

2023 RESULTS

February 29, 2024

Estelle Brachlianoff, CEO
Claude Laruelle, CFO



AGENDA

- 1. 2023 highlights**
- 2. Detailed 2023 financial performance**
- 3. Appendices**



Very strong 2023 results, ahead of guidance

Very strong 2023 results: ahead of guidance

Revenue €45 351M +9%⁽¹⁾ and +4.4%⁽¹⁾ excl. energy prices
EBITDA €6 543M, +7.8%⁽¹⁾
Current EBIT⁽²⁾ €3 346M, +13.7%⁽¹⁾
Current Net income of €1 335M, + 14.9%

FCF generation of €1 143M

leading to decrease of **net financial debt to €17 903M and 2.7x leverage**

Successful merger with Suez bearing fruit faster than expected

€315M cumulated synergies, well ahead of our objective of more than €280M
Total of €500M synergies confirmed

Strictly managed Group

€389M efficiency gains achieved, above of the year's target of €350M

Confirmation of the strength of our business model and of our strategic choices

coping with higher inflation, resilient to macro context, and strong operating leverage

Strong commercial momentum: e.g.: **record bookings in Water Tech of €5.3bn**

Full delivery of our Impact 2023 Plan

multifaceted performance KPIs
The reference ESG company

Proposal to increase dividend by 12% to €1.25 per share⁽²⁾

Confidence and ambitious guidance for 2024

- Solid organic revenue growth⁽¹⁾ (3)
- +5% to +6% EBITDA organic growth⁽¹⁾
- Current Net income > €1.5bn
- Leverage ratio < 3.0x

Strong 2023 results, ahead of guidance

Solid businesses, agility and operational excellence drive profit growth

In €M	2022	2023	Var. vs. 2022
Revenue	42 885	45 351	+9% ⁽¹⁾ /4.4% ⁽¹⁾ excl. energy price
EBITDA	6 196	6 543	+7.8% ⁽¹⁾
Current EBIT	3 062	3 346	+13.7% ⁽¹⁾
Current net income	1 162	1 335	+14.9%

Strong growth in our 3 businesses

Revenue up +9% and +4.4%⁽¹⁾ excluding energy prices, thanks to continued strong demand for our services

- **Water +7.5%⁽¹⁾ to €18.4bn**, driven by a record year in Water Technologies, with 12,1% growth and bookings of €5.3 billion up 13%.
- **Waste +3.4%⁽¹⁾ to €14.7bn** and +5.9% excluding recycle prices with continued demand for hazardous waste services notably in the US.
- **Energy +19.9%⁽¹⁾ to €12.3bn**, driven by energy prices and the development of our energy efficiency & electrical flexibility activities.

→ **EBITDA €6 543 M up 7.8%⁽¹⁾**, boosted by synergies and efficiency, both ahead of target

→ **Current EBIT €3 346 M up 13.7%⁽¹⁾** thanks to operating leverage

→ **Current net income of €1335M, up 14.9%**, above guidance

(1) At constant scope and exchange rates

Performance Driven By Strong Foundations, Agility And Operational Excellence



A balanced portfolio of businesses by geography and by activity.



A powerful growth platform
in fast growing markets with leadership positions:
TOP 3 of our businesses in all key countries.



A resilient set of business:
85% macro immune, with successful track record of adaptation and well protected against inflation:
70% of indexed tariffs and a demonstrated successful pricing strategy for 30%.



A strictly managed Group:
Outstanding track record in operational efficiencies, complemented by merger synergies



Impact 2023 targets fully delivered
on multifaceted financial & non financial KPIs.



An ambitious 2024 guidance

A balanced portfolio of businesses by geography and by activity.

France
21%

€45.4bn

Europe
42%

excluding France

- > #1 Worldwide Water services
- > #1 Worldwide Water Technologies

41%
Water

Rest of the World
37%
of which \$5bn in the US

€45.4bn

32%
Waste

- > #1 in Europe Circular Economy
- > #1 Worldwide Hazardous waste

27%
Energy

- > #2 in Europe District heating
- > #2 in Europe Energy efficiency

A powerful growth platform

Depollution: a very strong year for Hazardous Waste in the US

Revenues up 7.1%⁽¹⁾ to €1.3bn and record EBITDA of €211M, up 40%⁽¹⁾

Strong increase in profitability with high demand, assets operating at full capacity, enabling selectivity in the mix whilst price increase.

Successful integration of newly acquired hazardous waste assets

in Michigan providing additional volumes and significant internalization synergies

Continued strong growth expected in 2024 with high demand and continued price increases



(1) at constant scope and forex

A powerful growth platform

Resource regeneration: A record year for Water Technologies

**Revenues up 12.1%⁽¹⁾ to €4 707M
and EBITDA up 17%⁽¹⁾ to €534M**

**Growth in all activities: products, projects, services
and chemicals**

**Record bookings +13%⁽²⁾ to €5 349M, including
big wins** both in WWT and VWTS

- Mirfa (UAE): Desalination plant: €293m
- Samsung/EPCOR (USA): waste water treatment systems: €167m
- OxyChem (USA): Brine crystallizer system : €93m
- Sembcorp Keppel (Brazil): water treatment for FPSO offshore drilling: €54m
- City of St Louis Sewer District (USA): fluidized bed incinerator: €134m
- RNG Energy Linden (USA): anaerobic digestion treatment : €75m
- Exxon Mobil Whiptail (USA): desulphation plant in Guyana : €55m

Fueling 2024 Revenue and EBITDA growth

(1) at constant scope and forex

(2) at constant forex



A powerful growth platform

Decarbonization: An outstanding year for Local Decarbonizing Energy

Revenues up 19.9%⁽¹⁾ to €12 260M and EBITDA up 35.3%⁽¹⁾ to €1 497M

District Heating networks growth boosted by new decarbonizing local energy services

- Energy costs are passed through into tariffs with lag effect into 2024
- New high efficiency biomass cogeneration in Germany
- Starting of operations in Tashkent (Ouzbekistan)
- New flexibility services in electricity (support to the grid)

Increased demand for Energy Efficiency Services to Buildings and Industries

New contracts in Italy (PPP)

Continued strong performance expected in 2024



(1) at constant scope and forex

A resilient set of business

85% macro immune, fully protected against inflation

Strong quarterly EBITDA growth despite flat waste volumes since Sept. 2022



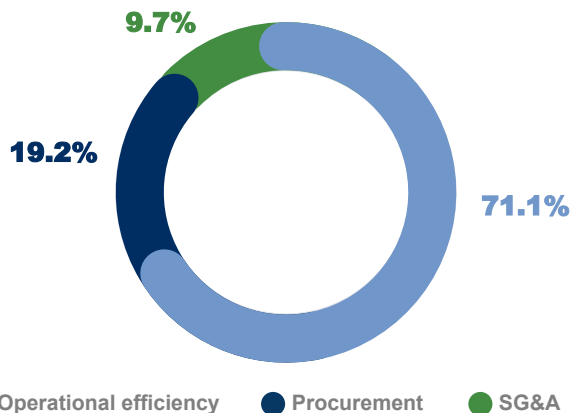
Pricing will continue to fuel EBITDA in 2024

- **Indexed revenue base (70% of total)**
 - ✓ **Municipal Water:**
e.g.: Spain (Agbar): price indexation of +15% in 2024 in Barcelona
 - ✓ **District Heating**
Continued heat price increases in 2024
- **Non indexed revenue base (30% of total)**
 - ✓ **eg US Hazardous waste:**
Price and mix improvement in 2023 to continue in 2024: +7.5% price in January

Operational excellence: efficiency ahead of target

Efficiency:

€389M delivered in 2023, above the €350M annual objective



2023 Savings by category

Digital represents more than 10% of operational efficiency gains in 2023

Usage of Automated Intelligence already in place across our value chain
Providing analysis to speed up service delivery to our client base through programming, automation and predictive maintenance

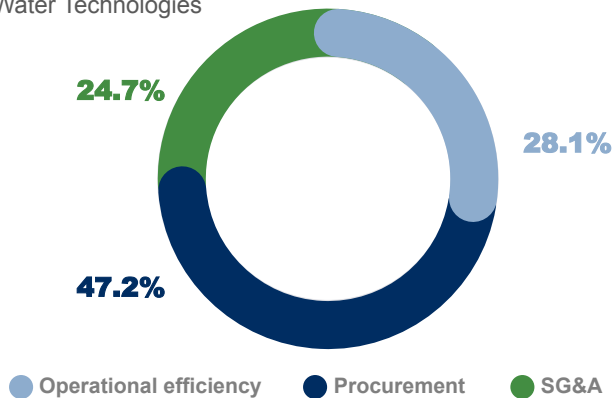


Increased Savings from Digital

Cost synergies: ahead of target

€168M delivered in 2023
and €315M cumulated since Day 1 merger with Suez

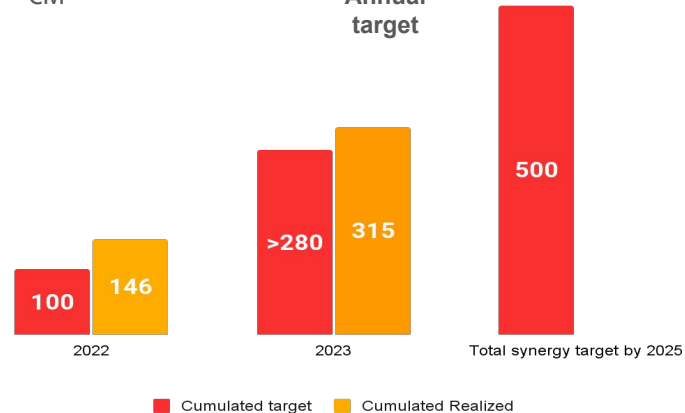
Main contributing areas: Australia, North America, HQ,
Water Technologies



