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inspiration

2019
INTEGRATED
ANNUAL
REPORT



SPIE, sharing a vision for the future

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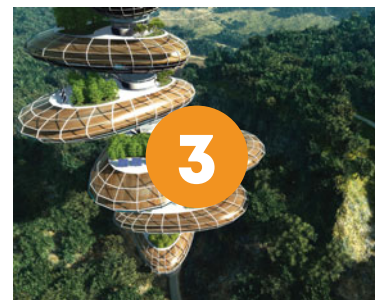
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PROFILE



Environments are changing, in towns and cities, in the countryside, on the roads, on construction sites, in offices, in factories, in hospitals, in schools and in our homes. These changes bring with them new environmental challenges and new energies, but also new usage patterns that are more digital, responsible and shared.

As the independent European leader in multi-technical services in the areas of energy and communications, SPIE's objective is to be at the forefront of these changes and to transform them into opportunities for women and men, the economy and civil society. In 2020, SPIE celebrates its 120th anniversary. Since its foundation in 1900 in order to successfully establish the Parisian metro, SPIE has contributed to every subsequent technological revolution within the transport, energy and communications sectors. Our 47,200 employees have been preparing for the future for 120 years and provide our customers with innovative solutions every day to ensure facilities fully meet new user expectations and contribute to a more responsible economy and lifestyle.

This is our approach to progress. The approach of a company that, faced with these environmental and social challenges, is seeking to better incorporate the needs of its stakeholders in its strategic thinking to give more meaning to its actions and to better measure its contributions to make them more useful for all.

We wanted to share this process of continuous improvement with you in this report, our first integrated annual report. It was produced by a dedicated internal committee, representing the Group's main departments, but also with stakeholders from all over Europe who came through for us, despite the global lockdown over the coronavirus crisis, and helped finish the job.

We would like to thank them for their efforts and we hope you enjoy reading this report.

SPIE, sharing a vision for the future

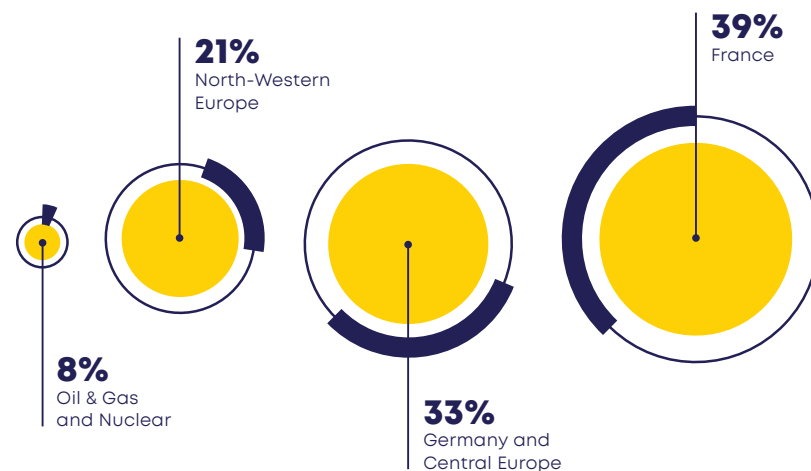
Our financial performance



2019 revenue

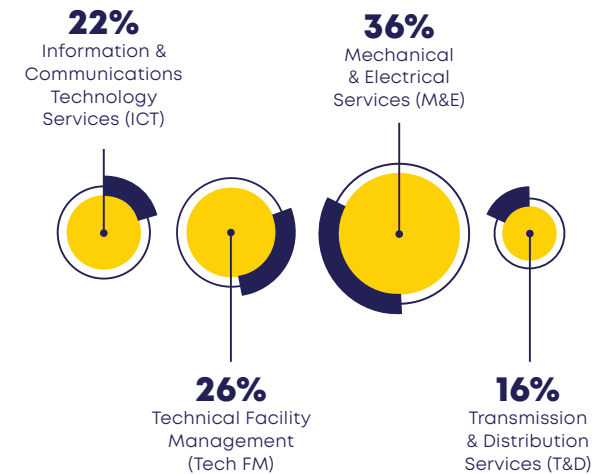
by reporting segment

Total: €6.9bn



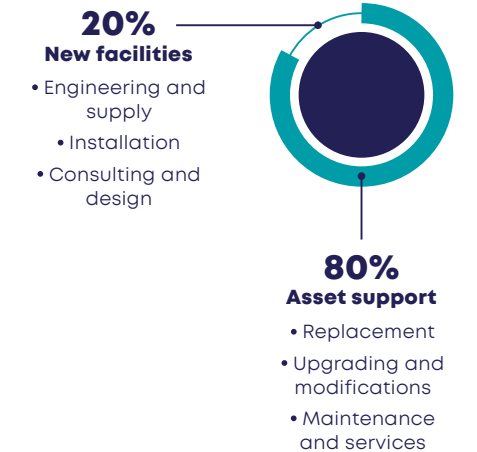
4 fields of excellence

Total: €6.9bn



Supporting our customers' assets throughout their lifecycle

Total: €6.9bn



4 markets

Total: €6.9bn

ENERGIES

Facilitate the energy transition

→ Find out more about our latest projects on pages 44-45

E-EFFICIENT BUILDINGS

Optimize long-term building performance

→ Find out more about our latest projects on pages 42-43

SMART CITY

Contribute to a sustainable model of urban and regional development

→ Find out more about our latest projects on pages 40-41

INDUSTRY SERVICES

Support the development of each industrial sector

→ Find out more about our latest projects on pages 46-47



Our non-financial performance in 2019

Discover how SPIE strengthens its non-financial performance and contributes to the UN's sustainable development goals.

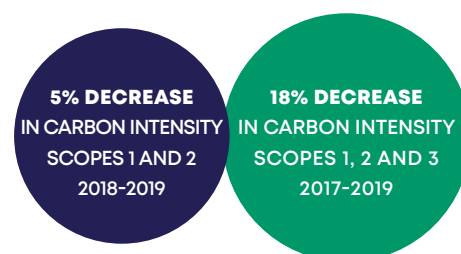
Preparing the energy future

OUR FOOTPRINT

Improving the energy efficiency of our buildings



Reducing our CO₂ emissions



OUR CONTRIBUTION



GOAL 7.1: ENSURE ACCESS TO ENERGY SERVICES

~35%
Green share of SPIE's revenue according to the EU taxonomy



GOAL 7.2: INCREASE THE SHARE OF RENEWABLES IN THE GLOBAL ENERGY MIX

€49.6m
SPIE's revenue from renewable energy projects



GOAL 11.6: REDUCE THE ADVERSE ENVIRONMENTAL IMPACT OF CITIES

€144m
SPIE's revenue from LED urban lighting projects

Supporting new utilisation through innovation

OUR FOOTPRINT

Digitalising our activities and sharing innovative practices

233%
INCREASE
in logins to the SIOUX platform sharing 140 SPIE innovations

Bringing innovation to businesses and organisations

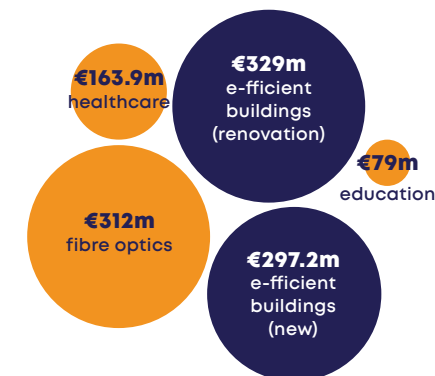
113
"proof of concept" projects led with customers
51
projects using BIM

OUR CONTRIBUTION



GOAL 9.4: UPGRADE INFRASTRUCTURE

Activities relating to the upgrade or creation of facilities



GOAL 11.2: PROVIDE ACCESS TO TRANSPORT SYSTEMS

4,500
charging stations for electric vehicles installed in 2018-2019

Promoting inclusion through employment

OUR FOOTPRINT

Promoting gender equality within the Group



Developing employee career paths and skill sets

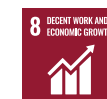
~50%
of employees given training every year

Protecting our employees

20%
DECREASE
in serious accidents between 2018 and 2019

4,500
employees of SPIE France entities trained via 8 mobile safety schools in less than 9 months

OUR CONTRIBUTION



GOAL 8.6: ACHIEVE FULL AND PRODUCTIVE EMPLOYMENT

5,000
direct skilled jobs created each year (on average)

450
partnerships with schools and universities to train tomorrow's talent



GOAL 5.1.1: PROMOTE EQUALITY AND NON-DISCRIMINATION

1,000
female students involved in the "Elles bougent pour l'énergie" day to raise awareness about careers in energy

250
SPIE employees, primarily from 6 European countries, took part in the all-female race, La Parisienne



GOAL 5.1.2: ENSURE EQUAL OPPORTUNITIES FOR WOMEN IN MANAGERIAL POSITIONS

SPIE Deutschland & Zentraleuropa is a member of the professional integration network **Women & Energy Next Generation**

So'SPIE Ladies, the Group's network for gender equality, organises breakfast meetings at engineering schools and mentoring programmes

1.

LONG-TERM
VISION

How can we turn transitions into opportunities?

Active on several strategic markets, SPIE bears witness to and spearheads changes that deeply affect the economy and usage patterns.

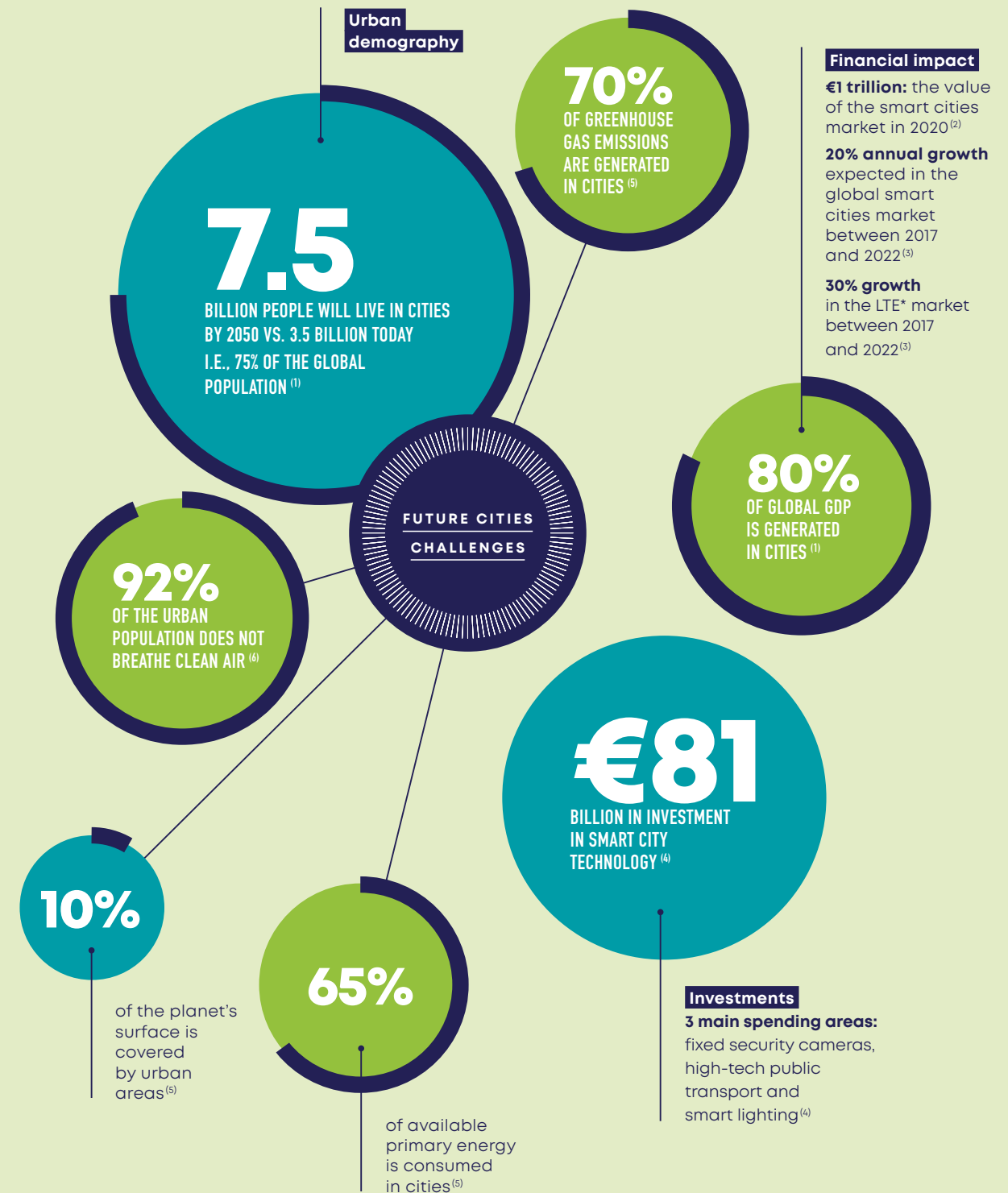
Three changes in particular are transforming our sector and our businesses. Firstly, the shift towards smarter and more sustainable city models; secondly, the energy transition and the challenges of global warming; and thirdly, the digital revolution, which is fundamentally changing the way we work and our relationships with others. Our partners, customers and peers, as well as our expert employees and civil society, are helping us to understand these issues and provide relevant and useful responses.



WHAT ARE THE CHALLENGES AND ADVANTAGES OF SMART CITIES?



With mass urbanisation spreading across the globe, cities are at the epicentre of today's societal and environmental challenges. How can we accommodate the influx of new residents while maintaining or even improving mobility? How can we continue to modernise facilities and provide smart services to users while reducing the environmental impact of cities? How can we develop the economic appeal of metropolitan areas without compromising their natural resources? Like the Dutch city of Breda, smart cities are coming up with new solutions to make these challenges an opportunity for residents to live better together.



