three solar power facilities in southern England, totalling 28 MVA, enough for 10,000 homes.



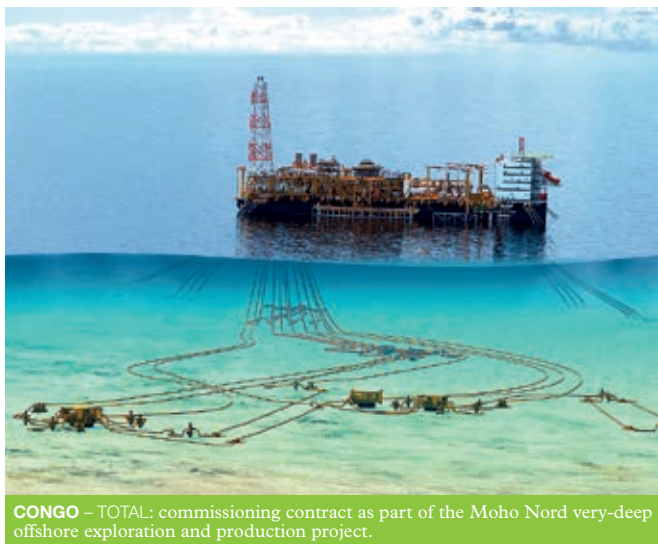
FRANCE – CEA: general electrical installations and automation systems under the NOAH project at the Cadarache site, and maintenance contract for safety and physical protection equipment at the Marcoule site.



NETHERLANDS – GEMINI: 220 kV/380 kV on-shore sub-station connected to two off-shore wind farms (150 wind turbines) north of the Isle of Schiermonnikoog, which will provide electricity for 785,000 homes.



NETHERLANDS – SITECH: installation of three underground and surface pipelines between Stein Harbour and the Chemelot complex.



CONGO – TOTAL: commissioning contract as part of the Moho Nord very-deep offshore exploration and production project.



FRANCE – EDF: multi-technical services (design, handling, take-down, refit, modification, tests, acceptance procedure) under contract for replacement of 216 cooling units producing iced water with a cooling capacity approaching 2 MW.



FRANCE – AREVA: contract on design, provision and upgrade of fire detection system for INB 116, with Novar at the La Hague site.



Energy service provider
SPIE wins Contracting
Award 2014 –
Read the press release

INDUSTRY SERVICES

INDUSTRIAL



CHALLENGES

ECO-INDUSTRIES

€550
BILLION

PER YEAR GENERATED
BY THE GLOBAL
ECO-TECHNOLOGIES
MARKET, BACKED BY
THE LIFE PROGRAMME
IN EUROPE.

Source: OECD.

STRATEGIC DEVELOPMENT EU TARGET:

20%

INDUSTRY-SECTOR SHARE
IN GDP BY 2020.

Source: European Commission

INDUSTRY 4.0 FORECAST:

€140
BILLION

INVESTED ANNUALLY
BY THE EUROPEAN
INDUSTRIAL SECTOR
IN THE INTERNET
OF THINGS (IOT) BY 2020.

Source: PwC.

*BECAUSE SPIE COVERS
ALL SEGMENTS OF THE
EUROPEAN INDUSTRIAL
SECTOR, DEPLOYING
INNOVATIVE EXPERTISE
ACROSS THE ENTIRE
PRODUCTION CHAIN, IT IS
IDEALLY PLACED TO HELP
COMPANIES MEET
THEIR ECONOMIC
AND ENVIRONMENTAL
CHALLENGES, HOWEVER
COMPLEX THE BUSINESS
CONTEXT OR TECHNICAL
CONTENT.*

SPIE beats to the pulse of modern industry as it adapts to a shifting environment, with growing emphasis on flow control, complexity management and regulatory demands. It harnesses prime expertise to implement global, integrated solutions in sectors that include pharmaceuticals, petrochemicals, steel-making, automotive and food.

Against a backdrop of worldwide competition and the trend toward a more sober, lower-carbon economy, modern industries are intent on improving their production modes by playing on new competitive performance factors such as intelligent energy infrastructure, fully automated assembly lines, process reconfiguration, CO₂ utilization and integrated logistics. SPIE provides services in all such areas throughout Europe, through a local-reach organization capable of adapting to the needs of each individual company. In Germany, for example, SPIE's

SUPPORTING ENERGY AND DIGITAL TRANSITIONS IN EVERY INDUSTRIAL SEGMENT

Energy Management wing offers specialized services spanning design through to operation and energy provision. In Belgium and the Netherlands, SPIE has developed specific expertise in the management of oil and gas terminals. Europe-wide synergies and transfer of expertise ensure industries have access to the best solutions on the market.

ENERGY EFFICIENCY

As well as lower energy consumption, an energy-efficient approach also puts a new angle on the value chain, with all energy inputs optimized for the same service output: from building layout through to the management systems that control energy flows, the electrical installations, the plant machinery, etc. The resulting improvement in overall performance brings competitive advantages, as illustrated by the solution implemented by SPIE at the Takeda site. The solution, which won Germany's 2014 "Contracting Award" for energy efficiency, brought the pharmaceuticals company annual savings of €1.1 million, reduced annual electricity consumption by more than 10,000 kWh, and replaced 8,000 MWh of heating by cogeneration.

EMERGENCE OF INDUSTRY 4.0

Deep integration of digital technologies throughout the production chain means a major breakthrough for industry. This is championed by the Industry 4.0 project, which originated in Germany and is taking off across Europe, covering developments such as decentralized, intelligent automation modules and sophisticated simulation systems. An example of Industry 4.0 at work is the new wind tunnel that SPIE operates for Mercedes-Benz in Sindelfingen, in the



**SPIE moves
a cogeneration plant
for Solvay –
Read the press release**



**SPIE optimises
energy consumption at
Villeroy & Boch –
Read the press release**

OUR GOAL

Support manufacturers right across the value chain, improving performance, reducing costs, and facilitating innovation.

