

Q3 2020: SOLID FINANCIAL RESULTS

October 28th, 2020



Rigorous execution of SUEZ 2030 translates into strong Q3 results

⇒ **SOLID Q3 - H2 2020 REVENUE AND EBIT GUIDANCE CONFIRMED⁽¹⁾**

⇒ **Q3 PROMISING RESULTS FURTHER DEMONSTRATE THE RELEVANCE OF SUEZ 2030**

- First phase of asset rotation program completed at attractive multiples
- Successful delivery and amplification of our performance plan

⇒ **SOLID COMMERCIAL MOMENTUM DESPITE CHALLENGING ENVIRONMENT**

⇒ **QUARTER AFTER QUARTER, SUEZ REINFORCES ITS UNIQUE MARKET POSITION AND HIGH VALUE-ADDED PROPOSITION TO ADDRESS FAST-CHANGING CLIENTS NEEDS**

**Renewed ambition to become the leader in environmental services
and create value in the interest of all our shareholders**

Q3 2020 FINANCIAL RESULTS

Julian WALDRON
Chief Financial Officer



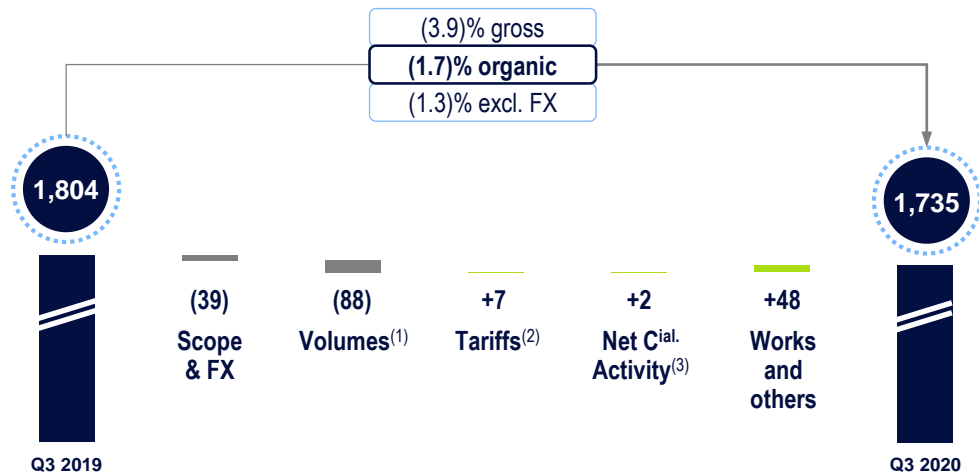
Strong Q3 results, both in top-line and profitability

- Revenue up **+0.4%** organically in Q3, solid trends in most geographies
- EBITDA at **€795m**, up **+0.9%** in organic terms
- EBIT at **€336m**, ahead of expectations and notably driven by acceleration of performance plan
- Sound management of Working Capital and Capex selectivity result in decreased Net Debt, to **€10,291m**

Water

Revenue down (1.7)% organically

Revenue, in €m



⇒ Volumes

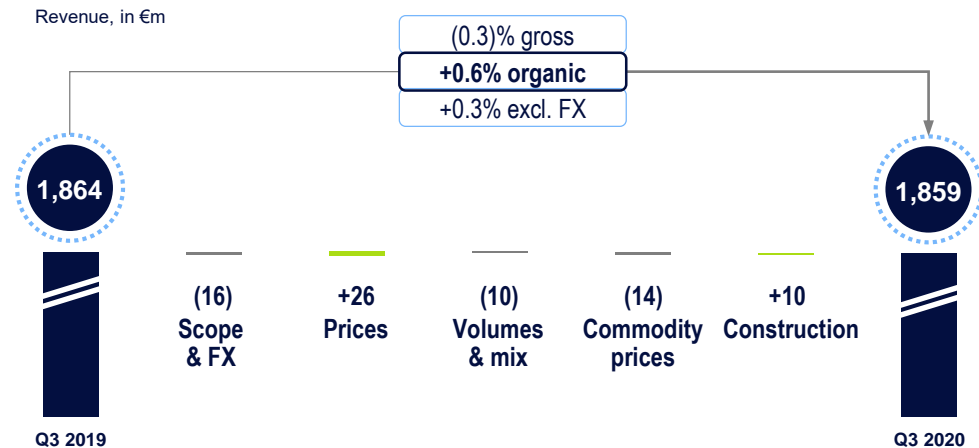
- Positive impact from hot and dry summer more than offset by low tourist activity in France and Spain
- Chile impacted by maintained quarantine measures
- Restart of construction projects outside LatAm

