Becoming the champion of the water transition by 2030

#missionwater

saur

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Becoming the champion of the water transition means bringing together all those in its ecosystem to identify and implement new, more sustainable ways of using water.

By enshrining its purpose in its by-laws in 2022 and announcing its ambition to encourage society to fully appreciate the importance of water again, our Group positioned itself as a driving force in the water transition. Today, the path we need to take is clearly defined. By the end of this decade, we aim to set the benchmark in the industry, lead the market and become the champion of the water transition to benefit manufacturers, farmers, local authorities and communities.

To achieve this goal, we upgrade and improve the way we work throughout the water value chain. We innovate to help companies fulfill their ambitions of putting in place circular economies and decarbonizing their activities by providing them with integrated water management services. We develop new ways to control and save water while also creating and deploying sustainable solutions that are considerate of both people and the planet.

We design these new models and practices for and with our clients to suit their circumstances and priorities. Moreover, because we understand that we will only succeed in becoming the champion of the water transition by practicing what we preach, we are decarbonizing our processes and plants, and investing heavily in the circular economy.

Together, led by our tight-knit, focused and solid management team, we strive to achieve continuous improvement in our business lines, operating in a safe and fulfilling work environment that has been designed to promote employee well-being.

Developing new ways of managing water

1.

Listening to our clients and driving progress together

2.

Setting an example and conducting our-selves responsibly

3.

Our roadmap for a sustainable model

CHANGING MODELS
EVEN IF THAT MEANS ANTICIPATING OR SPEARHEADING CHANGE IN REGULATIONS

P.22 **Accelerating responsible and continuous innovation**
> Integrating sustainability criteria into the design of new products and services, evaluate these new products and services as part of our overall business.

P.30 **Selling water savings, not just water volume**
> Reducing industrial and domestic consumption
> Improving the performance of drinking water systems and plants
> Promoting the reuse of treated wastewater

KEEP IMPROVING
ESPECIALLY AREAS IN WHICH WE ALREADY EXCEL

P.28, 31 **Moving from reactivity to proactivity**
> Deploying the EMI solution for the contracts most sensitive to water shortage

P.20 **Enriching our "science of experience" with data**
> Developing transparent data sharing with customers (local authorities) and becoming the first water company to offer full data access

P.32 **Contributing to local economic and social life**
> Taking on apprentices and trainees
> Retaining employees and making them want to revalue water by our side

LEADING BY EXAMPLE
RIGHT ACROSS OUR BUSINESS, BOTH WITHIN THE GROUP AND BEYOND

P.36 **Furthering the decarbonization of industries**
> Reducing energy consumption
> Generating our own energy (solar panels)
> Concluding Power Purchase Agreement (PPA)
> Earning Energy Attribute Certificate (EAC)
> Reducing the consumption of the current vehicle fleet
> Introducing electric vehicles

P.43 **Sharing our sense of responsibility**
> Updating all our partner and supplier contracts to include a compliance clause

P.42 **Connecting with our employees on a deeper level**
> Developing communication on the Group's strategy, involving employees more in its construction
> Developing the «Saur way» of management
> Injecting meaning into our work

P.40 **Being inclusive and diverse**
> Facilitating careers in the 3 main job families (Operations, Customer Service, Support) and achieving gender equality in executive positions (according to the 40/60 principle) by collaborating with partner schools, creating mentoring programs and adapting communication

Profile

As a company that distributes water and treats wastewater, our daily work involves ensuring our customers can access all the high-quality water they need at a fair price. We seek to encourage society to fully appreciate the importance of water again and ensure that everyone, throughout the world, properly understands just how precious this resource is. Guided by our purpose, we strive to preserve water and redress the balance in the way we live in order to build a model based on structuring upstream processes to minimize the amount of water consumed and optimizing downstream usage, ensuring each drop of water extracted is used wisely.

We will achieve this goal by becoming the champion of the water transition by 2030. Local authorities, manufacturers, individuals, farmers and non-profits—we can all be part of the solution.

That is why we pledge to take action and spread understanding so together we can develop new ways of living to preserve our planet's most precious resource.

ABOUT THIS REPORT —

Inspired by the integrated thinking advocated by the IIRC (International Integrated Reporting Council), this report provides an overview of the Group and the environment within which it operates: its mission, its corporate purpose, the way in which it creates financial and non-financial value for itself and its stakeholders, its business model and its governance structure. It also reports on the contribution made by Saur to achieving the UN Sustainable Development Goals.

MESSAGE
PATRICK BLETHON, EXECUTIVE CHAIRMAN
OF THE SAUR GROUP

"Saur is at the forefront of the water transition. Are you?"

Undeniably, 2022 stood out as the year when society opened its eyes to the environmental challenge it faces, specifically regarding water management. Droughts are becoming ever more severe in the southern hemisphere and are starting to affect widespread areas in the northern hemisphere.

This paradigm shift has already been felt by those working to manage water resources. Given the combination of climate catastrophes — such as droughts, floods and water stress — population growth and a production system that uses ever increasing volumes of water while also causing various sources of pollution, we must reconsider the long-term suitability of the way we currently manage water.

It is the accumulation of pressure on our water resources that led us in early 2022 to reiterate our purpose to encourage society — local authorities, manufacturers, individuals, farmers and non-profits — to fully appreciate the true importance of water.

Now is the time we all need to focus on rapidly bringing about a large-scale and comprehensive water transition, which fulfills the central objective to make better use of the resource to ensure everyone may access all the high-quality water they need.

That is how we will be able to prevent the tension that will undoubtedly emerge and intensify due to the unequal distribution of a resource that is both increasingly rare and increasingly in demand.

To rise to such an enormous challenge, we need to become even more effective and improve the tolerability, efficiency and resilience of the way society uses water, whether that's public or private companies, local authorities or individuals. The Saur Group is in a strong position to do just that.

The transformation we achieved in 2022 enabled us to consolidate our position and redirect our focus on what we do best, which is optimizing the way water is managed throughout the entire cycle.

> **"The water transition is about identifying and implementing new more sustainable practices to better address the conflicting demand for water."**

We have expanded into the international market, gone fully digital, and developed one of the most comprehensive and cutting edge tech portfolios in the global market.

Over recent months, we have extended the range of solutions we provide to help businesses bring about their water transition by acquiring six new companies specializing in treating industrial water. This single platform enables us to deploy a genuine circular economy for water within our customers' plants while also producing the energy they need to power their production processes.

We have designed, built and delivered innovative and high-performance systems to produce and treat water that supply both high-quality water and renewable energy.

We have developed new digital solutions to better collect and exploit data relating to water, concluded partnerships with market-leading companies to offer the most effective technology to preserve our customers' water.

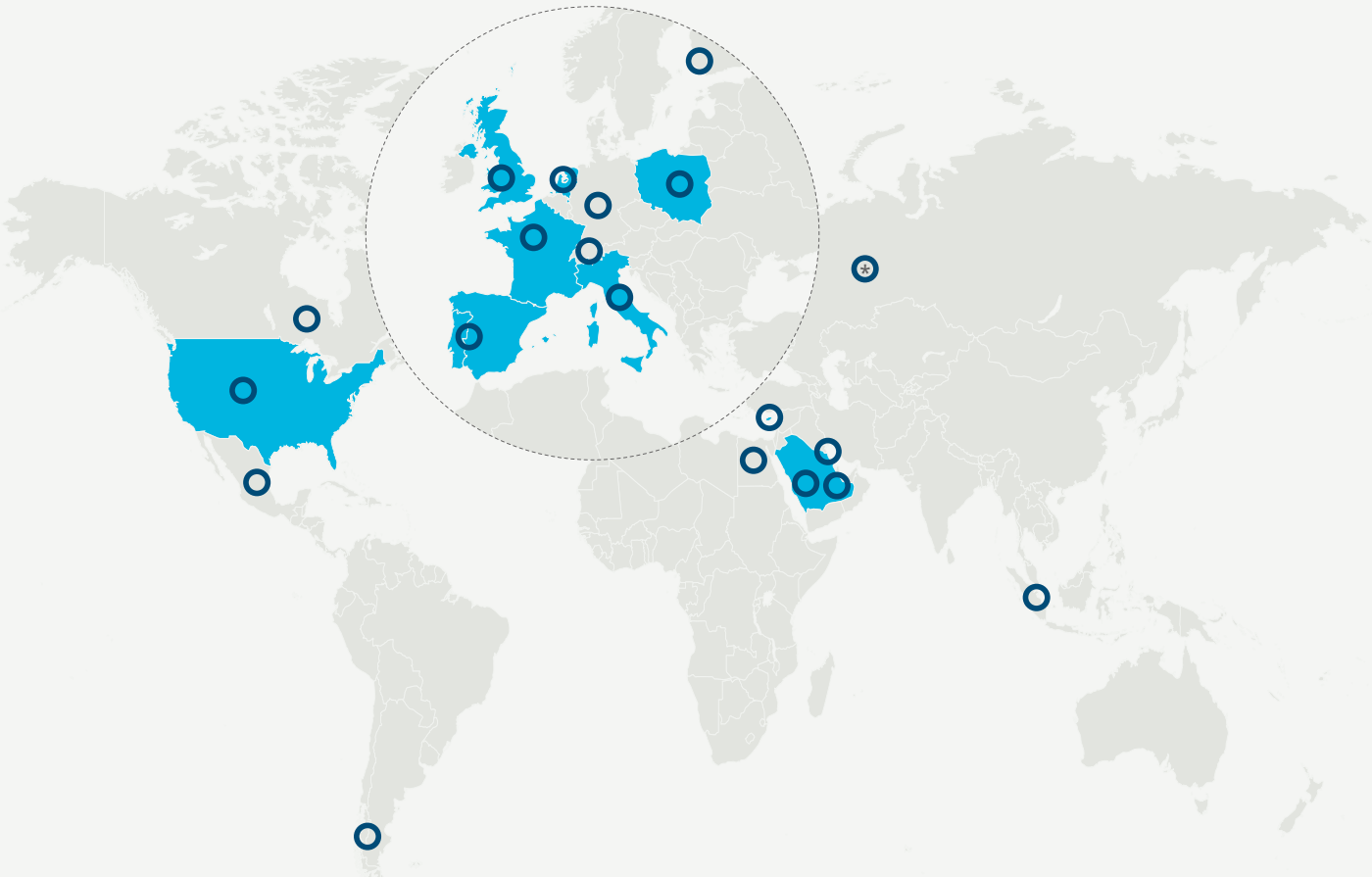
We inaugurated our international "innovation hub" to invent new models to manage water that are more efficient and resilient, in collaboration with our customers and partners, called Aquaverse by Saur.

We have earned the trust of many local authorities of all sizes in France and around Europe to better manage their water and help them bring about their water transition. **We are now ready to pick up the pace and are firmly focused on becoming the champion of the water transition by 2030.**

However, we will not achieve the water transition alone. One of the challenges of the coming months will be to bring on board all other parties, convincing them to fully and rapidly engage with this journey. The water transition needs to be ambitious and widespread if we are to be able to build a more sustainable world in which we can live and live well for generations to come. ⊗

IDENTITY

We deploy our expertise to communities and industrial customers in all areas dealing with water-related challenges. Operating in nearly 20 countries throughout the world, we also enjoy a presence in over 140 countries through our Industrial Water Solutions Division.



★ Key countries: operation and maintenance contracts, subsidiary headquarters, permanent offices, etc.

○ Main business development sites (Water Services, Water Engineering, Industrial Water Solutions divisions), sales networks, projects carried out by Stereau, industrial subcontractors or end users, etc.

* In accordance with international sanctions, Saur is engaged only in essential activities that do not violate these sanctions.

