



2022 Full Year Results

March 28th, 2023



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Patrick Blethon
Executive
Chairman

2022: A solid year demonstrating the resilience of our business model



Organic and reported **growth** of +9.3% and +15.5% respectively

EBITDA growth of +5.4% despite inflationary shock, attesting to the resilience of Saur business model and **its operational performance**

Excellent commercial activity with new wins and strong order intakes

Accelerated transformation and ideal **portfolio positioning** to focus on customer needs with disposal of leisure

Strategic M&A supported by shareholders (€200m), in line with the continued commitment to maintaining Investment Grade ratings

Group **leverage remains moderate and stable** at 3.7x

Impact of inflation on municipal water, which is temporary given the indexation mechanisms in the Saur contracts

Key 2022 achievements across business lines

Saur has delivered growth through a clear development strategy...

Reported EBITDA margin post IFRS 16 ⁽¹⁾

13.8%

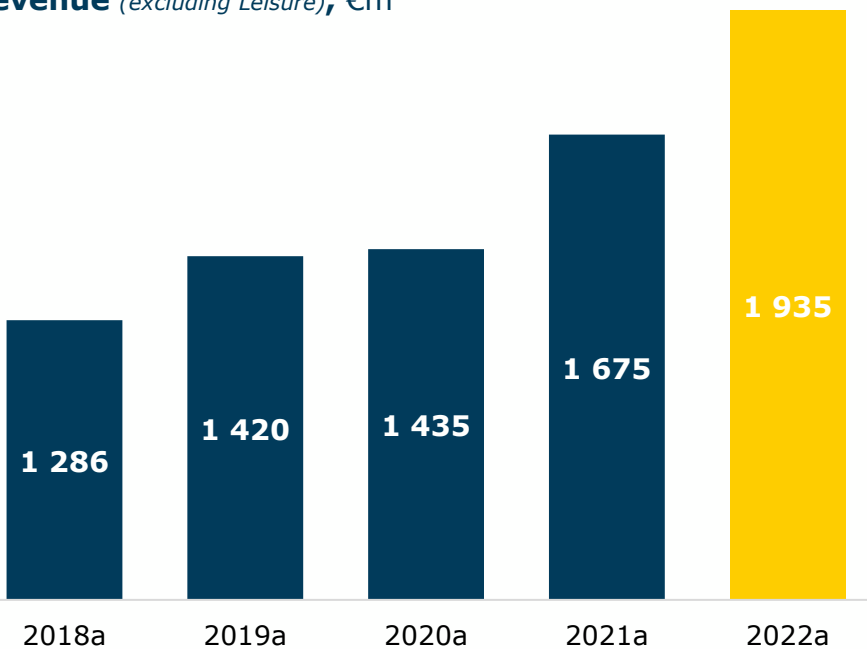
13.3%

13.0%

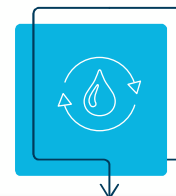
14.4%

13.1%

Revenue (excluding Leisure), €m



... while strengthening its position across all business segments



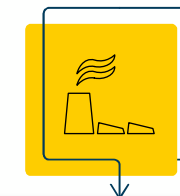
Water France

- Strong contract **backlog** of €4.5bn
- **High renewal rate** of 80% in 2022
- **Strong commercial momentum with significant wins** including Saint-Etienne
- Record order intake of **€55m DSP new wins** in 2022



Water International

- **Iberia: robust order intake of €11m** in 2022 (excluding renewals)
- **Iberia: strong contract backlog of €2bn**
- **Other International: start of Eastern Cluster** in KSA and **Pafos LTOM** in Cyprus



Industrial Water

- **Order intake of €441m ⁽²⁾** in 2022 (x2 higher vs. last year)
- Very strong backlog of **€451m ⁽²⁾** (x2 vs. Dec-21)
- **Recurring ⁽³⁾ order entry** at **€101m ⁽⁴⁾** in 2022, €60m higher than 2021
- **Acquisitions & integration of Aqua-Chem and Mobile Water Services**

Where we are now



- **Leading water infrastructure player** and **sole pure-player water company** holding top 3 position in **France** and **Iberian municipal water**



- Successfully **strengthening infra-like industrial water business** capitalizing on surging demand for water management outsourcing
- **Highly recurring and resilient business model**, providing critical service under multi-year contracts



- **Ability to pass-through full cost inflation to clients** via mechanical inflation indexation of revenues
- Continued track-record in M&A integration **bringing additional diversification**



- **Shareholder structure providing full support for continuation of strategy and financial policy**

Saur delivering an essential service to society through a resilient infra model



Albin Jacquemont
Chief Financial
Officer

Financial overview

In €m	Full Year		Variation	Organic growth*
	2021 ⁽¹⁾	2022		
Revenues	1 675	1 935	15.5%	9.3%
Operating expenses	(1 434)	(1 681)		
EBITDA*	240	253	5.4%	
%	14.4%	13.1%	(1.3)pts	
Depreciation & Amortization	(147)	(176)		
Other operating income and expenses	(41)	(69)		
Share of Group companies	10	8		
Operating income	62	16	-74.1%	
%	3.7%	0.8%	(2.9)pts	
Finance cost	(43)	(11)		
Income tax	(5)	(5)		
Discontinued activities	(1)	22		
Net profit	13	23	70.5%	
Capital expenditures ⁽²⁾	119	185		
Adjusted EBITDA*	246	275		
Adjusted Net Debt* ⁽³⁾	(900)	(1 024)		
Free cash flow*	98	119		
Leverage	3.7x	3.7x		