OUR OBJECTIVES

**FACILITATE
DIGITAL TRANSFORMATION
IN INDUSTRY**

**OPTIMIZE PROCESS
FLEXIBILITY AND
PRODUCTIVITY**

**SHRINK THE
ENVIRONMENTAL FOOTPRINT**

OUR AREAS OF EXPERTISE

INDUSTRIAL BUILDINGS

- BUILDING MANAGEMENT SYSTEMS
- COMMUNICATION AND OTHER NETWORKS
- SAFETY, SECURITY AND COMPLIANCE WITH STANDARDS
- INDUSTRIAL FACILITY MANAGEMENT

ENERGY EFFICIENCY

- ENERGY EXCHANGE, RECOVERY AND STORAGE
- COGENERATION AND RENEWABLE ENERGIES
- ENERGY PERFORMANCE OPTIMIZATION FOR UTILITIES AND PROCESSES

ELECTROMECHANICAL INSTALLATIONS

- ELECTRICAL: SUB-STATIONS, CABINETS, PANELS, ETC.
- HEATING, VENTILATION AND AIR CONDITIONING
- MECHANICAL: PIPING, FABRICATION, ROTATING MACHINES

INDUSTRIAL PROCESSES AND AUTOMATION

- INDUSTRIAL ELECTRICAL SYSTEMS
- INDUSTRIAL INFORMATION SYSTEMS
- ROBOTICS
- HYDRAULICS AND PNEUMATICS
- CONTROL AND SUPERVISION

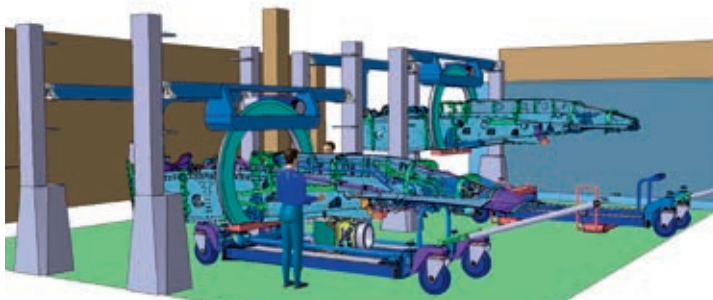


BELGIUM – PFIZER: electrical infrastructures as part of a programme to extend the tank handling area at the Puurs site.



SPIE mobilises for the “Factory of the Future” plan
– Read the press release

GERMANY – FUJITSU TECHNOLOGY SOLUTIONS: technical facility management at the Augsburg site, covering planning, installation and maintenance of production equipment.



FRANCE – AIRBUS: engine shaft assembly line for the first series-produced A330 Neo airliners.

Bad-Wurtemberg region of Germany. Under control mediated by intelligent sensors throughout this ultra-modern facility, new vehicles undergo exposure to any imaginable weather and sunlight conditions, with winds ranging from light breeze to tornado and rain programmable from drizzle to downpour, at vehicle speeds of up to 265 km/h.

Modern production lines are also undergoing rapid change with the advent of innovative complex robotics projects whereby machines, systems and products exchange information among each other and with the outside world. In the aerospace industry, Daher Socata recently commissioned SPIE with the production of a hyper-connected assembly line for its “factory of the future” in Tarbes, southern France. Among the innovative production lines developed by SPIE, the most recent is used by Airbus for assembling the engine shafts of the A330 Neo aircraft.

IMPROVED MANAGEMENT OF INDUSTRIAL ENVIRONMENTS

SPIE’s European know-how in facility management addresses the considerable challenge of optimizing management for industrial sites, whatever the complexity, scope and business sector. Pan-European customer companies benefit from seamless service coverage, from maintenance of technical systems and optimum use of manufacturing processes through to logistics, cleaning and grounds management. SPIE expertise, focused on high technical performance, seeks to increase the flexibility of the production system and reduce operating costs, while optimizing existing processes. At the Berg-op-Zoom site near Antwerp in the Netherlands, world agro-food leader Cargill called on SPIE’s expertise in electrical systems, instrumentation and industrial piping. The contract demands absolute dependability in terms of safety, security and plant availability, plus a capacity to develop seamless processes throughout the value chain. ■

Peter Lens

SITE MAINTENANCE
AND RELIABILITY MANAGER, SABIC,
BERGEN OP ZOOM, THE NETHERLANDS



What are the challenges in your market?

Our market is becoming highly dynamic with new competitors, growing demands from our customers and the need for sustainable solutions. Becoming the leader by delivering the highest quality solutions in a competitive landscape is the name of the game in the plastics industry. For us in Bergen op Zoom the key to success is operating safe and reliable plants to maintain our competitive advantage.

What do you expect from multi-technical services companies like SPIE?

Since the market around us is volatile, our company constantly needs to prepare for impact. Our multi-technical suppliers can help us compensate for that.

By addressing our needs in a timely manner, suppliers will be able to gain mutual benefits and a better understanding. Continuity and pro-activeness are key – you get to know each other well after a few years. By then, our suppliers often know better where our opportunities lie and how their strengths can be optimized. True reliability improvements and cost reductions will ultimately be achieved. And that is what it comes down to. Together, good suppliers can make a difference.



VIEWPOINT



TOINE ROKS
INDUSTRY DIVISION
DIRECTOR,
SPIE NEDERLAND

SPIE has been a piping & mechanical service partner for SABIC in Bergen op Zoom, Netherlands, since 1989. Over the years, our plant experience has been key to the safe performance of maintenance tasks, projects and shut downs. With our specific knowledge and application of new materials, we are able to improve the reliability of the installations. Recently, SPIE has also carried out engineering work directly for SABIC. To meet SABIC's changing needs, SPIE leverages extensive expertise and a wide range of technologies and services. SPIE wants to forge a close, long-term partnership with SABIC.



