

# H1 2021 Results

29 July 2021





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# H1 2021 RESULTS AGENDA

**01**

**Veolia-Suez have reached a historical agreement: update on the combination**

**02**

**H1 2021 key highlights : H1 delivery significantly above 2020 and 2019**

**03**

**H1 2021 Operational and Financial performance**

**04**

**Appendices**

# 1- VEOLIA and Suez have reached a historical agreement

*Update on the VEOLIA-SUEZ combination*

*Antoine Frérot, CEO*



## KEY MILESTONES AND AGENDA

- ❑ **On October 6<sup>th</sup>, Veolia has acquired 29.9% of Suez's capital** from Engie
- ❑ **On May 14<sup>th</sup>**, agreement between Veolia and Suez's Boards enabling the combination of the 2 Groups and the creation of a "New Suez"
- ❑ **On June 29<sup>th</sup>, finalization of the transaction**
  - ✓ **Tender Offer on the remaining 70.1% of Suez shares at €19.85 per share** (after payment of the €0.65 dividend on July 8<sup>th</sup>) , recommended by Suez Board and filed before the AMF on June 29<sup>th</sup>
    - ❖ **On July 20<sup>th</sup>, approval of the AMF and opening of the tender Offer on July 29<sup>th</sup>**
  - ✓ **Binding Offer of €10.4bn by the Consortium** on "New Suez assets", accepted and to be closed by year-end
- ❑ **Rights issue of €2.5bn**, as part of the financing of the transaction
- ❑ **Expected closing of the tender offer by year-end after EU antitrust clearance**
  - ✓ Acquisition of Suez and divestment of New Suez assets to the Consortium

# ACQUISITION OF SUEZ TO CREATE THE WORLD CHAMPION OF ECOLOGICAL TRANSFORMATION : 4 KEY VALUE CREATION PILLARS

## Growth

*Accelerate with Suez on new growth priorities*

- ❑ **Global leadership and worldwide reach** in a fragmented market : geographical diversification
- ❑ **Additional businesses & cross selling opportunities** (energy services ..)
- ❑ **Industrial customers: targeting high value solutions**
  - Process water, highly polluted effluents, recycling of waste flows, soil remediation, mobile units, water re-use
- ❑ **Technology and data driven solutions**
  - New high growth potential business for a wider customer base

## Impact & ESG

*Complementary expertise to shape a sustainable environment*

- ❑ **From sustainability leadership to setting new standards for the future**
  - **Positive impact on the planet** natural capital: improve biodiversity
  - **Circularity & traceability of impact**
  - **Positive climate impact:** acceleration of **de-carbonation** (carbon capture, fuel conversion) => 100% sustainable solutions
- ❑ **Combined best in class rankings in ESG**

## Shareholder value

*Strong value creation*

- ❑ **Double digit EPS<sup>(1)</sup> accretion in 2022 and 40% in 2024**
- ❑ **Combined entity leverage below or equal to 3.0x**
- ❑ **BBB / Baa1 ratings confirmed** by S&P and Moody's with stable outlooks
- ❑ **Dividend policy maintained**

## Synergies

*€500M synergies*

- ❑ Share **all best practices**
- ❑ Operational **efficiencies**
- ❑ **Internalization** of volumes
- ❑ **Purchasing** leveraging on the Group's size

# ACQUISITION OF SUEZ WILL STRENGTHEN VEOLIA LEADERSHIP

## VEOLIA SUEZ COMBINED REVENUE INCREASED BY 40%

Growth

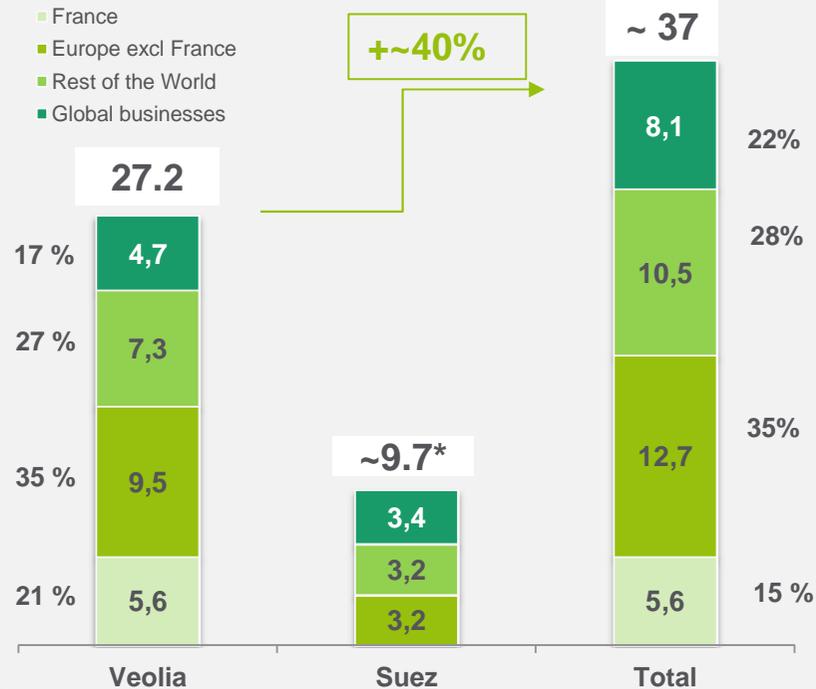
Impact & ESG

Shareholder Value

Synergies

### Revenue by geography (€bn)

Based on 2019 figures



# MERGER ACCELERATES THE TRANSITION TOWARDS SUSTAINABLE GROWTH: MERGER WILL ENHANCE OUR ESG RANKINGS

Growth

Impact & ESG

Shareholder Value

Synergies



## New Energy Services

Cross selling Veolia's energy services to SUEZ clients and geographies



## Water re-use

Enlarge capabilities and offering with Suez proprietary chemicals, equipment, digital tools and service offer



## Plastic Recycling

Leverage of SUEZ JV and facilities with LyondellBasell to accelerate plastic recycling growth



## Carbon Capture / Air Quality

Leverage Veolia expertise in carbon capture and SUEZ work on storage solutions to become a major player in carbon capture storage and reuse

## General ESG

ISS-oekom

- **Veolia**
  - N° 1 in the Utilities sector by ISS-Oekom
  - Robeco SAM's 2020 Sustainability Yearbook in the "Silver Class" category