(1) Restated for comparability with 2022 from the impact of final agenda decision of IFRS IC related to SaaS costs

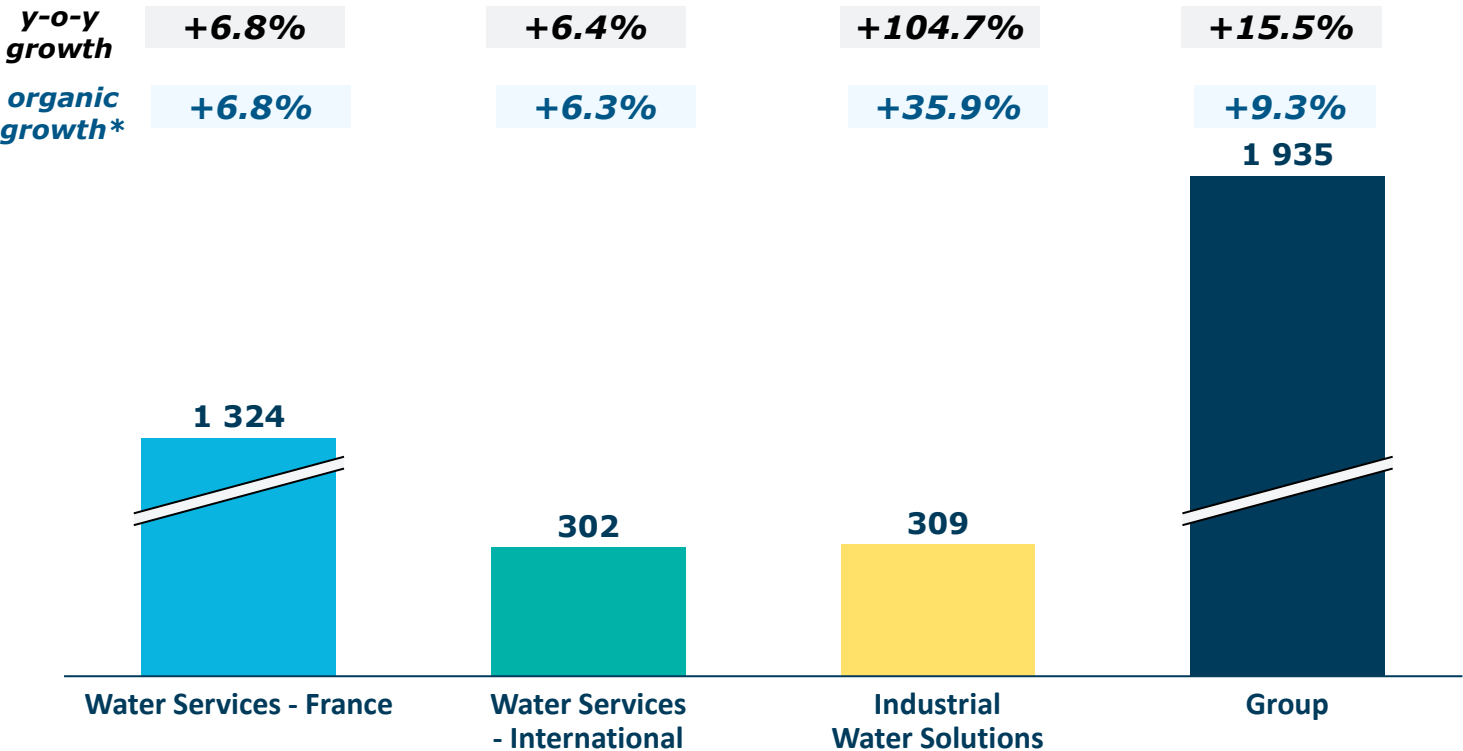
(2) Capital expenditure including Leisure (€6.7m in 2022)

(3) Restated in 2021 for comparability with 2022 : elimination of financial instruments' impact

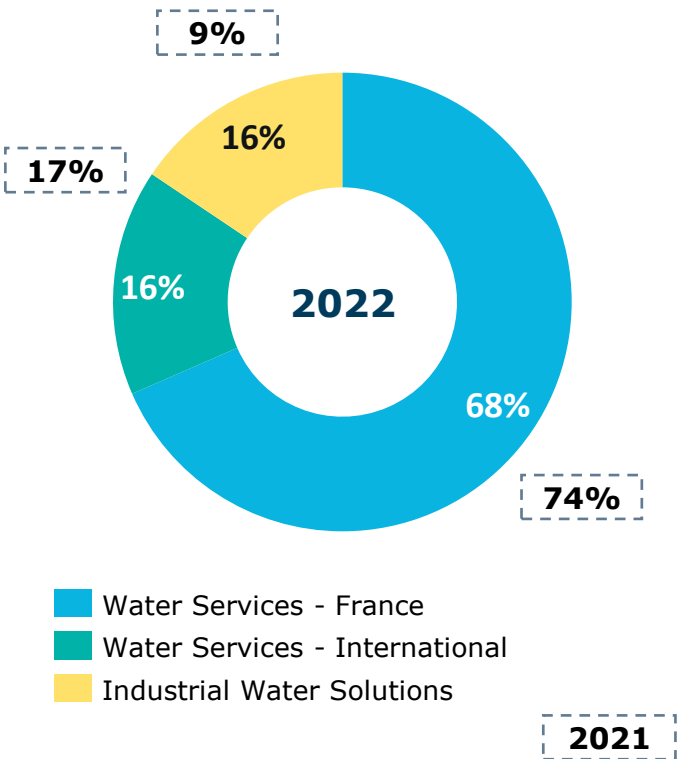
(*) The Terms and Alternative Performance Measures marked with an (*) are defined and / or reconciled in the appendix

