



Q1, 2023 RESULTS

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AGENDA

1 A very strong start to the year

2 Detailed Q1, 2023 financial
and operational performance

3 Appendices

KEY Q1 2023 HIGHLIGHTS

A very strong start to the year



Very strong Q1 results

Organic EBITDA growth of +8%



Successful merger with Suez

Already **€189m cumulated synergies** since day 1
In line with our objective of more than €280M at end of 2023 and a total of €500M



Sustained efficiency gains

€87M, in line with annual €350M target



Confirmation of the strength of our business model, coping with higher inflation, highly resilient to macro context, and strong operating leverage



A powerful growth platform

Significant & innovative new contracts in Q1



2023 guidance fully confirmed

VERY STRONG Q1 2023 RESULTS

Enabling us to fully confirm 2023 guidance

- Revenue growth of +19.9%⁽¹⁾, +6.3%⁽¹⁾ excl. energy prices, to €12bn
 - Increased indexations & continued price increases in addition to high energy prices
- EBITDA of €1 574M, up +8.0%⁽¹⁾
 - Strong operating leverage
 - Current EBIT⁽²⁾ of €788M, up +14%⁽¹⁾⁽²⁾
- €43M of synergies in Q1, 2023, and €189M cumulated since day 1, largely in line with objective
 - Complemented by €87M of efficiency gains in line with the €350m annual target
- Net financial debt⁽²⁾ of €18.7bn well under control, despite WCR seasonality



Fully confirmed 2023 guidance



KEY Q1 2023 HIGHLIGHTS

Strong organic EBITDA growth of +8%



In €M	Q1 2022	Scope	FX	Q1 2023	Var. vs Q1 2022 ⁽¹⁾
Revenue	9 935	+204	-106	12 007	+19.9% / +6.3% excl. energy prices
EBITDA	1 456	+9	-7	1 574	+8.0%
Current EBIT ⁽²⁾	711	-12	-10	788	+14.0%

Q1 Comments

Strong revenue growth in our 3 businesses

- ✓ Q1 revenue up 19.9%⁽¹⁾ and +6.3%⁽¹⁾ excl. energy prices
 - Water up 9.9% driven by Water Technologies and indexations
 - Waste up 5.7% excluding recyclate price impact, driven by pricing, with resilient volumes and commerce
 - Energy up 6% excluding energy prices, despite adverse weather impact

Strong operational leverage thanks to synergies and continued efficiency gains

- ✓ Q1 EBITDA up 8.0%⁽¹⁾, above revenue growth excluding energy prices
- ✓ Q1 Current EBIT⁽²⁾ up 14.0%⁽¹⁾

(1) At constant scope and exchange rates
(2) Excluding PPA.

CONFIRMATION OF THE RESILIENCE OF OUR BUSINESS MODEL

Higher indexations & price increases, started in 2021, continue successfully in 2023

Veolia fully protected against cost inflation

For our indexed revenue base (70% of total)

Indexation aligned with our cost base

- ✓ **Municipal Water**
 - **France:** very good indexations in Q1 2023 including lagging effect of 2022 inflation
 - **Central Europe:** significant price increases, from +10% to +20%
 - **Chile :** indexations fully aligned with CPI on a quarterly basis
- ✓ **Municipal waste**
UK PFI : +9% to +15%
- ✓ **District Heating (Central & Eastern Europe)**
Continued significant double digit increases of heat tariffs in Q1, fully covering fuel and CO2 cost increases including 2022 lag effects and largely secured for the rest of the year

For our 30% of revenue non indexed

Continued proactive price increases

- ✓ **Hazardous Waste :**
 - **Europe :** +5% in Jan. 2023
 - **US:** +6% to +8% in January 2023 in addition to 2022,
- ✓ **C&I Waste**
 - UK : +4% to +13%
- ✓ **Water Technologies : significant price increases carry-overs in 2023**
Chemical Products: +6.7% on average beginning of 2023 in addition to 2022 increases

A POWERFUL GROWTH PLATFORM

Significant new contracts/new assets won in Q1

Decarbonisation

Veolia to operate the largest Energy from Waste in Europe (Turkey)

- 1.1M tons of waste treated/year
- 1.5M tons CO2 emissions reduction⁽¹⁾ per year notably through the production of 560,000 MWh of electricity annually – the equivalent of consumption of 1.4 million inhabitants of the metropolis.



Acceleration of biogas capture

- **Objective** : decarbonizing and reducing our GHG emissions while leveraging access to locally sourced energy
- Additional investment plan to capture landfill gas in Latin America .
- €70M investment
- **-1.5mt CO2 reduction/year**



BVAG: ramping up of biomass replacing coal

- 800 GWh/yr of heat to 68.000 housings: coal replaced by a mix of biomass and gas
- 25% of **green electricity**
- **CO2 footprint reduced by 50%**



A POWERFUL GROWTH PLATFORM

Significant new contracts/assets won in Q1

Depollution

New integrated waste management contract in Gold Coast (Australia)

- 7 years, with option to extend to 18 years, for a potential cumulated revenue of €500M
- Collection and resource recovery
- Objective to substantially increase recovery rates
- 77,000 t of CO2 emissions reduced per year



Resource Regeneration

Renewal of Lille Water with an innovative contract focused on water resource preservation

- 10 year contract. €700m backlog
- 65 million m3 of water saved over the duration of the contract
- Smart metering
- Consumer coaching :500,000 water saving kits distributed to customers
- Drastic reduction in network leaks : commitment to efficiency >90% through roll out of smart sensors