## Suez

ROBECOSAM

- **Suez**
  - N°1 in Waste & Water utilities sector by Vigeo Eiris
  - Participation to Robeco SAM campaign

## Climate Performance

CDP

- **Veolia:** A rating by CDP for Climate change and B rating by CDP Water
- **Suez:** A rating by CDP for Climate & Water leadership

## Responsible supplier

2019  
ecovadis  
A

- **Veolia**
  - A rating by CDP for supply chain
  - Gold distinction by Ecovadis for supply chain (top 5%)
- **Suez:** CDP Leadership list 2020

# A FINANCIALLY COMPELLING TRANSACTION FOR ALL VEOLIA SHAREHOLDERS

Growth

Impact and ESG

Shareholder Value

Synergies

## Offer Price

- **€19.85 per share** (after detachment of the €0.65 dividend on July 6th)

## New Suez

- **Sale of New Suez for an EV of €10.4bn, multiple consistent with the offer price**

## Synergies

- **Significant cost synergies confirmed at €500 MM run rate**

## Value creation

- **Attractive value creation for Veolia shareholders**
- **Current net income per share accretion<sup>(1)</sup> c.10% in 2022 and c.40% in 2024**

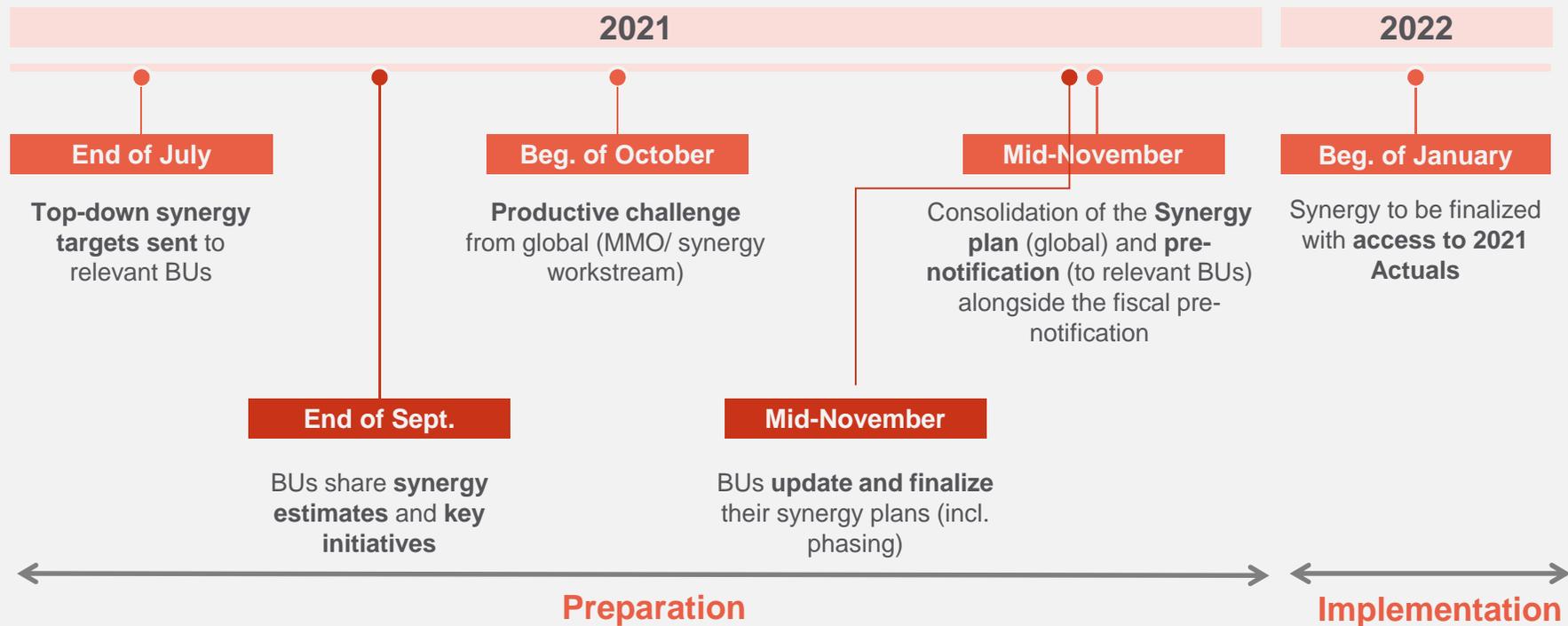
## Leverage ratio

- **Leverage  $\leq 3.0x$**

## Dividend policy

- **Impact 2023 dividend policy maintained**
  - ✓ DPS growth in line with EPS
  - ✓ Pay out 70%

# WE USE A “W-SHAPE” PROCESS TO PREPARE THE SYNERGY PLAN

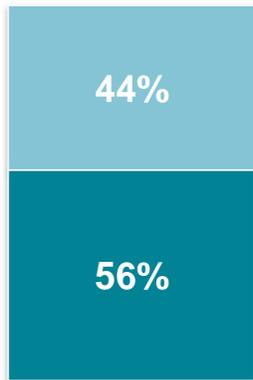


# CONFIRMATION OF COMPELLING SYNERGY POTENTIAL FOR THE COMBINED GROUP



## By geography

Synergy estimates (in €M)