NETHERLANDS – CARGILL: multi-technical maintenance at the Sas van Gent site.



FRANCE – DSM: installation of new chemical production unit at the Village-Neuf site, with digital control system.



FRANCE – FXR-DAHER SOCATO: design and production of drilling/riveting module integrated on robot arm, for assembling the fuselage panels of the F5X.



MOROCCO – OFFICE CHÉRIFIEN DES PHOSPHATES (OCP): installation of electrical equipment, instrumentation and control systems for the El Halassa washing unit.



NETHERLANDS – VOPAK: multi-technical services at the Rotterdam and Amsterdam sites.



GERMANY – VILLEROY & BOCH: installation of electricity and steam cogeneration unit bringing energy savings of around 25% and reducing CO₂ emissions by more than 5,000 tonnes per year.



FRANCE – LABORATOIRE AGUETTANT: air conditioning systems at new site near Lyon (4,700 square metres), comprising new production unit, R&D platform, quality control laboratory and head office.



FRANCE – BARILLA: power and signal electrical systems at its biggest production site in France (11,000 square metres), comprising three production lines for products under the Harry's brand.



SPAIN – RENAULT: design, production and startup of robotized plant for making the future Mégane and the new Kadjar vehicle at the Palencia site.



FRANCE – TOTAL: maintenance contract for electrical systems, instrumentation and polymer unit analysers; maintenance of lighting systems throughout the Gonfreville-L'Orcher petrochemical site.





OUR EMPLOYEES' ENERGY

P. 60
Rombout Klunder

P. 62
Inès de Oliveira

P. 66
Hervé Milliot

P. 70
Will Smith

P. 72
Erwin De Bock



What we are



Inspired by **ROMBOUT KLUNDER**
TECHNICAL MANAGEMENT TRAINEESHIP
PROGRAM GRADUATE



NETHERLANDS
SPIE Nederland

INITIATIVE + RESPONSIBILITY



For my Technical Management Masters Traineeship, SPIE Nederland proposed that I work for two years on several small-scale projects in order to learn about SPIE's divisions and departments. My first mission focused on European CPR¹ certification. SPIE entrusted me with this project and, together with my colleagues, we obtained this certification at three sites in June 2014. This project, like those that have followed, accurately reflects the spirit of initiative and responsibility that you find at SPIE. This traineeship has also been a valuable opportunity to develop a relationship network and get a clear idea of each unit's operations through its multidisciplinary approach.

Looking back on the past year confirms how much I enjoy working at SPIE. My colleagues taught me a lot and I stay in contact with them. The cross-functional organisation allows you to react quickly and encourages you to take initiative. The work environment gives you freedom to work independently, which also means taking responsibility. In addition, working in a truly multi-technical company gives you access to a variety of large-scale projects. SPIE Nederland doesn't just maintain facilities or infrastructure; it designs and builds them from start to finish, managing their entire lifecycle.

Watch the
interview



Today, most groups make similar demands in terms of performance. But they don't all have the attitude that I've just described, this growth dynamic and openness that you find with a learning organisation. Another thing that's important to emphasise is SPIE's close cooperation with its customers, its role as a long-term partner. Such an approach, which is applied at all levels of the organisation, changes the ways things are done, and means that the risks and gains are truly shared.



1. Construction Product Regulation.



What we experience



Inspired by **INÈS DE OLIVEIRA**
BUSINESS DEVELOPMENT MANAGER



SOUTH KOREA
SPIE Oil & Gas Services

OPENNESS + OPPORTUNITY



Being a part of SPIE does not mean following a well-trodden path. It means fulfilling your aspirations, even if it's sometimes difficult and represents a real personal and professional challenge. Whatever your choice, you have all the resources and support that a company that believes in you can provide. When

I look at the different career paths, I realise that everything is possible. Our Group is a breeding ground for opportunities thanks to its great diversity of skills sets and international scope.

As for me personally, I was first put in charge of recruiting and training local technicians abroad for major oil and gas companies. After returning to Paris,

I held a position in career and skills management. The logical progression would have been to move up through the ranks of HR. But in fact, in 2011, I decided to take a different direction and leave for Angola. Rather than a staff position, I needed to be closer to operations; I wanted to see what I could actually contribute to the company on a more commercial level.

SPIE supported my decision with all the necessary resources for three years of what was a remarkable experience.

I am now taking on a new challenge in South Korea with a position oriented towards the country's commercial development. Once again, SPIE helped me to move out of my comfort zone and push my limits. That's why I no longer consider certain jobs to be beyond me: I mean, why not become Country Manager some day? That would enable me to fully focus on improving and developing a subsidiary. Moreover, it's not that common for a woman to hold such a position. As I see it, a good manager is someone who capitalises on his or her employees' skills, provides them with the means to work efficiently and strives day in, day out to give meaning to their actions.



COMPANY AGILITY, THE KEY TO SUCCESSFUL ADAPTATION

A Business Case Study to
launch students' careers
– Read the press release



SPIE voted Top Employer
in Belgium –
Read the press release



As SPIE's workforce approaches 40,000, one of the greatest HR management challenges is adapting to the fast-paced changes of an increasingly demanding environment, amidst growing interactions at all levels of the company.

MOBILITY, VERSATILITY AND THE TRANSFER OF EXPERTISE

Both between and within subsidiaries, employee mobility is a key factor in a company's ability to adapt to changes in its environment. Gateway systems from one unit to another provide the necessary flexibility while changes in the Group and its markets and new acquisitions facilitate movements from one subsidiary to another. In 2014, SPIE UK successfully integrated nearly 1,000 employees from the UK subsidiary of Hochtief Services, which was acquired in 2013. Employee independence and versatility also contribute to greater flexibility in organisations, as does the inter-subsidiary pooling of skills.