2023 Synergies split

€M

Annual target



Confirmed €500m cumulated cost synergies

Impact 2023 targets fully delivered

Despite a fast changing environment

**Agility & resilience: key success factor
of Impact 2023 strategic program**



CMD 2020: Impact 2023

February
2020



Covid-19 crisis

March 2020



Offer on Suez

August
2020



Day 1: Suez

January
2022



War in Ukraine

February 2022



War in Middle
East

2023

Covid crisis

Suez acquisition

Energy crisis

**Economic
downturn**



17/19 of multifaceted performance targets achieved or exceeded

Impact 2023 targets fully delivered



> **15 MT CO₂e erased (scope 4)**

> **€500m+ invested in coal exit in Europe**

> **320 Mm³ Water saved thanks to drinking water systems performance >75%**

> **Net promoter score 53**

> **Hazardous waste revenue growth, from €2.5bn in 2019 to €4.2bn in 2023**

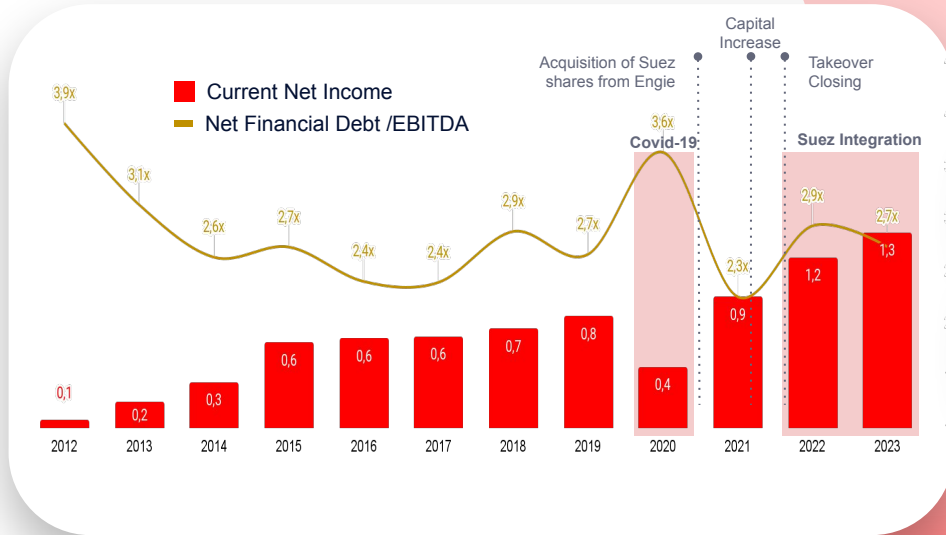
> **89% employees engagement**

> **Employees are the #1 shareholder of the Group with 7.5% of the capital**



17/19 of multifaceted performance targets achieved or exceeded

Impact 2023 financial targets fully delivered

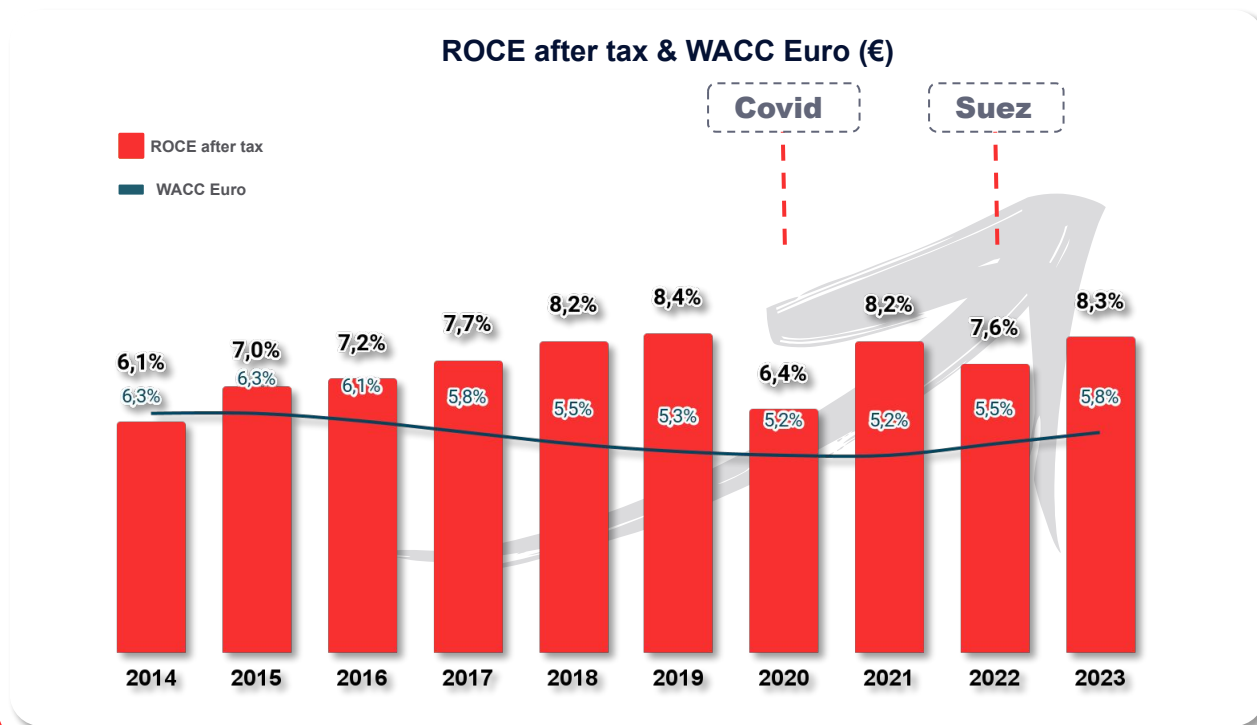


Current net income X2 in 5 years



**Leverage trajectory ahead of target:
2,7x end of 2023**
2 years after Suez acquisition

Impact 2023 Financial Targets Fully Delivered



* ROCE before 2019 restated to account for IFRS 16 impact

An ambitious 2024 guidance

Revenue	Continued organic solid growth ⁽¹⁾⁽²⁾
EBITDA	+5% to +6% organic growth ⁽¹⁾
Efficiency gains	>€350m
Cumulated synergies 2022-2024	>€400m
Current Net income⁽³⁾	>€1.5bn
Leverage ratio⁽³⁾	< 3x
Dividend policy	Dividend to grow in line with current EPS

Agenda 2024

18 April 2024:

Deep dive USA (New York & Houston)

Autumn 2024:

Deep dive Water Technology and Innovation

(1) at constant scope & forex

(2) excluding energy price impact

(3) Before PPA

2023 FINANCIAL & OPERATIONAL PERFORMANCE

Claude Laruelle
CFO



Strong 2023 results, ahead of guidance

Solid businesses, agility and operational excellence drive profit growth

<i>In €M</i>	2022	2023	Var. vs. 2022 at constant scope and FX
Revenue	42 885	45 351	+9.0%
EBITDA	6 196	6 543	+7.8%
Current EBIT ⁽¹⁾	3 062	3 346	+13.7%
Current Net income group share ⁽¹⁾	1 162	1 335	+14.9% ⁽²⁾
Net income group share	716	937	+30.9% ⁽²⁾
Net FCF	1 032	1 143	
Net Financial Debt	18 138	17 903	

Forex exposure

- No transaction exposure
- Translation exposure only: revenues and costs in the same currency

(1) Excluding PPA impact
 (2) Current variation

<i>FOREX impacts (vs. 2022)</i>	12M	%
Revenue	-1 187	-2.8%
EBITDA	-133	-2.1%
Current EBIT	-72	-2.3%
Net financial debt (vs.12/2022)	58	+0.3%

A strong Q4

Steady revenue growth excl. energy prices and strong operating leverage

Revenue growth at constant scope and FX vs. 2022	Q1	Q2	Q3	Q4	Var 12M
Water	+9.9%	+7.1%	+5.0%	+8.4%	+7.5%
Waste	+3.2%	+3.3%	+2.8%	+4.3%	+3.4%
Energy	+53.9%	+23.8%	+4.2%	+0.5%	+19.9%
TOTAL	+19.9%	+8.8%	+4.0%	+4.7%	+9.0%
Total excl. energy price impact	+6.3%	+4.2%	+3.3%	+4.0%	+4.4%
EBITDA	+8.0%	+8.4%	+6.7%	+8.2%	+7.8%

Q4 Comments

Steady Q4 revenue growth excl. energy prices of +4.0%, fueled by strong Water and resilient Waste

- **Water revenue up 8.4%⁽¹⁾** : Operations driven by pricing, and record quarter for Technologies.
Trends to continue in 2024 : favorable indexations, recovery in Spain
- **Waste revenue up 4.3%⁽¹⁾** : improvement of Solid waste growth due to higher recycle prices vs. Q4 2022, and overall volume stabilization. Strong Q4 in Hazardous Waste in the US. **Trends to continue in 2024.**
- **Energy revenue up 0.5% and +3.6% excluding weather impact.** Growth normalized in Q4 compared to H1, due to base effect of 2022 for energy prices. Expected stabilization of EBITDA in 2024 thanks to continued momentum in efficiency and ancillary services and heat price increases

Q4 EBITDA up 8.2%⁽¹⁾,
thanks to good operating leverage fueled by €60M of quarterly synergies and net efficiencies.

