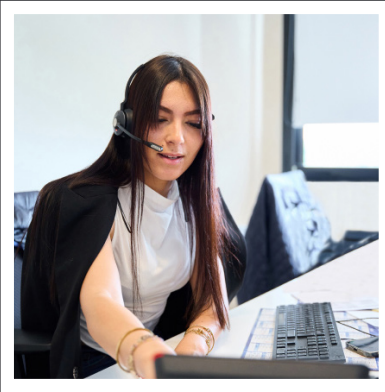


emalec

2030





Strategic guidelines 2030

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OUR DNA

Founded in 1999, the Emalec Group (Entreprise de MAintenance éLECtrotechnique) is a long-standing expert in the field of multi-technical maintenance for multi-site clients in France and Europe.

The company offers preventive and corrective maintenance services for all technical aspects of a building, as well as general construction services and new construction work in HVAC and plumbing.

Emalec has a unique model thanks to its centralised organisation and the provision of a single point of contact, ensuring perfect traceability of the services provided by our employed technicians, as well as consistent reporting.



Pierre CHEVALIER
President

Emalec aims to address all technical aspects of building, from electrical and climate engineering to locksmithing, including fire protection and building security.

At the end of 2024, the Emalec Group regained its independence by restructuring its shareholding. With the support of SIPAREX, backed by CARVEST and BPIFRANCE, the Emalec Group aims to accelerate its growth towards becoming an international mid-market company.

SIPAREX
/ Groupe



bpifrance

On this occasion, around twenty managers also acquired a stake in their company.



Emalec in figures

- 400 employees
- 250 technicians
- 57 million turnover (80% in France and 20% internationally)
- 250 000 interventions
- 14 countries
- 6 languages
- 13,000 sites maintained

1

OUR DNA

Our values



Know-how

Cultivating our expertise and talents to build lasting success

- This value describes our company's DNA, based on our rigour and professionalism, while ensuring that we provide the best possible support to our employees and customers in our quest for lasting success.
- Emalec provides and delivers technical services within a rigorous framework. Technical expertise and management are the two key areas of expertise that we cultivate for our customers.



Listening

Supporting each other to progress together

- This principle emphasises the concepts of cohesion and communication between employees. The Emalec Group is nothing without its employees, and it is thanks to the commitment of each and every one of them that we can continue to improve and evolve.
- Emalec actively listens to its customers in order to improve its quality of service and meet all current and future expectations.



Dynamism

Making boldness our ambition

- What would the Emalec Group be without its boldness? Since its creation, Emalec has never stopped innovating and challenging itself. This desire to excel must guide us in our daily actions.
- Bolstered by its continued growth and new ambition, Emalec is accelerating its traditional business lines while continuing to develop specialised areas and international markets.



Liability

Acting today for tomorrow

- We must all play our part in protecting our environment; the future of our planet is in our hands.
- Emalec provides a responsible service to its customers, allowing them to focus on their business with peace of mind.

1

OUR DNA

Training policy

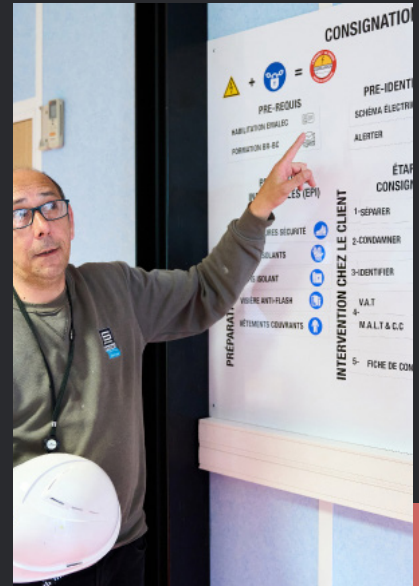
Training

Emalec has a technical training centre covering more than 500 m² at its headquarters in Lyon, dedicated to providing a wide range of training courses to its employees via trainers who are experts in their field.