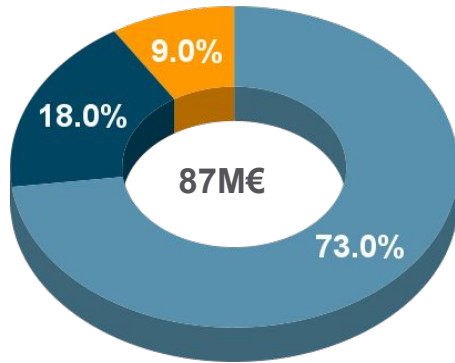


VERY STRONG COST DISCIPLINE

€87M Efficiency gains, in line with annual target

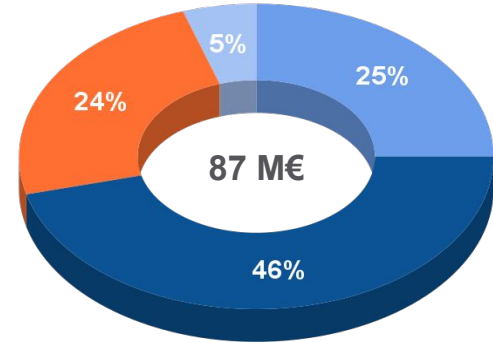
€87M IN EFFICIENCY GAINS DELIVERED IN Q1,
IN LINE WITH €350M ANNUAL OBJECTIVE

Q1 2023 Savings by Category



- Operational efficiency
- Procurement
- SG&A

Q1 2023 Savings by Segment



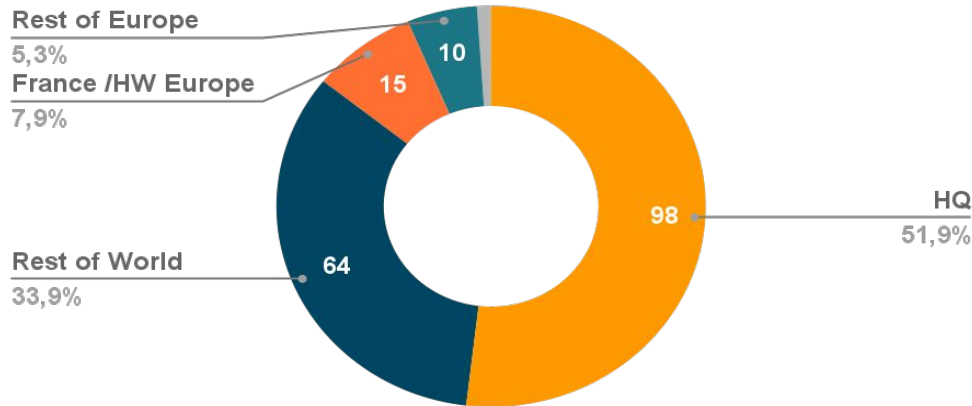
- France & Hazardous Waste Europe
- Rest of Europe
- Rest of the World
- Water Technologies

€43M OF SYNERGIES DELIVERED IN Q1

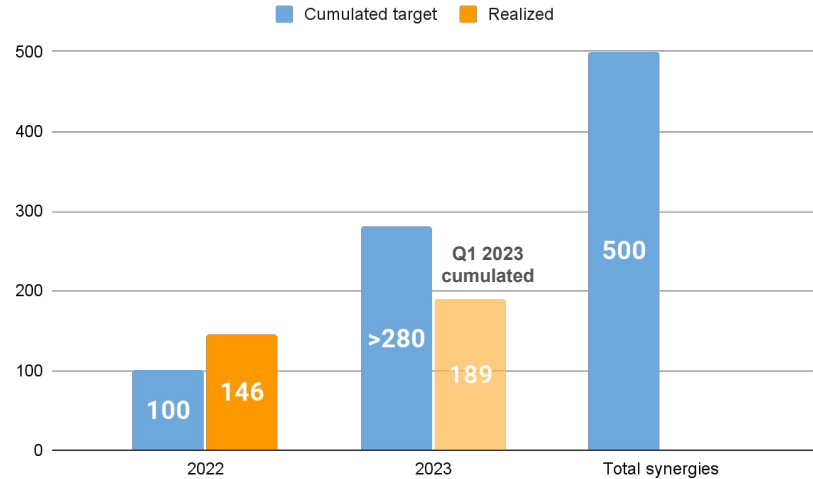
€189M cumulated since day 1, in line with our objective of +€280M at end of 2023

Cumulated synergies split by geography

- ✓ Main contributing areas: France, Australia, North America



Confirmed €500M cumulated cost synergies



VEOLIA VERY WELL POSITIONED TO CONTINUE TO DELIVER STRONG EARNINGS GROWTH **regardless of the macro context**

Unique positioning as worldwide leader in a €2 500bn growing market of **Decarbonation, Depollution, Resource Regeneration**, and in the TOP 3 of our businesses in all our key countries

- **Resilience:** A very resilient set of business, 85% macro immune
- **Efficiency:** Outstanding efficiency delivery track record, complemented by merger synergies
- **Strong growth potential**
 - Perfect positioning on fast growing markets to address ecological transformation challenges
 - Growth strengthened by Suez assets/acquisition
- **Strong Balance Sheet** : leverage ~ 3 x
 - A self financed model providing financial headroom
- **Expected strong earnings and dividend growth** fueled by synergy and efficiency delivery, regardless of the macro context

FULLY CONFIRMED 2023 GUIDANCE

In line with 2024 merger accretion targets⁽¹⁾⁽²⁾

Revenue:

solid organic growth

EBITDA: organic growth between +5% to +7% vs. 2022, driven by:

- €350M of efficiency gains
- > €280M of cumulated synergies delivered at year-end 2023