(1) At constant scope and exchange rates

2023 Revenue of €45 351m, up +9.0% organic and +4.4% Excluding energy prices

Revenue Evolution by Region vs 2022

→ Water Technologies: +12.1%: record commercial wins

- ✓ Growth driven by Technology, services and Chemicals
- ✓ Bookings up +13% to €5 349M

→ Rest of the World: +10.0% solid growth in most geographies:

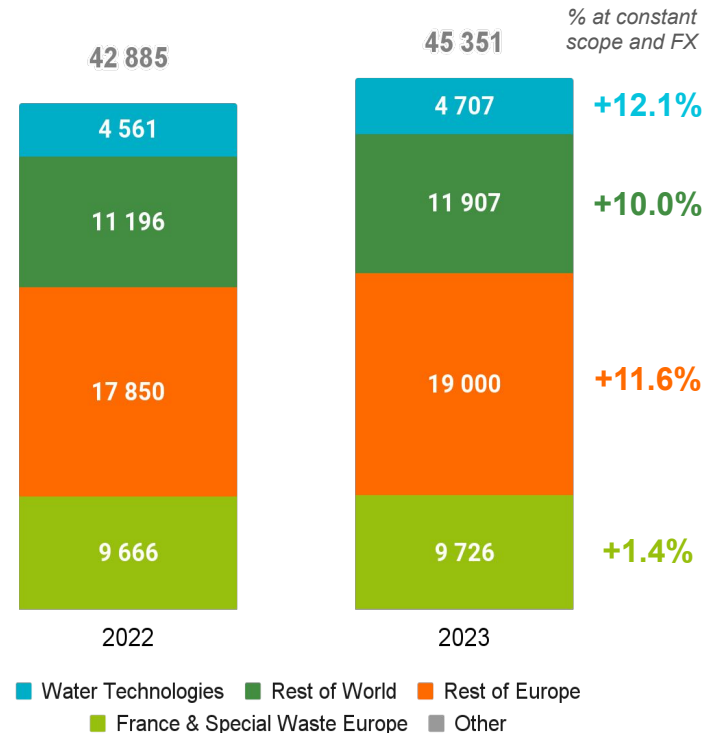
- ✓ Driven by strong Hazardous Waste in the US, good volumes in Waste in Latam and Pacific
- ✓ Many new significant contracts won : in solid waste in Australia and Latam, and in Energy services in the Middle East.

→ Rest of Europe: +11.6%, driven by Central and Eastern Europe

- ✓ **Outstanding Energy performance up 20%:** price increases, new high performing biomass cogeneration facility, and impact of new contracts in DHN (Tachkent) and in Energy Services (Italy, Belux)
- ✓ **Waste:** Good performance in the UK (new C&I contracts, indexation in municipal, and resilient volumes) partially offset by impact of lower recycle prices
- ✓ **Water:** very good year in Central and Eastern Europe

→ France and Special Waste Europe: +1.4%

- ✓ Growth mostly driven by pricing, but continued good commercial momentum with high renewal rate of contracts
- ✓ Hazardous waste Europe : resilient volumes, continued price increases. Successful integration of Suez's assets.



*2022 Revenue included -€400M adjustment for the 17 days of Suez not consolidated

2023 EBITDA of €6 543m, up +7.8% organic

EBITDA Evolution by Region vs 2022

→ Water Technologies: EBITDA up +17.0% to €534M

Strong performance in all activities: projects, chemicals, services

→ Rest of the World: EBITDA up +7.1% to €1 925M

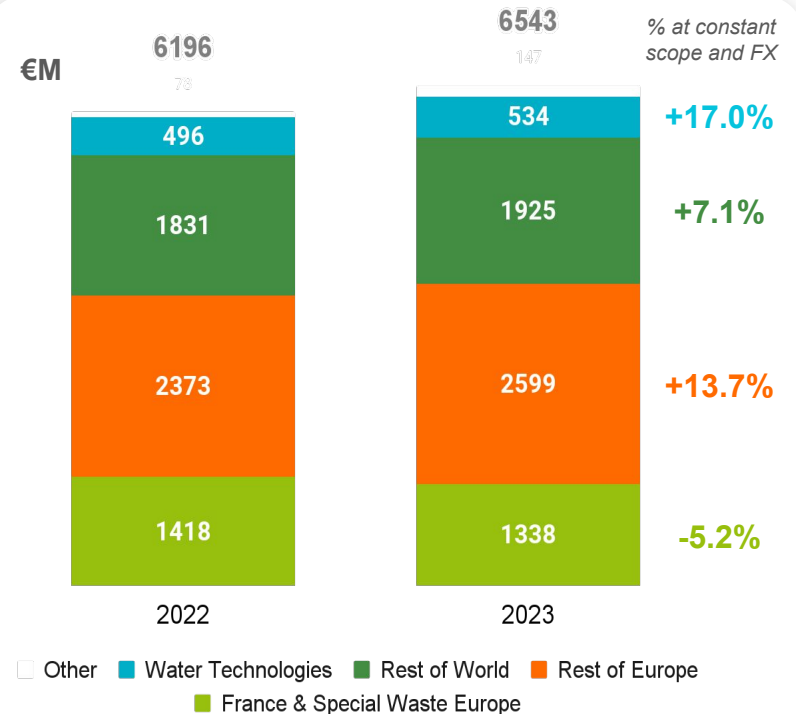
- ✓ Driven notably by price increases in North America, new developments in Africa Middle East and synergies in Pacific
- ✓ Slight recovery in China

→ Rest of Europe: EBITDA up +13.7% to €2 599M, driven by Central Europe

- ✓ Strong energy activity fueled by high prices, developments in electricity flexibility and new decarbonization projects
- ✓ Water driven by double digit price increase and efficiency

→ France and Special Waste Europe: EBITDA down 5.2% to €1 338M

- ✓ Lower EBITDA in France due to lower volumes in water and waste and decrease in recyclate prices partially offset by efficiency
- ✓ Expected rebound in 2024 fueled by pricing and efficiency gains



Water revenue of €18 409m, up 7.5%, driven by tariff indexations and technologies

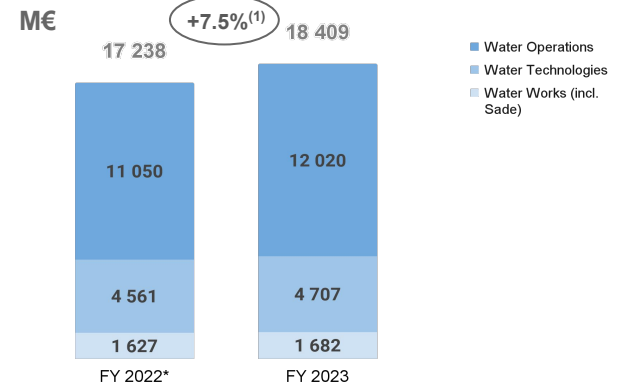
Revenue variation vs. 2022	2023
Volumes /Commerce/Works	+3.3%
Weather	-0.4%
Price effect	+4.4%
Other	+0.2%
Growth at constant scope & FX	+7.5%
Scope effect	+2.2%
Growth at constant FX	+9.7%

Key countries for Water Operations

France 29%
Spain 18%
USA 15%
Latam 11%
Czech Republic 7%

Water Technologies

VWT+WTS Worldwide
Water Works
Mostly SADE in France



*2022 water revenue restated with BVAG reclassified in energy

(1) At constant scope and forex

Evolution vs 2022

Revenue up 7.5%⁽¹⁾

- **Operations:** revenue driven by tariff indexations in all geographies
 - ✓ Lower water volumes in Europe and the US due to weather impact and slight increase in Latam and Morocco
 - ✓ Growth driven by pricing and indexation
- **Water Technologies:** Revenue of €4 707M, up +12.1%⁽¹⁾
 - ✓ Growth driven by Technology, services , Products and Chemicals
 - ✓ Bookings up +13% to €5 349M

EBITDA up 5.4%⁽¹⁾
strong Water Technologies partially offset by Water operations, due to lower volumes

Waste revenue of €14 683m, up 3.4%, driven by tariff indexations and resilient volumes

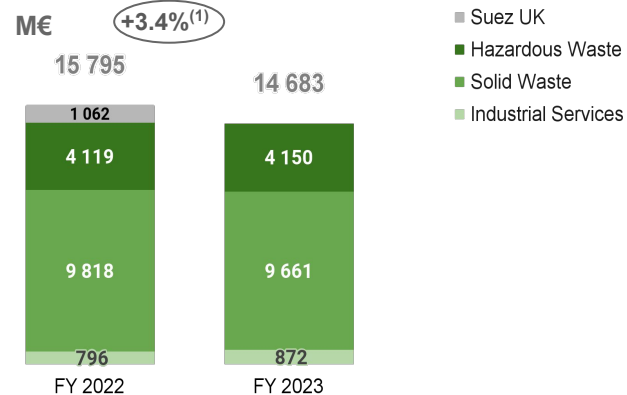
Variation vs. 2022	2023
Volumes	-0.3%
Commerce/Works	+0.5%
Price increases	+5.2%
Recycled materials prices	-2.5%
Energy price impact	+0.5%
Growth at constant scope & FX	+3.4%
Scope effect	-6.2%
Growth at constant FX	-2.8%

