

SUEZ STRATEGY

Sabrina Soussan
Chairman and CEO

27th of September 2022



Faced with the environmental and energy emergency, we stand alongside our stakeholders

Climate change
(IPCC)



3.8

million tonnes of CO2
avoided by SUEZ in
2022

Energy sovereignty



3.6

Twh of energy produced
by SUEZ annually

Water scarcity



66

million people supplied
by SUEZ with drinking
water

Extreme weather events



33.7

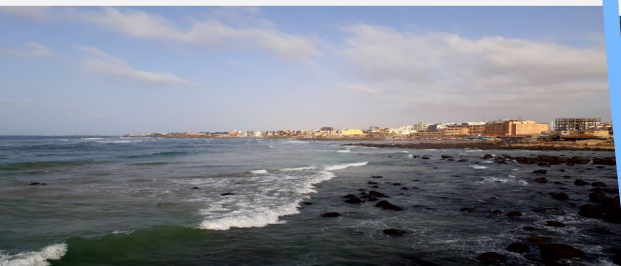
million people
benefiting from
sanitation services
provided by SUEZ

≡ We are at the service of our customers and of their consumers...

We put the passion and commitment of our team at the service of our clients around the world to enable them to...

1

to provide access to water and waste services, with resilient and innovative solutions



Design and Build of industrial and urban wastewater treatment plant in Baie de Hann, Dakar, Senegal – 26 000 m³/d, 500 000 inhabitants

2

to create value over the entire lifecycle of their infrastructures and services



Providing integrated water treatment, wastewater reuse, and hazardous waste disposal services at the Shanghai Chemical Industrial Park (SCIP), one of the world's leading petrochemical parks

3

to drive the ecological transition, together with their end-users

ELLE VIENT D'AVOIR SON BAC... À COMPOST

NE VOUS FIEZ PLUS AUX APPARENCES...
Grâce à l'application **monservicedechets** elle a commandé un composteur à son domicile.

Grand Montauban | monservice déchets | App Store | Google Play | SUEZ

Communication campaign towards 100 000 inhabitants of Montauban as part of the first performance contract in France for the collection of household waste and the management of waste and recycling centers

... to help them meet their water and waste challenges

CLIENT CHALLENGES

OUR ANSWERS

WATER

OVERALL

- Scarcity and lesser quality of resources due to climate change
- Demographic growth linked to increase in demand of infrastructures
- Resilience of infrastructures to cope with extreme weather events

IN DEVELOPED COUNTRIES

- Resources protection & health preservation concerns (increased public scrutiny on treatment & quality)
- Network management & upgrades
- Treatment of wastewater & monitoring of discharges

IN DEVELOPING COUNTRIES

- Universal access to water, sanitation & hygiene, including means to limit the spread of water-borne diseases

WASTE

IN DEVELOPED COUNTRIES

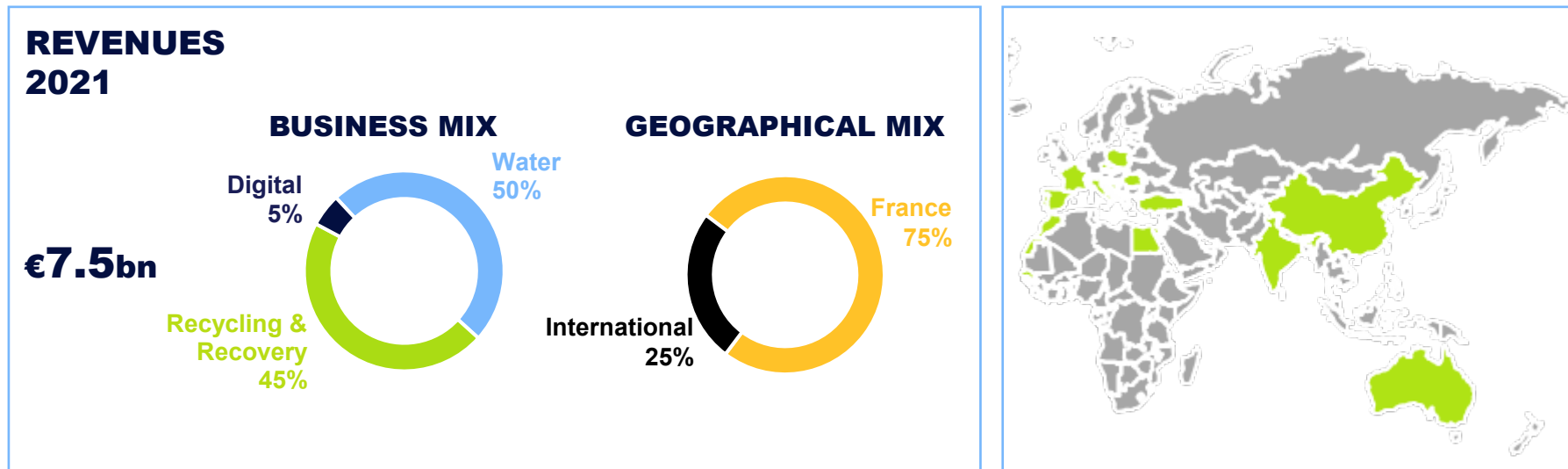
- Deep changes in the value chain driven by the circular economy
- Push towards less waste production by all sources
- Shift towards waste recovery other than landfills
- Optimization of waste flow management
- Connection with energy value chains