Current net income: around €1.3bn€, double-digit increase vs. 2022

- Confirmed 2024 EPS⁽³⁾ accretion c.40% in 2024

Net debt:

leverage ratio ~3x

Dividend policy: dividend to grow in line with current EPS

(1) At constant scope and FX - Without extension of the Ukrainian conflict and without significant change in the energy supply conditions in Europe

(2) Before PPA

(3) Accretion calculated on current net income per share after hybrid costs and before PPA



Q1 2023 Financial & Operational Performance

Claude Laruelle, CFO



Q1 2023 KEY FIGURES

A very strong start to the year

<i>In €M</i>	Q1 2022	Q1 2023	Var. vs. Q1 2022 at constant scope and FX
Revenue	9 935	12 007	+19.9%
EBITDA	1 456	1 574	+8.0%
Current EBIT ⁽¹⁾	711	788	+14.0%
Net Financial Debt ⁽¹⁾	21 284	18 727	

FX impacts (vs. Q1 2022)	€M	%
Revenue	-106	-1.1%
EBITDA	-7	-0.5%
Current EBIT	-10	-1.5%
Net financial debt (vs.12/2022)	-167	+0.9%

(1) Excluding PPA



CONTINUED STRONG REVENUE GROWTH IN Q1, DRIVEN BY PRICING

Strong water and energy, resilient waste

<i>Revenue growth at constant scope and FX</i>	Q1 2022	Q2 2022	Q3 2022	Q4 2022	Var 12M 2022	Q1 2023
France & Hazardous Waste Europe	+5.4%	+2.6%	+1.8%	+1.1%	+2.6%	+3.0%
Rest of Europe	+26.8%	+20.3%	+23.0%	+32.5%	+26.1%	+32.6%
Rest of the World	+7.8%	+7.8%	+9.8%	+8.6%	+8.5%	+11.2%
Water Technologies & other	+2.6%	+7.7%	+21.3%	+8.1%	+10.0%	+14.7%
TOTAL	+14.7%	+11.3%	+13.7%	+16.2%	+14.1%	+19.9%

Q1 2023 Comments

- **France and Hazardous Waste Europe +3%: resilient Water and strong Hazardous waste**
- **Rest of Europe +32.6%: very strong growth fueled by increased energy prices in Central and Eastern Europe**
 - ✓ **Central & Eastern Europe : revenue up +57.3% in Q1** driven by continued increase in energy prices
 - ✓ **UK : revenue up +8.9% : stable waste volumes and good pricing.** Higher electricity pricing mitigated by taxation
- **Rest of the World +11.2%: continued strong growth in the US - Some recovery in China**
 - ✓ **USA +11.6%** growth driven by hazardous waste (+15.9% revenue growth) and resilience of municipal water
 - ✓ **Asia +8.2%: China back to growth in Q1 (+ 6.7%):** hazardous waste volumes in March +10% - Solid growth in other countries: Taiwan, South Korea, Japan
- **Water Technologies +14.7%: strong growth of VWT (technology distribution, mobile business) and WTS (increased pricing in Chemicals)**



WATER REVENUE OF €4 270M, UP +9.9% AT CONSTANT SCOPE AND FX

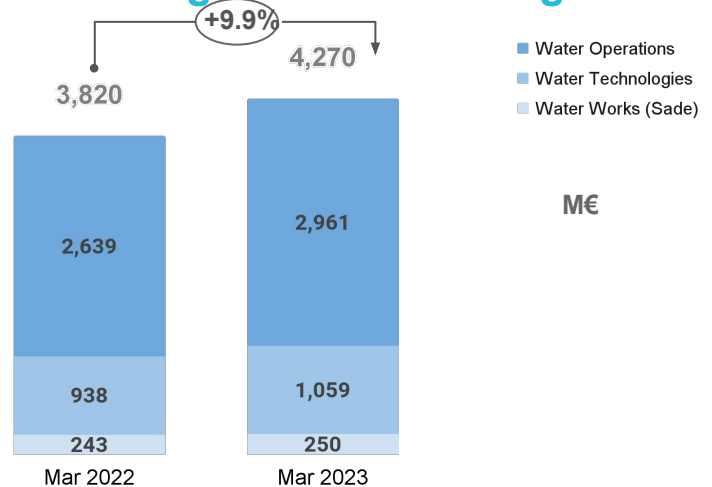
Growth driven by tariff indexations, good volumes and strong Water Technologies



Variation vs. Q1 2022	Q1, 2023
Volumes /Commerce/Works	+5.1%
Price effect	+4.5%
Other	+0.3%
Growth at constant scope & FX	+9.9%
Scope effect	+1.6%
Growth at constant FX	+11.5%

Key countries for Water Operations
 France 28%
 USA 15%
 Spain 17%
 Latam 12%
 Czech Republic 8%

Water Technologies
 VWT+WTS Worldwide
Water Works
 Mostly SADE in France



Evolution vs Q1, 2022

Water revenue of €4 270M vs. €3 820M, +9.9% at constant scope and FX

(1) At constant scope and forex

- ❑ **Operations: revenue driven by tariff indexations in all geographies and resilient volumes**
 - ✓ **France** : revenue up 1.5% despite the end of the Lyon contract and slightly lower volumes (-0.6%), offset by higher indexations.. Good commercial momentum with the successful renewal of the Lille contract (backlog €700M)
 - ✓ **Central Europe**: revenue up by 20%, driven by increased tariff indexations , strong works activity and good volumes (+1.9%)
 - ✓ **Spain** : Agbar : water volumes up +0.5% and tariff increase of 2% in Barcelona
- ❑ **Water Technologies: Revenue of €1 059M, up +14.7%⁽¹⁾ driven by**
 - ✓ **VWT**: revenue of €352M up 11.6%⁽¹⁾ thanks to recurring activities, technology distribution, mobile business. Very strong pipeline in Lithium for HPD
 - ✓ **WTS**: revenue of €708M up 16.4%⁽¹⁾. Increased backlog and strong pipeline. Continued price increases in Chemicals



