



Key Figures for the period ending September 30, 2020

November 5th, 2020

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This document contains "non-GAAP financial measures". These "non-GAAP financial measures" might be defined differently from similar financial measures made public by other groups and should not replace GAAP financial measures prepared pursuant to IFRS standards.

9M 2020 RESULTS

AGENDA

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Status of Suez Transaction

02

9M and Q3 Highlights – 2020 Outlook

03

Detailed 9M 2020 performance

Appendices



Creating the World Champion of the Ecological Transformation

*Status on the Veolia
Suez combination*

Antoine Frérot, CEO



Creating the World Champion of the Ecological Transformation

A transaction benefitting all stakeholders

A UNIQUE OPPORTUNITY TO CREATE THE WORLD LEADER OF THE ECOLOGICAL TRANSFORMATION

- ✓ Climate Change emergency facing our planet and societies
- ✓ Become a leader of the European Green Deal and of other local environmental initiatives and green stimulus packages

A UNIQUE COMPLEMENTARITY OF ASSETS, GEOGRAPHIES, KNOW-HOWS, TECHNOLOGIES AND CLIENTS

AN ACCELERATION OF THE EXECUTION OF BOTH GROUPS STRATEGIES

- ✓ Creating a combined entity able to offer better services to its clients
- ✓ Based on a strong cultural fit between Veolia and Suez, with high confidence in successful integration

A STRONG VALUE CREATION FOR ALL STAKEHOLDERS

- ✓ For clients : an innovative offering to accelerate our clients' environmental transition
- ✓ For employees : new expanding opportunities
- ✓ For shareholders : double-digit EPS accretion, while maintaining a solid investment grade rating

Creating the World Champion of the Ecological Transformation

Key steps of the transaction

Progress of the operation : on schedule

Strong determination to buy 100% of Suez as soon as possible

- ❑ **31 July 2020** : Engie announces to envisage the divestment of its stake in Suez
- ❑ **30 August 2020** : Veolia proposes to acquire a 29.9% stake in Suez from Engie
- ❑ **6 Oct. 2020**: Veolia acquires 29.9% of Suez's capital from Engie at **€18** per share (coupon attached), paid in cash, for a total consideration of €3.4bn
 - ✓ Premium of 75% over the unaffected price of July 30, 2020
- ❑ **3rd November 2020** : Veolia has confirmed its intention to launch a voluntary tender offer on Suez's remaining share capital (70.1%) at **€18** per share (coupon attached) as soon as our project is accepted by the current Suez's Board of Directors or by a Board renewed by its shareholders
- ❑ **Antitrust preparatory work** has started in all countries and is progressing as planned: **expected pre-filings in November**
- ❑ **Legal hurdles**: being addressed and not delaying the global schedule

Creating the World Champion of the Ecological Transformation

Financing of the transaction

- ❑ **In order to secure its solid investment grade rating**, Veolia has taken advantage of very favorable market conditions and has issued a **€2bn hybrid bond on October 14th split into two tranches** :
 - ✓ 850 million bearing a coupon of 2.25 % until its first reset date in April 2026,
 - ✓ 1150 million bearing a coupon of 2.50 % until its first reset date in April 2029.

- ❑ **The financing of the total offer** will be provided
 - ✓ By a bridge loan to be refinanced by the **proceeds of the asset divestitures**
 - ✓ **Equity issue targeted below 20%** of the existing market value of Suez, in order to keep the Group's net Debt/EBITDA ratio around 3.0x, while maintaining a significant EPS accretion

A STRONG VALUE CREATION FOR ALL STAKEHOLDERS

Non-financial ratings & awards :

- ✓ "Prime" excellence status by ISS-Oekom
- ✓ B rating by CDP for climate change & supply chain
- ✓ B rating by CDP Water
- ✓ RobecoSAM's 2020 Sustainability Yearbook in the "Silver Class" category
- ✓ Gold distinction by Ecovadis for supply chain (top 5%)

ISS-oekom

CDP

ROBECOSAM



Included in sustainable stock market indices:

- ✓ DJSI World and Europe
- ✓ FTSE4Good
- ✓ Euronext Low carbon Europe 100



FTSE4Good

- 5 stakeholders
- 18 KPIs
- All KPIs audited

9M 2020 Results



IMPACT 2023

1. Our stakeholders
2. Our performance
3. Our commitments
4. Our goals

UN Sustainable Development Goals (SDGs)

Veolia plays a part in all 17 SDGs at different levels and has a direct impact in 13 of them.





Q3 and 9M 2020 HIGHLIGHTS

Antoine Frérot, CEO
Estelle Brachlianoff, COO



9-MONTH KEY HIGHLIGHTS

Q3 RESULTS AHEAD OF TARGET : Q4 GUIDANCE CONFIRMED

☐ Q3 Results ahead of objective : 2019 performance already recovered in Q3

- ✓ Q3 Revenue = 99.9%⁽¹⁾ of Q3 2019 (97.7% current)
- ✓ Q3 EBITDA = 102.5%⁽¹⁾ of Q3 2019 (100.1% current)
- ✓ Q3 Current EBIT = 104.3%⁽¹⁾ of Q3 2019 (100.3% current)
- ✓ Q3 Current net Income = 110.6%⁽¹⁾ of Q3 2019 (106.2% current)

☐ Operational performance : strong volume recovery since June confirmed in Q3 and good pricing

- ✓ The major part of our activities have proven **resilient**
- ✓ C&I waste and Works were the most impacted and have **bounced back sharply in Q3**

☐ A swift reaction : €250M of additional cost cutting, doubling our 2020 objective to €500M

- ✓ €395M cost savings already achieved at Sept.30

☐ All development projects maintained

- ✓ E.g.: new district heating network in Prague

▶ 2020 GUIDANCE CONFIRMED : Q4 PERFORMANCE EQUIVALENT TO Q4, 2019⁽²⁾

2019 PERFORMANCE ALREADY RECOVERED IN Q3, AHEAD OF PLAN

Q3 REVENUE AND OPERATING LEVERAGE BACK TO 2019

In €M	Q1				Q2				Q3			
	2019	2020	Δ at cst FX	Δ at cst scope & FX	2019	2020	Δ at cst FX	Δ at cst scope & FX	2019	2020	Δ at cst FX	Δ at cst scope & FX
Revenue	6 785	6 675	-1.3%	-0.5%	6 539	5 737	-11.0%	-10.8%	6 441	6 293	-0.6%	-0.1%
EBITDA	1 031	970	-5.3%	-2.9%	971	630	-33.9%	-32.6%	892	893	+1.7%	+2.5%
Current EBIT	484	392	-18.0%	-13.3%	374	45	-86.9%	-81.7%	332	333	+1.8%	+4.3%

- Q3 performance and operating leverage back to 2019⁽¹⁾
 - ✓ Revenue at the level of Q3 2019
 - ✓ Q3 EBITDA up 2.5% vs. Q3,2019
 - ✓ Q3 Current EBIT up 4.3% vs. Q3,2019
 - ✓ Q3 net income up 10.6%, at €142M vs. €133M in Q3, 2019

ALL DEVELOPMENT PROJECTS MAINTAINED TO FUEL FUTURE GROWTH

Despite sanitary crisis, commercial momentum remains strong and project pipeline full taking advantage of our technological competitive edge

□ New developments in Central and Eastern Europe mainly in Energy

- ✓ Acquisition of the **District Heating Network of Prague” Right bank”**, representing an annual revenue of €230M, complementing our existing assets in Prague’s Left bank, reinforcing our presence in Czech Republic alongside with long term local and national partners
- ✓ **Development of our Energy activities in Hungary** with new cogeneration assets in Budapest representing an annual revenue of €140M
- ✓ **12 year extension (until 2037) of our Bucharest Water & Sewage concession contract** (average revenue of €240M)

□ **Hazardous Waste in Asia:** 4 new Chinese facilities : 2 already started, 1 commissioning due in Q4, 1 next year. Singapore HW facility commissioning underway

□ **Partnership with Solvay to recycle lithium batteries** (European market size to be multiplied by 10 by 2025)

□ **Japan : JV with Mitsui and Seven Eleven to build a new recycled PET facility** :expected start up in 2022, with targeted revenue of €40M in 2024

□ **France : acquisition of Osis**, specialized in **maintenance of sanitation networks and on-site industrial services** in order to form with our subsidiary SARP the French leading player with a combined **revenue of around €700M**

Q3 REVENUE AND OPERATING LEVERAGE BACK TO 2019

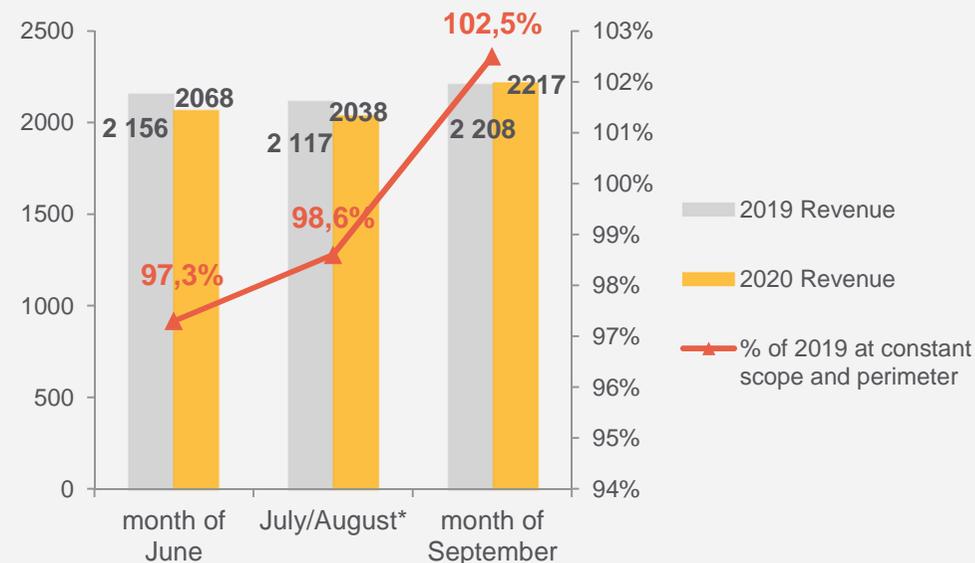
□ **Revenue: strong recovery since June confirmed in Q3, fueled by reinforced commitment of our sales teams**

- ✓ The major part of our activities have proven **resilient** (municipal water, district heating, municipal waste collection and treatment)
- ✓ Some have been more impacted but **bounced back sharply in Q3**

