

2023 Annual Results

Nicolas Maes, Chief Executive Officer

David Claverie, Chief Financial Officer

February 16, 2024



orano

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Key messages



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01 • Key messages



orano

Donnons toute sa valeur au nucléaire

• Faced with climate and sovereignty challenges, nuclear energy is a necessity

At COP28, 22 countries committed to developing nuclear energy

Europe recognizes nuclear technologies as strategic for the “Net Zero Industry Act”

“Nuclear energy is a source of energy security, emits little CO₂ and is competitive”

Fatih Birol



• 2023: important milestones for Orano

The group strengthened its relationships in Central Asia for its mining activities



The Board of Directors approved the project to extend the SWU production capacity at the Georges Besse II plant



After XTC New Energy, Orano signed an agreement with Stellantis for the recycling of EV batteries



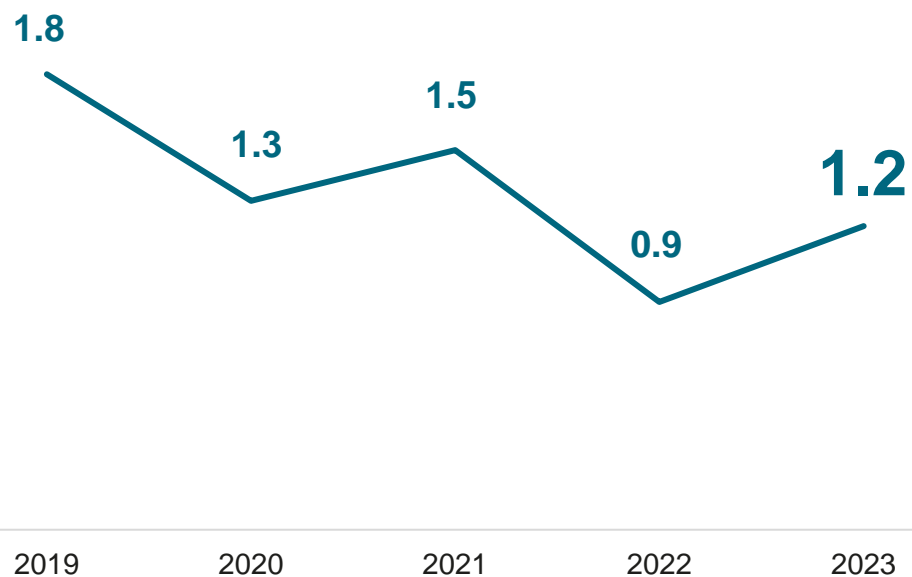
The Phase II clinical trial of **AlphaMedix™** continued and confirmed the promising results obtained during Phase I