Revenues by segment

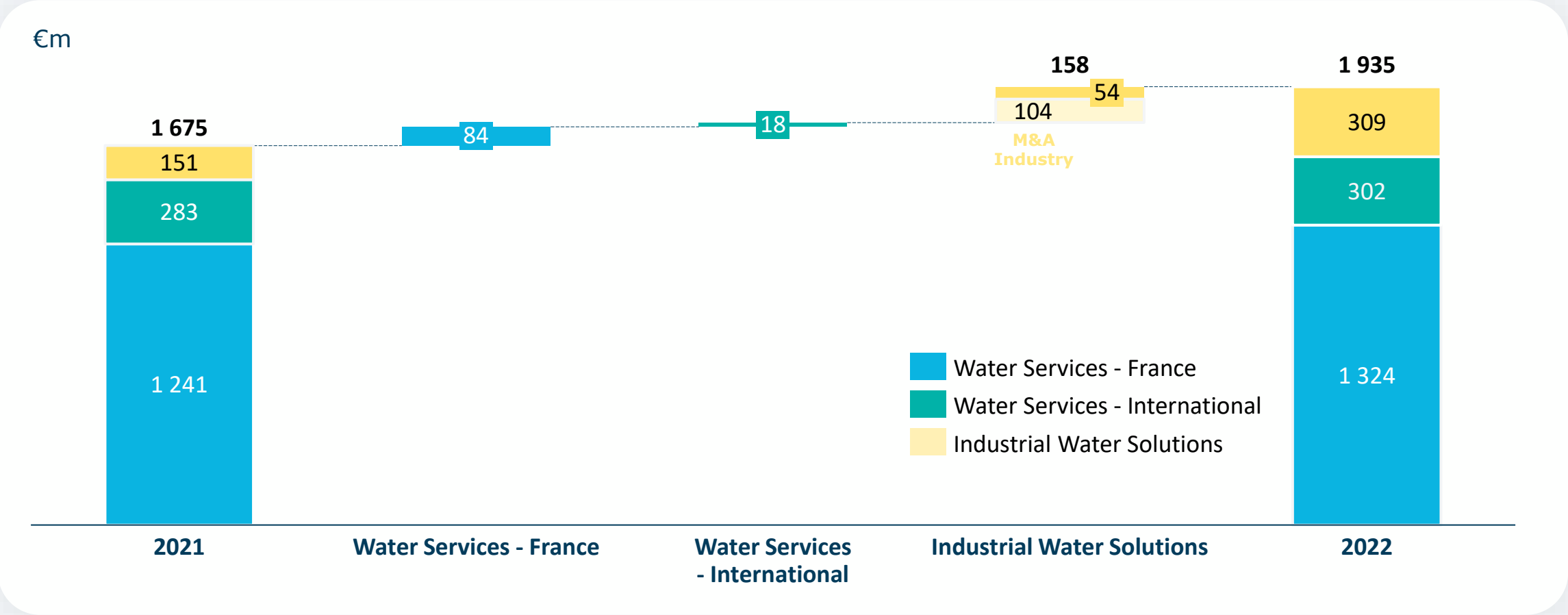
2022, €m



Business Units



Revenue growth

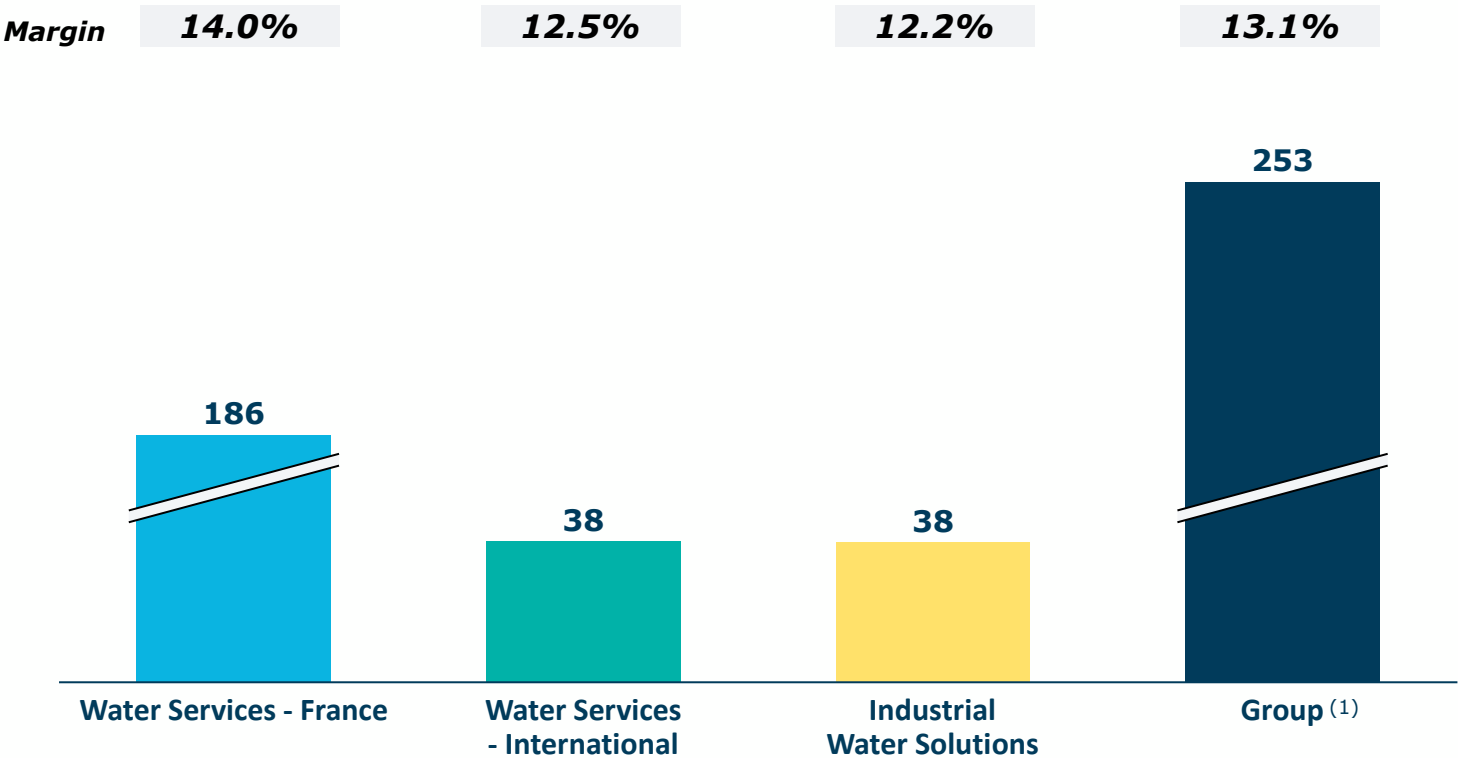


EBITDA analysis

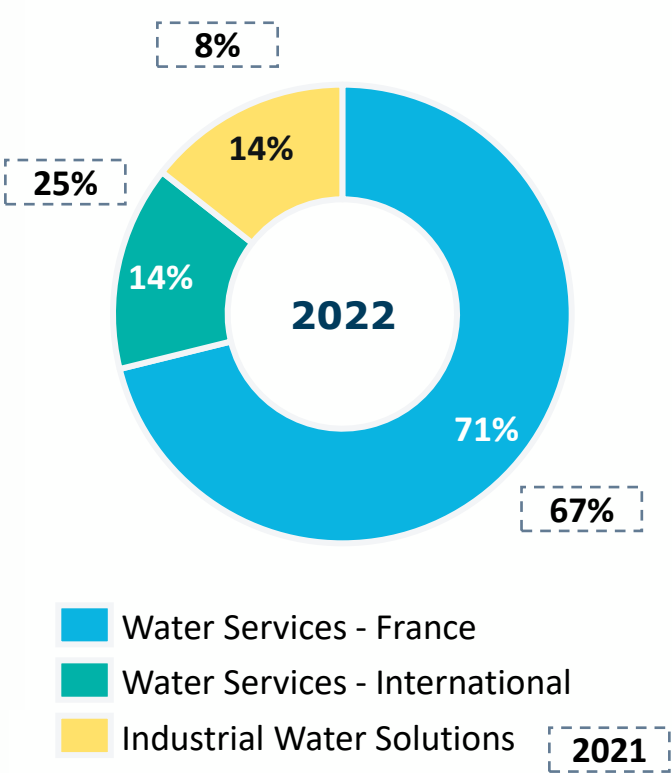
<i>In €m</i>	Full Year		Variation	Organic growth*
	2021 ⁽¹⁾	2022		
Revenues	1 675	1 935	15.5%	9.3%
Direct Costs	(1 256)	(1 488)		
<i>in % of revenues</i>	-75.0%	-76.9%		
Margin on Direct Costs	419	447	6.6%	
<i>in % of revenues</i>	25.0%	23.1%	(1.9)pts	
Operational Support	(160)	(187)		
Functional & HQ Support	(162)	(174)		
Profit sharing	(7)	(13)		
Add-back (Depreciation, Provision, other)	151	181		
EBITDA*	240	253	5.4%	
<i>in % of revenues</i>	14.4%	13.1%	(1.3)pts	
Minorities	(15)	(13)		
Associates	24	22		
M&A - Acquisitions pro forma impacts	0	15		
M&A - Disposals pro forma impacts	(3)	(3)		
Adjusted EBITDA*	246	275	11.5%	
<i>in % of revenues</i>	14.7%	14.2%	(0.5)pts	

EBITDA by segment

EBITDA* – 2022, €m ⁽¹⁾



EBITDA* by BU ⁽¹⁾



(1) Group EBITDA includes Corporate HQ & IT (€(7.8)m in 2022 including the impact of final agenda decision of IFRS IC related to SaaS costs)
 (*) The Terms and Alternative Performance Measures marked with an (*) are defined and / or reconciled in the appendix