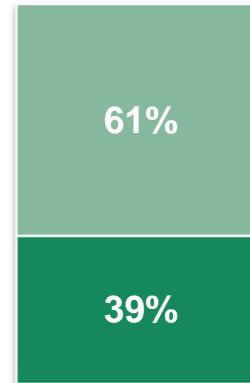


■ Europe ■ Rest of the World



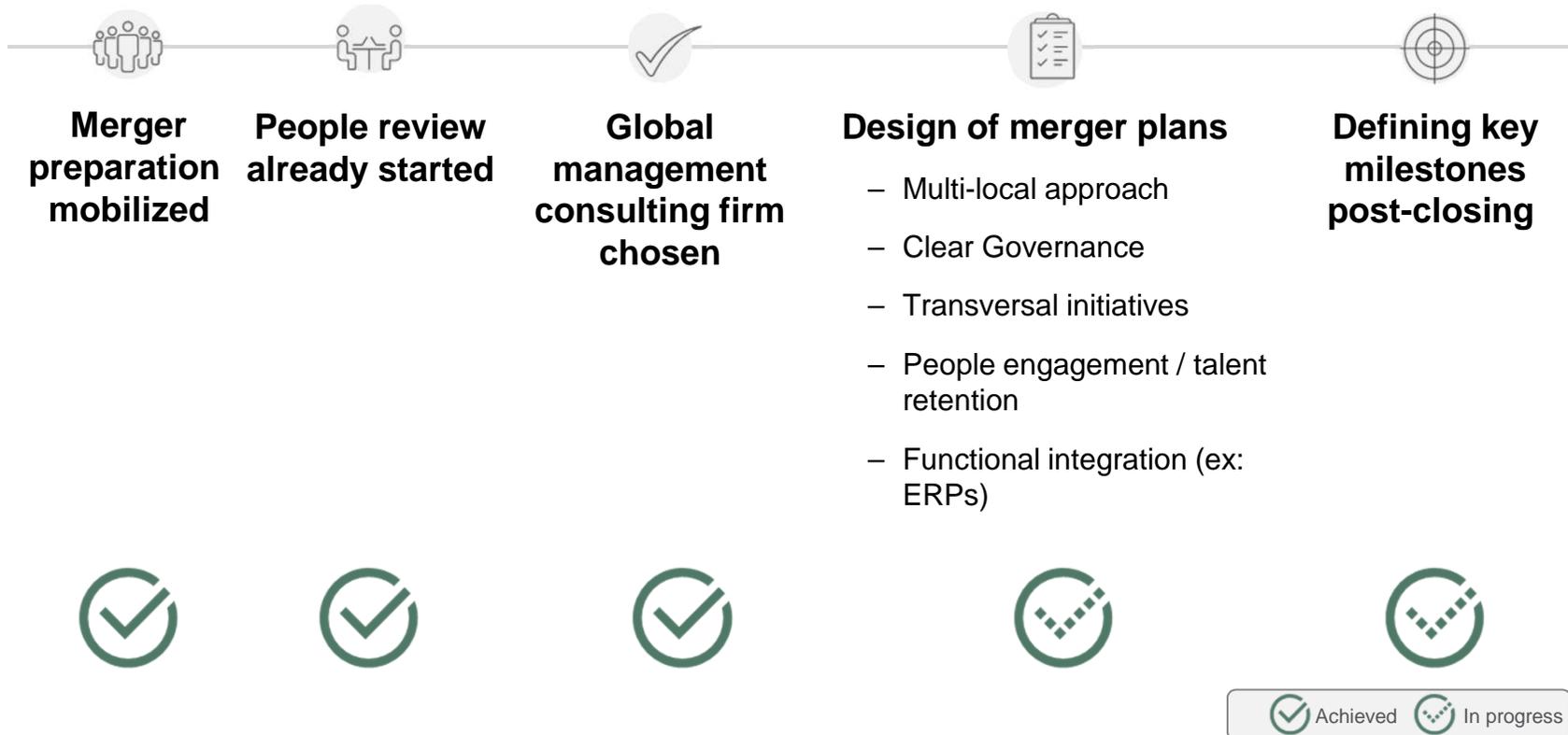
## By cost category

Synergy estimates (in €M)