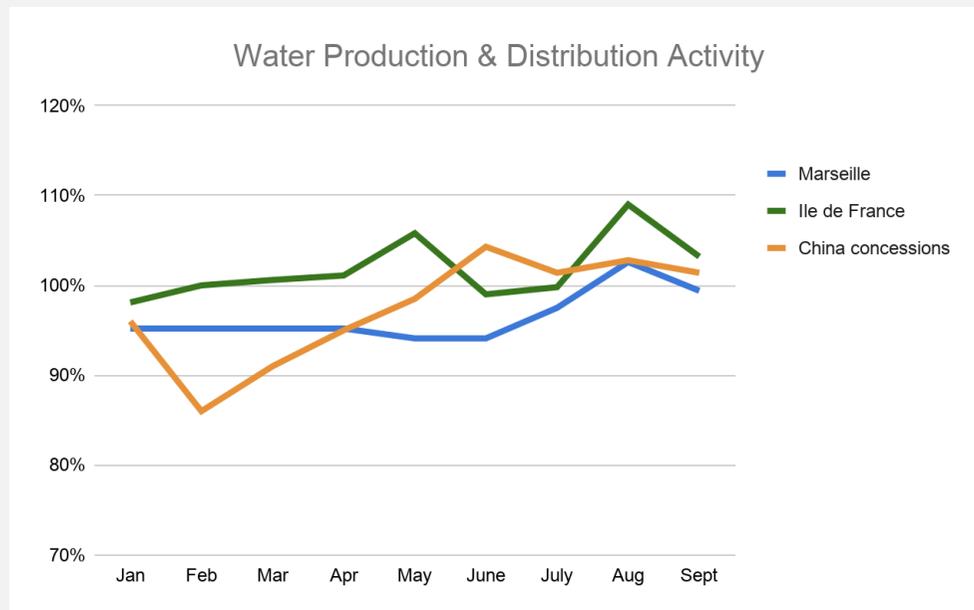
□ **EBITDA +2.5%⁽¹⁾ in Q3 and back to a 14.2% EBITDA margin**

- ✓ Exceptional and swift adaptation
- ✓ Cost cutting effort doubled to €500M, with ~80% achieved at end Sept.
- ✓ Helps compensate for activity still missing

Q3 2020 Revenue back up to 2019 levels: Month of September up 2.5% vs. 2019



RESILIENT MUNICIPAL WATER

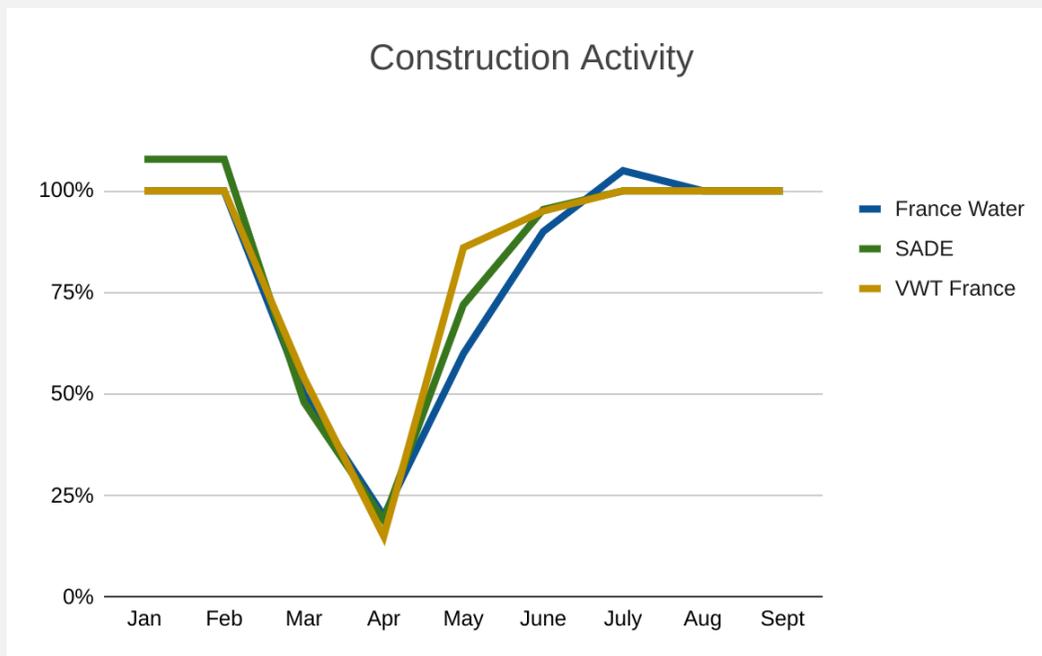


Very resilient activity

- Very good resilience with lower volumes mainly in touristic cities
- Favorable summer weather
- Cash collection under scrutiny with no major area of concern

CONSTRUCTION

A SHORT TERM VOLUME SHOCK FOLLOWED BY A SWIFT REBOUND

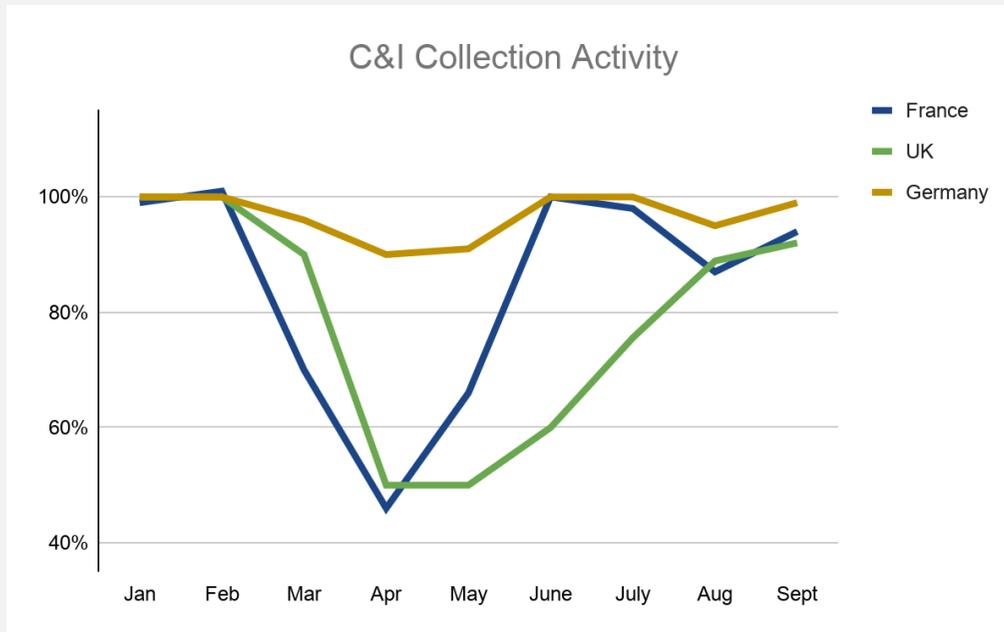


Construction back to 100%

- Construction works stopped during lockdown but swiftly back to 100% thereafter
- Priority: Backlog for 2021

SOLID WASTE

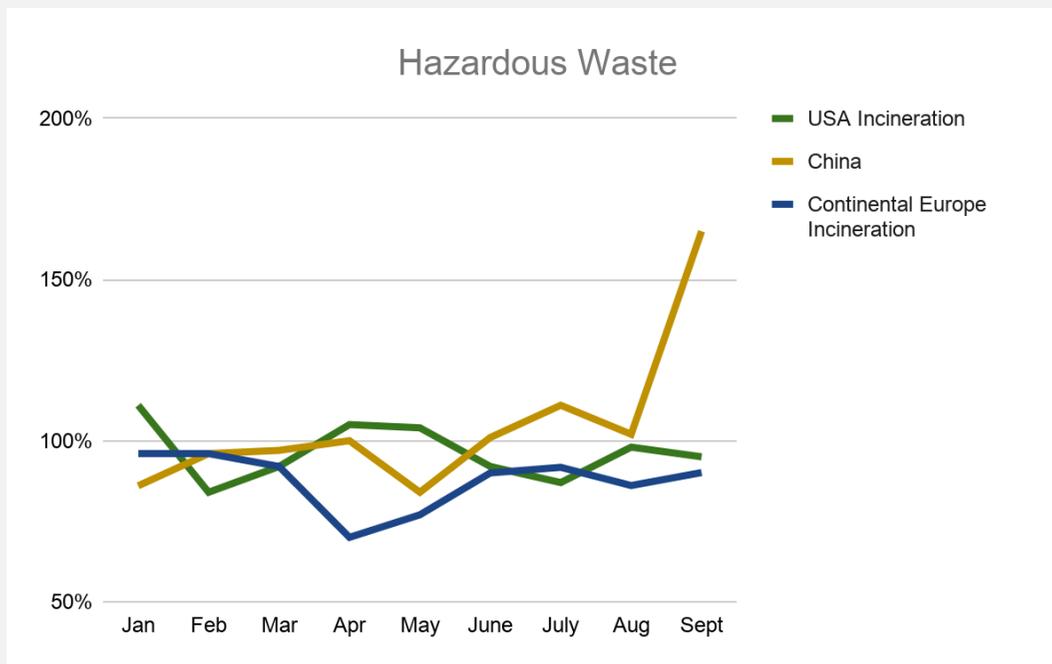
A SHORT TERM VOLUME SHOCK, RECOVERY CONFIRMED IN Q3



Solid Waste recovery

- Resilient municipal waste, incineration and landfills
- C&I waste collection more sensitive to economic activity but strong adaptation measures

HAZARDOUS WASTE : A SOLID & BALANCED CUSTOMER PORTFOLIO



Good resistance of Hazardous Waste

- Resilient business - Balanced portfolio of client
- Very good performances in China with opening of capacities earlier than expected, few outages in the US and in Europe but customer volumes are back

VERY SWIFT REACTION TO THE CRISIS : 2020 COST CUTTING PLAN DOUBLED TO €500M : €395M ALREADY ACHIEVED AT SEPT. 30

EFFICIENCY PROGRAM > €250M
~80% achieved in 9M



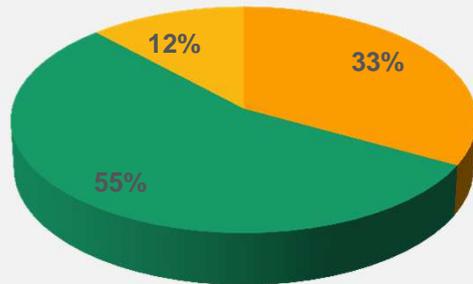
RECOVER & ADAPT PLAN
FROM €200M TO €250M



TOTAL 2020 COST CUTTING
>€500M

€195M in 9M

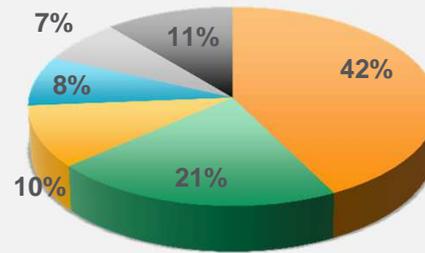
9M Efficiency split by lever



Procurement Operations SG&A

€200M in 9M

9M R&A savings split by lever



Op labor/Staff SG&A
Procurement Maintenance
Contract Management Other



Recover & Adapt
Efficiency

2020 **OUTLOOK** : Q4 GUIDANCE CONFIRMED

Q4 business outlook: continued improvement and expected limited impact of the COVID 2nd wave in Europe

- ❑ **Southern hemisphere : improvement expected as is entering into summer**
 - ✓ E.g. : Australia reopening progressively all commercial activities.
- ❑ **North America : progressive recovery, following Q3 trends**
- ❑ **Asia: activities back to normal in most countries**
- ❑ **Africa and the Middle East : construction work at full speed and order books filling up**
- ❑ **Europe : 2nd wave should have a limited impact on our activities**
 - ✓ Water distribution & district heating are barely impacted at all
 - ✓ Industrial production sites open => good volumes of hazardous waste.
 - ✓ Construction works : full speed
 - ✓ Commercial and tertiary waste collection volumes to be a bit more impacted

2020 **OUTLOOK** : Q4 GUIDANCE CONFIRMED

- ❑ The initial 2020 objectives have been suspended due to the COVID outbreak
- ❑ Taking into consideration the recovery of our activities since the end of the lockdown and Q3 performance, **we confirm our objective of an operational performance in Q4⁽¹⁾ equivalent to that of Q4 2019**
- ❑ The strategic choices included in Impact 2023 remains fully relevant.