Net profit analysis

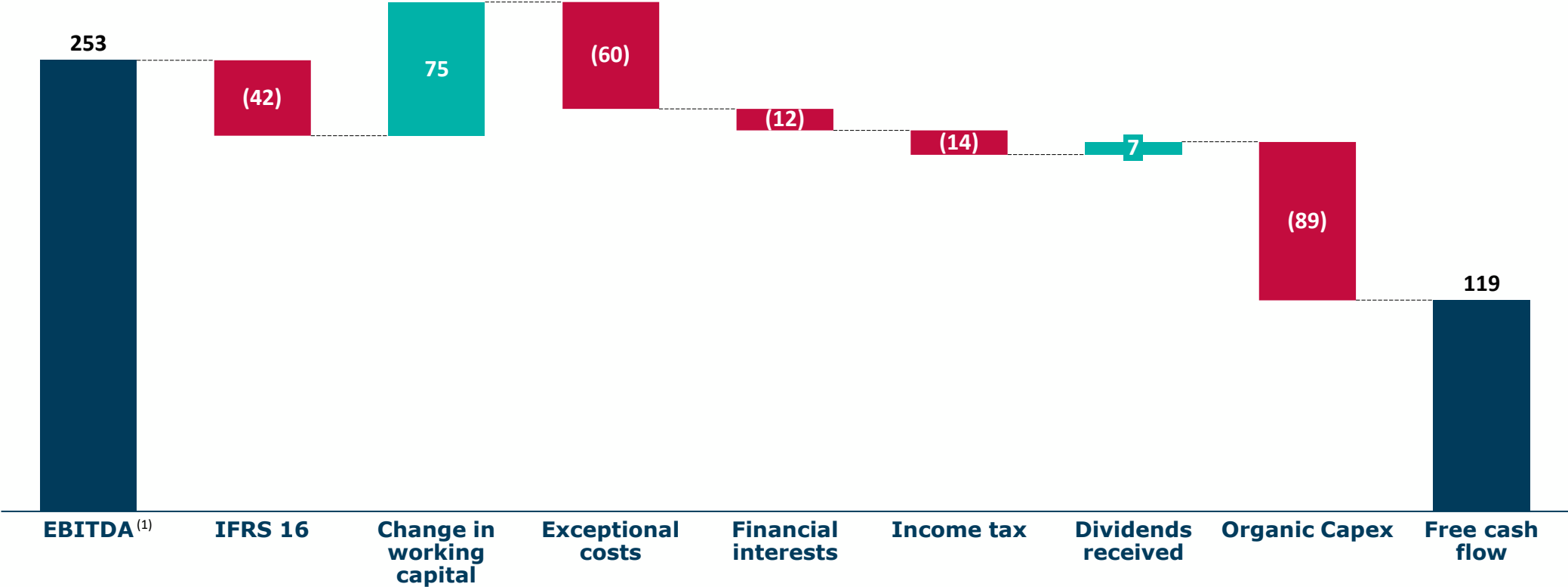
<i>In €m</i>	Full Year		Variation
	2021 ⁽¹⁾	2022	
EBITDA*	240	253	5.4%
<i>in % of revenues</i>	14.4%	13.1%	(1.3)pts
Depreciation & Amortization	(147)	(176)	
Other operating income and expenses	(41)	(69)	
Share of Group companies	10	8	
Operating income	62	16	
<i>in % of revenues</i>	3.7%	0.8%	
Finance cost	(43)	(11)	
Income tax	(5)	(5)	
Discontinued activities	(1)	22	
Net profit	13	23	

Financial result

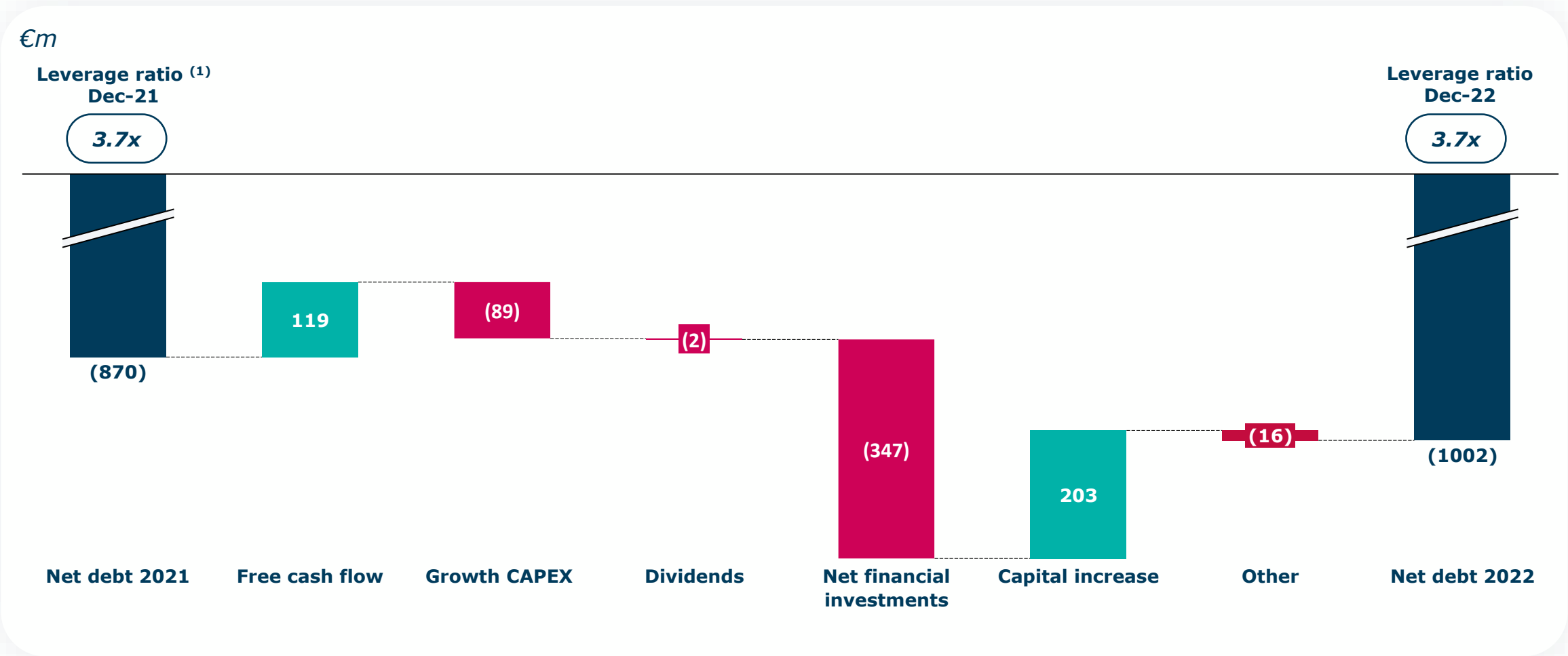
<i>In €m</i>	Full Year		Variation
	2021	2022	
Debt interest	(17)	(5)	12
Other interest income and expense	(4)	(6)	(2)
Net interest expenses	(21)	(11)	10
Other financial income & expenses	(22)	1	22
Financial result	(43)	(11)	32