IN DEVELOPING COUNTRIES

- Rehabilitation of uncontrolled dumpsites and landfills
- Growing need for waste management infrastructures

- **Proven solutions**
- **Innovation to meet new challenges**
- **Strong investment capacity**
- **Partnership approach**
- **Rooted in the territories**

We have a diversified portfolio of activities and a strong international presence



66m

people served
by drinking water
production plants
operated by SUEZ

40

Countries
with SUEZ
operations

35,000

Employees

9

R&D centers
in France & Asia

+1,600

Patents

160+

years
of history

We are one of the few players integrated throughout the water and waste value chain

STAGES OF THE VALUE CHAIN



WASTE



WATER



We operate at the heart of a huge and highly fragmented international market

MEGA TRENDS

Population growth

Economic constraints

Environmental regulation/norms

Rising environmental awareness

Digitalization and new technologies

Energy transition



Global water market

~€800bn

FR

+~2% p.a.

Global

+~3% p.a.



Global waste management market

~€1,400bn

FR

↗ +~2-4% p.a.

Global

↗ +~3% p.a.

 We are a passionate team



82% of our colleagues are proud to work for SUEZ

72% recommend SUEZ as an attractive company

70% of engagement

** Results from an internal survey, "PULSE", among all employees, conducted in April 2022.*

 Our shareholders invest in the growth of the company and in the solutions provided to our customers

Trust proven, times and again!

€7.5bn

35,000
employees

31 January 2022

New
SUEZ
acquisition

€7.8bn

36,000
employees

6 May 2022

Announcement of
IWS France
acquisition*

€8bn

38,000
employees

June 2022

Announcement of
EnviroServ
acquisition*

€9bn

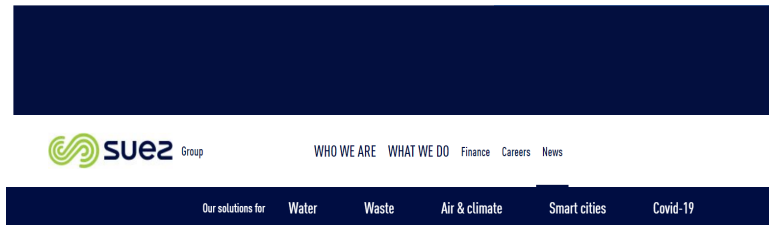
44,000
employees

September 2022

Announcement of
R&R UK
acquisition*

* Subject to competition authorities

We benefit from the trust of financial investors

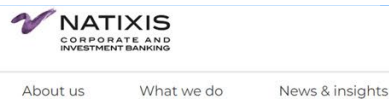


MAY 14, 2022

SUEZ has successfully placed its inaugural €2.6bn Green Bond

- > Unprecedented deal in terms of size in the water and waste utility sector
- > 2nd largest EUR Green Bond in 2022
- > Over 70 investors met in two days