ATTRACTIVENESS, THE SIGN OF AN AMBITIOUS STRATEGY

As one of the most attractive companies in its industry, SPIE has won the title of Top Employer in Belgium for seven of the last nine years. In 2014 the Group conducted its international campaign So'SPIE to attract applicants who want to share a different mindset, marked by authenticity and the desire to continue to grow over one's entire working life. In this same spirit, a number of initiatives were launched: for example, students were brought from the Netherlands to discover Paris and SPIE, after having worked on a case study during their train ride. On a broader level, the Group continued to develop its school-business partnerships, such as with ESTP, one of France's most important engineering schools for our areas of expertise.

CAREER DEVELOPMENT IN AN INTERNATIONAL COMPANY

120
NATIONALITIES
WORKING
TOGETHER
WITHIN SPIE

SPIE's internationalisation continued in 2014, for example through the Group's support of France's international volunteer programme (VIE), which is aimed at young graduates and young people pursuing work/study programmes. In order to meet the challenges of the coming years, SPIE is also developing its managers' leadership capabilities: this year's "Ambition Manager" programme was organised in the United Kingdom around the topic of international Facility Management offerings and included meetings with major decision makers. Among the examples of growing synergies between European subsidiaries is the assistance provided by SPIE Nederland's teams in the integration of UK company Electricity Network Solutions (ENS), which similarly works in the fields of construction and maintenance of overhead power lines. SPIE is now concentrating on developing a network of cross-border skills that can be mobilised rapidly and efficiently to meet the needs of the company, within which some 120 nationalities are represented.



Some twenty Dutch students were invited to work on a case study during their train trip from Rotterdam to Paris and upon arrival to present their conclusions to a panel of Group executives.

For the seventh time in nine years SPIE has won the title of Top Employer in Belgium.



The SPIE Technology Institute provides technical training tailor-made to support the company's strategic skills sets.



Be yourself! Aimed at promoting the diversity of employee backgrounds, the "So'SPIE" recruitment campaign was a resounding success among young Europeans, particularly in Germany, the Netherlands and Belgium.





What we protect



Inspired by **HERVÉ MILLIOT**
SITE MANAGER AT CATTENOM



FRANCE
SPIE Nucléaire

SAFETY AND SECURITY



Protecting on-site teams and the local community is our number one priority. To meet our high safety standards we have a Prevention Plan, as in many other industrial sectors, that takes into account the operations of all the parties in a given area, for example a power plant, the containment wall of a reactor or a machine room. We complement this plan with an Analysis of nuclear safety and security, radiation and environmental risk (ADR SSRE) adapted to each type of service intervention.

This approach is based on our fundamental corporate values: providing safety induction courses for employees, ensuring the use of personal protective equipment, and integrating the Risk Analysis and Prevention Plan at each stage of the operational cycle. Work supervisors thus monitor service interventions through strict control procedures. For work at a height, certain employees undergo specific accreditation training. When the least risk is detected, all work stops and the construction site is immediately secured.

Inspection and monitoring measures are also implemented, including regular visits from higher-level supervisors, joint safety inspections with the customer, and weekly safety meetings which serve to strongly anchor our rules in worksite practices. However, human behaviour-related risk always exists. It is therefore important to constantly remind ourselves of best practices, strive to adopt a safety culture and make sure it is fully integrated into the organisation of our work.



Watch the
interview

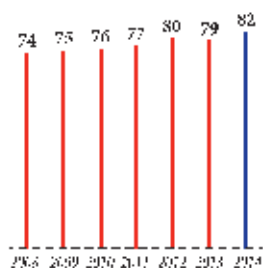


SAFETY,
OUR NUMBER ONE
RESPONSIBILITY

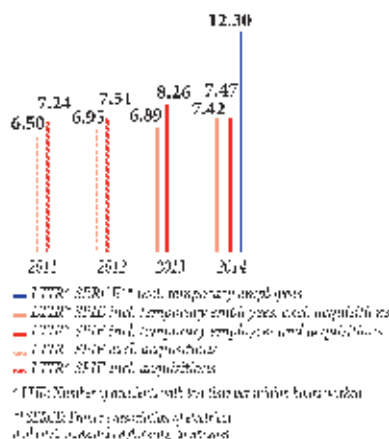
Safety is SPIE's top priority, a sign of its professionalism and an integral part of the Group's identity. SPIE has developed a concerted policy around safety in terms of resources, procedures and management and has made becoming accident-free, particularly in relation to major risks, its number one goal.

**Units with health
and safety management
systems certified to
OHSAS 18001/VCA/
MASE standards**

as a % of total workforce (2014)



Lost-time injury rate (LTIR)



AN ONGOING RE-EXAMINATION OF OUR OPERATIONS

SPIE applies the highest safety standards to its operations (OHSAS 18001, VCA, MASE, etc.). Going beyond basic regulatory compliance, the Group encourages innovation and the sharing of best practices. Among the examples for 2014 are the creation of a working group on safety practices and the development of the “Secur’Alerte” application for online validation of individual protection equipment, both for Total Raffinage Chimie. The Group also cooperates with specialised organisations such as the Institute for a Culture of Industrial Safety (ICSI) in order to fully integrate human and organisational factors. Despite all these measures, SPIE was greatly saddened by three fatal workplace accidents and the death of three young trainees in a traffic accident: tragic events which significantly intensified our commitment to safety throughout the company.

CHANGING INDIVIDUAL BEHAVIOUR

Analysing operations-related risks, following instructions, putting away materials: strict technical measures continue to underpin security at facilities and worksites. However, employee training and awareness-building are just as important, particularly to improve preparation phases and to combat the dangers associated with routine processes. With the assembly of power lines for example, specific training facilities enable employees to acquire the right reactions while working at height. Procedures such as Safety Talks, preventive inspection tours and “Last Minute Risk Analyses” (LMRAs) also help to improve behaviour. On a broader level, management’s strong involvement drives this ambition throughout the organisation. In 2014, the implementation of the “Safety First” plan in Germany after the acquisition of Hochtief Service Solutions led to a 36% reduction in accidents.