⇒ Tariffs

- Evolution as expected in France (+1.8%), Spain (-0.9%) and USA (+1.9%)
- Moderate increase in Chile due to inflation

Recycling & Recovery

Revenue up +0.6% on an organic basis



⇒ Volumes

- Better processed waste volumes in Q3 after historical lows in Q2

⇒ Pricing

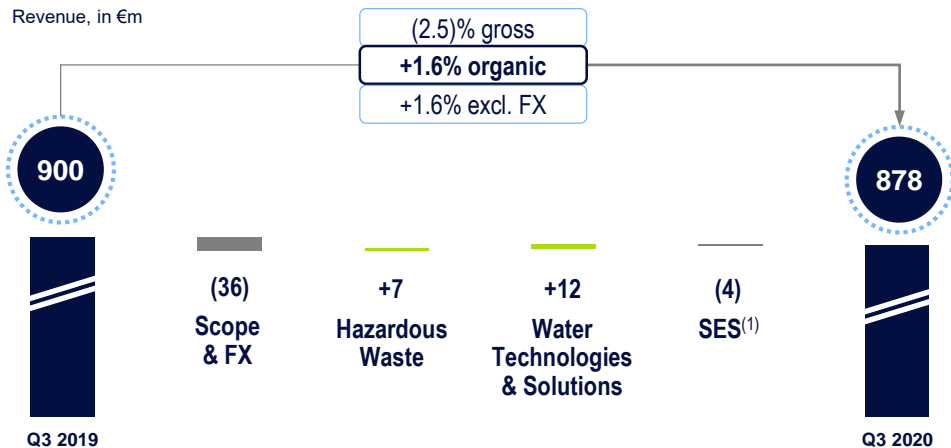
- Pricing momentum satisfactory

⇒ Commodities

- Lower negative impact from commodities (paper, plastics, electricity)
- Small positive impact from diesel and metal prices

Environmental Tech & Solutions

Revenue up +1.6% on an organic basis



⇒ Water Technologies & Solutions

- Resilient performance, notably in Americas and Europe

⇒ Hazardous Waste

- Expanded capacity in Asia
- Improved performance in Europe driven by better but volatile evolution of treated volumes

⇒ Smart & Environmental Solutions

- Rebound of activities in APAC more than offset by LatAm and France

Strengthening cash generation

⇒ **Tight management of Working Capital**

- Material improvement in cash collection, notably in France and WTS

⇒ **Selectivity in Capex allocation**

- (14.2)% decrease compared to 9M 2019⁽¹⁾

⇒ **Minimal proceeds as yet from disposals**

- Proceeds from Aquasure stake sale for €46m

Net debt at €10,291m, down -€458m vs June 2020

SHAPING SUEZ 2030: POSITIONED FOR THE GREEN RECOVERY

Bertrand Camus
Chief Executive Officer



Positioned in the most promising and cutting-edge technologies

BEST-IN-CLASS INNOVATIVE TECHNOLOGIES...

⇒ **Integrated smart solutions**

⇒ **Odour control systems and air quality solutions**

⇒ **Sustainable & smart cities**

⇒ **GES-CO2 tracking and capture**

⇒ **Emerging pollutants & pathogens**

...ENHANCING OUR ABILITY TO GAIN CONTRACTS

- Wastewater treatment, Wanhua Yantai Industrial Park, China
- Drinking water production, Doha, Qatar
- Depollution and odour control in a dismantling project for a major Chemical player in France
- Air treatment with “Clean air bubble” technology: pilot tests in school courtyards in Ile-de-France region
- Connected rainwater avaloirs deployed in Marseille, France
- NetZero Teesside project, UK
- “Covid-19 City Watch” operational in 15 municipalities in Spain, currently deployed in France, Morocco, India and Chile