Today, SUEZ successfully placed its inaugural Green Bond, fully dedicated to refinancing part of the Issuer's financial debt which initially financed whole or part of Eligible Green Projects. The offering was around 2.9 times oversubscribed, and 200 institutional investors, based all across Europe



SUEZ issued its inaugural €2.6bn Green Bond, an unprecedented deal in the sector

03 Jun 2022 / Laurie Chesné / Newsletter

[RETURN TO THE NEWSLETTER HOME PAGE](#)

2 - minute read

Natixis acted as Global Coordinator and Sole Green Structurer for the issuance of EUR 2.6 billion Green Bond, the largest in the water and waste utility sector and the 2nd largest in Europe. On May 16th, SUEZ, a global leading player in water and waste management, successfully placed its inaugural Green Bond, fully dedicated to refinancing part of its financial debt which initially financed whole or part of Eligible Green Projects. The offering was around 2.9 times oversubscribed, and 200 institutional investors, based all across Europe, participated in the acquisition of eligible entities and activities according to Suez's Green Bond Framework.

[NEWS](#) [» EUROPE](#) [» FRANCE](#)

SUEZ has successfully placed its inaugural €2.6 billion Green Bond



€2.6bn
second largest green bond issued
in Europe

Our strategy: becoming the trusted partner for circular solutions in water and waste

3 PILLARS

VALUE CREATION

Create value for all our stakeholders

DIFFERENTIATION

Differentiate from competitors through sustainability commitments, innovation, customer experience and investment

FOCUS

Focus on SUEZ' core in Waste & Water

OWNERSHIP

Foster a culture of local entrepreneurship, accountability, inclusion & purpose

PERFORMANCE

Drive operational and commercial excellence

CUSTOMER-CENTRICITY

Put the customer in the center of our operating model, processes & incentives

3 ENABLERS

The trusted partner for circular solutions in water and waste

FOCUS

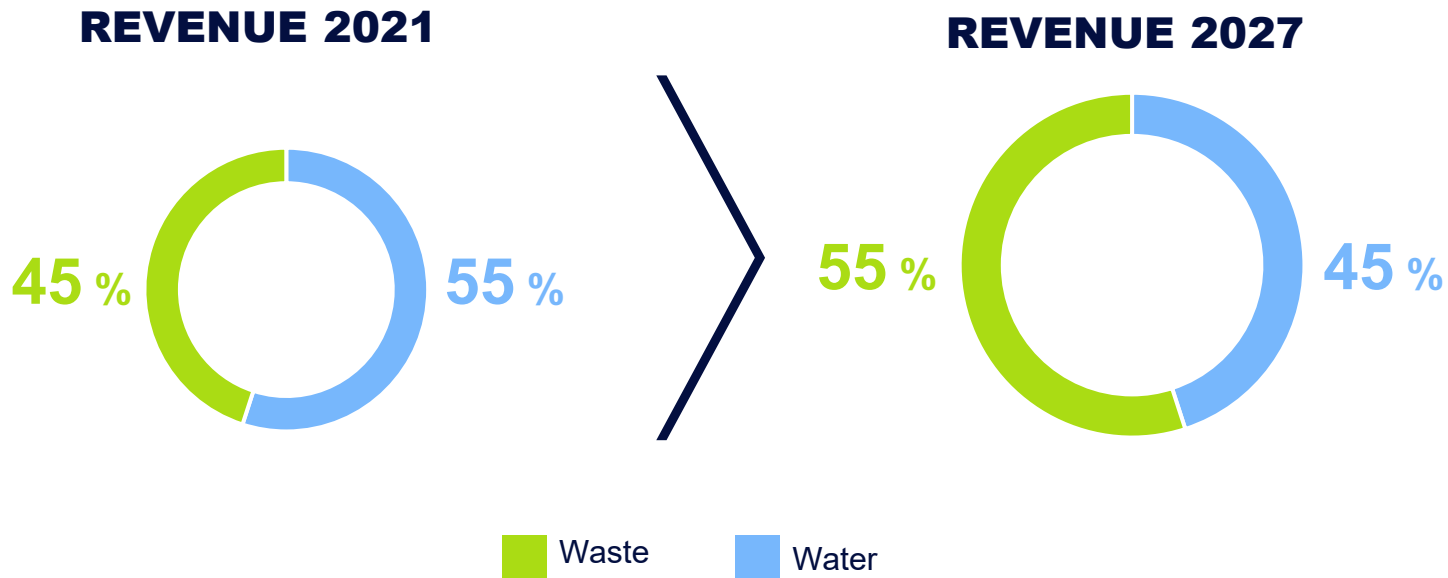
- 1.** Focus on SUEZ' core business in Waste & Water
- 2.** Focus on SUEZ' key markets

