



# INSPIRATION

INTEGRATED  
ANNUAL  
REPORT

2025

# CONTENTS

EDITORIAL  
3

A PURPOSE FIT FOR THE GREAT  
TRANSITIONS OF OUR TIME  
4 — 5

PROFILE AND KEY FIGURES  
6 — 7

INTERVIEW WITH  
GAUTHIER LOUETTE  
8 — 10

CUTTING-EDGE EXPERTISE  
TO STRENGTHEN  
OUR LOCAL PRESENCE  
11

GOVERNANCE  
12 — 13

FINANCIAL  
PERFORMANCE  
14 — 15

NON-FINANCIAL  
PERFORMANCE  
16 — 17

VALUE CHAIN  
18 — 19

BUSINESS MODEL  
20 — 21

A CLIMATE TRANSITION  
PLAN BASED ON  
OPERATIONAL LEVERS  
22 — 23

SPIE, AN ETHICAL  
AND RESPONSIBLE  
GROUP  
24 — 25

IDENTIFYING OUR  
IMPACTS, RISKS AND  
OPPORTUNITIES  
26 — 27



Consult the digital  
and accessible  
version of this  
document on  
[iar2025.spie.com](http://iar2025.spie.com)



**DRIVER  
OF THE ENERGY  
TRANSITION**  
28 — 37



**RESPONSIBLE  
DIGITAL PLAYER**  
38 — 47



**INDUSTRIAL  
TRANSITION  
ACCELERATOR**  
48 — 57



**EMPLOYER  
OF CHOICE**  
58 — 65



CONTACTS, REFERENCES  
AND ACKNOWLEDGEMENTS  
66 — 67

## WHERE TRANSITIONS **COME TO LIFE**

The energy, digital and industrial transitions are concrete responses to global challenges. They are embodied by a certain approach and processes that need to be supported and actively implemented in everyday practice.

At SPIE, we bring this approach and these processes to life to serve our customers and citizens, in all business sectors. Across Europe, we are acting to make change a reality in every region, on every project, by leveraging our expertise and working closely with stakeholders.

Our energy is driven by action. The kind that makes our cities smarter, our transport cleaner, our regions more connected, our communication networks faster, our essential infrastructure more reliable, our industries more effective and more energy-efficient. We believe in the power of our collective innovation and our local presence. We believe in the commitment of our employees, the value of our expertise, our close relationship with our customers, and the impact of solutions designed with and for local stakeholders.

This report tells more than just the story of a year in the life of the SPIE group. It showcases and reflects on a year at the heart of the energy, digital and industrial transitions. It was a year when SPIE made an impact where it matters most: where transitions come to life.

# A PURPOSE FIT FOR THE GREAT TRANSITIONS OF OUR TIME

SPIE's purpose conveys more than just our uniqueness. It also shows how, as a key part of what we do across all our locations, we strive to support and enable the major transitions of our time. In order to put this into practice on a daily basis, we use the four commitments of SPIE's purpose as operational levers for action.

## OUR 4 COMMITMENTS

### Commitment 1

**WE ARE PASSIONATE ABOUT DEVELOPING OUR CORE COMPETENCIES TO SOLVE COMPLEX TECHNICAL CHALLENGES.**

Because our employees are our greatest asset, we encourage team spirit and talent development. Thanks to our highly qualified and skilled experts, we can offer innovative solutions in the fields of energy, industry, infrastructure and communication networks. The breadth of our skills, the diversity of our projects and the commitment of our teams to serving our customers have forged our reputation for technical excellence.



### Commitment 2

**WE ARE A TRUSTED PARTNER FOR DELIVERING MISSION-CRITICAL SERVICES TO OUR CUSTOMERS.**

We deliver services for mission-critical energy and communication network infrastructure that guarantee the reliability and continuity of service. Focused on results and performance, we are fully committed to customer satisfaction. We constantly monitor the performance of our services.



"At SPIE, we apply our collective expertise to designing and implementing reliable technical solutions that address society's sustainability challenges."



### Commitment 3

**WE ARE A PROACTIVE PARTNER OFFERING TECHNICAL MASTERY OF FIELD-PROVEN SOLUTIONS FOSTERING A LOW-CARBON ECONOMY.**

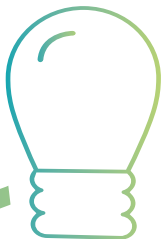
The strong relationships we build with our customers enable us to understand their challenges and needs. We proactively drive solution-focused discussions. We play a key role in mitigating climate change, whether by promoting a low-carbon energy mix and mobility, or by encouraging energy efficiency in industrial processes and buildings.



### Commitment 4

**WE SHARE CUTTING-EDGE INNOVATIONS WITH OUR STAKEHOLDERS AND INTEGRATE THEM INTO TAILOR-MADE SOLUTIONS.**

We continually develop our expertise and share our knowledge within the SPIE ecosystem. Our high added-value solutions and our status as a leader in the energy transition and digital transformation guarantee performance excellence. As a learning organisation, SPIE adapts with agility to the changing demands of its customers and the complexity of the market.



# PROFILE AND KEY FIGURES

SPIE is the independent European leader in multi-technical services in the areas of energy and communications. With 55,000 employees, SPIE works alongside its customers to drive the energy, digital and industrial transitions. As a key player in decarbonisation, the Group delivers efficient and innovative solutions across the economy.

**€10.4bn**  
in revenue

**€793m**  
in EBITA

**55,000**  
employees  
**Nearly**  
**30,000** customers  
in all sectors of the economy

## GEOGRAPHIC FOOTPRINT IN 2025

### In Europe:

Austria  
Belgium  
Czech Republic  
France  
Germany  
Hungary  
Netherlands  
Poland  
Slovakia  
Switzerland

### Outside of Europe for SPIE Global Services Energy:

Africa  
Americas  
Asia-Pacific  
Europe  
Middle East

## ▶ ACT FOR

### energy transition

**50%**

of 2025 revenue aligned with EU taxonomy for sustainable activities

**>55,000**

electric vehicle charging points installed by SPIE since 2017

### digital transformation

**€2.7**

billion in revenue generated by the creation of new facilities in 2025

**11,527**

contracts using the unified digital platform Smart FM 360° in 2025

**€467**

million in revenue generated in the fibre optics sector in 2025

### industrial transition

**€2.1**

billion in revenue made in the industry in 2025

**3 areas**

Electrification, digitalisation and robotisation of processes

### our employees

**84%**

of employees participated in at least one training session in 2025

**51%**

of employees<sup>(1)</sup> participated in the Share For You 2025 employee shareholding plan

\* Among the employees eligible for the Share For You 2025 employee shareholding plan.

# TRANSITIONS: A REAL PRIORITY FOR OUR CLIENTS

**GAUTHIER LOUETTE,**  
CHAIRMAN & CEO OF SPIE



---

## **SPIE delivered another solid performance in 2025. How do you view these results?**

---

**Gauthier Louette.** Momentum is strong throughout the Group, driven by widespread decarbonisation and electrification. We recorded organic growth in virtually all the countries in which we operate, and particularly in Germany, which consolidated its position as the Group's largest market. We also expanded in the Netherlands – now our third-largest market – benefiting in particular from substantial public investment, particularly in terms of energy infrastructure. The situation is less clear cut in France, where the uncertain political climate is causing customers to adopt a wait-and-see approach. Having said that, it is worth highlighting SPIE's resilience in France, where we have managed to maintain solid margins and levels of cash generation.

---

## **So customers are not holding back when it comes to their energy transition, at a time when the subject seems to have moved down the agenda in Europe?**

---

No, not at all. Although some in the world of finance may appear less focused on this issue, it remains a strategic priority for our customers, who are continuing to invest to deliver on their decarbonisation targets. This trend is reflected across all our markets, particularly for our solutions that support the shift in the energy mix towards more renewable energy. Business levels remain robust, both



in terms of the transformation of electricity transmission infrastructure and the necessary adjustments to distribution networks. And for SPIE, this is also the opportunity to develop new services: battery parks, for example, which didn't exist until three or four years ago and which have been booming since 2024. Demand also remains strong in terms of generalised electrification. The Group continues to actively support electric mobility, by contributing to the ramp up of charging station infrastructure. Demand for our energy efficiency solutions for buildings and factories also remains strong. Beyond the decarbonisation benefits they offer, our solutions provide customers with a rapid return on investment, delivering substantial savings. This is a particularly critical issue for industry players, many of whom are switching their processes to electricity in response to the rise in gas prices in recent years.

### **And as for the digital transition, how have the markets changed in 2025?**

SPIE is active across the entire data value chain, from transmission to storage and use. For several years now, we have been playing a key role in the roll-out of fibre optic networks, with varying degrees of maturity between different countries. In France, coverage levels are already extensive and activity is now trending downwards. We're seeing a similar trend in the Netherlands, albeit with a more recent peak. In Germany, on the other hand, the roll-out is at a much earlier stage and fibre remains a growth sector. Across Europe, another key growth driver for the Group is the development of data centres. As processing capacity increases to meet the needs of AI and, more broadly, the exponential growth in data, these facilities have increasingly complex infrastructure requirements. We need to supply very high levels of electrical power, shift very large volumes of heat, ensure uncompromising levels of security... and deliver all this with optimal energy efficiency. At SPIE, we have all the necessary skills to do this.

**"Our performance is the result of long-term strategic choices, and investment in the energy transition remains very strong in Europe."**

### **What potential do you see in AI for SPIE?**

Beyond the obvious reassessment of work by automating the most repetitive tasks, I think it will mostly bring opportunities to create new forms of dialogue with our customers, deepening understanding and therefore improving the reliability of the installations they entrust to us. This is already a reality on the ground. And happily, we can count on the thousands of forward-looking engineers and technicians in our teams! The challenge now is to build on the many initiatives underway within the Group to take them to scale.

### **SPIE completed nine acquisitions in 2025. Was it a good year for external growth?**

Yes, definitely. SPIE remains firmly committed to its sustained external growth strategy, which is an integral part of its business model. This creates value for our customers, offering them new services and new skills, and for the Group, by consolidating its positioning in dynamic markets. The substantial cash generated in 2025 gives us the capacity to self-fund a higher volume of acquisitions in 2026. Our priority is Germany, where GDP represents 150% of France's and where SPIE is No. 2 in a highly fragmented market, with only a 4% market share. But we're also looking for opportunities in other countries.

### **What progress have you made with your sustainable development strategy?**

---

In 2025, we achieved the ambitious targets we set ourselves in 2019, both in terms of the green share\* of our revenue and in terms of reducing the carbon footprint of our own activities. Our green share is now one of the highest in the sector, and we are continuing to develop activities that contribute to it: the Group is, for example, increasingly active in wind power, and our acquisition in Australia will further consolidate this. We have also delivered solid results in terms of our Scope 3 emissions, as well as the decarbonisation of our property portfolio and our vehicle fleet, 39% of which is now fully electric. We are currently focused on 2030 decarbonisation roadmap, which now covers our entire value chain. We will continue to pursue this course, confident that it is the right direction for the future. A case in point that clearly illustrates this conviction: since 2025, all new financing has included sustainability-linked performance criteria. This is in line with our purpose and reflects the strong expectations not only of our customers, but also of our employees and shareholders.

### **You mentioned SPIE's shareholders: how do you view the recent changes in the Group's shareholder structure?**

---

After the full divestment of Bpifrance and Peugeot Invest in 2025, SPIE's US shareholding increased significantly, and now represents 40% of the share capital. This development is in line with broader market trends, with the increasing inflow of US capital in Europe in 2025. Above all, it is worth emphasising that, with over 8% of the capital, our employees are SPIE's largest shareholders.

### **On that note, let me add that the employee shareholding operation was once again a great success in 2025.**

---

I am particularly encouraged by the growing number of employees who choose to be SPIE shareholders. To me, this matters more than the amount they invest. In a services group of 55,000 employees, our greatest asset is the quality and commitment of our teams. Employee shareholding is an essential tool for ensuring that each and every one of us obtains greater insight into the Group's strategy, and it's a great way of sharing success.

### **How do you feel about SPIE's future?**

---

SPIE enjoys strong positions in markets that are set to remain buoyant: decarbonisation, of course, but also data centres, electric mobility and defence. True to its purpose, the Group is strongly positioned in future-oriented markets and has solid foundations with its balanced geographic footprint and robust balance sheet. Above all, SPIE's teams demonstrate their skills, commitment and agility year after year. After more than 40 years with SPIE, I will leave the company with profound respect and gratitude for the SPIE employees, their remarkable level of competence and their commitment. I am very glad that the board has unanimously chosen Markus Holzke as CEO, he embodies the values and ambition of SPIE. His outstanding track record and exemplary leadership give me absolute confidence that Markus will bring SPIE to new heights. The Board will be very capably chaired by Parick Jeantet. So I look to the future with great confidence.

# CUTTING-EDGE EXPERTISE TO STRENGTHEN OUR LOCAL PRESENCE

In line with its sustained external growth strategy, SPIE completed nine targeted acquisitions in 2025 in dynamic service offering with cutting-edge expertise while strengthening its presence closer to its customers.