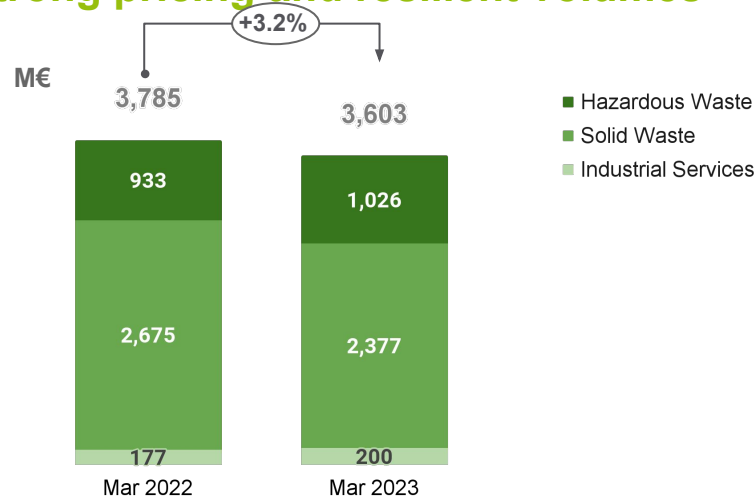
WASTE REVENUE OF €3 603M, UP +3.2% AT CONSTANT SCOPE AND FX

Growth of +5.7% excl. recycle prices, driven by strong pricing and resilient volumes

Variation vs. Q1 2022	Q1, 2023
Volumes	+0.1%
Commerce	+0.5%
Price increases	+4.1%
Recycled materials prices	-2.5%
Energy price impact	+1.1%
Other (incl. asset transfers/divestments)	-0.1%
Growth at constant scope & FX	+3.2%
Scope effect	-6.7%
Growth at constant FX	-3.5%

Key countries for Solid Waste
 France 30%
 UK 20%
 Germany 14%
 Australia 13%

Key countries for Hazardous Waste
 Europe 54%
 US 30%
 Asia-Pacific 11%



Evolution vs Q1, 2022

Waste revenue of €3 603M vs. €3 785M, +3.2% at constant scope and forex

Waste revenue driven by pricing and resilient volumes:

- ✓ Volume/ Commerce impact of +0.6% : slightly down in Europe, stronger in ROW and Hazardous Waste
- ✓ Favorable impact of price increases and indexations
- ✓ Complemented by higher electricity prices (impact +1.1%) partially offset by profit sharing and taxation.
- ✓ Lower recycled material prices (impact of -2.5%) , expected to improve in Q2 with upcoming paper price increase

Hazardous waste revenue of €1 026M, up 8.6%⁽¹⁾ : strong volumes and continued price increases

- ✓ Strong growth in all our key geographies⁽¹⁾ : Europe +6.4%, North America +15.9%





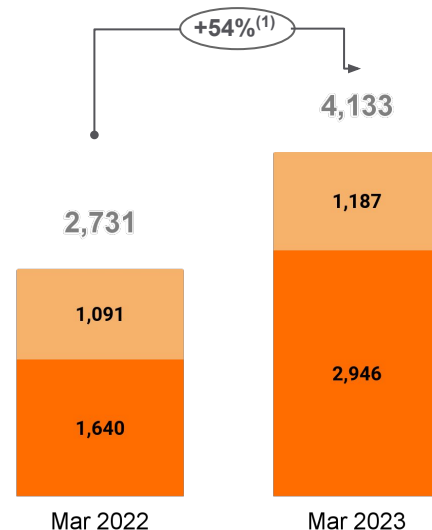
ENERGY REVENUE OF €4 133M, AN ORGANIC GROWTH OF +54%

Driven by energy price increases

Variation vs. Q1 2022	Q1, 2023
Volumes / commerce / works	+5.9%
Weather	-1.3%
Energy price increases	+48%
Other	+1.4%
Growth at constant scope & FX	+54.0%
Scope effect	-0.1%
Growth at constant FX	+53.9%

Key countries District Heating
 Central Europe : 90%
 China : 5%

Key countries B&I Services
 Italy : 28%
 Central Europe : 25%
 Iberia : 20%
 Asia : 15%