€1.9bn in annual revenue for 2022, including €1.3bn in France

€950m Group debt refinancing via Sustainability-Linked Bonds

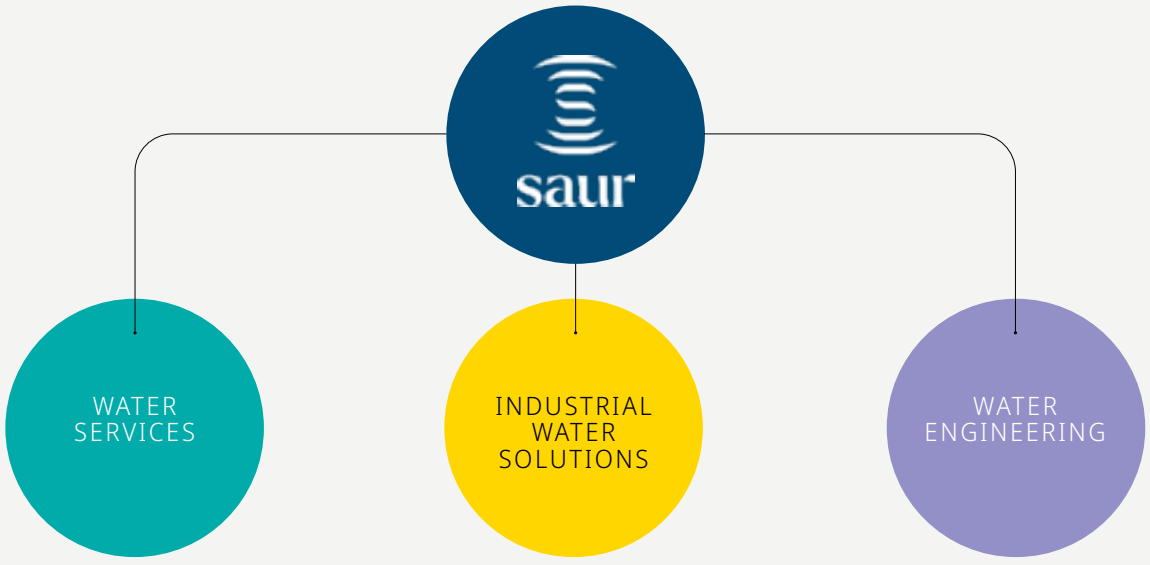
12,000 employees worldwide

751 interns and work/study contracts in 2022 versus 583 in 2021

9.3% organic growth in 2022

20m people served worldwide, and contracts with 9,200 local authority and industrial customers

36.6% Consumption of electricity from renewable sources (versus 6.6% in 2021)



Supplying drinking water, treating wastewater and developing water management infrastructure.

Innovating by leveraging technology and interdisciplinary collaboration to optimize the industrial water cycle through integration and logic.

Implementing a continually expanding range of cutting-edge solutions to design resilient water treatment infrastructure and services.

The Group registered organic growth of 9.3% on the previous year, driven primarily by industry (up 104.7%), international operations (up 6.4%) and the Water France Division (up 6.8%). On the ground, Saur manages 197,730 km of water networks. In the face of unprecedented challenges in the climate and the economy, the Group has demonstrated the effectiveness of its model by continuing to grow and taking tangible action to preserve water.

WATER SERVICES FRANCE

68.4% of Group annual revenue

WATER SERVICES INTERNATIONAL

15.6% of Group annual revenue

INDUSTRIAL WATER SOLUTIONS

16% of Group annual revenue

OUR CHALLENGES

The water industry finds itself at a turning point. Climate change and population growth are creating new needs while the water resources continue to decline. Given the urgency of the situation, it has become essential to bring about the water transition. It is more important than ever to focus all those involved in the industry and their stakeholders on the same objective to encourage society to fully appreciate the importance of water again.

1

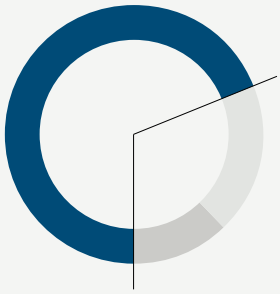
Drinking water is an increasingly scarce resource

The frequency of extreme weather events such as floods, storms and droughts is on the rise. By 2025, two-thirds of the world's population is expected to face water stress, creating an imbalance between the demand for water and the available reserves. Only by mobilizing everyone involved in the water industry will it be possible to ensure greater availability of the resource.

2

The demand for water is growing

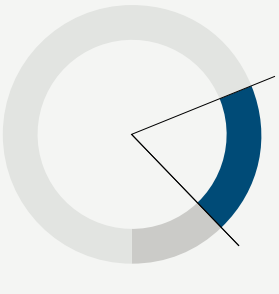
The world is confronted with a worrying two-pronged challenge, while drinking water is becoming increasingly scarce, the demand is rising exponentially, especially in developing regions that are witnessing rapid population growth. Forecasts suggest global demand for water will surge 55% by 2050. If nothing is done to reverse this trend, global demand for fresh water will exceed supply by 40% by 2030. Given these growing needs, those involved in the water industry have a pivotal role in raising awareness among farmers, manufacturers and individuals by promoting the considerate use of water, and integrating more efficient services.



69%

of the total volume of groundwater withdrawn is used in agriculture

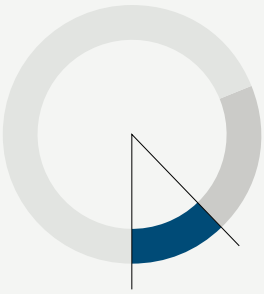
+



19%

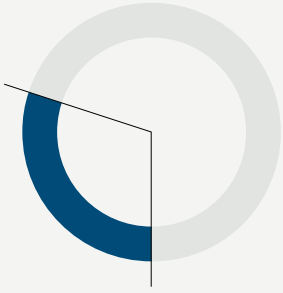
of the total volume of groundwater withdrawn is for industrial purposes

+



12%

of the total volume of groundwater withdrawn is for domestic usage[1]



30%

of the world's population still live in homes that are not connected to a drinking water supply system

1%

of all the water available on earth is liquid freshwater[2]

3

Water is increasingly under threat from pollution

In addition to increasing scarcity, water is also under threat from aggravated pollution, primarily caused by human activity. Around 80% of the world's industrial and municipal wastewater is allowed to flow untreated into nature, which has severe consequences for the environment and public health. If the water cycle is disturbed, nature would no longer be able to regulate itself, which is why it is so important to improve existing wastewater treatment systems in order to safeguard the availability of high-quality drinking water.

4

Our infrastructure needs to be modernized

Many regions around the world, including Europe, are struggling to supply their population with high-quality drinking water due to the run-down state of certain drinking water distribution networks. Private companies have a major role to play in upgrading water infrastructure, as their investment capacity and ability to innovate, harnessing automation and digitalization, is crucial in developing ever-more resilient water services.

1. OECD Environmental Outlook to 2050
2. 2030 WRG annual report 2021

Value creation

OUR PRIORITIES

- Addressing the need for drinking water
- Meeting the growing demand for water

RESOURCES

HUMAN
- **12,000** employees across **20** countries

INDUSTRIAL
- **1,620** drinking water production sites
- **3,030** wastewater treatment sites
- **253,349km** of pipeline network systems managed (drinking water: 55,619km + wastewater treatment: 197,730km)
- **500** mobile water treatment units

FINANCIAL
- **€1.9 billion** in annual revenue
- **€950 million** raised by the first issue of Sustainability-Linked bonds
- Debt/EBITDA ratio: **3,7**x in 2022

INTELLECTUAL
- **60** active patents
- **€31.2m** invested in transformation and digital innovation
- **€8.2m** invested in R&D
- **1** innovation center for the water transition: Aquaverse

ENVIRONMENTAL
- **724Mm³** of drinking water produced
- **161.55m³** of water extracted per subscriber for drinking water production*
- **1,228.7GWh** of electricity and **187GWh** of primary energy consumed
- **36.6%** of total electricity consumption sourced from renewablesn

SOCIETAL
- Presence in **140** countries
- **8,000** suppliers and partners in France

ACTIVITIES

Water Services
Our Water Services division combines our extensive experience with our constant pursuit of innovation to help local authorities supply drinking water and treat wastewater.

Industrial Water Solutions
Our Industrial Water Solutions division applies the most cutting-edge technology to optimize the water used by industrial businesses.

Water Engineering
Our Water Engineering division brings together our engineering and advisory solutions across our activities, including drinking water production, wastewater treatment, distribution and commissioning of water facilities.

As a water company committed to preserving water resources, Saur works daily to make quality drinking water available at the right price. One of our most distinctive features is that we are involved in only one business, water. And one corporate project, which is to gather our customers, stakeholders and civil society and to design together new models for a rational management of the most precious resource on our planet.

- Combating water pollution
- Rapidly modernizing our infrastructure

EXPERTISE
- Production and distribution of drinking water, water quality inspection, network maintenance, wastewater treatment and recycling.

MAIN CLIENTS
- Local authorities

EXPERTISE
- Construction, operation and maintenance of industrial water management systems, optimization of the industrial water cycle, treatment and reuse of industrial wastewater.

MAIN CLIENTS
- Industrial clients

EXPERTISE
- Commissioning of facilities, development of smart water management solutions, design of recycling and treatment processes, studies and diagnostics, support in applying for finance, training, project management and project coordination.

MAIN CLIENTS
- Local authorities and industrial clients

SHARED VALUE CREATION

HUMAN
- **€374m** total gross payroll
- **78%** of employees completed at least one training program in 2022
- **60%** of new recruits are hired on permanent employment contracts
- **27%** of executive management roles are occupied by women

FINANCIAL & ECONOMIC
- **€57m** paid in interest to banks and investors
- **€187m** in depreciation charges
- **20m** residents served worldwide
- **9,200** local authority customers
- **>5,500** references available to industrial customers worldwide

ENVIRONMENTAL
- **558Mm³** of treated water returned to the natural world
- **98%** of the residual sludge from our French wastewater treatment sites is recycled
- **79%** efficiency for drinking water supply networks
- **98.2%** bacteriological compliance rate for water supplied
- **21%** reduction in the carbon intensity of our activities across scopes 1 and 2*
- **87%** of Group annual revenue covered by ISO 14001 (energy management) certification

SOCIETAL
- **96%** of purchases are made in the domestic market
- **€173m** taxes and duties – governments & communities
- **724 bn** liters of drinking water produced
- A direct positive impact on **33%** of the 17 UN SDGs
- **>57,000** people have directly benefited from support provided by the Saur Solidarités endowment fund
- **78%** of funding by Saur Solidarités is allocated to water and wastewater service access projects

CONTRIBUTION TO INVESTMENT IN THE WATER CYCLE
- **€130m** in fees paid to water authorities
- **€499m** in taxes paid to local authorities for investment in France

* ESG (environment, social, governance) performance indicator used for the Group's Sustainability-Linked Bond

Becoming the champion of the water transition by 2030

1. By developing new ways of managing water

PAPHOS — CYPRUS

In winning a second contract in Cyprus, the Saur Group champions manage facilities that combine performance and innovation to deal with chronic water stress in this region. It does so by reusing treated wastewater to provide solutions for agricultural irrigation and groundwater recharge.

19,500 m^3/day

of water treated by the Paphos wastewater treatment plant before being reinjected into the local aquifer.

50°C

Highest surface temperature recorded on the island, reached in June 2021

1.

CASE STUDY #1 — **PAPHOS** / CYPRUS

In March 2022, the Saur Group won a contract to operate the Paphos wastewater treatment plant in Cyprus. This success reflects the excellent international reputation the Group has earned for the technology it has rolled out to bring about the water transition in a region experiencing considerable water stress.

In Cyprus, Saur is spearheading the water transition

Having operated for many years in Nicosia, Saur continues to extend its footprint in Cyprus. In March 2022, the Paphos Sewerage Board entrusted the Group and its partner Lacovonou with operating its wastewater treatment plant for a period of eight years. The aim is to meet irrigation needs in agriculture and facilitate groundwater recharge in the heart of a region regularly suffering from water stress.

Reusing wastewater

— To achieve this goal, we harness our expertise in reusing treated wastewater, an effective way to preserve precious water resources. Our membrane filtration technology treats and disinfects 19,500m^3 of wastewater each day at the Paphos facility to replenish the underground aquifer of the Ezousa river. This will relieve pressure on the domestic water supply in Cyprus, which is threatened by water shortages. The problem is further aggravated by the arrival of four million tourists every year.

A greener facility harnessing anaerobic digestion

— Our technology enables us to become greener by decarbonizing our operations. The Paphos wastewater treatment plant boasts the most cutting-edge anaerobic digestion solutions that make use of a biological process to convert wastewater into biogas, which is then transformed into electricity using a generator. This produces enough electricity to cover 20% of the facility's energy consumption, thereby helping to cut its environmental footprint.

Adapting our response to protect and preserve water resources

— We have developed a presence in Cyprus over many years, operating the Vathia-Gonia wastewater treatment plant since 2007. It was designed and built by Stereau to treat the wastewater from 120,000 households in Nicosia. Our efforts at this strategic facility for the Cypriot capital were recognized in early 2022 when our contract was extended for a further ten years. The Vathia-Gonia wastewater treatment plant is the largest facility where the Saur Group deploys its membrane filtration systems to treat wastewater. We deploy innovative treatment technology, such as our Aqua-RM® process and our ultraviolet disinfection system. Our wide range of solutions enables us to tailor our response to the challenges arising due to climate change and increasing water scarcity in a region regularly hit by drought. ⊗

1. Cyprus, one of the most water insecure countries in the EU, sources up to 70% of its drinking water supply through seawater desalination.

THREE QUESTIONS TO
NADER ANTAR, PRESIDENT OF SAUR INTERNATIONAL

"Each region has its challenges!"

Does being the champion of the water transition mean the same thing in every market in which Saur operates?
N.A. — Each region has its own specific challenges! The Saur Group has been working for some fifteen years in Cyprus, where our solutions to reuse treated wastewater are highly appreciated by both local authorities and the community. The situation is quite different in, say, Glasgow, which is less affected by water stress and where we leverage our expertise in treating and depolluting wastewater. One of the Group's greatest strengths is that we specialize in water and water only, meaning we understand every aspect of this business and are able to adapt to different situations and regions to help bring about the water transition.