Key countries for Solid Waste

France 30%
UK 21%
Germany 13%
Australia 13%

Key countries for Hazardous Waste

Europe 53%
US 31%
Asia-Pacific 11%



(1) At constant scope and forex

Evolution vs 2022

Revenue up 3.4%⁽¹⁾ and +5.9%⁽¹⁾ excluding impact of recyclate prices

- Scope impact of Suez UK divestment of -€1 062M (-6.7%)
- Solid Waste revenue up 2.8%⁽¹⁾ vs. 2022
 - ✓ Resilient volumes slightly down in Europe, good in ROW (Asia, Latam, Pacific) and solid commercial momentum (UK, Australia)
 - ✓ Continued favorable impact of price increases and indexations more than offsetting recyclate prices
 - ✓ Complemented by higher electricity prices in incineration partially offset by profit sharing and taxation.
- Hazardous Waste revenue of €4 150M, up +2.6%⁽¹⁾: Solid growth in North America (increased volumes, higher prices and very favorable price/mix in incineration), Latam, Pacific offset by continued weak China

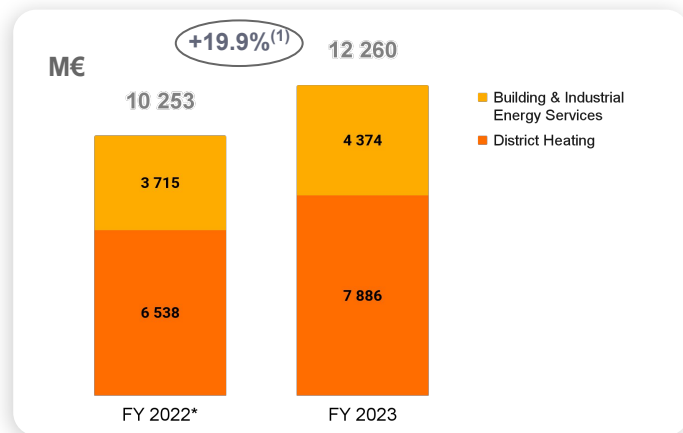
EBITDA +1%⁽¹⁾ excluding impact of recyclate prices

Energy revenue of €12 260m⁽¹⁾, up 19.9%, driven by energy prices

Variation vs. 2022	2023
Volumes / commerce / works	+1.6%
Weather	-1.5%
Energy price increases	+18.5%
Other	+1.3%
Growth at constant scope & FX	+19.9%
Scope effect	-0.1%
Growth at constant FX	+19.8%

Key countries District Heating
 Central Europe : 93%
 China : 4%

Key countries B&I Energy Services
 Italy : 21%
 Central Europe : 20%
 Asia : 14%
 Iberia : 13%
 AMO : 8%



*2022 energy revenue restated with BVAG reclassified in energy

Evolution vs 2022

Revenue up 19.9%⁽²⁾

- **District Heating: Very strong revenue growth driven by significantly increased energy prices**
 - ✓ Significant heat price increases integrating fuel costs increases with a lag effect
 - ✓ Very good performance of cogenerations and higher electricity prices
 - ✓ Unfavorable weather impact in Central Europe
- **Building and Industrial Energy Services** : good commercial momentum. Impact of lower gas prices in Italy

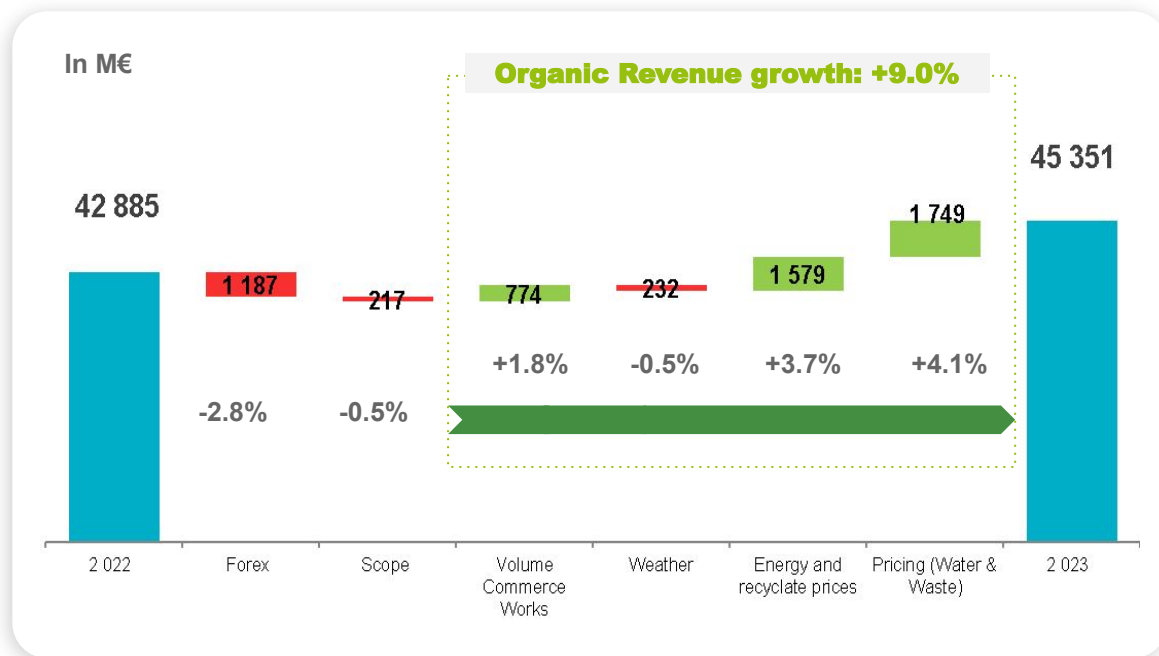
EBITDA up 35.3%⁽²⁾
fueled by high power prices and enhanced cogeneration efficiency

(1) Excluding energy from waste (incinerators and landfills) included in the Waste Revenue

(2) At constant scope and Forex

Organic revenue growth of +9.0% vs. 2022

Underlying revenue growth of 4.4% excluding energy prices

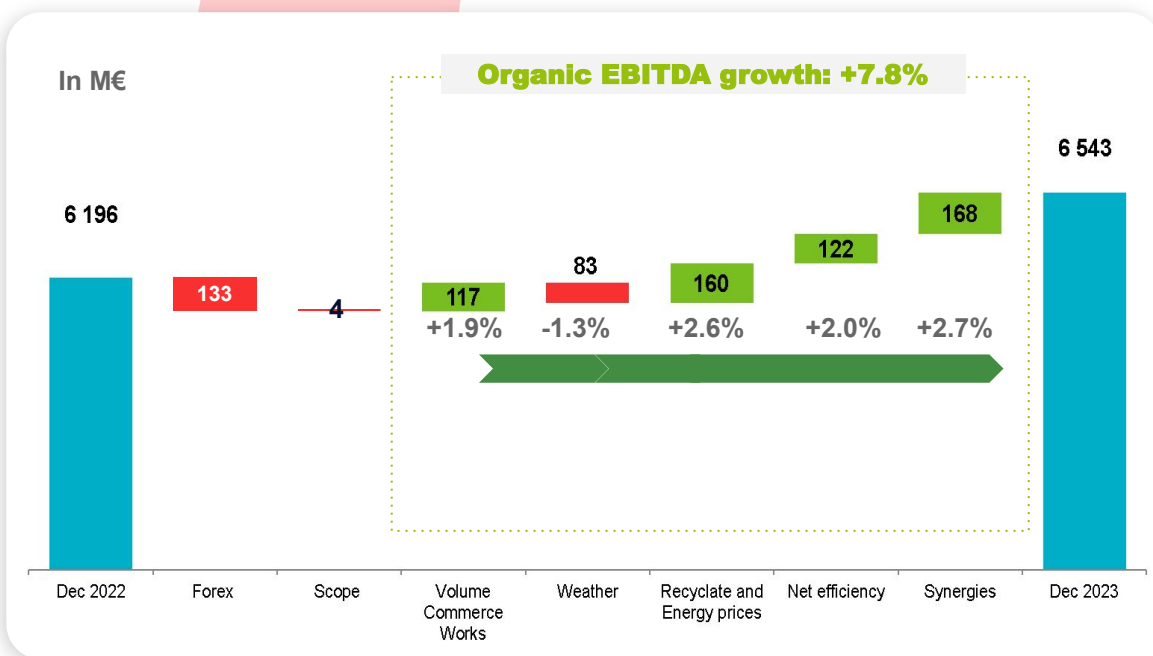


Evolution vs 2022

- **Forex:** -€1 187M
- **Scope:** -€217M Divestment of Suez waste assets in the UK offset by 17 more days of consolidation in January and Lydec
- **Commerce / Volumes / Works:** +€774M good commercial momentum and works activity, and resilient waste volumes
- **Weather:** -€232M Mild winter for the heating season in Central and Eastern Europe and rainy summer in water
- **Recyclate & Energy Prices:** +€1 579M of which energy prices +€1 978M (+4.6%) and recyclate prices -€399M (-0.9%)
- **Pricing (Water and Waste):** +€1749M price increases and higher indexations (impact of +4.4% on Water and +5.2% on Waste revenue)

