

# Presentation of SUEZ 2022 financial results

*MAY 5TH, 2023*

**SABRINA SOUSSAN**  
Chairman & Chief Executive Officer

**THOMAS DEVEDJIAN**  
Chief Financial Officer



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# Today's Speakers



**SABRINA SOUSSAN**  
**CHAIRMAN**  
**CHIEF EXECUTIVE OFFICER**

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**THOMAS DEVEDJIAN**  
**CHIEF FINANCIAL OFFICER**



# Table Of Contents

- 1** | **Market And Business Overview**
- 2** | 2022: A Year In Review
- 3** | Financials 2022
- 4** | Mid-Term Roadmap

# Macrotrends And Market Positioning

## Supportive macrotrends



Global water market  
~€800bn

Global  
+~3% p.a.

Fr  
+~2% p.a.



Global waste management market  
~€1.400bn

Global  
+~3% p.a.

Fr  
+~2-4% p.a.

## Change factors

Water Scarcity



66 million people supplied by SUEZ with drinking water

Climate change (GIEC)



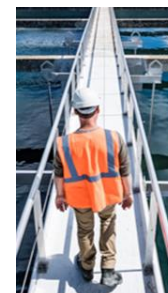
5.7 million tons of CO2 avoided by SUEZ in 2022

Energy sovereignty



8.3 TWh of energy produced by SUEZ annually

Extreme water events

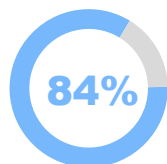


33.7 million people benefiting from sanitation services provided by SUEZ

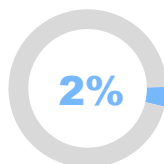
## MARKET CHARACTERISTICS

Vast and highly fragmented market...

Total Water & Waste market  
>€2.200 bn



84% of the world's population is served in water by thousands of local operators and public utilities



2% SUEZ & Veolia are the two global players, but only represent 1.5 % and 0.5% respectively<sup>1</sup> of the global water & waste market

Source: GWI ranking, 2021

...With many specificities

1. High barriers-to-entry (regulation, CAPEX)
2. Long term contracts
3. Predominance of public tenders
4. Slow innovation adoption
5. Room for increased operational & commercial excellence

### Key takeaways

1. Selectivity is key
2. Act local, while leveraging global scale (e.g. innovation, technology, return of experience..)

# Key 2022 Figures (restated on a 12 months basis)

**Diversified in Water and Waste industries, integrated throughout the value chain...**

**Recycling & Recovery Revenue ~€5.3bn (2022)** **60%** 



**Water Revenue ~€3.5bn (2022)** **40%** 



\*2022 revenue restated on a 12 months basis, inclusive of closed M&As on a full-year basis (EnviroServ, IWS, Recycling & Recovery UK)

**... with activities in both mature and growing markets**

**Diversified exposure to 40 countries**



● Mature markets ● Growth markets

\*\*Split based on the geographical area where the revenue is managed

# A Combination Of Resilience And Growth Potential

1



## Resilience to external shocks

### People

High **resilience** (78% proud to work for SUEZ) and **engagement** (>70%), paired with expertise and purpose

### Recurring revenues

**80% of our revenues are recurring**; based on long-term contracts, strong renewals (75% average renewal rate in France) and a loyal customer base

### Limited exposure to inflation

Our contracts allow to **pass-through inflation** in most situations, but with a c. 12-18 months time lag

### Limited exposure to energy prices

Though **hedging is limited by regional market segmentation**, we consume as much energy as we produce  
*8.3TWh produced vs. 7.4TWh consumed (2022, incl. UK)*

2



## Unique Selling Propositions

### Technical know-how

Strong technical know-how  
**1.700 Patents and 9 R&D centers**

### Expertise in project management

Capacity to structure and **manage complex projects** (e.g. “Design, Build, Finance and Operate”, “Build Operate Transfer”)

### Critical size

Critical size to participate in **capital-intensive projects**, with global references

### Leadership in innovation and digital

**9 global innovation centers**, delivering among others best in class **digital solutions**



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# FY22 Solid Performance

**SUEZ announces a revenue of €8.8 billion  
and an EBITDA of €1.4 billion in 2022**

*(restated on a 12-months basis and including acquisitions made in 2022)*

**The Group's consolidated revenues over 11 months in 2022 is  
€6.8 billion with an EBITDA of €1.1 billion, including  
contributions of 2022 acquisitions since closing**

## **SOLID 2022 PERFORMANCE**

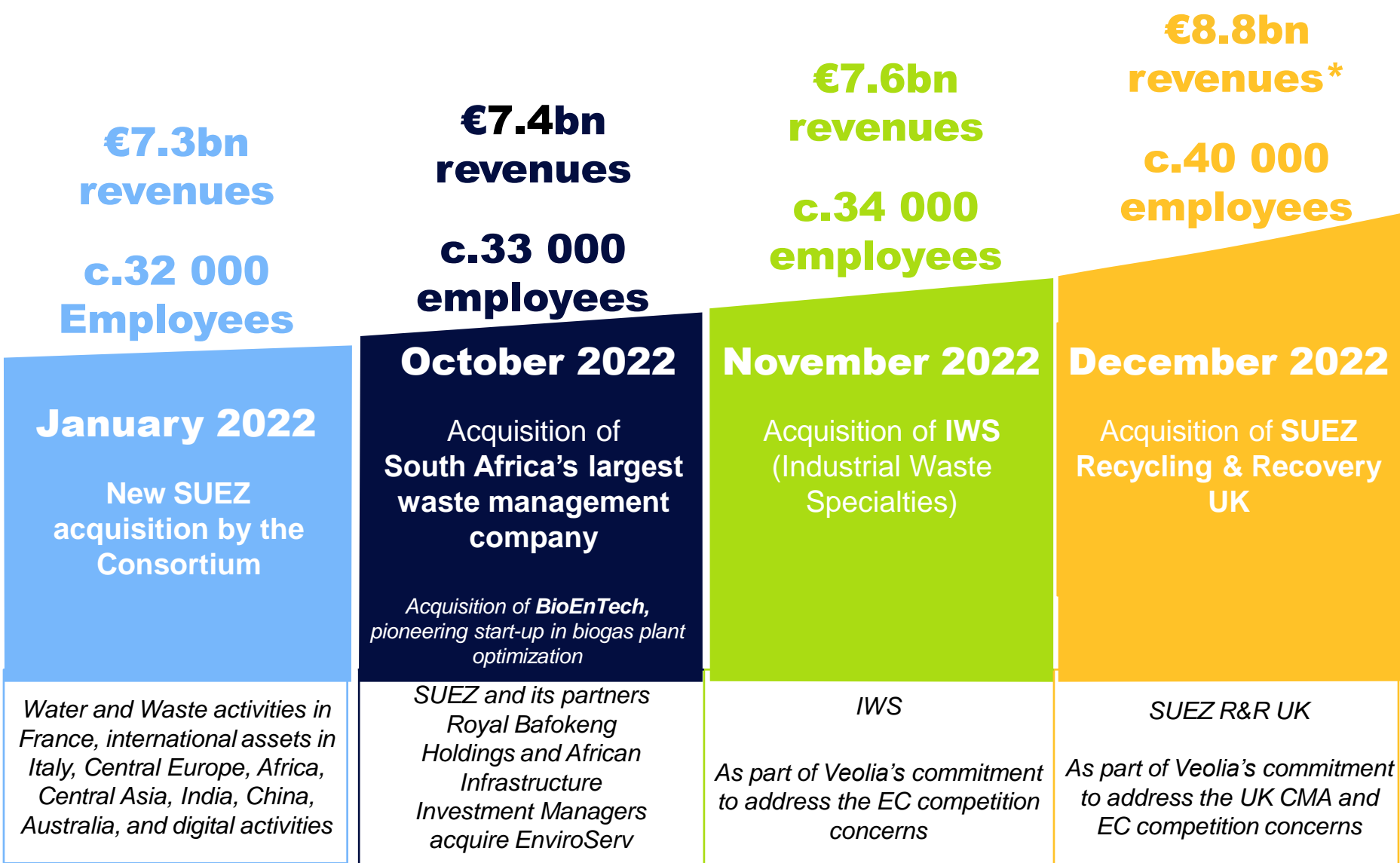
- SUEZ 2022 results are solid and in line with our ambitions despite a difficult and inflationary economic environment, demonstrating the robustness and strength of our business model
- They are driven by strong operational performance within the existing perimeter and by newly acquired businesses in South Africa, France and the United Kingdom (12-months sales of €1.5 billion and more than 8,000 employees)
- With the support of our shareholders, we have fulfilled our 2022 objectives