(1) *Smart cities: shaping the society of 2030*, UNESCO Publishing, 2019

(2) European Commission

(3) *Observatoire de la vie connectée* (Connected life observatory), 2019

(4) French consumption inequality index (*indice de disparité de la consommation* – IDC), 2018

(5) *Les enjeux énergétiques de la ville durable* (Energy challenges for sustainable cities), IFP Energies nouvelles, January 2019

(6) *Ambient air pollution: A global assessment of exposure and burden of disease*, World Health Organization, 2016

* Long-Term Evolution

TRANSFORMING BREDA into a smart city and a great place to live

Daan Quaars,
city councillor
in charge of
digitalisation,
housing, sport
and land
management,
Breda, the
Netherlands



What are the main challenges for a city like Breda?

Located in the southern part of the Netherlands, Breda is a beautiful city with 183,000 inhabitants and a rich history. Looking to the future, our priorities lie in three areas: sustainability, attractiveness and the health of our residents. And so, with these areas in mind, we've set ourselves some ambitious objectives, including a 30% reduction in CO₂ emissions by 2030 and carbon neutrality by 2044. Examples of the initiatives we're rolling out to help us meet these objectives include our air quality programme, as well as planting trees all over the city.

Breda has also set out to be a pioneer in digital innovation. Why is that?

Digital innovation is essential to meet the societal and environmental challenges facing a city like ours. We are one of the first Dutch cities to have appointed a city councillor to head up digital innovation. We also have a city-wide digitalisation action plan with two specific features: a global vision that includes all the areas in which we want to take action and an experimental approach to finding solutions that allows us to learn from our mistakes. This is not typically how things are done in the public sector!

What are some concrete examples of solutions you are testing?

We are investing in 5G, Wi-Fi and fibre optic networks in order to put in place an optimal digital infrastructure, the cornerstone of any smart city, as shown recently, I think, by the coronavirus crisis, which has forced millions of people in Europe to work from home. This same infrastructure has allowed us to install a network of air and water quality sensors, a fairly unique move at a local level. We are also running a smart lighting pilot project that automatically increases the intensity of street lights when a car approaches. In partnership with SPIE, we are planning to install sensors that will immediately alert us when streets require maintenance.

What do you expect from a partner like SPIE?

SPIE has the expertise and innovative digital tools that a local authority like ours does not. We expect the Group to share its know-how with us but also with those who manage our essential infrastructure, like hospitals, schools and transport providers. We need SPIE to help us test new ideas, building on past mistakes to make Breda a smart city that's also a great place to live.

SUSTAINABLE SMART CITIES Challenges and actions

Challenges for our customers

- Dealing with the growing urban population
- Preserving local appeal
- Adapting cities for new uses
- Continuing to reduce public spending
- Contributing to the reduction of CO₂ emissions at the local level

Challenges for SPIE

- Understanding and anticipating rapid changes in the expectations of local authorities
- Achieving recognition as a specialised and global partner that can meet cities' needs with integrated solutions
- Developing innovative digital services and offerings that differentiate us from competitors
- Providing solutions that allow cities to control their budgets and environmental impacts

Actions

A European and local partner

Due to its presence at the multi-local level, SPIE forges close relationships with local authorities and shares their specific challenges.

SPIE teams also share the expertise, best practices and innovative processes developed all over Europe by other Group subsidiaries with local authorities.

Cross-functionality

Smart city is a strategic market for the Group, which promotes synergies. A Group strategy committee is dedicated to defining and developing an offering that covers the three key areas of mobility, security and connectivity.

SPIE relies on the expertise and know-how of its digital services subsidiaries to digitalise cities securely.

Innovative and specific offerings

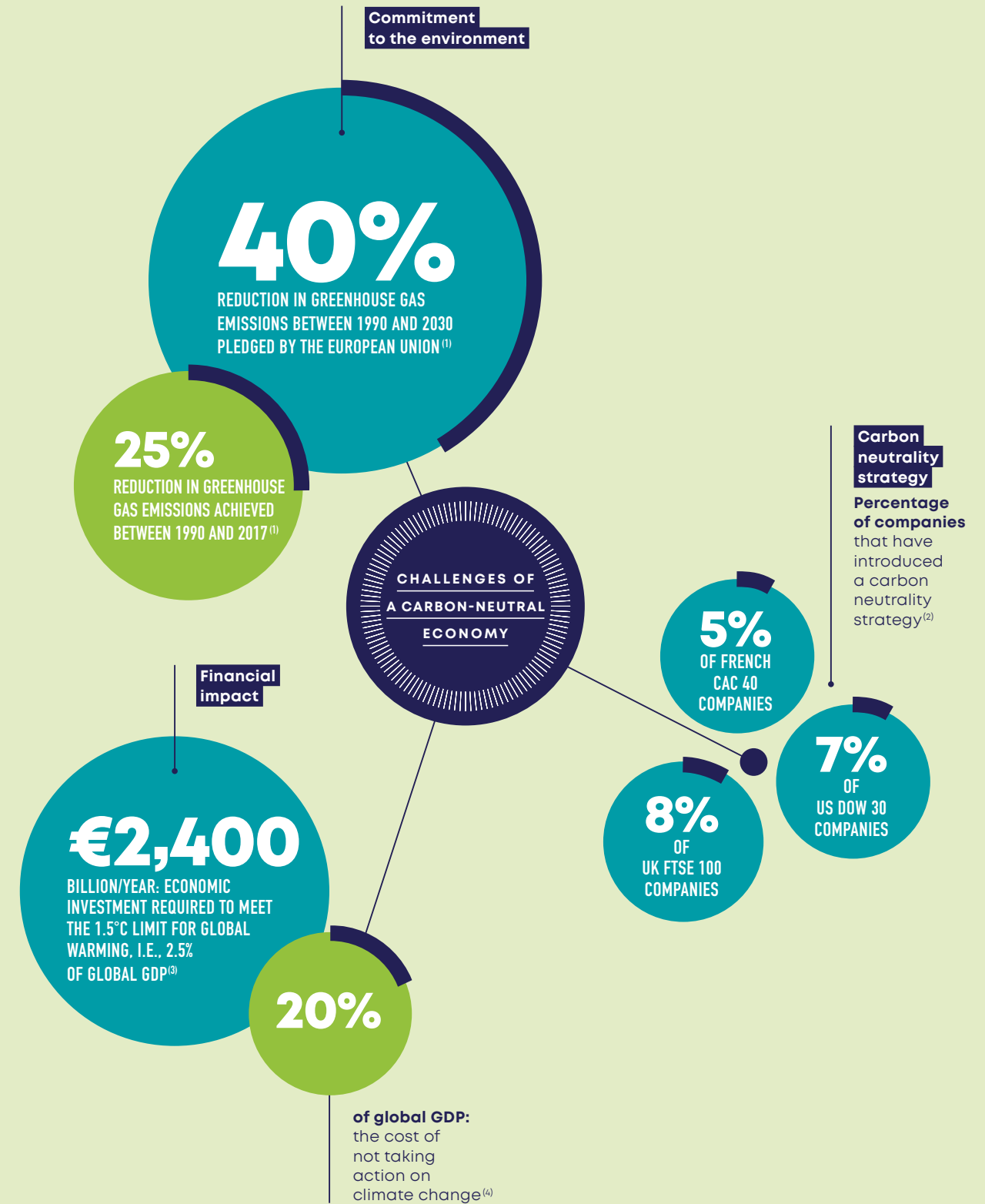
SPIE has developed offerings dedicated to the needs of local authorities: smart lighting, electric vehicle charging stations, etc.

The Group also anticipates the future needs of local authorities, gearing up for the widespread use of hypervisor platforms by urban centres, structures that allow real-time connection with urban facilities.

HOW CAN THE ECONOMY CONTRIBUTE TO SOLVING THE GLOBAL ENVIRONMENTAL CRISIS?



Economic stakeholders are essential to overcoming environmental, energy and climate challenges. As awareness grows about the role business models have to play in securing a more sustainable future for our planet, businesses, investors and consumers are signing up to make a change. The movement is rooted in standards and ratings agencies like EcoVadis, which help stakeholders measure their contributions and progress collectively towards responsible and useful solutions.



(1) Chiffres clés du Climat (Key climate figures), French Ministry for the Ecological and Inclusive Transition, 2020 edition
 (2) EcoAct Report, September 2019
 (3) IPCC estimate
 (4) K. Ricke et al., *Nature Climate Change*

CSR OBJECTIVES IN COMPANIES
are more concrete, more targeted
and more ambitious

How are
businesses
doing when it
comes to
sustainable
development?

There has always been a certain level of awareness but now it is clearly growing. We see it on a daily basis with the companies we're evaluating. They're setting more concrete, targeted and ambitious CSR objectives that leave nothing to chance. Companies are turning increasingly to sustainable energies and taking action to reduce their energy consumption and waste. Contractors are following our advice and collaborating more with their suppliers. This is one way for them to work with responsible partners to jointly develop products with a smaller environmental footprint.

Do you
think they're
on the right
track?

Let's say there's some positive momentum that is driven by increasing pressure from stakeholders like consumers and investors. I'm thinking in particular of a 2020 letter from the chairman of a large investment firm asking all large companies around the world to reduce their emissions. That was a strong indicator. What's important now is to take action quickly to ensure that the commitments made by companies translate into actual results.

How does
EcoVadis' rating
help businesses in
this area?

When I evaluate a company, I don't just give them a rating. I include a qualitative section in my report that underlines strong points and where there is room for improvement. These recommendations can serve as a guide for them. My objective is to help them to continue to improve. And it works! The companies we evaluate typically improve their rating over the course of several evaluations.

What impacts
could the global
coronavirus
epidemic have on
businesses' CSR
commitments?

It is of course much too soon to be specific, but it could be some will rethink their supply chain strategy to limit dependence on a single country, for example. They might also seek to increase transparency in ever longer and more complicated supply chains. In any case, to continue to reduce their emissions, they will need innovative technology-based solutions like those SPIE has to offer.

Mélina
Goncalves,
Senior
Sustainability
Analyst at
EcoVadis, the
collaborative
corporate social
responsibility (CSR)
ratings platform



CARBON-FREE ECONOMY
Challenges and actions

Challenges for our customers

- Complying with new environmental regulations without negatively impacting business
- Taking action in line with customer, consumer and societal expectations
- Ensuring the security and responsibility of logistics and supply chains
- Successfully managing the supply of limited and threatened natural resources
- Working with responsible subcontractors and suppliers

Challenges for SPIE

- Making "best in class" CSR commitments in line with socially responsible investors' expectations
- Using its expertise as an energy service company to improve customer energy efficiency
- Supporting development of new energies
- Developing responsible purchasing and working with responsible subcontractors and suppliers

Actions

Reduce SPIE's carbon footprint

- SPIE implements measures to reduce its carbon footprint at all its facilities, including smart buildings, energy savings plans, etc.
- Each year, the Group increases the number of low-carbon vehicles in its fleet.
- For the past 10 years, SPIE has evaluated its carbon intensity, achieving a 5% reduction in Scope 1 and 2 emissions between 2018 and 2019.

Work with responsible partners and suppliers

- SPIE works with EcoVadis to evaluate its purchasing and suppliers based on CSR performance.
- The Group has committed to a responsible purchasing policy to reduce the CO₂ emissions associated with purchased materials.

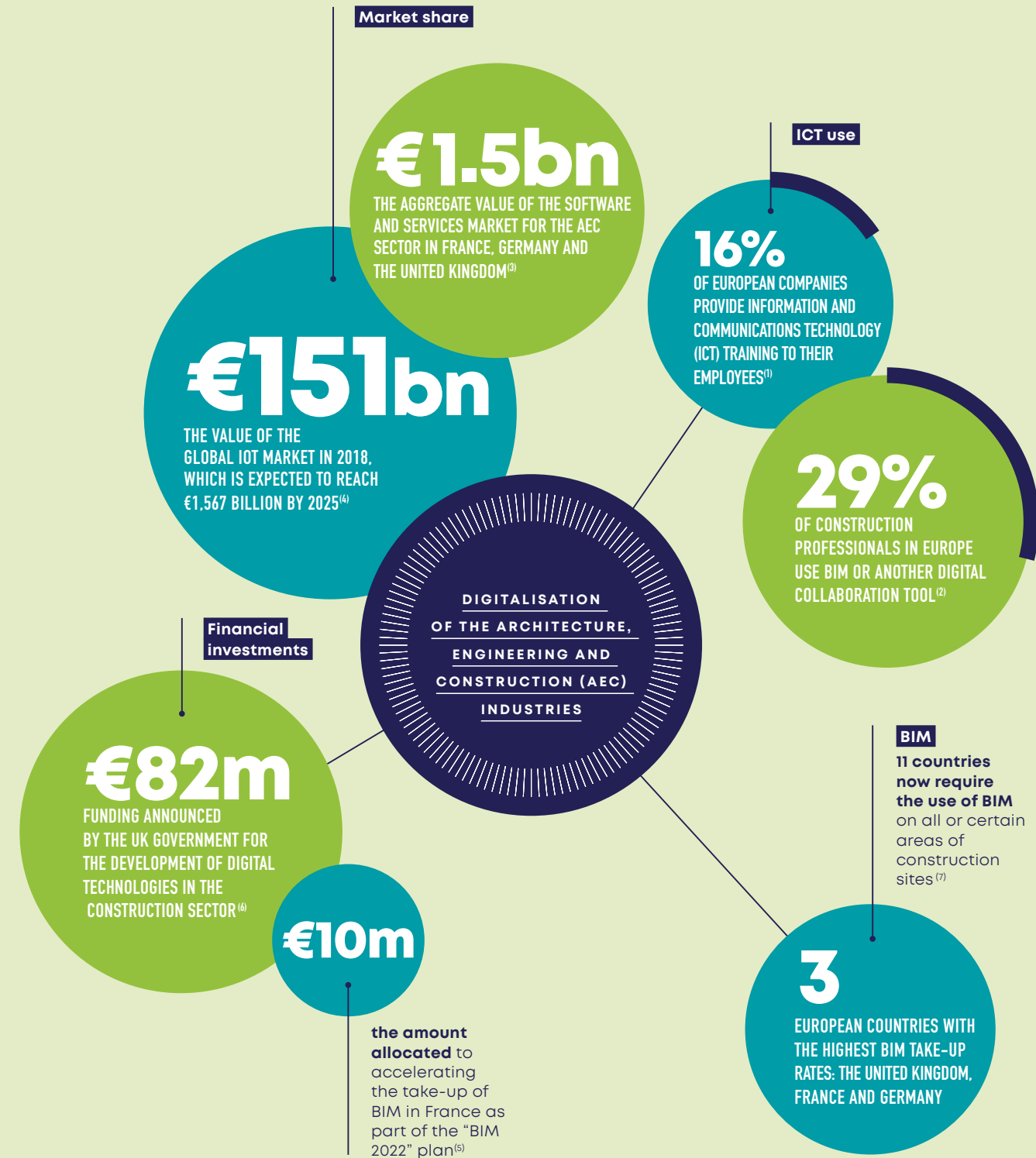
Develop green business

- Since 2019, the Group has estimated the green share of its business (35%), in order to quantify its contribution to the carbon-free economy.
- SPIE relies on the EU's Green Taxonomy to analyse its contributions to the continent's energy and climate challenges.
- In each of its markets, SPIE develops offerings and solutions that allow its customers to increase their energy efficiency, reduce their emissions and access low-carbon energies.