• Our safety and security fundamentals

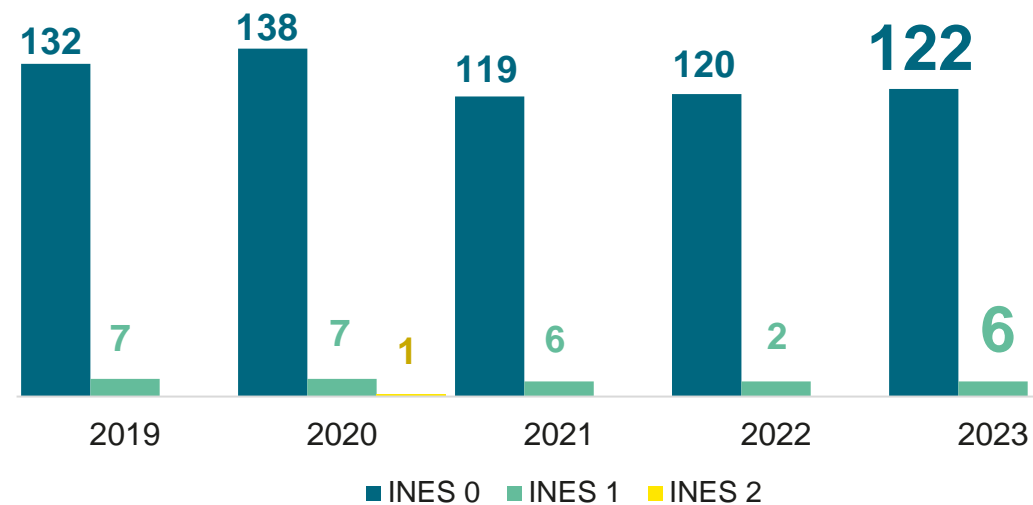
Occupational Safety

Frequency rate of workplace accidents with lost time



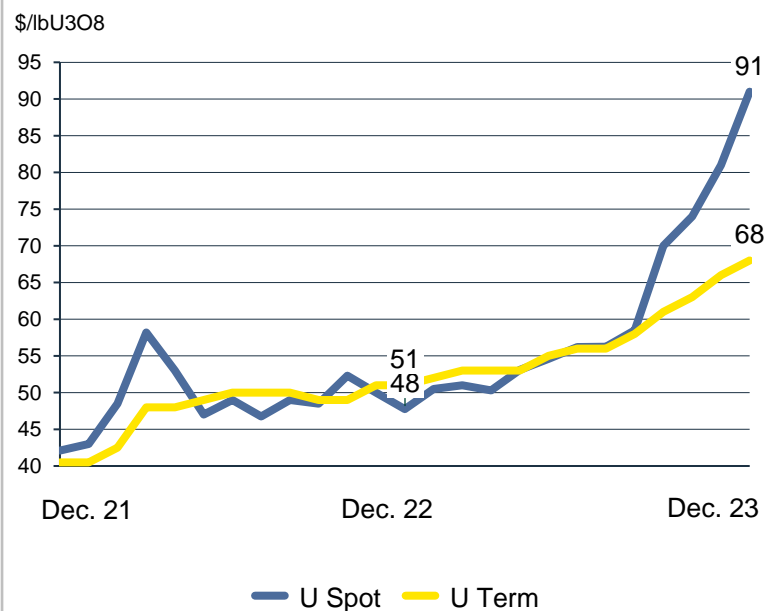
Nuclear safety

Number of events INES 0 - INES 1 and INES 2

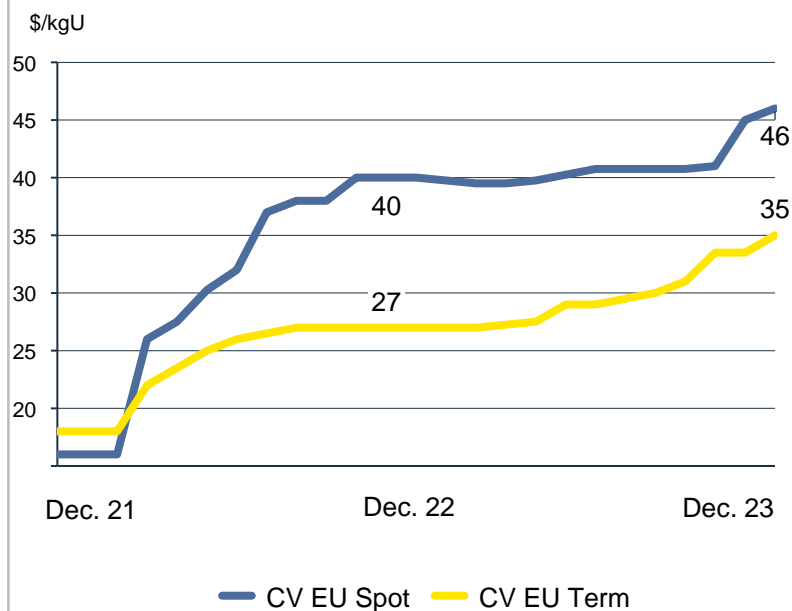


• Price trends in our markets

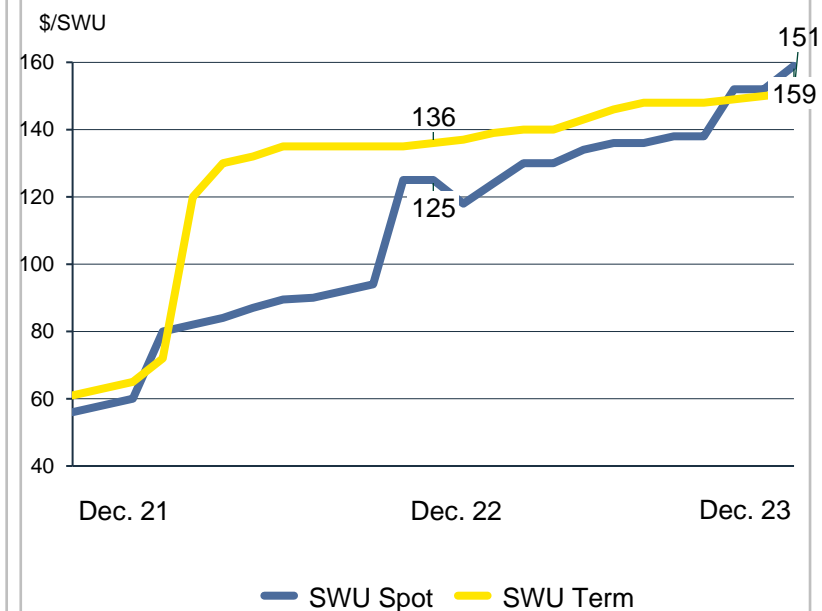
Uranium price



Conversion price



Enrichment price



Source: UxC

• Sustained commercial momentum with multi-year order intake

Sales contracts

€9.0 bn

of order intake



68%

international order intake

Backlog *

Over 6.5 years
of revenue

26,099

Dec. 31, 2022

30,764

Dec. 31, 2023 **

* in millions of euros.

** of which impact of market indicators and conversion of approx. €300 million.

● Solid 2023 results and continued deleveraging



* Indicator reflecting Orano's industrial performance regardless of the impact of financial markets and regulatory changes on the management of end-of-lifecycle commitments.