An induction period is organised for all new arrivals, with common training topics for office staff and operational employees : safety and the environment, traceability of operations, quality, professions, customers and the history of Emalec, etc.

In addition to training new employees, the training centre is used throughout the year to organise continuing professional development for technicians.

In total, our employees receive more than 10,000 hours of training each year.



EMALEC

Emalec Academy



‘Emalec Academy is the vehicle for our expertise.’

More than just a school, it is an ongoing project that provides diploma courses: CQP, CAP and even BTS for all the company's trades.

Emalec Academy trains the technicians of tomorrow, experts in fields such as electricity, multi-technical maintenance, fire extinguishing and climate engineering.

Emalec Academy also trains maintenance management profiles for the roles of assistant project managers.

Career development

As a responsible group, one of our main objectives is to support and develop our employees. At Emalec, we value initiative and entrepreneurship, and we are constantly developing new projects.

That is why we ensure that our employees' roles evolve in line with their ambitions, by offering personalised training programmes.

For Emalec, it is a sense of customer service, mastery of the job, well-being at work and human relations that guarantee performance.

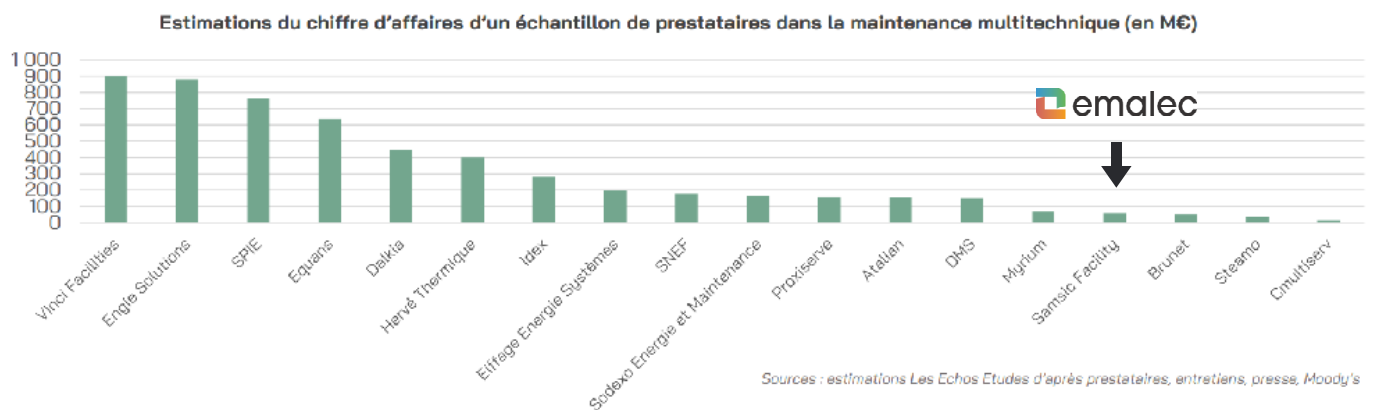
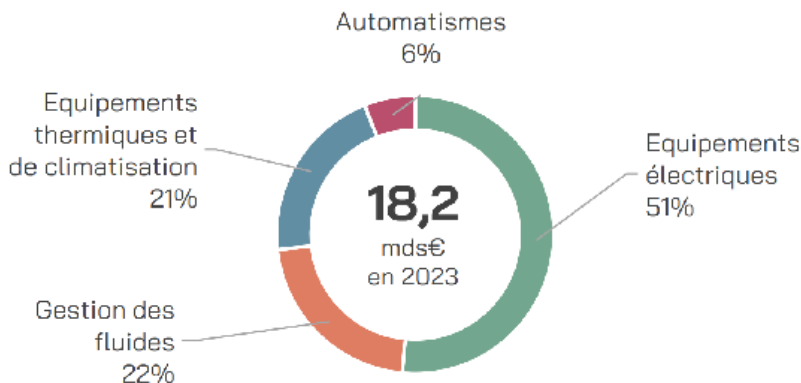
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THE MAINTENANCE MARKET