9

acquisitions

€347

million in revenue

## AUSTRIA

### Strengthening tunnel and traffic engineering expertise

SPIE has acquired **ECOexpert Automation**, a specialised Austrian systems integrator for tunnel and traffic management, with whom the Group has worked for many years.

| 21 employees

| €7 million in revenue

## NETHERLANDS

### A new advance in the data centre market

With the acquisition of **Rovitech**, a specialist in technical services for data centres and network infrastructure, SPIE is strengthening its position in a strategic market. The Group is also expanding its presence in the central and eastern regions of the Netherlands.

| 25 employees

| €7 million in revenue

## GERMANY

### An extensive portfolio in the cybersecurity sector

With the acquisition of **Cyqueo**, a provider of specialised cybersecurity solutions, SPIE is strengthening its expertise in a fast-growing sector. With an exceptionally high level of certification, the company currently protects 1.6 million users.

| 28 employees

| €20 million in revenue

## NETHERLANDS

### The next step in the development of specialised industrial services

SPIE has acquired **Voets & Donkers**, a specialist in the development, production and installation of cooling and air treatment systems. Founded in 1963, the company provides growth opportunities for the Group in high-potential markets such as agri-food and pharmaceuticals.

| 69 employees

| €30 million in revenue

## POLAND

### Increased attractiveness in the building solutions market

SPIE has acquired the **LTEC group**, an integrator of building automation and building management solutions. It enables SPIE to offer a broader range of advanced services while expanding its customer base, in a dynamic market.

| 75 employees

| €19 million in revenue

## FRANCE

### Advanced skills in digital transformation

With the acquisition of **Artemys**, an expert comprising several entities specialising in the design, management and transformation of information systems, SPIE is strengthening its skills in cybersecurity, cloud and data.

| 420 employees

| €82 million in revenue

## GERMANY, SWITZERLAND

### Fibre optics: an expanded service offering in an attractive market

SPIE has acquired **SD Fiber**, a specialist in the deployment of optic fibre networks in Switzerland and southern Germany. The company also has expertise in smart metering, a field with significant growth potential.

| 340 employees

| €70 million in revenue

## GERMANY

### A significant acquisition in complex audiovisual systems

SPIE has acquired **PIK AG**, which specialises in the integration and maintenance of complex lighting and audiovisual systems for conference rooms, amphitheatres and concert halls. Based in Berlin, the company operates mainly in the north and east of Germany, enabling the Group to strengthen its position in a dynamic market.

| 170 employees

| €42 million in revenue

## AUSTRALIA

### A major player in Australia's energy transition

SPIE Global Services Energy has acquired **Worley Power Services**, a leader in lifecycle asset management for the power generation sector. The company operates and maintains 27 assets representing more than 2,700 MW, mainly wind farms and low-carbon infrastructure. This acquisition strengthens the Group's presence in Australia and its expertise in renewable energies.

| 320 employees

| 70M€ million in revenue

# GOVERNANCE



**Pascal Lekeu,**  
Managing Director,  
SPIE Belgium

Offering customers an outstanding experience is our strategic priority. This means taking a proactive approach to their challenges and being exemplary in our business fundamentals, while always demonstrating what makes us stand out. It also involves providing a great employee experience. While this is our responsibility as an employer, it is also a business imperative. When employees feel appreciated, they do exceptional things for our customers.



**Christophe Bernhart,**  
Managing Director,  
SPIE Global Services Energy

In 2025, we pursued our ambition to be an independent global provider of multi-energy services. The global teams of SPIE Industry Service and Wind, spun off from the 2023 acquisition of Robur, joined SPIE Global Services Energy, giving us presence in seven new countries in America and Southern Europe and extending our solutions to onshore wind power. Thanks to our varied offering and the solid relationships we have built with our customers over the years, we also continued to gain market share in oil and gas maintenance services.



**Isabelle Lambert,**  
Sustainability Director

Through our 2030 roadmap, we are stepping up our ambitions in terms of health and safety, diversity, contributing to a low-carbon economy and reducing our carbon footprint. The commitment to reduce our carbon footprint now covers our entire value chain, both upstream and downstream. Together as a group, we are working to transform our tools and processes to better manage our Scope 3 decarbonisation roadmap. And we will achieve this transformation by continuing to innovate along with our suppliers and customers, and by proactively offering effective low-carbon solutions.



**Pablo Ibáñez,**  
Development and Operational  
Support Director, SPIE Group

The Group has always shown great resilience in times of crisis, especially over the last 20 years. Today, amid an uncertain economic, social and geopolitical climate, it continues to demonstrate its ability to adapt. This agility is also a powerful asset when it comes to leveraging technological breakthroughs such as AI. We have ramped up our efforts in this area, with the introduction of a dedicated policy, governance structure and Group committee. The next step is to scale up our high value-added projects.



**Evert Lemmen,**  
Managing Director,  
SPIE Nederland

In 2025, SPIE Nederland remained the undisputed frontrunner in its sector, further strengthening its position as market leader. Our growth and impact were once again the result of the extraordinary commitment and expertise of all our employees. We continued to strengthen our corporate culture, which is based on shared pride, collaboration, innovation, digitalisation and customer focus. As we confidently pursue our strategy, we are convinced that technology alone is not enough, but that the people who use it can help to protect the planet.



**Markus Holzke,**  
Managing Director, SPIE  
Germany Switzerland Austria\*

After 12 years of robust growth, we delivered the ambitious strategic objectives we set for 2025. Firmly rooted in all our markets, we are not just the biggest contributor to the Group's results, we now have a strong image in the market and a One SPIE identity internally, which are the real achievements. SPIE Germany Switzerland Austria is a member of a community of players at the EUREF Campus committed to the energy transition and mobility of the future. This says a lot about us and what we want to be.



**Séverine Walser,**  
Group Human Resources  
Director

The employee surveys we carried out in 2025 show that with its increased attractiveness SPIE is perceived as a benchmark employer, capable of retaining its talents by offering them real development opportunities. This generates strong engagement among employees. In service businesses like ours, where employees are the most important assets, this is how we stand out from our competitors. Year after year, this confidence is also reflected in the remarkable success of the SHARE FOR YOU employee shareholding plan. Following the 2025 edition, half of eligible employees are now Group shareholders.



**Jérôme Vanhove,**  
Chief Financial Officer

2025 once again confirmed the strength of the SPIE model, with a remarkable financial performance. By combining selectivity, financial discipline and operational excellence, we continued to improve our margins. This significant growth in our EBITA was accompanied once again by strong cash generation, thereby confirming the quality of earnings and our excellent management of working capital requirements. Such factors enable us to pursue a dynamic policy of self-financed external growth. The Group also benefits from a solid balance sheet and sound financial structure, as demonstrated by the oversubscribed placement of a sustainability-linked bond.



**Arnaud Tirmarche,**  
Managing Director,  
SPIE France

Despite an unstable political and economic environment prompting customers to adopt wait-and-see attitudes, SPIE France has demonstrated its resilience by positioning itself in dynamic sectors. These include data centres and national security — where we've been partners for many years — and nuclear power and facility management, where we've won complex multi-site contracts at the national level. I remain confident about the future based on our long-term strengths: our solid business model, our essential core businesses and our positioning in the critical facilities of our customers.



**Lukasz Nowiński,**  
Managing Director,  
SPIE Central Europe\*\*

Despite a complex macroeconomic environment in 2025, with investment volumes down sharply in some sectors, I remain convinced of our region's potential. As the new Managing Director, my goal is to make SPIE Central Europe a leader in its markets and a major contributor to the Group. We aim to accelerate our external growth strategy, strengthen our existing businesses and optimise our financial indicators. To achieve this, we have a solid foundation of recognised expertise, an efficient organisation and committed employees.

\* From 30 April 2026, Markus Holzke becomes CEO of SPIE and Rainer Hollang Managing Director of SPIE Germany Switzerland Austria.

\*\* From 1 January 2026 and Paweł Skowroński until 31 December 2025.

# FINANCIAL PERFORMANCE

SPIE delivered another high-quality performance in 2025, combining record profitability with solid revenue growth, despite a demanding geopolitical and macroeconomic environment.

**55,000**

**employees**

(workforce as of 31 December 2025)

**#1**

The employees have been the largest shareholder of the Group since 2021

**€10.4**

**billion in revenue**

**+5%**

at constant FX  
vs 2024

incl.:

**+3.2%**

growth from acquisitions

**+2%**

organic growth

**€793**

million in EBITA

EBITA margin:

**7.6%**

**€347**

million of acquired  
revenue

**9**

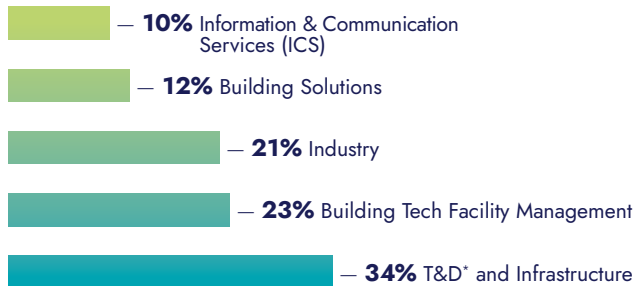
bolt-on acquisitions

**50%**

of 2025 revenue aligned  
with EU taxonomy for  
sustainable activities

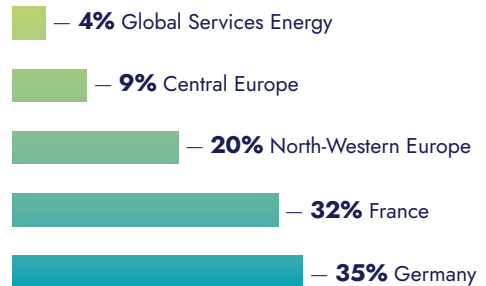
## 5 FIELDS OF EXPERTISE

TOTAL: €10.4 BN



## 2025 REVENUE PER REPORTING SEGMENT

TOTAL: €10.4 BN



## SUPPORTING OUR CUSTOMERS' ASSETS THROUGHOUT THEIR LIFECYCLE

TOTAL: €10.4 BN

**74%**

**Asset support**  
Replacement  
Upgrades and modifications  
Maintenance and services

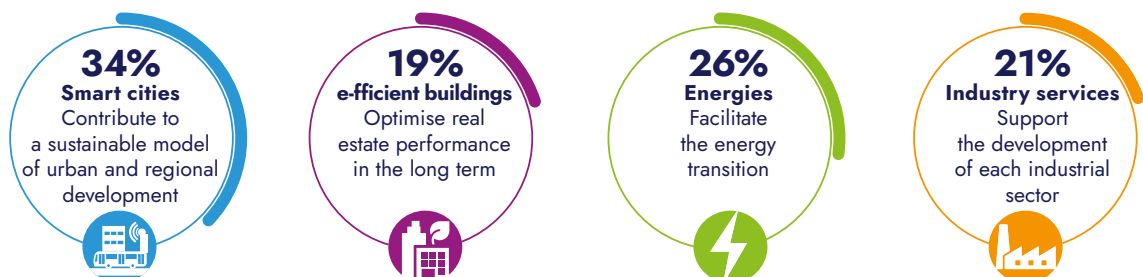


**26%**

**New facilities**  
Engineering and supply  
Installation  
Consulting and design

## 4 MARKETS

TOTAL: €10.4 BN



\* Transmission and Distribution.

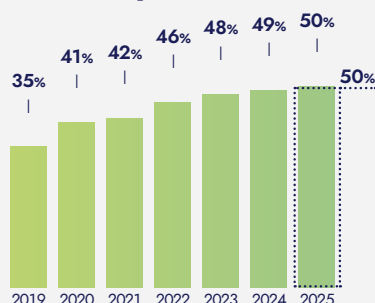
# NON-FINANCIAL PERFORMANCE

SPIE reached or exceeded the objectives set in its 2019-2025 sustainability roadmap, with the exception of the safety target. As a result the Group has good momentum towards meeting its ambitious new commitments for 2030.

## ENVIRONMENT

### OBJECTIVE 1

#### Contributing to a low-carbon economy



50% in 2025

#### OBJECTIVE

2025 → 2030

**50%**

of SPIE's 2025 revenue aligned with EU taxonomy climate criteria

**>50%**

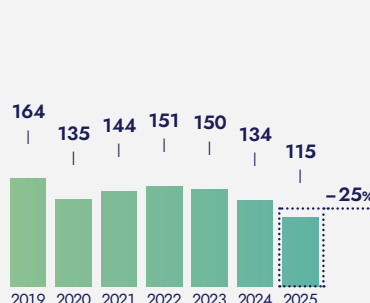
over half of SPIE's total revenue aligned with European Taxonomy for the period 2025-2030

Half of SPIE's revenue is now aligned with the European taxonomy, compared with 35% in 2019, making it one of the best performers in the sector. In 2025, this performance continued to be driven mainly by energy efficiency services for buildings (26% of revenue), as well as services related to renewable energies, nuclear power and the associated network infrastructure (22%), and to a lesser extent by low-carbon mobility (2%).

### OBJECTIVE 2

#### Reducing SPIE's carbon footprint

(in ktCO<sub>2</sub>e)



-30% between 2019 and 2025

#### OBJECTIVE

2025 → 2030

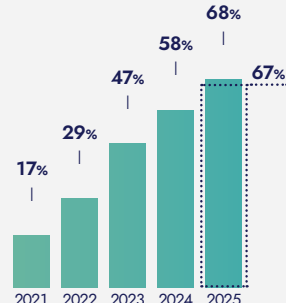
**-25%**

Reduction of SPIE's carbon footprint\* compared with 2019 (Scopes 1 & 2)

**-50%**

Reduction of SPIE's absolute CO<sub>2</sub>e emissions (Scopes 1 and 2) in 2030 vs 2019

SPIE exceeded the targets set in 2019 for reducing the carbon footprint of its operations (Scopes 1 & 2). The Netherlands, Germany, Switzerland, France and Belgium recorded particularly significant reductions, enabling the Group to get ahead of its 2030 trajectory. The electrification of the vehicle fleet accelerated further in 2025, with 39% of the total fleet electrified, compared with 25% in 2024.



68% in 2025

#### OBJECTIVE

2025 → 2030

**67%**

of inputs, as measured by emissions, sourced from suppliers with ambitious commitments to reducing their carbon footprint

**-55%**

the intensity of indirect emissions (Scope 3) in 2030 vs 2019

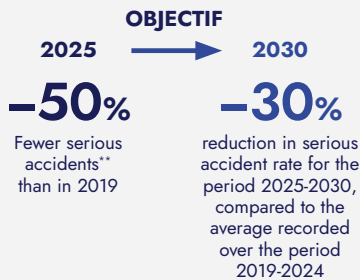
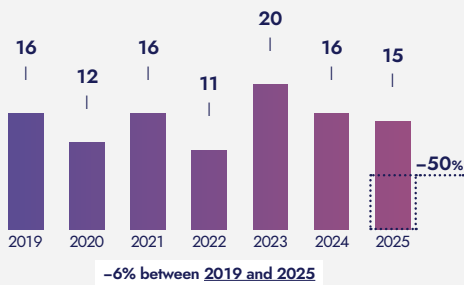
SPIE has also exceeded its initial target, with particularly strong growth in 2025. Thanks to the strong involvement of the purchasing teams, more than 3,300 suppliers have committed to reducing their carbon footprint since 2021. The Group will now collaborate with them to reduce their actual footprint for the benefit of its customers.

\* Market-based emissions, including changes in scope using the Greenhouse Gas Protocol methodology. Rebaselining criteria include acquisitions and disposals since 2019.