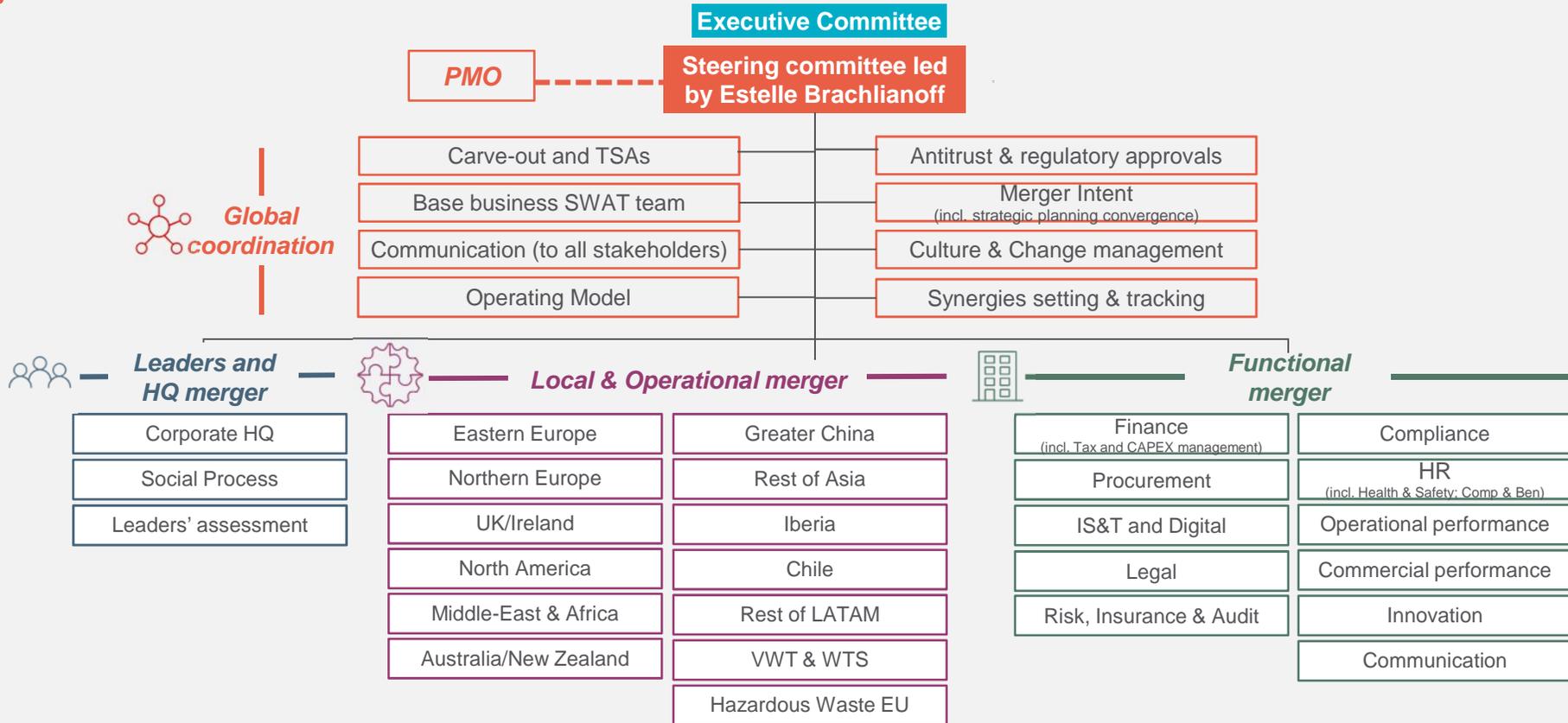


■ Procurement ■ Operations and internalisation

## A SOLID **MERGER INTEGRATION PROCESS** IN PREPARATION



# WE HAVE DEFINED 30+ WORKSTREAMS TO MANAGE THE MERGER PROCESS





## 2- H1 2021 key highlights

*H1 delivery significantly above 2020 and 2019*

*Antoine Frérot, CEO  
Estelle Brachlianoff, COO*



## H1 2021 KEY HIGHLIGHTS

### FY 2021 GUIDANCE RAISED AFTER H1 OUSTANDING DELIVERY

#### ☐ Very strong 1<sup>st</sup> Half 2021 results, ahead of 2020 and of 2019

- ✓ EBITDA up 31.4%<sup>(1)</sup> and current EBIT doubled<sup>(1)</sup> vs. H1 2020
- ✓ Record H1 current Net Income of €516M

In €M	H1 2019	H1 2020	H1 2021	Var. vs H1 2020 <sup>(1)</sup>	Var vs H1 2019 <sup>(1)</sup>
Revenue	13 324	12 412	13 645	+11.2%	+4.6%
EBITDA	2 002	1 599	2 081	+31.4%	+6.2%
Current EBIT	857	438	901	+108.1%	+7.8%
Current net income	352	7	516	na	+49.0%

**FY guidance raised after H1 delivery above target and excellent business momentum**  
EBITDA target raised from more than €4bn to more than €4.1bn, a growth >12% vs. 2020<sup>(1)</sup>  
fueled by superior growth and enhanced cost savings

## H1 2021 KEY HIGHLIGHTS

### BACK TO A SOLID GROWTH TRAJECTORY FUELED BY **RESILIENT ACTIVITIES, WASTE REBOUND AND STRONG MOMENTUM IN KEY GROWTH BUSINESSES**

- **Very strong half year results ahead of 2020 and 2019 despite 3rd wave of COVID in Europe**
  - ✓ **Benefit of Veolia resilient businesses** (Water, municipal waste, heating...)
  - ✓ **Higher than expected Waste rebound** : revenue up +27.1%<sup>(1)</sup> in Q2 and +14.6%<sup>(1)</sup> in H1 driven by volumes almost back to normal, high levels of recycled materials prices and continued very strong growth of Hazardous waste
  - ✓ **Strong commercial dynamism and continued price increases**
  - ✓ **Efficiency gains of €204M**, largely ahead of the annual objective of €350M
  
- **Better than expected post Covid rebound in Q2 vs. Q2 2020<sup>(1)</sup>**
  - ✓ **Q2 Revenue of €6 838M, +19.7% vs. Q2, 2020 after +4.0% in Q1**
  - ✓ **Q2 EBITDA of €1 003M, +58.8% vs. Q2, 2020 after +13.6% in Q1**

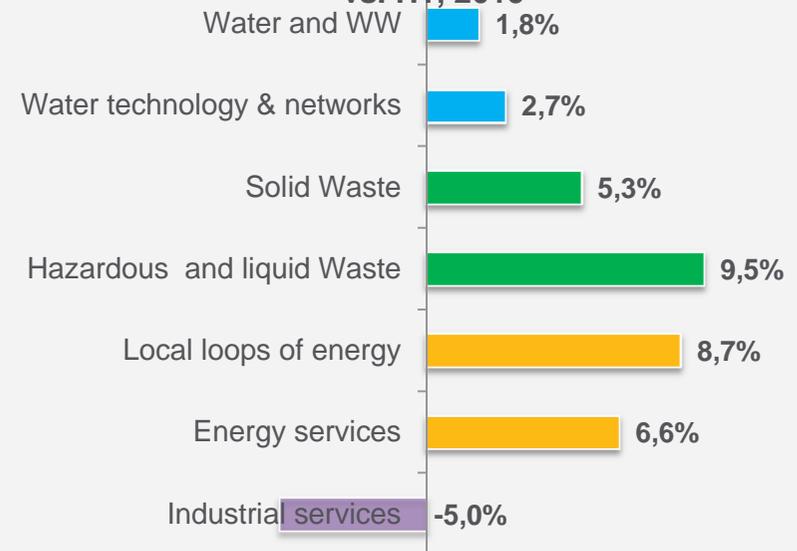
# KEY OPERATIONAL H1 2021 HIGHLIGHTS

## PERFORMANCE BY BUSINESS

### PERFORMANCE BY BUSINESS vs. 2019

- ❑ **Municipal Water** : back to normal volumes in almost all geographies
- ❑ **Water Technologies and networks:** higher growth in Q2 due to works commercial dynamism
- ❑ **Solid Waste** : C&I volumes catch-up in Q2 (although still below pre Covid), strong pricing and favorable recycled material prices
- ❑ **Hazardous waste:** acceleration in Q2, due to strong volumes and prices increases
- ❑ **Energy:** resilient and boosted by favorable weather and high energy prices

#### Revenue variation at constant scope and FX vs. H1, 2019



# H1 2021 MAIN DEVELOPMENT PROJECTS

## □ Fully recovered commercial momentum and project pipeline full

### ➤ Good commercial momentum in municipal water

- ❖ **France:** Gain of Cholet potable water, of Colmar waste water contract and renewal of Lens/Liévin and Montauban for a total backlog of €300M
- ❖ **Japan:** Gain of the 1st potable water concession in Miyagi : 1.9 million inhabitants - backlog ~€800M

### ➤ Water technologies

- ❖ VWT : 2 salt crystallizer contracts : petrochemical in Louisiana and Lithium battery production in Australia

### ➤ Industrial ecology development

- ❖ **Finland:** BASF EV battery plant in Harjavalta: 20-year O&M - backlog ~€240M
- ❖ **Peru:** utility for PETROPERU refinery leveraging from our sulfur acid regeneration in the US - backlog ~€96M