DIGITAL INNOVATION, A DRIVER FOR PROGRESS



The digital revolution is radically transforming the installation value chain for all stakeholders, creating new ways of designing, installing and managing infrastructure maintenance systems and new opportunities for customer project developers and regional players, as well as new end uses through the data and services generated by digital tools. Building information modelling (BIM) is an excellent example of how digital innovation can transform the ecosystem. But what benefits and advantages does it offer? What are the risks and obstacles associated with its development? And how can it be used to further everyone's best interests?



(1) "Le développement du BIM : Benchmark européen, Plan transition numérique dans le bâtiment" (BIM development: European benchmark of digital transition plans in the construction sector), June 2018

(2) "Les métiers de la construction : numériser ou mourir ?" (The construction business: digitalise or die?), La Tribune, October 2018

(3) "Insight on AEC & BIM software market", Roland Berger, May 2019

(4) IoT Analytics

(5) BIM 2022 plan, French Ministry of Territorial Cohesion and Relations with Local Authorities

(6) "Bryden Wood partner to lead government's new construction alliance", www.bimplus.co.uk, December 2018

(7) Autodesk

“BIM IS A POWERFUL PROCESS
for smart buildings and for developing smart
grids and smart cities”

Emmanuel
Di Giacomo,
BIM
Ecosystem
Business
Development
Manager for
Europe,
Autodesk



Can you explain
the rapid
development of
building
information
modelling (BIM)
worldwide?

It's simple: studies show that BIM offers major benefits, in particular its ability to significantly expedite construction, a crucial advantage in the effort to house the fast-growing global population. BIM also allows us to fit out buildings and infrastructure using fewer natural resources and to drastically reduce energy consumption. What's more, using BIM can save project developers between €2 and €3 per square metre in operating and maintenance costs, which represent 70% to 80% of the total cost of a building.

What about
end users?

BIM data provides users with access to a variety of new services. Take a hospital for instance: users can find their way around using an application connected to the BIM model of the site.

What are the
potential
roadblocks for
BIM?

I can see three potential issues. First, financial obstacles, with the additional costs of purchasing software and training teams. Second, the challenge of recruiting qualified people trained in BIM and the associated new skill sets. And third, addressing resistance to change among employees and companies.

What are the
advantages of BIM
for a player like
SPIE?

Time savings, greater efficiency and the ability to provide additional services to customers. SPIE can use BIM to carry out highly precise simulations to identify the ideal location for installing equipment in a new building or to optimise its energy performance. It is also a powerful tool when it comes to developing smart grids and smart cities. For example, in partnership with local players, SPIE could use a virtual model of a city to run “live” tests of a proposed smart traffic management system.

What do you think
the future of BIM
looks like?

BIM will continue to transform the way we design and build. For example, prefabrication and modular design – methods SPIE is already using – will see strong growth. But above all, artificial intelligence and big data processes will be used to exploit BIM data for other purposes. For example, we could pinpoint in advance potential weaknesses in buildings or infrastructure. Maintenance operations could be carried out more efficiently through the use of virtual reality headsets showing a BIM model of the location. We can also be sure that BIM services will provide enhanced energy performance in many different ways in the coming years.

DIGITAL TRANSITION OF BUILDINGS
Challenges and actions

Challenges for our customers

- Adopting digital technology ahead of or at the same time as their competitors
- Taking full advantage of digital tools: time savings, cost reductions in equipment installation, optimisation of infrastructure maintenance, enhanced services, etc.
- Improving coordination of all players

Challenges for SPIE

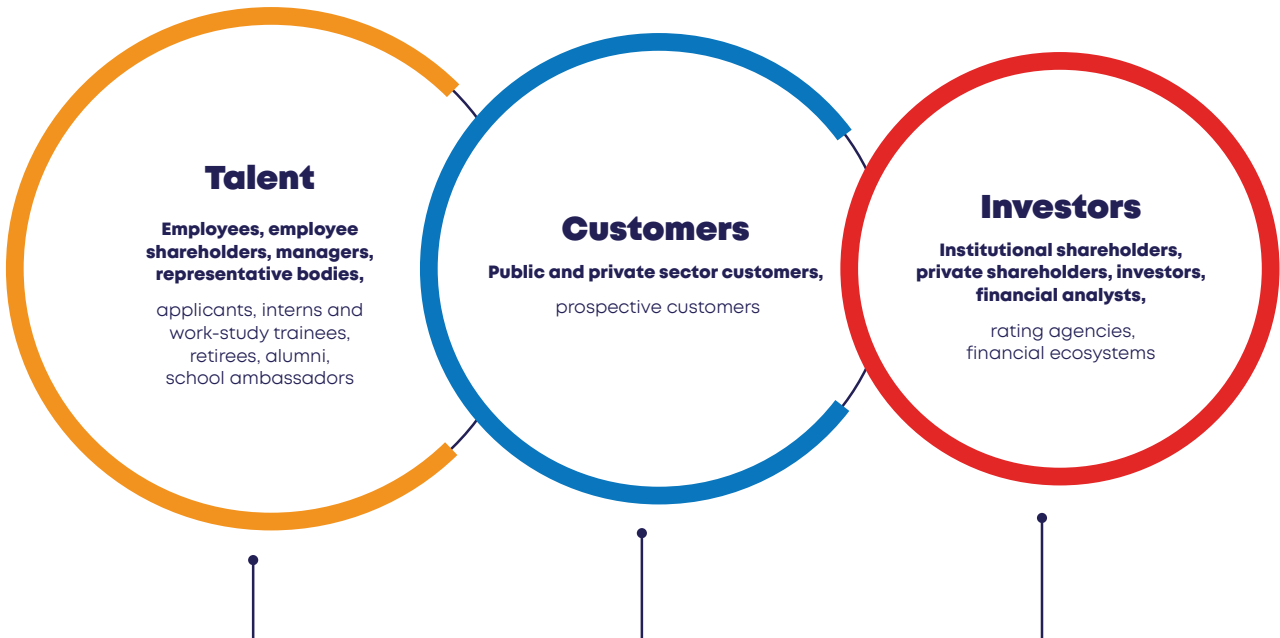
- Spearheading digital innovation for equipping buildings and infrastructure
- Recruiting and training teams in new technologies and the associated new skill sets
- Retaining suppliers and contractors specialised in these technologies which meet the Group's quality standards
- Achieving a zero accident rate on construction sites through the use of digital technology

Actions

- Training**
 - SPIE has developed a network of local partners to train all its employees in new tools and technologies.
 - Custom training courses are also designed for expert employees to speed up the roll-out of BIM on our projects.
- Health & safety**
 - BIM allows SPIE to increase upstream development in partnership with all project players and prefabrication to reduce risks on construction sites.
- Ground-breaking offerings and solutions**
 - Multiple pilot projects are being carried out to connect the digital twin generated by BIM with computerised maintenance management systems (CMMS) such as Smart FM 360°, a unified digital platform for our Technical Facility Management business.
 - S-Cube, a subsidiary of SPIE ICS (the Group's digital services entity in France), has developed a solution that allows designers to use state-of-the-art computers to work with 3D models, and secure and manage their data stored in SPIE data centres.
- Rolling out BIM internally and externally**
 - To accelerate the take-up of BIM at the Group level, SPIE has brought together a select team representing all its businesses, with a view to quickly developing new solutions and offerings. Forming this network of European experts also makes it easier to share best practices among subsidiaries.
 - BIM contributes additional added value to projects in occupied spaces. 80% of SPIE's business concerns existing facilities.
 - Extensive use of BIM allows SPIE to negotiate better purchasing and service conditions with specialised software publishers.

Mapping our stakeholders

Listening to its stakeholders is a must for SPIE. In 2019, to take this approach further, an internal committee with members from all of SPIE's departments was set up to map the Group's stakeholders. This initiative is the starting point for the materiality analysis planned for 2020, which will identify the most important CSR issues for the business and its ecosystem. It will also put SPIE in a better position to facilitate dialogue with stakeholders at its various subsidiaries and sites.



Talent

The Group's employees are its greatest asset. SPIE seeks to inspire long-term commitment and loyalty in its employees by focusing on three key areas: employee aspirations, career and skills development, health and safety. With this in mind, the Group nurtures its relationships with its employees, and gives them a say in its strategy through employee share ownership. It also works closely with the schools training tomorrow's talented individuals.

Customers

Customer satisfaction and trust are key to building a sustainable business and fostering growth. SPIE maintains long-term relationships with its customers, based on proximity and constant communication at all levels through project supervisors, worksite employees and their managers. Regular meetings are held with each customer to discuss in detail and better understand their needs and expectations.

Investors

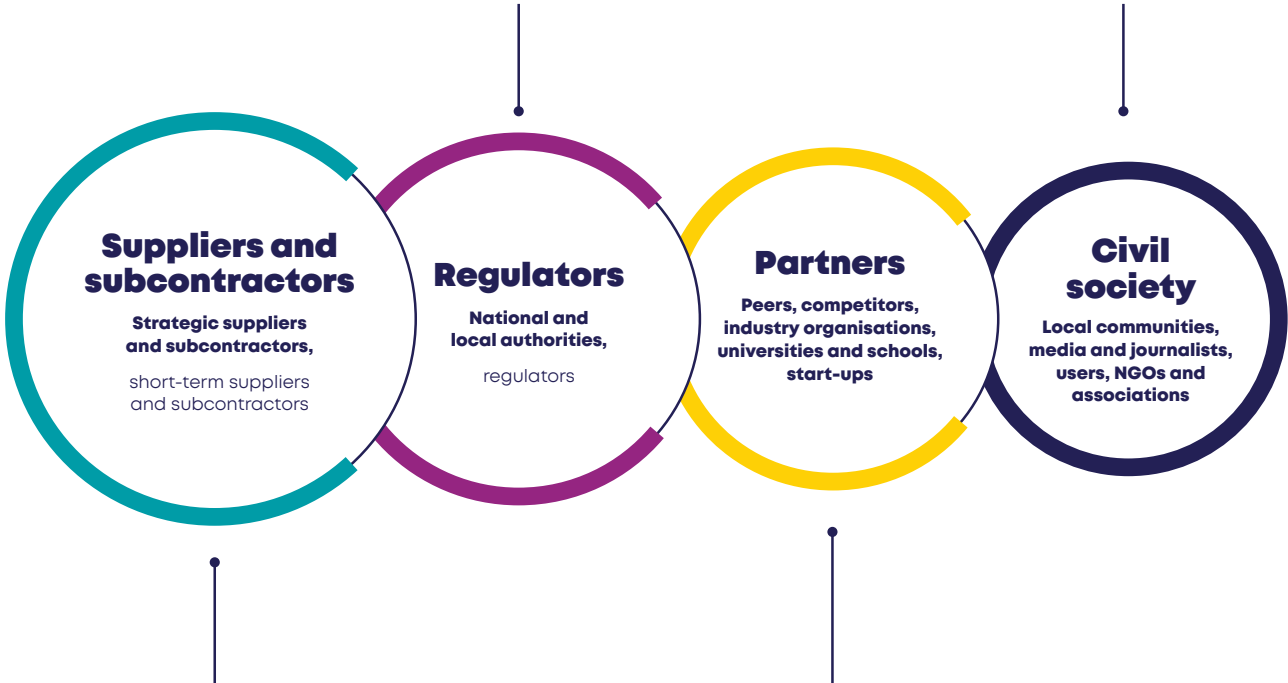
Investor confidence is essential to support SPIE's economic activities and strategy. The Group communicates regularly with investors, providing high-quality, transparent information on its strategic choices and activities. Through these events, the Group can better understand and anticipate their requirements, notably relating to ESG (environment, social and governance) matters. The Group also responds to questionnaires issued by the main financial and non-financial rating agencies.

Regulators

As a European leader, SPIE seeks to set an example for compliance with regulations and ethical standards in all of its host countries. As an active player at the multi-local level, the Group maintains close ties with market regulators, based on regular communication. It provides transparent and trustworthy regulatory information, which is coordinated at Group level.

Civil society

SPIE's reputation is a valuable asset that allows it to carry on its business with confidence. The Group seeks to nurture its reputation – rooted in its trust-based relationships with civil society stakeholders – by maintaining a regular dialogue with the media and a social media presence, and by participating in local forums in order to inform and listen to local communities. Through the volunteer programme, Time4Society, employees can participate in charity work alongside local associations with the Group's support.