Combination with Suez will enable to reinforce and accelerate our strategic plan Impact 2023 in order to create the **world champion of the ecological transformation**

(1) At constant FX (as of end 2019)



9M 2020 Financial & Operational Performance

| *Claude Laruelle, CFO*



9-MONTH KEY FIGURES : SHARP REBOUND IN Q3

<i>In €M</i>	Q3, 2019	Q3, 2020	Var. at constant scope and FX vs. Q3,2019	9M,2019	9M,2020	Var. Y-Y vs. 9M,2019	Var. at constant scope and FX vs. 9M,2019
Revenue	6 441	6 293	-0.1%	19 765	18 705	-5.4%	-3.8%
EBITDA	892	893	+2.5%	2 894	2 492	-13.9%	-11.2%
Current EBIT	332	333	+4.3%	1 190	771	-35.2%	-29.9%
Current net income Group share	133	142	+10.6%	486	149	-69.3%	-59.4%
Current net income Group share excl. cap gains	134	134	+3.9%	468	139	-70.2%	-59.9%
Net industrial CAPEX	486	461		1 455	1 334	-8.3%	
Net Financial Debt	12 487	11 745		12 487	11 745		

FX impacts (vs. 9M, 2019)	€M	%
Revenue	-214	-1.1%
EBITDA	-33	-1.1%
Current EBIT	-13	-1.1%
Current Net Income	-12	-2.4%
Net financial debt	244	2.0%

9M PERFORMANCE : AFTER THE COVID OUTBREAK, SHARP REBOUND IN Q3

Q3 REVENUE -0.1% AND EBITDA +2.5% AT CONSTANT SCOPE AND FX

Revenue growth at constant FX	2019					2020			
	Q1	Q2	Q3	Q4	Year	Q1	Q2	H1	Q3
France	+2.8%	+5.0%	+0.5%	+0.1%	+2.0%	-3.1%	-16.1%	-9.7%	+0.8%
Europe excl. France	+4.7%	+7.2%	+4.1%	+1.1%	+4.1%	+1.1%	-6.7%	-2.5%	+0.8%
Rest of the World	+6.6%	+9.0%	+9.0%	+10.0%	+8.7%	-1.8% ⁽¹⁾	-5.7% ⁽¹⁾	-3.7%	-6.0%/-3.0% organic ⁽¹⁾
Global Businesses	+4.7%	+2.6%	-0.2%	-2.6%	+0.9%	-3.6%	-20.8%	-12.5%	+3.1%
TOTAL	+4.8%	+6.3%	+3.8%	+2.6%	+4.3%	-1.3%	-11.0%	-6.1%	-0.6%
TOTAL at constant scope and FX						-0.5%	-10.8%	-5.6%	-0.1%

(1) 2019 TNAI revenue : €116M in Q1, €68M in Q2, €67M in Q3

Key Q3 highlights

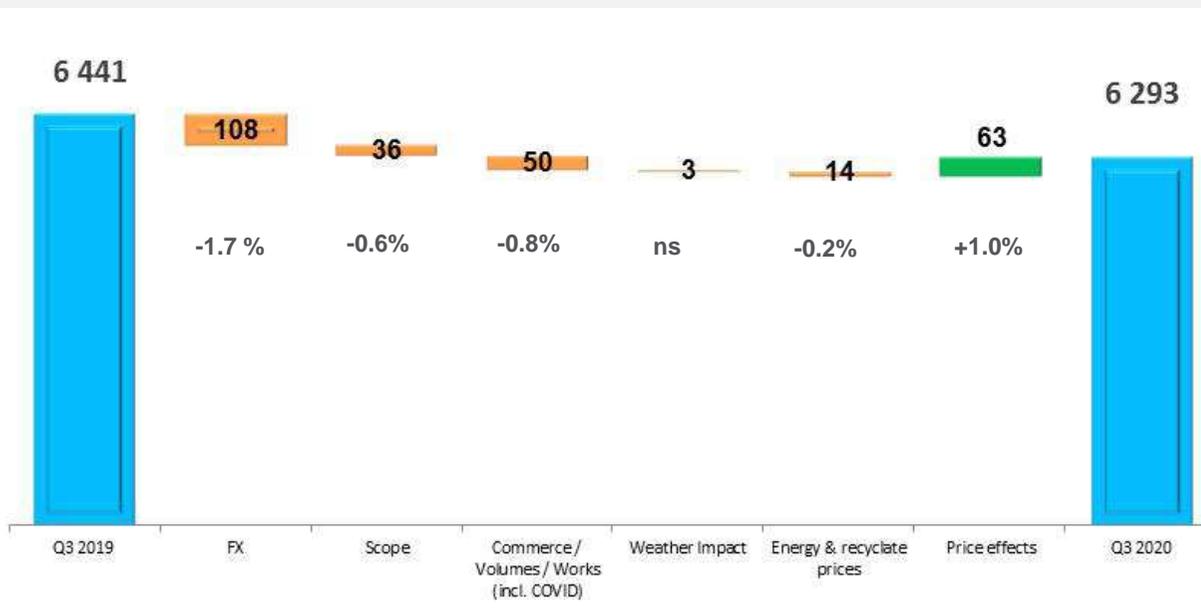
- ✓ **French water : resilient , and good summer volumes.** Revenue up 1% in Q3 : o/w volumes up 0.8% and prices +1.5% (no change); works recovery
- ✓ **French Waste : sharp rebound in Q3 .** Revenue up +0.6% in Q3 (after -22.6% in Q2) , with +0.9% volume effect and a +2% price effect
- ✓ **Rest of Europe: Revenue back up (+0.8%⁽²⁾) due to:** i/ C&I Waste volumes recovery in Germany, NL and in the UK, and ii/ very resilient Central & Eastern Europe with revenue up 8.3%⁽²⁾ in Q3 (volumes slightly down more than offset by favorable water and energy tariffs)
- ✓ **Rest of the World :** Asia/Pacific activity almost back to LY with little remaining COVID impacts and lower works. North America : hazardous waste incineration volumes back to normal but recycling still penalized by lower refining output and demand. Latam : revenue up 7.7%⁽²⁾ in Q3 (including tuck ins). Africa Middle East : Morocco: volume recovery since June and cash collection progressively back to normal
- ✓ **Global Businesses: strong Q3 revenue pick up** due to: i/ Sharp construction recovery (Q3 revenue up 9.9%⁽²⁾) and ii/ Hazardous waste in Europe back to 2019 level of activity in Q3

(2) At constant FX 23

Q3 REVENUE AND OPERATIONAL LEVERAGE BACK TO 2019

Q3 REVENUE OF €6 293M, -0.1% AT CONSTANT SCOPE AND FX

In €M

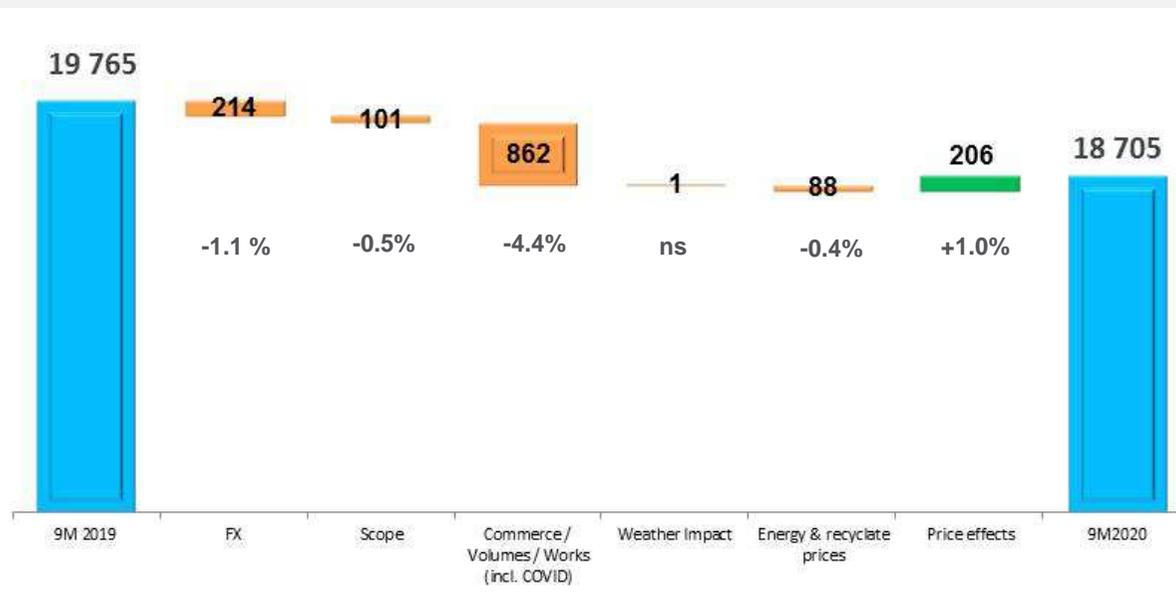


- **FX: -€108M** : Latin America -€23M, US dollar -€25M, Polish zloty, Hungarian forint and Czech koruna for -€17M
- **SCOPE: -€36M** : mostly divestiture of US Municipal Energy closed in Dec. 2019 (-€67M) partly offset by tuck ins
- **VOLUMES/COMMERCE/WORKS (INCL. COVID): -€50M**
- **WEATHER (ENERGY): -€3M**
- **ENERGY & RECYCLATE PRICES: -€14M** o/w -€22M recycled prices and +€8M energy prices
- **PRICE INCREASES : +€63M** o/w WASTE +1.6% WATER FRANCE : +1.5%