Organic EBITDA growth of +7.8% vs. 2022

Fueled by pricing, commerce and operational excellence



Evolution vs 2022

- **Forex:** -€133M
- **Scope:** -€4M Divestment of Suez waste assets in the UK offset by 17 more days of consolidation in January and Lydec
- **Commerce / Volumes / Works:** +€117M
- **Weather:** -€83M (Mild winter in CEE in Q1 and Q4, and rainy summer for Water)
- **Recyclate & Energy Prices:** +€160M o/w +€248M from energy and -€88M from recyclates
- **Efficiency net:** +€122M net of shared efficiencies with client, contract renegotiations and lag effects on cost pass through
- **Synergies:** +€168M: €315M of cumulated synergies since the closing of Suez acquisition

Current EBIT⁽¹⁾ of €3 346m up 13.7% at constant scope and forex

In €M	2022	2023	Variation at constant scope and FX
EBITDA	6 196	6 543	+7.8%
Renewal expenses	-303	-303	
Amortizations ⁽¹⁾ including OFA repayment	-3 025	-3 060	
Industrial capital gains net of provisions and asset impairment and other	+68	+43	
Share of current net income of JV and associates	+127	+123	
Current EBIT⁽¹⁾	3 062	3 346	+13.7%

- Amortization⁽¹⁾ excl. OFA repayment of €2 827M, flat at constant scope and FX
- Industrial capital gains net of provisions and asset impairment of +€44M vs. +€68M: lower industrial capital gains (due in 2022 to Suez antitrust remedies) offset by lower asset impairments in 2023 and provision reversals due to pension reform in France and end of litigations
- JV and associates up €21M at constant scope and forex

(1) Excluding Suez PPA

Current Net Income⁽¹⁾ of €1 335m up +14.9% vs. 2022

In €M	2022	2023	Variation at constant scope and FX
Current EBIT⁽¹⁾	3 062	3 346	+13.7%
Cost of net financial debt ⁽¹⁾	-707	-626	
Other financial income and expense	-386	-350	
Net financial capital gains ⁽³⁾	+70	+11	
Income tax expense	-514	-599	
Non-controlling interests	-363	-446	
Current net income – Group share⁽¹⁾	1 162	1 335	+14.9%⁽²⁾

(1) Before PPA
 (2) Current variation
 (3) Including taxes and minorities

- **Cost of net financial debt of 626M€ due to lower net cost of financing of 3.68%** at 31/12/2023 vs. 3.87% at 31/12/2022 (excluding IFRS 16 and PPA), and €30M of favorable one offs.
- **Other financial income and expense of -€350M** includes -€51M of the financial cost (non cash) of Aguas Andinas inflation linked bond, interest on IFRIC 12 concession liabilities and IFRS 16 lease financial charges of -€143M and non cash charges related to the unwinding of the discount of provisions of -€49M.
- **Current tax rate: 26.5%**
- **Increase of non-controlling interests** due to higher results in Central and Eastern Europe, Chile (Aguas Andinas) and Water Technologies (WTS)

Net Income Group share of €937m, up +31% vs. 2022

In €M	2022	2023	Variation
Current net income – Group share	1 162 ⁽¹⁾	1 335 ⁽¹⁾	+14.9%
Suez acquisition and integration costs	-285	-105	
Restructuring charges	-115	-76	
Non current impairment (incl. GW) and other charges	-275	-223	
Non current capital gains	+322	+42	
Other (including PPA)	-93	-35	
Net income – Group share	716	937⁽²⁾	+30.9%

Net non recurring charges of -€397M of which:

- Suez acquisition and integration costs of -€105M
- Restructuring charges of -€76M
- Net PPA impact of -€45M in 2023

1. Before PPA

2. After PPA impact of -€45M

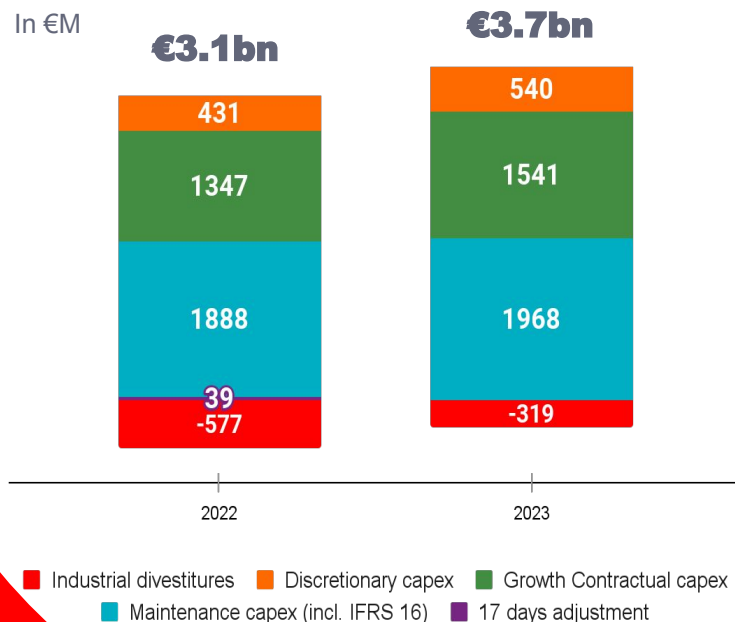
Strong FCF generation in 2023

Lead to decrease of net financial debt of €235M to €17.9bn

Strong FCF generation in 2023

- **Improvement of Net FCF from €1 032M to €1 143M**, despite higher capex, thanks to increased EBITDA, improvement of WCR, lower restructuring and Suez acquisition related charges
- **Net capex of €3 730M vs. €3 089M**
 - ◆ **Increased discretionary capex** from €431M to €540M, o/w decarbonization capex €147M and Hazardous waste projects €239M
 - ◆ **Lower industrial divestments** of €319M vs. €577M in 2022 (which included mostly antitrust divestitures)
- **Improved WCR of +€195M** vs. +€48M in 2022⁽¹⁾ despite revenue increase, thanks to improved cash collection
- **Net financial debt of €17 903M at 31/12/2023**, down €235M vs. 2022, including -€58M of adverse FX
- **Leverage ratio of 2.74x**

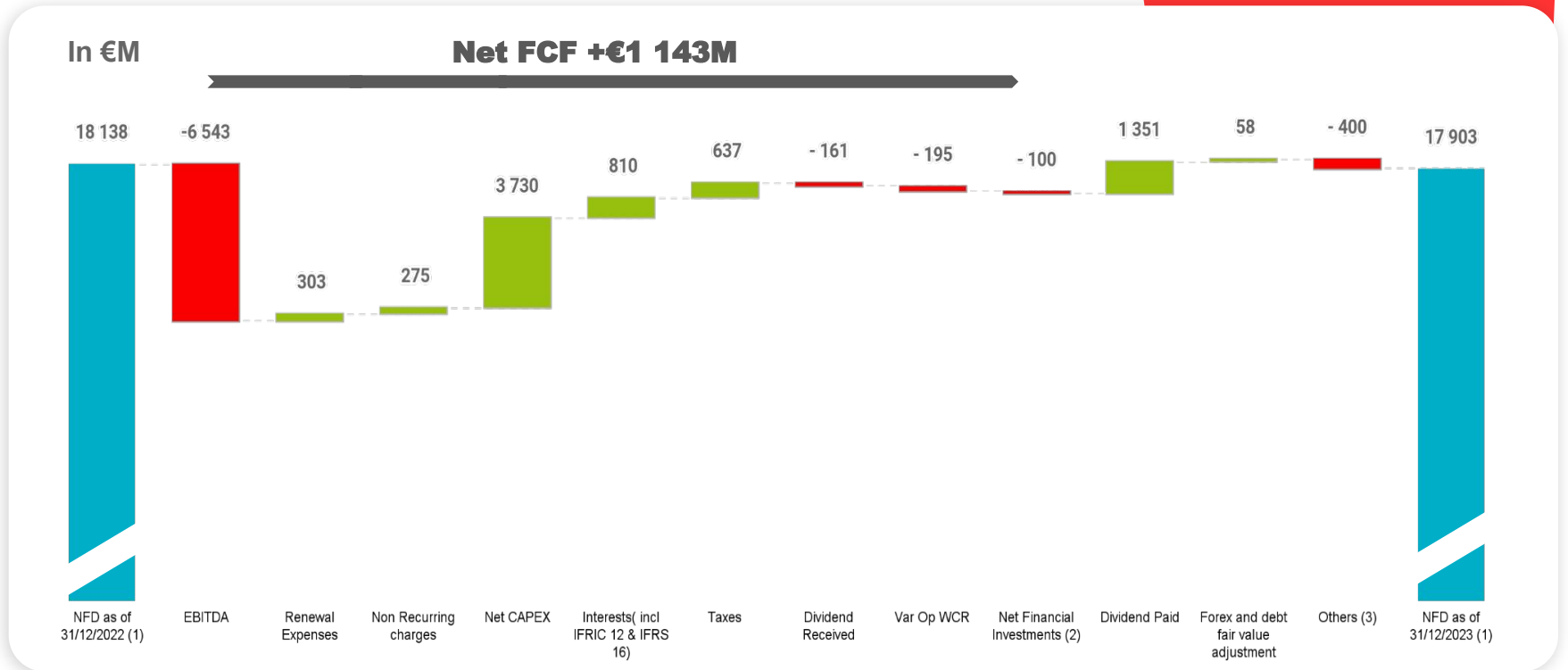
In €M



(1) Including the 17 day adjustment of €39M

Net financial debt of 17 903M⁽¹⁾

Leverage ratio of 2.74 times at 31/12/2023



(1) Excluding PPA

(2) including Suez earn out for +€284M

(3) including hybrid impact for +€198M

An ambitious 2024 guidance

Revenue	Continued organic solid growth ⁽¹⁾⁽²⁾
EBITDA	+5% to +6% organic growth ⁽¹⁾
Efficiency gains	>€350m
Cumulated synergies 2022-2024	>€400m
Current Net income⁽³⁾	>€1.5bn
Leverage ratio⁽³⁾	< 3x
Dividend policy	Dividend to grow in line with current EPS