## PEOPLE AND SOCIETY

### OBJECTIVE 3

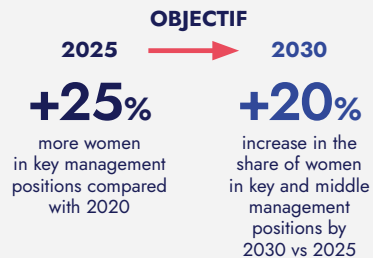
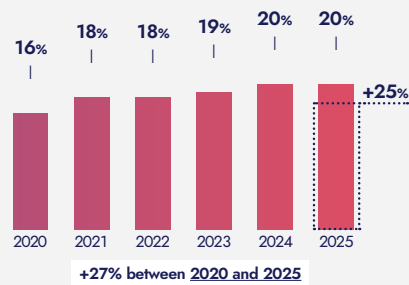
#### Strive for excellence in safety



Although the number of serious accidents remains high in 2025, their frequency rate has fallen by 22% compared to 2019, despite a sharp increase in the number of hours worked. The Group's goal is to further reduce this rate by 30% in 2025-2030 compared to the average for the previous period 2019-2024. Ensuring everyone's safety remains SPIE's number one responsibility.

### OBJECTIVE 4

#### Increase gender diversity



The proportion of women in approximately 300 key management positions rose from 16% to more than 20% between 2020 and 2025, representing an increase of 27%. SPIE's proactive approach to promoting gender diversity continues, with an even stronger commitment to making an impact. SPIE is committed to increasing the number of women in the Group's top 1,500 management positions by 20% by 2030.

# VALUE CHAIN

## IMPACTS

Positive or negative impact on civil society and/or the environment

- 1 Reducing emissions across SPIE's value chain
- 2 Gender diversity in management
- 3 Workplace health and safety
- 4 Electric grid upgrades
- 6 Smarter and more sustainable buildings
- 8 Customers' energy efficiency improvements

## FINANCIAL OPPORTUNITIES

- 2 Gender diversity in management
- 4 Electric grid upgrades
- 5 Continued support for energy transition
- 6 Smarter and more sustainable buildings
- 7 Rising energy costs
- 8 Customers' energy efficiency improvements
- 9 Increased use of carbon pricing
- 13 Increased cybersecurity risks linked to digital growth

## FINANCIAL RISKS

- 10 Skills shortages across workforce
- 11 Workers in value chain
- 12 Risks related to corruption and ethics
- 13 Increased cybersecurity risks linked to digital growth

- Environment
- Social
- Governance





**1 12 13**  
Applying  
to the entire  
value chain

# BUSINESS MODEL

## WE HAVE MOBILISED ALL OUR RESOURCES...

### HUMAN

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

**55,034** employees, including 817 employees from companies acquired in 2025.

**2,675** apprentices worked for the Group in 2025.

### INTELLECTUAL

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

**18.2** training hours completed on average per employee

### ECONOMIC

SPIE has economic resources to finance and develop its business.

**€2,171 MILLION** in equity.

**€523.7 MILLION** of free cash flow.

### MANUFACTURING

SPIE uses facilities, transport and materials to carry out its activities.

**€5.9 BILLION** in goods and services purchased from suppliers and subcontractors.

**27,700** vehicles in use.

### ENVIRONMENTAL

SPIE uses energy in its operations, particularly travel.

**551 GWH** of direct energy consumption.

### SOCIETAL AND RELATIONAL

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

Nearly **30,000** customers across all sectors of the economy.

**100,000** suppliers and subcontractors.

## ...THROUGH OUR ROBUST AND RESPONSIBLE BUSINESS MODEL...

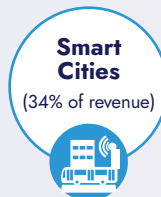
### PROMISING TRENDS

**ENERGY**  
transition

**INDUSTRIAL**  
transition

**DIGITAL**  
transition

### FOUR STRATEGIC MARKETS



### A STRATEGY OF SUSTAINABLE AND PROFITABLE GROWTH

**ACCELERATING**  
the digital, energy and industrial transitions with high added-value solutions.

**DRIVING**  
market consolidation through targeted, value-creating acquisitions.

### SOLID ASSETS

**DIVERSIFIED CONTRACTS AND CUSTOMERS**  
throughout the assets lifecycle

**SOLID FINANCIAL PROFILE**

**KEY SKILLS**  
and expertise of its employees

### A UNIFYING AND GUIDING PURPOSE

**"At SPIE, we apply our collective expertise to designing and implementing reliable technical solutions that address society's sustainability challenges."**

### STRONG VALUES

**PROXIMITY**

**PERFORMANCE**

**RESPONSIBILITY**



## ...TO MAXIMISE OUR POSITIVE IMPACT

### HUMAN

By paying careful attention to its employees' safety and well-being, SPIE develops its teams' commitment and its reputation as a great place to work. The Group ensures the same opportunities for all.

**20%** of women in key management positions, an increase of 27% compared with 2020.

**14%** of new permanent hires are women.

**6,779** new hires on permanent contracts of which 17% by co-option.

**22%** reduction in the frequency rate of serious accidents between 2019 and 2025.

### INTELLECTUAL

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

A new version of SIOUX, the innovation management platform, was launched in 2025. 800 ideas have been migrated.

**11,527** contracts using the unified digital platform Smart FM 360°, a 14% increase on 2024.

### ECONOMIC

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

**€3,678 MILLION** paid in wages.

**8.1%** of capital held by employees via employee shareholding plans at 31 December 2025.

**€176.5 MILLION** paid in dividends.

**€200.1 MILLION** in tax paid in host countries.

### MANUFACTURING

Through its activities, SPIE facilitates access to and the operation of essential economic infrastructure.

**€2.7 BILLION** in revenue generated by new facilities.

**€1.9 BILLION** in revenue generated by the efficient buildings business.

**€467 MILLION** in revenue generated by the roll-out of fibre optics in 2025, up 7% compared with 2024.

**€96 MILLION** in revenue generated by e-mobility business.

More than **55,000** charging points installed by SPIE in Europe since 2017.

### ENVIRONMENTAL

SPIE's initiatives and commitments help to reduce its environmental footprint and allow its customers to reduce their own footprint through its energy transition solutions.

**39%** of SPIE's fleet in 2025 were battery-electric.

**50%** of SPIE's revenue is aligned with EU Taxonomy climate criteria, including:

**26%** for energy efficiency solutions,

**22%** for services related to shifting the energy mix,

**2%** for services promoting low-carbon mobility.

### SOCIETAL AND RELATIONAL

SPIE's long-standing relationships with its customers and suppliers ensure that its business is sustainable.

**68%** of the Group's purchases were sourced from suppliers pursuing commitments to reducing their carbon footprint.

**€3.8 MILLION** in purchases with the protected sector in France.

**NO SERIOUS** incidents relating to information security.

# A CLIMATE TRANSITION PLAN BASED ON OPERATIONAL LEVERS

To play its part in the low-carbon economy, SPIE has adopted an ambitious Climate Transition Plan, approved in September 2025 by the Science Based Targets initiative (SBTi). It includes a roadmap for 2030 and specific decarbonisation levers, guiding the Group's actions in reducing emissions across all activities and geographies.

---

## ORIENTING OUR ROADMAP WITH CLEAR TARGETS

---

Implemented by dedicated working groups and the CSR committee, SPIE's Climate Transition Plan sets out the steps and measures necessary to reduce its greenhouse gas emissions. It is built around two targets for 2030 approved by the Group's Board of Directors and Executive Committee: a 50% reduction in SPIE's direct carbon emissions (Scopes 1 & 2) in absolute terms, and a 55% reduction in indirect emissions (Scope 3) in terms of carbon intensity, both compared to 2019. Thanks to the Climate Transition Plan, the Group will also be able to put a more accurate figure on the strategic investments needed to activate its decarbonisation levers.

---

## PROGRESS ON THE VARIOUS LEVERS FOR ACTION

---

To reduce its direct emissions, SPIE is actively electrifying its vehicle fleet: 73% of replacement fleet vehicles in 2025 consisted of electric models. Today, 39% of the Group's vehicle fleet is electric, a particularly high percentage in Europe. Several subsidiaries, including Belgium, are also rolling out eco-driving policies, which are having a significant impact on carbon emissions. SPIE is also working to improve the energy efficiency of its property portfolio. When relocating, the Group opts for more energy-efficient buildings, often bringing several sites together in a single location. For example, SPIE Germany Switzerland Austria united its teams at the new headquarters on the EUREF-Campus in Düsseldorf in 2025 (see page 36). The Group is also using renewable energy to power its buildings. In France and in the Netherlands, 100% of the electricity used in offices is now renewable. To reduce indirect emissions, SPIE

is taking action upstream by rolling out a highly ambitious sustainable purchasing policy. This has driven a shift from qualitative assessments of suppliers' commitments to reduce their carbon footprint, to quantitative analyses of their decarbonisation measures. Downstream, SPIE supports its customers in the energy transition through low-carbon offerings and solutions. The Group also provides maintenance services that extend equipment lifespan while reducing energy consumption.

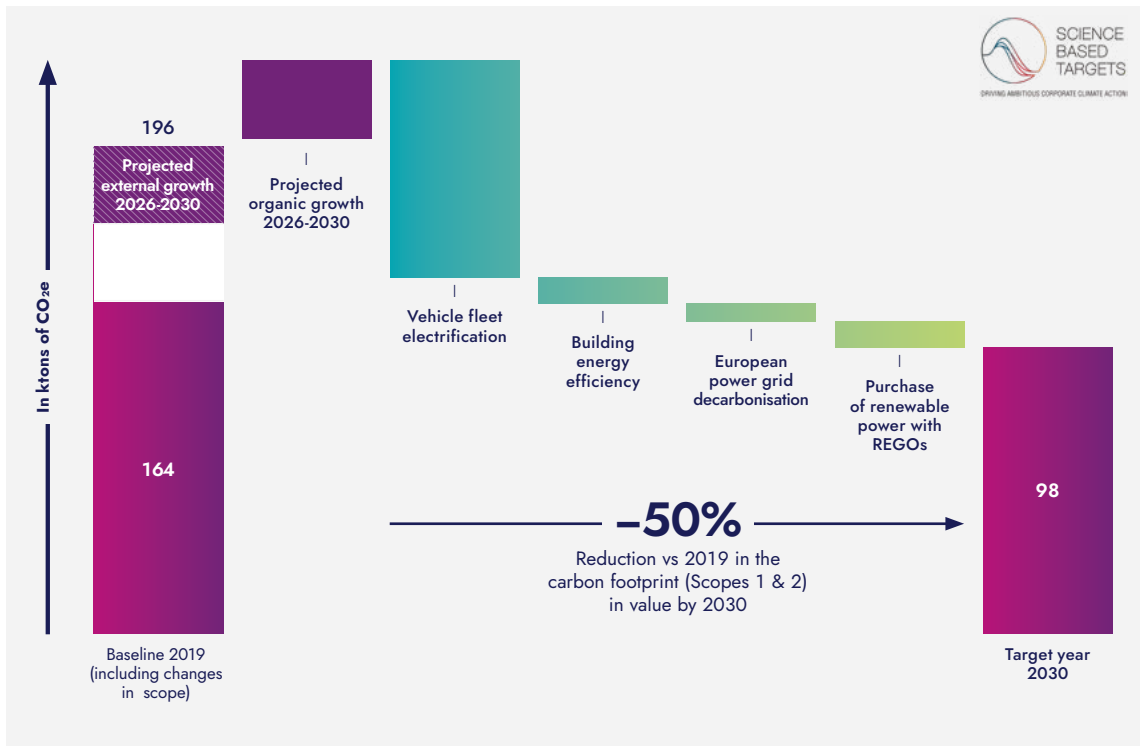
---

## ONGOING METHODOLOGICAL IMPROVEMENTS

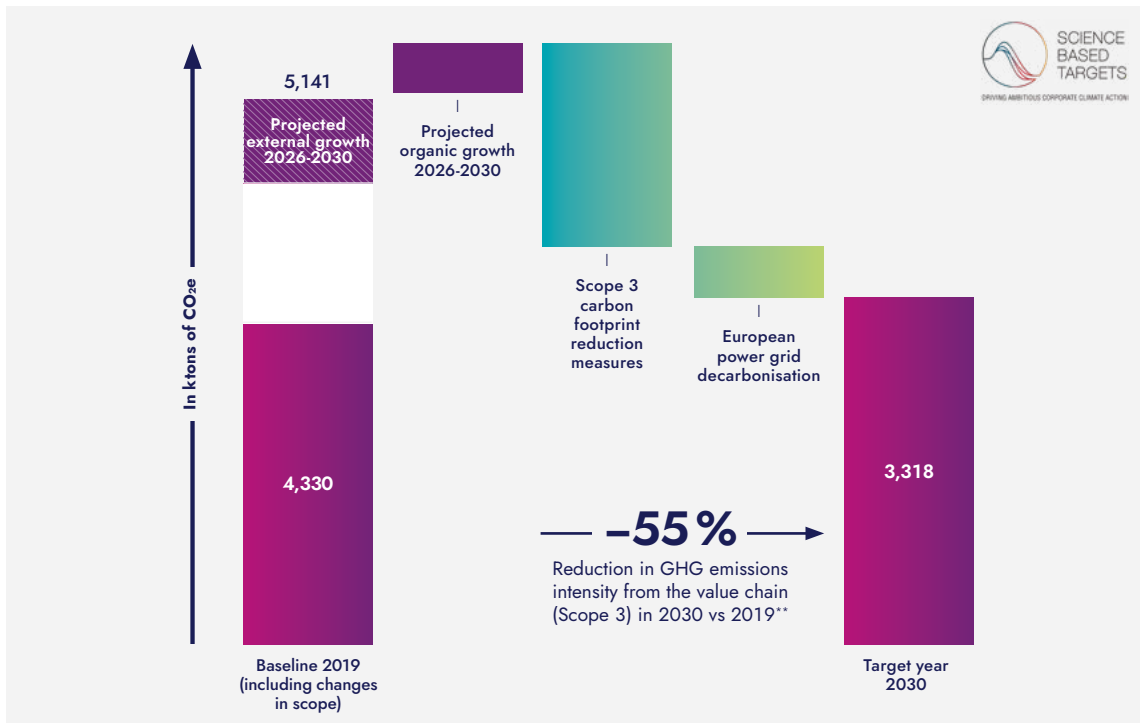
---

To calculate its indirect emissions, SPIE is now taking into account the emissions generated by products installed at customers' sites throughout their entire lifecycle, not just at the manufacturing stage. Physical emission factors\* are being used more and more, transforming the Group's carbon accounting, as opposed to financial estimates, as assessments become increasingly accurate over time.