9M PERFORMANCE : AFTER THE COVID OUTBREAK, REBOUND IN Q3

9M REVENUE OF €18 705M, -3.8% AT CONSTANT SCOPE AND FX

In €M



- **FX: -€214M**, o/w: Argentinian Peso -€36M, Australian dollar -€26M, Polish zloty, Hungarian forint and Czech koruna for -€59M
- **SCOPE: -€101M** : divestiture of US Municipal Energy closed in Dec. 2019 (-€252M) partly offset by the integration of the Building Energy Services activities of Southa in Hong Kong and Stericycle hazardous waste activities in Chile in 2019 and in 2020 plastic recycling business in Spain and waste collection and treatment in Russia
- **VOLUMES/COMMERCE/WORKS (INCL. COVID): -€862M**
- **WEATHER (ENERGY): -€1M**
- **ENERGY & RECYCLATE PRICES: -€88M o/w: +€32M energy price increases** mainly in Central & Eastern Europe & **recycled material prices: -€120M** mostly paper (-€74M)
- **PRICE INCREASES : +€206M: o/w WASTE +2%. WATER : +1.5% in France, +3% in Central Europe**

WASTE REVENUE

MARKED VOLUME IMPROVEMENT IN Q3, COMBINED WITH SOLID PRICING

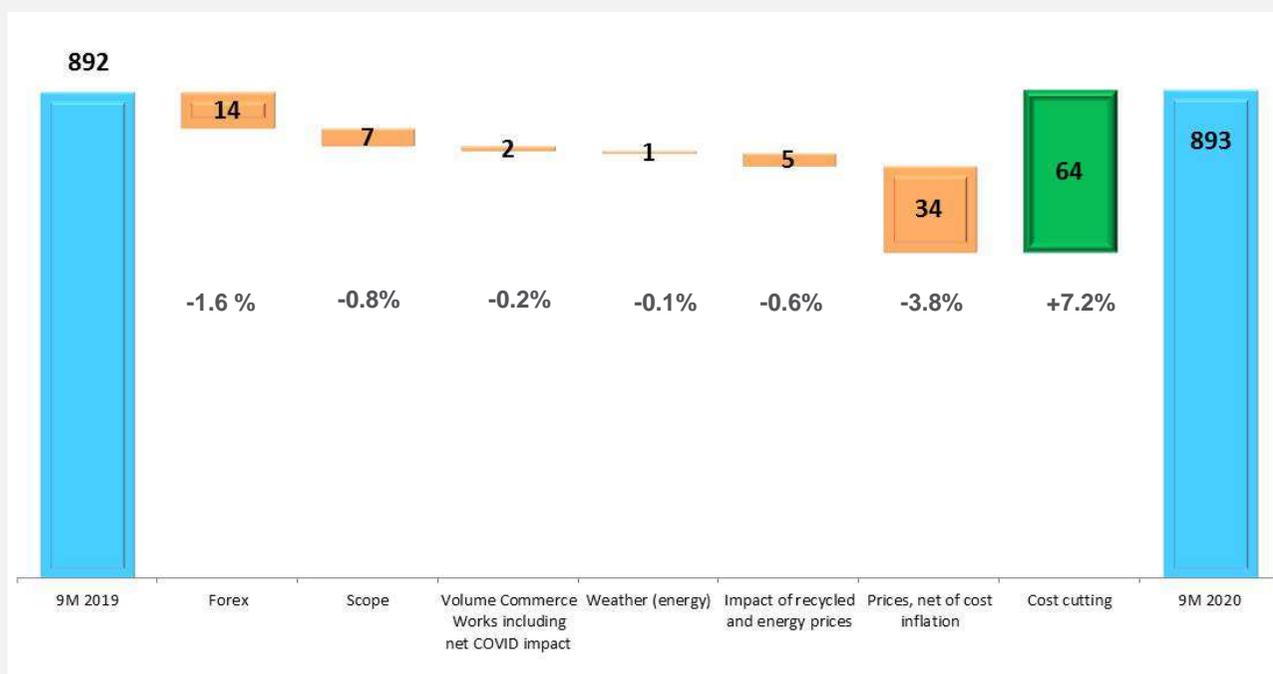
	Q1, 2020	Q2, 2020	Q3, 2020
Recycled raw materials prices	-2.5%	-1.4%	-0.9%
Volumes / activity levels	-1.8%	-14.7%	-2.6%
Price increases	+2.4%	+1.9%	+1.6%
Other	+1.9%	-0.4%	-1.5%
Growth at constant scope & exchange rates	+0.2%	-14.6%	-3.4%
Scope effect	+1.4%	+1.1%	+0.5%
Growth at constant exchange rates	+1.6%	-13.5%	-2.9%
Currency effect	-1.0%	-1.3%	-1.4%

Waste : recovery confirmed in Q3

- **France : Waste revenue of €647M, up +0.6% in Q3 , with +1% volume effect and a +2% price effect**
 - ✓ Volumes: progressive recovery of C&I collection volumes, partially offset by contract selectivity . Landfill : recovery since June. Continued strong incineration volumes.
 - ✓ Continued weak and volatile paper prices
- **UK : Waste revenue of €463M, -2.9% in Q3** (after -18.2% in Q2) : Commercial volumes have recovered to **c90%** of 2019 levels . Continued very strong WTE with 92.9% availability rate (92.5% in 9M 2019) yielding strong electric revenues (prices hedged, up 13% yoy) . Landfills: volumes back to 2019 levels since June and up 8% in Q3, down YTD by only 1.9%. Continued weak recycled materials prices and volumes
- **Asia** : Back to 2019 volumes in hazardous waste and C&I waste. Some projects delayed.
- **North America**: Q3 Waste revenue still down due to lower regeneration services for refineries ; hazardous waste : continued good incineration volumes
- **Pacific** : Q3 revenue slightly down (-2%) : improved commercial collection and landfill volumes (after the Melbourne lockdown)
- **Hazardous waste (Europe) back to 2019 level of activity** : flat Q3 revenue (after -12.8% in H1), with a -2.2% volume effect offset by favorable pricing

Q3 REVENUE AND OPERATIONAL LEVERAGE BACK TO 2019

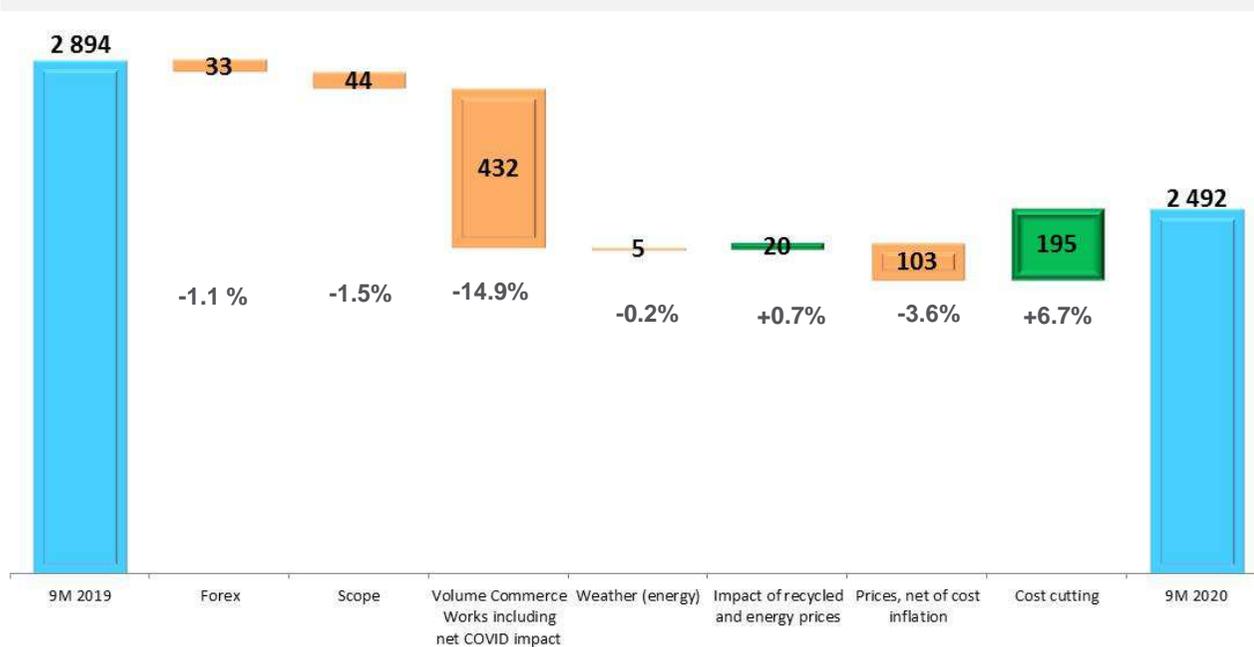
Q3 EBITDA OF €893M, UP 2.5% AT CONSTANT SCOPE AND FX



- **FOREX: -€14M.** Latam -€5M, US\$ -€2M, Polish zloty, Hungarian forint and Czech koruna for -€3M
- **SCOPE: -€7M:** mostly divestiture of US Municipal Energy -€16M
- **COMMERCE/VOLUMES/WORKS: -€2M,** including COVID impact, partially mitigated by Recover & Adapt measures
- **WEATHER (ENERGY): -€1M**
- **ENERGY, RECYCLED MATERIALS PRICES -€5M** (o/w Energy prices +€5M and recycled prices -€10M)
- **PRICE EFFECT, NET OF COST INFLATION -€34M**
- **EFFICIENCY: +€64M**

9M PERFORMANCE : AFTER THE COVID OUTBREAK, REBOUND IN Q3

9M EBITDA OF €2 492M, DOWN 11.2% AT CONSTANT SCOPE AND FX



- **FOREX: -€33M** : o/w Latam -€14M; Australian dollar -€3M; Polish zloty, Hungarian forint and Czech koruna for -€12M
- **SCOPE : -€44M** : mostly divestiture of US Municipal Energy -€61M
- **COMMERCE/VOLUMES/WORKS : -€432M**, including COVID impact, partially mitigated by Recover & Adapt measures
- **WEATHER (ENERGY): -€5M**
- **ENERGY, RECYCLED MATERIALS PRICES : +€20M**
O/W ENERGY PRICES +€52M : heat and electricity price increases (mostly in CEE) combined with lower cost of fuel (including lower fuel cost in waste collection)
RECYCLED MATERIAL PRICES: -€32M due to lower paper prices
- **PRICE EFFECT, NET OF COST INFLATION -€103M**
- **EFFICIENCY: +€195M**

FRANCE - 9M AND Q3 OPERATIONAL REVIEW

RESILIENT WATER – STRONG WASTE VOLUMES RECOVERY IN Q3

In €M	9M,2019	9M,2020	Δ	Δ at constant FX	Q3,2019	Q3,2020	Δ	Δ at constant FX
Revenue, of which	4 175	3 918	-6.2%	-6.2% ⁽¹⁾	1 416	1 428	+0.8%	+0.8% ⁽²⁾
Water	2 228	2 142	-3.9%	-3.9%	773	781	+1.0%	+1.0%
Waste	1 947	1 776	-8.8%	-8.8%	643	647	+0.6%	+0.6%

WATER : 9M Revenue -3.9% and +1.0% in Q3

- ✓ Water and Waste water resilient : volumes +0.8% ytd (flat at June end, followed by a very good summer).
- ✓ Tariff increases: +1.5%: unchanged
- ✓ Works recovering and a few commercial impacts on side activities associated with the lockdown period. No significant unpaid bills/DSO issue so far.