Suppliers and subcontractors

SPIE operates in a highly competitive sector in which materials and specialist expertise can constitute a rare resource that makes a significant difference. Insofar as its ability to compete depends on the quality of its relationships with its suppliers, the Group's objective is to build long-term partnerships with its most important providers. Strategy meetings, determining ways each party can improve in terms of innovation (Innovation Day, SIOUX) or corporate responsibility (EcoVadis) are an essential part of developing these trust-based relationships.

Partners

SPIE operates within a broad ecosystem, allowing it to plan for major changes in its business sectors, as well as benefit from new expertise and know-how. The Group is a member of several professional associations, such as France's National Public Works Federation (Fédération Nationale des Travaux Publics) and Gimelec, the professional association for companies working in the electrical equipment sector. It also participates in think tanks around the energy transition, including the Shift Project, and visits schools and universities in order to meet tomorrow's talent.



STRATEGY

How can we reconcile performance with usefulness?

As the independent European leader of multi-technical services in the areas of energy and communications, SPIE's thousands of customers rely on its support to design, build, operate and maintain their facilities. The strength of our model stems from our unique technical expertise and know-how, our every-day operational excellence and our ability to provide sustainable solutions that are adapted to our customers' changing needs. As a local player, a driver of innovation and a responsible employer, we are rolling out an economic growth strategy that creates shared value for our stakeholders.



Through its activity, SPIE is part of the solution

**Gauthier Louette,
Chairman
& CEO
of SPIE**



Read the 2019 results
press release



Why did you choose to publish this first integrated annual report?

Put simply, this is a way for us to connect with our stakeholders – our customers, our employees, our investors, and society as a whole. It's an opportunity to explain our impact, and what our work actually means in each particular context. As a society, we're facing major environmental and social challenges. And I believe that SPIE's role as a service business specialising in energy and communication systems makes it part of the solution to those challenges.

What specific solutions can you provide?

SPIE is the independent European leader providing services dedicated to the energy and digital transitions.

We help our customers reduce their consumption and we facilitate access to low-carbon energies. For our oil company customers, we provide technologies for more eco-responsible production of the fossil fuels that are still needed for economic activity. Our solutions and services draw increasingly upon digital technologies, conducive to innovation. Digital enhancement across our offerings and organisations boosts performance and helps our customers become more competitive. Our experience in core communication network functions makes us a leading partner in the digital transition. Europe has been hit very hard by the coronavirus outbreak, and one can currently assess how vital our services are for the functioning of essential infrastructure for society and the economy in such areas as communication networks, energy and transport, healthcare facilities, pharmaceutical and agri-food industries, and public authorities.

How would you describe SPIE's contribution?

Our local presence ensures proximity to our customers. We share our innovations, providing each customer with the best there is in leading-edge technology. This requires continuous training for our teams at all locations, so they can keep abreast of technological progress. And we're very proud of our ongoing efforts in terms of social and internal mobility, giving everyone a chance to move up within our businesses. Our technological innovation capabilities and our expertise place us at the vanguard of the energy and digital transitions. We're having a real impact – and getting better at measuring the results. With this in mind, in 2019 we began collating and analysing our non-financial performance data with a view to establishing collective standards for a more sustainable and more inclusive economy.

“Our services are vital for the functioning of essential infrastructure for society and the economy.”

Would you say you have achieved your ambition to make SPIE a “European group”?

SPIE today is recognised as a leading European company, with front-line positions in six key regions. So, yes, we have accomplished that transformation. And we're not stopping there! We haven't yet completed the full-scale deployment of all our competencies across these regions, and there is a lot of market share to claim. In Germany, for example, we're number two but with a fairly low profile in the industrial sector, despite this market being three times larger than France's. So there are some excellent growth opportunities out there for us to seize, by pushing ahead with our targeted external growth strategy and developing models adjusted to different country and market situations.

Do these growth opportunities show through in the 2019 results?

Our 2019 results are in line with announcements. We met our growth forecast, with revenue up by 3.8% at €6.9 billion. EBITA climbed to €416 million, for a margin of 6% and a cash-conversion ratio of 101%, yielding free cash flow of €285 million.

Leverage reduced further, to 2.7x, as targeted. The European market proved buoyant, especially in France, Germany and the Netherlands.

You mentioned the coronavirus epidemic. How is SPIE addressing this crisis and what impact will it have on your business in 2020?

This is an unprecedented global epidemic, which has thrown our business environment into disarray. Our priority is to protect the health and safety of our employees, subcontractors and customers, as well as to maintain essential services for civil society. We have taken steps to limit our operations to only those strictly necessary, to ensure that our teams are protected, and to shift to remote working wherever possible. This will surely affect our results, and this impact is currently hard to gauge while the crisis continues. With that said, I have complete faith in our ability to overcome these difficult times, as the Group has the necessary financial leeway to do so. We have also adopted a number of robust cost-saving measures in this regard. SPIE will be celebrating its 120th anniversary in 2020. We have played a part in many transport, energy and communication revolutions since the company was founded in 1900 to bring electrical power to the Paris metro. We will overcome this unprecedented crisis, and we will get back on our growth path in fundamentally buoyant markets. SPIE is ready for another 120 years of success!

Providing concrete solutions through our activity



Michel Delville
CHIEF FINANCIAL
OFFICER, SPIE

"Growth at SPIE is based on a virtuous model. On the one hand, major structural trends such as environmental and digital transitions are creating increasing appetite and demand for our technical expertise and applications. On the other, our financial discipline generates the necessary liquidity to carry out acquisitions, enabling us to quickly seize opportunities on these fast-growing markets."

"The digital revolution is transforming our societies and one of our customers' key priorities is to find their positioning in the new digital landscape. We are convinced that digital technologies are the key to future success, both for our customers and for our company. At SPIE Deutschland & Zentraleuropa, we have transformed our value chain through an ambitious digital strategy that won the company a Digital Leader Award in 2019."



Markus Holzke
MANAGING DIRECTOR,
SPIE DEUTSCHLAND &
ZENTRALEUROPA

"What makes a service company like ours stand out to its customers is employee expertise and commitment. At SPIE, our employees are our greatest asset. Committed to the energy and digital transition, they contribute to the Group's development. SPIE invests in their skill sets to offer a career path to each of them and allow them to benefit from the company's performance."



Élisabeth Rasmussen
HUMAN RESOURCES
DIRECTOR, SPIE



Pierre Savoy
MANAGING DIRECTOR,
SPIE SWITZERLAND

"In Switzerland as elsewhere in Europe, e-mobility is at the forefront of the fight against climate change. In 2019, we created an E-Mobility division, bringing together our skills in e-mobility and improving the service offered to our customers. The division furthers our commitment to the energy future, while also positioning our business in a fast-growing market."



Christophe Bernhart
MANAGING DIRECTOR,
SPIE OIL & GAS SERVICES

"Fossil fuels still represent a major share of the energy mix, although that share is expected to decrease. Through our technical solutions to reduce their environmental impact in their host regions, we want to partner our customers in their transformations: we develop innovations to help them extend the lives of existing facilities and improve their energy efficiency, notably by recovering energy losses."



Rob Goodhew
MANAGING
DIRECTOR, SPIE UK

"In the United Kingdom, an estimated 80% of the current building stock will still be in use in 2050. Maintaining and optimising existing buildings is therefore a major challenge, both for society and for our customers. We leverage our engineering expertise to offer sustainable solutions – notably in energy efficiency – and help our customers to manage spaces more efficiently while also enhancing the user experience."

"Health needs are growing rapidly in the Netherlands, propelled by several trends, including an ageing population. Many hospitals are making huge investments – for example, in very modern operating theatres – to enhance the comfort of patients and improve the quality of care. We offer a full range of services to hospitals, including cutting-edge digital tools, and are very well positioned in this fast-growing market."

Lieve Declercq
MANAGING DIRECTOR,
SPIE NEDERLAND



"What immediately struck me, when I joined SPIE in May 2019, was the very strong common culture shared by the teams. Not only does everyone know the Group's three values, but they are lived and practised every day. People speak frankly and openly to each other, creating a climate of cooperation and trust, which is quite remarkable in a Group of this size and facilitates effective teamwork as employees work hand in hand to meet our customers' needs."

Hein Dirix
MANAGING
DIRECTOR, SPIE
BELGIUM



Olivier Domergue
MANAGING DIRECTOR,
SPIE FRANCE

"Ensuring employee health and safety is our primary responsibility. We have deployed mobile safety schools across France that visit teams at their workplaces, with two key objectives: to foster a strong, proactive and continually maturing safety culture and to showcase innovative tools and encourage their take-up by employees. Many customers also attend the training sessions, setting SPIE apart from its competitors and helping to drive performance."



"Corporate social responsibility represents an opportunity for SPIE as a long-time player in the green economy. An opportunity for all employees to contribute to CSR. An opportunity to forge closer links with our customers and suppliers to work together to improve our environmental and social impact. An opportunity to examine our practices and reduce our carbon footprint, especially via our transport policy."

Pablo Ibañez
DIRECTOR OF
OPERATIONAL SUPPORT,
SPIE



"What sets us apart from our competitors and allows us to serve society usefully is our technical expertise. We are one of the only players on the market to offer comprehensive solutions to the complex problems faced by our customers in response to the energy transition or the digital revolution. Our unique market positioning guarantees our competitiveness and provides a platform for sustainable growth."

Jérôme Vanhove
STRATEGY, DEVELOPMENT
AND M&A DIRECTOR, SPIE



BOARD OF DIRECTORS

Gauthier Louette

Chairman of the Board
of Directors

Sir Peter Mason

Senior Independent Director
Chairman of the Audit
Committee
Member of the CSR and
Governance Committee

Regine Stachelhaus

Independent Director
President of the CSR and
Governance Committee

Michel Bleitrach

Independent Director
President of
the Appointments
and Compensation
Committee

Elisabeth Van Damme

Director
Member of the Audit
Committee
Member of the CSR
and Governance Committee

FFP Invest

Represented by Bertrand Finet
Independent Director
Member of the Audit
Committee
Member of the Appointments
and Compensation Committee

Tanja Rueckert

Independent Director
Member of the CSR and
Governance Committee

Sophie Stabile

Independent Director
Member of the Audit
Committee
Member of the Appointments
and Compensation Committee

Daniel Boscari

Director representing
employees
Member of the Appointments
and Compensation
Committee

Gabrielle Van Klaveren-Hessel

Director representing
shareholder employees
Member of the Audit
Committee

Three contributions to bring meaning to SPIE's business activities

Why is it important to define our contributions?

Through our activities, commitments and corporate culture, SPIE has both positive and negative impacts for our stakeholders. Some of these impacts meet the needs of society and its stakeholders, contributing significant, even essential, added value. Defining these "passive" contributions allows us to establish how the Group can be of real use and focus our efforts in areas in which we can make a difference.

The definition of our key contributions is grounded in our perception of the nature of our business, our understanding of our stakeholders' needs and the benefits observed by our teams in the field. To take this analysis further, we have begun mapping our contributions in a materiality matrix that will allow us to better identify our business partners' expectations and strengthen our responses. We are also working to better measure our impacts.

What are those contributions?

SPIE's primary value-creating businesses are its local multi-technical services and expertise in energy and communications networks. Advising energy producers, facilitating access to low-carbon energies and helping all our customers to more effectively manage their energy consumption are at the heart of our business. We are therefore well positioned to play a key role in addressing the major challenge of our times: **preparing for the planet's energy future.**

SPIE is also making a difference through the way it takes action. We were early adopters of digital tools both in our own practices and in the solutions we develop for our customers. We rely on these tools to improve our teams' performance, and to design smart and efficient systems for customer facilities, as well as for users in buildings, offices and cities. We strongly believe that **digital tools**, if used properly, **have their role to play in promoting the creation of shared value.**

SPIE has nearly 47,200 employees and makes over 5,000 local hires each year. Our hiring process does not discriminate based on gender, origins or background. We forge lasting relationships rooted in trust with those who join us and favour long-term contracts, while paying special attention to our employees' health and safety. Regular training gives our teams a shared corporate culture, and allows them to develop local leadership anchored in our Company's values and to acquire new skills and expertise. We also offer our employees the opportunity to benefit from our financial performance through employee share ownership. In our host countries, **we promote inclusion through employment.**

Our main contributions

PREPARING THE ENERGY FUTURE

- Help customers to improve their energy efficiency by reducing daily consumption
- Accelerate energy saving in cities, buildings and factories
- Facilitate access to "carbon-free" solutions, such as electric mobility
- Support growth of renewable energies
- Encourage more sustainable production of fossil fuels

MAKING DIGITAL TOOLS DRIVERS FOR SHARED VALUE CREATION

- Simplify and optimise our project management to favour the most efficient solutions
- Make our customers' infrastructure more efficient and competitive
- Develop smart buildings and infrastructure in all our host countries
- Give all our host countries access to new modes of communication
- Provide secure and efficient solutions for the transport and storage of data
- Strengthen well-being at work using digital tools

PROMOTING INCLUSION THROUGH EMPLOYMENT

- Prioritise local employment in all our host countries
- Encourage gender, background and expertise diversity
- Develop career paths and training for all
- Develop employee share ownership
- Ensure the health and safety of our employees, contractors and temporary workers

A robust business model supported by a performance-oriented strategy

A solid, sustainable business model

The strength and sustainability of SPIE's model stem from the **four activities that deliver our services**:

- **Mechanical & Electrical Services.** We support our customers in designing, building, extending, renovating and maintaining their facilities, through our expertise in electrical, mechanical and HVAC engineering services.
- **Technical Facility Management.** We provide support for operations and process industrialisation throughout the entire lifecycle of our customers' equipment. Our services include audit, diagnostic and mono- or multi-technical maintenance services, combining electrical, climate (HVAC) and mechanical engineering.
- **Information & Communications Technology Services.** We offer a wide range of solutions and services for information and communication systems, from design to managed services, as well as operated and cloud computing services.
- **Transmission & Distribution Services.** We deliver a comprehensive range of transmission infrastructure and energy distribution services, primarily in the electricity segment.