# 2022 Priorities And Achievements

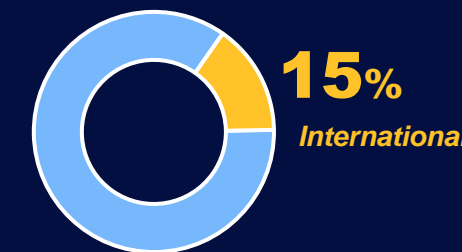
| Priorities  | Achievements  |  |
|---|---|--|
| <p><b>1</b> <b>Transition Management</b></p>                      | <ul style="list-style-type: none"> <li>• Governance</li> <li>• Supportive social dialogue</li> <li>• Carve out topics with Veolia</li> <li>• Exercised Right of first refusal (ROFR) on hazardous waste (€690m EV) and UK Waste (€2bn EV)</li> </ul>  |   |
| <p><b>2</b> <b>Corporate Strategy &amp; ESG</b></p>               | <ul style="list-style-type: none"> <li>• Strategy detailed and signed-off</li> <li>• 5-year business plan approved</li> <li>• ESG roadmap signed-off</li> </ul>   |   |
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| <p><b>4</b> <b>Operating model, Performance &amp; Rebound</b></p> | <ul style="list-style-type: none"> <li>• Key principles of operating model defined</li> <li>• Start overhaul of energy management</li> <li>• Commercial momentum: €3.1 billion worth of new contracts</li> <li>• Successful green bond emissions – acquisition debt fully refinanced</li> </ul>           |   |
| <p><b>5</b> <b>People &amp; Culture</b></p>                       | <ul style="list-style-type: none"> <li>• Engagement survey: + 10 pts versus benchmark</li> <li>• Key positions staffed</li> <li>• Employee shareholding plan implemented (3% target)</li> <li>• Culture transformation launched with a focus on ownership, accountability and entrepreneurship</li> </ul> |  |

# Strengthening Our Foundations

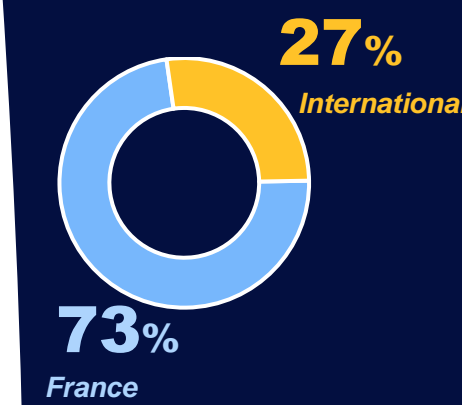


## De-risking and re-balancing our portfolio

Perimeter excluding 2022 acquisitions (in revenues)



Perimeter including 2022 acquisitions (in revenues)



# 2022 Priorities And Achievements

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# Sustainability At The Core Of Our Business, Strategy And Culture

## ESG

### Successful issuance of two large green bond in 2022

- Inaugural issuance of €2.6bn in May 2022
- Second of €1.7bn in October 2022

### A value creating & locally anchored group

- Redistribution of 90% of the economic flows generated to employees, subcontractors, suppliers, local authorities, NGOs and local communities
- Completion of largest employee shareholding plan in the Group's history

### Anchoring our commitments in our governance & project evaluation

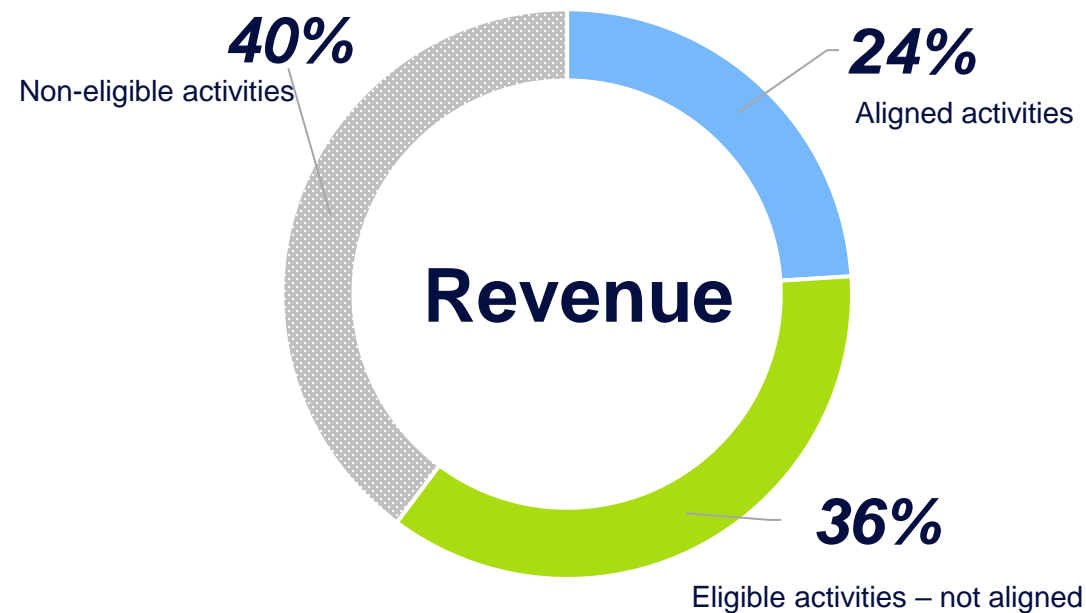
- 20% of Group executive long-term incentives linked to ESG criteria
- Systematic review of projects reaching the Operations Committee in terms of ESG compliance