WASTE : 9M Revenue -8.8%, and +0.6% in Q3

- ✓ Municipal collection volumes: -7.7% for the 9M mostly due to contract selectivity
- ✓ Progressive recovery of C&I collection volumes following the COVID crisis
- ✓ Continued weak and volatile paper prices :€19/T in Q1, €79/T in Q2 (shortage of product after lockdown), and €47/T in Q3. On average paper index is down 13.8% between Dec. 2019 and Sept. 2020, and down 21.6% vs. Sept. 2019
- ✓ Landfill volumes recovering since June (-10.3% YTD)
- ✓ Continued solid incineration volumes: +5.4% YTD
- ✓ Strong pricing discipline: +2% ytd

➤ FRANCE EBITDA back up in Q3 thanks to waste recovery and efficiency measures

REST OF EUROPE - 9M AND Q3 OPERATIONAL REVIEW

VERY RESILIENT CENTRAL EUROPE - RECOVERY IN ALL OTHER REGIONS

In €M	9M,2019	9M,2020	Δ	Δ At constant FX	Q3, 2019	Q3,2020	Δ	Δ At constant FX
Revenue, of which	6 870	6 702	-2.4%	-1.5% ⁽¹⁾	2 080	2 078	-0.1%	+0.8% ⁽²⁾
Central & Eastern Europe	2 330	2 330	0.0%	+2.7%	620	653	+5.2%	+8.3%
UK – Ireland	1 707	1 631	-4.5%	-4.3%	568	559	-1.7%	-1.3%
Northern Europe	2 008	1 913	-4.7%	-4.7%	635	609	-4.1%	-4.4%
Italy- Iberia	825	828	0.4%	+0.4%	257	257	+0.3%	+0.3%

▪ **Very resilient Central and Eastern Europe : 9M Revenue +2.7%⁽³⁾ and +8.3%⁽³⁾ in Q3**

- ✓ ENERGY revenue of €1 455M up 2.3%⁽³⁾ YTD and up 8.1%⁽³⁾ in Q3, due to heat and electricity price increases
- ✓ WATER revenue of €818M, up 3.6%⁽³⁾ YTD and up 4.8%⁽³⁾ in Q3 thanks to water tariff increases; good volumes except in Prague due to lower tourism
- ✓ Strong commercial momentum : 12 year extension of our Bucharest water & sewage concession contract and acquisition of Prague Rive droite DHN

▪ **UK- Ireland - Very encouraging Q3: 9M Revenue -4.3%⁽³⁾ and -1.3%⁽³⁾ in Q3**

- ✓ Commercial volumes have recovered to **c90%** of 2019 levels
- ✓ Continued very strong WTE with 92.9% availability rate (92.5% in 9M 2019) yielding strong electric revenues (prices hedged, up 13% yoy) . Landfills: volumes back to 2019 levels since June and up 8% in Q3, down YTD by only 1.9%. Continued weak recycled materials prices and volumes
- ✓ *Operational improvement in Q3 due to* : favorable fuel costs, volume recovery (with some price increases in landfills) , improved electricity revenue (strong availability of ERFs and high secured forward prices) and enhanced cost savings

▪ **Northern & Southern Europe : Industrial service activities and C&I waste affected by COVID but recovered in Q3**

- ✓ **Germany** : C&I waste volumes back to normal level in September. Recycled paper prices down again in Q3, as expected after a one off high in May and June
- ✓ **Nordics / Netherlands/ Belgium**: some recovery in industrial services (e.g. in Sweden), good plastic recycling activity in the Netherlands, but depressed paper. Sanitary crisis still not resolved in Belgium
- ✓ **Southern Europe**: recovery confirmed in Q3 in Spain and Portugal . Italy still penalized by the postponement of many tenders

➤ **REST OF EUROPE EBITDA back up in Q3 thanks to waste volume recovery, strong municipal activities in CEE and adaptation measures**

(1) Like-for-like : -1.8%

(2) Like-for-like : +0.5%

(3) At constant FX

REST OF THE WORLD - 9M AND Q3 OPERATIONAL REVIEW CONFIRMED RECOVERY IN Q3

In €M	9M,2019	9M,2020	Δ	Δ at constant FX	Q3,2019	Q3,2020	Δ	Δ at constant FX
Revenue, of which	5 288	4 921	-6.9%	-4.5% ⁽¹⁾	1 792	1 613	-10.0%	-6.0% ⁽²⁾
Asia	1 456	1 471	+1.0%	+1.5%	483	441	-8.6%	-5.1%
Latin America (Latam)	621	571	-8.0%	+6.4%	197	189	-4.0%	+7.7%
North America	1 608	1 317	-18.1%	-18.0%/-3.0% organic	552	435	-21.3%	-17.2%/-5.6% organic
Pacific	814	778	-4.5%	-1.1%	271	262	-3.3%	-2.4%
Africa Middle East (AME)	788	785	-0.4%	0.0%	289	286	-0.9%	+1.6%

- **Asia : 9M Revenue +1.5%⁽³⁾ . In Q3, revenue -5.1%⁽³⁾ due to lower works, few delayed projects, but EBITDA up 4%⁽³⁾**
 - ✓ Decreased construction revenue (low EBITDA margin) in Q3 in Hong Kong and Japan due to completed projects
 - ✓ Contract evolution in Korea and divestment of waste cleaning & collection activities in Singapore (effective Q3)
 - ✓ China : Water volumes recovered since June (-3% YTD vs. Sept 2019 vs. -4.7% end June). Very strong pick up of hazardous waste volumes in Q3 (+35% YTD vs. LY) Continued resilient municipal energy and positive impact of new businesses (Kedong heating, Huafei plastic).
 - **Latin America : 9M Revenue +6.4%⁽³⁾ and +7.7%⁽³⁾ in Q3**
 - ✓ Growth driven mostly by tariff indexation and impact of tuck ins (e.g.: medical waste treatment in Chile), despite ongoing sanitary crisis. Cash collection issues progressively under control
 - **North America : 9M Revenue -3% and -5.6% in Q3 (organic)**
 - ✓ Waste : lower regeneration services (RGS) for refineries. Hazardous waste : lower field services, but continued good incineration volumes
 - ✓ Resilient Municipal water activity (O&M contracts)
 - **Pacific 9M Revenue -1.1%⁽³⁾ and -2.4%⁽³⁾ in Q3** : lower waste volumes (after the Melbourne lockdown) and lower water works
 - **Africa Middle East : 9M Revenue flat⁽³⁾ and +1.6%⁽³⁾ in Q3** . Recovery in Q3 in Morocco : activity back to 2019 level despite lower tourism in Tangier (electricity revenue significantly up since June) and improved cash collection
- **ROW EBITDA still slightly down in Q3 with progressive recovery of activity**

(1) -1.7% like for like
(2) -3.0% like-for-like
(3) At constant FX

GLOBAL BUSINESS - 9M AND Q3 OPERATIONAL REVIEW

VERY STRONG RECOVERY IN Q3 : CONSTRUCTION +10% AND HAZARDOUS BACK TO 2019 LEVEL

In €M	9M,2019	9M,2020	Δ	Δ At constant FX	Q3,2019	Q3,2020	Δ	Δ At constant FX
Revenue, of which	3 427	3 160	-7.8%	-7.2% ⁽¹⁾	1 152	1 172	+1.7%	+3.1% ⁽²⁾
Construction	2 016	1 936	-4.0%	-3.0%	684	736	+7.7%	+9.9%
Hazardous waste Europe	967	883	-8.6%	-8.6%	318	317	-0.4%	0.0%
Industrial and Energy services	445	341	-23.4%	-23.6%	150	119	-21.0%	-21.0%

■ **Construction: very strong recovery in Q3 : 9M Revenue -3.0%⁽³⁾ and +9.9%⁽³⁾ in Q3**

- ✓ **VWT : 9M Revenue of €1 040M, +2.6%⁽³⁾, and +9.8%⁽³⁾ in Q3**
 - French municipal projects back to normal : 100% active sites
 - Resilient commercial activity : desalination tenders delayed but strong service oriented bookings
 - Closing project backlog of €1.6bn , lower than previous years following EPC to EP move and strengthening Service & Techno distribution business
- ✓ **SADE : 9M Revenue of €896M, -8.8%⁽³⁾, and +10.1%⁽³⁾ in Q3**
 - Strong activity recovery in Q3 but bookings lower than previous years

■ **Hazardous waste Europe : Marked recovery in Q3: 9M Revenue -8.6%⁽³⁾ and flat⁽³⁾ in Q3**

- ✓ **Strong Q3**, at the level of Q3 2019 : continued solid incineration and landfilling, with volume evolution varying among sectors: pharma, food, chemical resilient, catch up of auto
- ✓ Pricing discipline maintained
- ✓ *Commercial momentum* : e.g. : partnership with Solvay to recycle lithium batteries

➤ **GLOBAL BUSINESS EBITDA sharply up in Q3 due to full volume recovery, pricing discipline and efficiency measures**

9M CURRENT EBIT OF €771M, -29.9% AT CONSTANT SCOPE AND FX
Q3 CURRENT EBIT UP 4.3% AT CONSTANT SCOPE AND FX

In €M	9M 2019 Published	9M, 2020	Var. vs. 2019 at constant FX	Var. vs. 2019 at constant scope and FX
EBITDA	2 894	2 492	-12.8%	-11.2%
Renewal expenses	-209	-225		
Depreciation & Amortization (including principal payments on OFAs)	-1 597	-1 555		
Provisions, fair value adjustment & other ⁽¹⁾	+5	-14		
Share of current net income of joint ventures and associates ⁽²⁾	+97	+73		
Current EBIT⁽²⁾	1 190	771	-34.1%	-29.9%

- **D&A of €1 466M**, slightly down vs. 9M 2019 (€1 503M), due to FX and to improved asset management
- **Provisions, fair value adjustment and other** include higher insurance provisions in 9M 2020
- **Share on net income from JVs and associates** down €24M due to lower contribution of Chinese JV : lower water volumes and hazardous waste during the crisis

9M CURRENT NET INCOME OF €149M

Q3 CURRENT NET INCOME OF €142M, UP 6.2% AND UP 10.6% AT CONSTANT SCOPE AND FX

In €M	9M 2019 Published	9M, 2020	Variation vs. 2019 at constant FX	Var. vs. 2019 at constant scope and FX
Current EBIT⁽¹⁾	1 190	771	-34.1%	-29.9%
Cost of net financial debt	-333	-315		
Other financial income and expense	-132	-127		
Net financial capital gains ⁽¹⁾	+14	+9		
Income tax expense	-151	-98		
Non-controlling interests	-102	-92		
Current net income – Group share	486	149	-66.9%	-59.4%
Current net income – Group share Excluding net financial capital gains	468	139	-67.7%	-59.9%