Agenda 2024

18 April 2024:

Deep dive USA (New York)

Autumn 2024:

Deep dive Water Technology and Innovation

(1) at constant scope & forex

(2) excluding energy price impact

(3) Before PPA

APPENDICES

APPENDIX 1

Impact 2023 ESG targets fully achieved (1/2)

Dimension	Objective	KPI	2019	2023	2023 Target	
Commercial performance	Customer and consumer satisfaction SDG 8	Net Promoter Score	NA	NPS 53 with 82% of revenue covered	>30 with 75% of the revenue covered	✓
	Development of innovative solutions SDG 9	# innovations included in at least 10 contracts signed by the Group	NA	17 innovations	12	✓
	Hazardous waste treatment & recovery SDG 3, 9	Consolidated revenue of the “Liquid & hazardous waste treatment & recovery” segment	€2.56bn	€4.2 bn	> €4bn	✓
Environmental performance	Combating climate change SDG 13	Reducing GHG emissions: progress with the investment plan to eliminate coal in Europe by 2030	NA	€147M capex and €529M cumulated	30% of total investments by 2030, i.e. €400M by 2023	✓
		Avoided emissions	12.0 Mt CO ₂ eq.	15.5 MT CO₂ eq.	15 Mt CO ₂ eq.	✓
	Circular economy: plastic recycling SDG 12, 13	Volume of transformed plastics (in metric tons of products leaving Veolia's transformation plants)	350 KT	465 kt	610 kt	✓
	Protection of environments & biodiversity SDG 14, 15	Progress rate of action plans aimed at improving the impact on the natural environment & biodiversity at sensitive sites	NA	85%	75%	✓
	Sustainable management of water resources SDG 6	Efficiency rate of drinking water networks	72.5%	76.4%	> 75%	✓

APPENDIX 1

Impact 2023 ESG targets fully achieved (2/2)

Dimension	Objective	KPI	2019	2023	2023 Target	
Human Resources Performance	Employee commitment SDG 8	Commitment rate of employees measured through an independent survey	84 %	89%	Above 80 %	✓
	Workplace Safety SDG 8	Lost time injury frequency rate	8.12	4.95	<5	✓
	Employee training & employability SDG 4	Average number of training hours per employee per year	18h	29h	23h	✓
	Diversity SDG 5	% of women appointed among the Group's Top 500 Executives from 2020 to 2023	NA	30.7%	50 %	✓
Social performance	Job and wealth creation in the regions SDG 11	Socio-economic footprint of Veolia's activities in the countries where the Group operates, with regard to direct and indirect jobs supported and wealth created	NA	58 countries in the study	in 45 or more countries	✓
	Ethics and compliance SDG 4	% of positive answers to the commitment survey question : "Are Veolia's values and ethics applied in my entity"	92 % of the Top 5000 employees	88%	≥80% on all respondents	✓
	Access to essential services (water and sanitation) SDG 6	# inhabitants benefiting from inclusive solutions to access water or sanitation services under Veolia contracts	5.78 M inhabitants	+27.4% vs 2019	+12 % vs 2019 at constant scope	✓

APPENDIX 2

Impact 2023 financial targets fully delivered

All financial objectives met

Impact 2023 targets

- ✓ **Continued solid revenue organic growth** (2-3% p.a.)
- ✓ **Efficiency gains:**
cumulated €1bn€ 2020-2023
- ✓ **2023 EBITDA between €4.7-4.9bn**
- ✓ **Current net income ~€1bn in 2023**
- ✓ **Leverage ratio < 3x**
- ✓ **Dividend to grow in line with EPS**

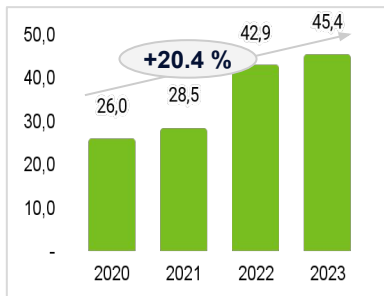
Performance 2020-2023

- ✓ **Revenue CAGR above 5% excl. Suez**
- ✓ **Savings of €1.7 billion**
- ✓ **2023 EBITDA of €6.5bn**
- ✓ **2023 Current net income : €1 335m**
- ✓ **2023 leverage ratio 2.74x**
- ✓ **2023 dividend proposal: €1.25**

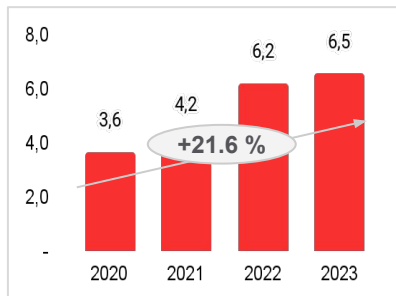
APPENDIX 3

2019-2023: 4 Years of profitable growth

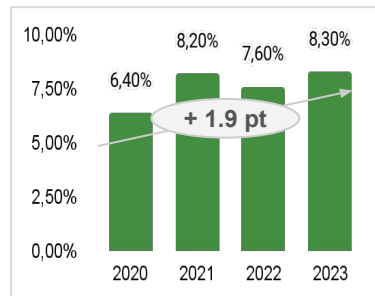
Revenue (€bn)
CAGR



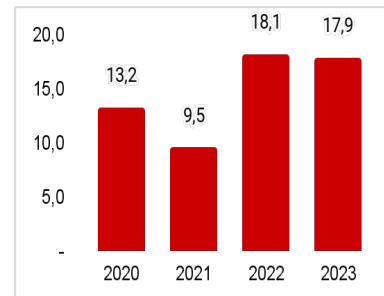
EBITDA (€bn)
CAGR



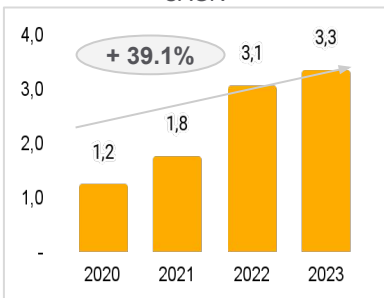
ROCE after tax (%)



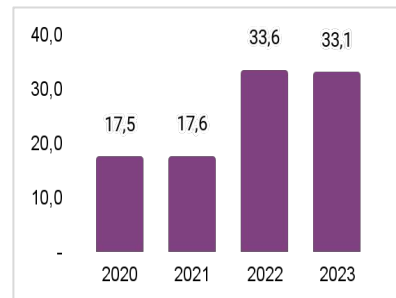
Net Financial Debt⁽¹⁾ (€bn)



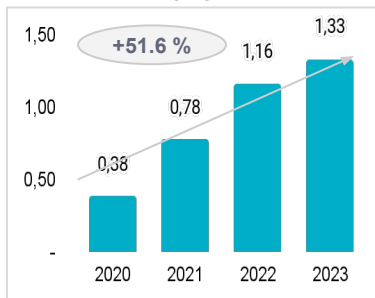
Current EBIT (€bn)
CAGR



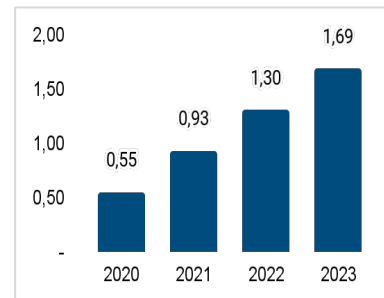
Capital employed (€bn)



Current net income (€bn)
CAGR



Cumulated cost savings (€m)



⁽¹⁾Including hybrid

APPENDIX 4

Leading ESG rankings in 2023

GENERAL ESG

✓ **S&P Global: N°1 in the Multi and Water Utilities industry***, selection in the DJSI World and Europe, “Top 1%” in the Sustainability Yearbook 2024

✓ **Moody's Analytics: Leader in Waste & Water utilities industry** with a score of 72 vs. a sector average of 53

✓ **ISS-ESG: Prime and 1st decile** (B rating) in the Multi Utilities industry**

CLIMATE PERFORMANCE AND REPORTING

✓ **CDP Climate change:** A- , Leadership band

✓ **CDP Water security:** A-, Leadership band

✓ **TCFD**

✓ **SBTi 1.5°C commitment**

RESPONSIBLE SUPPLIER

98th percentile
by Ecovadis (2022)

BIODIVERSITY

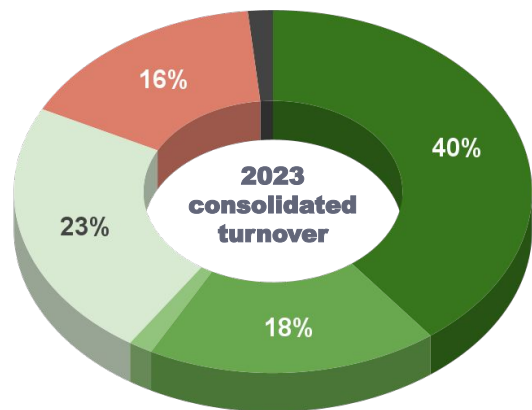
- TNFD early adopter
- Act4 Nature international