## CLIMATE TRAJECTORY - SCOPES 1 & 2



## CLIMATE TRAJECTORY - SCOPE 3



\*\* Scope 3 Emissions per Million EUR of Value Added.

# SPIE, AN ETHICAL AND RESPONSIBLE GROUP

Technical transitions are only worthwhile if they are fair, inclusive and well managed. At SPIE, we have a collective responsibility to protect and support employees, demonstrate ethical agency across our regions and affirm the trust of our customers and partners. It's simply a matter of daily commitment and dialogue.

## HEALTH AND SAFETY, SPIE'S NUMBER ONE COMMITMENT

With the health and safety of its employees, temporary workers and contractors at the top of its priorities, the Group fosters a strong culture of safety rooted in everyday life, where everyone has a role to play. Awareness-raising and training programmes for safety are rolled out in all subsidiaries. In addition, the Health and Safety Code was expanded and distributed to everyone, both internally and externally and includes 10 "life-saving rules" dedicated to the major risks identified within the Group.

# 7

The number of prizes received by SPIE in the SERCE/OPPBTP Safety Competition for its exemplary safety initiatives.





### CYBERSECURITY: A STRATEGIC CHALLENGE

In an increasingly interconnected and digitalised world, SPIE is deploying a comprehensive cybersecurity risk management programme. The aim is to ensure the continuity of the Group's operations, protect sensitive data and maintain the confidence of its customers and partners. This programme includes, for example, the global deployment of the CyberSOC organisation, which monitors cybersecurity events, manages incidents and carries out corrective and preventive actions. SPIE relies on a network of Business Information Security Officers (BISO) in each subsidiary, whose role is to ensure compliance with cybersecurity rules, particularly for digital projects developed locally for customers. These measures are supplemented by training and awareness-raising initiatives aimed at all employees.

### HIGH STANDARDS OF ETHICS AND INTEGRITY

To comply with the laws and regulations in force, and strengthen stakeholder trust, SPIE enforces a zero-tolerance policy for corruption. To this end, an ethics committee is active across the main subsidiaries and at Group level. A Code of Ethics was published in seven languages on the SPIE website. In 2025, measures to strengthen the Group's anti-corruption framework were also implemented as part of a continuous improvement process. Awareness-raising and training programmes are deployed throughout the Group. Employees in high-risk positions receive in-depth training. SPIE has also set up specific mechanisms to identify, report and investigate suspected illegal behaviour or behaviour in breach of its code of ethics. Reports can be made by employees and other stakeholders, such as customers, suppliers or shareholders, either directly to the company or via a dedicated website.



# IDENTIFYING OUR IMPACTS, RISKS AND OPPORTUNITIES

To facilitate the transition process, we must first understand our own impact on the world and the challenges that lie ahead. Mapping our material matters orients our strategy, identifying the areas where we have the most influence and are the most exposed, and where our levers for sustainable value creation lie.

---

## OBJECTIVES AND PROCEDURES

---

Completed at the start of 2024, and then reviewed in 2025, the double materiality assessment enabled the Group to work with its stakeholders to identify the matters presenting the most significant – or material – impacts, risks and opportunities (IROs) for the Group.

An initial list of potentially important matters was drawn up and used as a basis for questioning the various stakeholders. The assessment covered the main markets and countries in which SPIE is present and was conducted in five languages: English, Dutch, French, Polish and German.

---

## A FIVE-STEP METHODOLOGY

---

### 1 Analysing the context

An independent body analyses SPIE's operating environment and value chain on the basis of internal documentation and publicly available sources.

### 2 Identifying the relevant matters

The body draws up a complete list of the material impacts, risks and opportunities for SPIE, with a 360° view of its environment.

### 3 Prioritising

The independent body, SPIE's executive committee and the project team draft a condensed list of around fifteen key impacts, risks and opportunities.

### 4 Consulting

Stakeholders and the executive committee are consulted to prioritise these matters. In 2025, the previous year's results were reviewed and reassessed by the Group's functional managers.

### 5 Formalising

The results are compiled in the materiality matrix.

---

## MATTERS IDENTIFIED

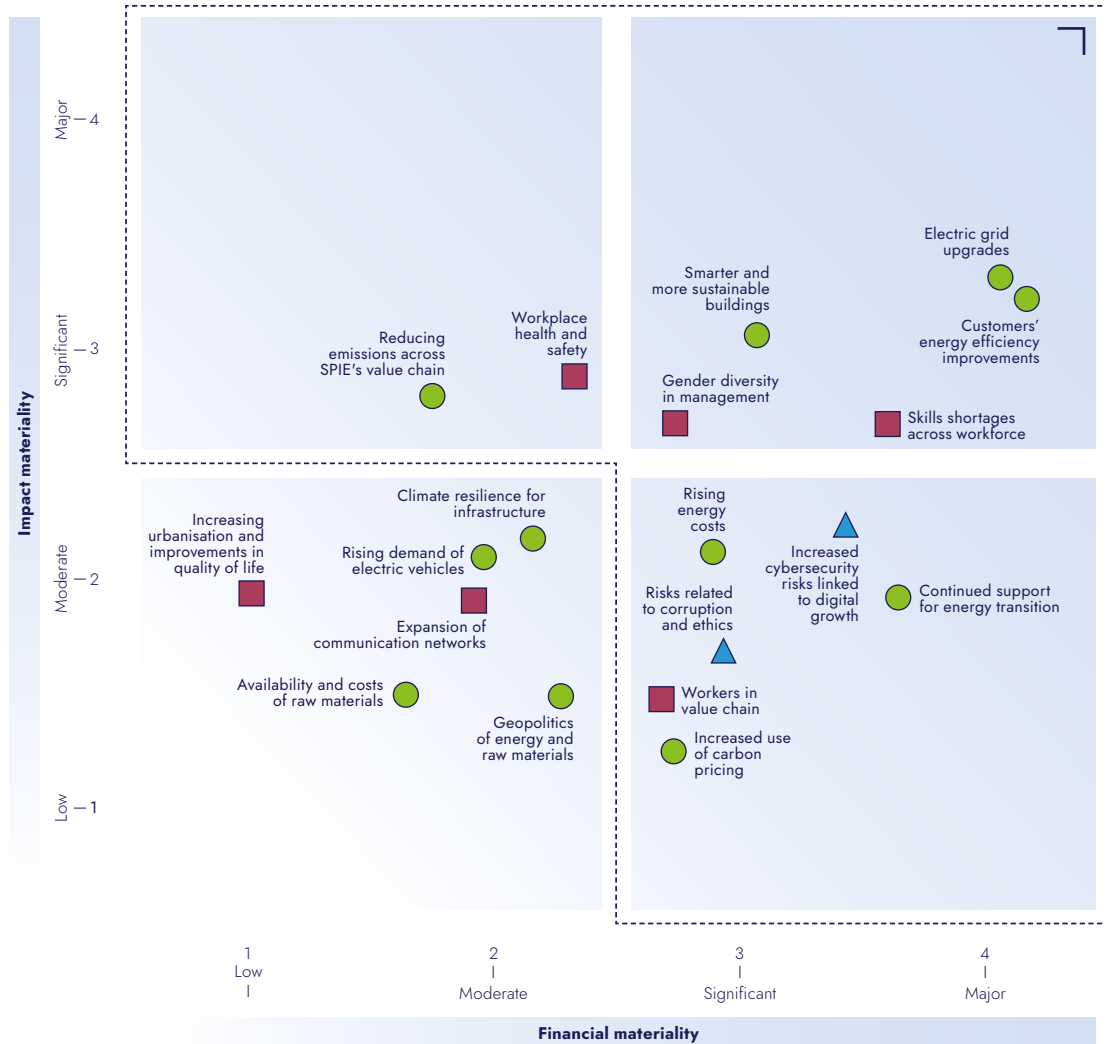
---

The double materiality assessment allowed us to identify the major strategic matters on which the Group has a strong potential impact. Reducing greenhouse gas emissions in its value chain, supporting the energy transition and

improving the energy efficiency of its customers' facilities were chief among them, though employees diversity, health and safety were also identified as major topics, along with business ethics and cybersecurity.



## DOUBLE MATERIALITY MATRIX



Find out more details about risks in the URD.

Environment

Social

Governance

Material issues

# DRIVER OF THE ENERGY TRANSITION





# WE AS SPIE EMPLOYEES,

play a key role in mitigating and adapting to climate change. We are proactively helping our customers, in Europe and the rest of the world, to decarbonise. Through our high added-value solutions, we support a more balanced energy mix and a low-carbon mobility, and optimise energy efficiency in industrial processes and buildings.

# TO ACHIEVE EUROPE'S GOAL OF CARBON NEUTRALITY BY 2050...

Private and public sector players are now making the energy transition a major strategic priority. Stringent environmental standards, volatile energy prices and stakeholder expectations are powerful drivers for action. However, to implement their decarbonisation roadmaps, players need operational solutions that respond to the major challenges being faced all throughout Europe.

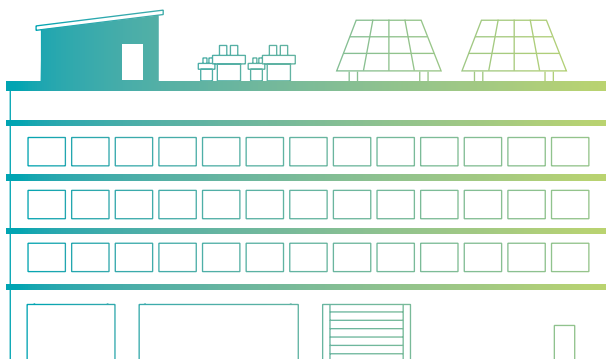
## DECARBONISED ENERGY PRODUCTION INFRASTRUCTURE MUST BE DEPLOYED AT SCAL

To significantly reduce CO<sub>2</sub> emissions, a large-scale transition to low-carbon energy sources is essential. And to make this transition a success, the first challenge is developing the large-scale infrastructure needed to produce this energy: solar plants, wind farms, hydroelectric facilities and nuclear power plants. Designing this infrastructure, and managing the preliminary studies, installation, electricity grid connection, commissioning and maintenance all require specialised technical expertise and strong execution skills.



# 42.5%

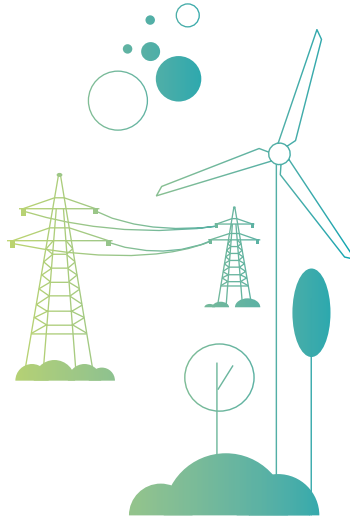
the minimum percentage of renewable energy that each member state is required by the European Union to include in the energy mix by 2030<sup>(1)</sup>.



## ELECTRICITY GRIDS NEED TO BE

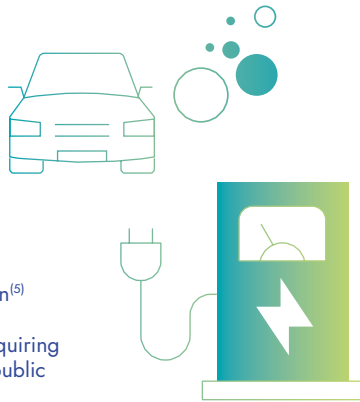
## FUNDAMENTALLY TRANSFORMED

By 2050, renewable energy and nuclear power will account for 80% of Europe's energy mix<sup>(2)</sup>. This transition requires electricity grid operators to meet three major challenges. First, deploying smart control systems to manage solar and wind generation, which are inherently intermittent and decentralised. Second, installing energy storage infrastructure. Lastly, keeping pace with the large-scale electrification of uses, which is driving growth in electricity demand and leading to more pronounced power peaks on the grid. To support the widespread use of heat pumps and electric vehicles, new lines and modernised substations are needed.



# €1,871

**billion<sup>(3)</sup>** in investments required between now and 2050 to upgrade the European electricity grid.



# 30

**million** zero-emission<sup>(5)</sup> cars on the road in Europe by 2030, requiring around 3.5 million public charging stations<sup>(6)</sup>.

## ELECTROMOBILITY CAN ONLY GROW IF RECHARGING

## INFRASTRUCTURE KEEPS PACE

In Europe, road transport accounts for around 25%<sup>(4)</sup> of total greenhouse gas emissions. To decarbonise this sector, the large-scale development of electric vehicles – cars, company fleets, buses and trucks – is essential. This expansion requires a network of reliable, well-maintained charging points. Although the number of public charging stations tripled between 2021 and 2024, their roll-out remains insufficient. Some geographical areas such as Central and Eastern Europe are lagging far behind. Moreover, the current rate of deployment falls short of complying with the European AFIR regulation, which requires the installation of a 400 kW charging station every 60 km on motorways by 2026.

## PUBLIC AND PRIVATE SECTOR PLAYERS MUST IMPROVE

## THE ENERGY EFFICIENCY OF BUILDINGS

Renovating commercial, industrial and public buildings can significantly reduce the energy they consume and the associated greenhouse gas emissions, through a range of measures: less energy-intensive heating, ventilation and air conditioning solutions, smart lighting systems, energy management systems and predictive maintenance of equipment. Public and private sector players across all countries need to step up their efforts to meet the target set by the European Union of reducing final energy consumption by 11.7% by 2030<sup>(7)</sup>.



# 75%

of the EU's building stock performs poorly in terms of energy efficiency<sup>(8)</sup>.

# ...WE ARE ROLLING OUT PROVEN SOLUTIONS TO ACCELERATE THE ENERGY TRANSITION

SPIE is playing a major part in climate change mitigation, by rolling out infrastructure for producing and transporting decarbonised energy, improving the energy efficiency of buildings and industrial processes, contributing to the shift towards a more sustainable energy mix and supporting low-carbon mobility. The Group is developing practical, measurable and economically viable technical solutions at every stage of an asset's lifecycle.

---

## WE ARE DEVELOPING THE INFRASTRUCTURE FOR PRODUCING LOW-CARBON ENERGY

---

SPIE designs, installs and maintains the large-scale infrastructure needed to produce renewable energy. The Group is involved along the entire value chain in offshore and onshore wind farms, solar fields, hydroelectric, geothermal and biomass power stations and green hydrogen production projects. It handles the commissioning, electricity grid connection and maintenance of these facilities in complex environments. In France, SPIE is also a key partner for the nuclear industry, working to promote low-carbon, sustainable, controllable and safe energy.