### Ambitious But Realistic Sustainable Development Roadmap Completed

- 3 Pillars: Climate, Nature and Social and 24 Commitments
- 43 KPIs to monitor

## TAXONOMY\*

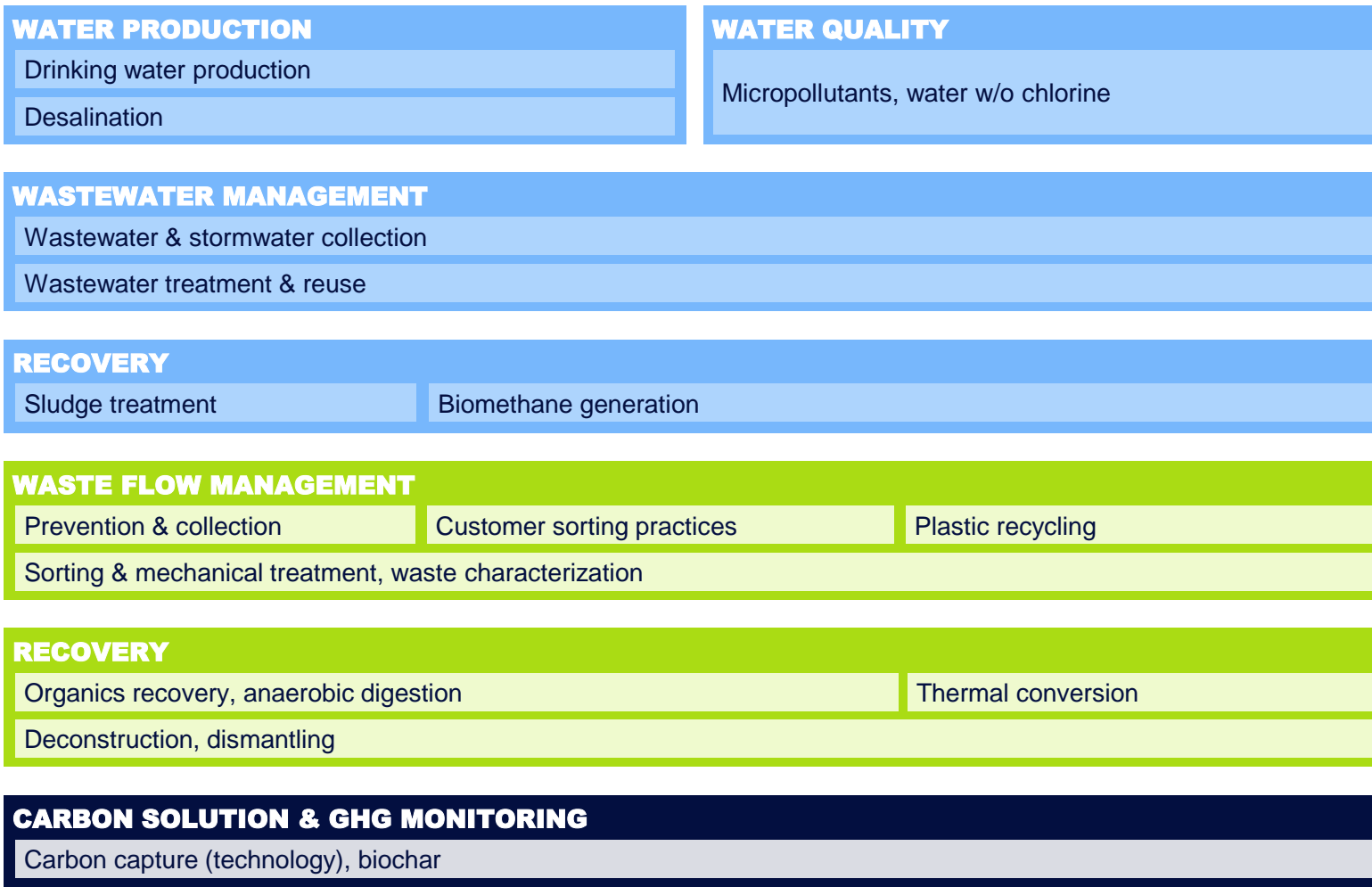
60% eligibility and 24% alignment in 2022



\*Taxonomy reporting: based on published accounts, including activities of SUEZ acquired on 31<sup>st</sup> of January 2022 as well as the contribution of UK Waste, IWS and Enviroserv since their acquisition date

# A Key Differentiating Factor: Innovation & Research

Innovation Leadership To Pioneer Solutions To Customers Needs : +50% In R&D Spend By 2027



## Better and more innovation

- Alignment of **innovation roadmap with strategy**
- **Streamlining of internal innovation capabilities** and efforts
- Push for protection and valuation of innovation through **patent policy**
- **Monetization of innovation**








**More than 1700 patents** (in 456 different patent families) by end of 2022

# 2022 Priorities And Achievements

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# Key Contracts Won In 2022

## FOCUS



Renault Group Morocco renews its contract with SUEZ for the management of industrial waste



### Morocco

Treatment and recovery of waste of Renault Group's two plants in Morocco (for the 4<sup>th</sup> consecutive time)

*This project is for an extendable duration of 3 years and an average annual volume of 20 400 tonnes of industrial waste.*

## DIFFERENTIATION



SUEZ wins the largest contract in its history in India



### India

20 years wastewater DBO contract won in the city of Worli

*This is the largest contract in the group's history in India, and will serve 2.5 million people. SUEZ will ensure that the treated effluents comply with the most stringent quality standards and that up to 50% will be further treated for non-potable reuse. Suez will be fully compensated for inflation.*

## VALUE CREATION



SUEZ secures the renewal of Ocréal EfW for an extra 10 years

### France

Renewal of the Ocréal EfW

*Renewal of the contract for a turnover of c.€18M a year over 10 years. The contractual structure includes protection for energy price volatility.*

# 2022 Priorities And Achievements

| Priorities                                      | Achievements  |  |
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# Ownership Culture Exemplified By The Largest Employee Shareholding Plan In The Group's History