* as at 22 December 2023

** as at 17 October 2023

APPENDIX 5

Green taxonomy: 40% activities already aligned



- Eligible and Aligned
- Other Eligible
- Complementary activities proposed by Veolia for eligibility
- No significant direct impact
- Not eligible (coal energy, incineration, landfills)
- Not assessed *

Increase of the eligibility up to nearly 58% in 2023, above what was anticipated 1 year ago

- 57,8% activities eligible in 2023, i.e. recognized as very contributive to the environment*
- vs 54,9% anticipated in 2022
 - 47,4% already eligible in 2022
 - 7,5% new domains under study by the EU

Excellent alignment of Veolia with the demanding criteria set by the EU: nearly 40%

- from 33,1% in 2022 up to 39,6% in 2023
- which means that **more than two thirds of eligible activities comply already with the challenging ESG performance criteria of the EU**

() mainly municipal water, selective waste collection, recycling, district heating networks, energy efficiency contracts; and in addition since 2023 : hazardous waste, water reuse, desalination.*

APPENDIX 6

Net Zero Strategy

“With this Climate Report, I hope to be able to show all our stakeholders, in particular the economic players – companies and financial institutions alike – that a realistic and ambitious climate strategy is possible. We offer a simple equation: 50% fewer Scopes 1 and 2 emissions in 10 years, and 50% more emissions eliminated.

This means applying our 170-year recipe for success, using the following ingredients: planning, operational efficiency, agility and innovation. In the climate context to come, each of these ingredients will play a key role.”

Estelle Brachlianoff, CEO

→ **DISCOVER VEOLIA'S NET ZERO STRATEGY IN ACTION**



<https://www.veolia.com/sites/g/files/dvc4206/files/document/2024/02/climate-report-2023-veolia-022024.pdf>



APPENDIX 7

Detailed Revenue & EBITDA by business

2023 - in m€	Revenue	EBITDA
Municipal non regulated (*)	11,259	1,873
Municipal regulated	1,367	665
Water Technologies	4,707	534
Construction	1,075	51
Total Water excluding BVAG	18,409	3,122
Solid waste and industrial services	10,533	1,307
Hazardous and Liquid Waste	4,150	617
Total Waste excluding Suez UK	14,683	1,924
Local loops/Municipal Energy	7,886	1,087
BES & industrial services	4,374	410
Total Energy including BVAG	12,260	1,497
TOTAL	45,351	6,543

(* including Moroccan activities)

APPENDIX 8: Analysis by geography

France and Hazardous Waste Europe

€M	Dec 2022	Dec 2023	Δ at constant scope and FX
Revenue of which	9 666	9 726	+1.4%
Water France	3 000	3 006	+1.0%
Waste France	2 916	2 909	+0.7%
Hazardous Waste Europe	2 128	2 125	-0.8%
Construction (SADE)	1 028	1 075	+5.2%
Other	594	612	+8.0%
EBITDA	1 418	1 338	-5.2%

Comments

- **Water France:** higher indexation (+6.2%) offset by lower volumes -2.8% due to weather and end of Lyon contract
- **Solid Waste France:** sharp drop of cardboard recycled prices (average market price -49%), continued commercial selectivity and weak volumes are offset by indexations and price increases. Excluding recycled materials price impact, revenue +5.4%
- **Hazardous Waste Europe:** impact of lower recycled oil prices offset by price increases and resilient volumes

APPENDIX 8: Analysis by geography

Rest of Europe: Strong growth

€M	Dec 2022	Dec 2023	Δ at constant scope and FX
Revenue of which	17 850	19 000	+11.6%
Central and Eastern Europe	9 401	11 360	+19.1%
Northern Europe	4 900	4 043	+5.2%
Southern Europe	3 550	3 597	+0.5%
EBITDA	2 373	2 599	+13.7%

Comments

- **Central and Eastern Europe:** Strong growth driven by energy prices in District Heating activity
- **Northern Europe:** resilient waste volumes in the UK, higher electricity revenue offset impact of lower recycle prices
- **Southern Europe:** solid growth in Spain (water and energy) offset by lower energy prices in Italy

APPENDIX 8: Analysis by geography

Rest of the world: continued solid growth

€M	Dec 2022	Dec 2023	Δ at constant scope and FX
Revenue of which	11 196	11 907	+10.0%
Asia - Pacific	4 579	4 515	+5.4%
o/w Asia	2 587	2 540	+4.6%
o/w Pacific	1 992	1 975	+6.4%
Latin America	1 716	1 832	+30.3%
North America	3 386	3 347	+5.8%
Africa Middle East	1 515	1 609	+10.0%
EBITDA	1 831	1 925	+7.1%

Comments

- **Asia:** stabilization in China with good performance in Energy (DHN) but no recovery yet in hazardous waste (volumes -10% vs. 2022) . Solid growth in Taiwan (+11.9%), Hong Kong (+16.1%) and Japan +4.8%.
- **Pacific:** Good volumes/commercial wins (City of Gold Coast) and tariff increases in waste
- **Latin America:** good waste volumes (notably in Brazil, Columbia) and price increases. Strong Aguas Andinas due to tariff indexations.
- **North America:** record year in hazardous waste (volumes, price and mix improvement)
- **Africa Middle East:** driven by strong Middle East (energy efficiency contracts, strong commercial momentum). Lydec consolidated since January 25th (revenue €604M), still held separated until antitrust decision

APPENDIX 8: Analysis by geography

Water Technologies: continued solid growth

€M	Dec 2022	Dec 2023	Δ at constant scope and FX
Revenues o/w	4 561	4 707	+12.1%
VWT	1 612	1 599	+7.1%
WTS	2 948	3 108	+14.8%
EBITDA	496	534	+17.0%

Comments

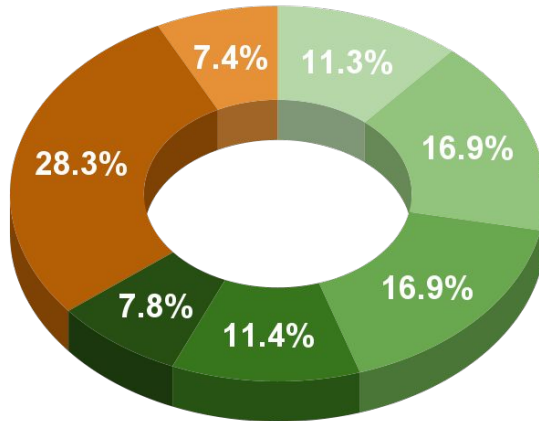
Water Technologies: record bookings in 2023: €5 349M +13% - Very strong pipeline

- WTS up 14.8%, driven by all business lines, o/w +9% pricing in Chemicals. Bookings up +7% to €3 475M.
- VWT 7.1%. Growth in technology & services. Bookings sharply up +25.8% to €1 874M

APPENDIX 9

Waste – breakdown waste revenue by activity

2023 Waste Revenue €14 683M



- Municipal collection & Street cleaning
- Commercial & Industrial collection
- Sorting & Recycling & MBT
- Energy recovery (incineration)
- Landfill
- Hazardous and Liquid Waste
- Industrial Services / Waste

APPENDIX 10

FOREX

1€ = xxx foreign currency	December 2023		December 2022		Variance	
	closing rate	average rate	closing rate	average rate	closing rate %	average rate %
US Dollar	1,11	1,08	1,07	1,05	4%	3%
Pound Sterling	0,87	0,87	0,89	0,85	-2%	2%
Australian Dollar	1,63	1,63	1,57	1,52	4%	7%
Chinese Renminbi	7,85	7,66	7,36	7,08	7%	8%
Czech Koruna	24,72	24,00	24,12	24,56	3%	-2%
Brazilian Real	5,36	5,40	5,64	5,44	-5%	-1%
Canadian Dollar	1,46	1,46	1,44	1,37	1%	7%
Argentinian Peso	895,63	319,60	188,68	136,78	375%	134%
Japanese Yen	156,33	151,86	140,66	137,94	11%	10%
South Korean Won	1433,66	1412,97	1344,09	1357,68	7%	4%
Polish Zloty	4,34	4,54	4,68	4,68	-7%	-3%
Hong Kong Dollar	8,63	8,47	8,32	8,25	4%	3%
Chilean Peso	968,91	908,43	910,23	917,29	6%	-1%

APPENDIX 11

Net financing rate

- Cost of net financial debt of €626M
- €30M of favorable one off including a non recurring income (+€17M) generated by the extension at the beginning of the year of some of our current financial liquid assets
- **Net financing rate** decrease by 19 bps, from **3.87% in December 2022 to 3.68% in December 2023**
- The improvement comes mainly from i) in increase of the return of the cash of the Group; ii) the decrease of the cost of financing for some currencies (Eastern European Currencies, Brazil).