What strengths can Saur draw on to establish itself as the global champion of the water transition?
N.A. — We have a major impact on the entire water supply chain, focusing primarily on durability and digitization. But we also need to bolster our position on a wider global scale and expand our operations into new regions around the world. We are working to do just that and our efforts are starting to pay off. Indeed, Saur is renowned for its expertise in many water-stressed regions, particularly in Spain, Portugal, Italy, Cyprus, Saudi Arabia, Djibouti, the US and Singapore. Desalination is a process in which we are fully proficient and that we have successfully deployed in the Middle East, Spain and on the island of Saint-Martin. We have also recently opened the first Saur branch office in the United Arab Emirates to support all countries throughout the Middle East to carefully manage water resources. By 2030, we expect our international expansion to enable us to quadruple our revenue, half of which we predict to derive from organic growth and the other half from mergers and acquisitions.

What are the main challenges the Group faces in its expansion outside France?
N.A. — If we are to successfully grow our international business, we must seize the opportunities that arise by leveraging our experience in different regions and the increasingly solid expertise of our people. From this point of view, 2022 marked the start of a fundamental transformation for Saur outside France. We focused primarily on building a first-class organization overseen by a more effective governance model. It must enable us to more effectively leverage synergies between the Group's various fields of expertise, especially the Industrial Water Solutions and Water Engineering divisions. This is essential to achieve our strategic priorities. ⊗

>3,000 employees joined Saur throughout the world in 2022

>3,200 of Saur employees were based outside France in 2022

6.4% of Saur Group revenue was generated from international operations in 2022

87% of Group revenue covered by ISO 14001 certification

1.

1/2. Aqua-Chem joined the Industrial Water Solutions division in March 2022 to form our US industrial solutions platform.

Providing industry with the best water management tools

Industrial activity accounts for 20% of global water consumption. To minimize pressure on water resources and comply with industrial water use regulations, the Saur Group set up the Industrial Water Solutions division, which brings together a range of specialist skills. It expanded its expertise through a number of strategic acquisitions made in 2022.

Already present in over 130 countries, our Industrial Water Solutions division, under the leadership of Nijhuis Saur Industries, consolidates many different types of industrial expertise. In 2022, Saur extended its horizons, enriching its portfolio of solutions and services to support its industrial clients who wish to reduce life-cycle costs, remove pollution, reuse water and heat, and recover energy and resources.

NSI Mobile Water Solutions: our mobile water treatment stations assisting manufacturers

— Water is key to numerous industrial processes, including production, washing, waste evacuation, facility cooling, and boiler operation. If water becomes increasingly scarce, the entire manufacturing industry could be in jeopardy. To safeguard business continuity for our customers, no matter the circumstances — including equipment failure, maintenance and plant modernization — Saur acquired Veolia's European Mobile Water Services division in November 2022. Renamed NSI Mobile Water Solutions, this fleet of mobile water treatment stations became our rapid response service able to serve our customers no matter their location.

Our mobile units represent an economical and effective alternative to fixed water treatment facilities. For example, these units meet the needs of manufacturers by recovering nutrients present in industrial effluent, transforming sludge into biogas,

"Our extensive and easily adaptable fleet of mobile units enables our industrial customers to ensure their production plants operate effectively by leveraging the technology and services only our Group can provide."

MENNO HOLTERMAN, CHAIRMAN AND CHIEF EXECUTIVE OFFICER AT NIJHUIS SAUR INDUSTRIES

500 mobile units providing cutting-edge solutions to treat water for our industrial clients

2.

SPOTLIGHT —

Nijhuis Saur Industries, the global platform of our Industrial Water Solutions Division

Nijhuis Saur Industries is the global platform pooling our industrial expertise and integrating the high value-added solutions and services from Econvert, Unidro, Riventa, Nortech, PWNT, Byosis, Sodai, Aqua-Chem and Flootech. It supports our clients to cut costs and comply with increasingly stringent requirements to ensure sustainable use of water, energy transformation and resources.

and reusing treated wastewater. Both easy to transport (by trailer or container) and install (thanks to plug-and-play connections), our 500 mobile water stations are able to operate as required, 24 hours a day, seven days a week, 365 days a year.

Recovering ammonia from waste streams after acquiring Byosis

— After acquiring NSI Byosis in early 2022, we enriched our portfolio of resource recovery solutions. The Byosis Byoflex system recovers ammonia from highly contaminated substrates, optimizes biogas production, and at the same time reduces discharge costs. Additionally, using this technology will cut both operating expenses and the carbon footprint of the biological wastewater treatment system.

Aqua-Chem and Sodai at the cutting edge of water purification

— To strengthen our solutions to purify industrial and municipal water, we acquired several companies driving progress in this area. Aqua-Chem, the acquisition of which was finalized in March 2022, is a US-based specialist in treatment solutions for clean water that joined the Group to form an Americas industrial solutions platform. In Italy, the acquisition of Sodai in late 2022 followed that of Unidro, a global specialist supplying technological solutions to treat and reuse industrial wastewater. This operation consolidates our European technology platform focused on industrial water.

Effective solutions to treat wastewater

— The Group made it a priority to bolster its capacity to treat industrial effluent in 2022. Following the acquisition of the Dutch specialist PWNT, our solutions now integrate a wide range of technologies, including suspended ion exchange, ceramic membranes and advanced oxidation processes — all of which allow us to use new resources to provide clean water. In Finland, the acquisition of the industrial water treatment specialist Flootech added over 1,000 new water facilities to the Industrial Water Solutions Division in Europe, the Middle East, and Asia. ⊗

1.

1. The experts at Aquaverse conduct a 360° analysis of each new customer's unique situation.
2. The space was designed and structured to encourage learning, discussion and collaborative development.

Providing services that go beyond technical solutions

The water transition needs cutting-edge technical expertise, it also requires us to explore new ways to better support our customers in the exploitation of resources, notably through digital innovation. We explore these potential new solutions with our customers and partners to develop different models to produce, treat and manage water to ensure society fully appreciates the importance of the resource once again.

Inaugurated in 2022, Aquaverse is a unique environment: it is both a modular space spanning 450 m² in the heart of Paris that boasts a set of methodological skills and an ecosystem of partners to accelerate innovation for the water transition. When customers, potential customers and Group employees visit Aquaverse, they enjoy a powerful shared experience during which they imagine and create different models to produce, treat and manage water.

A tailored action plan for local authorities and industrial clients

— At the end of their visit, local authorities and industrial clients may benefit from tailored advice. The experts at Aquaverse conduct a 360° analysis of each customer's unique situation, for example about how to manage their infrastructure, maintain their networks or

3. Conferences and workshops are regularly organized to help Saur teams gain fresh perspective on their jobs.

2.

450 M² dedicated to innovation within Aquaverse by Saur

transition their water activities to a more low-carbon model. The analysis is followed up by collaborative development workshops intended to draft personalized action plans to suit each situation, which can then be put into action with help from our specialists. Local authorities have already called upon our services to take advantage of this tailored support.

Sharing our innovation culture

— To offer our teams fresh insight into their job and develop their skills, Aquaverse also calls upon researchers and experts from the Group to give conferences to in-person audiences and webinars to remote viewers. Moreover, Aquaverse regularly organizes workshops to encourage best practice sharing and enable everyone to participate in our innovation culture. ⊗

3.

PARTNERSHIP

Optimizing how we use water

The Saur Group has established a variety of partnerships to offer a wide spectrum of solutions covering all aspects of water efficiency and serving our entire ecosystem. By combining the expertise and knowledge of our partners (Hydrao, Aquassay, Innovaya, etc.), we encourage people and organizations to change their habits to benefit all.

Together, we are stronger. This innovative environment helps us perform a comprehensive assessment of how water is used in a given area (such as an industrial plant, town or region). Having precisely identified this information, it is then possible to put in place a series of actions to suit each need, for example, efficient processes, waste sorting, substitution of chemical, or ReUse, to benefit clients. As such, we build paths to take a tailored approach to reduce water consumption, hand in hand with the organizations concerned.

Furthermore, our network of partners enables us to offer the most innovative solutions. For example, we equipped the Chalet in the Tête d'or park in Lyon with an advanced water treatment system, which saved 1,460 m^3 of water last year, reusing 2,920 m^3 each year. The Chalet is now one of the most water-efficient facilities in France, representing a huge source of pride for the Saur Group! By working with the top talent in our industry, we can go further faster to develop a new approach to managing water that is decentralized, circular, multi-resource and multi-quality while also more effectively ensuring adequate quality and quantity.

This represents a considerable change in our approach, leading to a much more sophisticated and complete understanding. ⊗

1.

Sustainability at the very heart of our products and services

To ensure society once again starts to fully appreciate the importance of water, we have to design, maintain and upgrade infrastructure to become lastingly efficient. They must be designed to save, efficiently use, treat and better exploit water. Saur deploys such expertise day in, and day out, through its Water Engineering and Industrial Water Solutions divisions.

2.

1. The range of Cise TP solutions serves to lastingly rehabilitate our customers' networks.
2. Saur has applied its decarbonization techniques using lime to enable the town of Coulommiers to now supply high-quality drinking water.

SPOTLIGHT —

Keeping a close eye on infrastructure

› Drinking water networks are increasingly closely monitored. Local authorities orient their asset management policies to improve their understanding, identify leaks and plan upgrade work. While wastewater networks may be seen as less of a priority, it is still just as important to maintain and upgrade them.

895,000 km of drinking water distribution networks in France

20% of drinking water lost in France

2023 Cise TP obtains the Label RSE TP - Committed Level awarded by the French FNTP

Over time, water networks degrade due to corrosion, cracks, breakages and disconnections, which can alter the water quality and affect the environment. In France, nearly 20% of water is lost as it is pumped through the supply network. To repair and maintain pipes without harming the environment and disrupting life above ground, Cise TP offers a comprehensive range of solutions to fix pipes without digging trenches by using video inspection for sleeving, flushing, milling, and the installation of doubling or branch pipes. The comprehensive services provided by Cise TP enable our customers to lastingly renovate their networks while minimizing disturbance, cost and the duration of work.

CarboPlus® eliminates micropollutants

— Our CarboPlus® solution is now used by over 30 customers in France and Switzerland. Developed by Stereau, it eliminates the micropollutants found in water without producing any waste using regenerated activated carbon. Delémont, the capital of the Swiss canton of Jura, adopted CarboPlus® in 2022 to treat the 1,940 m^3 of water that its wastewater treatment plant processes each hour. From 2023, the wastewater treatment plant in Villette, also in Switzerland, will embrace our solution to guarantee the sustainable treatment of the water from 12 communes in the canton of Geneva as well as the effluent from the wastewater treatment plant in the French commune of Annemasse.

Eliminating pollutants at the source

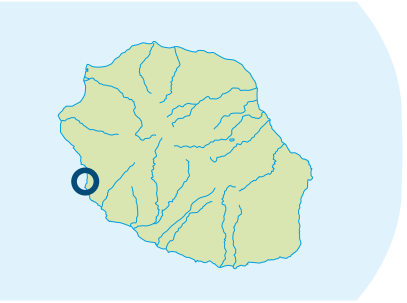
— When it comes to treating industrial water, technology such as ozone treatment, activated carbon, UV and sand filtration serves to eliminate micropollutants. Our experts from the Industrial Water Solutions division take action, in particular with pharmaceutical plants and hospitals, for example, in the Netherlands, where removing medical residues represents the number one priority for public authorities. In 2022, Nijhuis Saur Industrie delivered a new ozone water treatment facility for the Houten wastewater treatment plant, just outside Utrecht. The aim is to eliminate a greater proportion of medical residues to render purified water to the Lek canal, which flows between the Amsterdam and Rhine canal.

High-quality water for all customers in Coulommiers

— In the French town of Coulommiers near Paris, children under the age of 12 have been told not to consume the drinking water since 2016 because of the excessive presence of fluoride and strontium, two chemical elements that are naturally found in groundwater. To reduce the levels of fluoride and strontium in the water and bring it in line with the quality standards in force, Saur's engineering subsidiary put in place the first water treatment channel of its kind in France. In our new drinking water production plant in Coulommiers, water from drilled wells is decarbonized using lime to produce very high-quality drinking water that is less hard and with lower levels of fluorides and metals. ⊗

Becoming the champion of the water transition by 2030

2. By listening to our customers and driving progress together



REUNION ISLAND — FRANCE

Reunion Island presents significant disparities. While half of the inhabitants enjoy access to good quality water, the other half is supplied by inadequate sources, exacerbated by complex climatic conditions. That is why Cise Réunion, a local subsidiary of Saur, is working to implement innovative technology to effectively treat the raw water extracted, improve its quality before distributing it to customers and, finally, returning it to the natural environment in a responsible manner.