## Overview of results

- **28,529** eligible employees (from Czech Republic, France, Hong Kong, India, Macao, Morocco, Poland, Spain, and the United Kingdom)
- **Highest participation rate ever achieved** by the Group in terms of employee shareholding
  - Participation rate of **40% on average** (12 000 employees equivalent) and 59% internationally
  - For the first time ever, **international participation rates have exceeded those of France**
- **Total employee subscriptions have exceeded €140m**, significantly higher than the targeted budget of €118.4m, which was equivalent to 3% of the share capital at the time of the launch of the employee shareholding plan\*

*Note: % represent capital structure as of 5<sup>th</sup> May 2023*

**This plan represents the largest transaction by amount invested in a non-listed company via a mutual fund**

# High Level Of Engagement, With Strong Belief In The Company, Our Strategy And CSR

Results of the Survey Conducted 4<sup>th</sup> - 20<sup>th</sup> January 2023

## STRONG ENGAGEMENT

**67%**

(+ 8 v/v benchmark)

*PROUD TO WORK FOR SUEZ*

**78%**

*WILLINGNESS TO RECOMMEND  
SUEZ*

**69%**

## HOW DO YOU SEE THE FUTURE FOR SUEZ ?

**61%**

+10 points since April 2022

## MAIN DRIVERS OF ENGAGEMENT AND PRIDE AMONG EMPLOYEES:

Health  
& Safety  
**81%**

Ethics  
**74%**

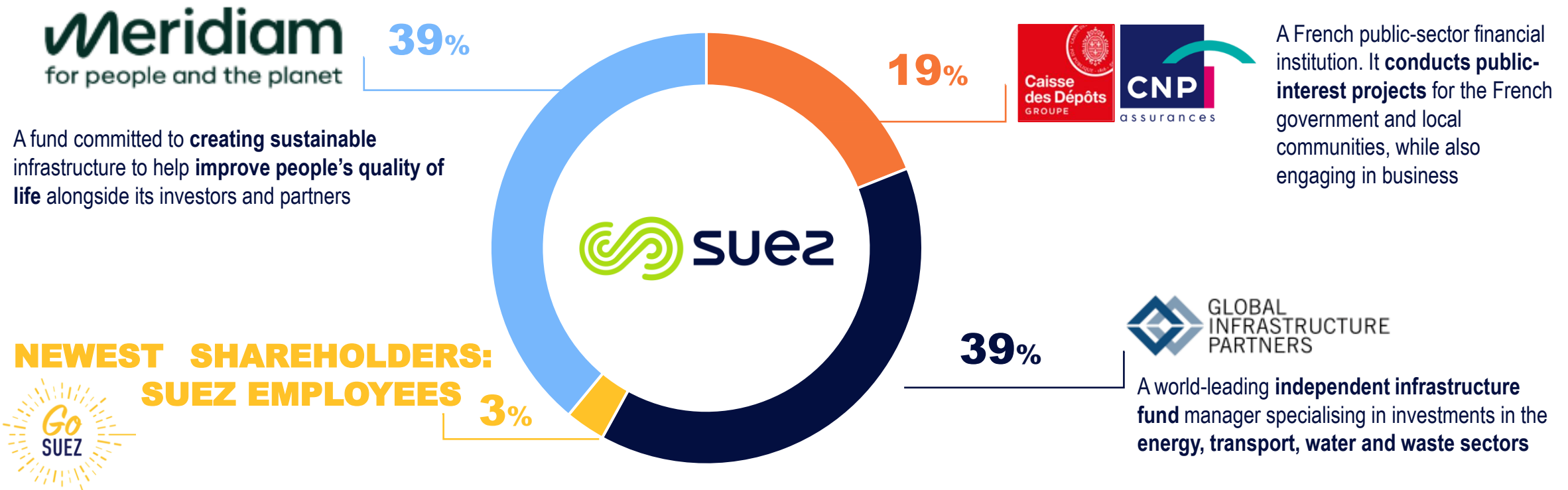
Diversity  
& inclusion  
**74%**

CSR  
**71%**



# 2022 Growth Supported By Committed Shareholders

Our shareholders are committed to the group's development and have contributed **more than €6bn in capital increases in 2022**





## ≡ Table Of Contents

- 1 | Market And Business Overview
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# Solid FY22 Figures For SUEZ First Year Of Operation

## Net Income Impacted By Exceptional Costs Linked To The Set Up Of The New Company And Acquisition Costs

| In €m   | 2022 Accounts | 2022 Restated on a 12m basis |
|---|---------------|------------------------------|
| Revenue                                       | 6 844         | 8 787                        |
| EBITDA  | 1 110         | 1 406                        |
| EBITDA %                                      | 16%           | 16%                          |
| EBIT  | 228           | 384                          |
| EBIT excluding New SUEZ PPA                   | 415           | 587                          |
| Net Income Group Share                        | (23)          | (13)                         |
| Net Income Group Share excluding New SUEZ PPA | 110           | 132                          |
| Net Debt                                      | 4 589         | 4 589 <sup>(a)</sup>         |
| Leverage                                      | 4,1x          | 3,3x <sup>(a)</sup>          |

**Published accounts** include 11 months of the activities of New SUEZ that were acquired on 31<sup>st</sup> of January 2022 as well as the contribution from R&R UK (December 2022), IWS (November 2022) and EnviroServ (September 2022) since their respective acquisition date

**2022 restated on a 12m basis** includes 12 months of New SUEZ activities, and 12 months for R&R UK, IWS and EnviroServ (see appendix)

**2022 figures** impacted by exceptional costs of €(86)m on 2022 accounts:

- **Restructuring costs** incurred for the set up of New SUEZ for €(43)m
- **Acquisition costs** following the takeover of New SUEZ activities, R&R UK and EnviroServ for €(42)m

# Profitability By Activity

| In €m    | Water | R&R   | Other* | 2022 Accounts | 2022 restated on a 12m basis |
|----------|-------|-------|--------|---------------|------------------------------|
| Revenue  | 3,271 | 3,624 | (51)   | 6,844         | 8,787                        |
| EBITDA   | 703   | 474   | (68)   | 1,110         | 1,406                        |
| EBITDA % | 21%   | 13%   | NA     | 16%           | 16%                          |

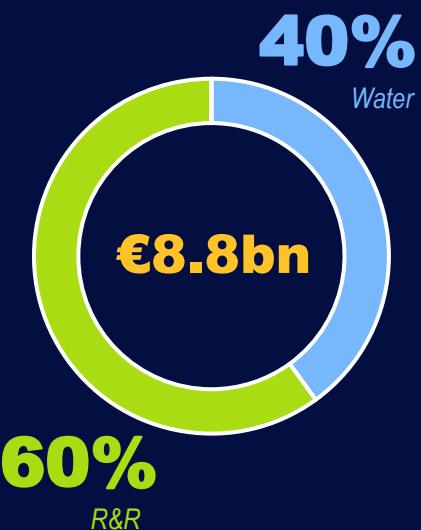
\* Central costs net off intercompany revenue