Asset rotation plan: selective reinvestment started

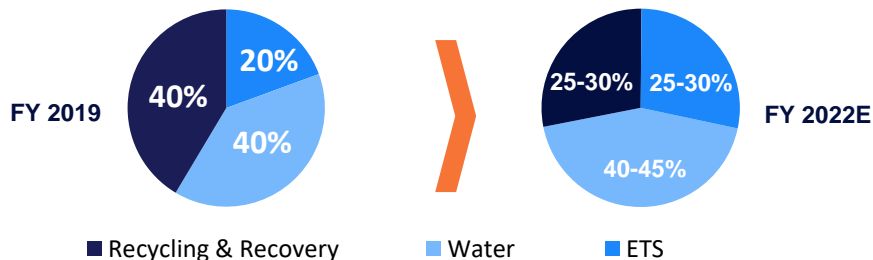
VALUE CREATION UNLOCKED FROM DISPOSALS



ORGANIC AND INORGANIC REINVESTMENT

- ✓ Growing **ETS** to accelerate further in:
 - Industrial water
 - Hazardous waste
 - Smart & Environmental Solutions
- ✓ **International**: expanding our presence in Asia Pacific and North America

STRATEGIC PORTFOLIO REFOCUSING

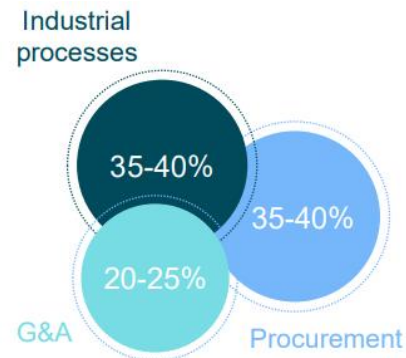


Performance plan: successful delivery in 2020 and higher savings potential

2019 ADDRESSABLE SPEND¹



~€1.2BN⁽²⁾ GROSS ANNUAL SAVINGS BY 2023



- ✓ Achieved c.€200m gross savings in 9M2020
- ✓ Perimeter reviewed to date exhibits significantly higher savings potential than assumed in the initial plan

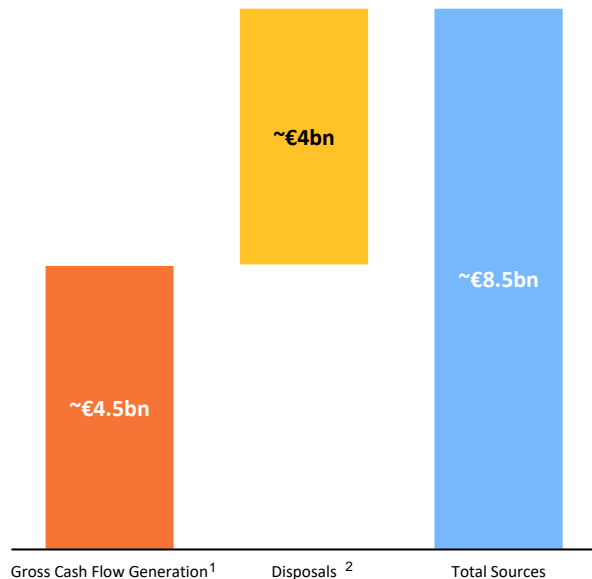
(1) Cost of sales and SG&A before D&A
(2) Total 2020-2023 net annual benefits 2020-23 before D&A (excl. incremental investments) – before disposal estimated impact of €0.1bn.

Balance sheet flexibility to invest and distribute capital

Key Allocation Rules for Uses of Capital

(From 30-Jun-20 to 31-Dec-22)

Sources of Capital



Uses of Capital



¹ Cash flow from operating activities after net financial charges, lease expenses, hybrid coupon, restructuring (cash expenses) and flows including to/from minorities dividend.

² Assuming all disposals impacts as of January 1st, 2021.

³ Debt including IFRS 16 excluding Undated Deeply Subordinated Notes.

APPENDICES

28-Oct-20



Content

1. Key figures	17
2. P&L	19
3. Activity of divisions	24
4. 2019 under the new segment structure	28



1.