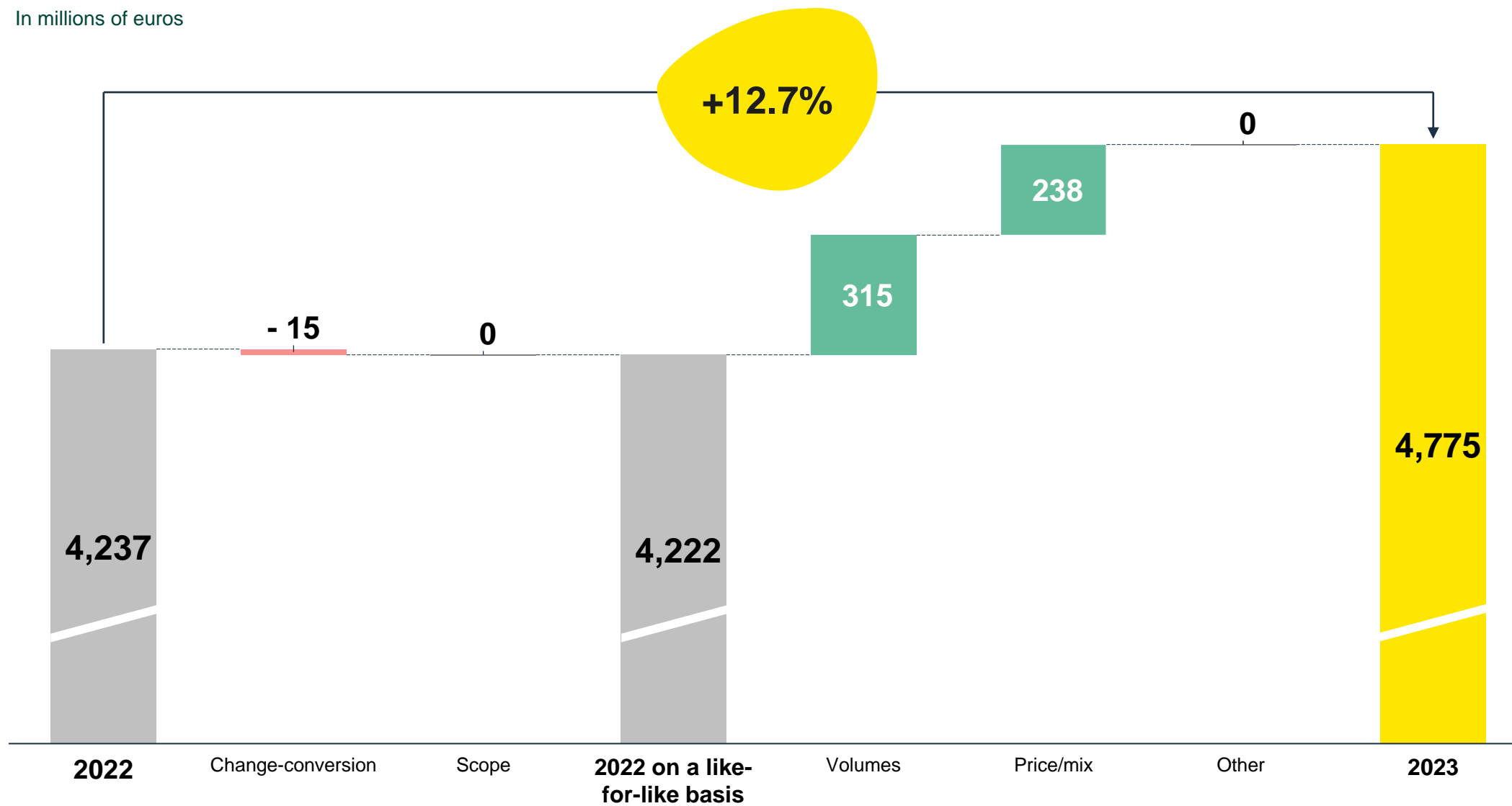
02 • Results at December 31, 2023

a. Statement of income



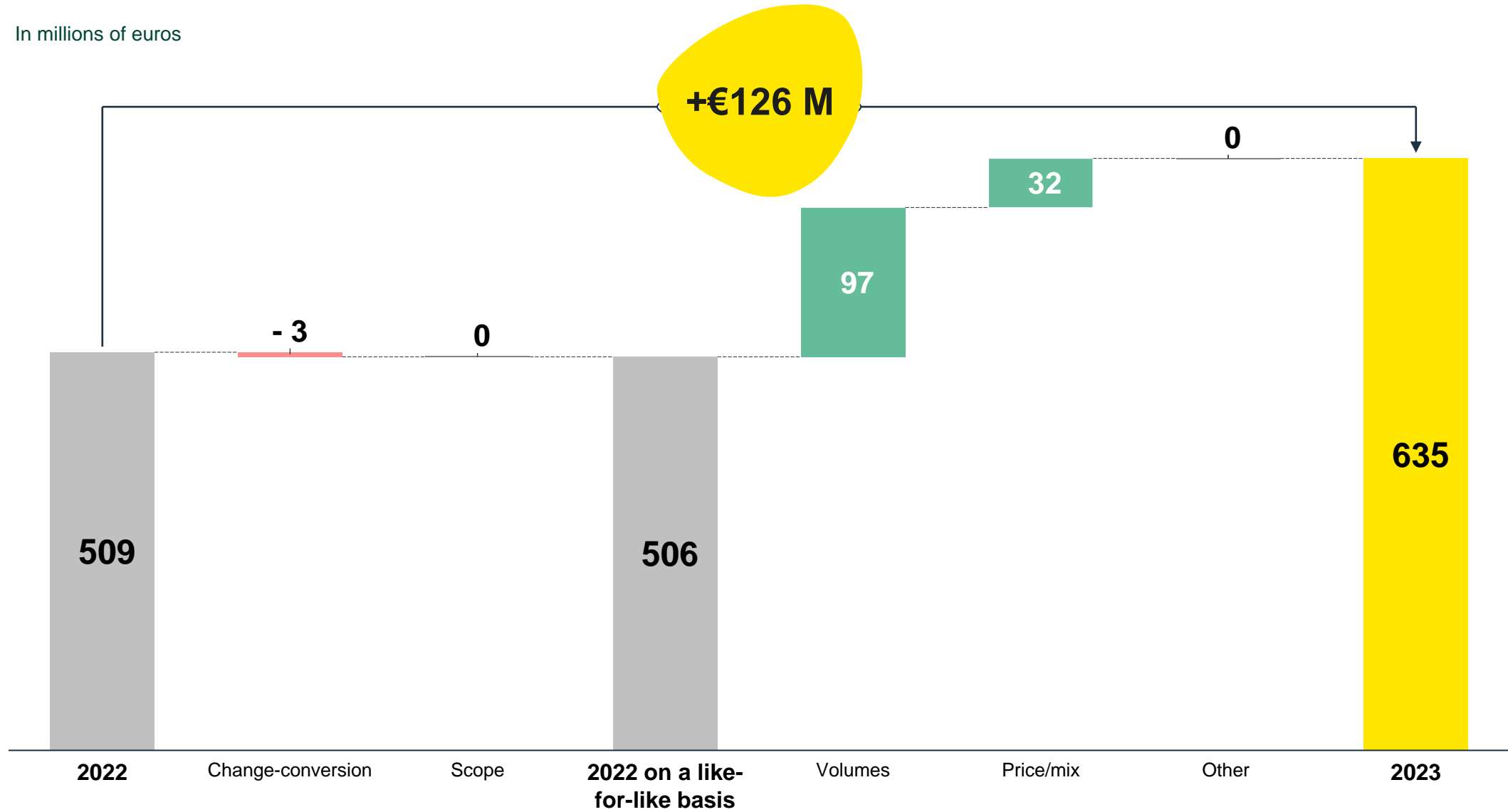
Revenue growth driven by volumes and market price dynamics

In millions of euros



● Increase in operating income reflecting good business momentum

In millions of euros



Change in revenue and operating income by business

In millions of euros

Mining



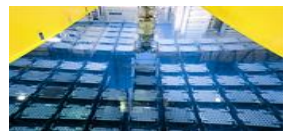
	2022	2023	Delta
Revenue	1,343	1,319	-24
Operating income	298	196	-102
% of revenue	22.2%	14.9%	-7.3 pts

Front End



	2022	2023	Delta
Revenue	1,111	1,305	+194
Operating income	329	368	+39
% of revenue	29.6%	28.2%	-1.4 pts

Back End



	2022	2023	Delta
Revenue	1,762	2,135	+373
Operating income	(79)	122	+201
% of revenue	-4.5%	+5.7%	+10.2 pts

Corporate *



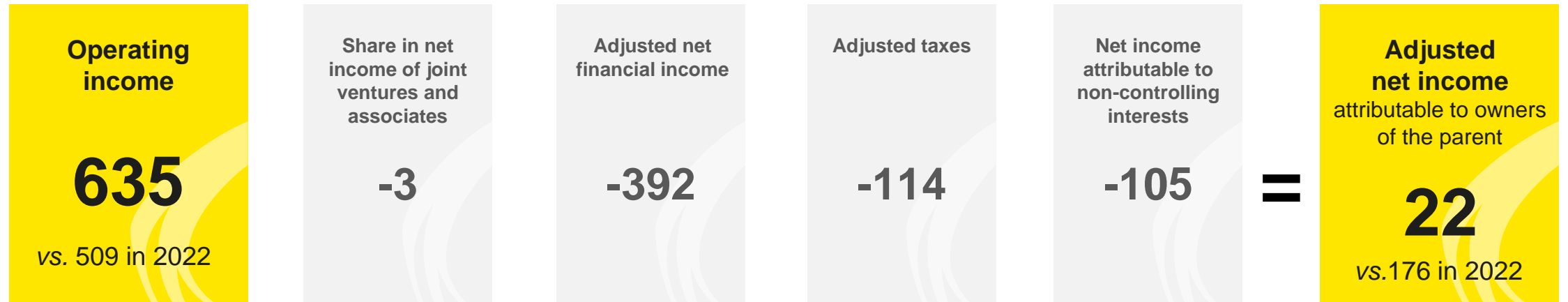
	2022	2023	Delta
Revenue	21	17	-4
Operating income	(40)	(50)	-10

**Corporate and other activities* includes Orano Med.

• 2023 adjusted net income *

In millions of euros

Reconciliation of operating income to adjusted net income



* Performance indicator reflecting Orano's industrial performance regardless of the impact of financial markets and regulatory changes on the management of end-of-lifecycle commitments.