A GLOBAL CHALLENGE FOR THE ENTIRE COMPANY

Protecting employees also extends to questions of health and quality of work life. Freephone lines are available to offer psychological support in understanding stress situations. In high-risk countries, SPIE teams also look out for their own safety by relying on specialised organisations. In 2014, preventive actions were taken for example in Africa following the outbreak of the Ebola virus and in Saudi Arabia in response to the Severe Acute Respiratory Syndrome (SARS). On a broader level, this challenge concerns the entire decision-making chain, with everyone at their own level called upon to deal with these situations through their way of being, acting and organising themselves.



**Health and safety –
Watch the video**



GLOBAL COMPACT: A WORLDWIDE COMMITMENT

In 2003, SPIE pledged to support the United Nations Global Compact, which invites companies to embrace, support and enact, within their sphere of influence, a set of core values in the areas of human rights, labour standards, the environment and anti-corruption.

	Principles	Examples of application at SPIE
Human Rights	<ul style="list-style-type: none"> ● Businesses should support and respect the protection of internationally proclaimed human rights, within their sphere of influence. ● Make sure they are not complicit in human rights abuses. 	<ul style="list-style-type: none"> ● Deployment of the OHSAS 18001 (or equivalent) occupational health and safety management system. ● International business travel safety guide. ● National agreements in Africa and the Middle East to employ locals. ● Stress management agreements. ● Supplier assessment studies with EcoVadis.
Labour	<ul style="list-style-type: none"> ● Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining. ● The elimination of discrimination in respect of employment and occupation. ● The elimination of all forms of forced and compulsory labour. ● The effective abolition of child labour. 	<ul style="list-style-type: none"> ● A forum for social dialogue within the European Works Council. ● CSR committee responsible for initiatives to prevent discrimination by: <ul style="list-style-type: none"> – improving employment opportunities for the disabled. – increasing gender parity. – providing work opportunities for the young as well as for older employees. – promoting diversity.
Environment	<ul style="list-style-type: none"> ● Business should support a precautionary approach to environmental challenges. ● Undertake initiatives to promote greater environmental responsibility. ● Encourage the development and diffusion of environmentally friendly technologies. 	<ul style="list-style-type: none"> ● Deployment of the ISO 14001 environmental standard. ● Training and awareness-building programmes on energy and climate issues. ● Extension of the carbon footprint analysis programme. ● Environmentally friendly management of the corporate vehicle fleet and eco-driving courses for employees. ● Deployment of electric vehicles and hybrids within the corporate vehicle fleet. ● Environmentally friendly digitisation and reprinting of corporate publications. ● Environmental criteria used to assess suppliers. ● Special training programmes at the SPIE Technology Institute.
Anti-corruption	<ul style="list-style-type: none"> ● Businesses should work against corruption in all its forms, including extortion and bribery. 	<ul style="list-style-type: none"> ● Handbook on Ethical Business Practices. ● Services Agreement Procedure. ● Training in business ethics, with a special module on the Bribery Act in the United Kingdom. ● Supplier assessment studies with EcoVadis.



More about the Global Compact
www.unglobalcompact.org

OUR EMPLOYEES' ENERGY



What we respect



Inspired by **WILL SMITH**
COMMERCIAL DIRECTOR



UNITED KINGDOM
SPIE UK

ETHICS + COMMITMENT



Being conscientious, trustworthy and respectful of our obligations, but also knowing how to go beyond what is expected of us in order to establish a trusting relationship with our customers: these are the ethical principles that guide our teams. The fact that each of us feels fully responsible and committed, independently of the strict adherence to the rules of our profession, does not mean that we neglect them, but rather the contrary. For us this is only an introductory stage in the exercise of our professions, which cannot be conceived without total integrity and loyalty to all our stakeholders.

No commercial or other type of opportunity can prevail over our core principles, or call into question a corporate decision. Ethics is not only a question of personal morality, but also of SPIE's reputation in its markets. This is why we have welcomed into our company an independent manager, the Ethics Compliance Officer, who is responsible for enforcing a "zero tolerance" policy with regard to any wrongdoing. The goal of this governing body, supported by both the management team and local management, is to identify any situation that could lead to non-ethical behaviour.

In practice, a sustainable partnership with a customer demands healthy commercial relations – quality of service, responsiveness to customer needs and ethical standards cannot be disassociated. Similarly within the company, ethical policies are necessary. Today for example, the development of social networks and group platforms entails new challenges, so as not to divulge confidential company information. All of this requires exact and regularly updated directives.



Watch the
interview





What we support



Inspired by **ERWIN DE BOCK**
DIRECTOR OF STRATEGY AND
BUSINESS DEVELOPMENT



BELGIUM
SPIE Belgium

LOCAL PRESENCE + EFFICIENCY



Supporting environmental protection is critical pour SPIE. Our local presence enables us to diminish our carbon footprint, with offices close to our operations.

We also focus our efforts on everything related to the materials that we buy, a crucial factor in drastically reducing our impact. It is particularly through our businesses that we act on the environment, by reducing energy consumption and improving the quality of our living environment. Through these actions our company provides real value added, which is much appreciated by our customers in all the markets where we operate.

By protecting the world we live in, we are also sharing a certain mindset with our customers. In your home for example, you are used to turning out the light when you leave a room. This behavioural question is an essential aspect of a building: technical installations remain important but we must go further by creating a better managed and more highly automated environment focused on people's comfort.

In the past, we operated within a more conventional system defined by mechanical parts, tubes and traditional maintenance operations.

Today, we have a proactive approach, where efficiency and prevention impact the site's entire functioning.