50%

of people living on Reunion Island are supplied by networks that do not guarantee water safety, as there is a lack of suitable treatment solutions. (Source: ARS of Reunion Island)

51 years

According to Météo France, October 2022 is the driest month ever observed over the last 51 years on the island.

CASE STUDY #2 —
REUNION ISLAND / FRANCE

There are many obstacles to supplying the population living on Reunion Island with drinking water, including heavy rainfall, dangerously high levels of UV radiation, and the quality of water varying according to the elevation. Our teams from Stereau and Cise Réunion harness a wide range of technology to mitigate these challenges and guarantee the availability of water on the island.

Ensuring sustainable access to high-quality drinking water

1. Stereau and Cise Réunion are working on other projects to facilitate daily life for people living in Saint-Leu and Saint-Pierre. The aim is to ensure everyone has access to drinking water at all times.

Confronted with heavy rainfall during the wet season and severe droughts in summer, Reunion Island is particularly vulnerable to the consequences of climate change. In addition to this acute problem, the deteriorating state of the water networks further aggravate the day-to-day supply of fresh-water to the island's population. For 15 years, our subsidiaries Stereau and Cise Réunion have been leveraging their expertise in hydraulic engineering and water treatment to safeguard access to high-quality drinking water for people living on Reunion Island. The challenge is considerable as the quality of the water there varies enormously due to the many different micro-climates on the island. Very low in mineral content, the water can also present high levels of suspended solids and micropollutants, depending on the volume of rainfall.

Stereau improves services in Tampon

— In the town of Tampon, the teams from Stereau were tasked with designing and building the Leveneur facility, a drinking water treatment plant. Soon to be commissioned, the facility will supply 30,000 m^2 of drinking water, water each day to some 75,000 residents in Tampon's urban area, while also exceeding standards currently in force.

To guarantee this level of quality and maintain a steady supply throughout the year in a region known for the turbidity of its water reserves, Stereau was also entrusted with building two 5,000 m^3 reservoirs at the Leveneur facility, one for raw water and the other for treated water, thus developing a water pretreatment system that suits local requirements.

Significant pressures stemming from the location

— The teams from Stereau also took advantage of their agility and adaptability when renovating the Bras des Calumets drinking water production facility. Due to local weather conditions, the technology used on-site was carefully selected. The Bras des Calumets facility now treats water to make it potable using a specific combination of sodium carbonate and calcium fluoride before it undergoes sand filtration and is disinfected using UV chemical residuals and chlorine gas. ⊗

THREE QUESTIONS TO **HUGO BARDI,**
PRESIDENT OF SAUR WATER ENGINEERING

"The source of our added value primarily lies in our ability to react to any eventuality."

How does the expertise of the Water Engineering division substantially increase the speed of the water transition across regions?

H.B. — Our Water Engineering division combines a range of cutting-edge engineering solutions in drinking water infrastructure and services. Yet the source of our added value primarily lies in our ability to react to any eventuality, as we demonstrate day in, and day out on Reunion Island. It is essential, especially in a region with ever-greater constraints caused by climate change and aggravated resource scarcity. Our areas of expertise serve to respond to many water-related challenges our clients face, such as fluctuating water quality and quantity available, the rising prevalence of micropollutants in water and reusing treated wastewater.

How does renovating water networks and facilities help preserve the resource?

H.B. — Upgrading water networks and facilities is a priority. Without efficient infrastructure that combines innovative smart solutions for the water cycle and lower environmental impact, it would be impossible to bring about sustainable water consumption, which is the ultimate goal of the water transition. Our teams are working hard every day on this major project, on Reunion Island and in all the other regions in which we operate.

Will designing new infrastructure help to drive the water transition forward today and into the future?

H.B. — We truly believe it will. On Reunion Island, the project successfully completed by Stereau at the Leveneur drinking water treatment plant demonstrates how we adapt to local constraints to ensure the population can access high-quality drinking water at all times. It is with new infrastructure like this, harnessing increasingly innovative and pioneering solutions, that we will be able to protect the resource and guarantee everyone access to water. ⊗

200 microclimates identified on Reunion Island

64% of people in France fear a water shortage. Over the past 25 years, this statistic has increased considerably, up from only 32% in 1996. (baromètre C.I.Eau - Kantar "Les Français et l'eau")

30,000m^3/day the volume of water treated to be made potable by Saur at the facility in Tampon

1.

1/2. Imageau harnesses digital technology and environmental expertise to help preserve water resources.

93 out of 100 departments in France imposed water restrictions in summer 2022

Developing sound water management

As threats weigh heavy on the availability of water, artificial intelligence and data have a crucial role to play. By automating 80% of our operations by 2025, we are making it possible to more effectively and proactively manage our water.

Two-thirds of all drinking water consumed in France comes from underground water reserves. To monitor the level of these essential water tables and anticipate any risk of shortages, Saur developed EMI, a web-based digital platform designed to preserve water. It processes publicly available data along with data gathered from probes installed near our customers' water reserves to build predictive models using AI, which make it easier to closely monitor the state of water resources,

"We provide our customers with AI-based solutions to help them anticipate risks and durably draw water from their catchment areas and underground water tables."

MARJORIE BERTRAND, HYDROGEOLOGIST AND HEAD OF DEVELOPMENT AT IMAGEAU

600 drilling sites are supervised in real time using Imageau

1,022 weather stations are monitored by Imageau

120 communes faced water shortages in summer 2022

thereby enabling our customers to make better informed decisions when it comes to restricting water use, optimizing water sources and more accurately positioning drilling sites.

Making information more accessible with *info-sécheresse*

— The Group developed *info-sécheresse* to make drought data public through a free-to-access platform that enables anyone interested to track changes in water resources in France and anticipate any drought risk in their area. Our platform collates over 100 million pieces of data (relating to the weather, waterways, streams and water tables) through a public database containing records going back 70 years.

2.

Building a future-facing model to manage water in Saudi Arabia

— In 2022, Saur teamed up with Saudi-based technology company Obeikan to enrich its services by developing a platform to automate interventions by harnessing data processing and artificial intelligence. The integration of this platform, which draws on the lean management practices in our solutions, enables our clients in Saudi Arabia to effectively exploit data analysis to optimize their operations.

This partnership has helped expand the range of cutting-edge solutions available through our platform and provides those involved in the Saudi water market with innovative tools to deliver top quality public services.

Recognizing our BIM expertise

— As part of the project to modernize the drinking water plant in Orly, Stereau harnessed its expertise in creating detailed 3D models of buildings in a process better known by the acronym BIM. Moreover, this expertise was recognized in 2022 with a "silver BIM" (in the category of renovation projects of over 30,000 m^2) at the ninth annual "gold BIM" awards. Since it was opened in June 2022, the Orly plant processes 150,000 m^3 of water each day to supply drinking water to 600,000 people living in the French capital. ⊗

Reducing, reusing and recycling to preserve water

What if we could preserve water by saving the water we already have? The Saur Group has developed a range of solutions, including improving unaccounted-for water, reusing the resource and desalinating seawater, to save, reuse and recycle this precious resource.

1. A large majority of French people say they are ready to use recycled wastewater for many domestic tasks (87%) and consume foods watered with treated wastewater (81%). Source: 2022 C.I.Eau - Kantar barometer

2. Reusing treated wastewater is fast becoming an essential solution to respond to increasing pressure on water resources.

3. To respond to the shortage of fresh water, a desalination plant for seawater was built on the Island of Groix off the coast of Brittany in France.

01

Aquapor at the vanguard against unaccounted-for water

— Unaccounted-for water refers to the volume of water produced by water suppliers but never reaches customers, primarily due to leakages from pipes, defective water meters and illegal connections.

In Portugal, unaccounted-for water totaled 28.8% in 2021, according to the latest report from national authorities. Aquapor, our Portuguese subsidiary, has been working on a number of areas since 2008 to improve the rate of accounted-for water across its networks. Based on a water assessment, our teams calculate a range of key performance indicators to identify the causes of inefficiencies, as well as intervention priorities. Our plans set out a variety of different actions, including dividing the network into sectors, controlling flow rates, actively seeking out leaks and managing water pressure. While renovating the pipelines enables us to reduce "real" losses of drinking water, optimizing the way we manage meters and conducting more thorough checks on buildings connected to the network allows us to combat any apparent losses.

Such efforts have had a considerable impact. Between 2008 and 2022, the proportion of unaccounted-for water recorded by Aquapor shrunk from 27.5% to 14.1%, half that of the national average. The subsidiary is aiming to drop below 14% to continue to reduce the pressure on water reserves, which is key given the increasing scarcity of water.

2.5 million people in Portugal are supplied with water through Aquapor services

1.7 billion m^3 of wastewater are reused each year in Europe

558 million m^3 of wastewater were treated at our plants in 2022

2.

3.

02

Reusing wastewater to give it a second lease of life

— Much like Spain, Italy and Israel, Cyprus has recently become a champion on the world stage of wastewater reuse treatment technology thanks to help from Saur, which is spearheading progress in this area (see pages 16-17).

In France as well, the use of this technology is on the rise. For example, Saur has been reusing treated wastewater on Île de Ré since 2011. The Flotte-en-Ré wastewater treatment plant delivers between 30,000 and 50,000 m^3 of treated wastewater every year, which is used to irrigate 113 hectares of controlled designation of origin potato fields and horse pastures. In Mauron in north-western France, Saur distributes 35,000 m^3 of treated wastewater each year to irrigate 101 hectares of crops.

Industrial processes can also take advantage of this approach. Indeed, in one of Europe's largest meat-packing factories, Nijhuis Saur Industries transforms 4,000 m^3 of wastewater into certified drinking water each day, which is reused in the facility's production processes. By harnessing solutions such as sand filtration, UV filtration, reverse osmosis and disinfection, our customer can expand its operations as water is less scarce.

03

Using our desalination units to support the island of Groix

— In the summer of 2022, Lorient council called upon Cise TP to provide emergency support to the drinking water production system on the island of Groix (off Lorient, France), which was struggling with severe drought. Our teams deployed a network of pipes to pump seawater to a reservoir specially set up for the process. It constantly stored 250 m^3 of seawater that went on to be treated using reverse osmosis at a drinking water treatment plant temporarily installed nearby. This emergency solution bolstered the existing production capacity of the island's drinking water infrastructure to service demand during the peak summer period, supplying 20 m^3 of freshwater per hour (i.e. 20,000 liters/hour) to tourists and locals on the island.

43% more work/study students hired in 2022 than in 2021

1.

2.

1. Gestagua, in Spain, raises awareness among young people about how to use water sensibly. / **2.** Keen to support young people in education, Saur took on 751 interns and work/study students in 2022, up significantly from 583 in 2021.

Playing an active role in the local community

We are taking action in the heart of the communities in which we operate to boost economic growth and social progress, create jobs locally to help people back into work after long-term unemployment, and raise awareness about social and environmental issues.

In France, Saur set itself a target to bring the proportion of work/study students and interns in its workforce to 10% by 2025. In 2022, nearly 400 work/study students joined our teams, up 43% from the previous year. Partnerships with the Lycée des Ardilliers de Saumur and the Institut régional universitaire polytechnique (Irup) in Saint-Étienne enabled the Group to recruit around 15 apprentices who will be trained in our technical professions and receive technical certification (Technicien supérieur de maintenance industrielle, TSMI). In this profession where skilled workers are highly sought after, young people who have recently qualified are sure to enjoy strong career prospects. Following a 24-month training period, during which the internships are run by experts from Saur, work/study students have the opportunity to join our teams.

Encouraging people back into work after long-term unemployment

— To remove certain obstacles stopping people from getting back into work, Saur has included professional reintegration clauses in its contracts. For example in Saint-Étienne, where in 2022 we won a major call for tender to produce and distribute drinking water in thirteen districts in the area, our proposal included 200,000 hours of work specifically for people who have been out of work for a significant length of time, disabled people, people under the age of 26 and jobseekers over the age of 50.

3.

4.

3. Pink October is now one of the main French causes supported by the Saur EllEau network. / **4.** Distributing pocket ashtrays to encourage people to keep water and land litter free.

SPOTLIGHT —

Taking action against breast cancer

With support from our EllEau network, set up to promote gender equality within the Group, Saur entered into a partnership with Courir pour elles, a charity striving to combat cancers that affect women by raising awareness regarding prevention and improving the quality of life of women living with cancer. To help our partner raise funds for research, all employees who were interested took part in events held in aid of Breast Cancer Awareness month, also known as Pink October.

The Saur Group also established a partnership with Second Chance Schools*, the French national agency for adult vocational training (Afpa), local organizations and the unemployment office. This partnership trains jobseekers, people looking to retrain and people who have been out of employment for a significant period of time. The French Ministry of Labor and Employment issues participants with a qualification at the end of a 12-month work/study course.