• 2023 published net income

In millions of euros

Reconciliation of adjusted net income to published net income

Adjusted net income
attributable to
owners of the parent

22

vs. 176 in 2022

Accretion of
end-of-lifecycle
liabilities

-406

Net impact
of change in
rates on
end-of-lifecycle
commitments

-60

Return on
earmarked assets

+656

Effect of tax
adjustments

+5

=

Adjusted net income
attributable to owners
of the parent

217

vs. -377 in 2022



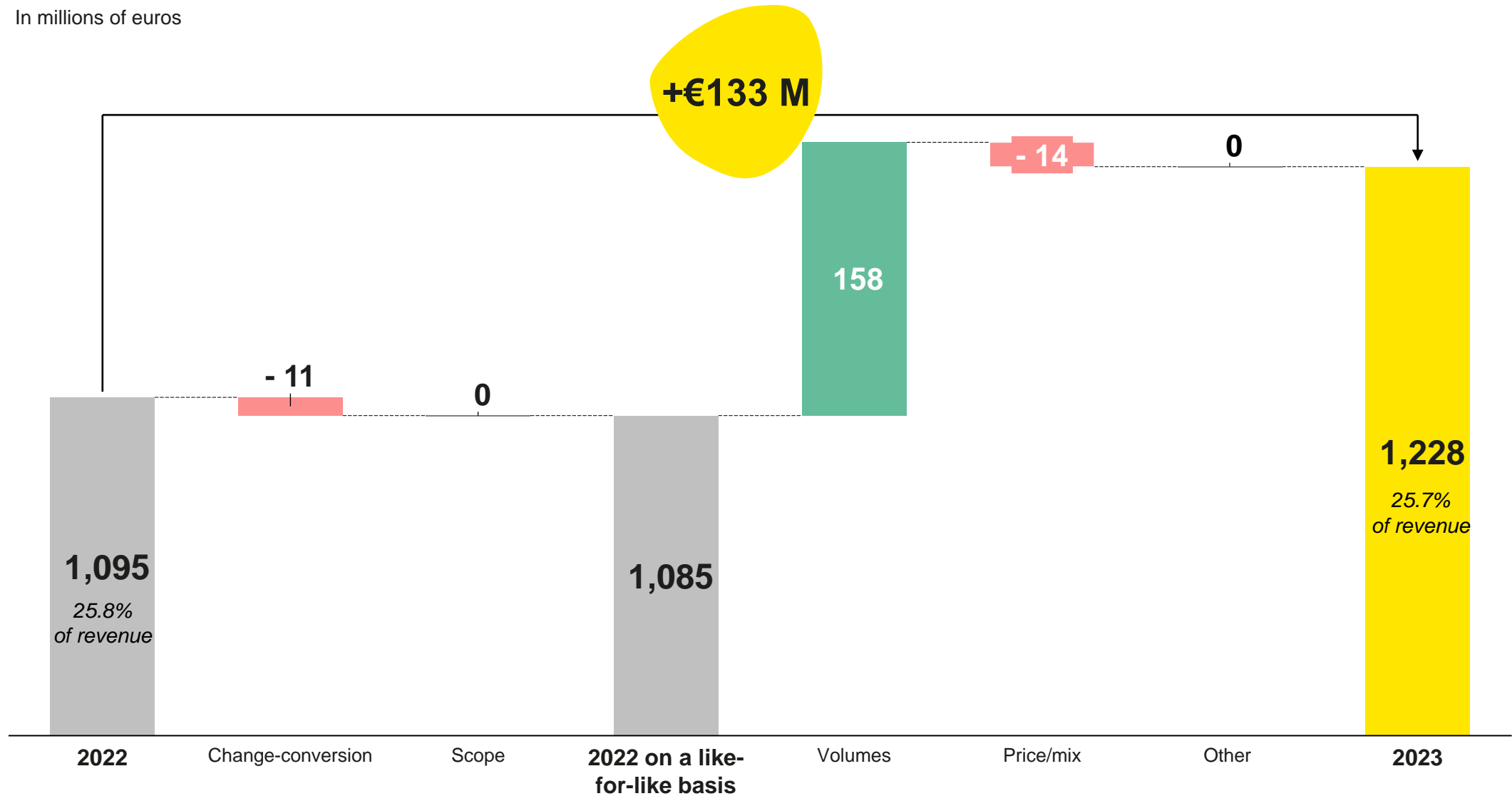
02 • Results at December 31, 2023

b. Cash flow



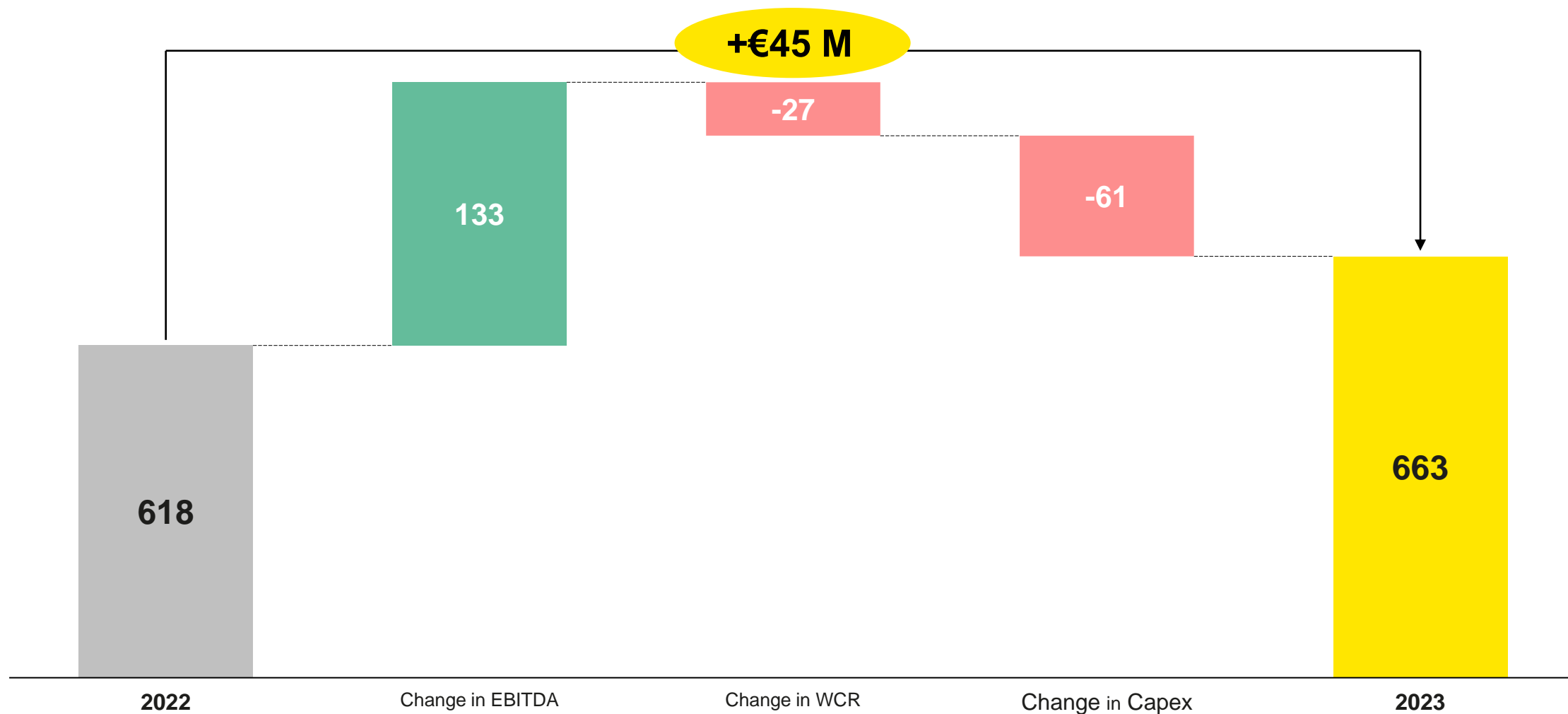
EBITDA supported by the increase in activities

In millions of euros



● Increase in operating cash flow

In millions of euros



Change in EBITDA and operating cash flow by business

In millions of euros

Mining



	2022	2023	Delta
EBITDA	491	421	-70
<i>% of revenue</i>	36.5%	31.9%	-4.6 pts
Operating cash flow	325	173	-152

Front End



	2022	2023	Delta
EBITDA	470	446	-24
<i>% of revenue</i>	42.3%	34.2%	-8.1 pts
Operating cash flow	361	370	+9

Back End



	2022	2023	Delta
EBITDA	154	395	+241
<i>% of revenue</i>	8.7%	18.5%	+9.8 pts
Operating cash flow	(7)	210	+ 217

Corporate*



	2022	2023	Delta
EBITDA	(20)	(34)	-14
<i>% of revenue</i>	n.a.	n.a.	
Operating cash flow	(61)	(90)	-29

* "Corporate and other activities" includes Orano Med.