---

## WE ARE SUPPORTING THE DEVELOPMENT OF ELECTRICITY GRIDS

---

SPIE's long-standing expertise lies in power grids: from design to maintenance, the Group manages the entire lifecycle of these facilities. Today, it is helping electricity grid operators to radically transform their infrastructure to integrate renewable energies and anticipate growing electricity demand. Throughout Europe, it designs and develops high-voltage lines, substations, intelligent control systems providing real-time information and battery storage systems.

---

## WE ARE SUPPORTING LOW-CARBON MOBILITY

---

SPIE is supporting the development of electric mobility by contributing to the large-scale roll-out of reliable vehicle charging infrastructure. The

Group has specialist expertise across the entire infrastructure value chain, covering design, installation, operation, maintenance and integrated customer service. It deploys different types of technology, from slow-charging stations for extended parking to fast-charging solutions. These are installed on motorway networks as well as in urban, rural or tourist areas, for customers in both the public and private sectors.

---

## WE ARE IMPROVING INFRASTRUCTURE ENERGY EFFICIENCY

---

SPIE deploys practical solutions to reduce the energy consumption of its customers' infrastructure. The Group selects energy-efficient equipment for office, industrial and public buildings, street lighting and tunnels. It installs smart control systems that reduce energy costs in real time. Lastly, SPIE is developing predictive maintenance solutions that use sensors to optimise settings, anticipate breakdowns and extend the lifespan of equipment.



CONTRIBUTING TO ONE OF  
EUROPE'S LARGEST ENERGY  
STORAGE SYSTEMS WITH TESLA



## JOIN US IN THE FIELD

**"We are carrying out the installation and electrical engineering work for Tesla's "Mufasa" battery park project.** Comprising 372 Tesla Megapack batteries, the pack has a storage capacity equivalent to the consumption of 200,000 homes. It will help absorb fluctuations in the grid and ultimately contribute to a more sustainable electricity supply. This is the largest project ever undertaken by SPIE's Industry division in the Netherlands. What sets us apart is our ability to offer integrated, secure management across all our projects, which is a major advantage in this fast-growing market, particularly in view of the pan-European framework agreement that SPIE has signed with Tesla. Other projects are underway in the Netherlands, France and Belgium."

**Arvid Meijer,**

Project Manager at SPIE Nederland



Follow Arvid to  
learn more about  
this exceptional  
project in a vlog!

## IN FRANCE

### Sustainable renovation of a 26,000 sq.m. office building

SPIE, alongside Jin Social Club, rose to the challenge of a model renovation project that used a preliminary audit to retain some of the existing equipment while integrating smart technologies. The project confirms SPIE's ability to work on a complex, comprehensive operation while adhering to the most stringent technical and environmental requirements.



## IN BELGIUM

### Electrifying De Lijn's bus network in Flanders

SPIE is helping Flemish transport company De Lijn install 300 charging points for electric buses in Flanders by 2032, thereby contributing to De Lijn's target of developing a public transport service with zero carbon emissions by 2035. The installation of the 100<sup>th</sup> charging point is a symbolic milestone in this decarbonisation plan. As part of this collaboration, SPIE-Ekoenergetyka's expertise across the entire chain, from supplying to installing and commissioning the charging points, was a decisive factor in the choice of partner to roll out the electric mobility infrastructure of the future.



300

electric charging points  
to be installed by SPIE  
for De Lijn by 2032.



## IN AUSTRIA

### Three projects contributing to the country's energy transition

SPIE, a partner of Netz Niederösterreich GmbH for 25 years, has been selected by the company to carry out three projects as part of its plan to modernise the electricity network. The Group is extending two substations in the towns of Sarasdorf and Neusiedl an der Zaya. In Gföhl, it is building a new substation that will enable the town's solar installations to feed electricity into the public grid, thereby enhancing security of supply.

## IN FRANCE

### 658 charging stations rolled out in the Pyrénées-Atlantiques region

The Syndicat Territoire d'Énergie Pyrénées-Atlantiques has chosen SPIE, as part of a consortium, to deploy, operate and maintain 658 electric vehicle charging stations in 138 towns and villages in the Pyrénées-Atlantiques department.



## IN POLAND

SPIE has been selected to provide technical maintenance for more than 3,000 Żabka food stores in three provinces.

## IN THE NETHERLANDS

SPIE has deployed an integrated energy production, storage and management system at the Glanerbrook sports complex in the city of Geleen. This innovative system will bring the complex closer to energy neutrality.

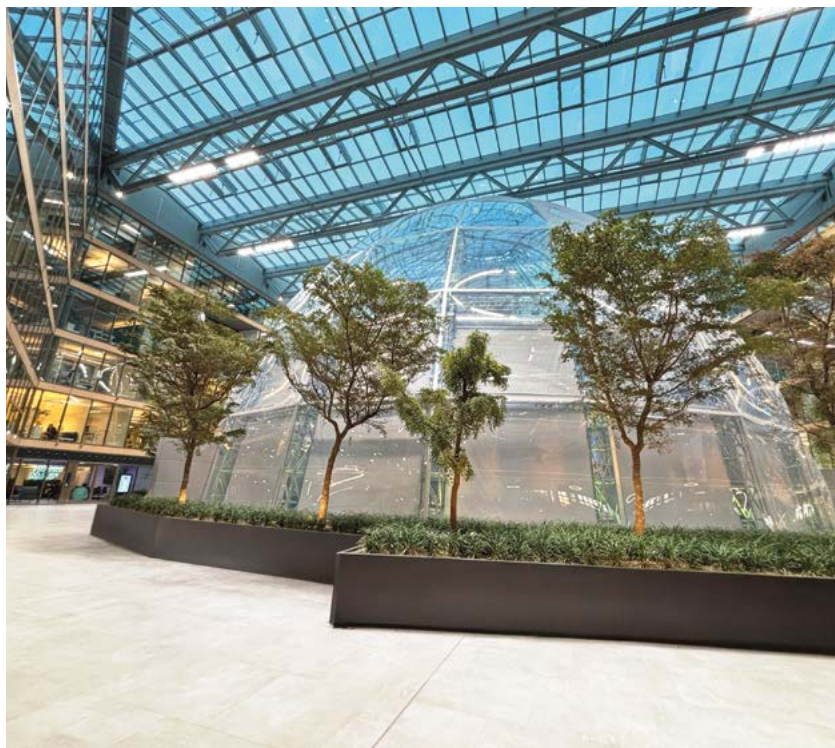
## IN POLAND

SPIE's ECONTROLoze system was recognised by the COPA-DATA partner community, experts in industrial software. The platform enables centralised monitoring of multiple renewable energy installations including photovoltaic and wind farms and energy storage facilities.

## GERMANY

### A new location to reflect SPIE's purpose

By moving into its new head office in Düsseldorf, SPIE Germany Switzerland Austria is joining a community committed to designing sustainable and innovative solutions for the energy and mobility transition of the future. The campus offers a smart, creative and cutting-edge working environment, where teams can collaborate with a network of companies and scientific institutions on these areas that are at the heart of SPIE's activities.



## IN SWITZERLAND

SPIE has launched a new offering available in Romansh-speaking Switzerland, enabling companies and public institutions to lease photovoltaic installations designed for self-consumption. This removes the need for initial investment.

## IN ANGOLA

60,000 tonnes of carbon will be saved every year, following the installation of an "enclosed flare" at an oil facility off the coast of Angola. This residual gas recycling system – which should be operational by June 2026 – prevents excess gas from being burnt off in the atmosphere. SPIE is responsible for the module's electrical and instrumentation systems, as well as integrated control and safety-related work.

## IN TAIWAN

SPIE Global Services Energy is connecting and testing inter-grid cables for phase II of Taiwan Power Company's wind farm. The project marks an important step in SPIE's development in the Asian offshore wind market.

## IN THE NETHERLANDS

### An innovative solution to manage energy consumption at Volvo Car Nederland

In Beesd, at the headquarters of Volvo Car Nederland, SPIE has deployed a smart energy management system combining batteries with a combined storage capacity of 500 kWh and advanced digital technologies. Energy from mixed sources is stored in batteries for use during peak consumption hours when the grid is congested. By processing the data from the system, a digital twin can accurately determine actual energy needs and simulate scenarios for more efficient and sustainable management.



Go behind  
the scenes of  
Dogger Bank  
wind farm  
in video!



**"Being selected to carry out the connection and testing of the inter-array cables on the three phases of the Dogger Bank**

wind farm proves that our skills and commitment in this field are highly recognised. We're proud to be playing a key role in this extraordinary project, which will set new standards for offshore wind and accelerate the renewable energy transition in the UK and beyond." II

**Mike Senior,**

Managing Director of SPIE Wind Connect, a subsidiary of SPIE Global Services Energy



**SPIE CONNECTS ONE OF THE  
WORLD'S LARGEST WIND FARMS  
TO THE GRID**

# RESPONSIBLE DIGITAL PLAYER





# WE AS SPIE EMPLOYEES,

believe in a responsible digital transformation that contributes to the energy transition and to the performance of organisations. Smart grids, connected buildings, intelligent transport management, collaborative tools, e-services for healthcare and education... In every sector, we help our customers leverage digital technologies to drive efficiency and transformation. We are also deploying the infrastructure to support this transformation, in particular more energy-efficient data centres.

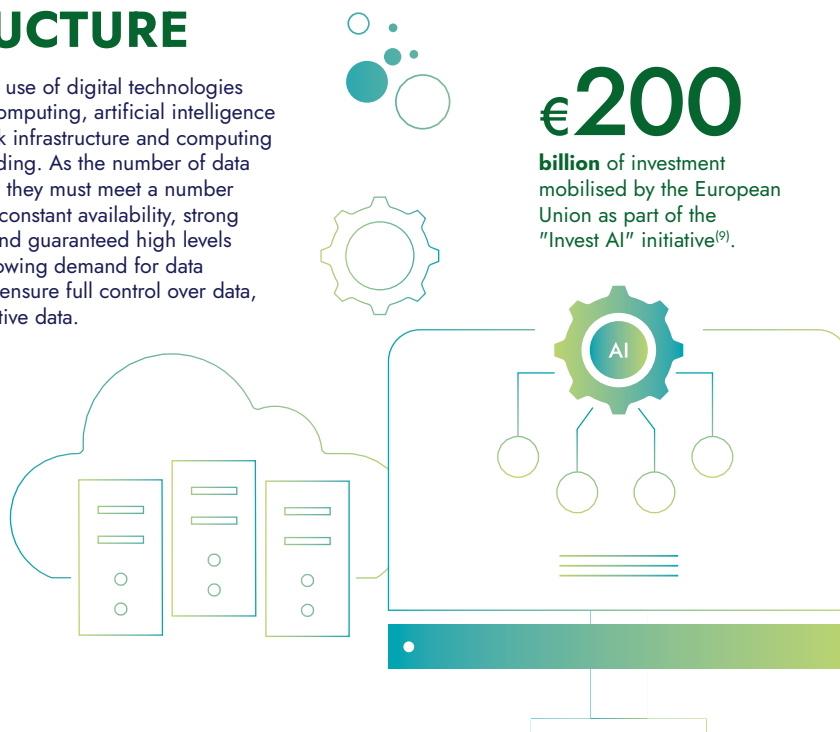
# TO ENSURE THAT THE DIGITAL TRANSITION IS RESPONSIBLE AND BENEFICIAL FOR EVERYONE...

In order to leverage digital technology in support of their strategy, SPIE's customers need to meet a number of key challenges: ensuring they have in place powerful, agile infrastructure, the ability to collect and analyse huge volumes of data, and strong cyber defence. They also need to embed digital innovation throughout their entire organisation, from processes to buildings and facilities. And across the board, this transition must be sustainable and responsible.

HIGH-PERFORMANCE, RESPONSIBLE AND

## SOVEREIGN DATA CENTRES AND IT INFRASTRUCTURE

Driven by rapid growth in the use of digital technologies and the expansion of cloud computing, artificial intelligence and data, demand for network infrastructure and computing and storage capacity is exploding. As the number of data centres continues to increase, they must meet a number of critical requirements: near-constant availability, strong environmental performance and guaranteed high levels of security. There is also a growing demand for data centres located in Europe, to ensure full control over data, particularly for the most sensitive data.



## MAKING CONNECTED, SUSTAINABLE BUILDINGS AND FACILITIES

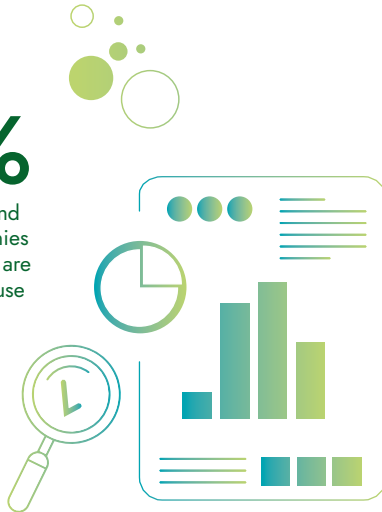
### A REALITY

Technological advances now enable the integration of information and communication technologies into electrical and mechanical equipment, creating "smart solutions" that incorporate innovative services. These solutions significantly improve user comfort, while providing real-time control of facilities and optimised energy consumption. The challenge now is rolling out these systems at scale in buildings and across facilities. This IT/OT (information and operational technologies) convergence is critical to improving efficiency, flexibility and competitiveness in the industry.



Only **22%**

of French SMEs and mid-sized companies surveyed say they are able to make full use of their data<sup>(11)</sup>.



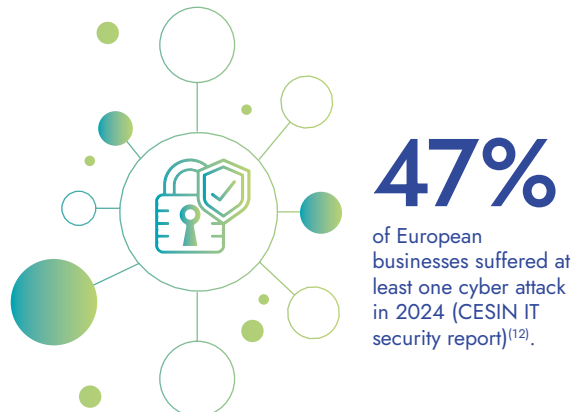
## CUSTOMERS WANT TO TRANSFORM THEIR DATA INTO OPERATIONAL DECISIONS

With the rapid growth of digital applications and intelligent control systems for buildings, infrastructure and equipment, public and private sector players are collecting rapidly growing volumes of data. However, they may face a range of challenges when it comes to fully leveraging that data, due to fragmentation of sources, insufficient reliability or lack of skills. But with the right tools, analysing this data can unlock valuable information that can be used to reduce energy consumption, improve performance or optimise maintenance.