M€

- Building & Industrial Energy Services
- District Heating

(1) At constant scope and forex

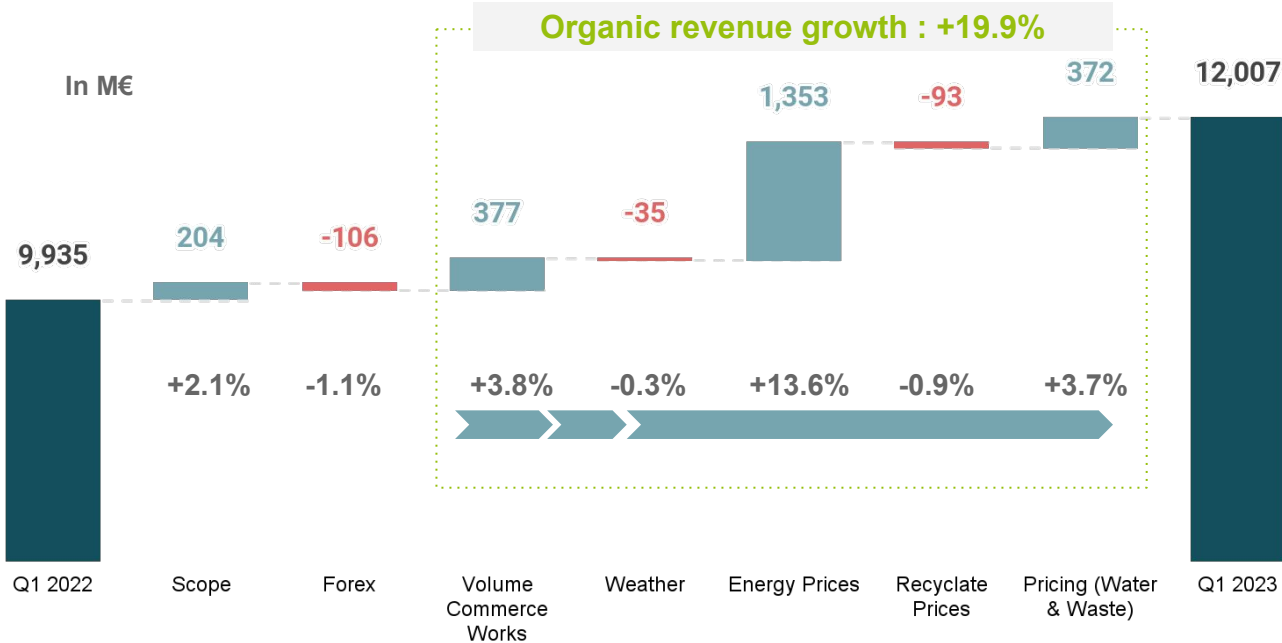
Evolution vs Q1, 2022

Energy : Revenue of €4 133M vs. €2 731M, +54% at constant scope and FX

- District Heating : Very strong revenue growth driven by significantly increased energy prices**
 - ✓ Significant heat price increases integrating fuel costs increases
 - ✓ Very good performance of cogenerations and higher electricity prices
 - ✓ Unfavorable weather impact in Central Europe
- Building and Industrial Energy Services : good commercial momentum and continued favorable impact of energy price increases**

ORGANIC REVENUE GROWTH OF +19.9% vs. Q1 2022

Underlying organic revenue growth of +6.3% excluding energy prices

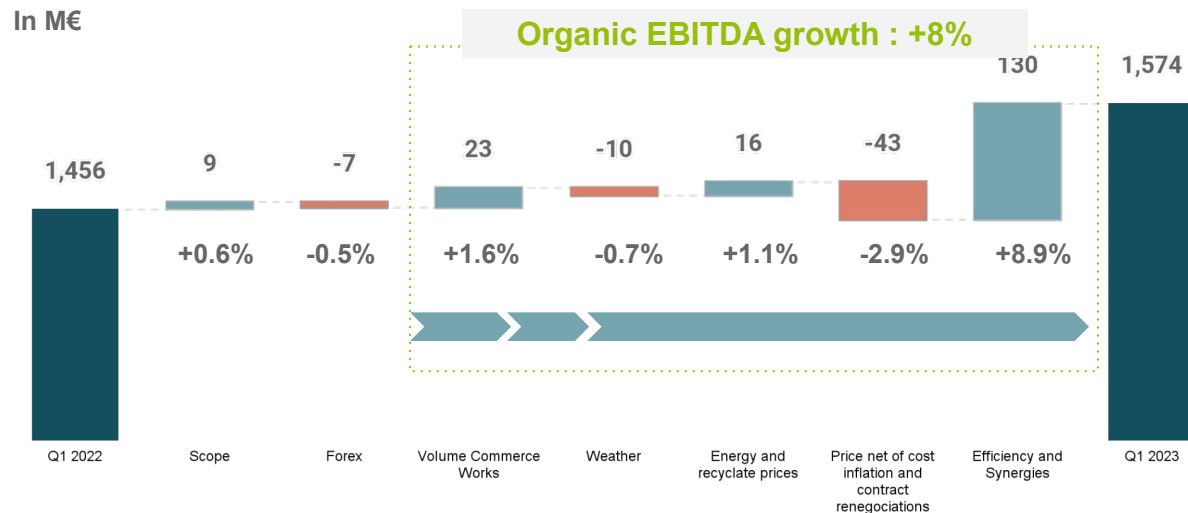


Evolution vs Q1 2022

- **FOREX: -€106M** (Polish zloty, sterling pound, Argentinian peso)
- **SCOPE: +€204M** Divestment of Suez waste assets in the UK offset by 17 more days of consolidation
- **COMMERCE/VOLUMES/WORKS: +€377M** driven by Water Technologies and Energy.
- **WEATHER: -€35M.** Mild winter in Central and Eastern Europe
- **ENERGY PRICES : +€1 353M.** Surge in heat and electricity prices in Europe mostly
- **RECYCLATE PRICES: -€93M** (France, UK, Germany)
- **PRICING (WATER AND WASTE): +€372M:** price increases and higher indexations (impact of +4.8% on Water/Waste revenue)

ORGANIC EBITDA GROWTH OF +8% vs. Q1 2022

Fueled by efficiency and synergies



Evolution vs Q1 2022

- **SCOPE: +€9M.** Divestment of Suez waste assets in the UK offset by 17 more days of consolidation
- **FOREX: -€7M**
- **COMMERCE/VOLUMES/WORKS: +€23M**
- **WEATHER: -€10M** (mild Q1 in CEE)
- **RECYCLATE AND ENERGY PRICES: +€16M** of which +€40M from energy prices and -€24M from recycle prices
- **PRICE NET OF CONTRACT RENEGOTIATION AND COST INFLATION: -€43M**
- **EFFICIENCY GAINS AND SYNERGIES: +€130M,** of which €87M efficiency and €43M synergies