Supporting companies in the social and solidarity economy

— Our job happens first and foremost out in the field. We often work outside, sometimes underground, but we are always near water in all we do. And as such, our clothing is really put through the mill! However, the textile industry accounts for a rather significant proportion of global greenhouse gas emissions (10%). That is why, in 2022, we decided to call upon Triethic to recycle our old uniforms. The company employs people struggling to get back into work to collect the unwanted textiles. Operating within the social and solidarity economy, Triethic transformes our worn-out work clothes into fibers used in the automotive and construction industry, or as fuel to generate energy. This partnership has served to recover value from over 300 kilos of clothing.

Raising awareness about the need to protect the environment and water

— In 2022, our efforts to protect the environment also involved operations alongside lakes, rivers and beaches, especially in Andalusia. Gestagua, our Spanish subsidiary, rolled out a campaign to raise awareness among residents in Fuengirola, a town on the Costa Del Sol. Named "El Mar Empieza Aquí" (the sea starts here), the campaign enlisted the help of 4,000 school children from the local area to clean the beaches, while raising awareness among residents and tourists about the impact of waste on the environment. Various signs were put up in the streets of Fuengirola to remind people of the consequences cigarette butts, paper and disposable masks can have on marine wildlife. ⊗

* Second Chance Schools (SCS) offered tailored programs to young people aged between 16 and 25, who may or may not have any qualifications but are struggling to find work. The network in France includes 146 schools based throughout the entire country.

Becoming the champion of the water transition by 2030

3. By setting an example and conducting ourselves responsibly

SOLARPACK — SPAIN

As the first French water company to have issued sustainability-linked bonds, the Saur Group tied its financial performance to its ability to create a tangible and measurable positive impact on society. Our effort to ensure the electricity we use is generated exclusively by renewable sources from 2023 helps us combat climate change by dividing the carbon intensity of our activities by six by 2025.

100 GWh

The agreement concluded with Solarpack, which enters into force in 2023, covers the supply of 100 GWh of electricity, which represents 8% of our total consumption in 2021.

6-fold reduction

in the carbon intensity of our operations by 2025.

CASE STUDY #3 — **SOLARPACK** / SPAIN

By signing a long-term power purchase agreement with the Spanish solar energy supplier Solarpack, the Saur Group has been able to further increase the proportion of renewables in its energy mix and help develop green energy, thereby benefiting the regions in which it operates. This agreement opens the possibility for us to source 100% of our electricity from renewable energy to power our operations in 2023.

Harnessing renewable energy to make our model even more environmentally friendly

As part of efforts to rethink our entire approach to take account of the environmental impact of everything we do, we were compelled to reconsider our supply chains, in particular with respect to energy. To decarbonize our operations, we are diversifying our electricity sourcing to integrate suppliers that specialize in renewable energy. We have turned to hydroelectricity, the second largest source of electricity production after nuclear energy and the primary source of renewable electricity in France.

In September 2021, the Saur Group entered into its first renewable power purchase agreement with ENGIE, France's leading provider of renewable energy and the third largest generator of hydropower. The terms agreed to include the provision of 40 GWh per year of hydroelectricity — enough to power 2,500 homes — at a set price for a period of four years.

SPOTLIGHT —

Sustainability-Linked Bonds

In line with its 2021-2025 sustainable development roadmap, the Group successfully issued its Sustainability-Linked Bonds to refinance its debt, thereby binding financial performance to sustainable performance. In 2022, significant progress was made, in particular in relation to our carbon footprint as we cut our carbon intensity 21% on 2021 (over a three-year rolling period across scopes 1 and 2), i.e. 114.3 $tCO_2eq.$ down from 144 $tCO_2eq.$, by increasing the proportion of renewable energies. Customer water use was down 5% from the previous year. We also continued to improve the gender balance in executive positions, with women accounting for 26.75% in 2022, compared with 21.2% in 2020. We are more focused than ever on achieving the targets set for 2025.

Solar energy, a new means to decarbonize our operations

— In fall 2022, the Group finalized a similar agreement with the Iberian supplier Solarpack. This contract however centers around solar energy, covering 100 GWh of renewable energy, the origin of which is guaranteed, from one of the leading Spanish providers of photovoltaic power, for a period of 13 years.

Given the considerable tension in the energy market, the agreement concluded with Solarpack enables us to include the electricity generated by our partner in their Monclova and Penaflor fields in Andalusia in our energy mix. This strategic partnership furthers the Group's environmentally responsible strategy by financing the renewable energy industry over the long term, while also lastingly safeguarding our electricity supply at a reasonable price.

This energy supply offers us the opportunity to continue to cut our carbon footprint, and we intend to achieve a six-fold reduction in the carbon intensity of our operations between 2021 and 2025. ⊗

THREE QUESTIONS TO **SILHAM EL KASMI,** SENIOR EXECUTIVE VICE PRESIDENT GROUP OPERATIONS

"Forging a water transition also means contributing to the development of renewable energies."

What are the advantages of a Power Purchase Agreement (PPA)?

S.EK. — PPAs enable us first and foremost to source green energy from a specific supplier, whose production assets are known to us. As such, we avoid having to purchase electricity on the global market, which doesn't give us the insight to know where the energy we consume comes from. The other major advantage of these contracts is that they give us the opportunity to secure a certain volume and a certain price with a green energy supplier, which safeguards our supply over the long term. The PPAs already concluded with Solarpack and ENGIE satisfy not only the Group's environmental commitments, but also the concerns of our customers, especially local authorities.

What are the details of the PPA signed with Solarpack?

S.EK. — The 100 GWh purchased from Solarpack, along with the corresponding guarantees of origin, enable us to cover our electricity needs for our operations in Spain and Portugal with energy from renewable sources over a 13-year period. This is how we help finance local renewable energy providers while also safeguarding our electricity supply for the long term.

Is there a connection between decarbonizing your operations and Saur's ambition to position itself as the champion of the water transition by 2030?

S.EK. — The water transition has led us to move away from considering our operations in terms of the volume of water we supply to customers, to instead focus on the amount of water we help them to save. We're trying to save water, for example, by encouraging local authorities and industrial customers to minimize the volume of water they consume and opt for more circular models, as well as taking action to reduce the environmental footprint of our operations. By establishing PPAs with providers such as Solarpack, we are helping to reduce the volume of emissions generated by our operations by using local, low-carbon energy sources, including wind, photovoltaics and hydropower. By further minimizing the environmental impact of the way we produce drinking water and treat wastewater that we will stand out as a key driver of the water transition. ⊗

83% of new energy production capacity worldwide is renewable in 2022 (Irena)

70% of land in Spain is at risk of desertification (GIEC)

1.

1. Thanks to the multiplication of initiatives promoting renewable energies (above a solar tracker) Saur is decarbonizing its activities. / **2.** Aqua-Chem designs solutions that minimize energy consumption while maximizing water recovery.

Decarbonizing our operations

Energy is essential at every stage of the water cycle — extraction, transport, treatment, as well as industrial and domestic usage. Water-related activities and sanitation currently account for 4% of global electricity consumption. Committed to decarbonizing its operations, Saur regularly undertakes initiatives to reduce the amount of energy it consumes at its facilities, making them greener and even self-sufficient.

In Plouédern, northwestern France, the Pont-ar-Bled drinking water production plant will start using photovoltaic cells in 2023 to help power the facility, generating enough power to cover up to 50% of energy needs. The advantage of this technology is that the panels follow the Sun as it moves across the sky, thereby optimizing the amount of electricity they are able to generate throughout the day. This guarantees the availability of carbon-free energy and thereby minimizes the environmental impact of our facilities.

Harnessing data to cut energy consumption

— In 2022, we entered into a partnership with the artificial intelligence specialist Purecontrol. By integrating the technology developed by a Rennes-based startup, we were able to optimize the energy consumption of our water treatment plants and regulate the operation of our most energy-intensive equipment. This solution enables the Group to comply with environmental standards, control

2.

"We cannot achieve the water transition without also bringing about the energy transition, and vice versa. We are committed to minimizing the impact we have on the planet while developing new ways of managing water to benefit communities now and well into the future."

MARIE FRANCOLIN, GROUP CHIEF STRATEGY DEPLOYMENT OFFICER & CHIEF OF STAFF

5 GWh/year of biogas will be injected into the Montauban gas network from 2024

35 solar trackers will be installed in 2023 to power our facilities with solar energy

the risk of breakdowns, help technicians on the ground in real time, as well as optimize energy costs in exchange for minimal carbon impact. Consequently, we have been able to cut the greenhouse gas emissions from our water production and storage facilities by 20 to 40%!

This solution will be progressively installed on the French sites managed by Saur to analyze and control the operation of the most energy-intensive equipment. In the future, it will benefit all international water treatment plants operated by the Group.

Transforming wastewater into energy

— Given the current pursuit for energy sovereignty, wastewater treatment stations and the raw material they use—sludge—can play a key role in producing gas and electricity locally. By harnessing anaerobic digestion to exploit organic matter found in effluent, we are able to transform our wastewater into low-carbon energy. The Saur Group already uses this technology across a number of its facilities throughout France, in Aubenas, Saint-Thibault des-Vignes, Vence, Cherbourg, Saint-Nazaire and Saint-Étienne. At the Verdié facility in Montauban, our wastewater treatment plant will be equipped with an anaerobic digestion unit able to inject 5 GWh/year of biogas into the mains gas network, which equates to the annual consumption of 1,200 well-insulated energy efficient new build homes in the Greater Montauban area.

Using ultrasound to accelerate anaerobic digestion

— At our Tourlaville-Cherbourg and Ecossiernes (Saint-Nazaire) treatment plants, the teams from Stereau are using our Sonoflux® technology to produce more biogas from sludge. The ultrasonic waves produced by our Sonoflux® increase the pressure and reduces the amount of time the sludge needs to stay in our anaerobic digestors, which speeds up the process and ultimately enables our facilities to generate more biogas.

Developing hydrothermal gasification, a promising innovation for R&D

— In 2022, our R&D teams spent a considerable amount of time focusing on the highly promising process of hydrothermal gasification. Designed to convert wet biomass into methane-rich syngas, hydrogen and carbon, this thermochemical process transforms wet waste and residues into renewable gas, fertilizer or water, opening up a great many opportunities to expand the circular economy by recovering wastewater sludge. ⊗

1.

Working together to go further, faster

By bolstering diversity and inclusion at every level of the Group, we cultivate our ability to innovate and come up with solutions to preserve water and encourage society to fully appreciate the importance of water again. Through agile approaches to management, we provide our teams with training to enable them to tackle the challenges ahead.

"The role of auditing and internal control is now more important than ever as Saur expands rapidly throughout France and the rest of the world. We need to support this growth by structuring and harmonizing our core control procedures and integrating new entities."

MARINA IVANOVA,
CHIEF INTERNAL AUDIT, INTERNAL CONTROL AND GROUP PROCESS EFFICIENCY OFFICER

1. Saur is committed to increasing diversity, gender balance and the proportion of women in its workforce. The Group has pledged to increase the proportion of women in executive roles to 40% by 2025.

75% of operational managers trained in safety by 2022

1,000 employees received sustainable development training through Ciné Saur in 2022

Saur developed a program to identify and nurture the Group's leaders of tomorrow, known as NextGen'Voices. Identified from across all our business lines and regions, 30 high-potential employees aged 25 to 34 followed a leadership course over 18 months, run both by Kedge Business School and our own executives.

During the course, the NextGen'Voices were able to further develop their skills by working as a team on projects dealing with strategic matters for the Group, as the ownership of our sustainable development issues.

Ciné Saur—a new way to present the Group

— Ciné Saur, one of the ideas hit upon by the NextGen'Voices, was rolled out in 2022. These workshops, which lasted 90 minutes, were held in person and involved employees attending in small groups, blended cinema and quizzes to present or remind participants about the main ideas of sustainable development in a fun and engaging way. Each Ciné Saur session concluded with a collaborative workshop designed to initiate the tangible projects put forward by our teams, which have included introducing conservation grazing at a wastewater treatment plant, installing a wind turbine at another facility, and insulating a branch office. Following the initial deployment phase, which reached over 600 employees in France, the program is now being rolled out across the entire Group.

Promoting diversity through our mentor scheme

— In order to achieve the Group's diversity goals throughout its business lines, the EllEau network has for the last two years been supporting female employees through a mentoring scheme. In 2022, the EllEau network rolled out a new program to boost the careers of over 30 women working for the Group in France and around the world by focusing on sharing individual learnings and professional skills. At the same time, we enriched our online training platform MyAcademy by uploading new content designed to underpin the Group's gender equality culture by combating sexist stereotypes and bullying.