This approach is not only applicable to buildings. I'm thinking of smart cities, and various facilities and vehicles that run on electricity. Current urban development shows a good balance between all the points that I have just mentioned and make for greater efficiency overall. SPIE must maintain a leading position and continue to develop in this direction, which will only become increasingly important in the future.



Watch the
interview



WORKING TOGETHER TO FOSTER BEST PRACTICES

Promoting awareness of
sensory disabilities among
SPIE employees –
Read the press release

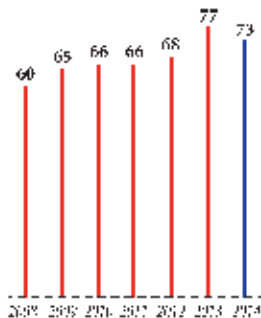


More about
the new SPIE
Head Office –
Watch the video



Units with environmental management systems certified to ISO 14001 standards

as % of total workforce



In its pursuit of corporate responsibility, SPIE is committed to constantly improving its approaches to social progress, environmental issues and economic development. This commitment has been strengthened by the creation of a CSR committee by the Group's European Works Council.

A FIRMLY ASSERTED AND DEMANDING COMMITMENT

SPIE believes that the application of its guiding principles is only valid if it integrates the expectations of all of its stakeholders. In the same spirit, its practices are assessed by independent organisations such as EcoVadis and Vigeo. In the area of business ethics, the Group has thus implemented a “zero tolerance” approach which relies on employee awareness and calls on them to exercise exemplary conduct. In the fight against discrimination, SPIE has broadened its actions with, for example, a new SPIE Disability Awareness Month, intended to sensitise employees to the challenges of disabilities in the workplace. Another example is the Diversity Award that went to SPIE Sud-Ouest for its recruitment of work/study employees from diverse backgrounds. Yet another example are the initiatives to increase the share of women in the company's professions, working with associations such as “Elles bougent” in France's Lorraine region.

REDUCING OUR CARBON FOOTPRINT

More than 70% of SPIE's operations are covered by an environmental management system; this commitment has expanded to cover the entire value chain, from the purchasing of materials to the recycling of electrical and electronic waste. In 2014, SPIE received the Trophée des Achats purchasing award for the French Midi-Pyrénées region for its IT solution for optimising the logistics chain which extends all the way to suppliers. The Group has also expanded the number of its green vehicles, which is scheduled to reach 10% of its total fleet by the end of 2015. For its own buildings, SPIE strives to be exemplary: last year it constructed its new headquarters outside of Paris in Cergy-Pontoise, a green building of 10,000 square metres which stands out thanks to its use of geothermal energy, a green roof and a car park equipped with charging stations for electric vehicles.

SOLIDARITY WITH THE WORLD AROUND US

Through its local roots, SPIE contributes to regional culture, sports and associations. The Group supports annual events such as the La Folle Journée music festival in Nantes, the SPIE Belgium Classic bicycle race and the La Parisienne footrace to fight cancer. In 2014, a commemorative walk on the Normandy beaches brought together British employees in period uniforms. As for charity activities, each subsidiary defines its own actions: in Germany for example six NGOs received financial support. And finally, through its business sector, SPIE contributes to projects that enhance its areas of expertise. On the international level, the Group supported, for example, initiatives benefiting Electricians without Borders and participated in the reconstruction of a school in Uganda.



Building awareness among employees of the challenges of disabilities in the workplace.

This year SPIE was once again a partner of the prestigious music festival La Folle Journée.



More than 190 participants from all of the Group's European subsidiaries came to run in La Parisienne wearing the company's colours.



The third SPIE Belgium Classic cycling challenge.

A word about CSR



by **HILARY HARBAUGH**
CSR OFFICER, SPIE GROUP



As an American who has worked in CSR¹ for the French Ministry of Ecology and at Alstom, I am particularly sensitive to the differences in approach that can exist in this area. At SPIE, where each subsidiary defines its CSR issues according to its environment, we need a consistent approach based on our key strategic objectives. A CSR governing body will be created in 2015 for this purpose. My mission falls within this 'One SPIE' approach. It consists in measuring our CSR performances with the help of a specific reporting tool as well as coordinating and promoting the actions of the subsidiaries and support functions while also making proposals, in accordance with the Group's objectives.

1. Corporate social responsibility.

EXTRA-FINANCIAL INDICATORS



COMMITTED TO THE GREEN ECONOMY AND GUIDED BY ITS CORE PRINCIPLES, SPIE DEPLOYS A CORPORATE RESPONSIBILITY PROCESS THAT TAKES INTO CONSIDERATION EVERY STAKEHOLDER.

Social	2014	Scope	2013	Scope
TOTAL WORKFORCE¹	38,245	World	37,238	World
Europe	33,823		32,846	
Asia	1,096		1,067	
Middle East	893		953	
Africa	2,430		2,372	
WORKFORCE BY BUSINESS		World		World
Multi-technical regional services	28,745		27,890	
SPIE Communications	3,281		3,332	
SPIE Nucléaire	2,135		2,110	
SPIE Oil & Gas Services	4,084		3,906	
WORKFORCE BY JOB CATEGORY		World		World
Operators	12,961		12,906	
Administrative employees, technicians and supervisors	17,404		16,523	
Managers	7,880		7,809	
EMPLOYMENT				
New hires ²	2,637	World	2,580	Europe
% of workforce on permanent contracts	88	World	93	Europe
Average seniority	10	World	10	Europe
DIVERSITY				
% of employees that are women	13	World	14	Europe
% of managers that are women	12	World	14	Europe
Average age	41.80	World	42	Europe
% of employees over 57	8	World	9	Europe
% of employees under 26	8	World	10	Europe
Number of nationalities represented in the Group	121	World	89	Europe
% of employees with a disability	4.52	France	2.98	France
TRAINING				
Training outlays as a % of payroll	3.39	Europe	3.84	Europe
% of employees on work/study or apprenticeship contracts	3.40	Europe	4	France
CAREER OPPORTUNITIES AND EMPLOYER APPEAL				
Number of partnerships with schools and universities	151	World	49	World
SOCIAL DIALOGUE				
Number of collective bargaining agreements signed during the year	74	World	42	World
% of employees covered by a collective bargaining agreement	61.6	France	52.7	France
EMPLOYEE SHARE OWNERSHIP				
Employee shareholders as a % of the workforce	34	World	37	World
Employee shareholders as a % of the workforce	50	France	33	France