☰ The trusted partner for circular solutions in water and waste

FOCUS

1. Focus on SUEZ' core business in Waste & Water

REVENUE EVOLUTION BY ACTIVITY*



Focus on waste: SUEZ R&R UK, a key acquisition to strengthen our leadership in waste management

NO. 3 IN THE UK WASTE MARKET

1.6 M

tons of recycled waste

11 M

tons of waste managed each year

+25 000

Local authorities and industrial clients

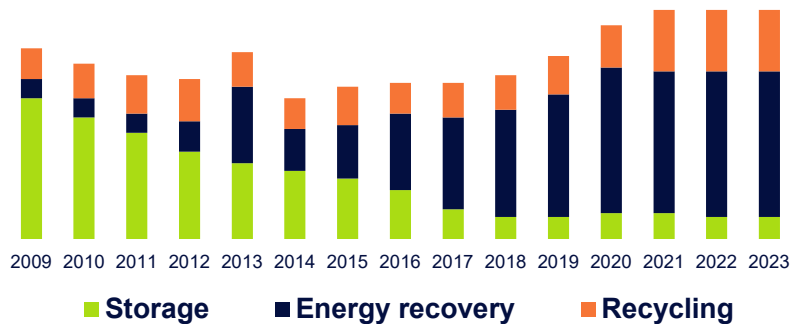
~34 %

British people directly or indirectly related to a service operated by R&R

~6 000

employees

FROM STORAGE TO ENERGY RECOVERY: A SUCCESSFUL TRANSFORMATION



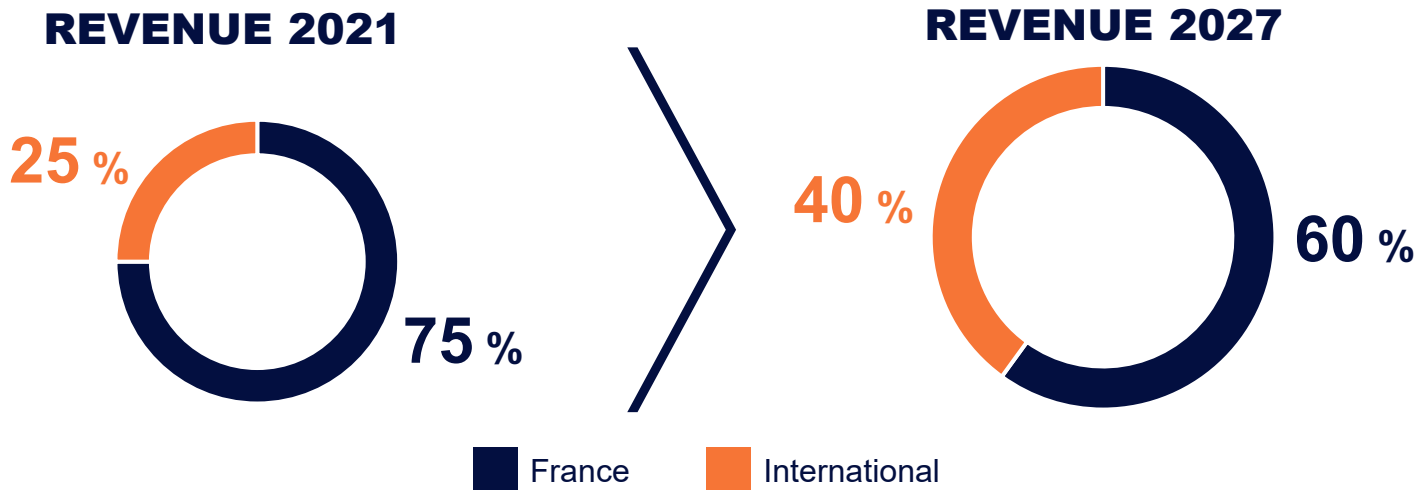
☰ The trusted partner for circular solutions in water and waste