Key figures

Key figures for Q3 and 9M 2020

In €m	Q3 2019	Q3 2020	Gross	Organic	Excl. FX
Revenue	4,471	4,396	(1.7)%	+0.4%	+0.4%
EBITDA	809	795	(1.8)%	+0.9%	+0.6%
% Revenue	18.1%	18.1%			
EBIT	371	336	(9.4)%	(6.0)%	(6.6)%
% Revenue	8.3%	7.7%			

Net debt	10,600	10,291	(2.9)%
Net debt / EBITDA	3.4x	3.6x	+0.2x

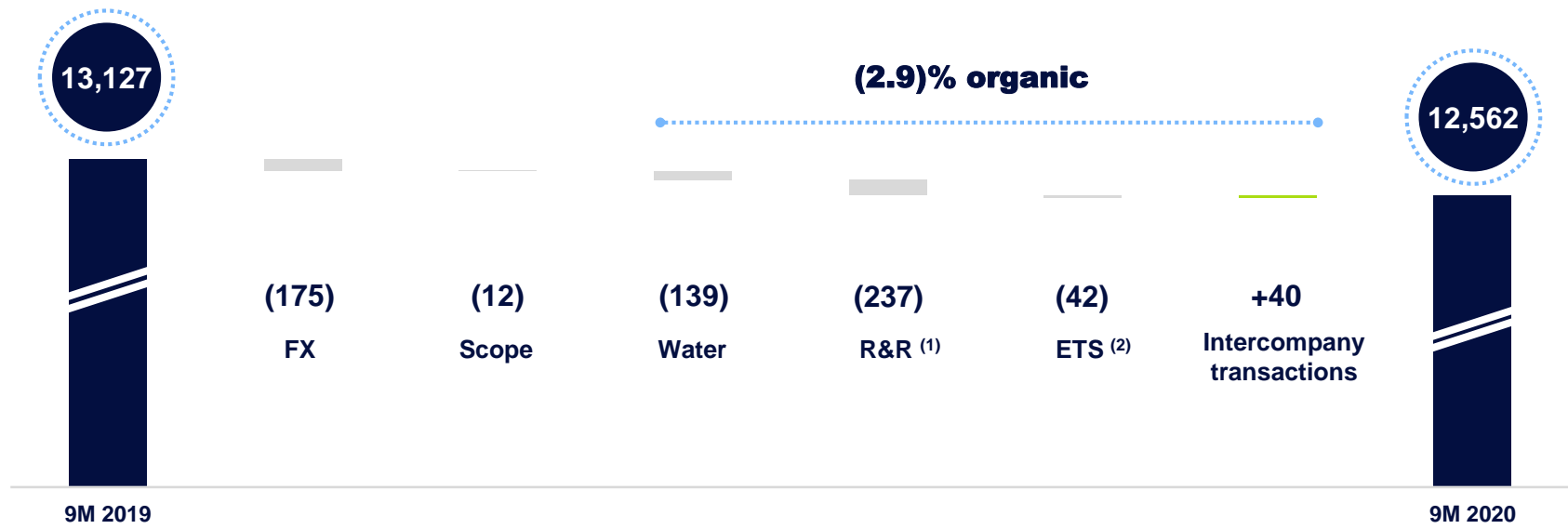
In €m	YTD 2019	YTD 2020	Gross	Organic	Excl. FX
Revenue	13,127	12,562	(4.3)%	(2.9)%	(3.0)%
EBITDA	2,330	1,991	(14.6)%	(11.7)%	(12.1)%
% Revenue	17.8%	15.8%			
EBIT	1,016	413	(59.4)%	(54.7)%	(55.5)%
% Revenue	7.7%	3.3%			

2.