1. Number of employees on payroll at 31 December, including acquisitions.

2. New hires on permanent contracts, excluding acquisitions.

Occupational Health and Safety

	2014	Scope	2013	Scope
OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT SYSTEM				
% of employees working under an OHSAS 18001-certified or equivalent ¹ system	83	World	78	World
ACCIDENTS INVOLVING SPIE EMPLOYEES ²				
Total recordable injury rate ³ (at constant scope of consolidation)	11.1		10.4	
Total recordable injury rate (including acquisitions in 2014)	11.2		9.9	
Lost time injury rate (at constant scope of consolidation)	6.4		5.9	
Lost time injury rate (including acquisitions in 2014)	6.5		5.7	
ACCIDENTS INVOLVING SPIE EMPLOYEES AND/OR TEMPORARY WORKERS				
Total recordable injury rate (at constant scope of consolidation)	12.7		11.7	
Total recordable injury rate (including acquisitions in 2014)	12.7		11.1	
Lost time injury rate (at constant scope of consolidation)	7.4		6.9	
Lost time injury rate (including acquisitions in 2014)	7.5		6.6	
FATAL ACCIDENTS				
	3	World	2	World

1. VCA in Belgium.

2. Number of accidents per million hours worked.

3. Number of accidents with or without lost time, per million hours worked.

Environment

	2014	Scope	2013	Scope
ENVIRONMENTAL MANAGEMENT SYSTEM				
% of employees working in ISO 14001-certified units	73	World	77	World
WASTE MANAGEMENT				
% of permanent facilities with a waste storage and sorting area	76	Europe	89	Europe
Tonnes of waste electrical and electronic equipment collected from customers in partnership with Recylum	133	France	134	France
Tonnes of waste electrical and electronic equipment collected from customers	296	Europe		
ENERGY USE AT PERMANENT FACILITIES				
Electricity used, in millions of kWh	42	World	36	World
Gas used, in millions of kWh	17	World	15	World
CORPORATE VEHICLE FLEET				
Fuel used, in millions of litres	27.2	Europe	13.3	France
Average carbon emissions from corporate vehicles on a long-term lease	143	Europe	135	France
Average carbon emissions from long-term lease vehicles added to the fleet during the year	125	Europe	120	France
Number of electric and hybrid vehicles	460	Europe	184	Europe

Responsible Purchasing

	2014	Scope	2013	Scope
SUPPLIER CSR AUDITS				
% of total purchases from suppliers audited for CSR compliance	24	World	21	World
SOLIDARITY PURCHASING				
Total purchases from supported and sheltered workshops	1.4	France	1.3	France



Carbon Footprint

	2014	2011
Greenhouse gas emissions in tonnes of CO ₂ equivalent*	1,014,000	850,000
Carbon emissions in grams of CO ₂ per euro of revenue	194 g CO ₂ /€ of revenue	210 g CO ₂ /€ of revenue

* Scope 1: direct greenhouse gas emissions.

Scope 2: indirect greenhouse gas emissions from energy use.

Scope 3: other greenhouse gas emissions (purchasing, shipping, commuting, business travel, fixed assets and waste).



France

SPIE

Parc Saint-Christophe
FRA-95863
CERGY-PONTOISE CEDEX
Tél.: +33 (0)1 34 24 30 00
www.spie.com

SPIE Île-de-France Nord-Ouest

1-3, place de la Berline
FRA-93287
SAINT-DENIS CEDEX
Tél.: +33 (0)1 48 13 42 42
Fax: +33 (0)1 48 13 45 99

SPIE Est

2, route de Lingolsheim
BP 70330 – Geispolsheim –
Gare
FRA-67411 ILLKIRCH
CEDEX
Tél.: +33 (0)3 88 67 56 00
Fax: +33 (0)3 88 67 40 33

SPIE Sud-Est

4, avenue Jean-Jaurès
TSA 70017
FRA-69551 FEYZIN CEDEX
Tél.: +33 (0)4 72 21 12 00
Fax: +33 (0)4 78 70 60 43

SPIE Ouest-Centre

7, rue Julius et Ethel
Rosenberg
BP 90263
FRA-44818
SAINT-HERBLAIN CEDEX
Tél.: +33 (0)2 40 67 06 06
Fax: +33 (0)2 40 63 48 78

SPIE Sud-Ouest

70, chemin de Payssat
ZI Montaudran – CS 34056
FRA-31029
TOULOUSE CEDEX 4
Tél.: +33 (0)5 61 36 75 75
Fax: +33 (0)5 61 36 74 70

SPIE Communications

53, boulevard Stalingrad
FRA-92247 MALAKOFF
CEDEX
Tél.: +33 (0)1 41 46 41 46
Fax: +33 (0)1 41 46 41 47
www.spiecom.com

SPIE Oil & Gas Services

Parc Saint-Christophe –
Pôle Edison
FRA-95861
CERGY-PONTOISE CEDEX
Tél.: +33 (0)1 34 22 59 00
Fax: +33 (0)1 34 22 51 69
www.spieogs.com

SPIE Nucléaire

Parc Saint-Christophe –
Pôle Galilée 3
FRA-95865
CERGY-PONTOISE CEDEX
Tél.: +33 (0)1 34 24 33 00
Fax: +33 (0)1 34 24 47 40

Germany

SPIE GmbH

Alfredstraße 236
45133 ESSEN
Tél.: (49) 201 824 75 00
Fax: (49) 201 824 22 70
www.spie.de

Belgium

SPIE Belgium

Rue des Deux Gares 150-152
BEL-1070 BRUSSELS
Tél.: (32)2 729 61 11
Fax: (32)2 729 61 61
www.spie-be.com

Morocco

SPIE Maroc

Route d'El Jadida PK 374 (par
Lissasfa), Km 13,5 – Commune
rurale Oulad Azzouz
Province de Nouaceur
MAR-20190 CASABLANCA
Tél.: (212)5 22 65 92 00
Fax: (212)5 22 65 93 00
www.elecam.ma

Greece

SPIE Hellas S.A.