• Net cash flow from company operations

In millions of euros

Transition from operational CF to net CF

**Operating
cash flow**

663

vs. 618 in 2022

Cash flow from
end-of-lifecycle
operations

-98

Taxes

-60

Cash from
financial
transactions

-168

Other items

-90

=

**Net cash flow
from company
operations**

247

vs. 128 in 2022



02 • Results at December 31, 2023

c. Balance sheet



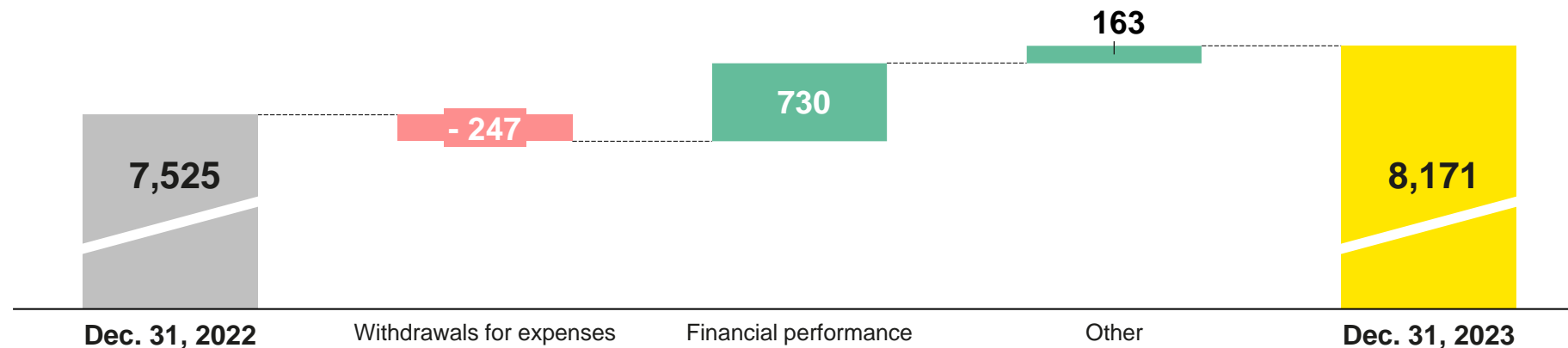
Condensed balance sheet

In billions of euros	Dec. 31, 2022	Change	Dec. 31, 2023
a - Goodwill	1,3	-	1.3
b - Non-current assets	9.8	+0.4	10.2
c. End-of-lifecycle assets	7.6	+0.6	8.2
d- Deferred tax assets	0.1	-	0,1
e - Operating WCR assets	2.8	+0.3	3.1
f - Other assets	0.4	-0.1	0.3
g - Cash and cash management assets	1.1	+0.4	1.5
Total assets	23.2	+1.4	24.6
h - Equity	1.7	+0.2	1.9
i - Employee benefits	0.5	-	0.5
j - Provisions for end-of-lifecycle operations	8.2	+0.3	8.5
k - Other provisions	2.5	+0.3	2,8
l - Financial liabilities	2,8	+0.2	3.0
m - Operational WCR liabilities	6.9	+0.4	7.3
n - Other liabilities	0.6	-	0,6
Total liabilities	23.2	+1.4	24.6
Net debt	(1.7)	(0.2)	(1.5)

End of lifecycle commitments: *Regulated scope*

In millions of euros

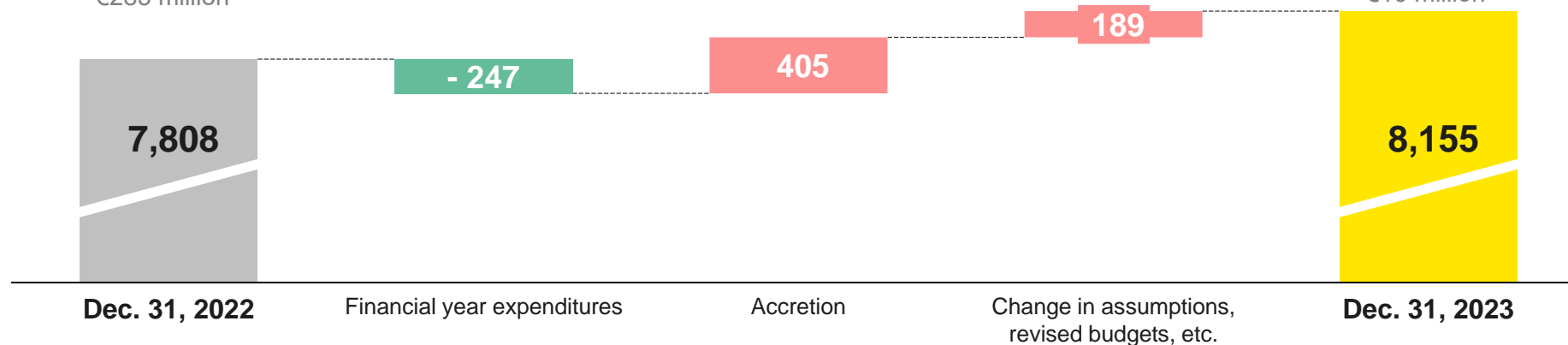
ASSETS
in market value



Coverage ratio:

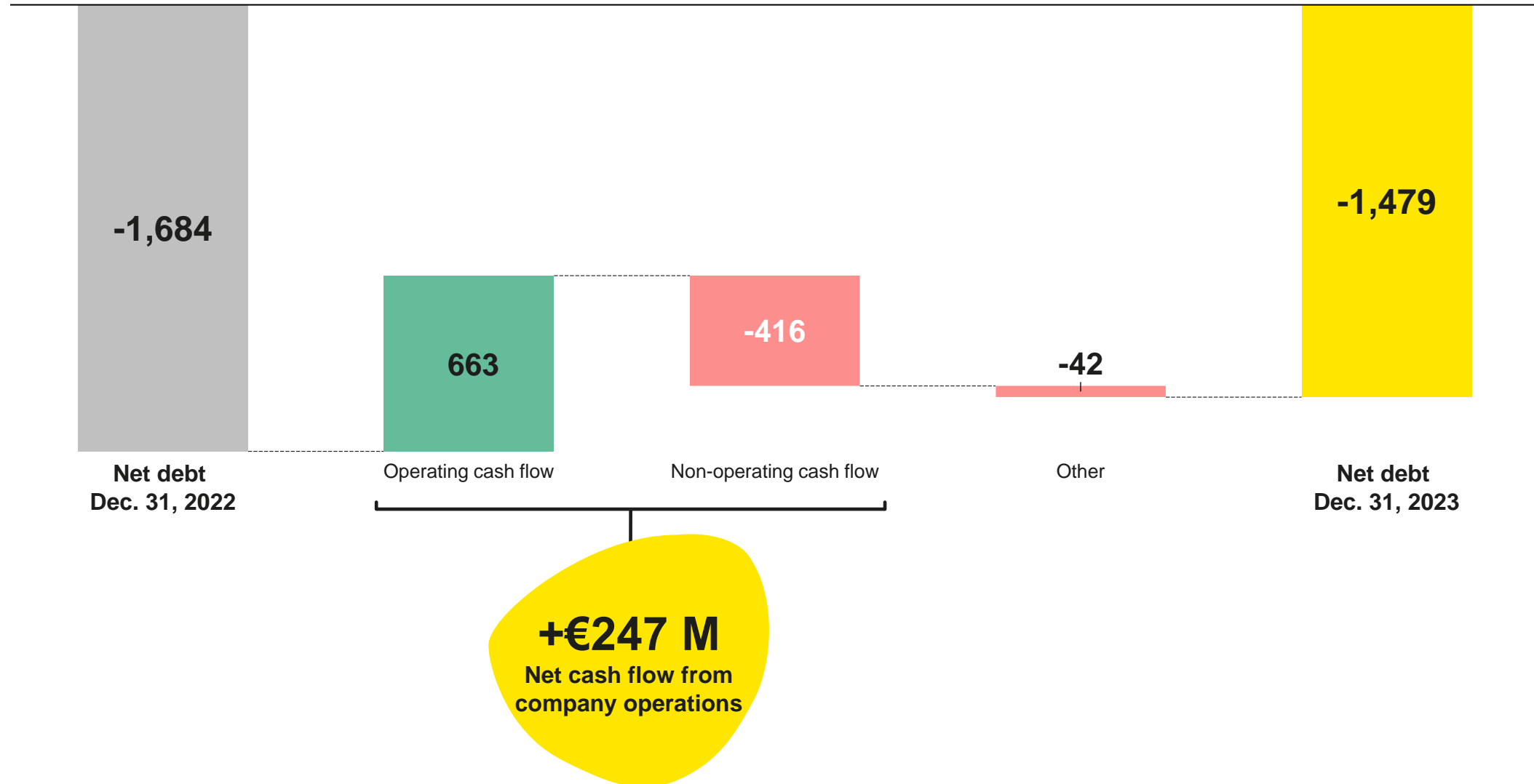


LIABILITIES



Decrease in net debt

In millions of euros

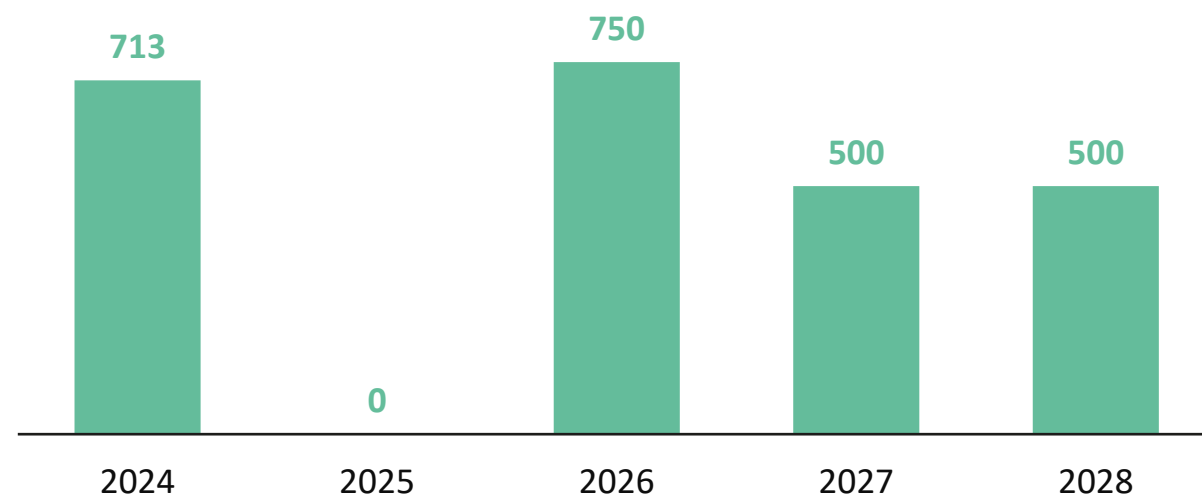


Debt structure and liquidity at December 31, 2023

Gross financial debt €3.0 bn

Of which bond debt: €2.5 bn

In millions of euros



Other financial debt: €0.5 bn (of which €0.2 bn of commercial paper)

Liquidity position at December 31, 2023

€1.5 bn

€0.2 bn

€1.3 bn

Liquidity enhanced by an undrawn RCF:

- €880 million 10 banking partners
- Maturity up to **May 2028**
- 1-year extension option (until May 2029)

Dec. 31, 2023

Cash assets

Financial assets cash management

03 • Outlook



- **2024 outlook taking into account the start of a new development cycle**



Revenue
stable around
€4,8 bn



EBITDA margin rate
between
22% and 24%



Positive
net cash flow

- **Q&A**

● **Appendices**

1. Statement of income at December 31, 2023
2. Balance sheet at December 31, 2023
3. Key figures by business
4. Definition of key indicators used by Orano
5. Sensitivities
6. Non-financial performance

Statement of income at December 31, 2023

Appendix 1

In billions of euros	2022	2023
Revenue	4,237	4,775
Cost of sales	(3,441)	(3,885)
Gross margin	797	891
Research and development expense	(128)	(120)
Marketing and sales expense	(37)	(32)
General expense	(102)	(117)
Other operating income	125	239
Other operating expense	(146)	(226)
Operating income	509	635
Share in net income of joint ventures and associates	(1)	(3)
Operating income after share in net income of joint ventures and associates	508	633
Financial income from cash and cash equivalents	12	16
Cost of gross debt	(133)	(127)
Cost of net debt	(122)	(111)
Other financial income	868	668
Other financial expense	(1,408)	(758)
Other financial income and expense	(540)	(91)
Net financial income (expense)	(662)	(202)
Income tax	(113)	(109)
Net income from continuing operations	(267)	322
Net income from operations sold or held for sale	0	0
Net income for the period	(267)	322
Net income attributable to owners of the parent	(377)	217
Net income attributable to non-controlling interests	110	105

Balance sheet assets

Appendix 2

ASSETS (in millions of euros)	Dec. 31, 2022	Dec. 31, 2023
Non-current assets	19,017	20,002
Goodwill	1,325	1,294
Intangible assets	1,226	1,256
Property, plant and equipment	8,534	8,955
Rights of use – leases	75	73
End-of-lifecycle assets (third party share)	93	84
Financial assets earmarked for end-of-lifecycle operations	7,501	8,086
Securities of joint ventures and companies	15	8
Other non-current assets	172	148
Deferred tax assets	116	97
Current assets	4,080	4,598
Inventories and in-process	1,443	1,582
Trade accounts receivable and related accounts	689	766
Contract assets	98	89
Other operating receivables	618	614
Other non-operating receivables	43	39
Current tax assets	40	27
Other current financial assets	40	10
Cash and cash equivalents	1,109	1,470
Total assets	23,177	24,599