These activities leverage our teams' expertise and our company values – proximity, performance and responsibility – to serve an extensive and diversified portfolio of customers in a wide variety of industries. We build long-term, trust-based relationships with our customers, supporting them throughout the lifecycle of their facilities (design, building, operation and maintenance).

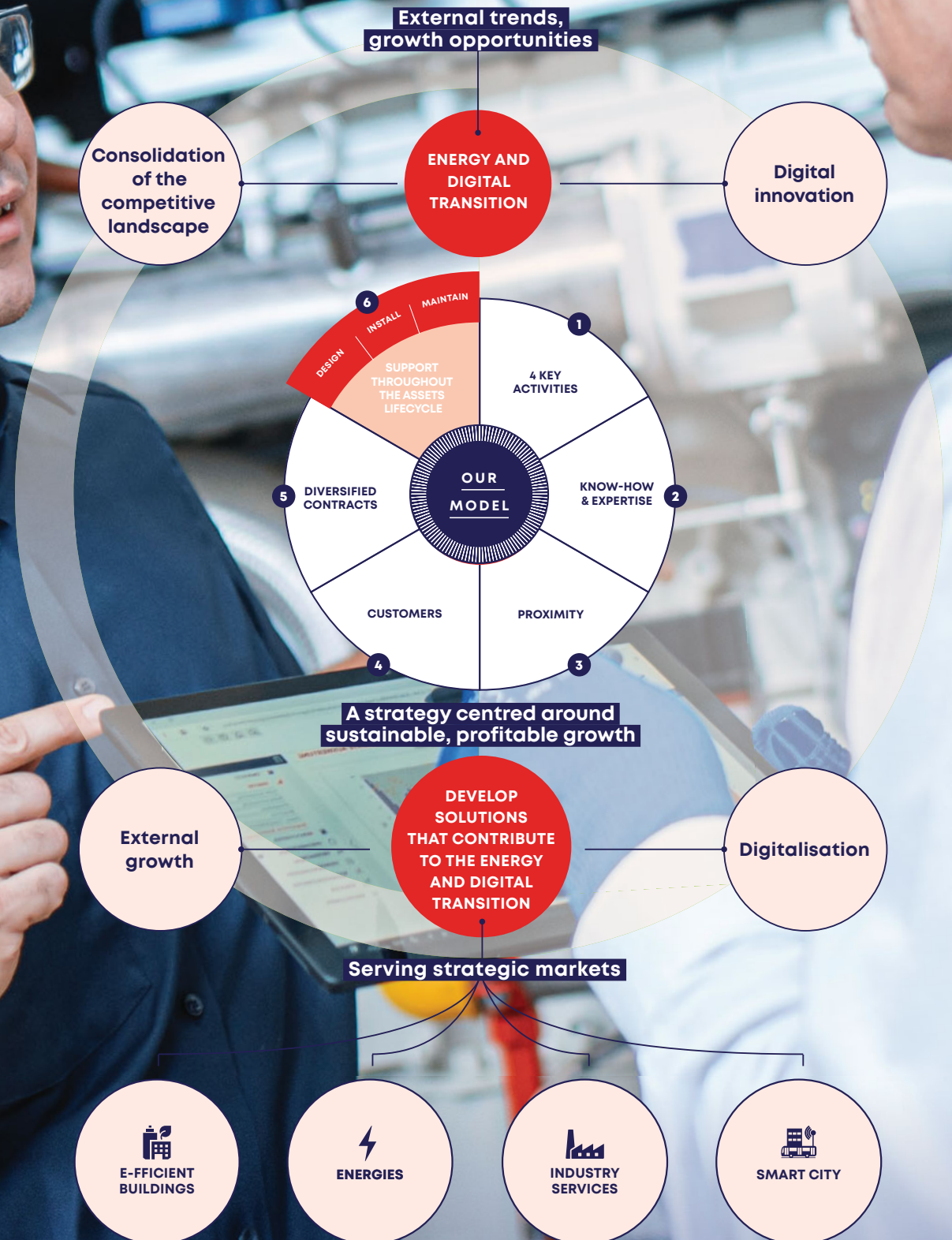
Three strategic levers

SPIE operates in an environment that is being shaped by three major trends. The energy and digital transition is driving changes in customer expectations and creating new areas of opportunity. At the same time, the consolidation of markets in which SPIE is present is providing external growth opportunities and transforming the competitive landscape. Digital innovation impacts the way the Group operates its services.

SPIE is adapting to these changes and enhancing its business model via **three strategic levers**:

- **The development of transition solutions.** Thanks to our expertise in energy and communications, SPIE is particularly well placed to develop solutions aligned with the transformations affecting our customers, which include new forms of mobility, the energy transition, 5G and the emergence of smart infrastructure.
- **Regular external growth transactions.** Supported by an effective cash-flow generation policy, this strategy enables us to rapidly seize opportunities in growth markets and increase our market share in the regions where the Group is operating in Europe.
- **Digital and technological innovation.** All of our activities are impacted, with three major benefits: the development of high value-added solutions for our customers, the capacity to accompany them in adopting new practices, and an improvement in our projects' performance management, particularly in terms of energy efficiency.

Our business model



A performant financial model at the core of the Group's development

A significant growth objective

SPIE's ambition – to be the independent European leader in multi-technical services in the areas of energy and communications – is based on a strong development strategy on highly fragmented European markets. Each year, the Group combines organic growth with external growth from targeted acquisitions in its key businesses and countries. This strategy has led to steady growth in production for SPIE over the past 15 years.

Leveraging financial strength

The implementation of this strategy is based on a high-performance financial model, which enables the Group to generate the financial resources it needs to achieve its objectives. The model is based on two pillars:

- **Operational discipline:** SPIE is continuously improving its processes and innovating to ensure customer satisfaction while optimising costs. Thanks to its operational excellence, SPIE's margin level is the highest in the sector.
- **Strong cash generation:** resulting from rigorous management of its working capital and guaranteeing the Group's independence and freedom of action, as well as a credible position in the markets.

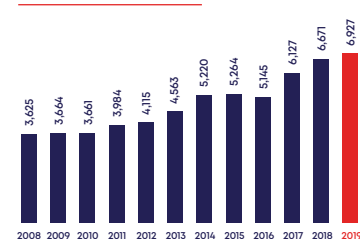
Stability and growth

The cash flow generated year after year by the Group is allocated on a balanced basis, enabling it to achieve three objectives:

- **Finance new acquisitions:** four acquisitions were carried out in 2019, representing a €210 million increase in annualised revenue.
- **Regularly reduce its leverage:** down from 3.3x at end-2017 to 2.7x at end-2019.
- **Pay dividends to its shareholders:** the Group's policy is to pay out approximately 40% of its adjusted net income each year*.

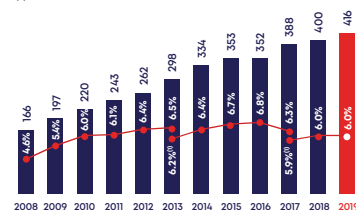
As a pure player in the sector, each year, SPIE generates profitable revenue growth and the substantial cash flows it needs to finance its new growth objectives.

PRODUCTION (€M)

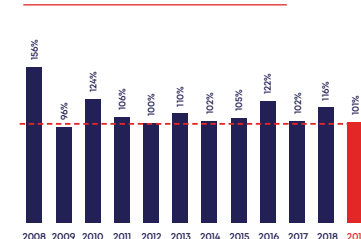


EBITA (€M)

(1) Pro forma EBITA rate as of 2013.

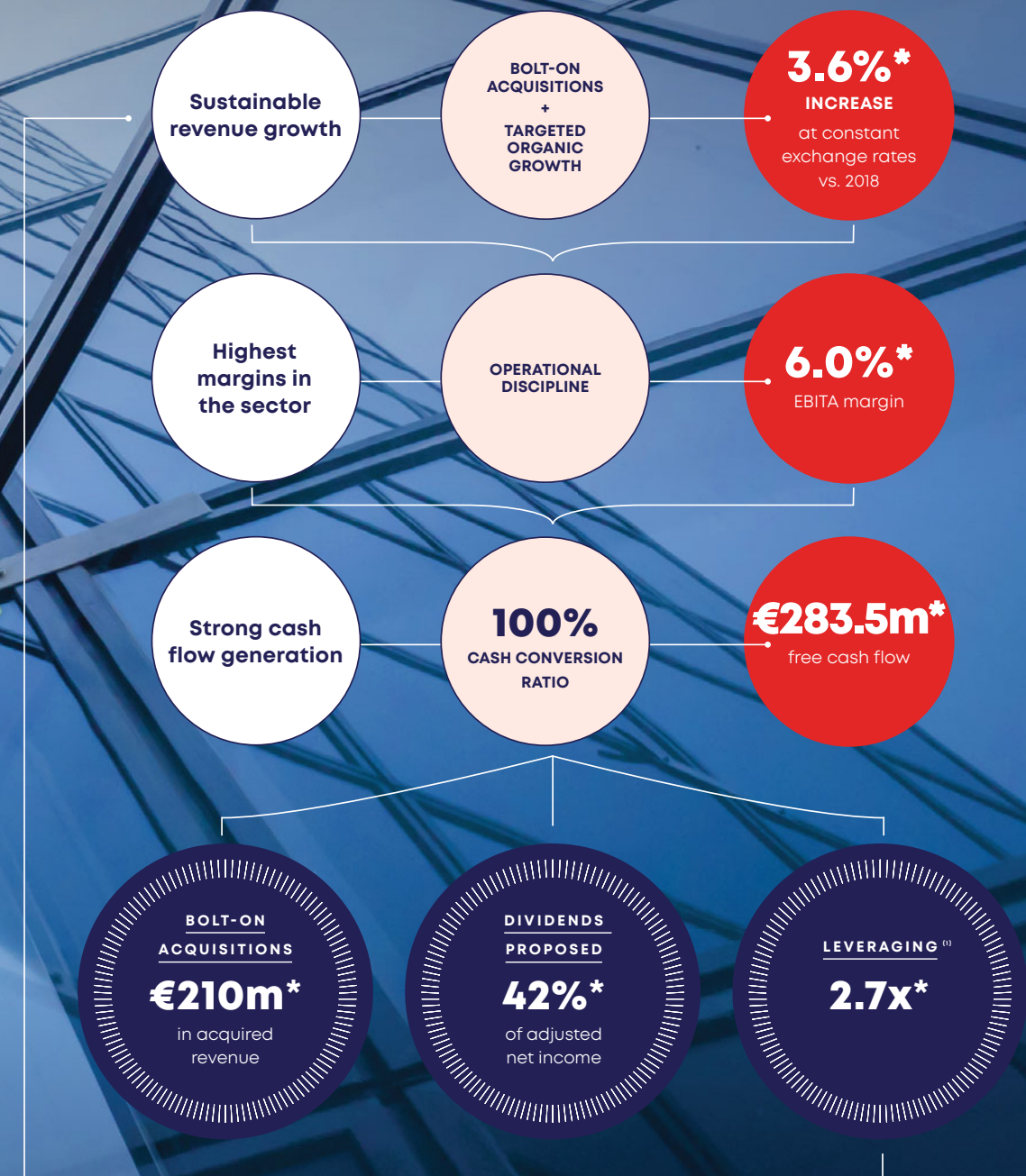


CASH CONVERSION (%)



* On 8 April 2020, the Board of Directors proposed not to pay the final dividend in respect of 2019. It has therefore decided to submit to the vote of the next Shareholders' General Meeting the payment of a total dividend limited to €0.17 per share, corresponding to the interim dividend paid in September 2019.

Our strength: a virtuous financial model



* 2019 data.

(1) Ratio of net debt at 31 December to pro forma EBITDA (including the full-year impact of acquisitions) before IFRS 16.

Developing business, sharing corporate culture

ACQUISITIONS



_Gerald Edler

EXECUTIVE DIRECTOR OF SPIE CEA AND SPIE CMA IN AUSTRIA, AND FORMER CHIEF EXECUTIVE OFFICER OF CHRISTOF ELECTRICS, WHICH WAS ACQUIRED BY SPIE IN 2019

"SPIE's habit of acquiring companies has made integration an essential part of its corporate culture, with well-defined and thorough processes in place. This immediately put us at ease. Right away, we were invited to a number of events that helped us break the ice with the rest of the Group. The welcome party organised

six days after the takeover, the SPIE Football Cup in Toulouse and Innovation Day are all examples of this. It wasn't by accident that we felt right at home though: we also share the same every day values of proximity, performance and responsibility. From the very beginning, the Group was respectful of our know-how and management structure.

It also brought us new business opportunities. For example, SPIE's e-mobility expertise in Germany gave us a head start in developing this market in Austria, where it is still fairly low profile."

"Fleischhauer's acquisition was a win for everyone. SPIE was able to enhance its information and communications technology portfolio and Fleischhauer gained access to the Group's broad expertise, allowing us to take advantage of new opportunities in facility management, for example.

We also benefited from new resources, such as the support of SPIE Deutschland & Zentraleuropa's legal department and a highly efficient quality management system. Fleischhauer employees all found their place within the Group and received a warm welcome, including from top management.

And the Group believed in me and gave me the opportunity to grow my responsibility through the creation of an ICS division in Germany."



_Michael Hartung

HEAD OF THE ICS DIVISION OF SPIE DEUTSCHLAND & ZENTRALEUROPA AND FORMER CHIEF EXECUTIVE OFFICER OF FLEISCHHAUER, WHICH JOINED SPIE IN 2014

Smart city



Smart cities need to provide effective solutions for two major challenges faced by cities today: growth of the urban population resulting in rising densification and overloaded networks; and the need for more sustainable development in urban areas. SPIE has three major cards to play in this market of the future: integrated solutions that address all aspects of smart city life; the ability to respond to a wide variety of customers from local authorities to private sector players; and a high level of technical know-how in traditional trades that are undergoing changes, as well as new fields such as e-mobility.