(1) Including related taxes and minorities

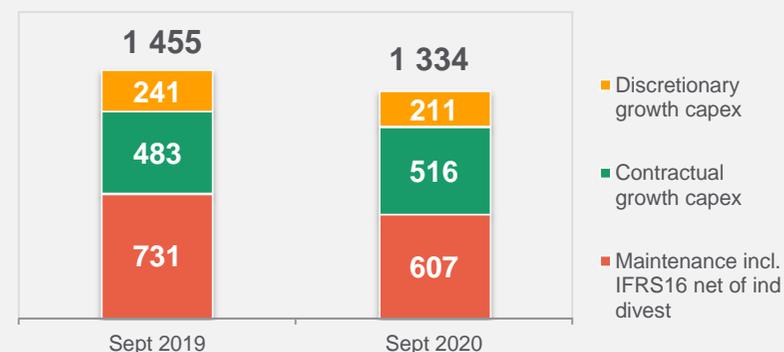
- **Cost of net financial debt down by €18M** due to favorable Euro Debt refinancing in 2019 and 2020, combined with non euro-denominated debt savings. **Gross cost of borrowing rate down 55 bps from 3.11% to 2.58%.**
- **Other financial income and expense of -€127M** include : 1/ stable interest (cash) on IFRIC 12 concession liabilities of -€60M; 2/ IFRS 16 lease financial charges of -€24M; 3/ non cash charges related to the unwinding of the discount of provisions of -€16M

SOLID FINANCIALS AS OF SEPT. 30, 2020

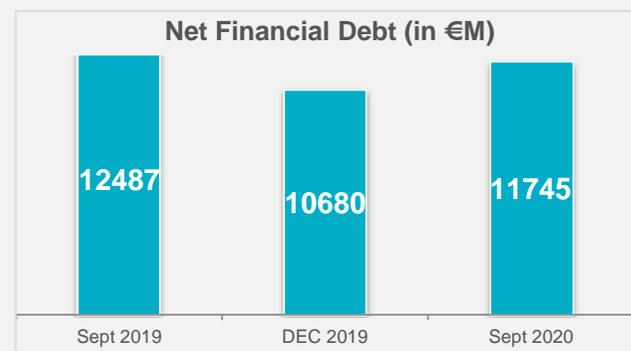
BETTER THAN EXPECTED WCR - NET FINANCIAL DEBT DOWN BY €742M

- **Net industrial Capex of €1 334M, vs. €1 455M, -8% vs Sept. 2019**
 - ✓ Lower net maintenance capex (including IFRS16 and net of industrial divestments): **€607M vs. €731M**
 - ✓ Growth contractual capex : **€516M vs €483M**
 - ✓ Discretionary growth capex : **€211M vs. €241M**
 - 11% in France, 27% in Rest of Europe, 40% in Asia
 - Mostly: hazardous projects in Asia and the Middle East, WTE facilities in France
- **Net Free Cash Flow⁽¹⁾ to -€377M vs. -€167M in 9M2019** :EBITDA decrease partially offset by net capex reduction and control of WCR
 - ✓ **Continued improvement of WCR of +€79M** due to strict monitoring of cash collection : seasonal variation of -€651M vs. -€730M in 9M 2019
- **Net financial debt of €11 745M, down €742M vs. Sept2019**
 - ✓ **Down €742M** vs. September 2019 thanks to **net financial divestitures of €461M** from September 2019 to September 2020 (including the closing of the divestiture of municipal energy in the US in December 2019) and **favorable forex of €244M**
 - ✓ **Up €1 065M vs December 2019** due to WCR seasonality of -€651M, net financial acquisitions of -€512M (including the closing of the Alcoa acquisition in the US for -€231M, and MAG in Russia for -€133M) and dividend payments for -€379M

Net Capex (in €M)

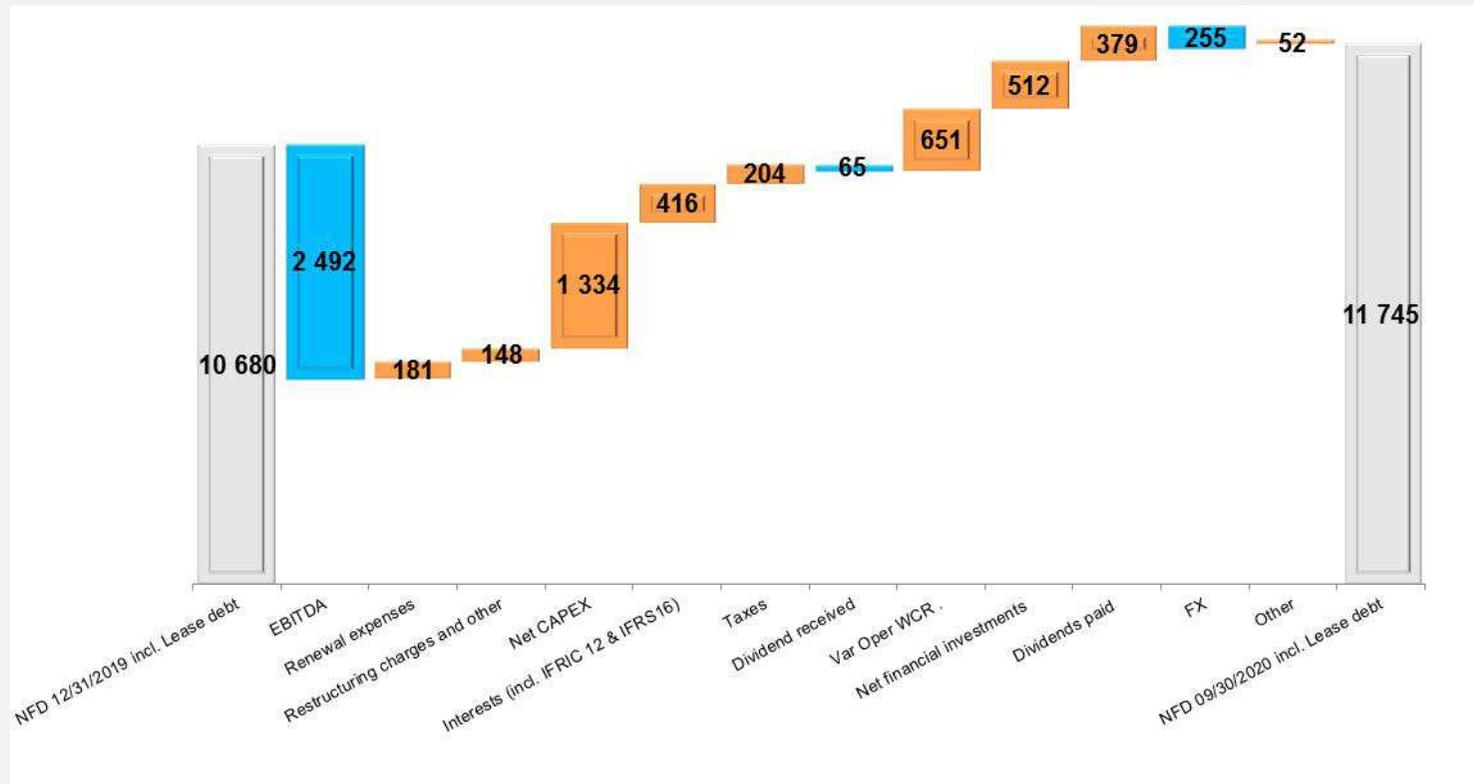


Net Financial Debt (in €M)



⁽¹⁾ Net free cash flow corresponds to the free cash flow of continuing operations, i.e. the sum of EBITDA, dividends received, operating cash flow from financing activities, and the variation of operating working capital, less all net industrial investments, net interest expense, tax expense, restructuring charges, other non current expenses and renewal expenses

EVOLUTION OF NET FINANCIAL DEBT



A SOLID FINANCING STRUCTURE : A VERY STRONG CASH POSITION AND ROBUST B/S

Strong cash position

- **Net Financial debt of €11 745M**
- **€9bn of cash at 30 September 2020**
- January issuance of €500M bond: 0.664% 11 years
- April issuance of €700M bond: 1.25% 8 years
- June issuance of €500M bond: 0.80% 11.5 years

Large Group liquidity

- **€13.1bn** including €4.2bn in undrawn confirmed credit lines without disruptive covenants

Robust Balance Sheet

- Standard & Poor's : A-2 / BBB stable outlook
- Bond maturity schedule well spread out over the next four years, with €500M due in November 2020, €432M in December 2020 and €638M in January 2021 fully covered by net cash position
- Average maturity of net financial debt: 7.5 years at 30/06/20 vs. 6.9 years at 31/12/19
- **Issuance of €2bn in hybrid bonds on Oct. 14 2020 in 2 tranches**
 - ✓ 850 million bearing a coupon of 2.25 % until its first reset date in April 2026,
 - ✓ 1150 million bearing a coupon of 2.50 % until its first reset date in April 2029.

2020 OUTLOOK : Q4 GUIDANCE CONFIRMED

- ❑ The initial 2020 objectives have been suspended due to the COVID outbreak
- ❑ Taking into consideration the recovery of our activities since the end of the lockdown and Q3 performance, **we confirm our objective of an operational performance in Q4⁽¹⁾ equivalent to that of Q4 2019**
- ❑ The strategic choices included in Impact 2023 remains fully relevant.



Combination with Suez will enable to reinforce and accelerate our strategic plan Impact 2023 in order to create the **world champion of the ecological transformation**

(1) At constant FX (as of end 2019)



9M 2020 Key Figures

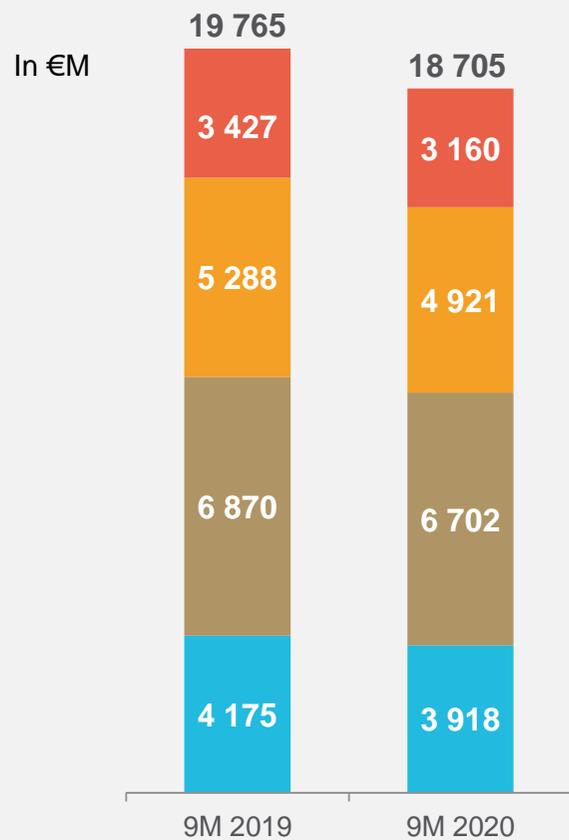
| *Appendices*



APPENDIX 1: CURRENCY MOVEMENTS

For 1€	9M, 2019	9M, 2020	Δ 2020 vs. 2019
US dollar			
Average rate	1.124	1.124	0.0%
Closing rate	1.089	1.171	-7.5%
UK pound sterling			
Average rate	0.883	0.884	-0.1%
Closing rate	0.886	0.912	-3.0%
Australian dollar			
Average rate	1.607	1.663	-3.5%
Closing rate	1.613	1.644	-1.9%
Chinese renminbi yuan			
Average rate	7.721	7.869	-1.9%
Closing rate	7.796	7.949	-2.0%
Czech crown			
Average rate	25.701	26.380	-2.6%
Closing rate	25.816	27.233	-5.5%
Argentinian peso			
Average rate	49.947	76.007	-52.2%
Closing rate	62.836	89.344	-42.2%