## COMMENTS

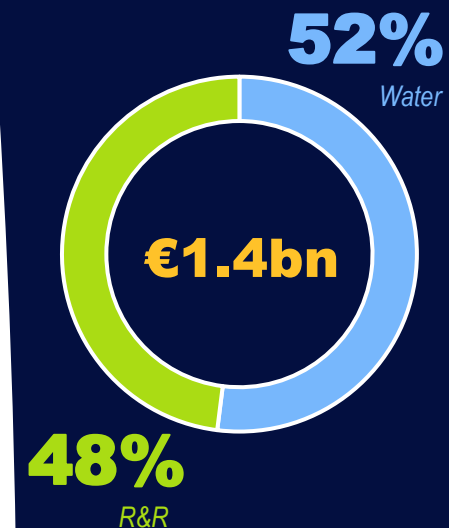
- Balanced business mix between water and recycling & recovery
- Water activities including both municipal concessions and regulated activities
  - Key countries: France, Italy, Czech Republic, China, Australia
- Recycling & Recovery activities across the entire waste management value chain including hazardous waste
  - Key countries: France, UK

## BUSINESS MIX

Revenues 2022 restated on a 12 months basis



EBITDA 2022 restated on a 12 months basis





# Water Activity

| In €m    | 2022 Accounts | 2022 restated on a 12m basis |
|----------|---------------|------------------------------|
| Revenue  | 3,271         | 3,529                        |
| EBITDA   | 703           | 766                          |
| EBITDA % | 21%           | 22%                          |

## KEY OPERATIONAL DATA

**891**

Drinking water production sites operated by SUEZ

**4.6bn m3**

Drinking water produced by SUEZ

**2,179**

Wastewater treatment sites operated by SUEZ

**2.8bn m3**

of wastewater biologically treated by SUEZ

## A RESILIENT BUSINESS MODEL

- **Water in France :**
  - Historical renewal rate of 75%
  - Large number of contracts (c. 2,000 contracts) including 30 major contracts with a concession maturity of c. 10 years
  - Slightly more than half of our contract portfolio expires after 2027
- **Water in Italy**
  - Long term partnership with ACEA to leverage synergies and benefit from its strong establishment in the centre of Italy and insights to secure new concessions
- **Water in Asia**
  - Close to 40 water and wastewater JVs in Greater China covering Water production, concessions, industrial water and wastewater, sewage and sludge
  - Top 5 clients / contracts are long term with expiry date between 2030 and 2052
- **Water in Australia**
  - Business profile backed by long-term contracts
  - Top 3 contracts have expiry date between 2032 and 2039
- **Water in India**
  - Dynamic market where SUEZ has strong positioning in both services (representing 30% of total revenue) and infrastructure contracts
  - Portfolio of DBO contracts emerging, including latest contract win in Worli (€630m)

# Recycling & Recovery Activity

| In €m    | 2022 Accounts | 2022 restated on a 12m basis |
|----------|---------------|------------------------------|
| Revenue  | 3,624         | 5,309                        |
| EBITDA   | 474           | 711                          |
| EBITDA % | 13%           | 13%                          |

## KEY OPERATIONAL DATA

**>25m tons**  
of waste processed

**> 9m**  
people served by our collection business

**>80 000**  
customers in services and industry

**74**  
Composting platforms

**45**  
Incineration sites

**541**  
Sorting, material recovery and transfer stations

**148**  
Storage centers

## A RESILIENT BUSINESS MODEL

### Recycling and Recovery in France

- Leading Recycling and Recovery player in France, covering the entire waste management value chain, serving all types of clients and handling all types of waste
  - 13m tons treated in 2022:
  - Business model transformation underway from landfill to materials and energy recovery
  - Large and diverse client portfolio limiting concentration risk
  - Strong track record in winning and renewing contracts
  - 74% renewal rate for municipal collection over the last 5 years
  - Low churn rate in industrial and commercial (I&C)

### Hazardous waste in France (IWS)

- A leader in the French-European hazardous waste market, benefitting from high barriers to entry
- Best-in-class technological provider and integrated player in both minerals and chemicals, with high-security landfilling, thermal treatment, production of carbon-free recovery energy & alternative raw material
- Overall, 1.2 Mt processed in 2022 in landfill and incineration/co-incineration

### Recycling and Recovery in the UK

- #3 Recycling & Recovery player in the United Kingdom with operations all along the value chain and a presence in the country for +30y
- +11m tons managed in 2022
- Most R&R UK operations are de-risked through long-term, secured and balanced supply contracts / purchase price agreement portfolio
  - C. 2/3 of revenues secured by 24 long-term public contracts (o/w 11 for Energy-from-Waste (EfW))
- EfW assets provide stable, profitable and recurring revenues (for an average of c.20y)

# SUEZ Is Protected Against Cost Inflation

## Indexation Formulas And Price Increases Providing Resilience in the Current Macro Environment

### WATER FRANCE

- Contracts benefit from embedded price indexation formula (reviewed at least annually). Average indexation in 2022 was 5%
- Our contracts generally allow for inflation pass-through, but with a c.12-18 months time lag

### R&R FRANCE

- Municipal contracts in collection, energy from waste and mechanical sorting include price indexation formula. However, some limited indexation formulas can be capped
- Commercial and industrial (I&C) contracts are generally short term (1-3 years). Cost increases are recovered through regular price increases (at least once a year). Average price increase in 2022 was 6%
- In recycling, SUEZ has the ability to pass secondary raw material price fluctuations through. In this business, SUEZ is generally buying infeed material and selling recyclate outputs. The value of the materials is systematically indexed.

### R&R UK

- R&R UK has 75% of its revenue indexed plus the ability to increase I&C prices at least once a year
- In recycling, the price risk sharing mechanism reduces exposure to volatility in recyclate prices. Residual exposure is managed by increasing / decreasing front end gate fees

### AUSTRALIA

- Largest contracts are cost plus (inflation directly passed to the client) or client tariff is escalated according to relevant indices

### ASIA

- Tariff reviews in water concession follow a periodic negotiation process allowing us to mitigate the impact of inflation in the long run

### OTHER INTERNATIONAL

- For new projects and contracts, we focus on inflation protection both contractually and in managing the project (e.g. exposure from bid to start date)

# Our Response To The New Energy Environment

## SUEZ Ability To Moderate Effect Of Energy Price Volatility

### **SUEZ is a net producer of electricity**

- In France, 1.2 TWh of electricity sold (o/w 0.4 TWh at administered price) and 1.5 TWh purchased (o/w 1 TWh at administered price "ARENH")
- In the UK, production of 2 TWh of electricity and heat. The electricity revenues are hedged 18 months ahead
- Electricity prices have experienced unprecedented volatility since 2022
- Mitigation is derived from the indexation formulas provided for in the bulk of our contracts