### ➤ Energy Efficiency contracts

- ❖ **Italy :** University of Parma (backlog €145M), hospital of Parma (€37M), city of Milan contract extension (total €163M backlog)

### ➤ Launch of new businesses and innovative offerings

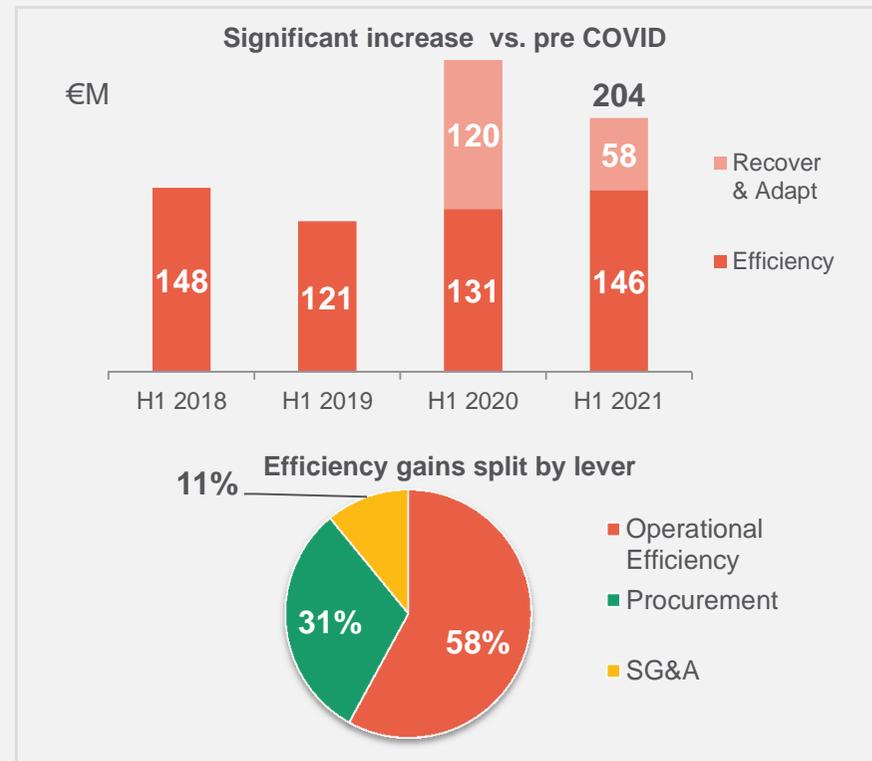
- ❖ Partnership with Renault and Solvay to **recycle lithium batteries**
- ❖ Partnership with Total Energies to **produce next generation biofuels**
- ❖ First industrial full scale waste **water re-use plant in 2021 in France** (Sables d'Olonnes)

## □ Continued asset rotation

- Divestiture of our JV in the **Shenzen Water concession** in China for ~€400M
- Asset arbitrage in **Scandinavia**
- Closing of the acquisition of **Osis** (liquid waste treatment in France, purchased from Suez) on May 15th

## €204M EFFICIENCY GAINS ACHIEVED IN H1 AHEAD OF THE ANNUAL OBJECTIVE OF €350M

- ❑ **2021 annual objective raised from €250M to €350M** including sustained extra efforts in 2021 linked to Covid
- ❑ **204m€ achieved in H1** (1.5% of revenue), ahead of annual schedule
- ❑ **H1 2021 main gains include :**
  - ✓ Significant purchasing savings notably in sub-contracting, maintenance, IT
  - ✓ Contract margin improvement and turnaround
  - ✓ Technical optimizations : chasing of non revenue water, efficiency improvement in cogeneration facilities (Poland, Germany)
  - ✓ G&A streamlining



## 2021 EBITDA GUIDANCE<sup>(1)(2)</sup> RAISED AFTER H1 OUTSTANDING DELIVERY

FY guidance raised after H1 delivery above target and excellent business momentum

- ❑ Revenue : above 2019 level
- ❑ **2021 EBITDA above €4.1bn**
  - ✓ Recovery of operating leverage
  - ✓ **More than €350M of cost cutting**
- ❑ Net debt below €12bn, and leverage ratio <3.0x
- ❑ Dividend policy : recover the pre-crisis dividend policy in 2021



# 3- 2021 Financial & Operational Performance

*H1 delivery  
significantly above  
2020 and 2019*

| *Claude Laruelle, CFO*



## H1 KEY FIGURES

**H1 REVENUE UP +11.2% AND H1 EBITDA UP +31.4% AT CONSTANT FX  
CURRENT NET INCOME OF €516M AND RECORD FCF GENERATION**

<i>In €M</i>	H1, 2019	H1, 2020	H1, 2021	Var. Y-Y vs. H1,2020	Var. at constant FX vs. H1,2020	Var. at constant FX vs. H1,2019
Revenue	13 324	12 412	13 645	+9.9%	+11.2%	+4.6%
EBITDA	2 002	1 599	2 081	+30.1%	+31.4%	+6.2%
<i>EBITDA margin</i>	15.0%	12.9%	15.3%			
Current EBIT	857	438	901	+105.9%	+108.1%	+7.8%
Current net income Group share	352	7	516	-	-	+49.0%
Current net income Group share excl. capital gains	334	6	520	-	-	+58.7%
Net industrial CAPEX	-969	-873	-834			
Net Free Cash Flow after growth capex	-473	-515	+270			
Net Financial Debt	12 478	11 850	13 767			

FX impacts (vs. H1 2020)	€M	%
Revenue	-160	-1.3%
EBITDA	-20	-1.3%
Current EBIT	-10	-2.2%
Current Net Income	-4	na
Net financial debt (vs.12/2020)	+145	+1.1%