Balance sheet liabilities

Appendix 2

LIABILITIES (in millions of euros)	Dec. 31, 2022	Dec. 31, 2023
Equity	1,648	1,937
Capital	132	132
Consolidated premiums and reserves	1,600	1,478
Actuarial gains and losses on employee benefits	(142)	(143)
Unrealized gains and losses on financial instruments	(70)	(70)
Currency translation reserves	72	23
Equity attributable to owners of the parent	1,591	1,550
Non-controlling interests	57	387
Non-current liabilities	11,719	11,333
Employee benefits	475	514
Provisions for end-of-lifecycle operations	8,159	8,508
Non-current provisions	359	328
Share in negative net equity of joint ventures and associates	23	21
Non-current lease liabilities	65	65
Non-current financial liabilities	2,635	1,896
Deferred tax liabilities	2	3
Current liabilities	9,810	11,329
Current provisions	2,179	2,448
Current financial liabilities	189	1,066
Current lease liabilities	16	17
Trade payables and related accounts	1,010	1,093
Contract liabilities	5,396	5,691
Other operating liabilities	995	995
Other non-operating liabilities	3	6
Current tax liabilities	21	14
Total liabilities and equity	23,177	24,599

Key figures by business – Mining

Appendix 3



<i>In millions of euros</i>	2022	2023	Changes
Revenue	1,343	1,319	-24
Operating income	298	196	-102
EBITDA	491	421	-70
<i>As a % of revenue</i>	36.5%	31.9%	-4.7 pts
Change in operating WCR	96	(44)	-140
Net investments	(262)	(204)	+58
Operating cash flow	325	173	-152

- Decrease in **Revenue** with (i) a less favorable delivery volume in 2023 partly offset by (ii) a positive price effect over the period driven by the increase in uranium prices.
- Decrease in **operating income** and **EBITDA** due in particular to (i) a lower production volume at mining sites outside Canada and (ii) an increase in the cost of input and energy purchases.
- Decrease in **operating cash flow** mainly due to the schedule of customer payments and a smaller decrease in inventories compared to 2022. Investment amounts is down following the acquisition of an additional stake in the Cigar Lake JV in Canada during 2022.

Key figures by business – Front End

Appendix 3



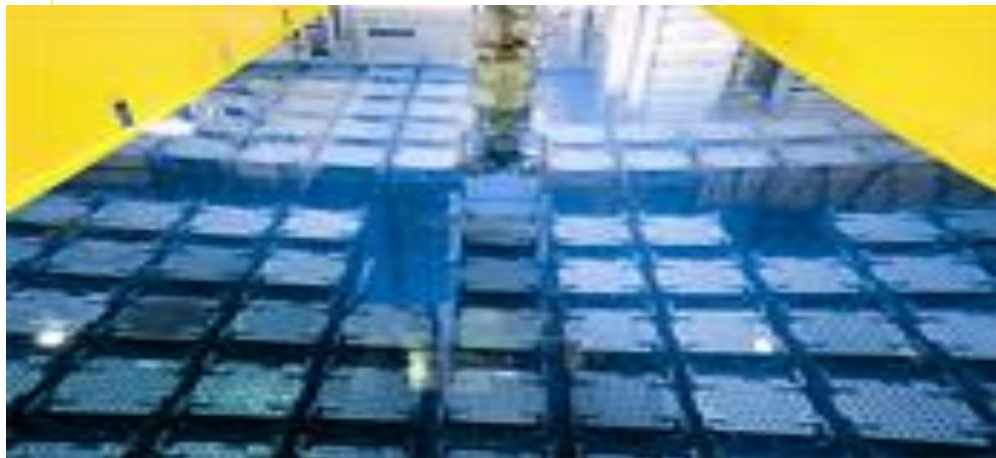
In millions of euros

	2022	2023	Changes
Revenue	1,111	1,305	+ 194
<i>Operating income before end-of-cycle activity</i>	352	422	+70
Operating income	329	368	+39
EBITDA	470	446	-24
<i>As a % of revenue</i>	42.3 %	34.2 %	-8.1 pts
Change in operating WCR	(16)	41	+57
Net investments	(93)	(117)	-24
Operating cash flow	361	370	+9

- Increase in **revenue** given an increase in volumes sold between the two periods and a favorable price effect .
- Increase in **operating income** due to (i) revenue growth and (ii) the reversal of a provision for impairment, less (iii) higher production costs due to higher prices on purchases of materials and energy, in particular electricity. It should be noted that the 2022 comparable basis benefited from non-recurring insurance income.
- Decrease in **EBITDA**, with the same impacts as for operating income, adjusted for the reversal of the provision for impairment and the effect of a comparable basis in 2022 enhanced by one-off insurance income.
- Maintaining the **operating cash flow** benefiting from a more favorable contribution from the change in WCR in 2023 in connection with a decrease in inventories, partly offset by the impact of the start of the investment for the capacity extension of the enrichment plant Georges Besse II.

Key figures by business – Back End

Appendix 3



<i>In millions of euros</i>	2022	2023	Changes
Revenue	1,762	2,135	+372
<i>Operating income before end-of-cycle activity</i>	<i>(56)</i>	<i>109</i>	<i>+165</i>
Operating income	(79)	122	+201
EBITDA	154	394	+240
<i>As a % of revenue</i>	<i>+8.7%</i>	<i>+18.5%</i>	<i>+9.8 pts</i>
Change in operating WCR	215	262	+47
Net investments	(376)	(446)	-70
Operating cash flow	(7)	210	+217

- **Revenue growth** due to a favorable volume effect from (i) Recycling activities, with an increase in production at the Melox plant and the unwinding of export contracts and (ii) Nuclear Packages and Services (NPS) for the manufacture of containers.
- Strong improvement in **operating income** and **EBITDA** resulting from the effects recorded in revenue.
- Increase in **Operating cash flow** in line with that of EBITDA. The improvement in the change in WCR between the two periods, due to a better contribution from pre-financing of export contracts, was offset by the ongoing investment program to rejuvenate the La Hague and Melox plants in the Recycling activity.

Key figures by activity - Corporate *

Appendix 3



<i>In millions of euros</i>	2022	2023	Changes
Revenue	21	17	-4
<i>Operating income before end-of-cycle activity</i>	<i>(40)</i>	<i>(50)</i>	<i>-10</i>
Operating income	(40)	(50)	-10
EBITDA	(20)	(34)	-14
Change in operating WCR	(18)	(9)	+9
Net investments	(23)	(47)	-24
Operating cash flow	(61)	(90)	-29

- **Operating income and EBITDA** down mainly due to the increase in Orano Med's development costs in accordance with its business plan.
- **Operating cash flow** down due to the change in EBITDA and the increase in investments to develop Orano Med and the group's digitization program.

*"Corporate and other activities" includes Orano Med.

Definition of the indicators used by Orano (1/5)

Appendix 4

On a comparable basis/like-for-like:

At constant exchange rates and consolidation scope.