CURRENT EBIT⁽¹⁾ OF €788M UP 14.0% AT CONSTANT SCOPE AND FOREX

In €M	Q1 2022	Q1 2023	Var. vs. Q1 2022 at constant scope and FX
EBITDA	1 456	1 574	+8.0%
Renewal expenses	-73	-68	
Amortizations ⁽¹⁾ including OFA repayment	-715	-736	
Industrial capital gains net of provisions and asset impairment	+28	-3	
Share based payments (IFRS 2) and other	-3	-7	
Share of current net income of JV and associates	+18	+28	
Current EBIT⁽¹⁾	711	788	+14.0%

Comments

- Amortization⁽¹⁾ excluding OFA repayment of €697M vs. €647M, +2.4% at constant scope and FX
- Industrial capital gains net of provisions and asset impairment of -€3M vs. +€28M, due to gains on industrial disposals in Q1, 2022
- JV and associates: €9M one off in Q1 2023

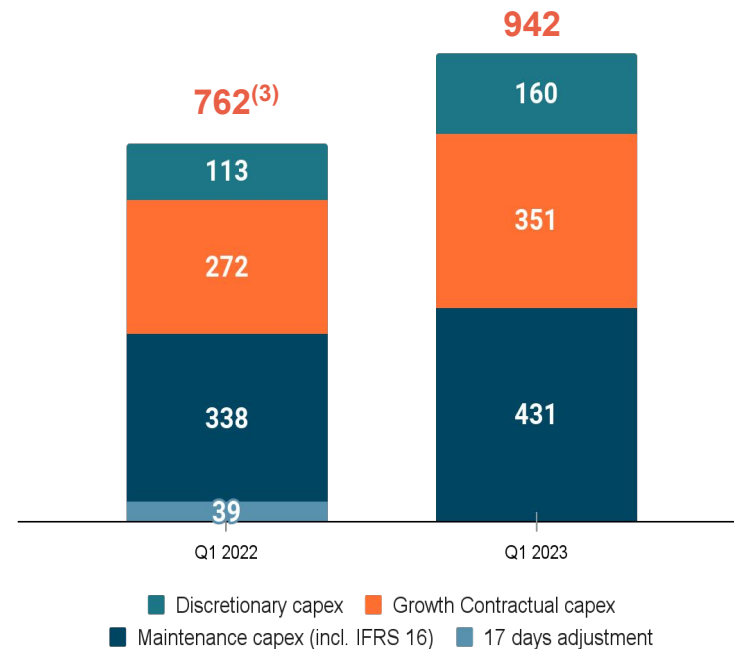
WELL CONTROLLED NET FINANCIAL DEBT

Despite usual WCR seasonality

Comments

- **Gross industrial capex of €942M include accelerated decarbonization capex**
 - ✓ **Maintenance capex of €431M**, including renewal of HQ leasing (IFRS 16)
 - ✓ **Contractual capex of €351M**: phasing of works in Q1
 - ✓ **Discretionary growth capex of €160M** up due to increased decarbonization capex in Central Europe (€86M in Poland and in Czech Republic) and hazardous waste projects
- **Lower industrial divestments** of €51M vs. €248M in Q1 2022 (which included mostly antitrust divestitures)
- **Net FCF of -€482M vs. -€451M in Q1 2022**
 - ✓ **WCR improved by +€95M** to -€829M vs. -€924M in Q1 2022⁽¹⁾
- **Net financial debt ⁽²⁾ of €18 727M** at 31 March 2023 vs. €18 138M at 31 December 2022, including -€167M of negative forex impact

Gross capex evolution (€M)