## Q2 KEY HIGHLIGHTS

### BETTER THAN EXPECTED POST COVID REBOUND

	2019	2020				2021		
<i>Revenue growth at constant FX</i>	Year	Q1	Q2	Q3	Q4	Q1	Q2	H1
France	+2.0%	-3.1%	-16.1%	+0.8%	+2.5%	+5.7%	+23.5%	+14.2%
Europe excl. France	+4.1%	+1.1%	-6.7%	+0.8%	+5.3%	+9.0%	+20.9%	+14.2%
Rest of the World	+8.7%	+2.1% <sup>(1)</sup>	-4.4% <sup>(1)</sup>	-3.0% <sup>(1)</sup>	-1.5% <sup>(1)</sup>	+0.6%	+7.7%	+4.0%
Global Businesses	+0.9%	-3.6%	-20.8%	+3.1%	+2.0% <sup>(1)</sup>	+1.7% <sup>(1)</sup>	+35.7% <sup>(1)</sup>	+17.5% <sup>(1)</sup>
<b>TOTAL</b>	<b>+4.3%</b>	<b>-1.3%</b>	<b>-11.0%</b>	<b>-0.6%</b>	<b>+0.9%</b>	<b>+4.0%</b>	<b>+19.7%</b>	<b>+11.2%</b>
EBITDA growth at constant FX	+4.5%	-5.3%	-33.9%	+1.7%	+4.2%	+13.6%	+58.8%	+31.4%

#### KEY Q2 HIGHLIGHTS : REVENUE+19.7%<sup>(2)</sup> AND EBITDA+58.8%<sup>(2)</sup>

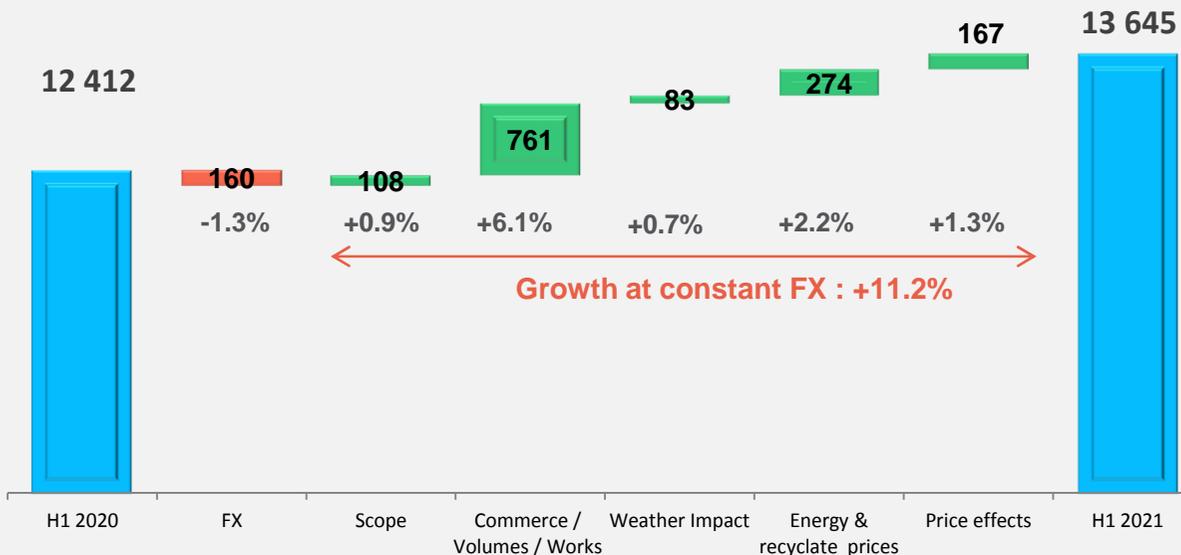
- France: very strong growth in Q2 of +23.5%, driven by waste rebound and water works recovery
  - ✓ **Water** : Q2 revenue +12.4%, boosted by works recovery (back to 2019 level). H1 prices up 0.7%, volumes up 0.6%
  - ✓ **Waste** : Revenue +37.7% in Q2 : volumes back to pre-Covid levels, continued price increases, and very high levels of recycling prices
- Rest of Europe: Revenue back up strongly (+20.9%<sup>(2)</sup>) in all activities** : i/ **Continued strong growth in Energy** in Central & Eastern Europe, with pursuit of cold weather in Q2, high energy prices, contribution of new assets in Budapest and Prague. ii/ **Waste rebounded strongly in Q2**, after a Q1 still penalized by lockdowns: volumes almost back to 2019 levels & strong recycling prices iii/ **Water** resilient despite lower tourism
- Rest of the World** : +7.7%<sup>(2)</sup>. Sharp rebound in most geographies, notably *Latin America* (+26.9%<sup>(2)</sup>), *Africa Middle East* (+17.6%<sup>(2)</sup>) which were more affected by Covid in Q2 2020 - *North America* (+7.2%<sup>(2)</sup>) : progressive recovery of hazardous waste volumes & favorable impact of commodity prices (e.g. sulfur index) . *Asia* slower growth due to timing of projects vs. asset divestitures in Singapore and China. *Pacific* (flat): impact of asset divestment in energy offset by recovery of waste volumes vs Q2 2020 ( but still below Q2 2019).
- Global Businesses**: very strong Hazardous Waste Europe (revenue up 57% vs. Q2 2020 and +19% vs. Q2 2019) and sharp rebound of works

(1) At constant scope and FX

(2) at constant FX

# REVENUE INCREASE OF +11.2%<sup>(1)</sup> IN H1 AND +19.7%<sup>(1)</sup> IN Q2 vs. 2020 DRIVEN BY VOLUME REBOUND AND STRONG PRICES

In €M



- **FX: -€160M**: Latin America -€49M, North America -€69M, Central & Eastern Europe -€19M
- **SCOPE: +€108M**: mostly acquisitions in Central Europe partially offset by asset divestiture of Sade Telecom, and some other asset arbitrage (e.g. cleaning activity in Singapore)
- **VOLUMES/COMMERCE/WORKS REBOUND: +€761M**  
i/Waste C&I and hazardous volumes recovery despite 3rd wave of COVID, ii/ Works sharp rebound (notably vs. Q2, 2020 trough in Europe), and iii/ Solid commercial momentum
- **FAVORABLE WEATHER (ENERGY): +€83M** (CEE)
- **HIGH ENERGY & RECYCLATE PRICES: +€274M** o/w +€68M energy prices (higher heat and electricity prices) and +€206M higher recycled prices (o/w paper +€144M)
- **PRICE INCREASES: +€167M**: continued strong pricing in waste (+2.6% impact) and in WATER (+0.9% impact)