The key role of internal control and risk management

— In recent years, Saur has undertaken a colossal effort to update and upgrade its internal control and risk management procedure, involving employees from all over the world. The work is designed to help the Group achieve its growth targets. As such, the internal control and risk management procedure ensures continuous oversight to identify the risks and opportunities that could help or hinder Saur in achieving its strategic targets. It covers all the Group's activities and structures, tackling all major risks as determined by its risk map. The procedure also seeks to provide reasonable assurance as to the reliability of the financial information published, compliance with laws and regulations and the exercise and optimization of operations. ⊗

400 training modules available on our digital platform MyAcademy in 2022, compared to 185 in 2021

Putting Safety Leaders at the head of each team

— As we have a duty to protect all our employees, safety forms a major focus of our manager training policy. In 2022, we rolled out "Safety Leader" training for the Group's 500 managers. The idea is to encourage our operating managers to adopt the most positive managerial attitude and promote a "zero accident" culture. The sessions, held over two days, positioned safety concerns at the heart of the decisions and actions taken by operating managers.

Prioritizing safety on the ground

— In 2022, Saur offered its teams at the Saumur facility an innovative, immersive course to raise awareness about safety. Participants were equipped with a virtual reality headset to transport them to a worksite, where they were confronted with a situation that saw them being buried, with the tech making them feel as though they were really there. It was an effective way to introduce employees to the safety best practices they need to follow to help them better prevent risks everywhere we operate.

Our "Safety Guardians" guide, communicated to all our branch offices and facilities, presents our "Golden rules and behavior to adopt to stay safe" that form a framework for everything we do, everywhere we work. In April 2022, on the World Day for Safety and Health at Work, we shared this guide to give everyone the tools they need to develop a responsible attitude.

Rolling out blended learning augmented by digital technology

— In 2022, our training programs continued to further embrace digital technology. Our modules now integrate blended learning to enable our employees to benefit from training, either remotely or in person, in areas such as safety and management.

At the same time, we rolled out webinars in September 2022 to enable our employees to acquire and develop their soft skills. These initiatives enjoyed considerable success, attracting between 200 and 400 participants at each session. Our interactive program encourages participants to express their thoughts and share their experience on topical issues or core subjects such as sustainable development, disability, and the General Data Protection Regulation (GDPR). ⊗

"To engage, retain and effectively support young talent, we became the first company to do away with the probation period in France in 2021. This popular initiative has now been replicated in other countries where the legal framework makes it appropriate (the Gulf countries, Poland, Portugal, Spain and the UK)."

XAVIER SAVIGNY, GROUP CHIEF HUMAN RESOURCES, ORGANIZATION AND TRANSFORMATION

SPOTLIGHT —

Integrating disability into our training policy

› In November 2022, we took part in the 26th edition of the European Week for the Employment of People with Disabilities (EWPD), during which we organized webinars about inclusion and released training modules on our MyAcademy platform. We aim to train all our people about best practice regarding how to best facilitate the integration of people with disabilities into the workplace.

Sharing our sense of responsibility

As a committed partner, the Group maintains solid business relations with a whole range of stakeholders each pursuing different priorities, including clients, suppliers and partners. First and foremost, Saur ensures all these parties share its high standards concerning ethics and business conduct.

In June 2022, we deployed a new comprehensive third-party assessment procedure by putting in place digital tools our teams can access before establishing any business relationship. The procedure integrates objective criteria to guarantee the highest level of integrity. If a red flag is raised, further analysis is carried out by the Ethics and Compliance Department, which supports our teams throughout the assessment process adopting an appropriate approach depending on the risks faced. This procedure enables us not only to effectively manage risks, but also sharpen our competitive edge and raise performance.

Raising awareness among employees about the risk of corruption

— In 2021, we mapped the risk of corruption and influence peddling in order to identify the highest-risk scenarios that require priority action to prevent, detect and control them. 80 interviews were conducted across the entire Group.

Since summer 2022, we have continued these efforts to raise awareness among the teams most exposed to such risks, as well as members of management bodies, by providing in-person training on a half-day course. The aim is to give our employees the tools they need to analyze the situations in which they find themselves, understand how to react in all circumstances and bolster the corporate culture with respect to ethics and compliance.

Developing a new Code of Conduct for the whole Group

— We updated our Code of Conduct in 2022. It applies to all Saur employees, working in all Group entities, professions and countries. The idea is to formally define our commitments and the behavior we expect our people to adopt at work, in their relationships with our partners, and society as a whole. The Code serves as a guide for the way everyone in the Group should behave, to ensure we conduct ourselves appropriately day in and day out. At the same time, Saur developed a whistleblowing system to allow people within the Group or beyond to report any situation that may represent a breach of the Code of Conduct, as well as any legal or regulatory obligations. ⊗

~200h of in-person training in ethics and compliance provided since summer 2022

SPOTLIGHT —

A new ISO 37001 certification for our anti-corruption system

› ISO 37001 certification enables organizations to prevent, detect and deal with problems related to corruption. It involves adopting an anti-corruption policy, designating a person responsible for overseeing compliance with anti-corruption measures, providing training and assessing risks.

SPOTLIGHT —

Supporting our suppliers with their CSR strategy

› In 2022, in partnership with the CSR ratings agency EcoVadis, we mapped the CSR performance of our 8,000 suppliers, 90% of which are based in France. This performance assessment enabled us to identify the suppliers that represent the highest CSR risk and support them to improve their strategy.

GOVERNANCE

The complementarity of our governance bodies enables us to benefit from a strategic vision of the water market, allowing us to steer our activities close to the ground and develop a single ambition pursued by all to become the champion of the water transition by 2030.

Commitment at the highest level

"We will become the champion of the water transition and pick up the pace of our expansion by positioning sustainable development at the heart of everything we do, leveraging R&D and digital technology to transform our operations, and making our current and future clients central to our growth strategy."

PATRICK BLETHON

Executive Committee

Chaired by Patrick Blethon, the Executive Committee comprises 27 members, who each hold key positions within the Saur Group. On March 1, 2023, the Executive Committee merged with the Management Committee to form a single body.

The new Executive Committee upholds the Group's ambition to become the champion of the water transition by 2030 and deals with matters of critical importance in the ordinary course of business. The new governance structure has been designed to make strategic decisions more quickly while remaining in touch with the Group's operating divisions.

Supervisory Board

Chaired by Jürgen Rauen, the Supervisory Board is made up of eight members — one representative of EQT, the Group's main shareholder, six independent members and one representative of the 12,000 people employed by Saur. It meets at least four times a year. The Supervisory Board is tasked with overseeing the way the company is run by the Chairman and making decisions about strategic matters relating to the ordinary course of business. As such, the Supervisory Board can build upon the work of the Advisory Board, which meets once a month.

SPOTLIGHT —

ESG SteerCo

Responsible for improving the Group's ESG (environmental, social and governance) performance, the ESG SteerCo meets once every quarter. It is composed of representatives from the Sustainable Development Department, our main shareholder EQT and the Supervisory Board, as well as members from the governance team that specialize in the various matters considered.

Composition of the Group Executive Committee at March 1st, 2023

Patrick Blethon,
Executive Chairman of the Saur Group

Jean-Edouard Allard,
Mergers & Acquisitions Group Director

Nader Antar,
President of Saur International

Hugo Bardi,
President Saur Water Engineering

Pierre Castéran,
Senior Executive Vice-President West France

Constance Covillard,
Chief Marketing Officer

Anne-Laure Duvaud,
Group General Secretary

Silham El Kasmi,
Senior Executive Vice President Group Operations

Marie Francolin,
Group Chief Strategy Deployment Officer & Chief of Staff

Estelle Grelier,
Senior Executive Vice-President Group Commercial Strategy, Development and Marketing

Alice Guehennec,
Chief Digital and Information Officer

Stéphanie Guth,
France Human Resources Director

Richard Guyot,
Financial Performance Group Director

Menno Holterman,
Chief Executive Officer Nijhuis Saur Industries

Marina Ivanova-Corel,
Chief Internal Audit, Internal Control and Group Process Efficiency Officer

Albin Jacquemont,
Group Chief Financial and Acquisitions Officer

Carole Kalil,
Ethics & Compliance, Risk Management & Insurance Director

Patrick Martin,
International Chief Financial Officer

Wilbert Menkveld,
Chief Technology Officer

Pierre Mialaret,
Group Controller

Benjamin Moquet,
Director of Operations France

Vincent Pégoud,
Senior Executive Vice-President Public-Sector Partnerships

Xavier Piccino,
Senior Executive Vice-President East France

Ronald Ruijtenberg,
Chief Financial Officer Nijhuis Saur Industries

Xavier Savigny,
Group Chief Human Resources, Organization and Transformation

Christophe Tanguy,
Senior Executive Vice President, Strategic Projects & Group Initiatives

Amandine Viala,
Chief Purchasing and Supply Chain Officer

Audit Committee

Made up of three members, the Audit Committee chaired by Matthias Fackler meets at least twice a year. It is responsible for checking the financial statements, as well as ensuring the financial data contained therein is accurate and Group compliance processes are effective. Furthermore, it oversees cash flow management and risk management, as well as disputes and arbitration over a certain threshold.

Appointments and Remuneration Committee

The Appointments and Remuneration Committee meets at least twice a year. Its role is to form an opinion regarding the appointment, removal and remuneration (including indemnities and benefits in kind) of the Chairman, members of the Executive Committee, and any Group employee whose gross annual fixed remuneration exceeds a certain amount. It is also consulted regarding the Group's remuneration policy, the implementation of any employee profit-sharing scheme and mandatory annual salary renegotiations. ⊗

SPOTLIGHT —

Dedication recognized

Represented by Patrick Blethon, our Management Committee was awarded with the CoDir Trophy at the 11th annual ceremony of the CoDir Trophies, which recognizes the HR teams of international companies and those on the SBF 120. This award comes as recognition of the aim pursued by the executive team and all Group employees to position environmental responsibility, gender equality and water preservation at the heart of the way it works.

KEY FIGURES 2022

Financial performance

FREE CASH FLOW

€119m

ANNUAL REVENUE FOR 2022

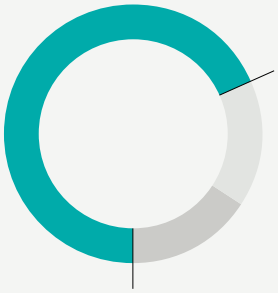
€1,935m

EBITDA (up 5.4%)

€253m

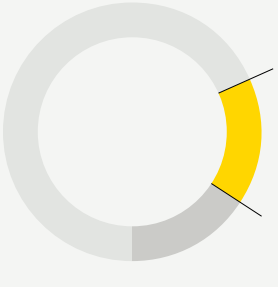
BREAKDOWN OF ANNUAL REVENUE

WATER SERVICES FRANCE



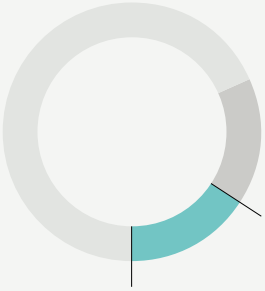
€1,324m

WATER SERVICES INTERNATIONAL



€302m

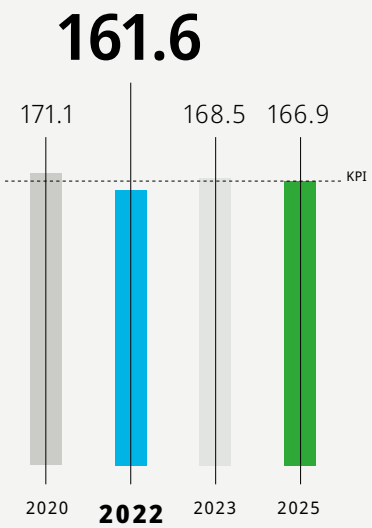
INDUSTRIAL WATER SOLUTIONS



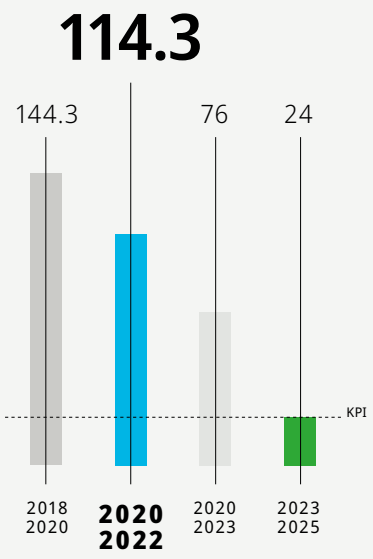
€309m

Non-financial performance

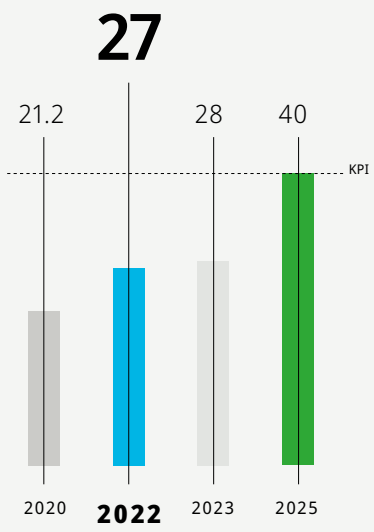
KPI #1
VOLUME OF WATER EXTRACTED FROM THE NATURAL WORLD (IN M^3 PER SUBSCRIBER)



KPI #2
CARBON INTENSITY FOR SCOPES 1 AND 2 (IN METRIC TONS OF $CO_2EQ/€M$)



KPI #3
PROPORTION OF EXECUTIVE POSITIONS HELD BY WOMEN (IN %)



Saur on the right track

⟩ In accordance with the commitments set out in its 2021-2025 ESG (environment, social, governance) roadmap, Saur has made progress with respect to sustainable development. In 2022, the Group adopted its purpose to encourage society to fully appreciate the importance of water again.