### **Going forward, our strategy will aim at:**

- Further insulating our business from market volatility by increasing the volume of cross-consumption between our activities
- Developing solar PV production where possible on the footprint of our facilities (mainly landfills) to progressively increase self-consumption
- Developing PPA contracts with third party corporations interested to ensure stable off-take prices in the face of a volatile market environment and prepared to pay a premium for energy produced through our activities
- Developing contractual frameworks comprising guaranteed electricity revenues (waste) or costs (water) underpinned by our own consumption or production. Such schemes would secure stable electricity-related cash flows benefitting both our clients and SUEZ



# Strong Cost Discipline

## €138m Achieved In 2022 By SUEZ Performance & Operations Plan (SPOT)

### SPOT IN A NUTSHELL

- SPOT was launched in 2020 as a 4 year performance program and has generated €400m savings since its launch
  - €138m savings generated in 2022 alone
- The 2023-2027 performance plan includes further performance gains, thanks notably to :
  - An enhanced focus on operations, procurement and SG&A
  - Leveraging digital solutions for transformational projects
  - Developing a business component to address performance pass-throughs

#### OPERATIONS

##### SPOT OPS

- Driven by operational KPIs, benchmarking within and across BUs and variable cost tracking
- Boosted by transformational actions (innovations, digital)
- Supported by SUEZ Way lean processes at site level

#### SG&A

##### SPOT TRANSFORMATION

- Close link to the new operating model
- Variabilization of fixed costs in Water France

#### PROCUREMENT

##### SPOT BUY

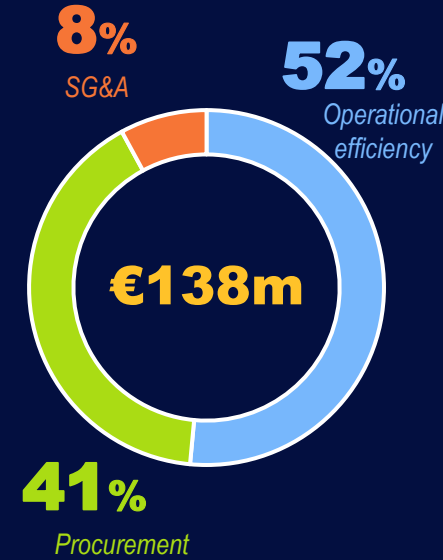
- Procurement team fully embedded with BUs to deliver performance actions
- Focus on beating inflation indices
- Partnerships with key suppliers for transformational actions (static meters)

#### BUSINESS

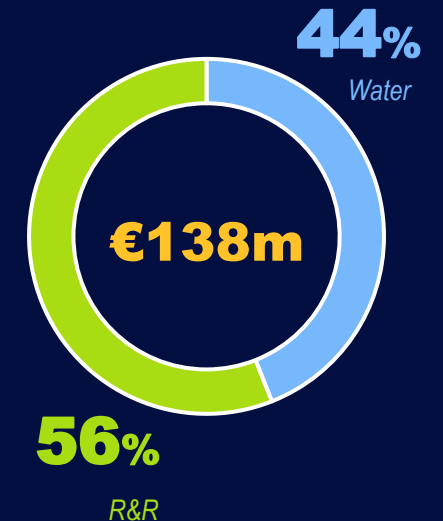
##### SPOT BIZ

- Screening of potential for incremental renegotiations
- Maximize impact of escalation formulas
- Tracking of pass-through to clients