In €M	2023	2022
Average gross debt ⁽¹⁾	26 449	27 052
Gross cost of borrowing	3.55%	2.78%
Average cash balance	9 717	9 512
<i>Interest rate</i>	3,33%	0.73%
Average bank overdrafts	286	736
Average net financial debt⁽²⁾	17 017	18 276
Cost of debt (PPA excluded)	-626.1	-707.4
<i>Net financing rate</i>	3.68%	3.87%
Closing net financial debt⁽³⁾ excl. IFRS 16	16 176	16 336
Average cash balance including commercial paper	5 977	4 773
Closing NFD incl. IFRS 16	18 176	18 489
<i>Net financing rate incl. IFRS 16</i>	3.59%	3.70%

(1) Excluding bank overdrafts, IFRS 16, and PPA impacts

(2) Average net financial debt represents the average of monthly net financial debt figures over the period

(3) Net financial debt represents gross financial debt (non current and current financial debt and bank overdrafts), net of cash and cash equivalents, liquid assets and assets related to financing and including the revaluation of debt hedging derivatives. Liquid assets are financial assets consisting of funds or securities with initial maturity of more than three months, easily convertible into cash, and managed as part of a liquidity objective, while maintaining a low risk of capital excluding IFRS 16 impacts.

APPENDIX 12

Cost of debt stable at constant debt

Cost of debt under control



Smooth debt repayment schedule:
€750M reimbursed on Jan.15 and €461M to be repaid in July 2024



€5.9bn net cash position at Dec 2023
→ Continued significant interest income from cash balances in 2024
→ No new debt issuance in the coming quarters



87% of NFD at fixed rate
(€3.2bn variable rate bonds) vs. 80% at Sept 30, 2023



Cost of debt to increase slightly in 2024 due to €30M of favorable one offs in 2023

Solid investment grade rating



Moody's:
P-2/ Baa1, stable outlook



Standard & Poor's:
A-2 / BBB, stable outlook

Leverage ratio to remain <3.0x at the end 2024

APPENDIX 13

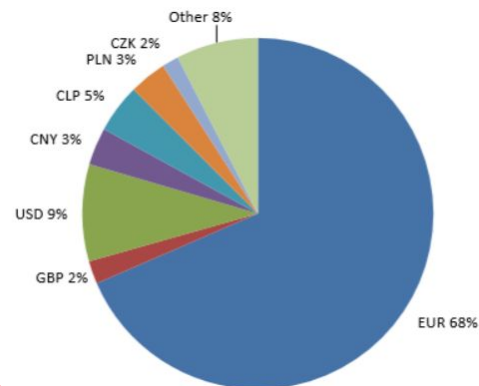
Debt management

- Repayment in October 2023 of €376M bearing a coupon of 2.75%.
- Repayment in October 2023 of €600M bearing a coupon of 0.314%.
- Repayment in June 2023 of CNY1500M bearing a coupon of 3.85%
- Repayment in December 2023 of CNY1500M bearing a coupon of 4.45%
- Repayment of the Suez hybrid bond in November 2023 (€397.2M at 2.875%)
- **Group liquidity: €16.6bn including €6bn in undrawn confirmed credit lines (without disruptive covenants)**
- **Net Group liquidity: €8.5bn**
- **Average maturity of net financial debt: 7.4 years at 31/12/2023 vs. 7.9 years at 31/12/2022**

**NFD after hedges
at December 31st, 2023**

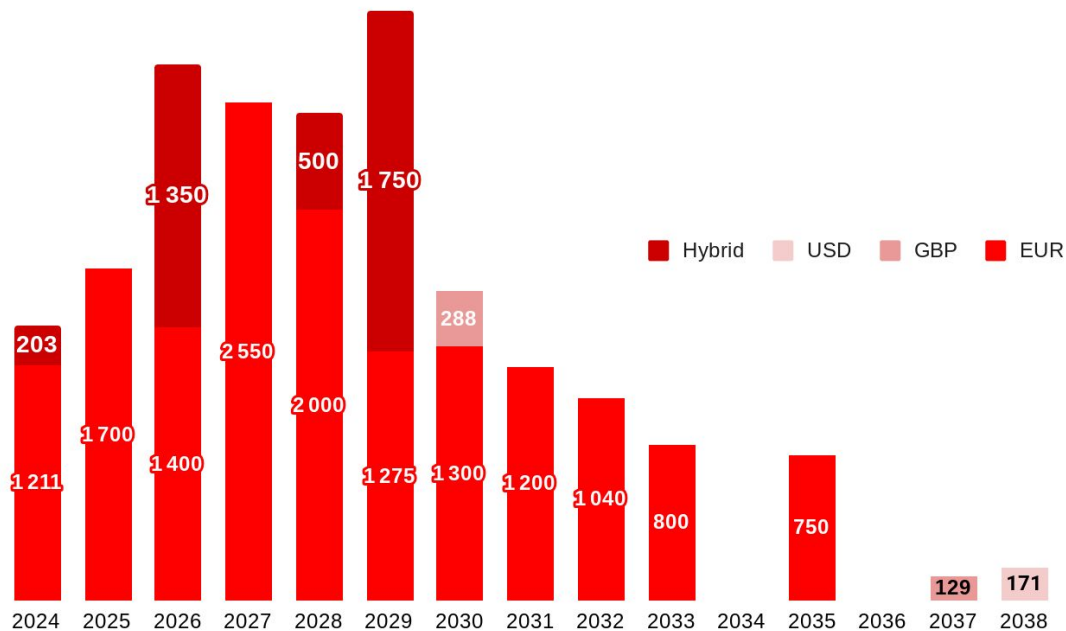
Fixed rate: 87%
Variabilized rate: 7%
Inflated rate: 6%

**Currency breakdown of gross debt
(after hedges) at December 31st, 2023**



APPENDIX 14

Combined debt profile (at December 31, 2023)



Rating

- **Moody's:**
P-2/ Baa1 stable outlook
- **Standard & Poor's:**
A-2 / BBB stable outlook

APPENDIX 15

Net liquidity

	December 2023	December 2022
Syndicated credit lines	4 500.0	5 500.0
Bilateral credit lines	801.8	910.3
Lines of credit		-
Cash and cash equivalents	8 344.4	8 072.3
Total Veolia	13 646.2	14 482.6
Subsidiaries		
Bilateral credit lines	688.7	-
Cash and cash equivalents ⁽¹⁾	2 244.1	2 617.0
Total Subsidiaries	2 932.8	2 617.0
Total Group liquidity	16 579.0	17 099.6
Current liabilities and bank overdrafts⁽²⁾	8 041.2	7 231.5
Total net Group liquidity	8 537.8	9 868.1

(1) including liquid assets

(2) Of which IFRS 16 impact

APPENDIX 16

Statement of cash flows

- (1) Including principal payments on operating financial assets
- (2) **In 2023:** dividends paid to shareholders (-€787M), to non-controlling interests (-€474M) and to hybrid bond holders (-€90M)
- (3) **In 2023:** including -€455M of financial investments (o/w hazardous waste tuck-ins in the US, Japan and Spain) and +€262M of financial divestments (of which Water concessions in Italy and advanced Solutions in the US) and +€284M of earn-out payment from Suez
- (4) **In 2022:** Suez acquisition
In 2023: Suez completion accounts, employee share plan and variation of PPA adjustments

In €M	Dec 2023	Dec 2022
EBITDA ⁽¹⁾	6 543	6 197
Net industrial investments	-3 730	-3 089
WCR variation	+195	+48
Dividends received	161	129
Renewal expenses	-303	-303
Restructuring and other non current charges	-275	-463
Taxes paid	-637	-557
Interest paid (incl. IFRIC 12 & IFRS 16)	-810	-927
Net FCF before dividends, acquisitions & financial divestments	+1 143	+1 032
Dividends ⁽²⁾	-1 351	-1 079
Financial investments, net of divestitures ⁽³⁾	+100	-70
Suez operation and other (including rights issue and divestitures) ⁽⁴⁾	203	-7 757
Hybrid bond	198	-500
Impact of exchange rates and variation of fair value	-58	-232
<i>Variation of net financial debt</i>	<i>+235</i>	<i>-8 606</i>
Opening net financial debt excl. PPA	-18 138	-9 532
Closing net financial debt excl. PPA	-17 903	-18 138

APPENDIX 17

Consolidated statement of financial position

in €M	December 2022	December 2023
Intangible Assets	20 071	20 056
Property, Plant & Equipment	16 569	17 134
Other non-current assets	6 757	6 292
Operating financial assets (current and non-current)	1 377	1 393
Cash and cash equivalents	9 012	8 696
Other current assets	19 518	18 995
Total Assets	73 304	72 566
Capital (including non-controlling interests)	14 867	14 702
Financial debt (current and non-current)	30 183	29 097
Other non-current liabilities	7 165	7 047
Other current liabilities	21 089	21 720
Total Liabilities & Shareholders Equity	73 304	72 566

CONTACTS

Analyst & Investor Relations

Ronald Wasylec

*Deputy CFO, Senior Vice President,
Investor Relations*

Telephone: +33 1 85 57 84 76

e-mail: ronald.wasylec@veolia.com

Ariane de Lamaze

Vice President, Investor Relations

Telephone: +33 6 25 14 52 25

e-mail: ariane.de-lamaze@veolia.com

30, rue Madeleine Vionnet

93300 Aubervilliers, France

→ <http://www.finance.veolia.com>

Media Relations

Laurent Obadia

Telephone: +33 1 85 57 89 43

e-mail: laurent.obadia@veolia.com

Evgeniya Mazalova

Telephone: +33 6 27 45 11 38

e-mail: evgeniya.mazalova@veolia.com

30, rue Madeleine Vionnet

93300 Aubervilliers, France

→ <http://www.veolia.com>