## CYBERSECURITY IS A CRITICAL ISSUE

### FOR ALL INFRASTRUCTURE

Ransomware, data theft, information tampering... As a result of our growing dependence on digital technologies, various forms of cyber attack are on the rise. To protect their infrastructure and data and ensure business continuity, public and private sector players need top-level cybersecurity solutions, especially when they manage critical infrastructure, data centres or industrial sites.



# ...WE ARE DEPLOYING SECURE DIGITAL SOLUTIONS WITH HIGH ADDED VALUE

From data collection to value creation, spanning storage, management and security, SPIE supports its customers across the entire value chain. This expertise enables the Group to offer innovative solutions for the smart management of buildings, cities and data centres and the cyber defence of its customers' assets.

---

## WE ARE TRANSFORMING DATA INTO INNOVATIVE SERVICES

---

SPIE is rolling out equipment connected to building management systems to provide real-time building usage information. Its SMART FM 360° and Pulse Core platforms enable customers to centralise, manage, analyse and leverage all building maintenance and operating data in real time, to optimise operations and energy consumption. Thanks to monitoring solutions enhanced by AI algorithms, SPIE is also developing predictive maintenance solutions to avoid unforeseen breakdowns and the associated costs.

---

## WE ARE PROVIDING ROBUST CYBER DEFENCE FOR FACILITIES AND INFRASTRUCTURE

---

SPIE offers its customers a comprehensive portfolio of cybersecurity solutions that secure all components of their information systems, from infrastructure

to data. The Group also provides rigorous methodological support to address customers' governance, risk management and regulatory compliance issues. In France, its Security Operations Centre offering provides real-time cyber surveillance. In addition, SPIE has set up a network of cybersecurity advisors across all its subsidiaries, made up of Business Information Security Officers and Chief Information Security Officers, to ensure that cyber defence is built into the operational systems it implements.

---

## WE ARE ROLLING OUT SUSTAINABLE SOLUTIONS FOR SMART CITIES AND URBAN INFRASTRUCTURE

---

As a key partner for smart city projects, SPIE supports local authorities in improving quality of life and public services and reducing their environmental footprint. The Group is implementing a range of innovative solutions, including eco-responsible public lighting, road traffic management, intelligent parking, urban security and the deployment of very high-speed fixed and mobile network infrastructure.

It is also rolling out advanced monitoring systems for the automated management of urban services such as lighting and transport.

---

## WE ARE DEVELOPING DATA CENTRES AND HIGH ADDED-VALUE DIGITAL SERVICES

---

SPIE is involved in every phase of the lifecycle of data centres, from eco-design to energy-efficient maintenance and construction, using its multi-technical expertise (power supply, cooling management, etc.). The Group also offers its customers deployment and maintenance services for hybrid or on-premises cloud networks. It is also developing unified communication and collaboration infrastructure, enabling the integration of all types of devices and tools. SPIE also helps its customers to reduce their digital carbon footprint by carrying out audits and optimising the lifespan of the equipment it maintains.



**SPIE IS RAMPING UP IN  
THE FAST-GROWING DATA  
CENTRES MARKET**



**"With its new entity, SPIE Data Center GmbH, created in 2025, the Group offers its German customers comprehensive support with technical equipment for data centre buildings, from site design to operation. This will strengthen our positions in the very dynamic German market. In Schwalbach, near Frankfurt, SPIE Data Center is installing the technical systems for a new data centre. We are also providing strategic equipment, including 66 recirculating air cooling units, 12 refrigeration machines and 8 battery systems for uninterruptible power supply. Thanks to SPIE, the data centre will also perform well in terms of energy efficiency, with a power usage effectiveness (PUE) of less than 1.2."** ||

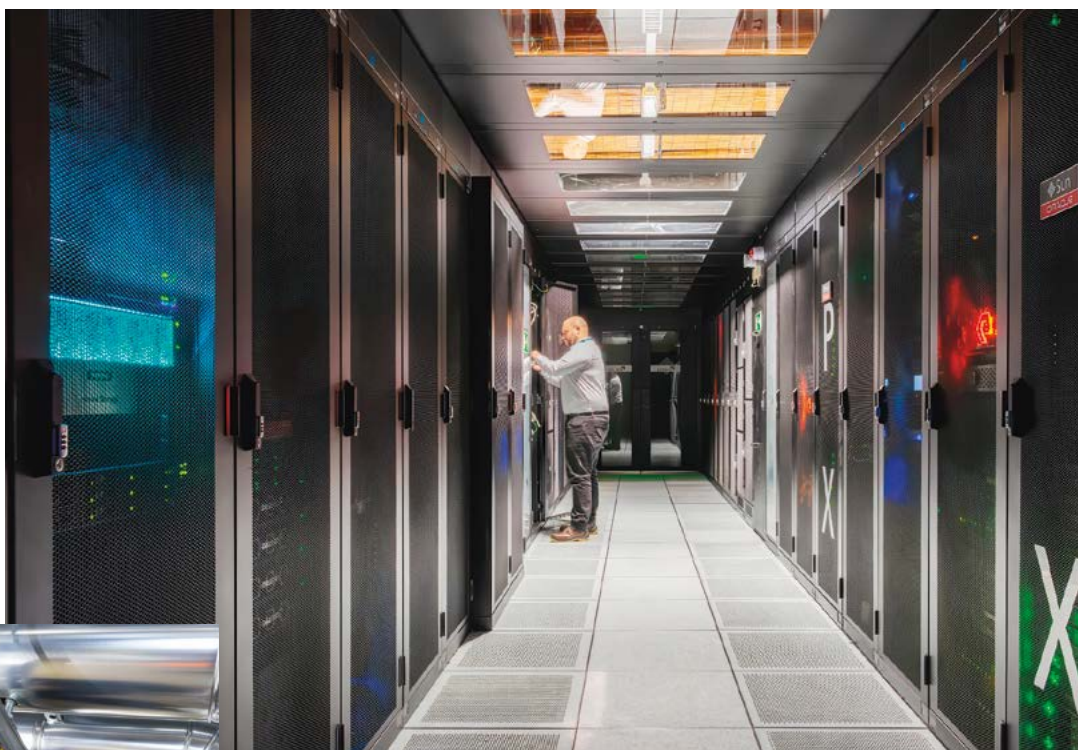
**Daniel Schmitt**

Managing Director, SPIE Data Center GmbH



Explore  
the Schwalbach  
data centre  
with Daniel!

**WHERE OUR  
SOLUTIONS  
MAKE THE DIFFERENCE**



## IN FRANCE

### Trusted partner for data centre operations

SPIE Facilities has strengthened its partnership with Bouygues Telecom, ensuring continuity of service at 134 data centres belonging to the telecoms operator in France. Bouygues Telecom's renewed confidence points to the excellence of SPIE's teams and their expertise in operating critical infrastructures. By maintaining these data centres, which are essential to the daily lives of millions of users, SPIE is making a tangible contribution to the country's digital continuity. The Group is also working with Bouygues Telecom to continuously improve the energy performance of its data centres, bringing to bear its expertise in optimising air conditioning systems.



# 134

Bouygues Telecom  
data centres under  
SPIE's maintenance



## IN FRANCE

### A new-generation digital campus for the Icam Engineering School

SPIE is helping Icam roll out its digital infrastructure. After contributing to the transformation of its teaching practices by creating a 100% paperless work environment, SPIE ICS responded to the school's desire to create a modern digital campus capable of meeting the changing needs of its 4,500 students. This long-term collaboration will help support Icam's growth with confidence, and in particular the planned opening of new sites, with unified server and storage infrastructures for all sites.

# 4,500

Icam students will benefit from a state-of-the-art digital campus

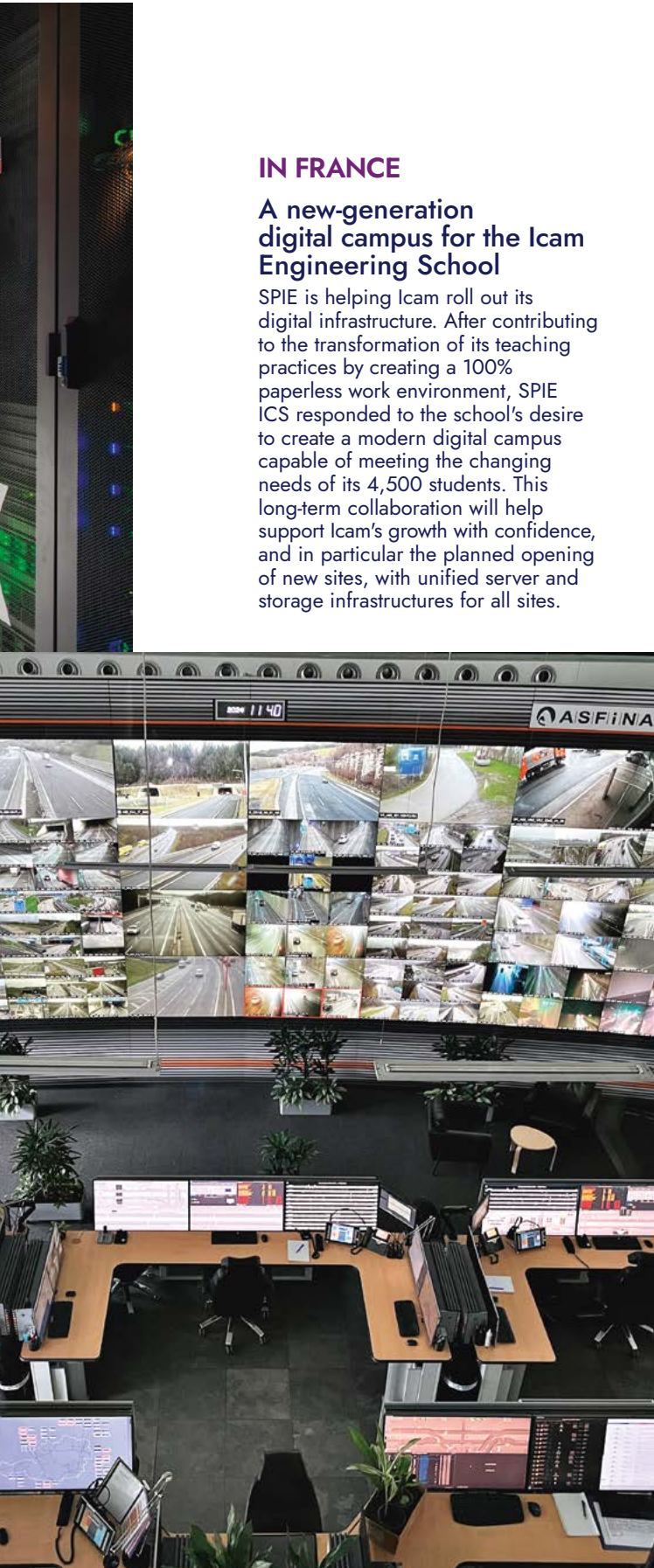


## IN AUSTRIA

SPIE has completed the development, implementation and nationwide integration of one of the most advanced motorway traffic management systems in the world, resulting in a sharp increase in safety.

## IN POLAND

Almost 80,000 customers have been connected to the FTTH fibre optic network in Poland. This project enabled SPIE to extend its fibre optic development and installation business to the Olsztyn and Katowice regions.



## IN SWITZERLAND

### A new offering in support of more sustainable IT systems

SPIE has launched Sustainability Services, a comprehensive range of services enabling Swiss companies to reduce the environmental impact of their digital infrastructure. This offering includes an IT systems lifecycle assessment, a maturity diagnostic tool, a building energy optimisation solution, an IT hardware reuse programme and awareness-raising workshops.



## IN BELGIUM

Siemens has awarded SPIE a contract to manage and maintain infrastructure and technical equipment in the 20 semi-industrial buildings on its Huizingen campus. For this mission, the Group uses Smart FM 360°, its platform for centralising, managing, analysing and adding value to all building maintenance and operating data in real time.

## IN FRANCE

All SPIE France employees now have access to the AI Hub, a scalable platform developed by SPIE ICS that includes an AI assistant to answer general questions, an assistant for day-to-day tasks such as taking minutes of meetings and division-specific assistants.



## IN FRANCE

### A video protection system improving safety on the Lyon metro

As a long-standing partner of SYTRAL Mobilités, Lyon's transport authority, SPIE has deployed a state-of-the-art video protection system on metro line A. Boasting real-time transmission of images between trains, platforms and control stations, this solution significantly enhances passenger safety, while limiting the impact of incidents on service regularity and punctuality.



Visit the heart  
of a data centre  
with Senne!



**"Our work on the 10 MW BRU01 data centre in Zellik, near Brussels, involves the entire cooling system.**

Over and above the technical performance, this project incorporates concrete energy management solutions: passive cooling, rainwater recovery and reinjection of residual heat from the servers into a heating network to supply other buildings. These projects have contributed to obtaining BREEAM and Tier 3 certification, two of the industry's most demanding benchmarks, attesting to the site's high level of energy performance." ||

**Senne Mentens,**

Business Development Manager at SPIE Belgium



**SPIE IMPLEMENTED THE BRU01  
DATA CENTRE COOLING SYSTEM  
IN BRUSSELS**



A close-up photograph of an industrial machine, likely a wood chipper or shredder. The machine features several vertical metal shafts with corrugated metal sleeves. At the bottom, a metal plate holds several cylindrical wood chips. The background is a bright yellow wall. The text "INDUSTRIAL" is in large white letters, and "TRANSITION" and "ACCELERATOR" are in smaller white letters, all underlined.

# INDUSTRIAL

## TRANSITION

## ACCELERATOR

# WE AS SPIE EMPLOYEES,

know that producing more sustainably using fewer resources is a collective challenge that requires a profound industrial transformation. Drawing on our longstanding understanding of industry challenges, we are leveraging our expertise to support our customers in this transformation. We provide high-performance, reliable and responsible technical solutions to digitalise and decarbonise their processes and maintain their competitiveness in their markets.