Key figures

SPIE

€2.6 billion
in revenue
for 2019

38%
of consolidated
Group revenue
for 2019

Market

80%
of Europeans will
be living in cities
by 2050
(Source: BBVA Research)

4,800
the estimated
number of daily
interactions with
smart devices per
person in 2025, i.e.,
one interaction every
18 seconds.
(Source: IDC)

Advantages and objectives

- **Sustainable, smart urban planning is a fast-growing market** with some very powerful growth drivers. One of these is e-mobility, which is especially important in Germany where government measures encourage development. Significant investments have also been made in smart infrastructure programmes launched in Belgium, the United Kingdom and the Netherlands. Fibre optics, a relatively new market being rolled out in the Netherlands and France, is expected to really take off in the coming years. Specific demands, such as urban video surveillance systems, are also lifting the sector.
- **SPIE's high value-added.** In this very diverse market, SPIE can contribute both comprehensive and highly specialised solutions. In France, SPIE CityNetworks has developed a comprehensive solution for electric vehicle charging stations that can be used in its entirety by public sector customers, or broken down into components for large car manufacturers operating superchargers. SPIE is also active in niche markets with demanding specifications where its expertise and reputation for building long-term relationships with customers are game changers. A good example of this type of market is airport infrastructure in the United Kingdom.
- **A proactive and cross-functional strategy.** To stay ahead of customer needs, SPIE is always anticipating market changes and technological innovations. For example, the Group is actively working to develop dedicated hypervisor platforms – structures that allow real-time connection with urban services and facilities – to provide management and supervision 24/7. For smart city projects, the Group relies on synergies, combining the experiences of all its various entities to assemble the broadest range of solutions on the market.

Activities

SMART PUBLIC LIGHTING

CONNECTIVITY AND TELECOM-MUNICATIONS

VIDEO PROTECTION

TRANSPORT AND MOBILITY

EDUCATIONAL AND HEALTHCARE INFRASTRUCTURE

PUBLIC SERVICES EQUIPMENT

WATER AND WASTE TREATMENT

Sectors:

Public authorities, healthcare, education, training and research, commercial buildings and retail, places for leisure, culture, sport, religion, conventions, communication networks, public transport.

Our projects

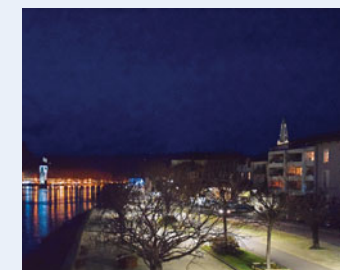


German CHP facility of the year

Supplying the Klinikum am Bruderwald hospital with air conditioning, heating, electricity and steam, the system provides 50% of the site's electricity, 54% of its heat and reduces CO₂ emissions by 7,000 tonnes

annually. It was named "combined heat and power (CHP) facility of the year" in 2019 by Energie & Management magazine, in partnership with the German non-profit organisation, Bundesverband Kraft-Wärme-Kopplung*.

* Federal Combined Heat and Power Generation Association.



More energy efficient street lighting in Tain l'Hermitage

SPIE CityNetworks replaced 1,226 lamps with LED lighting. In the first year, the French town has made energy savings of 72% and seen a 160-kWh reduction in its electric bill.



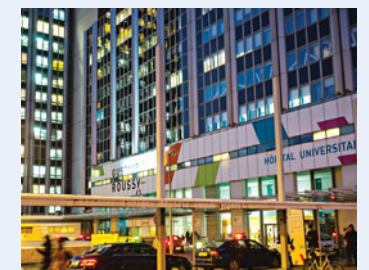
New school services in Liverpool

SPIE UK added a further 10 schools to its contract for building maintenance, multi-technical services, landscape design and pest control services in Liverpool, north-west England.



An integrated IT solution for Energie Wasser Bern

SPIE Switzerland set up new unified communications solutions and a new call centre for Energie Wasser Bern (EWB). This service package will allow EWB to respond to demand from both internal and external users, increase productivity and cut costs.



An IT support network optimised for Gustave Roussy

In France, SPIE ICS teams set up an external service centre, local service centres and a control system for Europe's premier cancer treatment centre.

e-efficient buildings



Driven by the need for new infrastructure to accommodate the growing population and for expertise in managing increasingly complex buildings, the service sector is booming. From energy efficiency and smart systems to video surveillance and data management, buildings are having to become smarter and more technical in order to provide users with the highest quality experience, in total security. Thanks to its wide range of expertise, SPIE is one of only a few players in the European market today capable of offering customers an integrated approach that includes all the levers to optimise building functions.

Key figures

SPIE

€1.3 billion
in revenue
for 2019

18%
of consolidated
Group revenue
for 2019

Market

+40%
potential
increase in
building energy
efficiency
by 2040
(Source: IEA)

50%
of energy used
in buildings is
lost due to
inefficient
management
systems
(Source: Schneider Electric)

Advantages and objectives

- **SPIE is on a strong footing in a service-sector building segment** that is facing profound shifts in use and technologies. The Group advises service-sector building stakeholders in three main areas: energy efficiency, digitalisation and security for new and existing buildings, by renovating or modernising facilities. In this way, SPIE plays a role in ensuring a higher quality of life for building occupants. It offers its expertise in high-growth sectors such as data centres, which are changing rapidly to reduce environmental impacts.
- **SPIE provides comprehensive smart solutions** that include access control, heating, lighting, ventilation, fire-safety systems, elevators and communication networks. All solutions incorporate energy efficiency through the use of new technologies to optimise building operation. In particular, SPIE has developed recognised expertise in a variety of sensors – temperature, motion, CO₂ etc. – that guide smart buildings.
- **New blood with dedicated skill sets.** In France, SPIE is continuing to expand its engineering teams specialised in energy efficiency with the greatest proximity to customers and operations. The Group is also recruiting talented individuals who have the expertise to oversee the management of an entire building, beyond individual technical aspects.
- **SPIE buildings paving the way.** The SPIE Tower, which houses the Group's Swiss teams in Geneva, is a highly connected, smart building. SPIE's offices in Berlin stand out for their highly innovative lighting, which features human detection sensors, a central management system that relies on a number of inputs, and an application available to all users to control lighting in their work space.

Activities

**HIGH ENERGY
PERFORMANCE
ELECTRICAL AND
HVAC SYSTEMS**

**INFORMATION AND
COMMUNICATIONS
SYSTEMS**

**CONTROL AND
SAFETY/SECURITY
SYSTEMS**

**ENERGY-RELATED
MULTI-TECHNICAL
SERVICES**

Sectors:
private offices,
data centres,
housing,
sensitive military
sites

Our projects



A key contract in the security/defence sector

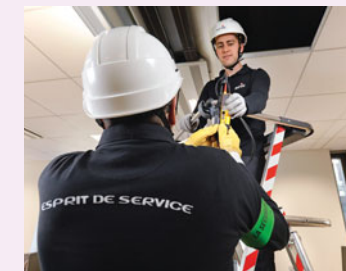
SPIE Industrie & Tertiaire and SPIE Facilities worked together to win the contract to design, build and maintain the Galileo Security Monitoring Centre

(GSMC). SPIE's solution for this key EU project was both comprehensive and integrated, focusing on comfort, as well as security.



Hyper-converged infrastructure for CMS Francis Lefebvre Avocats

SPIE ICS has supported this leading corporate law firm in its digital transformation since 2014. SPIE took its services to a new level in terms of performance and flexibility in 2019, with the installation of servers providing network, storage and processing services.



Energy performance: mission accomplished for Generali

Since 2015, insurance company Generali has entrusted SPIE with facilities management for 96 sites in France, as well as an energy performance contract. As a result, energy objectives have been met, operational costs have been optimised and the facilities are performing at a higher level.



Modernising Cisco's UK headquarters

Cisco chose SPIE to replace the technical equipment at its Feltham headquarters in the United Kingdom. The work was carried out while the site remained fully operational, a feat few operators are capable of providing, which helped SPIE to stand out.



An extensive facility management contract in Hamburg

SPIE Deutschland & Zentraleuropa was selected for a four-year project to ensure technical management of a 90,000-square metre complex run by Sprinkenhof. Seven Group employees are responsible for site surveillance 24 hours a day, five days a week.

Energies

The energy market has a vital role to play in the environmental transition currently underway. Over the next ten years, the European Union plans to spend €1.115 billion annually to meet its 2030 energy mix and greenhouse gas emissions objectives.* SPIE is supporting a variety of energy market players during this transformation. As an advocate for green energy, the Group has partnered with projects aiming to grow the market share of renewable energies. It is also pursuing development in the nuclear energy sector and working together with oil and gas producers to promote natural gas and innovative techniques that reduce the environmental impacts of fossil products.

* Source: European Commission

Key figures

SPIE

€1.8 billion
in revenue
for 2019

27%
of consolidated
Group revenue
for 2019

Market

32%
target share of
renewable energies
in the European
Union's energy mix
by 2030 (versus 17.5%
in 2017)
(Source: European
Commission)

20% increase
estimated annual
growth rate of
the smart grids
market between
2016 and 2023
(Source: Market Research
Future)

Advantages and objectives

- **Although the renewable energies market offers numerous opportunities**, competition is stiff, especially for wind and solar infrastructure projects. The Group's strategy is to select projects based on profitability, rather than size, and differentiate itself from its competitors by being the most innovative. In Germany, SPIE was able to rapidly develop its transmission and distribution businesses through the acquisition of SAG in 2017. Its objective was to strengthen its leadership position by investing in technology development and digitalisation.
- **In the nuclear sector, the Group's model is based on offering both high-level expertise and local service.** In France, SPIE Nucléaire is involved in every phase of the facility life cycle, from new installations to decommissioning. It is expanding its activity by offering new services and pursuing external growth. In 2018, for example, it acquired a company specialised in gas network maintenance and operations.
- **In the oil and gas industry, SPIE is taking a four-pronged approach:** seize growth opportunities by diversifying offerings and developing in areas in which investment is taking off (Africa, for example, with the opening of two new entities in Senegal and Mozambique); continue to innovate to better support customers – especially on predictive maintenance projects – and to strengthen its position as an expert in digitalisation; support projects from start to finish around the world; and enhance technological alliances.

Activities

**HYDROCARBON
EXTRACTION AND
PRODUCTION**

**NUCLEAR CYCLE AND
POWER GENERATION**

**THERMAL AND
RENEWABLE ENERGIES**

**ELECTRICITY
TRANSMISSION
AND DISTRIBUTION
NETWORKS**

Sectors:
Energy producers
and providers,
managers of energy
networks

Our projects



Innovation and efficiency at the Tricastin nuclear facility

A long-standing partner of EDF, SPIE Nucléaire took part in important renovations to lengthen the life of this

40-year old facility. The first stage of the Group's work was to overhaul all general and core control centre electrical installations. Over 85% of this work was carried out while the plant remained operational.



Bringing offshore wind energy inland

For over 15 years, SPIE has supported ELIA, operator of Belgium's transmission system. In this capacity, the Group built two high-voltage (380 kV)

substations, Van Maerlant in Damme and Gezelle in Dudzele, to bring the energy generated by offshore wind farms, inland.



A five-year engagement with the Kuwait National Petroleum Company (KNPC)

KNPC's strategic Clean Fuels Project aims to develop an integrated refining complex. SPIE has signed a five-year engagement with KNPC, mobilising a team of up to 400 people to provide management, commissioning, training and procedure development services.



Rebuilding a strategic overhead power line in Hungary

In 2019, SPIE successfully completed the refurbishment of a 400-kV overhead power line that powers the Paks nuclear facility in the south of the country. The Group installed 18 new 188-tonne pylons and strung cable along the 8.8-km line, providing more reliable and optimal service to the facility, which is set to bring two new reactors on line in the coming years.

Industry services



Industrial players are facing two intersecting challenges: adapting their production methods for the energy transition and the environmental crisis, and making the change to industry 4.0 before it's too late. Forty percent of industrial investments worldwide are dedicated to the factory of the future*. SPIE has three advantages in this fast-growing market: state-of-the-art expertise in energy performance and digitalisation, cross-functional solutions suitable for the design, maintenance and optimisation of facilities, and its presence in a wide range of industrial sectors.

* Study by the Observatoire des usines du futur [observatory of the factories of the future] (Fives), Trendeo, EDF and the Institut de la réindustrialisation – March 2018

Key figures

SPIE

€1.2 billion
in revenue
for 2019

17%
of consolidated
Group revenue
for 2019

Market

25% increase
in average
productivity
achieved through
the use of predictive
maintenance
(Source: Deloitte)

47% increase
in foreign investment
in French industry
in 2019
(Source: EY)

Advantages and objectives

- **Four clear ambitions to benefit industry:** improve performance, and energy performance in particular, while ensuring continuity of production; prepare production processes for industry 4.0 (digitalisation, robotics, IoT, predictive maintenance, etc.); design innovative service offerings to enhance industrial productivity and competitiveness; provide manufacturers with uniform quality of service and expert management.
- **Industry leader in multiple countries.** A major player in the manufacturing sector in France, the Netherlands and Belgium, SPIE also has a strong foothold in the pharmaceutical and agri-food sectors in the United Kingdom due to its expertise in controlled environments and clean rooms. Its industrial services know-how provides development opportunities, particularly in Germany, one of Europe's major manufacturing regions, in which the Group already enjoys an excellent reputation.
- **One strategy: support customers in all industrial sectors.** SPIE is protected from the cyclical nature of manufacturing and a potential slowdown in one area of activity by its investment in a wide range of sectors.
- **In each country, target sectors** are identified based on their development potential. In Belgium, for example, SPIE is stepping up its surveillance services for manufacturing facilities to respond to fast-growing demand. In France, agri-food, energy and automotive are considered to be the most strategic sectors.
- **In-depth knowledge of the challenges facing manufacturers.** SPIE has long-term partnerships with a wide variety of players of varying levels of maturity. The Group is also equipped to support its most innovative customers, co-designing ground-breaking solutions such as predictive maintenance proof of concept for its aerospace customers (Airbus and Daher). It can also share its expertise in other environments to help customers create more value for their business.