EBITDA to Free Cash Flow

Free-Cash-Flow, €m



Net financial debt bridge



(1) Leverage ratio at Dec-21 is restated on EBITDA for comparability with 2022 to consider the impact of final agenda decision of IFRS IC related to SaaS costs. Detailed calculation in appendix

Liquidity

Cash and Short-term liquid investments ⁽¹⁾

€242m

Undrawn revolving credit facility ⁽²⁾

€150m

Total liquidity

€392m



Conclusion

2023 outlook

Revenue growth

Double digits

EBITDA

**Robust
profitability**

Commitment to

**Investment
Grade rating**



Q&A



Appendix

Alternate performance measures

Organic growth (like-for-like growth)

M&A activity is excluded from the growth rate as the metric is calculated at a constant perimeter.

EBITDA

Earnings before interest, taxes, depreciation, and amortization.

Adj. EBITDA

Detailed calculation included in appendix: Reported EBITDA adjusted for (i) Discontinued activities, (ii) Minorities & Associates and (iii) M&A proforma impacts.

Free-cash-flow

Funds from operations less change in working capital and organic capital expenditures.

Net debt

Net financial debt (post IFRS16) including current and non-current financial debt less cash & cash equivalents.

Adj. Net debt

Detailed calculation included in appendix: Reported Net debt adjusted for (i) Discontinued activities debt, (ii) Minorities & Associates debt, (iii) refinancing fees and (iv) financial instruments.

Leverage

Detailed calculation included in appendix: Adjusted net debt (post IFRS16 – Excl. Leisure) / Adjusted EBITDA (post IFRS16 – Excl. Leisure)

Income statement

<i>In €m</i>	Full Year	
	2021 ⁽¹⁾	2022
Revenues	1 675	1 935
Direct Costs	(1 256)	(1 488)
Margin on Direct Costs	419	447
%	25.0%	23.1%
Operational Support	(160)	(187)
Functional & HQ Support	(162)	(174)
Profit sharing	(7)	(13)
Add-back (Depreciation, Provision, other)	151	181
EBITDA*	240	253
%	14.4%	13.1%
Depreciation & Amortization	(147)	(176)
Other operating income and expenses	(41)	(69)
Share of Group companies	10	8
Operating income	62	16
%	3.7%	0.8%
Finance cost	(43)	(11)
Income tax	(5)	(5)
Discontinued activities	(1)	22
Net profit	13	23

Balance sheet

Assets		
<i>In €m</i>	Dec-21 ⁽¹⁾	Dec-22
Intangible and tangible assets	1 153	1 317
Net goodwill	1 247	1 538
Investment in equity affiliates	135	137
Other non-current financial assets	28	31
Non-current financial instruments asset	0	2
Deferred tax asset	7	5
NON-CURRENT ASSETS	2 571	3 031
Inventory	34	46
Accounts receivables	1 216	1 405
Other current assets	156	139
Cash and Cash Equivalent	255	279
CURRENT ASSETS	1 660	1 870
Assets held for sale	119	0
TOTAL ASSETS	4 350	4 901

Equity and Liabilities		
<i>In €m</i>	Dec-21 ⁽¹⁾	Dec-22
Shareholders equity	910	1 146
Minority interests	45	40
EQUITY	955	1 185
Non-current provision	188	165
Financial Debt (Non-Current)	1 047	1 046
Other non-current liability	89	97
Non-current financial instruments liability	2	0
Deferred tax liability	64	65
NON-CURRENT LIABILITIES	1 389	1 374
Current provision	19	17
Financial Debt (Current)	34	200
Accounts payable	360	506
Customer advance payments	498	525
Payables to collectivities	612	641
Other current liabilities	375	416
Treasury liabilities	42	37
CURRENT LIABILITIES	1 939	2 341
Liabilities held for sale	67	0
TOTAL EQUITY AND LIABILITIES	4 350	4 901

Cash flow statement

<i>In €m</i>	Full Year	
	2021 ⁽¹⁾	2022
EBITDA	240	253
Income taxes (paid)/earned	(12)	(14)
Dividends received from companies under the equity method	4	7
Exceptional items from operations	(50)	(60)
Change in Working Capital	52	75
Other	4	(2)
CASH-FLOWS FROM OPERATIONS	239	260
Net capital expenditures	(114)	(175)
Net cash from (used in) investing in financial assets	(74)	(347)
Perimeter change	6	(13)
CASH-FLOWS FROM INVESTING	(182)	(535)
Increase in share capital	150	203
Dividends earned/(paid)	(3)	(2)
Financial interests paid	(25)	(14)
Changes in facility lines	0	150
Other changes in financial debt	(71)	(76)
CASH-FLOWS FROM FINANCING	50	262
Cash and Cash equivalents - BoP	102	214
Cash-flow for the period	108	(13)
Cash-flow from discontinued activities	4	45
Impact of changes in exchange rates and other	0	(4)
Cash and Cash equivalents - EoP	214	242