APPENDIX 2: REVENUE OF €18 705M, -3.8% AT CONSTANT SCOPE AND FX ANALYSIS BY SEGMENT



Variations vs. 9M,2019	Variation	Δ At constant FX	Δ At constant scope and FX
Global business	-7.8%	-7.2 %	-7.9%
Rest of the World	-6.9%	-4.5%	-1.7%
Europe excl. France	-2.4%	-1.5%	-1.8%
France	-6.2%	-6.2%	-6.2%
Total	-5.4%	-4.3%	-3.8%

APPENDIX 3: QUARTERLY REVENUE BY SEGMENT

	1 st quarter 2019				2 nd quarter 2019				3 rd quarter 2019			
In €M	2018 repr	2019	Δ at cst FX	Δ at cst scope & FX	2018 repr	2019	Δ at cst FX	Δ at cst scope & FX	2018 Repr.	2019	Δ at cst FX	Δ at cst scope & FX
France	1 311	1 347	+2.8%	+2.1%	1 345	1 412	+5.0%	+4.7%	1 409	1 416	+0.5%	+0.5%
Europe excl. France	2 461	2 572	+4.7%	+3.4%	2 079	2 217	+7.2%	+5.8%	2 005	2 080	+4.1%	+3.7%
Rest of the World	1 613	1 758	+6.6%	+4.1%	1 579	1 726	+9.0%	+6.3%	1 634	1 787	+9.0%	+6.2%
Global Business	1 046	1 102	+4.7%	+4.5%	1 140	1 174	+2.6%	+2.2%	1 146	1 152	-0.2%	-0.1%
Other	8	6	-	-	7	9	-	-	7	6	-	-
Group	6 438	6 785	+4.8%	+3.5%	6 150	6 539	+6.3%	+5.0%	6 200	6 440	+3.8%	+2.9%
	1 st quarter 2020				2 nd quarter 2020				3 rd quarter 2020			
In €M	2019	2020	Δ at cst FX	Δ at cst scope & FX	2019	2020	Δ at cst FX	Δ at cst scope & FX	2019	2020	Δ at cst FX	Δ at cst scope & FX
France	1 347	1 305	-3.1%	-3.1%	1 412	1 185	-16.1%	-16.1%	1 416	1 428	+0.8%	+0.8%
Europe excl. France	2 572	2 590	+1.1%	+0.5%	2 217	2 033	-6.7%	-6.6%	2 080	2 078	+0.8%	+0.5%
Rest of the World	1 758	1 710	-1.8%	+2.2%	1 732	1 593	-5.7%	-4.4%	1 792	1 613	-6.0%	-3.0%
Global Businesses	1 102	1 064	-3.6%	-4.1%	1 174	925	-20.8%	-21.5%	1 152	1 172	+3.1%	+2.3%
Other	6	6	-	-	3	1	-	-	1	3	-	-
Group	6 785	6 675	-1.3%	-0.5%	6 539	5 737	-11.0%	-10.8%	6 441	6 293	-0.6%	-0.1%

APPENDIX 4: QUARTERLY REVENUE BY BUSINESS

	1 st quarter 2019				2 nd quarter 2019				3 rd quarter 2019			
In €M	2018 represented	2019	Δ at cst FX	Δ at cst scope & FX	2018 represented	2019	Δ at cst FX	Δ at cst scope & FX	2018 represented	2019	Δ at cst FX	Δ at cst scope & FX
Water	2 562	2 645	+1.8%	+2.7%	2 625	2 713	+2.6%	+3.3%	2 726	2 736	-0.6%	+0.4%
Waste	2 268	2 443	+7.6%	+5.0%	2 420	2 567	+6.9%	+4.2%	2 399	2 540	+6.7%	+4.9%
Energy	1 608	1 697	+5.6%	+2.5%	1 105	1 259	+14.1%	+10.8%	1 075	1 164	+8.2%	+4.8%
Group	6 438	6 785	+4.8%	+3.5%	6 150	6 539	+6.3%	+5.0%	6 200	6 440	+3.8%	+2.9%

	1 st quarter 2020				2 nd quarter 2020				3 rd quarter 2020			
In €M	2019	2020	Δ at cst FX	Δ at cst scope & FX	2019	2020	Δ at cst FX	Δ at cst scope & FX	2019	2020	Δ at cst FX	Δ at cst scope & FX
Water	2 637	2 645	+0.0%	-0.4%	2 705	2 451	-8.8%	-9.5%	2 752	2 794	+3.4%	+2.6%
Waste	2 455	2 470	+1.6%	+0.2%	2 582	2 198	-13.6%	-14.6%	2 531	2 422	-2.9%	-3.4%
Energy	1 693	1 560	-7.3%	-1.8%	1 252	1 088	-10.6%	-5.6%	1 158	1 077	-5.3%	+0.8%
Group	6 785	6 675	-1.3%	-0.5%	6 539	5 737	-11.0%	-10.8%	6 441	6 293	-0.6%	-0.1%

APPENDIX 5 : REVENUE OF €18 705M, -3.8% AT CONSTANT SCOPE AND FX ANALYSIS BY BUSINESS (1/2)



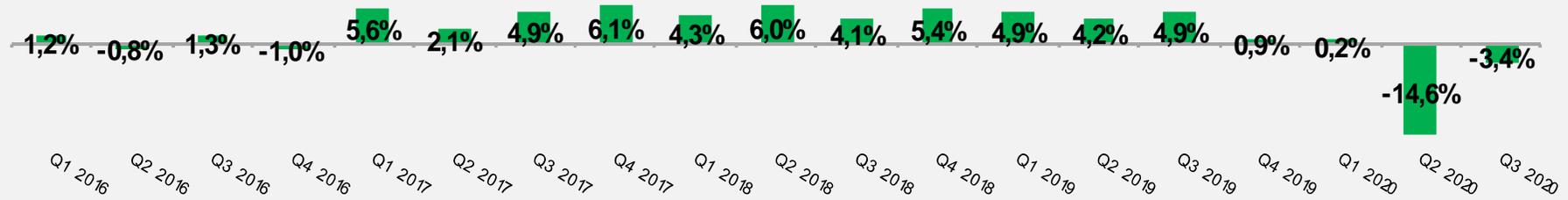
Variations vs. 9M, 2019		Variation	Δ At constant FX	Δ At constant scope and FX
	Energy	-9.2%	-7.8%	-2.2%
	Waste	-6.3%	-5.1%	-6.1%
	Water	-2.0%	-1.4%	-1.9%
	Technology & Construction	-4.0%	-3.0%	-3.8%
Total		-5.4%	-4.3%	-3.8%

APPENDIX 5 : REVENUE OF €18 705M, -3.8% AT CONSTANT SCOPE AND FX ANALYSIS BY BUSINESS (2/2)

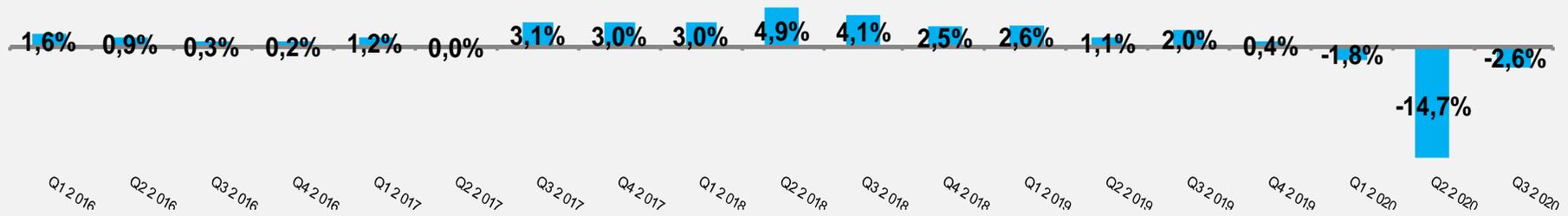
- **WATER** : Revenue -1.4% at constant FX to €5 954M
 - ✓ France :resilient. Volumes +0.8% ytd (flat at June end, followed by a very good summer). Tariff increases: +1.5%: unchanged. Works recovering and a few commercial impacts on side activities associated with the lockdown period. No significant unpaid bills/DSO issue
 - ✓ Central Europe : water tariff increases; good volumes except in Prague due to lower tourism
- **TECHNOLOGY AND CONSTRUCTION** : 9M Revenue -3.0% at constant FX to €1 936M. Q3 Revenues : +9.9%⁽¹⁾
 - ✓ **VWT** : €1 040M, +2.6%⁽¹⁾ : French municipal projects back to normal : 100% active sites. Resilient commercial activity : desalination tenders delayed but strong service oriented bookings
 - ✓ **SADE** : €896M, -8.8%⁽¹⁾ : Strong activity recovery in Q3 but bookings lower than previous years
- **WASTE** : Revenue -5.1% at constant FX to €7 090M. Q3 Revenues : -2.9%⁽¹⁾
 - ✓ Volumes/commerce : -6.4% (-1.8% in Q1, -14.7% in Q2, -2.6% in Q3)
 - ✓ Price effects : +2.0%, partially offset by continued decline of recycled prices (impact -1.6%)
- **ENERGY** : Revenue -7.8% at constant FX and -2.2% like-for-like to €3 725M
 - ✓ Scope impact of -€227M mostly divestiture of Municipal Energy assets in the US (closed Dec. 2019)
 - ✓ Weather effect : -€6M (-0.2%) mostly in CEE
 - ✓ Energy price effects : +1.1% : higher heat and electricity prices in Central Europe mainly
 - ✓ Lower electricity volumes in Central and Eastern Europe and lower energy services