P&L

Revenue for 9M 2020

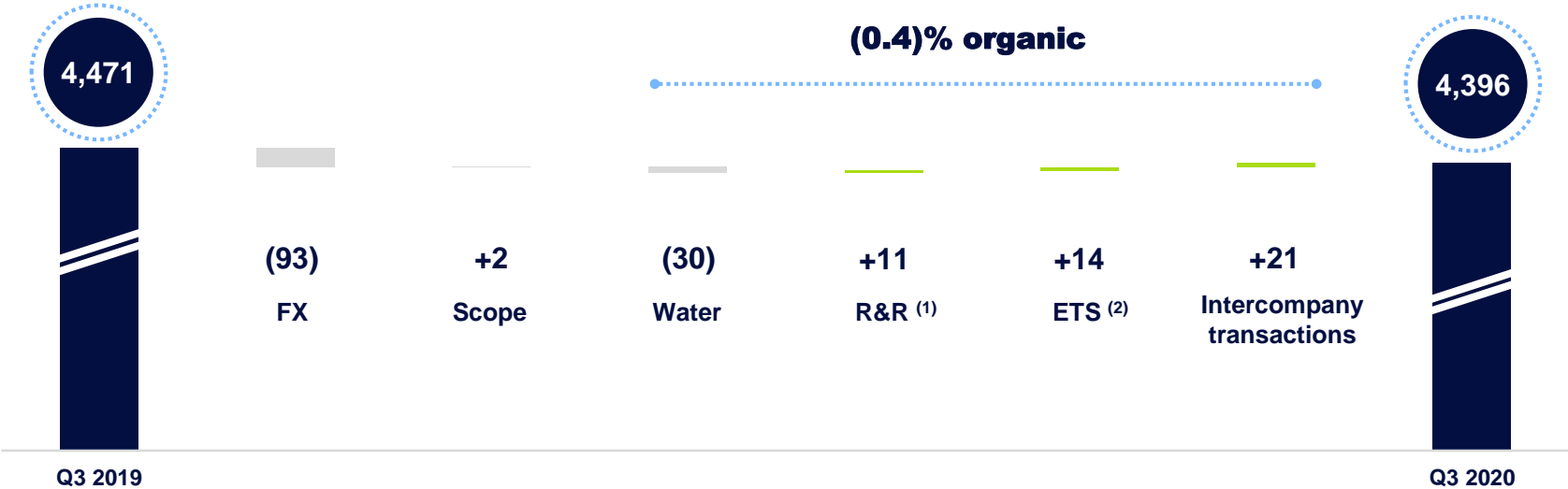
Revenue
in €m



⁽¹⁾ Recycling & Recovery
⁽²⁾ Environmental Tech & Solutions

Revenue for Q3 2020

Revenue
in €m



(1) Recycling & Recovery
(2) Environmental Tech & Solutions

Revenue by division for Q3 2020

In €m	Q3 2019	Q3 2020	in % of total	Variation			
				gross	organic	FX	Scope
WATER	1,804	1,735	39.5%	(3.9)%	(1.7)%	(2.5)%	+0.4%
Europe	973	952	21.6%	(2.2)%	(2.1)%	(0.1)%	+0.0%
AMECA	219	213	4.8%	(2.9)%	(1.2)%	(1.7)%	+0.0%
Asia Pacific	137	156	3.5%	+13.7%	+14.4%	(3.7)%	+3.0%
Americas	475	414	9.4%	(12.8)%	(5.6)%	(7.6)%	+0.4%
RECYCLING & RECOVERY	1,864	1,859	42.3%	(0.3)%	+0.6%	(0.6)%	(0.2)%
Europe	1,561	1,558	35.5%	(0.2)%	+0.5%	(0.4)%	(0.3)%
AMECA	19	17	0.4%	(11.4)%	(8.6)%	(2.8)%	+0.0%
Asia Pacific	274	270	6.2%	(1.3)%	+0.3%	(1.6)%	+0.0%
Americas	10	13	0.3%	+35.0%	+40.2%	(5.2)%	+0.0%
ENVIRONMENTAL TECH & SOLUTIONS	900	878	20.0%	(2.5)%	+1.6%	(4.0)%	(0.0)%
Europe	365	363	8.3%	(0.6)%	(1.6)%	+1.3%	(0.2)%
AMECA	31	36	0.8%	+17.9%	+18.5%	(0.7)%	+0.0%
Asia Pacific	124	129	2.9%	+3.9%	+8.6%	(4.7)%	(0.0)%
Americas	381	351	8.0%	(8.0)%	+1.0%	(9.1)%	+0.1%
Intercos	(98)	(77)	(1.7)%	(21.7)%	(21.7)%	(0.0)%	-
TOTAL	4,471	4,396	100.0%	(1.7)%	+0.4%	(2.1)%	+0.0%