## WASTE REVENUE UP +27.1% in Q2 AND +14.6% IN H1 to € 304M

### VOLUME REBOUND, SOLID PRICING AND HIGH RECYCLING PRICES

	Q1, 2020	Q2, 2020	Q3, 2020	Q4, 2020	Q1, 2021	Q2, 2021	H1, 2021
Recycled raw materials prices	-2.5%	-1.4%	-0.9%	+0.5%	+3.2%	+5.7%	+4.4%
Volumes / activity levels	-1.8%	-14.7%	-2.6%	-1.8%	-0.9%	+14.5%	+6.3%
Price increases	+2.4%	+1.9%	+1.6%	+2.3%	+1.7%	+3.7%	+2.6%
Other	+1.9%	-0.4%	-1.5%	+0.6%	-0.6%	+1.4%	+0.4%
<b>Growth at constant scope &amp; FX</b>	<b>+0.2%</b>	<b>-14.6%</b>	<b>-3.4%</b>	<b>+1.6%</b>	<b>+3.4%</b>	<b>+25.3%</b>	<b>+13.7%</b>
Scope effect	+1.4%	+1.1%	+0.5%	+0.8%	0% <sup>(1)</sup>	+1.8%	+0.9%
<b>Growth at constant exchange rates</b>	<b>+1.6%</b>	<b>-13.5%</b>	<b>-2.9%</b>	<b>+2.4%</b>	<b>+3.4%</b>	<b>+27.1%</b>	<b>+14.6%</b>
Currency effect	-1.0%	-1.3%	-1.4%	-3.0%	-1.6%	-0.2%	-0.9%

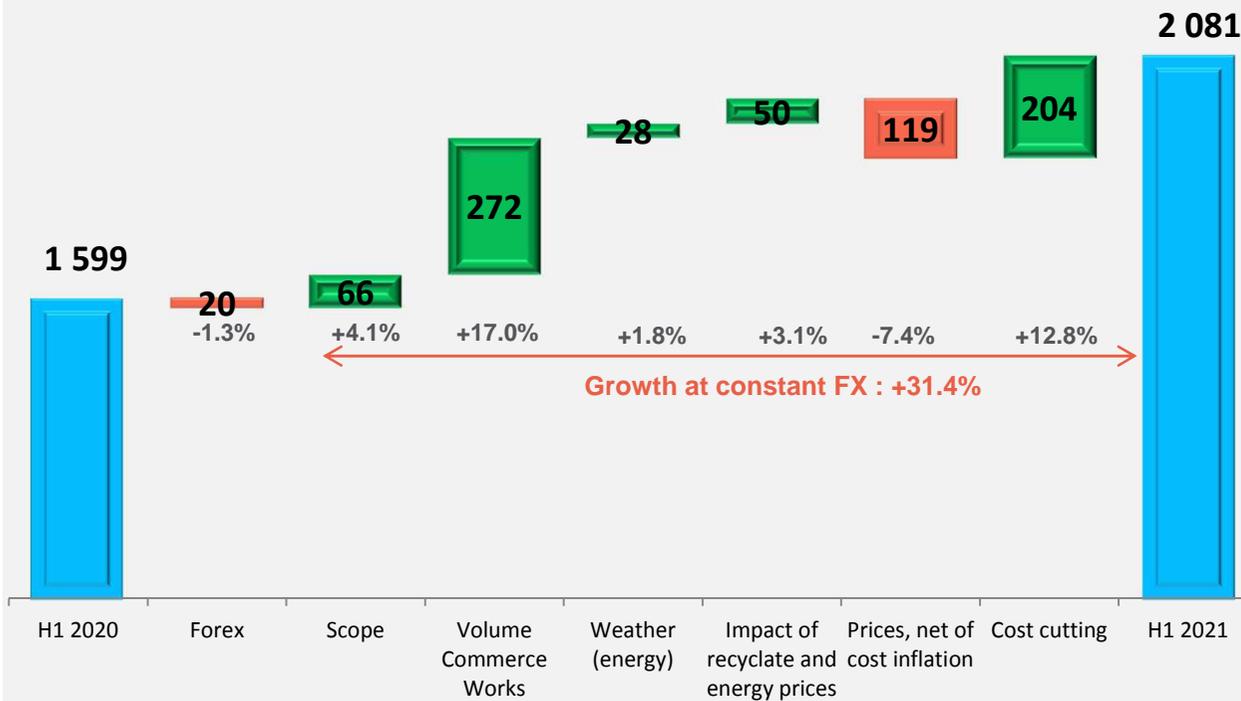
#### Waste rebound fueled by volume recovery, solid pricing and recycling prices

- **France:** Waste revenue of €1 395M, up 23.5% in H1: +9.5% volume effect, +3.6% price effect and +8.0% recycle price impact
  - ✓ Volumes: Rebound of C&I collection (volumes up 12.7% vs. H1 2020, but still below 2019), solid municipal collection and incineration.
- **UK:** Waste revenue of €958M, up 8.3%<sup>(2)</sup> in H1: volume impact +3.3%, recycle price impact +3.8%. C&I volumes back to their pre-Covid level in May and June, very resilient PFI (93.1% availability rate).
- **Northern Europe:** Waste revenue of €721M in H1, up 14.6% at constant scope and FX: Rebound of C&I collection volumes in Q2, still below 2019 and benefit of increased recycled prices.
- **Rest of World:** Waste revenue of €1 416M in H1, up 5.8%<sup>(2)</sup>. North America Waste revenue up 7.4%<sup>(2)</sup> despite adverse weather impacts in Q1, due to recovery of hazardous waste volumes and price increases. Latin America revenue up 21.2%<sup>(2)</sup>. Asia flat, strong volume effect (+5.4%) driven by hazardous waste mainly, offset by lower construction revenue (timing). Pacific flat, with volumes still below pre-Covid level
- **Global business:** Hazardous waste revenue (Europe) of €708M in H1, up 25.9%<sup>(2)</sup>: volume rebound in Q2 and price increases

(1) Scope and method  
(2) At constant FX

# EBITDA INCREASE OF +31.4%<sup>(1)</sup> IN H1 AND +58.8%<sup>(1)</sup> IN Q2 vs. 2020

## FULL OPERATING LEVERAGE RECOVERY BOOSTED BY EFFICIENCY



- **FOREX: -€20M.** Latam -€8M, USA -€7M, Central and Eastern Europe -€4M
- **SCOPE : +€66M** : mostly acquisitions in Central Europe partially offset by divestiture of Sade Telecom
- **COMMERCE/VOLUMES/WORKS REBOUND: +€272M** : notably in C&I waste and works
- **FAVORABLE ENERGY AND RECYCLED MATERIALS PRICES IMPACT : +€50M**, o/w recycled prices +€36M, mostly paper
- **PRICE EFFECT, NET OF COST INFLATION -€119M**
- **COST CUTTING: +€204M**