FOCUS

on our core business

2. Focus on SUEZ's key markets

REVENUE EVOLUTION BY REGION*



Focus on our key markets: €700 million wastewater treatment contract won in Worli (India)



700 €M

contract value

Worli is a Design, Build and Operate (or DBO) contract for wastewater treatment in Worli, India.

KEY FIGURES

- **Contract value:** €700m, largest contract ever won by SUEZ in India
- **Contract life:** 20 years
- **Treatment capacity:** 500 m l/d (average dry weather flow) of municipal wastewater
- 2.5 million people served by the site
- 80,000 tons of CO₂/year avoided, 39 GWh/year Elec.

DIFFERENTIATION

Differentiate from competitors through **sustainability commitments, innovation, customer experience and investment**

- 1. Strong investment** to meet new challenges (digital network, resilience, scarcity, decarbonation, energy efficiency and sludge management)
- 2. Strengthening innovation** to explore the most advanced technological fronts (micro-pollutants, GHG emissions, etc.)
- 3. Development of our digital activities** to consolidate our leadership in connected solutions

Differentiation

Strengthened investment capacity alongside our clients

DIFFERENTIATION

1. **Stong investments** to address new challenges (grid digitization, resilience, scarcity, decarbonization, energy efficiency and sludge management)



>860 €M

Additional development CAPEX invested by 2027

Landemont site (49)

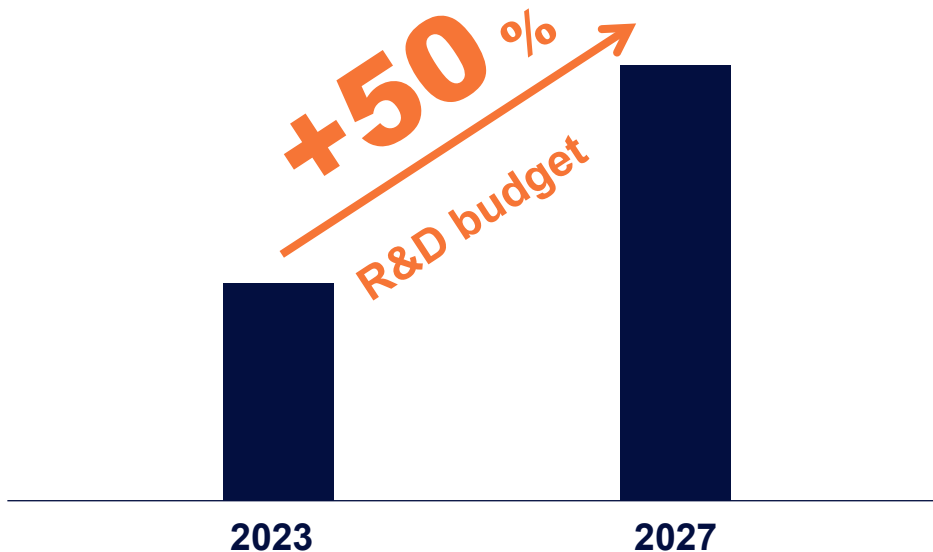
Recycling of agricultural and industrial plastics

Mobilization of €27 million in CAPEX for the site extension

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DIFFERENTIATION

2. **Strengthening innovation** to explore the most advanced technological fronts (micro-pollutants, GHG emissions, etc.)