Revenue by division for 9M 2020

<i>In €m</i>	9M 2019	9M 2020	in % of total	Variation			
				gross	organic	FX	Scope
WATER	5,178	4,956	39.4%	(4.3)%	(2.7)%	(1.8)%	+0.2%
Europe	2,791	2,706	21.5%	(3.0)%	(3.0)%	(0.1)%	+0.0%
AMECA	618	617	4.9%	(0.1)%	(0.0)%	(0.1)%	-
Asia Pacific	400	395	3.1%	(1.2)%	(0.1)%	(2.0)%	+0.9%
Americas	1,370	1,238	9.9%	(9.6)%	(3.9)%	(6.1)%	+0.4%
RECYCLING & RECOVERY	5,605	5,311	42.3%	(5.2)%	(4.2)%	(0.7)%	(0.4)%
Europe	4,700	4,415	35.1%	(6.1)%	(5.3)%	(0.3)%	(0.4)%
AMECA	73	57	0.5%	(22.0)%	(21.9)%	(0.1)%	-
Asia Pacific	806	802	6.4%	(0.5)%	+1.9%	(2.4)%	-
Americas	26	37	0.3%	+40.8%	+42.8%	(2.1)%	-
ENVIRONMENTAL TECH & SOLUTIONS	2,608	2,521	20.1%	(3.4)%	(1.6)%	(1.7)%	(0.1)%
Europe	1,085	1,004	8.0%	(7.4)%	(7.1)%	(0.0)%	(0.4)%
AMECA	106	112	0.9%	+6.0%	+6.1%	(0.1)%	-
Asia Pacific	378	359	2.9%	(5.0)%	(3.1)%	(2.1)%	+0.2%
Americas	1,039	1,045	8.3%	+0.5%	+3.8%	(3.5)%	+0.2%
Intercos	(265)	(225)	(1.8)%	(15.1)%	(15.1)%	(0.0)%	-
TOTAL	13,127	12,562	100.0%	(4.3)%	(2.9)%	(1.3)%	(0.1)%

3.

Activity of divisions

Non financial KPIs

WATER

<i>Mm³ sold</i>	Q3 2020	Δ 20/19
France	156	+0.0%
Spain	181	(3.5)%
Chile	123	(5.9)%
China	223	+0.3%
North America	96	+2.3%
Morocco	45	+4.7%
Water DB backlog - €bn ¹	1,321	+18%

RECYCLING & RECOVERY

<i>Mt</i>	Q3 2020	Δ 20/19
Elimination	3.8	(1.6)%
Recovery	5.0	(0.5)%
Energy from Waste	2.1	(2.1)%
Sorting & Recycling	2.9	+0.6%
Total processed volumes	8.8	(1.0)%

ENVIRONMENTAL TECH & SOLUTIONS

Water Technologies & Solutions

<i>in €m</i>	Q3 2020	Δ 20/19
Engineered Systems (ES)	336	(19.0)%
Chemical & Monitoring Solutions (CMS)	233	(2.0)%
Total orders	570	(13.0)%

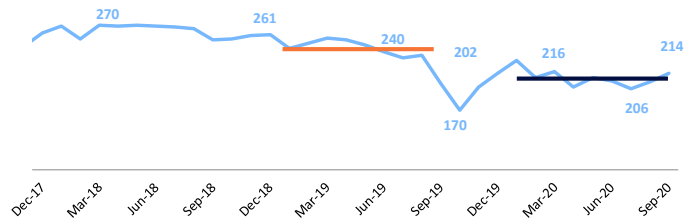
Hazardous Waste

<i>mt</i>	Q3 2020	Δ 20/19
Elimination	0.3	(6.3)%
Recovery	0.4	+3.9%
Total Hazardous Waste	0.7	(0.4)%

