



# SUEZ OPERATIONS AT A GLANCE

March 21<sup>st</sup>, 2021



# Water Operations at a Glance

## 2020 Key Financials



**€6.8bn  
Revenues**

Water Concessions: ~2.3% CAGR<sup>(1)</sup>  
Regulated Water: ~3.0% CAGR<sup>(1)</sup>

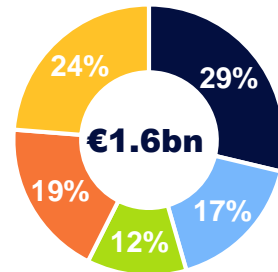


**23%  
EBITDA Margin**

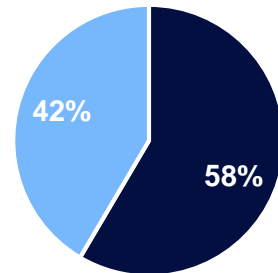


**€10.2bn  
Capital  
Employed**

## 2020A EBITDA Split (Pre-concession charges)



- France
- US Regulated
- Spain
- Chile
- Other



- Water Concessions
- Water Regulated

## Average Duration of Water Concessions

**France 12 years**  
**Spain 7.5 years**

## Key Considerations

### Core Infrastructure Asset



**3rd largest**  
regulated water player  
with RAB-based model



**2nd largest**  
player with no meaningful contract  
for renewal near-term



**Largest player**  
Barcelona concession until 2047; other  
concessions with 5-7 years duration



# R&R Operations at a Glance

## 2020 Key Financials



**€7.3bn**  
**Revenues**  
~2.0% CAGR<sup>(1)</sup>

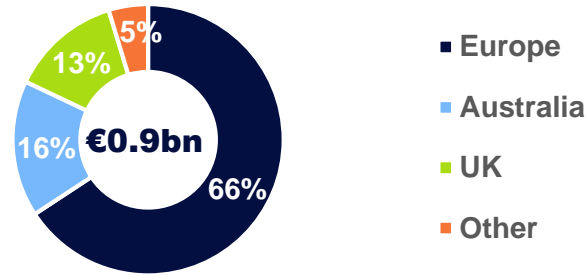


**13%**  
**EBITDA Margin**

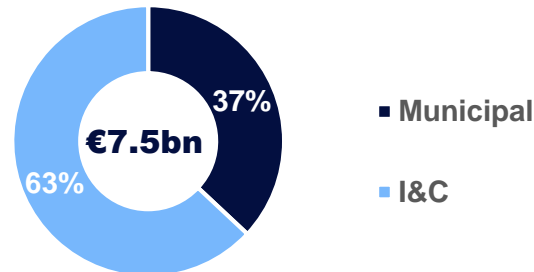


**€4.7bn**  
**Capital Employed<sup>(2)</sup>**

## 2020A EBITDA Split



## 2019A Revenue Split



## Strategic Focus

- > Focus on markets with clear medium term regulation
- > Selectivity to avoid national markets and business lines with high commoditization
- > Bring our proprietary innovation to our municipal and I&C customer on non specialty applications
- > Focus on value add services such as traceability notably for industrial customers

## Key Considerations



**c.11 – 13x 2019 EBITDA<sup>(3)</sup>**  
value creation unlocked from recent disposals



UK platform with **strong infrastructure – like features** (EfW and Recycling)

# ETS Operations at a Glance

## 2020 Key Financials



**€3.5bn  
Revenues**

WTS: ~3.4% CAGR<sup>(1)</sup>  
SES: ~10.0% CAGR<sup>(1)</sup>  
Hazardous Waste: ~7.9% CAGR<sup>(1)</sup>

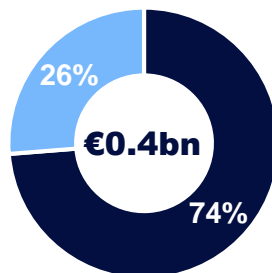


**11%  
EBITDA Margin**



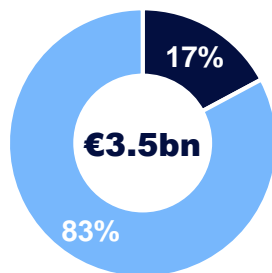
**€3.7bn  
Capital  
Employed**

## 2020A EBITDA Split



- WTS
- Hazardous Waste + SES

## 2019A Revenue Split



- Municipal
- Industrial

## Strategic Focus

- > Five priority industrial verticals
- > Accelerate introduction of next generation technologies
- > Grow organically and through acquisitions
- > Reinforce our differentiation with proprietary technologies

## Key Considerations

### Strong Growth Pillars



**Smart offering a key differentiator**  
to win new contracts



**Hazardous Waste growth driven**  
**by pricing increases** in Europe  
(more stringent regulation) and  
**committed pipeline** in Asia

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