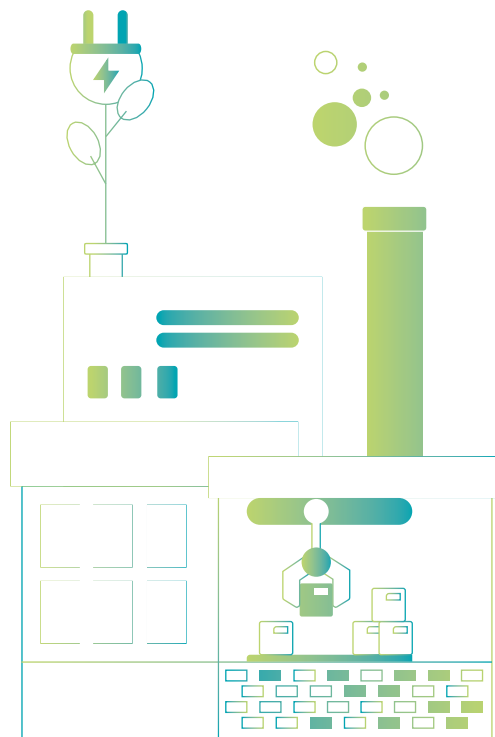
# TO ADDRESS THE CHALLENGES OF DECARBONISATION, COMPETITIVENESS AND SECURING EUROPEAN INDUSTRY...

Faced with high production costs, increased international competition, an unstable geopolitical context, growing decarbonisation requirements, and more, Europe's industrial players are adapting to a complex environment. To meet these challenges, they need robust technical solutions that help decarbonise and digitalise their processes, as well as secure their systems.

## DECARBONISING INDUSTRIAL PROCESSES

Accounting for around 20%<sup>(13)</sup> of Europe's greenhouse gas emissions, the industrial sector must contribute to its decarbonisation pathway, crucially by electrifying their industrial processes, replacing fossil fuels with low-carbon electricity solutions. To achieve this, manufacturers need to upgrade the electrical infrastructure at their sites, in particular by installing dedicated substations. Regulations now also require them to recover and reuse waste energy, for example, by capturing waste heat from equipment to heat other areas.

Only  
**23.7%**  
of the waste heat generated by industry, energy recovery units, data centres and wastewater treatment plants was recovered in France in 2022<sup>(14)</sup>.



## IMPROVING OPERATING PERFORMANCE

# IN THE NEW ERA OF INDUSTRY 4.0

In the face of strong international competitive pressure, the digital transformation of factories is now a major competitive driver for European industries. Industry 4.0 involves embedding smart digital technologies at the heart of industrial processes, leveraging industrial IoT networks, AI, big data, robotics and automation<sup>(15)</sup>. This brings multiple benefits: reducing costs, anticipating risks, improving process flexibility and optimisation, enhancing traceability and addressing the shortage of qualified technical skills.



# 62%

of European manufacturing companies report a ROI greater than 10% following the adoption of AI solutions<sup>(16)</sup>.

# ±40%

of major cyber attacks on businesses in Germany between 2023 and 2024 targeted critical infrastructure (including industrial infrastructure)<sup>(17)</sup>.



## END-TO-END

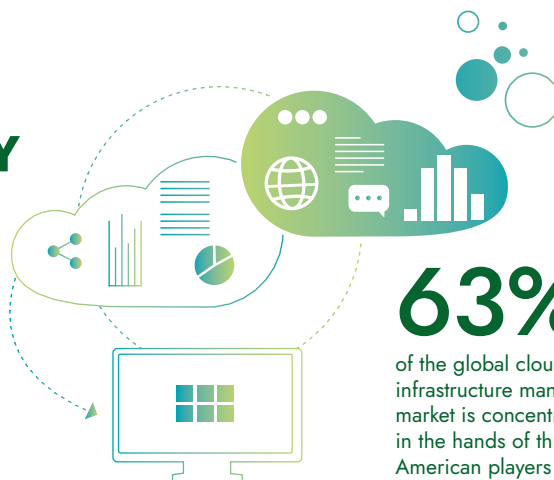
# SECURITY FOR INDUSTRIAL SITES

In response to new vulnerabilities linked to the digitalisation of industrial processes, securing sites is a strategic priority. With increased connectivity, the systems controlling equipment are becoming prime targets for cyber attacks, bringing significant risks including production stoppages, intellectual property theft, product tampering and ransomware. Companies must also meet the requirements of the new European NIS2 directive on industrial cybersecurity. External site security, site access, video protection and fire safety remain key issues. Critical infrastructure is particularly affected.

## ENSURING

# DATA SOVEREIGNTY

Manufacturing companies collect, store and handle vast quantities of data, which constitute a highly strategic intellectual asset and competitive lever. Maintaining full control over this data is a major challenge. Although companies have their own server networks, these are usually linked to cloud services<sup>(18)</sup>, which are still largely operated by suppliers outside Europe. They are therefore awaiting sovereign European solutions, with local hosting of sensitive data, to ensure the secure use of their data.



# 63%

of the global cloud infrastructure management market is concentrated in the hands of three American players (AWS, Microsoft Azure, Google Cloud).

# ...WE ARE HELPING OUR INDUSTRIAL CUSTOMERS MODERNISE THEIR PRODUCTION TOOLS

In a difficult economic environment for the European manufacturing industry, SPIE supports companies by tailoring its offering to the needs and capabilities of each customer. The Group supports their transformation through the integration of digital technologies and accelerated decarbonisation. It provides them with a range of solutions to improve operational efficiency, modernise their facilities and become more competitive.

---

## WE ARE BUILDING LONG-TERM PARTNERSHIPS ACROSS A WIDE RANGE OF INDUSTRIAL SECTORS

---

With an in-depth understanding of industry challenges, SPIE has a long history of working with European players across a wide range of sectors. At a time when some sectors are adversely affected by a difficult economic environment, this diversification is an asset for the Group. It is particularly well positioned in high-growth segments with strong prospects, such as pharmaceuticals, semiconductors, aerospace, nuclear and defence.

---

## WE ARE OPTIMISING THE ECONOMIC AND ENVIRONMENTAL PERFORMANCE OF THE MANUFACTURING SECTOR

---

Faced with budgetary constraints, European industrial players often prioritise optimising and modernising their facilities, rather than investing in new infrastructure. SPIE provides them with a range of technical solutions to extend equipment lifespans, improve reliability and reduce operating and maintenance costs. For example, the Group deploys predictive maintenance services that use connected sensors and artificial intelligence to anticipate breakdowns, building management solutions that optimise energy consumption, and retrofit services to upgrade existing equipment. It also helps manufacturing companies electrify their processes and reuse the energy generated by their facilities.

---

## WE ARE ACCELERATING THE DEVELOPMENT OF SMART INDUSTRY

---

SPIE implements industrial robotisation, automation and cybersecurity solutions. By leveraging these technologies and deploying IoT sensors, the Group is developing intelligent solutions that address a number of key challenges for industry players: the layout, operation and overall maintenance of the smart factory, and the digitisation of production through the collection and analysis of data from industrial facilities and systems. Drawing on a wide range of expertise, it also offers integrated smart data management solutions for the manufacturing industry, such as Fabloop in France.



**WORKING ALONGSIDE BRETAGNE  
PELLETS TO OPTIMISE PRODUCTION  
OF WOOD BRIQUETTES**

### **"We are helping Bretagne Pellets automate its processes**

by carrying out the complete mechanical integration of its robotic briquette packaging line. Our experts in industrial robotics have implemented a number of SPIE's technological innovations, including an artificial intelligence visual control system. Our in-depth knowledge of the challenges the customer faces, together with the excellence of our technical solution, which makes it possible to reach speeds of 34 logs per minute, were decisive in winning this contract. By working hand in hand with the Bretagne Pellets teams, we were able to work together to create a solution that is perfectly adapted to their needs, in record time". **II**

### **Dorothee Gilbert**

Head of the Department of Production & Mechanical Engineering at SPIE Industrie



Meet  
Bretagne Pellets  
with Dorothee  
and her vlog!

**IN THE FIELD,  
WE CREATE  
IMPACT**



## IN THE NETHERLANDS

### A partnership to combat grid congestion

MayMaan is working with SPIE to support the expansion of its presence in Europe. Thanks to the Group's expertise in energy infrastructure, MayMaan is able to sell its innovative, water-based fuel technology on the European market, thereby offering sustainable and scalable energy solutions that contribute to Europe's low-carbon energy transition.



# 150m

cubic metres of gas to be saved by 2030 (equivalent to the annual consumption of 80,000 households)

## IN GERMANY

### A new industrial heat pump to decarbonise production

SPIE has installed a new industrial heat pump for the Advanced Mask Technology Center in Dresden, a leading manufacturer of photomasks for the semiconductor industry. This new heat pump will enable Advanced Mask Technology Center to replace a large portion of its natural gas consumption, while ensuring an efficient energy supply. It plays an active role in solidifying the organisation's sustainable development strategy, which aims to achieve net-zero Scope 1 & 2 emissions by 2035.



## IN NETHERLANDS

SPIE, alongside Sprinkler Energy, is developing an innovative technology that uses sprinkler tanks as a heat source, enabling customers to significantly reduce their gas consumption.

## IN GERMANY

SPIE provides facility management for technical installations at two Daimler Truck sites. The services provided aim to ensure a high level of availability for installations, while reducing reaction times in the event of a breakdown.



## IN POLAND

Within a 110,000 sq.m building complex, SPIE installed the technical facilities for a new factory for heat pump manufacturer Daikin.

The heating and cooling system used in the complex is uncommon. It consists of six external air-to-air heat pumps that supply the evaporators of two water-to-water heat pumps. When the external temperature falls below 5°C, they serve as a heat sink for the heat pumps located inside the building.



## IN GERMANY

### A world first to decarbonise the cement industry

At the request of Linde Engineering, SPIE built the world's first industrial-scale carbon capture and utilisation (CCU) facility for a cement plant. SPIE was responsible for pre-dressing the columns, pre-fabricating and assembling piping, mounting the complete steel structure, installing the majority of equipment, mounting supports and providing insulation and corrosion protection.





## IN FRANCE

### SPIE decarbonates ALK's industrial site in Vandeuil

In Vandeuil, in the Marne region of France, SPIE has successfully completed an electrification project for the industrial site of ALK, a Danish pharmaceutical laboratory. Two Group subsidiaries – SPIE Building Solutions and SPIE Industrie – combined their expertise to replace the gas-fired boilers with heat pumps, enabling ALK to reduce its CO<sub>2</sub> emissions by almost 305 tonnes a year, while improving its energy performance.



## IN BELGIUM

SPIE deployed an advanced fire detection system in record time for Vandewiele, a world leader in innovative textile machinery.

## IN GERMANY

SPIE maintains, inspects and repairs the technical systems in the buildings used by two of Gebr. Heinemann's logistics centres. The Group also ensures that facilities stay up to date, with the aim of reducing energy consumption and carbon emissions.



# 70,000

tonnes of carbon captured per year by this CCU facility and reused for industrial applications.

# EMPLOYER OF CHOICE





# WE AS SPIE EMPLOYEES,

are the Company's greatest asset. As a learning organisation, we are committed to developing the key skills needed to address our customers' complex technical challenges. Across our businesses, we encourage team spirit and individual development. To attract the talent of tomorrow, we are positioning ourselves as an employer of choice, making safety and inclusion our priorities.

# TO PROVIDE THE TECHNICAL EXPERTISE THAT MAKES ALL THE DIFFERENCE...

The multi-technical services sector is facing a European labour market under significant pressure. Companies are facing a shortage of skilled labour, fast-paced technological change and evolving workforce expectations, while diversity and safety continue to pose major challenges. To attract and retain employees, employers need to rethink their value proposition.

## RECRUITING

### DESPITE THE TALENT SHORTAGES

In Europe's tight technical labour market, qualified profiles in electricity, HVAC engineering, automation, industrial maintenance and digital technologies are in short supply, due to an ageing workforce and a significant increase in demand driven by the energy, industrial and digital transitions. To recruit and retain employees and increase the number of women in these roles, companies need to step up their efforts, particularly by developing distinctive employer branding strategies.



More than  
**75%**

of industrial companies report difficulties in recruiting qualified people for technical roles<sup>(19)</sup>.



**60%**

of European manufacturing companies say that the shortage of digital and technological skills is a major obstacle to their competitiveness<sup>(20)</sup>.



## DEVELOPING SKILLS TO KEEP PACE WITH

### THE ACCELERATION OF TECHNOLOGICAL CHANGES

In technical professions, the pace of technological acceleration requires ongoing upskilling across a variety of fields: artificial intelligence, digitalisation of industrial processes, cybersecurity, smart grids, battery storage, hydrogen, etc. Investing in training in these technologies is becoming a strategic imperative for companies to remain competitive. This is key to maintaining their employees' operational performance while ensuring their employability.

## MEETING EMPLOYEE EXPECTATIONS TO ATTRACT AND RETAIN TALENT

Employee expectations are changing across every sector. Today's employees are looking to build diverse and personalised career paths, while enjoying a good quality of life at work. Work-life balance, a sense of purpose and safety have also become decisive factors, as has an inclusive corporate culture. Companies that can meet these expectations while showcasing these strengths externally have a major advantage in terms of attracting talent.



**30.4%**

of people working in scientific or technological roles in the manufacturing sector in Europe are women<sup>(21)</sup>.

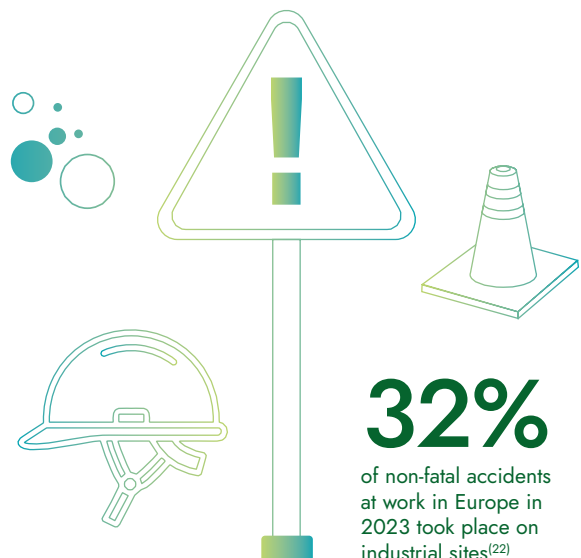
## STRENGTHENING DIVERSITY AT ALL LEVELS OF MANAGEMENT

The percentage of women in technical professions remains low, at all levels. The inclusion of people with disabilities and the representation of all sections of society are also important issues. Companies in the sector must therefore take proactive measures to increase diversity, thereby unlocking significant benefits, including a wider talent pool and increased attractiveness.