Activities

LOCAL ENGINEERING

MECHANICAL AND ELECTRICAL INSTALLATIONS

AUTOMATION, ROBOTICS, CONTROL AND INDUSTRIAL IT SYSTEMS

INDUSTRIAL MAINTENANCE AND PROCESS IMPROVEMENT

ENERGY CONSUMPTION OPTIMISATION IN INDUSTRIAL PROCESSES

Sectors:
aerospace,
automotive and
transport, agri-food,
cosmetics and
pharmaceuticals,
steelmaking,
other manufacturing
industries, research
& development
and logistics

Our projects



Top-of-the-line maintenance for Centrient Pharmaceuticals

In 2019, Centrient Pharmaceuticals entrusted SPIE with all its maintenance activities at its Delft site in the Netherlands. The aim was

to enhance the availability and reliability of the facilities in two ways: introducing an ambitious continuous development plan, and bringing in a team of versatile technicians, qualified in both electrical and mechanical maintenance.



Installation of electrotechnical infrastructure for Merck

At the Merck facility in Darmstadt (Germany), SPIE was in charge of all electrotechnical infrastructure for the new packaging centre, i.e., 350 km of cabling. The Group also installed multiple lighting systems, a fire-fighter information system and a number of data networks compliant with particularly demanding regulations.



A predictive maintenance experiment with Daher

In 2019, the Group developed a pilot project to run a full-scale test of a predictive maintenance process for the Daher facility in Tarbes, France. The synergies that came out of this project will drive the joint development of software solutions and business expertise, notably by combining the skill sets of data officers, data scientists and cyber security engineers.

Organic farming with Ufab

The number of organic farms in the French region of Brittany has tripled in the last ten years. Fulfilling its role of supporting organic farmers in the country, Ufab (Union française d'agriculture biologique) opted to build a 12,000-tonne silo equipped with ultra-modern technology. SPIE was responsible for the project's electrical installations, automation and IT management.



Saint-Gobain contract: renewed for another ten years

Saint-Gobain Sekurit, a leading manufacturer of automotive glazing, renewed its 2012 contract with SPIE ahead of schedule. The Group will continue to manage energy for the automotive equipment manufacturer's headquarters and its largest production site in Germany, in addition to providing technical services and supporting the development of a new research facility. After generating significant energy savings for its customer over the last few years, SPIE is committed to further improving the energy efficiency of Saint-Gobain's buildings by 2028.

A relationship fostering responsible innovation

SUPPLIER



Xavier Houot
SCHNEIDER ELECTRIC,
SENIOR VICE PRESIDENT,
GROUP ENVIRONMENT,
SAFETY, REAL ESTATE

“At Schneider Electric, we’re committed to carbon neutrality for our operations and for those of our customers. Within our extended ecosystem, which includes reductions made for customers, the goal is to achieve carbon neutrality by 2025 and net-zero operational emissions by 2030.

As suppliers to and partners of SPIE, we are proud to support their responsible purchasing policy. Just like SPIE, we assess our main contractors through the EcoVadis and Avetta platforms, and we carry out more than 150 audits annually. SPIE’s reputation is therefore in good hands

with us. We believe that this successful relationship will help us innovate together to create sustainable solutions for our customers.”

Improving our edge in a highly competitive market

CUSTOMER

“Our goal is to digitise all of our real estate operations, and Smart FM 360°, the digital reporting solution designed by SPIE, is a major asset in reaching this goal. We can use it to integrate new BIM features to optimise building management and maintenance. And it gives us a real edge in the very

competitive facility management market. Siemens has committed to making 100% of its operations carbon neutral by 2030. And so we need innovative technologies to help us fulfil that goal. With its capacity to manage our buildings’ energy processes and heat networks simultaneously,

Smart FM 360° is part of the solution. What do we expect from SPIE? To take things one step further in becoming a digital facility management service provider, while retaining SPIE current level of service excellence.”



Dr Zsolt Sluiter
CHIEF EXECUTIVE OFFICER
AT SIEMENS REAL ESTATE

RESOURCES

ECONOMIC CAPITAL

SPIE has economic resources to finance and develop its business.

- €1,454m in equity
- €1,251m in debt (excl. IFRS 16)

MANUFACTURING CAPITAL

To successfully carry out its business, SPIE needs facilities and transport. The Group also purchases and consumes materials.

- €4bn in goods and services purchased from suppliers and subcontractors
- ~800 local sites
- 25,600 SPIE vehicles in use

HUMAN CAPITAL

As a service company, SPIE calls on the expertise and know-how of its employees.

- 47,176 employees
- 5,266 new hires on permanent contracts

SOCIETAL AND RELATIONAL CAPITAL

To deliver its services, SPIE draws on a network of partners, as well as on the trust-based relationships with its customers.

- 24,000 customers in +15 industries
- 155,000 suppliers and subcontractors
- ~450 partnerships with schools and universities

INTELLECTUAL CAPITAL

SPIE's added value is built on certified operating processes and expertise.

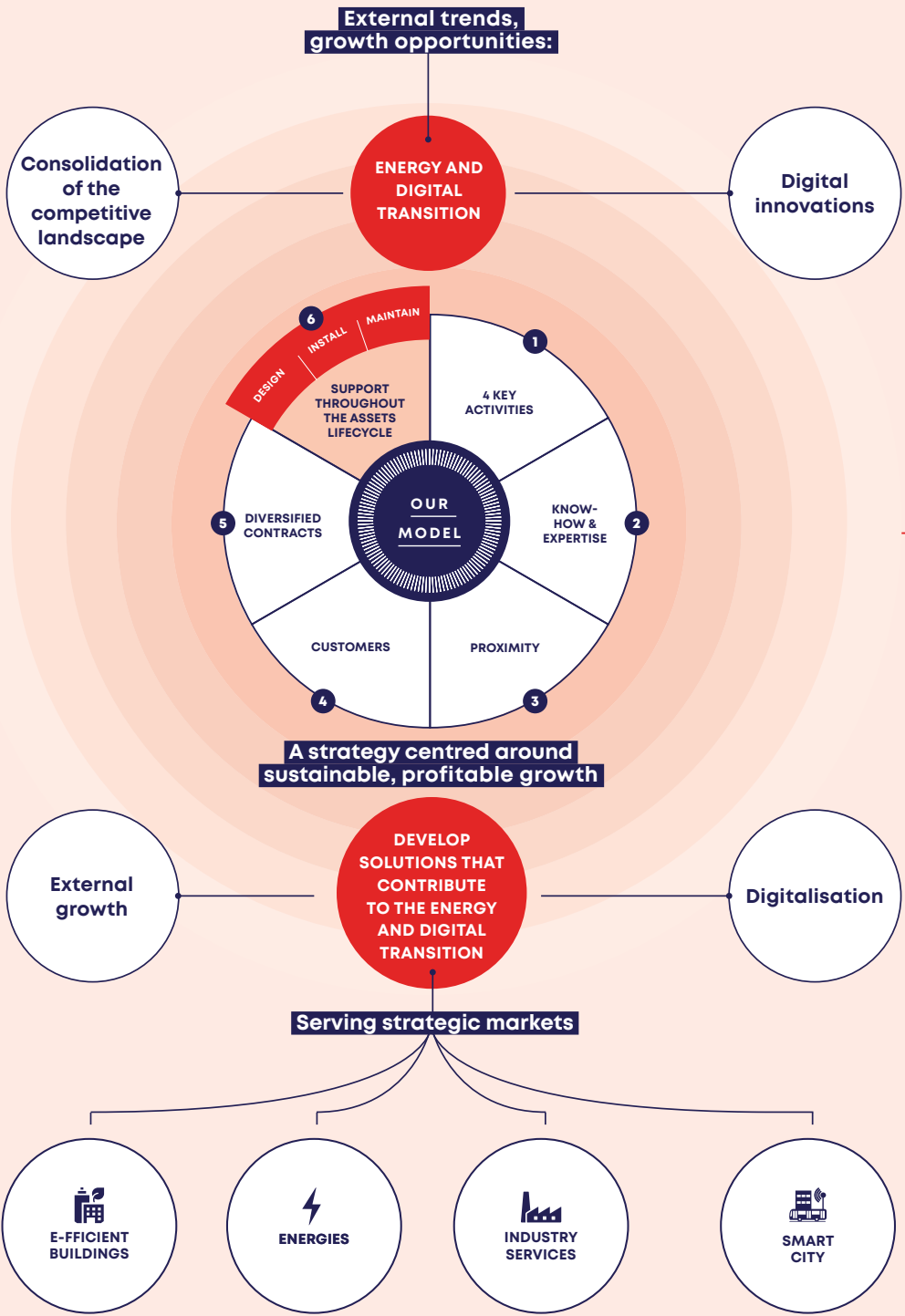
- ~50% of employees given training every year
- 25 talented new people trained in internal audit every year

ENVIRONMENTAL CAPITAL

SPIE mainly uses energy to carry out its operations, particularly travel.

- 45.5 million litres of fuel consumed
- 87.6 million kWh of electricity and natural gas consumed

BUSINESS MODEL



RESULTS

ECONOMIC CAPITAL

SPIE's business generates economic resources that are redistributed to the Group's stakeholders.

- 6% EBITA margin
- €2,501m paid in wages
- €90.3m paid in dividends

MANUFACTURING CAPITAL

SPIE continues to create and improve facilities for private and public use.

- €1,332m in revenue generated by new facilities
- €1,206m in revenue generated by the e-efficient buildings business
- €312m in revenue generated by the roll-out of fibre optics

HUMAN CAPITAL

By paying careful attention to its employees' safety and well-being, SPIE develops not only its teams' commitment and its reputation as a great place to work, but also operational excellence and top-quality service.

- 33% of employees are Group shareholders
- 20% fewer serious accidents compared to 2018
- 918 hires via employee referrals, up 49% on 2018

SOCIETAL AND RELATIONAL CAPITAL

SPIE's long-standing relationships with its customers ensure that its business is sustainable. The Group also develops trust from wider society by acting as a responsible company.

- €3,520m in revenue generated by recurring service contracts
- ~70% regular customers
- Top 1% in EcoVadis' most responsible companies rating with an overall score of 76/100

INTELLECTUAL CAPITAL

SPIE develops and provides innovative solutions that help the Group and its customers gain in efficiency.

- 11% increase in contracts using BIM in 2019
- 233% increase in logins to the SIOUX innovation platform created by SPIE

ENVIRONMENTAL CAPITAL

SPIE's initiatives and commitments help it reduce its environmental and energy footprint.

- 12% reduction in energy consumed by SPIE's buildings compared to 2018
- 608 low-carbon vehicles brought into SPIE's fleet

IMPACT

ECONOMIC CAPITAL

SPIE is able to maintain its economic activity over the long term and contribute to economic growth in its host regions.

- €210m in acquired revenue
- €65.6m in tax paid in host countries

MANUFACTURING CAPITAL

Through its business, SPIE simplifies access to infrastructure that is essential to business and human development.

- €232m in revenue generated by transport activities
- €164m in revenue generated in the health sector
- €79m in revenue generated in the education sector

HUMAN CAPITAL

SPIE is a key player in inclusion through employment in its host regions. It is also committed to fighting discrimination and to promoting gender equality in the workplace.

- In 2019, SPIE hired 402 new work-study trainees in France and 279 in Germany, bringing the total number of trainees currently at SPIE to nearly 2,000
- The Board of Directors is composed of 10 directors with an equal number of men and women
- Score of 84/100 on the equal pay index in France
- ~5% of employees with disabilities in France

SOCIETAL AND RELATIONAL CAPITAL

SPIE takes part in collaborative global initiatives that promote a more ethical and responsible economy. On a local level, the Group is also committed to supporting communities.

- 17th year as a signatory to the United Nations Global Compact
- 34% of the Group's purchases assessed according to CSR criteria by EcoVadis
- 1,000 students, all women, involved in the "Elles boagent pour l'énergie" day to raise awareness and encourage women to pursue careers in energy engineering
- €1.8m in purchases with the protected sector in France

INTELLECTUAL CAPITAL

As a local services provider, SPIE promotes innovation, helping economic players of any size to access practical, inventive solutions.

- 398 contracts using the unified digital platform Smart FM 360°, a 173% increase on 2018
- 113 pilot projects led with customers

ENVIRONMENTAL CAPITAL

SPIE's business makes it a key player in the energy transition.

- ~35%: Green share of SPIE's activity according to EU taxonomy
- 5% decrease in the carbon intensity of SPIE services between 2018 and 2019, or a 14% decrease between 2017 and 2019 (Scopes 1 & 2)

A sense of being more involved in Group decisions

EMPLOYEE SHAREHOLDER



Gabrielle van Klaveren-Hessel

DIRECTOR REPRESENTING
SPIE EMPLOYEE SHAREHOLDERS

"For many years now, I've noticed that employee share ownership helps to strengthen employee engagement. There are three reasons for this. Firstly, when an employee becomes a shareholder, they become more interested in SPIE's activities, and they feel more concerned by them. Many employee

shareholders ask me complex questions about the Group's strategic decisions or its earnings. Secondly, employees who purchase shares also feel a sense of belonging, meaning that the company becomes that little bit more their own. Thirdly, and most of all, it's about building awareness. Employees

start realising that they are part of a global group, which reaches far beyond their own projects, team or country. And of course, it's also a real source of pride for the 33% of employees who are shareholders of SPIE."

Meeting investors' climate expectations

INVESTOR

Françoise Cespedès has managed Eurozone and SRI equity portfolios for Aviva, SPIE shareholder since 2015. She is notably managing a new climate transition investment fund.

"We invest in companies, which, like SPIE, provide solutions to help their customers to reduce their carbon emissions and adapt to the effects of climate change. Most of SPIE's services are in line with this approach,

whether it be sustainable mobility or high-speed telecoms networks that help reduce travel. Positioned in high-growth segments, the Group is also capable of creating value for us, long-term responsible investors. We are also paying close attention to the fact that the Group is committed to reducing its own environmental footprint at all levels and across all its businesses, with a range of practical initiatives.