### 2022 SPOT ACHIEVEMENTS



### SPLIT BY ACTIVITY



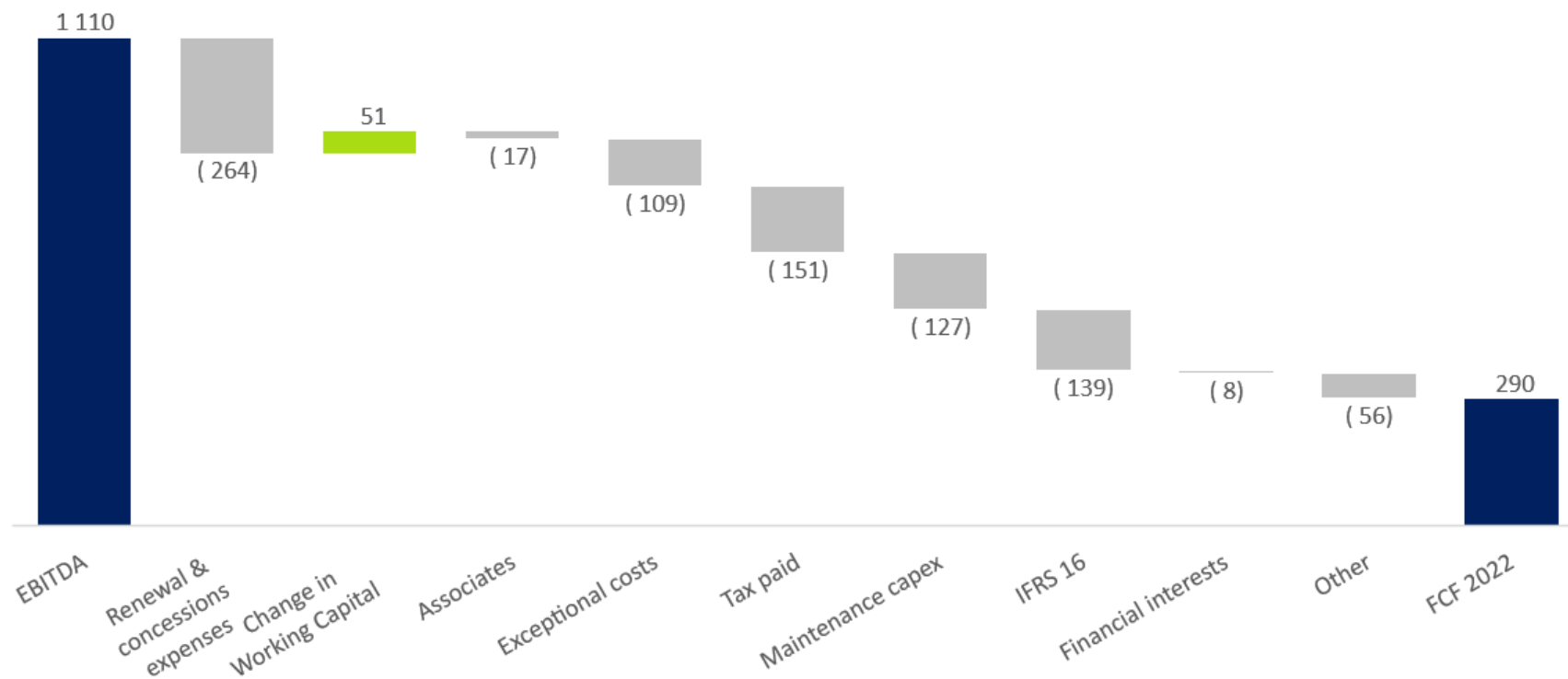
# Net Income

## Impacted By SUEZ PPA And One-Off Costs

| In m€   | 2 022 accounts | 2022 accounts excluding New SUEZ PPA |
|---|----------------|--------------------------------------|
| <b>EBITDA to Net Income</b>   |                |                                      |
| <b>EBITDA</b>   | 1 110          |                                      |
| Amortization and provisions   | (433)          |                                      |
| IFRS 16   | (145)          |                                      |
| Renewal and concessions expenses  | (264)          |                                      |
| Others  | (39)           |                                      |
| <b>EBIT</b>   | 228            | 415                                  |
| Capital gain and change in scope  | (53)           |                                      |
| Impairment  | (20)           |                                      |
| Restructuring   | (95)           |                                      |
| Other   | 21             |                                      |
| <b>Income from operating activities after share in net income of equity-accounted companies considered as core business</b> | 82             |                                      |
| Financial result  | (78)           |                                      |
| Tax   | 3              |                                      |
| Minority interests  | (30)           |                                      |
| <b>Net Income Group Share</b>   | (23)           | 110                                  |

- **Amortization and provisions** include amortization expense of intangible and tangible assets identified during the purchase price allocation of €151m
- **Capital gain and change in scope** includes acquisition costs following the takeover of New SUEZ activities, R&R UK and EnviroServ
- **Impairment** includes mainly an impairment on R&R UK financial assets
- **Restructuring costs** mainly due to the set up of the new company following the acquisition of New SUEZ activities, several transformation plans especially in SUEZ SA, Water France and R&R France.
- **Total PPA impacts of €(133)m** on 2022 accounts net income group share including €(27)m in income from associates, €(8)m in IFRS16 and €(151)m in amortization and provisions - totalling €(187)m on EBIT - net of €6m in financial result, €37m in tax and €11m in minority interests

# EBITDA to Free Cash Flow



## COMMENTS

- Exceptional costs in relation to New SUEZ acquisition, carve-out and reorganization costs
- Tax paid: no fiscal integration in France in 2022 and one-off payment in Asia
- Interest costs reflect bond issuance in 2022
- Other includes costs linked to acquisitions and employee compensation schemes

# Significant CAPEX Invested To Prepare Future Growth, Aligned With A Strict Investment Process

| 2022 accounts<br>In m€   | WATER        | R&R          | OTHER     | TOTAL        |
|--------------------------|--------------|--------------|-----------|--------------|
| Maintenance excl. IFRS16 | (49)         | (73)         | (5)       | (127)        |
| Growth CAPEX             | (118)        | (80)         | -         | (198)        |
| <b>TOTAL GROSS CAPEX</b> | <b>(181)</b> | <b>(153)</b> | <b>9</b>  | <b>(325)</b> |
| Divestments              | 5            | 39           | 41        | 85           |
| <b>TOTAL NET CAPEX</b>   | <b>(176)</b> | <b>(114)</b> | <b>50</b> | <b>(240)</b> |

## A STRICT APPROVAL PROCESS

- Stringent projects approval governance framework
- Regular dialogue between project teams and top management to ensure focus on strategic fit, compliance with SUEZ sustainability roadmap as well as with SUEZ Ethics and Compliance Policy regarding clients, partners and material subcontractors
- Each project is subject to a detailed assessment:
  - Risk/reward balance
  - Capital allocation and value creation analysis
- Regular monitoring of project performance throughout both contract delivery phase and life of project to ensure comprehensive risk management and continuous improvement



# Net financial debt of €4.6bn

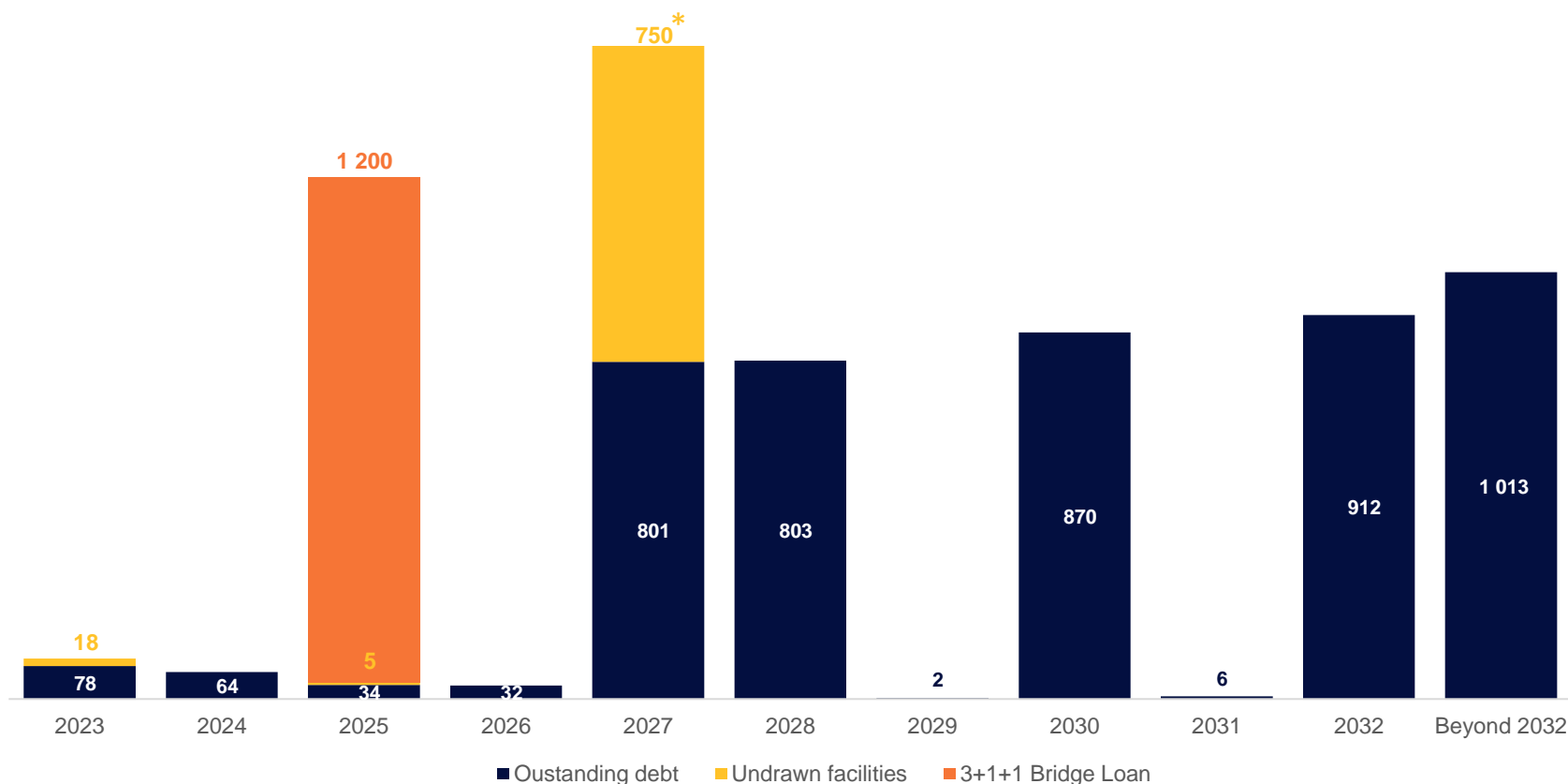
## Restated 12 Months Leverage Ratio Of 3.3x