APPENDIX 6: QUARTERLY WASTE REVENUE AND VOLUMES

Quarterly revenue growth at constant scope & FX

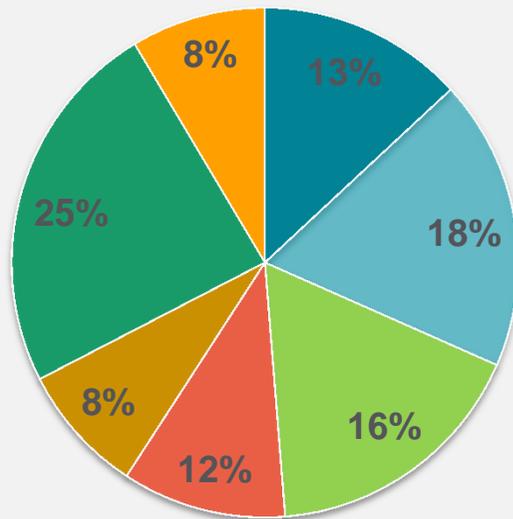


Y-Y Quarterly volume trends

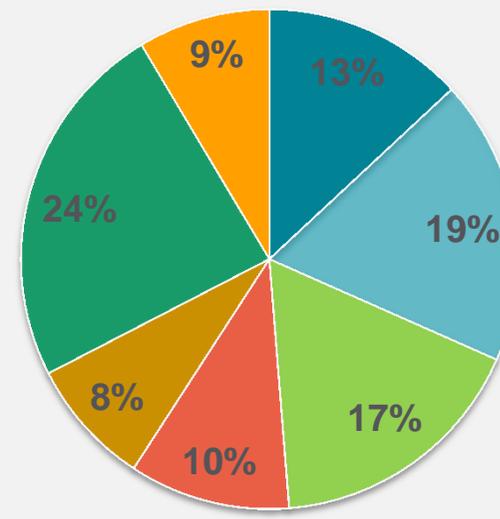


APPENDIX 7: WASTE – BREAKDOWN OF REVENUE BY ACTIVITY

2020 9M Revenue : €7 090M



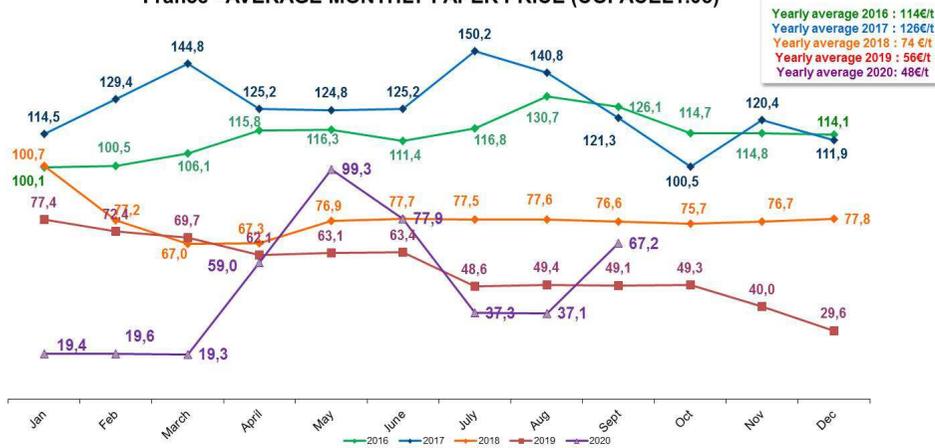
2019 9M Revenue : €7 568M



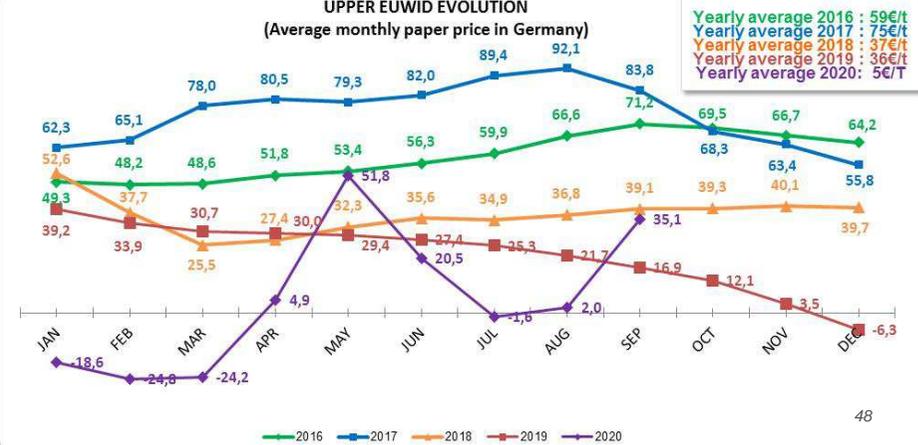
- Municipal collection & Street cleaning
- Commercial & Industrial collection
- Sorting & Recycling & MBT
- Energy recovery (incineration)
- Landfill
- Hazardous and Liquid Waste
- Industrial Services / Waste

APPENDIX 8: RECYCLED PAPER : MARKET PRICES (1/2)

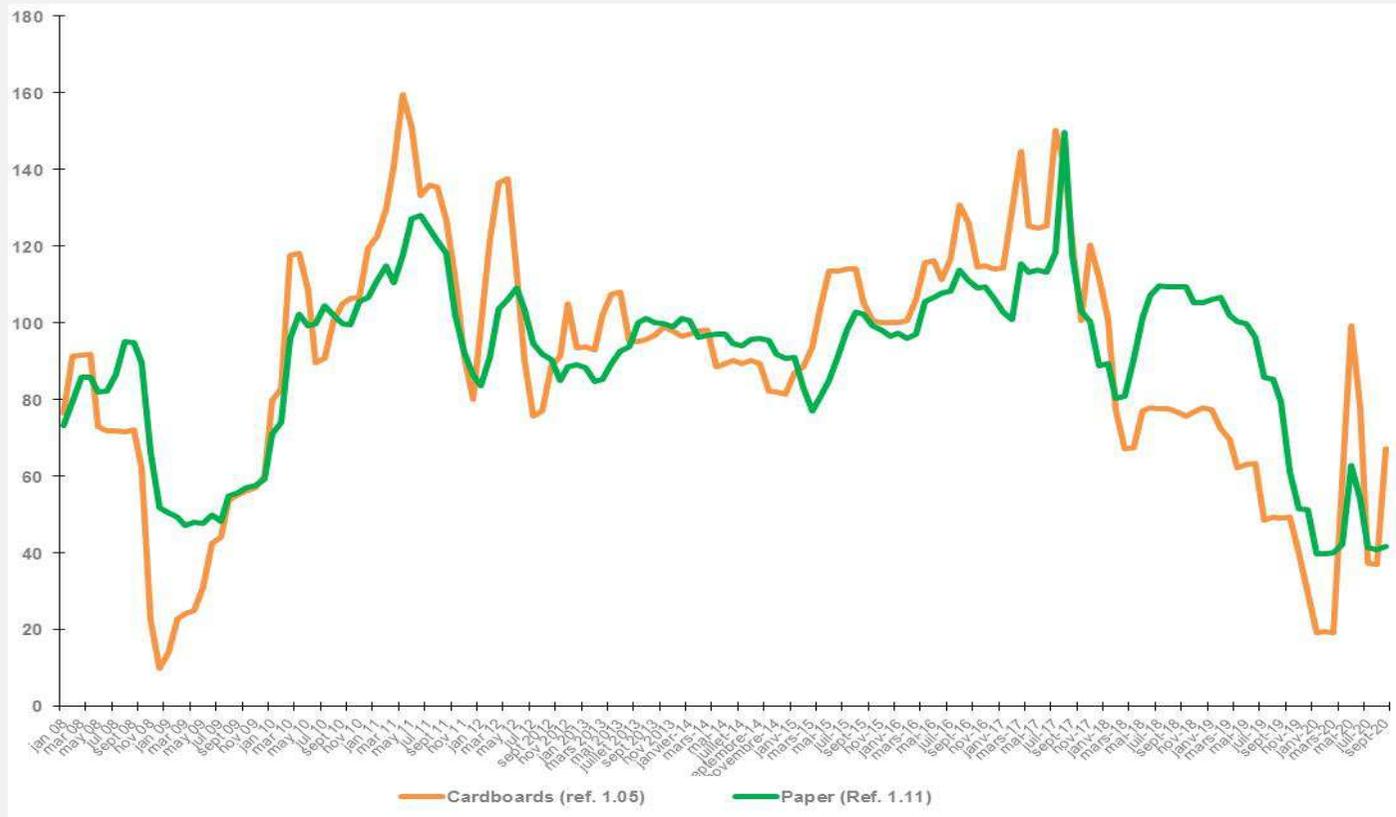
France - AVERAGE MONTHLY PAPER PRICE (COPACEL1.05)



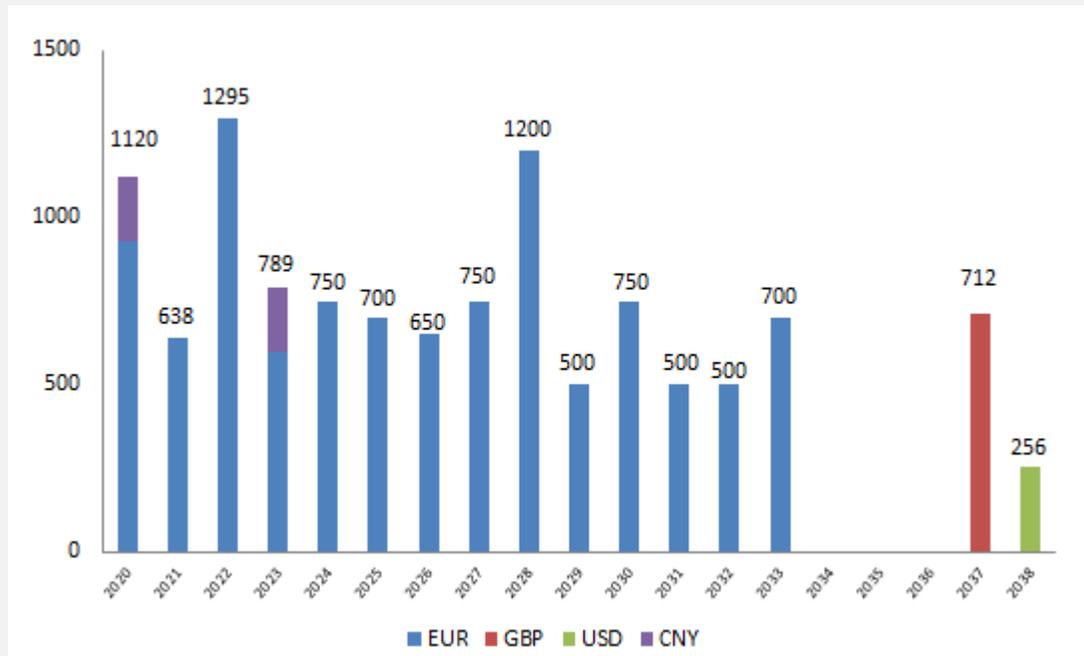
UPPER EUWID EVOLUTION
(Average monthly paper price in Germany)



APPENDIX 8: WASTE – EVOLUTION OF RAW MATERIALS PRICES (PAPER & CARDBOARD) (2/2)



APPENDIX 9: DEBT PROFILE (AT SEPTEMBRE 30, 2020)



RATING
 Moody's : P-2/ Baa1
 stable outlook
 Standard & Poor's : A-2 /
 BBB stable outlook

Bond maturity schedule well spread out with €500M due in November 2020, €431M in December 2020 and €638M in January 2021 fully covered by net cash position

Average maturity of net financial debt: 7.1 years at 30/09/20 vs. 6.9 years at 31/12/19

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