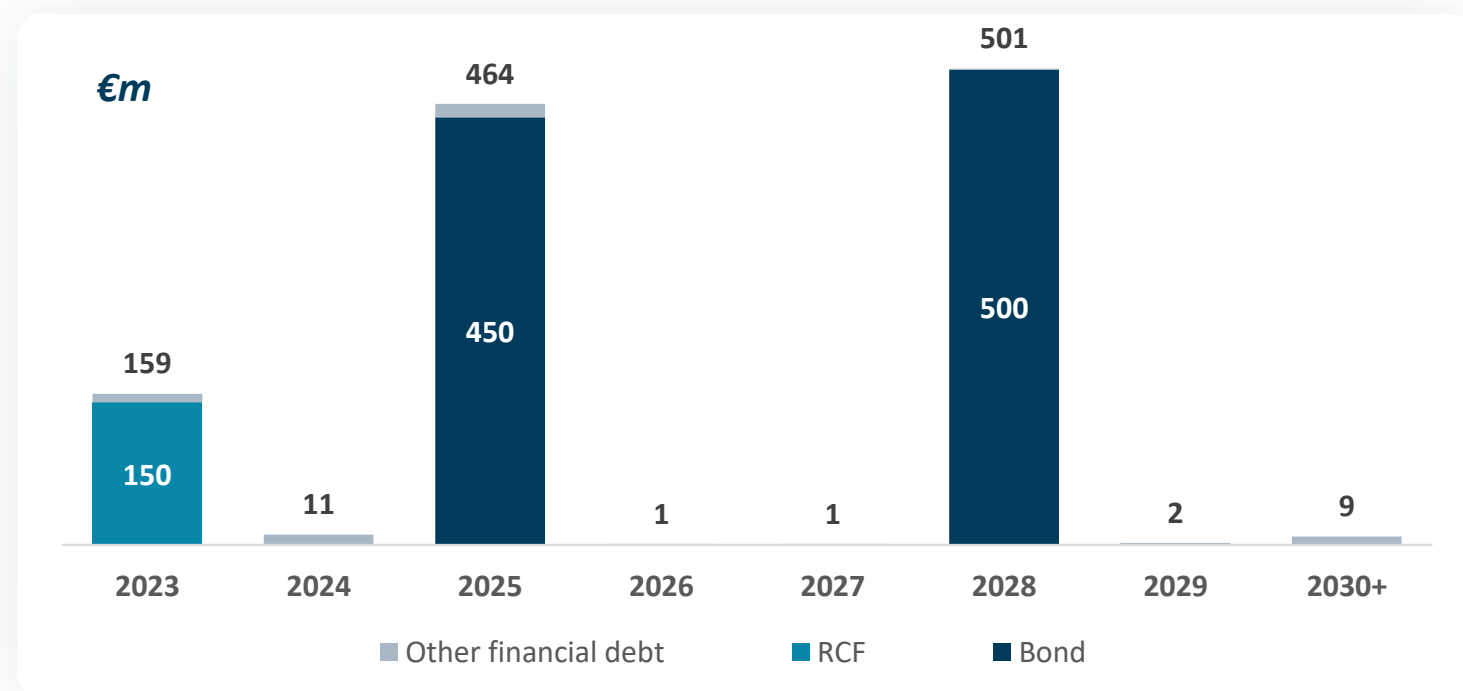
Free cash-flow

<i>In €m</i>	Full Year	
	2021 ⁽¹⁾	2022
EBITDA*	240	253
IFRS 16 impact	(39)	(42)
Exceptional costs	(50)	(60)
Financial interests	(24)	(12)
Income tax	(12)	(14)
Dividends received	4	7
Funds from operations (FFO)	119	133
Change in Working Capital	52	75
Cash-flow generated by operations	171	208
Organic capital expenditures	(74)	(89)
Free cash-flow*	98	119

Net financial debt

<i>In €m</i>	Dec-21	Dec-22
Bonds	950	950
Facility lines	0	150
Leases	92	97
Put on minorities	7	7
Earn-out	0	11
Financial instruments	2	(2)
Other debts	33	31
Financial debts	1 083	1 243
Cash and Cash equivalents	(214)	(242)
NET FINANCIAL DEBT	870	1 002

Debt maturity⁽¹⁾



Leverage

<i>In €m</i>	2021 ⁽¹⁾	2022
Reported EBITDA	240	253
Minorities	(15)	(13)
Associates	24	22
M&A - Acquisitions pro forma impacts	0	15
M&A - Disposals pro forma impacts	(3)	(3)
Adjusted EBITDA	246	275

<i>In €m</i>	Dec-21 ⁽¹⁾	Dec-22
Reported net financial debt	(870)	(1 002)
Minorities	(7)	(3)
Associates	(12)	(5)
Refinancing fees	(13)	(11)
Financial instruments	2	(2)
Adjusted net financial debt	(900)	(1 024)

Leverage ratio	3.7x	3.7x
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Equity