The trusted partner for circular solutions in water and waste

DIFFERENTIATION

R&D to meet our customer's new challenges

WASTE FLOW MANAGEMENT

Prevention & collection

Customer sorting practices

Plastic recycling

Sorting & Mechanical Treatment, Waste characterization

CARBON SOLUTION & GHG MONITORING

Carbon capture (techno), biochar

WATER PRODUCTION

Drinking Water Production

Desalination

WATER QUALITY

Micropollutants, Water w/o chlorine

RECOVERY

Organics recovery, anaerobic digestion

Thermal conversion

Deconstruction, dismantling

WASTEWATER MANAGEMENT

Wastewater & Stormwater Collection

Wastewater treatment & reuse

RECOVERY

Sludge Treatment

Biomethane generation

DIFFERENTIATION

R&D to meet the new challenges of our customers

WASTE MANAGEMENT

Prevention & collection

Practice of sorting OF clients

Plastic Recycling

Mechanical sorting & treatment, waste characterization (computer vision & AI)

WATER PRODUCTION

Production of drinking water

Desalination

WATER QUALITY

Micropollutants (PFAS), microplastics, choline-free water

WATER QUALITY

Micropollutants (PFAS), microplastics, choline-free water

Membrane filtration to retain nitrate, calcium and micropollutants (pesticides, drug residues, etc.)

WASTEWATER MANAGEMENT

Collection of wastewater and rainwater

Wastewater treatment & reuse

Prevention of overflows, detection of inflows



DIFFÉRENCIATION

Une R&D pour faire face aux nouveaux défis de nos clients

WASTE MANAGEMENT

Prevention & collection

Prati...

Mechanical sorting & characterization (opti...

WASTE MANAGEMENT

Mechanical sorting & treatment, waste characterization (computer vision & AI)

« Autodiag »: artificial intelligence solution to improve mechanical waste sorting



WASTE WATER TREATMENT

Production of drinking water

Desalination

QUALITY OF WATER

Microplastics (PFAS) in micropollutants in eau sa...

WASTEWATER TREATMENT

Collection of wastewater and rainwater

Wastewater treatment & reuse

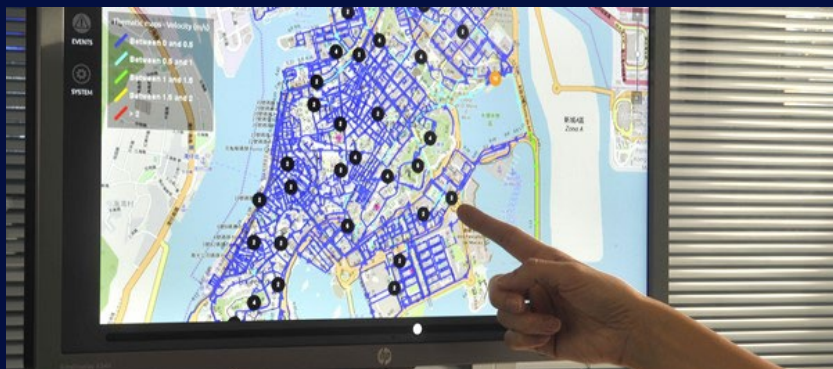
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DIFFERENCIATION

3. Development of our digital activities to consolidate our leadership in connected solutions

2x revenue from digital activity

Aquadvanced Wastewater



+5.6 M

Smart meters deployed by SUEZ in the world



Value creation

For all our stakeholders

1. For our shareholders
2. For our employees
3. For society

Value creation for all our stakeholders

1. For our shareholders

PROFITABLE GROWTH



REVENUE INCREASE

2. For our employees

EMPLOYEE SHAREHOLDING PLAN

3 % of capital in 2022, **10** % within 5 to 7 years, **3** administrators

3. For society

fondation
 **SUEZ**

10 500

beneficiaries of
SUEZ Rebond



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VALUE CREATION

20 %

of SUEZ executive's long-term incentives linked to ESG criteria

Ambitious ESG strategy

3 pillars

CLIMATE • BIODIVERSITY • SOCIAL

(fall 2022)

The trusted partner for circular solutions in water and waste

OWNERSHIP

Foster a **culture** of local entrepreneurship, **accountability, inclusion & purpose**

PERFORMANCE

Drive **operational and commercial excellence**

CUSTOMER-CENTRICITY

Put the **customer in the center** of our operating model, processes & incentives

3 ENABLERS

Customer Focus:

Our new operating model will respond to 5 objectives

01



Put the customer at the forefront of our activities

02



Foster local entrepreneurship and accountability

03



Seize new opportunities via stronger business development

04



Promote agility and cooperation

05



Share expertise and capabilities across the whole company

SUEZ will be organized around its two businesses, Water and Waste

**Globally organize our businesses
in one Water and one Waste Division**



WATER



WASTE

- **Focus on each of our businesses**
- **Share expertise across countries**
- **Develop our activities worldwide**
- **Support the acceleration of our waste development**
- **Improve accountability and performance**
- **Transversal positioning of digital and construction activities**
- **Strengthen local entrepreneurship**

/// The trusted partner for circular solutions in water and waste

Strategy

FOCUS

SUEZ's core is made of:

- Drinking water and wastewater
- Waste sorting, recycling and treatment
- Selected number of geographic zones driven by high market potential and right-to-win

DIFFERENTIATION

SUEZ's unique mix of selling propositions:

- Sustainability
- Innovation leadership
- Digitalization
- End-customer experience
- DBO capabilities
- Partnership culture

VALUE CREATION

SUEZ value creation levers:

- Extracting more of our current portfolio of contracts
- Protect accretive opportunities
- Limit our risk exposure

SUSTAINABILITY

Stringent implementation
through rigorous transformation

4-5%

Annual
revenue
growth by
2027

**EBITDA growth >
Revenue growth**

>€860M

Additional
development
CAPEX over
MTP

+50%

Spent in
R&D by 2027

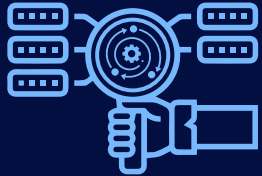
A silhouette of a person standing on a rocky outcrop, pointing their right hand towards a starry night sky. Several bright blue, wavy light trails emanate from the person's hand, extending across the frame. The background is a dark, star-filled sky with a warm orange glow at the horizon.

Our purpose

An iterative and collaborative process involving employees and employee representatives

LEARN

SUEZ 2019



LISTEN

PULSE Survey 2022
Voice of the customers,
employees,
public opinion...



CO-CREATE

Focus groups

5 groups with
representatives of SUEZ
~100 employees
involved



Our Purpose



Faced with growing environmental challenges, each day, for more than 160 years, **we have been acting in support** of our clients and partners to deliver **essential services** that protect and improve the **quality of life** wherever we operate.

United by a **passion** for our work as well as our **inclusive culture** and **team spirit**, we innovate to **conserve water and create value from waste**, in the form of recycled materials and energy. We promote and implement responsible **behaviors**, more efficient technologies and **circular solutions** to **recycle and make the best possible use** of the finite resources of the Earth.

Deeply rooted in our communities, we are committed to providing people and the planet with the resources for a common future.

≡ The trusted partner for circular solutions in water and waste

Our customers

Public authorities

Companies

Individuals



Their expectations

Proven solutions to age-old challenges

Innovant solutions in the face of new challenges

Investment alongside them

Reliability and exemplarity

Rooted in communities and local authorities

Team spirit

Value creation for all stakeholders

SUSATINABILITY



**The SUEZ
that we are building
will meet
their expectations**

THE TRUSTED PARTNER FOR CIRCULAR SOLUTIONS IN WATER AND WASTE



APPENDIX

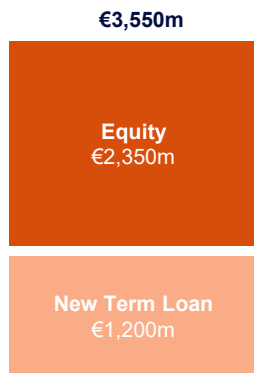


Prudent funding demonstrating strong commitment to SUEZ rating

RENEWED COMMITMENT FROM SHAREHOLDERS AND SUPPORT FROM LEADING FINANCIAL INSTITUTIONS

- SUEZ's shareholders will inject €2,350m equity (pro-rata their current shareholding in the Company)
- €1.2bn term loan (3y+1y+1y) has been excuted to complete the funding plan while maintaining refinancing options
- Continued flexible dividend policy to maintain a stable rating

FINANCING PLAN



HOLDING PRO FORMA DEBT MATURITY PROFILE (€M)