Awarded the EcoVadis Platinum medal for the second year running, Saur continues to work toward becoming the champion of the water transition. We are well under way to achieving the three non-financial performance targets linked to these bonds (water preservation, reduction in the intensity of carbon emission and promotion of gender diversity):

— The volume of water extracted per client reduced significantly in 2022.
— The Group is on track with its target to reduce its scopes 1 and 2 emissions to 24 $tCO_2eq./€M$ by 2025 (three-year rolling average). At end-2022, carbon emissions had already fallen considerably compared with 2020, from 144.3 to 114.3 $tCO_2eq./€M$.
— The proportion of women in managerial positions reached 26.8% in 2022. Water Services France also published its annual objective for gender equality and made progress for the second consecutive year with a score of 94/100 (compared with 93/100 in 2021). ⟨

Group Indicators

ENVIRONMENTAL INDICATORS

		Unit	2022	2021	2020
Drinking water	**Resource management - quantity**				
	Volume of water extracted from the natural world	Mm^3	**693.37**	695.65	768.36
	Quantity of drinking water produced	Mm^3	**724.46**	737.91	705.81
	● Volume of water extracted per subscriber	m^3/ subscriber	**161.6**	170.2	171.1
	Network performance *	%	**79**	80	77
	Network linear loss index (LLI) *	m^3/km/day	**2.45**	2.30	2.23
	Resource management - quality				
	● Bacteriological compliance rate of water supplied	%	**98.2**	98.1	99.1
	Physico-chemical compliance rate for water supplied	%	**95.4**	95.4	92.8
	Infrastructure				
	Number of water treatment plants operated	Number	**1,627**	1,609	1,634
	Length of drinking water supply networks	Km	**208,747**	187,991	174,806
Sanitation	**Return to the natural environment**				
	Volume of wastewater treated	Mm^3	**558**	590	546
	● Treatment efficiency in terms of COD	%	**94.3**	94.0	94.5
	Treatment efficiency in terms of BOD	%	**100**	97.6	98.1
	Treatment efficiency in terms of Total Nitrogen (NTK)	%	**86.1**	85.9	88.5
	Treatment efficiency in terms phosphorus (P)	%	**84.1**	83.4	86.3
	Infrastructure				
	Treatment efficiency in terms phosphorus (P)	Number	**3,025**	2,520	2,416
	Length of wastewater drainage networks	Km	**61,134**	53,880	50,507
	Waste and circular economy				
	Quantity of sludge produced by WWTP activity	Tons of dry material	**153,799**	156,030	118,200
	Proportion of sludge recovered	%	**98**	93	93
	of which spreading	%	**36**	48	34
	of which composting	%	**35**	23	34
Energy efficiency & transition	● Primary energy consumption	GWh	**186.7**	186.7	165.8
	● Electricity consumption	MWh	**1,228,649**	1,198,314	1,141,708
	● Percentage of electricity consumption met from renewable sources	%	**36.6**	6.3	/
	Of which Power Purchase Agreement (PPA)	GWh	**40**	/	/
	● Electricity consumption per m^3 of water produced	kWh/m^3	**0.72**	0.74	0.73
	● Consumption of electricity per kg of COD eliminated during sanitation	kWh/kg DCO	**1.03**	1.06	1.14
	Energy saving certificates	MWh Cumac	**108,052**	70,718	24,953
Climate change mitigation	● Direct GHG emissions (scope 1)	Tons of CO_2eq.	**56,201**	56,122	46,088
	● Indirect GHG emissions from electricity consumption (scope 2)	Tons of CO_2eq.	**47,258**	174,518	162,487
	● Carbon intensity for scopes 1 and 2 (3-year rolling average)	Tons of CO_2eq./€M	**114.3**	144.0	144.3
	Other indirect emissions (scope 3)*	Tons of CO_2eq.	**/**	968,218	/
Environmental management	Proportion of turnover covered by ISO 14 001 certification	%	**87**	86	92
	Proportion of turnover covered by ISO 50 001 certification	%	**60**	66	73

SOCIAL INDICATORS

		Unit	2022	2021	2020
Employment	Total workforce at 31/12	Number	**11,240**	10,515	9,041
	Number of people recruited	Number	**3,030**	2,421	2,117
	Proportion of new recruits on permanent contracts	%	**60**	47	53
	Proportion of employees on permanent contracts	%	**88**	88	91
	Proportion of managers	%	**/**	/	/
Diversity	Proportion of women	%	**22**	21	19
	● Proportion of women in executive positions	%	**27**	26	21
	Proportion of women among recruits on permanent contracts	%	**24**	15	18
	Proportion of employees under 26 years-old	%	**11**	10	9
	Proportion of employees over 55 years-old	%	**18**	19	17
	Proportion of disabled employees	%	**2.2**	2.5	2.5
Pay	Total gross payroll	€M	**375**	352	297
	Number of women among the 10 highest paid in the Group	Number	**3**	/	/
Skills development	Number of training hours provided during the year	Hours	**125,682**	103,493	84,370
	● Percentage of employees completing at least one training program during the year	%	**78**	81	86
	Expenditure on training as a percentage of payroll	%	**1.7**	1.5	2
Safety	● Occupational accident frequency rate		**10.3**	10.7	8.4
	● Occupational accident severity rate		**0.63**	0.53	0.27
	Proportion of revenue covered by ISO 45001 certification	%	**78**	85	87
	Share of employees trained in safety	%	**/**	/	/
Absenteeism	Total absenteeism rate	%	**4.8**	4.2	4.0
	Sick leave rate	%	**3.5**	3.0	2.6
Occupational wellbeing	Imposed employee turnover rate	%	**6.2**	5.7	/
	Employee satisfaction as reported in the annual engagement survey	/10	**6.6**	6.4	6.8
Professional integration of young people	Number of work/study students at 31/12 and number of interns	Number	**751**	583	503
	● Percentage of the workforce represented by interns and work/study students	%	**6.5**	5.4	/
	Number of interns and work/study students hired on permanent contracts	%	**12**	/	/

SOCIETAL INDICATORS

		Unit	2022	2021	2020
Saur Solidarity	Number of projects supported by par Saur Solidarités	Number	**8**	/	/
	● Share of funds allocated by Saur Solidarités dedicated to water and sanitation access projects	%	**78**	48	48
Sustainable procurement	Total value of purchases	€M	**1,038**	969	/
	● Percentage of purchases made in domestic markets	%	**96**	95	/
Ethics and compliance	Percentage of employees covered by the Group's whistleblowing system	%	**90**	/	/
	Percentage of target employees who have taken the anti-corruption e-learning	%		**92**	
	Percentage of the target population ("managers & equivalent") signing the Annual Declaration of Ethics and Compliance	%	**98.6**	/	/
	Proportion of supplier framework contracts containing an ethics & compliance clause	%	**89.2**	/	/

● Indicator verified by KPMG for the 2022 financial year
* : last year data (2021)

France Indicators

ENVIRONMENTAL INDICATORS

		Unit	2022	2021	2020
Drinking water	**Resource management - quantity**				
	Volume of water extracted from the natural world	Mm^3	**585**	585	651
	Quantity of drinking water produced	Mm^3	**626.5**	628	646
	● Volume of water extracted per subscriber	m^3/subscriber	**152.4**	161.7	/
	Network performance *	%	**79**	79	78
	Network linear loss index (LLI) *	m^3/km/day	**2.23**	2.20	2.03
	Resource management - quality				
	● Bacteriological compliance rate of water supplied	%	**98.6**	98.6	99.3
	Physico-chemical compliance rate for water supplied	%	**94.1**	94.1	96.0
	Infrastructure				
	Number of water treatment plants operated	Number	**1,558**	1,527	1,592
	Length of drinking water supply networks	Km	**197,730**	176,122	166,744
Sanitation	**Return to the natural environment**				
	Volume of wastewater treated	Mm^3	**327**	356	368
	● Treatment efficiency in terms of COD	%	**95.2**	94.6	95.0
	Treatment efficiency in terms of BOD	%	**98.3**	97.9	98.6
	Treatment efficiency in terms of Total Nitrogen (NTK)	%	**89.7**	89.7	89.5
	Treatment efficiency in terms phosphorus (P)	%	**85.2**	84.5	85.0
	Infrastructure				
	Treatment efficiency in terms phosphorus (P)	Number	**2,949**	2,434	2,384
	Length of wastewater drainage networks	Km	**55,619**	47,387	45,597
	Waste and circular economy				
	Quantity of sludge produced by WWTP activity	Tons of dry material	**86,397**	90,614	76,151
	Proportion of sludge recovered	%	**97**	91	93
	of which spreading	%	**39**	51	38
	of which composting	%	**46**	36	49
Energy efficiency & transition	● Primary energy consumption	GWh	**149.9**	151.6	149.9
	● Electricity consumption	MWh	**949,394**	907,999	901,164
	● Proportion of electricity consumed from renewable sources	%	**25.2**	8.3	/
	Of which Power Purchase Agreement (PPA)	GWh	**40**	/	/
	● Electricity consumption per m^3 of water produced	kWh/m^3	**0.63**	0.64	0.64
	● Consumption of electricity per kg of COD eliminated during sanitation	kWh/kg DCO	**1.31**	1.40	1.38
Climate change mitigation	● Direct GHG emissions (scope 1)	Tons of CO_2eq.	**44,100**	44,573	41,226
	● Indirect GHG emissions from electricity consumption (scope 2)	Tons of CO_2eq.	**29,866**	74,513	75,414
Environmental management	Proportion of turnover covered by ISO 14 001 certification	%	**95**	95	95
	Proportion of turnover covered by ISO 50 001 certification	%	**87**	89	85

SOCIAL INDICATORS

		Unit	2022	2021	2020
Employment	Total workforce at 31/12	Number	**7,961**	7,314	7,165
	Number of people recruited	Number	**2,159**	1,829	1,547
	Proportion of new recruits on permanent contracts	%	**67**	40	44
	Proportion of employees on permanent contracts	%	**91**	90	91
	Proportion of managers	%	**18**	/	/
Diversity	Proportion of women	%	**22**	21	20
	● Proportion of women in executive positions	%	**33**	23	/
	Proportion of women among recruits on permanent contracts	%	**25**	14	17
	Proportion of employees under 26 years-old	%	**12**	12	10
	Proportion of employees over 55 years-old	%	**17**	18	17
	Proportion of disabled employees	%	**2,8**	3,2	2,8
Pay	Total gross payroll	€M	**283**	267	257
Skills development	Number of training hours provided during the year	Hours	**104,964**	86,904	69,524
	● Percentage of employees completing at least one training program during the year	%	**86**	89	90
	Expenditure on training as a percentage of payroll	%	**2.1**	2.0	1.8
Safety	● Occupational accident frequency rate		**11.9**	11.4	9.1
	● Occupational accident severity rate		**0.84**	0.70	0.31
	Proportion of turnover covered by an ISO 45 001	%	**100**	95	93
	Share of employees trained in safety	%	**51.04**	/	/
Absenteeism	Total absenteeism rate	%	**3.3**	3.2	3.6
	Sick leave rate	%	**2.8**	2.5	2.3
Occupational wellbeing	Imposed employee turnover rate	%	**5.9**	4.7	/
Employee representation	Total number of employee and/or union representatives	Number	**483**	/	/
	Number of meetings held with employee and/or union representatives	Number	**305**	/	/
Professional integration of young people	Number of work/study students at 31/12 and number of interns	Number	**575**	439	415
	● Percentage of workforce represented by interns and work/study students	%	**7.1**	5.9	/
	Number of interns and work/study students hired on permanent contracts	%	**10**	/	/

SOCIETAL INDICATORS

		Unit	2022	2021	2020
Sustainable procurement	Total value of purchases	€M	**771**	741	/
	● Percentage of purchases made in the domestic market	%	**97**	97	/
	Percentage of purchasing revenue covered by a CSR risk mapping	%	**84**	/	/
Ethics and compliance	Percentage of employees covered by the Group's whistleblowing system	%	**97**	/	/
	● Percentage of target population trained face-to-face in ethics and compliance	%	**94**	/	/
Service quality	Customer complaints	%	**7.5**	6.4	6.1

● Indicator verified by KPMG for the 2022 financial year
* : last year data (2021)

Methodology

The Group's reporting mechanism follows the rules set out in its reporting protocol, updated annually by the CSR department and all the business line management teams concerned. It gives a detailed description of each indicator and the internal consolidation tools used to produce data at Group level within the "water industry pure player" scope. These data are verified and validated at source and are then tested for consistency during the consolidation stages by the originating departments and the CSR department.