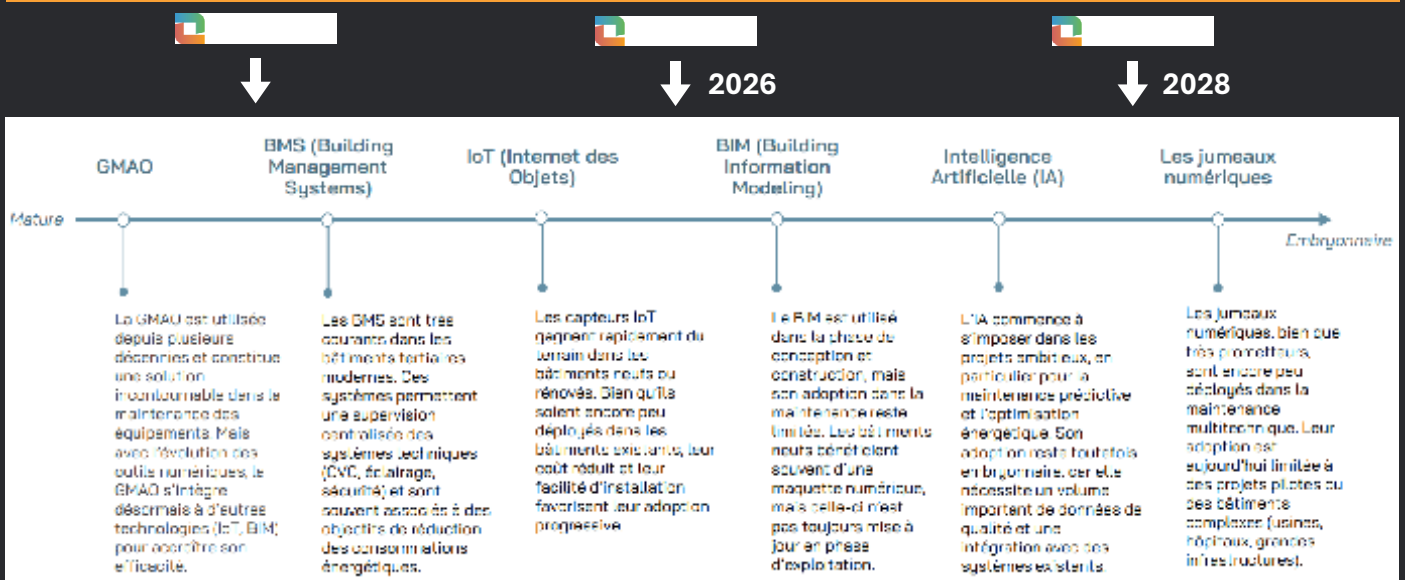
Source : Les Echos Etudes - Décembre 2024



Emalec's market share is estimated at 0.3% in 2024.



In the field of digital technologies, Emalec is well established in the use and development of its own CMMS.



2

THE MAINTENANCE MARKET

Source : Les Echos Etudes - Décembre 2024

Market expectations

- ✓ Expansion of the range of services
- ✓ Service providers capable of managing multi-site contracts while guaranteeing a single point of contact
- ✓ Growing expertise in energy efficiency technologies and digital tools

In détail

- Growth of a competitive market
- Technical expertise becomes a key factor for success
- Obligations to achieve results

- Increase in outsourcing of technical services
- Growing complexity of buildings and equipment (BREEAM, HQE)
- Decline in new housing construction
- Increased regulatory pressure

- Environmental requirements (decarbonisation, Low Carbon Performance Contract, BACS decree, energy performance)
- Innovations: predictive maintenance (sensors, IoT), virtual reality, AI