<i>In €m</i>	Dec-21	IFRS IC Decision	Dec-21 (Restated)	Perimeter	Capital increase	Allocation	Dividends	FY2022 Net profit	Other	Dec-22
Share capital	1 788		1 788		200				(0)	1 988
Retained earnings	(1 434)	(3)	(1 437)			(14)		27		(1 425)
Reserves	570	(4)	566	(4)	0	14			9	585
Other	(7)		(7)	4					1	(3)
Group Shareholders equity	917	(7)	910	(0)	200			27	9	1 146
Non controlling interests	45		45	(4)	3		(2)	(4)	0	40
EQUITY	962	(7)	955	(4)	203		(2)	23	10	1 185

Restated income statement

	Reported	IFRS IC decision	Restated
<i>In €m</i>	2021	(SaaS costs)	2021
Revenues	1 675		1 675
Direct Costs	(1 252)	(4)	(1 256)
Margin on Direct Costs	423	(4)	419
%	25.3%		25.0%
Operational Support	(160)		(160)
Functional & HQ Support	(162)		(162)
Profit sharing	(7)		(7)
Add-back (Depreciation, Provision, other)	152	(1)	151
EBITDA*	245	(5)	240
%	14.7%		14.4%
Depreciation & Amortization	(148)	1	(147)
Other operating income and expenses	(41)		(41)
Share of Group companies	10		10
Operating income	66	(4)	62
%	4.0%		3.7%
Finance cost	(43)		(43)
Income tax	(6)	1	(5)
Net profit (Before discontinued activities)	17	(3)	14
Discontinued activities	(1)		(1)
Net profit	16	(3)	13

Restated Balance sheet

<i>Assets</i>	Reported	IFRS IC decision	Restated
<i>In €m</i>	Dec-21	(SaaS costs)	Dec-21
Intangible and tangible assets	1 163	(9)	1 153
Net goodwill	1 247		1 247
Investment in equity affiliates	135		135
Other non-current financial assets	28		28
Deferred tax asset	4	2	7
NON-CURRENT ASSETS	2 578	(7)	2 571
Inventory	34		34
Accounts receivables	1 216		1 216
Other current assets	156		156
Cash and Cash Equivalent	255		255
CURRENT ASSETS	1 660		1 660
Assets held for sale	119		119
TOTAL ASSETS	4 357	(7)	4 350

<i>Equity and Liabilities</i>	Reported	IFRS IC decision	Restated
<i>In €m</i>	Dec-21	(SaaS costs)	Dec-21
Shareholders equity	917	(7)	910
Minority interests	45		45
EQUITY	962	(7)	955
Non-current provision	188		188
Financial Debt (Non-Current)	1 047		1 047
Other non-current liability	89		89
Non-current financial instruments liability	2		2
Deferred tax liability	64		64
NON-CURRENT LIABILITIES	1 389	0	1 389
Current provision	19		19
Financial Debt (Current)	34		34
Accounts payable	360		360
Customer advance payments	498		498
Payables to collectivities	612		612
Other current liabilities	375		375
Treasury liabilities	42		42
CURRENT LIABILITIES	1 939	0	1 939
Liabilities held for sale	67		67
TOTAL EQUITY AND LIABILITIES	4 357	(7)	4 350

Restated Cash flow statement

	Reported	IFRS IC decision	Restated
<i>In €m</i>	2021	(SaaS costs)	2021
EBITDA	245	(5)	240
Income taxes (paid)/earned	(12)		(12)
Dividends received from companies under the equity method	4		4
Exceptional items from operations	(50)		(50)
Change in Working Capital	52		52
Other	4		4
CASH-FLOWS FROM OPERATIONS	244	(5)	239
Net capital expenditures	(119)	5	(114)
Net cash from (used in) investing in financial assets	(74)		(74)
Perimeter change	6		6
CASH-FLOWS FROM INVESTING	(187)	5	(182)
Increase in share capital	150		150
Dividends earned/(paid)	(3)		(3)
Financial interests paid	(25)		(25)
Changes in facility lines	0		0
Other changes in financial debt	(71)		(71)
CASH-FLOWS FROM FINANCING	50	0	50

Restated Free cash- flow

	Reported	IFRS IC decision	Restated
<i>In €m</i>	2021	(SaaS costs)	2021
EBITDA*	245	(5)	240
IFRS 16 impact	(39)		(39)
Exceptional costs	(50)		(50)
Financial interests	(24)		(24)
Income tax	(12)		(12)
Dividends received	4		4
Funds from operations (FFO)	124	(5)	119
Change in Working Capital	52		52
Cash-flow generated by operations	176	(5)	171
Organic capital expenditures	(74)		(74)
Free cash-flow*	103	(5)	98

About Saur

As a pure player in water and essential services, Saur works to protect the environment in the heart of the territories it serves. Saur has always acted to offer the same quality of service to small towns as to large cities, guided by its mission: to restore to water the value it deserves. Saur's worldwide presence: Cyprus, Finland, France, Germany, Italy, Netherlands, Poland, Portugal, Saudi Arabia, Spain, United Kingdom, United States of America. 2022 key figures: €1.9 billion Group net revenues, 9,500 local authorities and industrial clients contracted, 12,000 employees and 20 million consumers served worldwide.

#missionwater

www.saur.com

Contacts

Credit investors contact

Saur – Stéphanie Rousseau

+ 33 1 75 32 77 14

stephanie.rousseau@saur.com

Press contact

Saur – Charline Danseux

+ 33 6 61 37 97 25

charline.danseux@saur.com

Havas - Esther Garcia

+ 33 6 08 94 42 64

saur-rp@havas.com