|                                       |                           |
|---------------------------------------|---------------------------|
| <b>Net financial debt</b>             |                           |
| Bonds                                 | 4 300                     |
| Facility lines                        | 15                        |
| Other debts                           | 1 504                     |
| <b>Financial Debts</b>                | <b>5 819</b>              |
| <b>Financial instruments</b>          | <b>(12)</b>               |
| <b>Leases</b>                         | <b>549</b>                |
| <b>Cash and cash equivalents</b>      | <b>(1 766)</b>            |
| <b>Net debt 2022</b>                  | <b>4 589</b>              |
| <b>Leverage restated on 12m basis</b> | <b>3,3x<sup>(a)</sup></b> |

## COMMENTS

- Acquisition debt entirely refinanced through Green Bonds in 2022 – inaugural €2.6bn issuance in May, followed by €1.7bn in October
- Other debt includes €1.2bn for the acquisitions of R&R UK and IWS
- Strong support from shareholders who financed a significant portion of the acquisitions by equity with more than €6bn injected in 2022 (o/w €2.35bn in November 2022)
- No comparison available versus 2021 as company was incorporated on 31st January 2022

# Debt Maturity And Liquidity



|  |                |
|--|----------------|
| Gross Financial debt as of 31/12/22    | €5,819m        |
| Cash and short-term liquid investments | €1,766m        |
| Undrawn revolving credit facility      | €773m          |
| <b>Total liquidity</b>                 | <b>€2,539m</b> |

\*Extension option exercised in January 2023

## COMMENTS

- At 31st December 2022, the €4.3bn acquisition debt for the acquisition of New SUEZ activities was entirely refinanced through Green Bonds in 2022 with two bonds issuances of €2.6bn in May and €1.7bn in October
- At the end of 2022, SUEZ drew additional debt of €1.2bn to finance the acquisitions of IWS and R&R UK which is intended to be refinanced through several bond issuances, depending on market conditions



## ≡ Table Of Contents

- 1 | Market And Business Overview
- 2 | 2022: A Year In Review
- 3 | Financials 2022
- 4 | Mid-Term Roadmap**

# Commercial Momentum Translated Into First Key Successes In 2023

## FOCUS



### Wastewater treatment in Nice Haliotis, France

*Key components include:*

- *Reconstruction of the plant & 11 years of O&M*
- *Increased treatment capacity to collect wastewater from 25 new municipalities*
- *Flagship environmental performance project: treatment of micropollutants, biogas production from the methanization of sludge, wastewater reuse*
- *The contractor is compensated for inflation, and volumes variation.*

# Commercial Momentum Translated Into First Key Successes In 2023

## DIFFERENTIATION



### Project with Loop Industries and SK Geo Centric in France

*This project will focus on manufacturing virgin-quality PET plastic made from 100% recycled content and infinitely recyclable.*



### Desalination in China

*A project of 100MLD capacity aiming to preserve local water resources (18mm<sup>3</sup> of desalinated water produced annually) & reducing GHG emissions. The contractual structure includes protection for fx volatility.*

# Commercial Momentum Translated Into First Key Successes In 2023

## VALUE CREATION



### Waste and environmental services in the United Kingdom

*A five-year contract with Milton Keynes Council to collect waste, keep streets clean and maintain council-owned green spaces and play areas.*

*True Up of labour costs at contract start.*



### First Public Private Partnership in water in Tunisia

*A 10-year, €200m concession contract also including nitrogen and phosphorus treatment will better protect aquatic environments and reduce pressure on local biodiversity. World Bank will finance the construction scope of works and 6 months of operation.*

# Our Mid-Term Roadmap

SUSTAINABILITY

## 3 strategic pillars

**FOCUS**

**DIFFERENTIATION**

**VALUE CREATION**

Stringent implementation  
through rigorous transformation

**4-5%** annual revenue growth to 2027

**EBITDA growth > Revenue growth**

**Continued commitment to Long-term Investment Grade rating**

**+50%** spent in R&D

Some examples out of our **24 objectives**



By 2030, **70 % of the electricity** that we use worldwide will be **renewable**, increasing to 100 % in Europe



Lower **26 % of our GHG from our R&R\* activities**, reduce **39 % of our GHG emissions from our Water activities** and invest **40 M€ in R&D on carbon capture & storage by 2030**.

\* excluding energy from waste



By 2027, every year, we will **double the area of land** we restore to reduce the land artificialization pace



We target **zero serious accidents** in the area of occupational health & safety

# Q&A







**SUEZ**

**CREATING CYCLES. FOR LIFE.**

# Appendix: Published Accounts Vs Restated On A 12 Months Basis

**New SUEZ:** acquisitions as of 31 January 2022

**SUEZ:** Group SUEZ

**Published accounts** include 11 months of the activities of SUEZ that were acquired on 31<sup>st</sup> of January 2022 as well as the contribution of the acquisition of UK Waste (December 2022), IWS (November 2022) and EnviroServ (September 2022) since their acquisition date.

| <i>(in million euros)</i> | <b>New Suez</b> | <b>IWS</b> | <b>UK</b> | <b>EnviroServ</b> | <b>Total</b> |
|---------------------------|-----------------|------------|-----------|-------------------|--------------|
| Revenue                   | 6 712,5         | 22,9       | 78,3      | 30,2              | 6 843,9      |
| EBITDA                    | 1 084,7         | 1,4        | 19,3      | 4,2               | 1 109,6      |

**2022 restated on a 12m basis** includes 12 months of SUEZ activities, and 12 months of acquisitions made during the year (UK, IWS and EnviroServ) as if they were acquired on 1st January 2022

| <i>(in million euros)</i> | <b>New Suez</b> | <b>IWS</b> | <b>UK</b> | <b>EnviroServ</b> | <b>Total</b> |
|---------------------------|-----------------|------------|-----------|-------------------|--------------|
| Revenue                   | 7 276,0         | 213,4      | 1 177,1   | 120,9             | 8 787,3      |
| EBITDA                    | 1 190,4         | 36,9       | 159,5     | 19,7              | 1 406,4      |