- Developing the employer brand and investing in employee training

3

OUR AMBITION

A key message

Becoming the European leader in integrated technical services for multi-site companies

Being recognised internationally

Becoming a recognised player in scheduled maintenance



Achieve over €100 million in turnover by 2030

Reinventing Emalec's identity

Adapting our organisation and processes to new working habits and new customer expectations

Challenges for Emalec in the market

- Be visible in a competitive market (0.3% market share in 2024)
- Adapt to regulations
- Be innovative
- Acquire new specialities (e.g. IRVE, electronic security, GTB)
- Attract talent

4

OUR POSITIONING

KEY STRENGTHS



Service offering

- High-performance company in terms of its service offering
- Technical expertise
- Technical diversity
- Pure player in maintenance
- Unique offering proven across multiple sites
- Centralised organisation with a single point of contact
- Proprietary global ERP system open to all parties involved in the contract (our customers and partners via web applications, our technicians via tablet PCs and smartphones)

Market context

- Strong, steady growth
- High resilience to market changes
- Offering tailored to different sectors of activity

Human resources

- Highly dynamic training policy
- Internal development
- Skills development

4

OUR POSITIONING

AREAS FOR IMPROVEMENT



Service offering

- Build our innovation/digitalisation catalogue
- Develop our energy performance offering
- Continue to structure purchasing (optimisation, purchasing policy, etc.)
- Intensify our CSR policy
- Structure teams of low-current specialists – climate engineering
- Promote cross-selling between our various activities

Market context

- Develop our visibility/brand awareness
- Streamline our network of partners in France and internationally

Human resources

- Improving employee retention

4

OUR POSITIONING

OPPORTUNITIES



Service offering

Integrate and deploy new service lines

- Electric Vehicle Charging Infrastructure (IRVE)
- GTB/GTC Systems (Building Management Systems/Centralised Technical Management)
- Tertiary sector decree requirements and BACS (Building Automation and Control Systems)
- Energy performance
- Electronic security

Developing our existing offerings by promoting our centralised organisational model

- Fire protection
- All trades construction managed by Magestime
- International Facility Management

Technologies

Assess and seize opportunities offered by Artificial Intelligence in:

- Schedule optimisation
- Customer reporting: from one-off reports to annual facility improvement plans
- Process digitisation: mobile applications for technical audits, service requests, site reports, etc.
- Digitisation and automation of our logistics flow
- Use of 3D scanners for workspace layout

Partnership

Strengthen relationships with key field stakeholders to build sustainable, responsible and efficient partnerships

Develop business opportunities with our stakeholders

AND TOMORROW...

emalec
2030

OUR STRATEGIC PRIORITIES



TALENT DEVELOPMENT

Developing the Emalec Academy training programme to meet our training needs for the group's professions and our growth ambitions.



SUSTAINABILITY

Implementing a CSR policy that enables us to build, with ambition, responsibility and control, a sustainable business that meets economic, societal and environmental expectations.



INNOVATION

Cultivate interest in service innovation (web, applications), technological innovation (IoT, AI, etc.) and organisational innovation (single point of contact, dedicated or shared teams, etc.) in order to meet customer expectations in compliance with regulations.



DEVELOPMENT OF EXISTING MARKETS

Boosting our existing offerings: mobile multi-technical maintenance, stationary multi-technical maintenance, TCE (building and civil engineering) fit-outs, fire protection, climate engineering, etc.



CONQUERING NEW MARKETS

Developing our new offerings: EV charging station maintenance, energy performance, building management systems, electronic security, etc.



EXTERNAL GROWTH

Acquire new business expertise and develop our presence in France and internationally

Talent Development

Develop the Emalec Academy training programme to meet our training needs for the group's professions and our ambitions for growth.

Objective: 100 graduates by 2030



The opening of Emalec Academy has enabled Emalec to create new training programmes that support our drive to attract and retain talent.