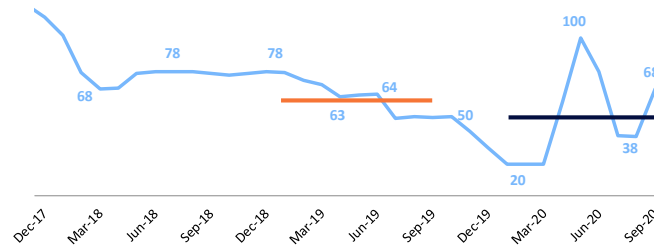
Recycling & Recovery

Commodity prices evolution

BDSV Sorte 1 (ferrous metal, recycled) – in €/ton



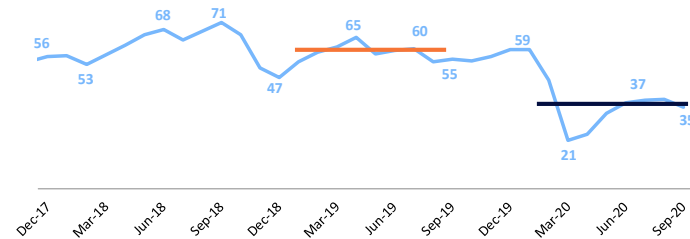
1.05 (corrugated board) – in €/ton



Average 9M 2020

Average 9M 2019

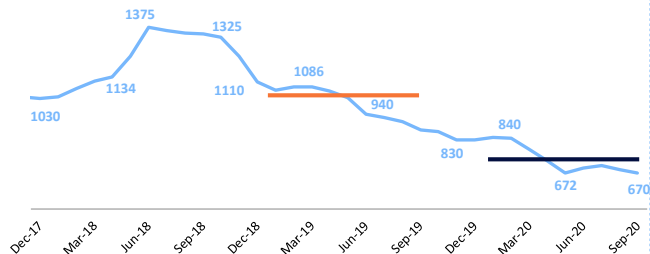
Brent – in €/baril



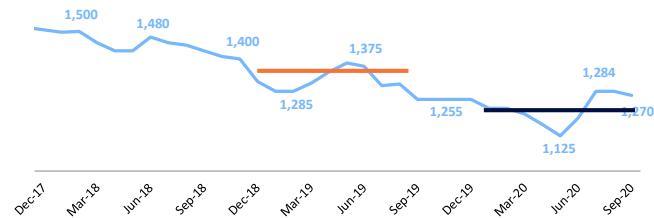
Recycling & Recovery

Commodity prices evolution

PET (Virgin material) – in €/ton



PEBD – in €/ton



Electricity – in €/Mwh – CAL 21



Average 9M 2020

Average 9M 2019

4.

2019 under the new segment structure

2019 under the new segment structure

<i>Revenue, in €m</i>	Q1 2019	H1 2019	9M 2019	FY 2019
WATER	1,623	3,374	5,178	7,151
Europe	866	1,818	2,791	3,849
AMECA	194	398	618	890
Asia Pacific	118	263	400	576
Americas	445	895	1,370	1,835
RECYCLING & RECOVERY	1,863	3,741	5,605	7,566
Europe	1,551	3,139	4,700	6,343
AMECA	27	53	73	97
Asia Pacific	276	532	806	1,083
Americas	8	16	26	43
ENVIRONMENTAL TECH & SOLUTIONS	799	1,708	2,608	3,693
Europe	347	720	1,085	1,508
AMECA	33	75	106	147
Asia Pacific	106	254	378	546
Americas	313	658	1,039	1,493
<i>Intercompany transactions</i>	(75)	(167)	(265)	(395)
TOTAL REVENUE	4,210	8,656	13,127	18,015

Disclaimer

This presentation contains estimates and/or forward-looking statements and information. These statements include financial projections, synergies, estimates and their underlying assumptions, statements regarding plans, expectations and objectives with respect to future operations, products and services, and statements regarding future performance. Such statements do not constitute forecasts regarding SUEZ's results or any other performance indicator, but rather trends or targets, as the case may be. No guarantee can be given as to the achievement of such forward-looking statements and information.

Investors and holders of SUEZ securities are cautioned that forward-looking information and statements are subject to various risks and uncertainties, which are difficult to predict and generally beyond the control of SUEZ, and that such risks and uncertainties may entail results and developments that differ materially from those stated or implied in forward-looking information and statements. These risks and uncertainties include, but are not limited to, those discussed or identified in the public documents filed with the Autorité des Marchés Financiers (AMF). Investors and holders of SUEZ securities should consider that the occurrence of some or all of these risks may have a material adverse effect on SUEZ. SUEZ is under no obligation and does not undertake to provide updates of these forward-looking statements and information to reflect events that occur or circumstances that arise after the date of this document.

More comprehensive information about SUEZ may be obtained on its website (www.suez.com).

This document does not constitute an offer to sell, or a solicitation of an offer to buy SUEZ securities in any jurisdiction.



CONTACTS

Financial Communication

financial.communication@suez.com

+33 (0)1 58 81 24 05

Mathilde Rodié

mathilde.rodie@suez.com

Cécile Combeau

cecile.combeau@suez.com

Baptiste Fournier

baptiste.fournier@suez.com

suez.com