(1) Q1 2022 WCR variation of -874M restated for the 17 days adjustment to -€924M

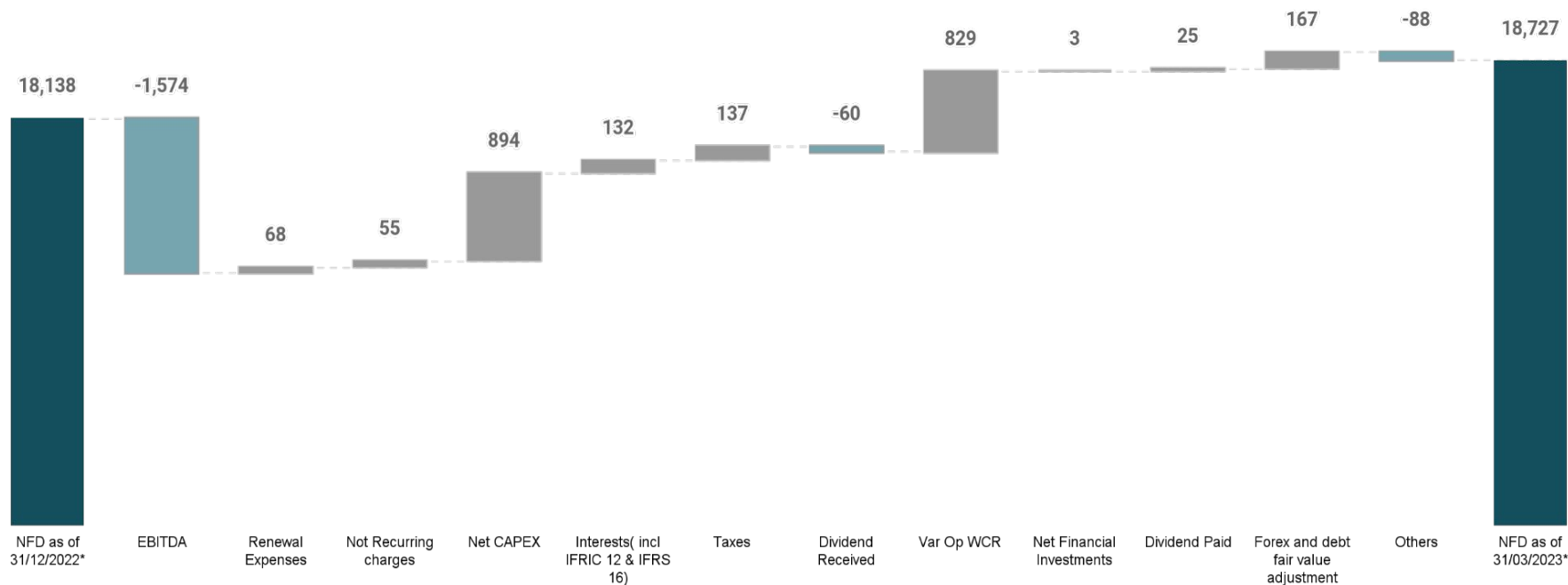
(2) Without PPA

(3) Including 17 days for €39M



NET FINANCIAL DEBT OF €18.7bn*

In €M



*excl. PPA Suez



FULLY CONFIRMED 2023 GUIDANCE

In line with 2024 merger accretion targets⁽¹⁾⁽²⁾

- **Revenue:**
 - solid organic growth
- **EBITDA: organic growth between +5% to +7% vs. 2022, driven by:**
 - €350M of efficiency gains
 - > €280M of cumulated synergies delivered at year-end 2023
- **Current net income: around €1.3bn€, double-digit increase vs. 2022**
 - Confirmed 2024 EPS⁽³⁾ accretion c.40% in 2024
- **Net debt:**
 - leverage ratio ~3x
- **Dividend policy:** dividend to grow in line with current EPS

(1) At constant scope and FX - Without extension of the Ukrainian conflict and without significant change in the energy supply conditions in Europe

(2) Before PPA

(3) Accretion calculated on current net income per share after hybrid costs and before PPA

Appendices



APPENDIX 1: FOREX

Focus on the main currencies

1€ = xxx foreign currency	March 2023		March 2022		Variance	
	closing rate	average rate	closing rate	average rate	closing rate %	average rate %
US Dollar	1,09	1,07	1,11	1,12	-2%	-4%
Pound Sterling	0,88	0,88	0,85	0,84	4%	6%
Australian Dollar	1,63	1,57	1,48	1,55	10%	1%
Chinese Renminbi	7,48	7,34	7,04	7,13	6%	3%
Czech Koruna	23,49	23,78	24,38	24,65	-4%	-4%
Brazilian Real	5,52	5,57	5,30	5,88	4%	-5%
Canadian Dollar	1,47	1,45	1,39	1,42	6%	2%
Argentinian Peso	226,95	206,17	123,23	119,61	84%	72%
Japanese Yen	144,83	141,87	135,17	130,42	7%	9%
South Korean Won	1420,26	1368,80	1347,37	1352,45	5%	1%
Polish Zloty	4,67	4,71	4,65	4,62	0%	2%
Hong Kong Dollar	8,54	8,40	8,69	8,76	-2%	-4%
Chilean Peso	861,75	870,18	877,00	908,64	-2%	-4%

APPENDIX 2: QUARTERLY REVENUE BY SEGMENT AND BUSINESS

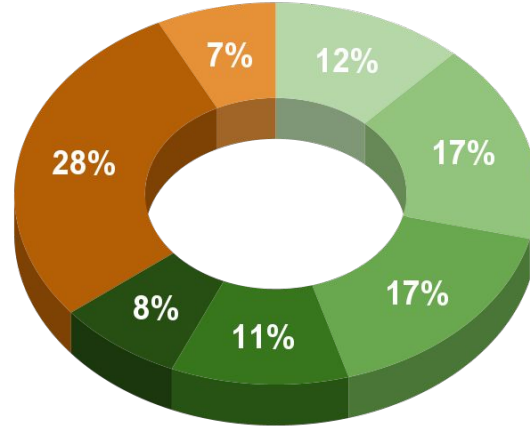
In €M	1 st quarter		
	2022	2023	Var organic
France Hazardous Waste Europe	2 298	2 354	+3.0%
Rest of Europe	4 523	5 664	+32.6%
Rest of the World	2 575	2 924	+11.2%
Water Technologies	938	1 059	+14.7%
Other	-399	5	-
Group	9 935	12 007	+19.9%

In €M	1 st quarter		
	2022	2023	Var organic
Water Services	2 639	2 961	8.8%
Water Technologies and Works	1 181	1 310	12.6%
Waste	3 785	3 603	3.2%
Energy	2 731	4 133	53.9%
Other	-400		-
Group	9 935	12 007	+19.9%