This is really positive, and I think the next step for SPIE could be to team its regular carbon footprint analyses with quantifiable goals for reducing its impacts. This typically helps companies to better adapt to the challenges of climate change and translate them into a strong strategic vision."



Françoise Cespedès
EUROPEAN EQUITY PORTFOLIO
AND ESG THEMATIC
FUNDS MANAGER
AVIVA INVESTORS FRANCE

3.

VALUE CREATION

How can we provide useful solutions today and for the next 120 years?

Our strategy for the future is embodied by the useful solutions we provide to our customers, users and all of civil society. On a day-to-day basis, and throughout Europe, these solutions help to reduce energy consumption, support the energy transition, produce more efficiently with fewer environmental impacts, advance smart cities, encourage new mobility solutions, bring new digital technologies within everyone's reach, develop the potential of our employees and support inclusion through employment at the local level.



Contributions

In each of these areas, discover value-creating projects and initiatives developed by SPIE in 2019.

#ENERGY FUTURE

ENERGY SERVICES
ENERGY EFFICIENCY
RENEWABLE ENERGY

#REGIONS AND EMPLOYMENT

PARTNER TO THE REGIONS
DIVERSITY
YOUTH EMPLOYMENT
QUALITY OF LIFE AT WORK

#NEW USAGE PATTERNS

E-MOBILITY
SMART REGIONS
USEFUL INFRASTRUCTURE

#USEFUL INFRASTRUCTURE

SPIE UK, the main technical contractor at the University of Dundee

SPIE UK will be responsible for designing, replacing and modernising mechanical and electrical installations at the University of Dundee for the next three years. The teams will notably be carrying out complex work that requires BIM skills.



Watch the 2019 Key Milestones video



Reducing CO₂ through Steam as a Service

#ENERGY EFFICIENCY

SPIE rolled out the “Steam as a Service” process for the new utility centre at Albermarle’s Amsterdam site. The process considerably reduces CO₂ emissions by recycling excess and waste heat. SPIE is currently the only provider managing this technology from start to finish. The new centre will fully meet chemical company Albermarle’s energy requirements – be it steam or air – for its production facility.

#ENERGY EFFICIENCY

-8%

That’s how much energy was saved by L’Oréal’s global headquarters in Clichy, France, through signing an energy performance contract with SPIE. A long-term partner of the cosmetics giant, SPIE also manages the building’s heating and air conditioning equipment.



#RENEWABLE ENERGY

Partnering with the world’s largest offshore wind farm

Together with Wilton Engineering Services Ltd, SPIE UK installed electrical and mechanical equipment for 20 turbines in the Hornsea Project One offshore wind farm.



A recognised safety policy in France

#QUALITY OF LIFE AT WORK

SPIE France and two other subsidiaries were awarded seven prizes in the 2018 safety competition organised by SERCE/OPPBTP. SPIE’s mobile safety schools won first place in the training category.

#SMART
REGIONS



**More modern
and safer roads
in the Netherlands**

SPIE helped to widen and modernise the Tractaatweg, the second largest highway in the Zeeland province, installing systems to control traffic, detect congestion, and provide LED lighting.

#PARTNER TO
THE REGIONS

**An innovative approach
to recruitment in the
south of France**

SPIE Facilities is trialling a 16-month recruitment programme, combining intensive training and a work-study placement for 12 maintenance technicians. The initiative was developed in partnership with Lyon's Institut des Ressources Industrielles, the job centre in Rillieux-la-Pape, and Constructys, which trains construction workers.



**A new contract in the healthcare
industry in Brittany**

SPIE won the electrical work contract for the 13,000-sq. m hospital under construction in Riantec, France, thereby consolidating its already well established position in the region's healthcare sector.

#USEFUL
INFRASTRUCTURE



#ENERGY
EFFICIENCY

**"The Green", a
blueprint eco-building
in Belgium**

The Industry business unit of SPIE Belgium has moved to The Green, a nearly zero-energy building in Aalter. The pioneering building is equipped with a huge geothermal energy storage unit underground, as well as more than a thousand solar panels fitted near to its green roof.

#RENEWABLE
ENERGY

**Developing
Hungary's largest
solar farm**

In partnership with its consortium partner Bejulo, SPIE won a contract to develop a 33-hectare solar farm in Hungary. Built for Hungarian energy provider Mátrai Erőmű Zrt, the solar farm provides electricity to 6,500 households.



#QUALITY OF LIFE
AT WORK

**Better quality of life
at work in Toulouse**

SPIE ICS moved to new headquarters in Toulouse featuring a variety of user-friendly, creative and relaxing spaces. An attractive asset for current and prospective employees, the building is also intended to showcase the company's expertise for its customers.



#YOUTH EMPLOYMENT

Partnering with Nos Quartiers ont du Talent (NQT)

NQT's goal in France is to encourage the integration of young people in the workplace. It achieves this by pairing young people with professionals who coach them. SPIE CityNetworks and SPIE Industrie & Tertiaire are both partners of the association.

#DIVERSITY

"Becoming aware of gender bias is an essential first step in deconstructing gender stereotypes and men's and women's roles. During the week beginning 8 March, employees from all subsidiaries came together and shared their opinions, videos, images and illustrations. The idea was to highlight seemingly harmless situations that occur daily in the workplace, and to encourage people to reconsider their way of thinking."

Olga Martin-Jarousse,
Human Resources Manager at SPIE France

#ENERGY EFFICIENCY

Significant energy savings for ArianeGroup

As a long-standing partner of ArianeGroup, SPIE provides maintenance services to the company's four production facilities in Gironde, France, where it helps to produce new Ariane 6 rockets. SPIE's involvement includes ambitious energy efficiency criteria. Thanks to the various initiatives undertaken, the aerospace company estimates that 5% of final energy was saved in the first year of SPIE's engagement.



#ENERGY SERVICES

A new strategic contract for SPIE Oil & Gas Services

In 2019, the Group teamed up with Cabinda Gulf Oil Company Limited, a major player in the Angolan oil industry. More than 100 SPIE experts – 70% of whom will eventually be locals – will provide services to the company's onshore and offshore facilities.



#YOUTH EMPLOYMENT

More than 300

apprentices working in 28 different roles joined SPIE Deutschland & Zentraleuropa during the 2019-2020 academic year. The Group is helping to develop qualified profiles, with a solid training programme focusing on versatility and expertise.

#SMART REGIONS

Skyvall, a new cable car in the Pyrenees

A long-standing supplier to the mountain leisure industry, SPIE helped to install a new cable car in the Pyrenees resort of Peyragudes. The cable car will significantly reduce automotive traffic in the valley.



#RENEWABLE ENERGY

Supporting the development of solar energy in Corsica

Générale du Solaire, a company specialised in solar energy, operates four power stations in Corsica, where SPIE rolled out software able to dispatch power produced to the storage sites or into the grid, depending on the different pre-defined inputs. Use of this renewable energy is therefore optimised.

#RENEWABLE ENERGY

Three new wind farms in Poland

SPIE is supporting the development and the installation of three wind farms, and the associated infrastructure, in Poland. The Group is mainly responsible for building 43 foundations for the turbines, and is also in charge of the internal network of cables for transporting the electricity produced, two transformer substations and the access roads.



#PARTNER TO THE REGIONS

A local initiative in Germany to benefit insects

The town of Moers, western Germany, welcomed a new flower bed composed of 14 species particularly appreciated by insects. SPIE donated to this initiative, which was led in collaboration with the Moers municipality and construction company Hochtief.

#PARTNER TO THE REGIONS

Donations to several German charities

In 2019, SPIE provided financial support to several charities active in various parts of Germany. It supported the Kinder Uni Klinik (children's university hospital) in eastern Bavaria, RED NOSES Germany in Berlin, and Women help Women in Ortenau.



So'SPIE Ladies

#DIVERSITY

Unwavering commitment to diversity

The So'SPIE Ladies network is improving workplace equality and diversity, encouraging women's career development and raising employee awareness. Several initiatives were organised, including "diversity breakfasts" at engineering, technical and management schools in a bid to attract more women to the industry. The Group takes part in online or physical recruitment forums dedicated to female engineers, and has developed a mentoring programme for women employees by management team members in all countries. In Germany, the Group renewed its Top4Women certification, which recognises initiatives that support women's careers.



#YOUTH EMPLOYMENT

2,000

SPIE is currently training some 2,000 apprentices, mainly at the French, German and Dutch subsidiaries. The Group is picking up the pace of this training approach, with 500 new apprentices taken on in France in 2019.



#E-MOBILITY

"With TankE, created in partnership with RheinEnergie, SPIE can develop a national network of charging stations with dual charging and payment functions. TankE's ambition is to become one of the main providers of electric mobility solutions in the country. It will propose a complete, bespoke service offering, which will mainly be advantageous to companies operating across multiple locations in Germany. SPIE will provide a 24/7 breakdown support service."

Rüdiger Graf,
Head of Business Development and Sales at
SPIE Deutschland & Zentraleuropa

Non-financial indicators

Committed to the green economy and guided by its core principles, SPIE deploys a corporate social responsibility process that takes into consideration every stakeholder.

SOCIAL

	2019	Scope	2018
Total workforce *(1)	47,176	World	46,398
Europe	44,170		43,562
Asia	653		700
Middle East	1,453		1,285
Africa	900		851
Workforce by job category		World	
Operators	18,112		19,273
Administrative employees, technicians and supervisors	21,368		20,607
Managers	7,696		6,518
Employment			
New hires*(2)	5,266	World	5,386
% of workforce on permanent contracts	87%	World	88%
Average seniority *	10	World	11
Diversity			
% of employees that are women*	13%	World	13%
% of managers that are women	14%	World	15%
Average age	43	World	43
% of employees over 57	13%	World	12%
% of employees under 26	10%	World	9%
Number of nationalities represented in the Group	127	World	134
% of employees with a disability	5%	France	5%
Training			
Training outlay as a % of payroll	2.40%	Europe	2.40%
% of employees on work/study or apprenticeship contract	5%	Europe	5%
Career and attractiveness			
Number of partnerships with target schools or universities	450	World	353
Social dialogue			
Number of collective agreements signed during the year	119	World	112
Compensation			
% of employee shareholders*	33%	World	34%

* Data audited by the Statutory Auditors pursuant to French regulations – Article 225 of France's Grenelle 2 Law.

(1) Workforce registered at 31 December, including acquisitions.

(2) All hires on permanent contracts in 2019.



CSR at SPIE.
Watch the video.

HEALTH AND SAFETY AT WORK

	2019	Scope	2018
OHS management system*		World	
% of employees working under an OHSAS 18001-certified or equivalent ⁽¹⁾ system	91%		92%
Accidents involving SPIE employees ^{(2)*}		World	
Fatal accidents	2		2
Total recordable injury rate ⁽³⁾ (including acquisitions in 2019)	10.2		11.4
Lost-time injury rate (including acquisitions in 2019)	6.3		6.3
Severity rate (including acquisitions in 2019)	0.13		0.17
Accidents involving SPIE employees and temporary workers		World	
Total recordable injury rate ⁽³⁾ (including acquisitions in 2019)	10.9		12.4
Lost-time injury rate (including acquisitions in 2019)	6.9		6.9
Severity rate (including acquisitions in 2019)	0.15		0.16

(1) VCA, MASE.

(2) Frequency rate in number of cases per million hours worked.

(3) Absolute frequency rate: frequency rate of accidents per million hours worked, with and without lost-time.

* Figures checked by our Statutory Auditors pursuant to French regulations – Article 225 of France's Grenelle 2 Law.

ENVIRONMENT

	2019	Scope	2018
Environmental management system			
Scope ISO 14001 certified as a % of the workforce	77%	World	77%
Energy use at permanent facilities*			
Electricity used, in millions of kWh	42	World	48
Gas used, in millions of kWh	46	World	51
Corporate vehicle fleet			
Fuel used, in millions of litres*	45.5	Europe	43.8
Average carbon emissions from corporate vehicles on a long-term lease (grams of CO ₂ /km)	155	Europe	153
Average carbon emissions from long-term lease vehicles added to the fleet during the year (grams of CO ₂ /km)	129	Europe	122
Number of low-carbon vehicles*	608	Europe	593
Carbon footprint ⁽¹⁾			
Direct emissions of greenhouse gas in tonnes of carbon equivalent (Scopes 1 & 2)*	133,000	World	134,000
Carbon intensity Scopes 1 & 2 (grams of CO ₂ /€ revenue)	19	World	20
Indirect emissions (Scope 3)	1,279,000		-
Carbon intensity Scopes 1, 2 and 3 (grams of CO ₂ /€ revenue)	185		227
Energy transition			
Green share of SPIE's revenue ⁽¹⁾ as a %*	~35	World	-

(1) According to the first European taxonomy guidelines published in June 2019.

* Data audited by the Statutory Auditors pursuant to French regulations – Article 225 of France's Grenelle 2 Law.

ECONOMY

	2019	Scope	2018
Customer satisfaction*			
% of recurring customers ⁽¹⁾	ca. 70	World	ca. 80
Supplier CSR audits*			
% of total purchases from suppliers audited for CSR compliance ⁽²⁾	34%	World	32%
Solidarity purchases			
Amount of purchases with protected sector in millions of euros	1.8	France	1.9
Business ethics*			
Number of delegations of authority that include business ethics ⁽³⁾	1,374	World	-

* Data audited by the Statutory Auditors pursuant to French regulations – Article 225 of France's Grenelle 2 Law.

(1) Customers active in at least three of the last four years (order and/or invoice and/or revenue) including during the financial year in question.

(2) Pro forma (excluding acquisitions over the last 24 months).

(3) Delegations of power, letters of instruction or equivalent.

Group Headquarters

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the Group's 800 locations
(Android)



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