Reporting scope

The HR, environmental and societal indicators reporting published in this report covers the Saur Group's pure-player activities in the water sector: "Water Services", "Water engineering" and "Industrial Water Solutions", in France and for its major overseas locations in 2022 i.e. Saudi Arabia, Cyprus, Spain, Italy, Netherlands, Poland, Portugal and the United Kingdom. Only subsidiaries in which the Group has an interest of more than 50% and in which it has effective control are taken into account, and subcontracted services are excluded.

In the international scope, entities acquired through external growth during the year under review are not included in the reporting.

The scope thus covers 94% of the Group's financial consolidation revenues.

HR indicators

Staff

STAFF NUMBERS / Figures represent the number of employees active as of December 31 of the financial year, whether on permanent or fixed-term contracts, including work-study apprenticeship. This includes seconded officials, seasonal workers, and expatriates. Interns and temporary workers are not counted.

EXECUTIVE POSITIONS / Executive functions are defined as follows:

- All employees two levels of seniority below the Executive Chairman,
- Plus those employees of Saur International three levels of seniority below the Executive Chairman.

This indicator excludes management assistants, interns, and work-study trainees.

Hires

The total number of hires external to the global scope between January 1 and December 31. All recruitments made outside the scope of the Group are treated as external recruitments.

Imposed employee turnover rate

Employee turnover is calculated on the basis of resignations and departures initiated by employees during their trial period and relates to the total number of employees for the previous year.

Pay

Salaries paid in foreign currencies are converted to euros at the exchange rate prevailing on December 31 of the financial year concerned.

Skills development

External and internal training, whether face-to-face or via e-learning, are taken into account and relates to the total number of employees present on December 31 of the year concerned.

Training expenditure

includes the salary costs of employees trained, travel costs and the cost of instruction. An employee who has attended several training courses during the year is only counted once. Only employees who have completed the are counted.

Occupational safety

The frequency rate of accidents with lost time and severity rate of workplace accidents are calculated in accordance with the provisions set out in the French government order of 12 December 1985, and apply to all consolidated countries.

Frequency rate: (total number of lost-time injury accidents x 1,000,000) / number of hours worked.
Severity rate: (Number of days off work as a result of occupational accidents / Number of hours worked) x 1,000.

Occupational wellbeing

The annual barometer is produced by an external organization which generates the rating. The panel includes all employees, whose opinions are gathered via an anonymized online survey.

Absenteeism

The absenteeism rate shown represents the number of working days' absence (accidents in the workplace and when traveling, illness, maternity leave, absences for family events, authorized and unauthorized unpaid absence, strike, layoffs and part-time working on health grounds) divided by the total number of working days. The number of downtime days recorded varies to reflect the regulations applicable in individual countries.

Employee representation

Employee representative numbers are based on lists of elected or appointed representatives, and lists provided by trade unions, the members and alternate members of the various entity employee representative organizations: union representatives, employee representatives, members of works councils and the central works committee.

Environmental and social indicators

Drinking water

Network performance, linear losses index are estimated in accordance with definitions P104.3, P106.3, P101.1 and P102.1 of the regulatory indicators shown in the Price and Service Quality Report (RPQS). These definitions are published on www.services.eaufrance.fr.

Compliance rates

Compliance rates for France are calcu-

lated using services producing more than 1,000m³/day. For Spain, Portugal and Poland, compliance rates are calculated using all services.

Wastewater treatment
The volume of wastewater treated is consolidated for all wastewater treatment plants. In the environment section of the report, are considered plants with a capacity of 2,000 population equivalent or higher, beyond which threshold continuous flow monitoring and regular discharge controls are obligatory. For these wastewater treatment plants, the treatment performance figures reflect the ratio between the quantities of pollution eliminated and those received by the wastewater treatment plant, which is estimated by analyzing chemical oxygen demand and biological oxygen demand (COD and BOD), nitrogen and phosphorous.

Volume of water abstracted per subscriber
The volume of water abstracted per subscriber is the ratio between the total volume of water abstracted from the natural world plus the balance of volumes imported and exported and the number of drinking water subscribers on December 1st (to include subscribers whose contracts expire at the end of the year).

In most cases, a subscriber is a billing address (e.g., a household or business). Subscribers that use only wastewater treatment services, and those with wholesale contracts (local authorities, farmers, etc.) are not included. The number of subscribers in France has been prorated to reflect contract losses and gains.

Waste and the circular economy
Sewage sludge from wastewater treatment is the Group's main source of waste. For purposes of comparison, the quantity is expressed as dry material, independent of water content.

The quantity of sludge produced corresponds to the sludge evacuated for recovery or disposal, or incinerated on site. The following are considered as waste recovery channels: composting, agricultural spreading, heat recovery and landfill with recovery of biogas.

Energy – Energy transition
Primary energy consumption includes the fuel (petrol, diesel and NGV) consumed by vehicles (including company cars) and machinery, and the natural gas and fuel oil consumed by buildings and processes.

Electricity consumption includes buildings, technical facilities and office systems. The ratios per m³ of drinking water produced and kg COD eliminated obtained by isolating operations related consumption are used to monitor the energy efficiency of drinking water production and waste-water treatment processes which represent the largest items of electricity consumption.

In France, energy efficiency indicators are consolidated within Saur's ISO 50 001 "Energy Management" certification scope.

Consumption of green electricity generated from renewable energy sources is consolidated on the basis of certificates provided by the supplier.

Greenhouse Gases – Climate change mitigation
The figure given for total greenhouse gas (GHG) emissions refers to Scopes 1 and 2.
Direct (Scope 1) emissions include CO_2, CH_4 and N_2O released as a result of:
- fuel and natural gas combustion (calculated in accordance with GHG Protocol methodology and emission factors),
- wastewater purification (emissions calculated in accordance with ASTEE -Scientific and Technical Association for Water and the Environment - standards, and validated by ADEME, the French Environment and Energy Management Agency).

Indirect (Scope 2) emissions as a result of electricity consumption are calculated in accordance with the GHG Protocol market-based method. For each country or location, the most accurate plant emission factors available are used. The emission factors applied are those used for the Bilan Carbone© carbon assessment protocol developed by ADEME, the French Environment and Energy Management Agency.

According to the GHG Protocol market-based method, the consumption figure for electricity whose renewable origin is guaranteed by contractual agreements (guarantees of origin) is deducted from total electricity consumption.

Carbon intensity
Carbon intensity is the ratio of total Scope 1 and Scope 2 CO_2 equivalent emissions to annual revenue for the reporting year. Scope 1 covers primary energy consumption (natural gas, fuel oil, diesel, VNG, etc.), while Scope 2 covers electricity consumption. The data presented provide a rolling three-year average (for 2020-2022).

Regional contribution and sustainable procurement
Actors (suppliers, service providers and subcontractors) in the country of establishment are included in this category according to their invoicing address.

In 2022, the Group carried out an exercise to identify CSR risks in its supply chain in France, using an external service provider (Ecovadis).

The amounts of intra-group purchases (between Group subsidiaries) and the amounts of taxes paid are not taken into account for the calculation of these indicators.

Professional integration of young people
Interns and international work experience candidates: each placement is counted as one unit; contracts covering two financial years are counted for each calendar year.

Business ethics and compliance
A list of targeted employees who require anti-corruption training is produced every year using a list of functions deemed to be the most sensitive. The current Group training cycle runs from 2020 to the end of 2022. The indicator thus covers the three-year campaign.

Limited assurance report by one of the Statutory Auditors, appointed as the independent third party, on a selection of consolidated social, environmental, and societal indicators published in the Integrated Report.
For the year ended 31 December 2022

To the Management Board,

In our capacity as independent third party of your company (hereinafter the "Entity"), we have undertaken a limited assurance engagement on a selection of consolidated social, environmental, and societal information (hereinafter the "Information") selected by the Entity, prepared in accordance with the Entity's procedures (hereinafter the "Guidelines") and identified by the symbol • in the Integrated Report for the year ended 31 December 2022 (hereinafter the "Report").

The conclusion expressed below relate solely to the Information and not to all the information presented.

Conclusion
Based on the procedures we have performed, as described under the «Nature and scope of procedures» section, and the evidence we have obtained, nothing has come to our attention that causes us to believe that the Information selected by the Entity and identified by the symbol ●, taken as a whole, is not presented fairly in accordance with the Guidelines, in all material respects.

Preparation of the social and environmental Information
The absence of a commonly used generally accepted reporting framework or a significant body of established practices on which to draw to evaluate and measure the Information allows for different, but acceptable, measurement techniques that can affect comparability between entities and over time.

Consequently, the Information needs to be read and understood together with the Guidelines, summarized in the Report and available on request from its headquarters.

The absence of a commonly used generally accepted reporting framework or a significant body of established practices on which to draw to evaluate and measure the Information allows for different, but acceptable, measurement techniques that can affect comparability between entities and over time.
Consequently, the Information needs to be read and understood together with the Guidelines, summarized in the Report and available on request from its headquarters.

Responsibility of the Entity
Management of the Entity is responsible for:
- selecting or establishing suitable criteria for preparing the Information;
- preparing the Information by applying the Entity's "Guidelines" as referred above; and
- designing, implementing and maintaining internal control over information relevant to the preparation of the Information that is free from material misstatement, whether due to fraud or error.

The Information has been prepared by the CSR Department.

Responsibility of the Statutory Auditor appointed as the independent third party
Based on our work, our responsibility is to provide a report expressing a limited assurance conclusion on the fair presentation of the Information, in all material respects, in accordance with the Guidelines.

Applicable regulatory provisions and professional guidance
We performed the limited assurance engagement in accordance with the International Standard on Assurance Engagements ISAE 3000[2].

Independence and quality control
Our independence is defined by the provisions of Article L.822-11 of the French Commercial Code and the French Code of Ethics for statutory auditors (Code de déontologie). Moreover, we have implemented a quality control system that includes documented policies and procedures to ensure compliance with applicable regulatory requirements, ethical requirements and the professional guidance issued by the French Institute of Statutory Auditors (Compagnie Nationale des Commissaires aux Comptes) relating to this engagement.

Means and resources
Our work engaged the skills of seven people between March and April and took a total of six weeks. We were assisted in our work by our specialists in sustainable development and corporate social responsibility.

Nature and scope of procedures
We are required to plan and perform our work to address the areas where we have identified that a material misstatement of the Information is likely to arise.

The procedures we performed were based on our professional judgment. In carrying out our limited assurance engagement on the Information:
- We obtained an understanding of all the consolidated entities' activities;
- We assessed the suitability of the Guidelines in terms of their relevance, completeness, reliability, neutrality and understandability, and taking into account industry best practices where appropriate;
- We obtained an understanding of internal control and risk management procedures the Entity has put in place and assessed the data collection process to ensure the completeness and fairness of the Information;
- For the selected Information, we implemented:
  — analytical procedures to verify the proper consolidation of the data collected and the consistency of any changes in those data;
  — tests of details, using sampling techniques, in order to verify the proper application of the definitions and procedures and reconcile the data with the supporting documents. This work was carried out on a selection of contributing entities[3] and covers between 46% and 100% of the consolidated Information.

The procedures performed in a limited assurance review are less in extent than for a reasonable assurance opinion in accordance with the professional guidance of the French Institute of Statutory Auditors (Compagnie Nationale des Commissaires aux Comptes); a higher level of assurance would have required us to carry out more extensive procedures.

Paris-La Défense, on 21th April 2023
KPMG S.A.

Bertrand de Nucé	**Anne Garans**
Audit Partner	ESG Expert

1. Volume of water abstracted per subscriber ; Bacteriological compliance rate of water supplied ; Treatment efficiency in terms of COD ; Primary energy consumption ; Electricity consumption ; Proportion of electricity consumed from renewable sources ; Electricity consumption per m^3 of water produced ; Electricity consumption per kg of COD eliminated during sanitation ; Direct GHGs emissions (scope 1) ; Indirect GHGs emissions as a result of electricity consumption (scope 2) ; Carbon intensity for Scopes 1 and 2 (3-year rolling average) ; Proportion of women in executive positions ; Percentage of workforce (bodies) represented by interns and work/study trainees ; Percentage of employees completing at least one training program during the year ; Occupational accident frequency rate ; Occupational accident severity rate ; Percentage of purchases made in the operating country ; Percentage of target population trained face-to-face in ethics and compliance ; Share of funds allocated by Saur Solidarités dedicated to water and sanitation access projects. **2.** ISAE 3000 (Revised) - Assurance Engagements Other Than Audits or Reviews of Historical Financial Information. **3.** SAUR S.A.S. (France) ; SAUR Aquapor (Portugal).

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