Net cash flow from company operations:

Net cash flow from company operations is equal to the sum of the following items:

- operating cash flow;
- cash flow from end-of-lifecycle operations;
- change in non-operating receivables and liabilities;
- repayment of lease liabilities;
- financial income;
- tax on financial income;
- dividends paid to minority shareholders of consolidated subsidiaries;
- net cash flow from operations sold, discontinued and held for sale, and cash flow from the sale of those operations;
- acquisitions and disposals of current and non-current financial assets, with the exception of bank deposits held for margin calls on derivative instruments or collateral backed by structured financing and cash management financial assets.

The net cash flow from company operations thus corresponds to the change in net debt (i) with the exception of transactions with the shareholders of Orano SA, accrued interest not yet due for the financial year and currency translation adjustments, and (ii) including accrued interest not yet due for financial year N-1.

Definition of the indicators used by Orano (2/5)

Appendix 4

Net operating working capital requirement (Net operating WCR):

Net operating WCR represents all of the current assets and liabilities related directly to operations.

It includes the following items:

- net inventories and work in progress;
- net trade accounts receivable and related accounts;
- contract assets;
- advances paid;
- other accounts receivable, accrued income and prepaid expenses;
- less: trade payables and related accounts, contract liabilities, other operating liabilities and accrued liabilities.

Note: Operating WCR does not include non-operating receivables and payables such as income tax liabilities, amounts receivable on the sale of non-current assets, and liabilities in respect of the purchase of non-current assets.

Backlog:

The backlog is determined on the basis of firm orders, excluding unconfirmed options, using the contractually set prices for the fixed component of the backlog and, for the variable component, the market prices based on the forecast price curves prepared and updated by Orano. Orders in hedged foreign currencies are valued at the rate hedged. Non-hedged orders are valued at the rate in effect on the last day of the period. With respect to contracts for which revenue is recognized in advance, the amount included in the backlog corresponds to the difference between the revenue of the contract at completion and the revenue already recognized for the contract, it therefore includes financial components, indexation hypothesis and contract price revision assumptions taken into account by the group to value the revenue at completion.

Definition of the indicators used by Orano (3/5)

Appendix 4

Operating cash flow (OCF):

Operating cash flow (OCF) represents the amount of cash flows generated by operating activities before corporate taxes and taking into account the cash flows that would have occurred in the absence of offsetting between the payment of income taxes and the repayment of the research tax credit receivable. It is equal to the sum of the following items:

- EBITDA;
- plus the decrease or minus the increase in operating working capital requirement between the beginning and the end of the period (excluding reclassifications, currency translation differences and changes in consolidation scope);
- minus acquisitions of property, plant and equipment and intangible assets, net of changes in accounts payable related to fixed assets;
- plus sales of property, plant and equipment and intangible assets included in operating income, net of changes in receivables on the sale of fixed assets;
- plus prepayments received from customers during the period on noncurrent assets;
- plus acquisitions (or disposals) of consolidated companies (excluding equity associates), net of the cash acquired.

Definition of the indicators used by Orano (4/5)

Appendix 4

Net debt:

Net debt is defined as the sum of all short and long-term borrowings, less cash and cash equivalents, financial instruments recorded on the assets side of the balance sheet including borrowings, bank deposits constituted for margin calls on derivative instruments and collateral backed by structured financing and cash management financial assets.

EBITDA:

EBITDA is equal to operating income restated for net depreciation, amortization and operating provisions (excluding net impairment of current assets) as well as net gain on disposal of property, plant and equipment and intangible assets, gains and losses on asset leases and effects of takeovers and losses of control.

EBITDA is restated as follows:

- i. reflect the cash flows related to employee benefits (benefits paid and contribution to hedging assets) in lieu of the service cost recognized;
- ii. exclude the cost of end-of-lifecycle operations for the group's nuclear facilities (dismantling, retrieval and conditioning of waste) carried out during the financial year.

Definition of the indicators used by Orano (5/5)

Appendix 4

Cash flows from end-of-lifecycle operations:

This indicator encompasses all of the cash flows linked to end-of-lifecycle operations and to assets earmarked to cover those operations. It is equal to the sum of the following items:

- revenue from the portfolio of earmarked assets, cash from disposals of earmarked assets;
- full and final payments received for facility dismantling;
- minus acquisitions of earmarked assets;
- minus cash spent during the year on end-of-lifecycle operations;
- minus full and final payments paid for facility dismantling.

Adjusted net income attributable to owners of the parent:

This indicator is used to reflect Orano's industrial performance independently of the impact of financial markets and regulatory changes in respect of end-of-lifecycle commitments. It comprises net income attributable to owners of the parent, adjusted for the following items:

- return on earmarked assets;
- impact of changes in discount and inflation rates;
- unwinding expenses on end-of-lifecycle operations (regulated scope);
- significant impacts of regulatory changes on end-of-lifecycle commitment estimates (adjustment impacting operating income);
- related tax effects.

Sensitivities

Appendix 5

Update of the sensitivity of Orano's net cash flow generation to market indicators

- As part of the update of its trajectories, the group has updated its sensitivities in relation to the net cash flow from company operations generation, which are presented below:

Annual averages over the periods concerned (in millions of euros)	2024 – 2027 period	
Change in the US dollar/euro rate: +/-10 cents	+45 -41	Sensitivity cushioned by foreign exchange hedges subscribed
Change in the price of one pound of uranium: +/-5 USD/lb	+2 -8	Sensitivity cushioned by the backlog
Change in the unit price of the enrichment service: +/-5 USD/SWU	+/-2	Sensitivity cushioned by the backlog

- These sensitivities were assessed independently from one another

Non-financial performance

Appendix 6

Indices



100 - 0
(0 = low risk)



MOODY'S | ESG Solutions⁽¹⁾
0-100



Most recent rating 2022/2023

29.7 / 100

AA

63 / 100

B

Trend vs. previous year



Industry positioning

18th out of 125

Top 6%

8th out of 43

-

(1) This rating was originally conducted by V.E., which is now part of Moody's ESG Solutions.

● Disclaimer

Important information

This document and the information it contains do not constitute an offer to sell or buy or a solicitation to sell or buy Orano's debt securities in the United States or in any other country.

This document contains forward-looking statements relative to Orano's financial position, results, operations, strategy and outlook. These statements may include indications, forecasts and estimates as well as the assumptions on which they are based, and statements related to projects, objectives and expectations concerning future operations, products and services or future performance. These forward-looking statements may generally be identified by the use of the future, the conditional or forward-looking terms such as "expect," "anticipate," "believe," "plan," "could," "predict" or "estimate," as well as other similar terms. Although Orano's management believes that these forward-looking statements are based on reasonable assumptions, bearers of Orano shares are hereby advised that these forward-looking statements are subject to numerous risks and uncertainties that are difficult to foresee and generally beyond Orano's control, which may mean that the expected results and developments differ significantly from those expressed, induced or forecast in the forward-looking statements and information.

These risks include those developed or identified in Orano's public documents, including those listed in Orano's Annual Activity Report for 2023 (available online on Orano's website at www.orano.group). The attention of bearers of Orano shares is drawn to the fact that the realization of all or part of these risks is likely to have a significant unfavorable impact on Orano. Thus, these forward-looking statements do not constitute guarantees as to Orano's future performance. These forward-looking statements can be assessed only as of the date of this document. Orano makes no commitment to update the forward-looking statements and information, except as required by applicable laws and regulations.



orano

Giving nuclear energy its full value