4 Zalogou Str. & Mesogeion
Ave., 1st Floor
15343, Agia Paraskevi
GR-ATHENS
Tél.: (30) 216 9001 700 ext. 111
Fax: (30) 215 530 77 23
www.spie.gr

Hungary

SPIE Hungária Kft.

Váci út 76
HU-1133 BUDAPEST
Tél.: (36) 1 505-8700
Fax: (36) 1 505-8701
www.spie.hu

Netherlands

SPIE Nederland

Huifakkerstraat 15
NLD-4815 PN BREDA
Tél.: (31)76 544 54 44
Fax: (31)76 571 04 30
www.spie-nl.com

Poland

SPIE Polska Sp. z o.o

ul. Powsińska 64A
PL-02-903 WARSAW
Tél.: (48) 22 858-8525
Fax: (48) 22 842-0473
www.spie.com.pl

Portugal

TecnoSPIE, SA

Rua D. Nuno Álvares Pereira,
nº. 4 e 4A
Bloco 9, 1º Piso
Parque Oriente
PRT-2695-445 BOBADELA-
LISBON
Tél.: (351) 21 448 12 00
Fax: (351) 21 448 12 10
www.spie-pt.com

United Kingdom

SPIE UK Head Office

33 Gracechurch Street
EC3V 0BT
LONDON
Tél.: (44) 207 105 23 00
www.spieuk.com

Switzerland

SPIE Suisse

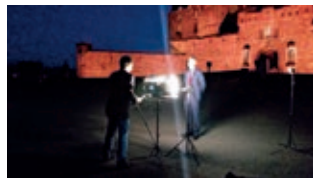
3, chemin des Léchères
CHE-1217 MEYRIN
Tél.: (41)22 719 88 88
Fax: (41)22 989 08 89

SPIE Schweiz AG

Untere Rebgrasse 7
CHE-4058 BASEL
Tél.: (41)61 666 68 27
Fax: (41)61 666 68 21

Our sites





Acknowledgements

We would like to thank everyone who helped to prepare this 2014 Annual and Sustainable Development Report.

Particular thanks are due to the following people who agreed to take part in the special features and share their views:

- **Peter Lens**, Site Maintenance and Reliability Manager, SABIC, Bergen op Zoom, the Netherlands;
- **Tom Roelants**, Head of the Flemish Agency for Roads and Traffic;
- **Michael Rothan**, Total, Moho Nord Project, Alima Integration Package Manager;
- **Günter Willbold**, Siemens AG, Siemens Real Estate, Head of Regional Area, Germany;
- **Our employees**: Gabrielle van Klaveren-Hessel, Jean-Michel Matur, Andreas Wokittel, Florent Billottet, Toine Roks, Rombout Klunder, Inès de Oliveira, Hervé Milliot, Will Smith, Erwin De Bock.
- **And, for his expertise, Julien Damon**, sociologist and founder of the consultancy firm Éclairs and associate professor of urban planning at Sciences Po. Mr. Damon is a graduate of ESCP business school and also holds a PhD in sociology. Formerly the head of the social issues department at France's Centre d'Analyse Stratégique and research director at the Caisse Nationale d'Allocations Familiales (CNAF), he is now the director of research at Futuribles. He contributes to numerous reviews and journals and has written more than 20 books on such diverse topics as urban living conditions, family policy and the homeless. His work has earned him many accolades, including awards from IBM and Philips.

Design and production: makheia

Publication editor: Pascal Omnès. **Project manager:** Anne Lefèvre - SPIE/Communication Department.

Copywriting: VOCEM/Blaise de Obaldia, Something different/Edwige Pelletier.

Photo credits: SPIE photo library, Philippe Bauduin, Yves Chanoit, Jacques Vincent, Xavier Boymond, David Aubert, Fotolia, Marc Roger/Folle Journée, Quentin Lafont/Musée des Confluences, Aquitanis, Frederik Bogaert, Damien Grenon, Jae-Hyun Kim/Réa, Shutterstock, Thinkstock, DR.

Illustrations: Amélie Fontaine, Fumio Watanabe/Kot, Silke/Colagène.

Realization interview videos: Philippe Blanchard.

Published by SPIE Corporate Communication.

This copy was printed on demand from a virtual version, which can be viewed online at www.spie.com and www.myspie.eu, using high-definition digital printing techniques and 100% recycled Cocoon Silk paper. This eco-responsible printing service reduces the use of paper, energy and chemical products to a minimum by eliminating inventory and unused copies.



53 rue Émile DECORPS
69100 Villeurbanne
Tél : 0810 244 763
www.aggprint.com



This document was digitally printed in high definition by Alain Gilles Group on FSC™ paper.



www.spie.com

SPIE

Parc Saint-Christophe
95863 CERGY-PONTOISE CEDEX
FRANCE
Tel.: +33 (0)1 34 24 30 00



This eco-friendly document is printed on demand from its on-line virtual electronic version, reducing the consumption of paper, energy and chemicals.



SPIE, Sharing a vision for the future