APPENDIX 3

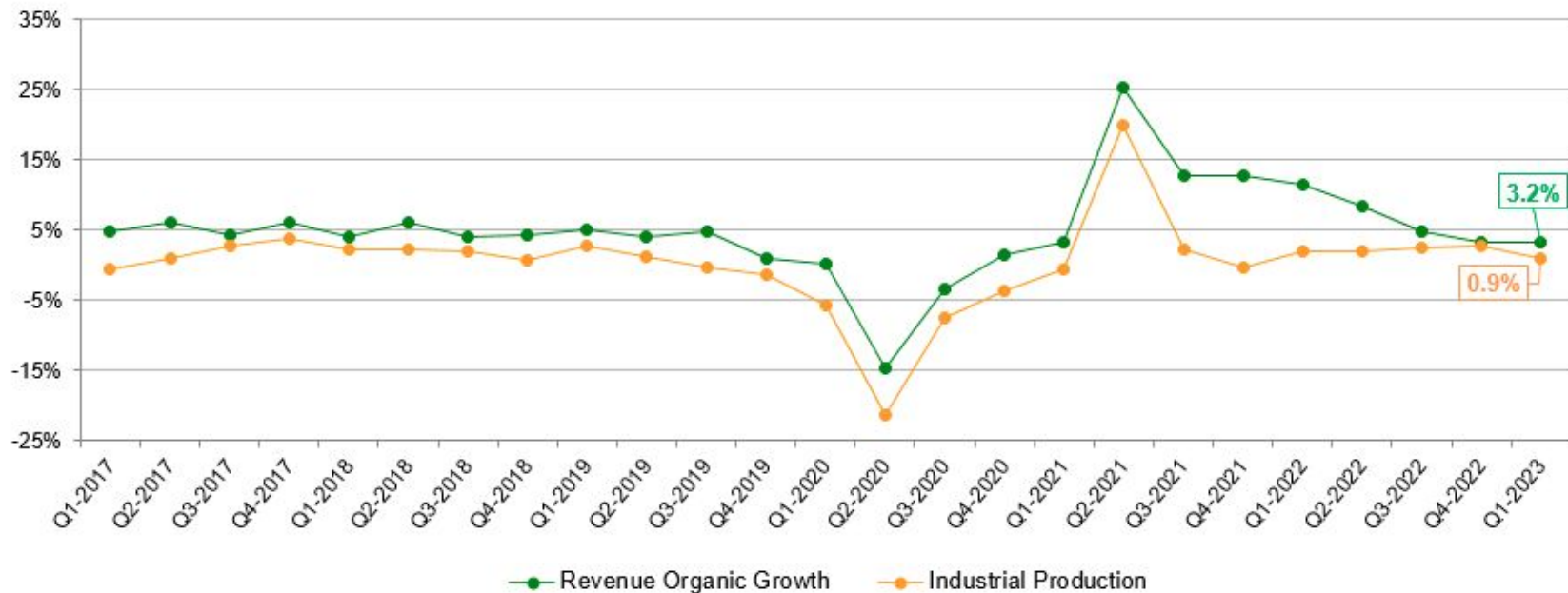
Waste – Breakdown of Q1 2023 Waste revenue by activity

Q1 2023 Waste Revenue €3 603M



APPENDIX 4

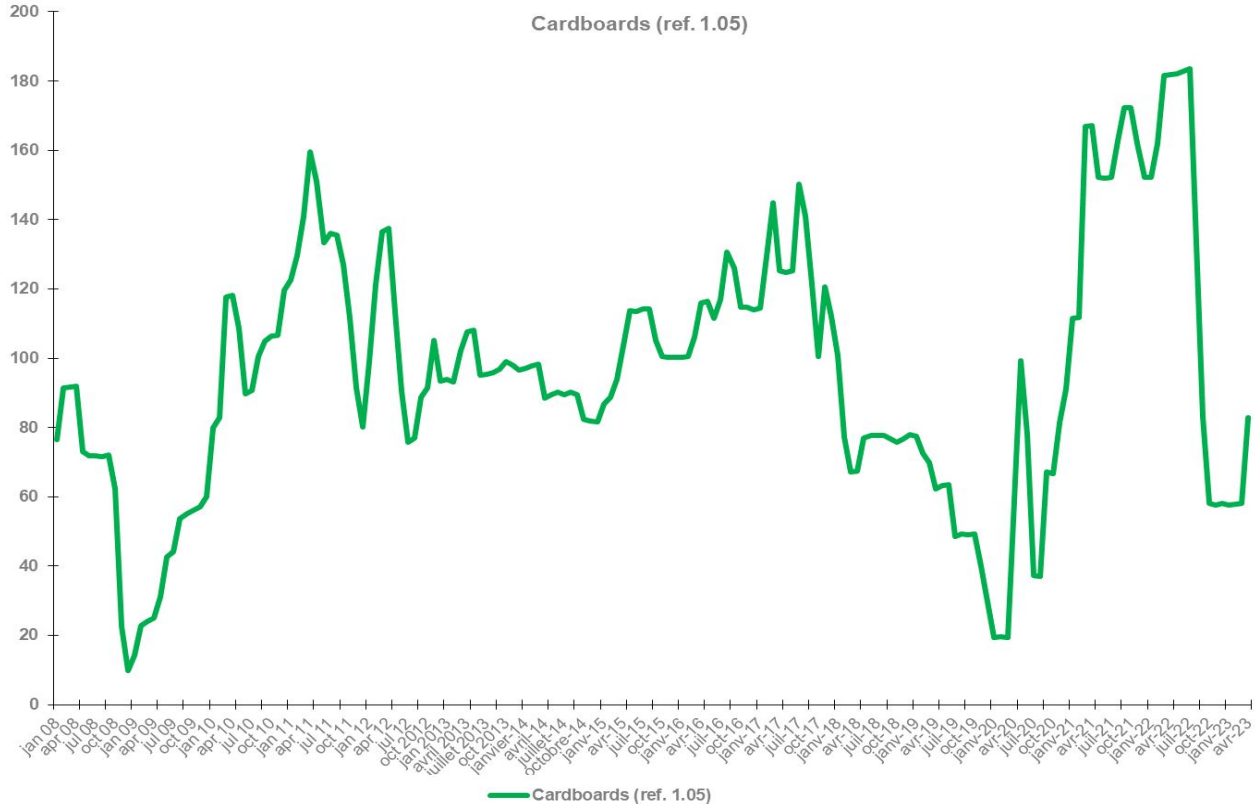
Waste – Revenue vs. industrial production



Weighted average industrial production indices for 4 key countries including SARP/SARPI: France, U.K, Germany, and North America

APPENDIX 5

Waste - Evolution of paper & cardboard prices



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