Ludivine BUFFARD
Head of Human
Resources

In detail

- Develop management and field teams
- Recruit more effectively
- Structure a career plan strategy
- Improve the internal application process
- Boost the Emalec Academy training offering

Sustainability

Implementing a CSR policy that enables us to build, with ambition, responsibility and control, a sustainable business that meets economic, societal and environmental expectations.

Objective: To regain Ecovadis Platinum status on a long-term basis



Responsibility and sustainability are key concepts for Emalec, which are at the heart of our CSR policy.



Sophie WERCK
QSE-CSR Manager

In detail

- Publish our CSR report annually
- Assess our performance transparently (Ecovadis, etc.)
- Expand our scope of certifications (ISO, MASE, etc.)
- Make our vehicle fleet greener
- Include carbon footprint calculations in commercial offers
- Support our customers in meeting the objectives of the tertiary sector decree/ BACS
- Aim for carbon neutrality (2040)

Innovation

Cultivate interest in service innovation (web, applications), technological innovation (IoT, AI, etc.) and organisational innovation (single point of contact, dedicated or shared teams, etc.) in order to meet customer expectations in compliance with regulations.

Objective: To obtain a reward



Innovation is a major challenge for Emalec in the years to come.

New digital tools must provide a real springboard to offer our customers a service that meets their expectations.



Sylvie BARBOSA
Operational Performance
Director

In detail

- Develop digital tools (applications, IoT – Internet of Things) to enhance the quality of service provided to customers.
- MOZARIS (integrated ERP)
 - Continue digitising operational and functional flows to improve performance
 - Deploy more gateways with our clients' tools to streamline information exchanges
 - Develop features that enable us to meet our regulatory obligations (carbon footprint, electronic invoicing, etc.)
- Making our communication channels more intuitive to improve the customer experience

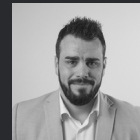
Development of existing markets

Boosting our existing offerings: mobile multi-technical maintenance, on-site multi-technical maintenance, TCE development, fire protection, climate engineering, etc.

Objective: More than 8% growth per year



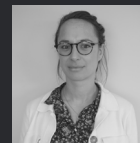
The strength of the Emalec Group also lies in its ability to integrate new business lines that meet our customers' needs through its subsidiaries. Thanks to their specific skills, our entities intend to boost their offerings (multi-site, single-site, HVAC works, TCE development) to further enhance our know-how and expertise.



Philippe VIGUIER
Emalec



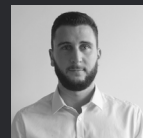
David HERRERO
Emalec Iberica



Justine DUCARRE
Emalec IDF



Julien MENDEZ
SCS



Pierrick CHEDEVILLE
Magestime

In detail

- Promote our technical expertise in existing markets
- Increase our penetration rate in the Parisian tertiary market
- Boost our fire protection offering
- Develop the construction offering provided by SCS and Magestime
- Develop internal cross-selling: market specialised products

5

OUR STRATEGIC PRIORITIES

Conquering new markets

Developing our new offerings: EV charging station maintenance, energy performance, electronic security, etc.

Objective: 10% of total turnover by 2030

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In a changing world, Emalec must explore and conquer new markets.

Our long-standing expertise must be the key asset in these new services, which meet the expectations of our customers and society.

These services will support our partners of today and tomorrow in their ecological and technological transition.

More than ever, we must make boldness our ambition!



Romain MARECHET
Sales and Marketing
Director

In detail

- Supporting customers with data analysis (investment plans)
- Developing our new offerings in climate engineering, energy performance, electronic security and EV charging stations

External growth

Acquire new business expertise and develop our presence in France and internationally

Objective: +€25 million in 5 years

”

The expertise of our future acquisitions and our business model, combined with the strength of our support services, are the key factors in our Group's success in serving our customers. Emalec is accelerating! Follow us...



Ludovic LAZZAROTTO
Deputy Chief Executive
Officer