### SAFETY IN THE WORKPLACE:

## AN ETHICAL AND OPERATIONAL IMPERATIVE

Given the significant risks inherent in multi-technical professions, employee safety is an absolute imperative for all companies in the sector. While primarily an ethical imperative, this requirement also reflects the expectations of customers in terms of strict guarantees for safety protocols and training. Companies that fail to demonstrate an exemplary safety culture face major operational risks including recruitment difficulties, additional costs linked to accidents in the workplace and significant reputational risks.



# ...WE INVEST IN THE DEVELOPMENT AND ATTRACTIVENESS OF OUR BUSINESS

SPIE is positioning itself as an employer of choice to attract and retain talent and boost the number of women in its teams to drive the energy, industrial and digital transitions. The Group is investing to continually develop the skills of its employees and offer them a wide range of career paths. It places workplace well-being at the heart of its employer brand, while taking concrete action to promote diversity and inclusion. It makes the safety of its teams everywhere an absolute priority.

---

## WE ARE DEVELOPING AN ATTRACTIVE EMPLOYER BRAND

---

In a highly competitive technical talent market, SPIE is stepping up its initiatives to attract candidates. In France, for example, the Group has launched a new, modernised employer brand and is testing a campaign using influencers on Tik Tok. In Germany, the new head office of SPIE Germany Switzerland Austria in Düsseldorf has modern premises that promote well-being and an Experience Centre that showcases the diversity of its business lines. In Central Europe, 28% of recruitment is through internal co-option using a bonus system. In 2025, SPIE recruited more than 6,700 employees on permanent contracts, which is an increase compared with 2024.

---

## WE ARE INVESTING HEAVILY IN TRAINING AND INTERNAL MOBILITY

---

With more than 990,000 hours of training provided in 2025, SPIE has made skills development a strategic priority. The Company is continuing to roll out the SPIE Climate Academy,

with modules dedicated to specific business lines and accessible to all employees. It includes cross-functional management development programmes in English, as well as local programmes adapted to the language and context of each country. For certain businesses, such as SPIE Nucléaire and SPIE Global Services Energy, it has specialised technical training centres. SPIE is also committed to promoting internal mobility, for example through inter-regional mobility committees in France and a dedicated platform in the Netherlands.

---

## AT SPIE, WE WELCOME ALL TALENT

---

In traditionally male-dominated fields, SPIE is aiming to increase the proportion of women in its 2,000 executive and middle management roles by 20% by 2030 compared to 2025. To achieve this objective, which extends beyond key leadership roles, the Group is implementing concrete measures, such as requiring every recruitment shortlist to include at least one female candidate and ensuring that at least 20% of participants in internal development programmes are women. SPIE also works in partnership with specialist recruitment platforms, such as Women

First in France. And it supports the inclusion of people with disabilities, by signing the Handicap en France charter and providing specialised training courses for managers.

---

## WE MAKE SAFETY AN ABSOLUTE PRIORITY ON A DAILY BASIS

---

With its "zero accident" ambition, SPIE aims to be a leader in terms of workplace safety in its sector. The Group integrates prevention measures at all levels of the organisation. Safety performance indicators are systematically monitored by Group management, and safety criteria are now included in managers' variable compensation. All employees must follow the Safety Prevention Code and the 10 "life-saving rules". The Group also takes part in several prevention initiatives, such as the Group-wide safety day organised in 2025, with the aim of promoting collective awareness and making managers key players in day-to-day safety. In France, SPIE won seven awards for the quality of its prevention policy in 2025; for the creation of an ergonomically designed handle for rammers, for example, that improves posture and reduces exposure to vibrations.



## **#WE ARE SPIE!**

### **IN FRANCE, GERMANY, SWITZERLAND AND AUSTRIA**

#### **SPIE awarded Great Place to Work® certification**

SPIE France and its six subsidiaries have been certified a Great Place To Work® by the world expert in employee experience evaluation. The Trust Index – the average rate of positive responses to questions – reached 67% in 2025, up 6 points on 2023. SPIE Germany Switzerland Austria obtained the same certification. Encouraged by this recognition, the Company wanted to go even further. A total of 1,850 employees from the many business lines took part in 140 workshops and shared more than 100 concrete ideas to enhance SPIE's attractiveness as an employer.



# 21%

of SPIE's managers in Poland are women. This significant proportion for the sector is the result of an active diversity policy.

## IN FRANCE

### A new, modernised and enlarged training centre for SPIE Nucléaire

"Faced with the challenges of upskilling and generational renewal, we offer a training model that combines technical excellence, educational innovation and the communication of safety issues, at a time when the role of nuclear power is crucial to the success of the energy transition".

**Arnaud Snykerque,**  
Managing Director of SPIE Nucléaire

## IN GERMANY

In Munich, SPIE took part in herCAREER, an event dedicated to the careers of women and gender-diverse talent, which welcomed more than 7,700 visitors.

## IN GERMANY, SWITZERLAND AND AUSTRIA

In 2025, 1,300 young people with a passion for technology completed their apprenticeships with SPIE at nearly 100 sites.

## IN BELGIUM

Since 1 January 2026, employees have benefited from a new hospitalisation insurance policy, enhanced by a wide range of healthcare services.



## SHARE FOR YOU

### Employee share ownership: another remarkable success for the 2025 campaign

Nearly 25,000 employees from 17 countries took part in the 2025 SHARE FOR YOU campaign, compared with around 21,000 in 2024. Karl-Heinz Probst, Team Leader at SPIE CityNetworks & Grids in Germany, explains: "I've always been rather cautious when it comes to the stock market and shares. But once I did the maths on the SHARE FOR YOU package offered, I wanted to take part. The shares I have in the company is further proof that I am contributing to SPIE's growth. It also motivates us to constantly give our best in our day-to-day work."



Watch  
Karl-Heinz Probst  
testimony.



## IN FRANCE

### The podcast that gives a voice to women in the field

SPIE has launched "Énergies féminines", a podcast designed by the company's diversity network that invites listeners to discover the professional backgrounds and advice from female employees in technical and scientific professions.



Discover  
the "Énergies  
féminines"  
podcast.

## IN THE NETHERLANDS

### SPIE inspires the technical vocations of tomorrow

5,000 children in fifth and sixth grade took part in the Energiemakers workshop. Organised by SPIE and electricity transmission system operator TenneT, the aim was to raise awareness and interest in how the network works and in the related professions.



# CONTACTS

## SPIE

Campus Saint-Christophe  
Europa  
FRA-95863  
Cergy-Pontoise Cedex,  
France  
Tél. : +33 (0)1 34 41 81 81  
www.spie.com

## SPIE BELGIUM

Rue des Deux Gares 150-152  
BEL-1070 Bruxelles,  
Belgium  
Tél. : (32)2 729 61 11  
www.spie.be

## SPIE CENTRAL EUROPE

Plac Trzech Krzyży 18  
00-499 Warsaw  
Poland  
www.spie-ce.com

## SPIE FRANCE

Campus Saint-Christophe  
Europa  
FRA-95863  
Cergy-Pontoise Cedex,  
France  
Tél. : +33 (0)1 34 41 81 81  
www.spie.fr

## SPIE GERMANY

## SWITZERLAND AUSTRIA

EUREF-Campus  
40472 Düsseldorf,  
Germany  
Tél. : +49 (0)2102 37 080  
www.spie.de

## SPIE GLOBAL

## SERVICES ENERGY

Campus Saint-Christophe  
Europa  
FRA-95863  
Cergy-Pontoise Cedex,  
France  
Tél. : +33 (0)1 34 41 85 85  
www.spiegse.com

## SPIE NEDERLAND

Huifakkerstraat 15  
NLD-4815 PN Breda,  
Netherlands  
Tél. : (31)76 544 54 44  
www.spie-nl.com

---

## REFERENCES:

1. <https://www.vie-publique.fr/en-bref/288939-union-europeenne-un-objectif-de-425-denergies-renouvelables-en-2030>.
2. International Energy Agency (IEA), World Energy Outlook 2023.
3. Review 01/2025: Making the EU electricity grid fit for net-zero emissions, European Court of Auditors
4. [https://climate.ec.europa.eu/eu-action/transport-decarbonisation\\_en?prefLang=fr](https://climate.ec.europa.eu/eu-action/transport-decarbonisation_en?prefLang=fr)
5. [https://climate.ec.europa.eu/eu-action/transport-decarbonisation/road-transport\\_en?prefLang=fr](https://climate.ec.europa.eu/eu-action/transport-decarbonisation/road-transport_en?prefLang=fr).
6. [https://transport.ec.europa.eu/transport-themes/mobility-strategy\\_en?utm\\_source=chatgpt.com](https://transport.ec.europa.eu/transport-themes/mobility-strategy_en?utm_source=chatgpt.com).
7. <https://www.acea.auto/press-release/electric-cars-eu-needs-8-times-more-charging-points-per-year-by-2030-to-meet-co2-targets/>.
8. <https://www.consilium.europa.eu/fr/infographics/fit-for-55-how-the-eu-will-become-more-energy-efficient/>.
9. <https://www.lemoniteur.fr/article/performance-energetique-des-batiments-les-nouvelles-obligations-fixees-par-l-ue-a-l-aune-du-droit-francais.2331136>.
10. [https://france.representation.ec.europa.eu/informations/lue-lance-linitiative-investai-pour-mobiliser-200-milliards-deuros-dinvestissements-dans-2025-02-11\\_fr?prefLang=en](https://france.representation.ec.europa.eu/informations/lue-lance-linitiative-investai-pour-mobiliser-200-milliards-deuros-dinvestissements-dans-2025-02-11_fr?prefLang=en).
11. Xerfi, Le marché du smart building : les perspectives et les défis des bâtiments à l'horizon 2030.
12. Observatoire de la maturité data des entreprises, enquête 2024.
13. <https://www.touteleurope.eu/economie-et-social/cybersecurite-europe-cybermenaces-cyberattaques/>.
14. European Environment Agency - 2022 data.
15. Ademe, récupération de chaleur fatale – État des réalisations depuis 2015 et évolutions du gisement à fin 2022, avis d'expert, 2025.
16. <https://www.sap.com/france/products/scm/industry-4-0/what-is-industry-4-0.html#:~:text=D%C3%A9finition%20de%20l'Industrie%204.0,la%20robotique%20et%20l'automatisation>.
17. KPMG, étude : L'IA dans l'industrie manufacturière, 2025.
18. Die Lage der IT-Sicherheit in Deutschland 2024, BSI – Bundesamt für Sicherheit in der Informationstechnik.
19. [https://www.anrt.asso.fr/sites/default/files/2024-02/ANRT\\_souverainete\\_num%C3%A9rique\\_cybersecurite\\_cloud\\_janvier.2024.pdf](https://www.anrt.asso.fr/sites/default/files/2024-02/ANRT_souverainete_num%C3%A9rique_cybersecurite_cloud_janvier.2024.pdf).
20. Eurostat et Cedefop, Skills forecast and labour shortages in Europe, 2024.
21. European Commission – Digital Economy and Society Index (DESI) et Cedefop Skills Forecast, 2024.
22. Eurostat, Human Resources in science & technology.
23. Eurostat, Accidents at work – statistics on causes and circumstances.

# ACKNOWLEDGEMENTS

We would like to thank everyone who helped to prepare this 2025 Integrated Annual Report. Special thanks are due to the people who took part in the vlog shootings.

## ARVID MEIJER

Project Manager  
at SPIE Nederland  
> page 33

## MIKE SENIOR

Managing Director of SPIE  
Wind Connect, a subsidiary  
of SPIE Global Services Energy  
> page 37

## DANIEL SCHMITT

Managing Director,  
SPIE Data Center, Germany  
> page 43

## SENNE MENTENS

Business Development  
Manager at SPIE Belgium  
> page 47

## DOROTHÉE GILBERT

Head of the Department of Production  
& Mechanical Engineering at SPIE  
Industrie, France  
> page 53



**Publication editor:** Pascal Omnès. **Project manager:** Charlotte Barberet — SPIE/Corporate Communications. **Copywriting:** Havas.  
**Production:** HAVAS Paris. Published by SPIE Corporate Communications.

**Photo credits:** ©AdobeStock : kiri - SKIMP - Art Bastian - Colin Ward - SeanPavonePhoto - Engel Drohnenpilot - Justlight Wimon.  
©Antoine Doyen - ©Altour Production. ©SPIE - ©KURTH Nico / 2022 - ©Maymaan - ©Marc Chesneau Photographies / 2022 -  
©Andia / Eric Vazzoler - ©Philippe Bauduin - ©Daikin - ©Franck Beloncle - ©Marc Chesneau Photographies / 2022 - ©Marc Chesneau  
Photographies / 2024 - ©Mathieu Le Gall - ©Gebr. Heinemann / 2021 - ©Sprinkler Energy / 2025 - ©IP3 Press / Christophe Bertolin /  
2025 - ©SERCE / Michel Laurent / 2025 - ©Bouygues Telecom / 2025 - ©Nick Franken / 2025 - ©ASFINAG / 2024 - ©Eric Soudan /  
Alpaca Productions / 2025 - ©Lion Storage / 2025 - ©Siemens / Toon Grobet / 2025 - ©SK&Associés / 2025 - ©J. Sevette / Andia.fr /  
2025 - ©Lotfi Dakhli / 2019 - ©De Lijn / 2024 - ©Icam / 2025.

This copy was Printed On Demand (POD) from a virtual version, which can be viewed online at <https://iar2025.spie.com>, using high-definition digital printing techniques by Alain Gilles Group. This eco-responsible printing service reduces the use of paper, energy and chemicals to a minimum and eliminates inventories and unused copies. The FSC® label on this document ensures the responsible use of the world's forest resources.





[www.spie.com](http://www.spie.com)

## **SPIE**

Campus Saint-Christophe - Europa  
10, avenue de l'Entreprise  
95863 Cergy-Pontoise Cedex  
+33 (0)1 34 41 81 81



This eco-friendly document is printed  
on demand from its online virtual version,  
limiting the use of paper, energy and  
chemicals to just what is needed.