⇒ **EBITDA above expectations with record profitability of 15.3%**

## FRANCE – H1 OPERATIONAL REVIEW

### SHARP REBOUND OF REVENUE AND EBITDA VS. 2020 AND VS. 2019

In €M	H1,2019	H1,2020	H1 2021	Δ vs. H1 2020	Δ at constant FX vs. H1, 2020	Δ at constant FX vs. H1, 2019
<b>Revenue, of which</b>	<b>2 759</b>	<b>2 491</b>	<b>2 844</b>	<b>+14.2%</b>	<b>+14.2%</b>	<b>+3.1%</b>
Water	1 455	1 361	1 449	+6.5%	+6.5%	-0.4%
Waste	1 305	1 130	1 395	+23.5%	+23.5%	+6.9%
<b>EBITDA</b>	<b>436</b>	<b>337</b>	<b>490</b>	<b>+45.2%</b>	<b>+45.2%</b>	<b>+12.5%</b>
<b>EBITDA margin</b>	<b>15.8%</b>	<b>13.5%</b>	<b>17.2%</b>			

- **WATER : Revenue up 6.5% vs. 2020, boosted by works recovery (back to 2019 level)**
  - ✓ Prices up 0.7%, volumes up 0.6%
  - ✓ Good commercial momentum : end of Toulouse contract offset by new gains (Cholet, Colmar) and contract improvement
- **WASTE : Strong Revenue and EBITDA increase vs. 2020, driven by volume rebound and recycled prices**
  - ✓ +9.5% volume effect , +3.6% price effect and +8.0% recycle price impact
  - ✓ Volumes still below pre-covid levels but resilient incineration and municipal collection and strong pick up of C&I volumes (+12.7% vs. H1 2020)
  - ✓ **Recycling prices increase**, notably of paper prices : main cardboard market price at **€144/T on average in H1 2021** (vs. 49€/T in H1, 2020) driven by shortage of product due to lockdowns and growth in demand (e commerce)

## REST OF EUROPE – H1 OPERATIONAL REVIEW

### A VERY STRONG H1 WITH AN OUTSTANDING EBITDA PERFORMANCE

In €M	H1, 2019	H1, 2020	H1, 2021	Δ vs. H1, 2020	Δ At constant FX vs. H1, 2020	Δ at constant FX vs. H1, 2019
Revenue, of which	4 789	4 624	5 278	+14.2%	+14.2%	+11.4%
Central & Eastern Europe	1 710	1 677	2 087	+24.4%	+25.6%	+26.2%
UK – Ireland	1 139	1 072	1 150	+7.3%	+6.6%	+0.4%
Northern Europe	1 373	1 304	1 404	+7.6%	+7.0%	+1.8%
Italy- Iberia	568	570	637	+11.8%	+11.8%	+12.8%
<b>EBITDA</b>	<b>803</b>	<b>696</b>	<b>942</b>	<b>+35.3%</b>	<b>+35.7%</b>	<b>+19.3%</b>
<b>EBITDA margin</b>	<b>16.8%</b>	<b>15.1%</b>	<b>17.8%</b>			

- **Very strong growth in Central and Eastern Europe and record profitability**
  - ✓ **ENERGY** revenue of €1 493M up 35.7%<sup>(1)</sup> due to a) new assets in Prague and Budapest , b) heat and electricity price increases and c) favorable weather (+€58M impact)
  - ✓ **WATER** revenue of €542M, +1%<sup>(1)</sup> : water volumes stable (down in Prague, Bucharest, Sofia partially offset by Armenia), tariff increases and lower works.
- **UK revenue back to 2019 despite volume still below pre Covid level, with a very strong Q2 (revenue up 22.3% after -6.2% in Q1)**
  - ✓ **C&I and landfill volumes swing in Q2** and continued strong PFI with 93.1% availability rate
  - ✓ Beneficial impact of commodity prices (papers notably)
- **Northern Europe: C&I Waste volume recovery confirmed in Q2 & sharp increase of recycle prices**
  - ✓ **Germany** : acceleration of C&I volume recovery since Feb. (although still below 2019), very strong paper and plastic recycling activity and cold weather in energy
  - ✓ **Netherlands and Nordics**: strong recovery driven by plastic recycling business and industrial contract performance
- **Southern Europe** : new contracts (energy efficiency mainly) and works recovery

## REST OF THE WORLD – H1 OPERATIONAL REVIEW

### RECOVERY CONFIRMED

In €M	H1, 2019	H1, 2020	H1, 2021	Δ vs. H1, 2020	Δ At constant FX vs. H1, 2020	Δ at constant FX vs. H1, 2019
Revenue, of which	3 496	3 308	3 310	+0.1%	+4.0%	+2.6% <sup>(2)</sup>
Asia	973	1 030	1 013	-1.6%	+2.1%	+6.8%
Latin America (Latam)	424	382	395	+3.4%	+16.3%	+24.8%
North America	1 056	882	832	-5.7%	+2.2%	+0.4% <sup>(2)</sup>
Pacific	544	516	536	+4.0%	-3.0%	-3.5%
Africa Middle East (AME)	499	499	534	+7.1%	+9.2%	+8.3%
<b>EBITDA</b>	<b>546</b>	<b>385</b>	<b>440</b>	<b>+14.2%</b>	<b>+18.4%</b>	<b>-13.5%</b>
<b>EBITDA margin</b>	<b>15.6%</b>	<b>11.6%</b>	<b>13.3%</b>			

- **Asia : Slower growth due to base effects and timing of new projects**

- ✓ **China-Hong Kong revenue up 5.6%<sup>(1)</sup> with good volume trends in all activities, notably hazardous waste**

- ❖ **Water activity back to normal:** concession volumes up 11% vs. H1,2020
- ❖ **Energy :** increase of municipal and industrial volumes
- ❖ **Waste continued strong growth :** solid waste volumes up 5% and hazardous waste volumes up 35%

- ✓ **Numerous on going projects and commercial successes in Japan:** win of Miyagi concession, various plastic recycling, industrial water and biomass projects

- **Latin America : back to solid growth** driven by increased volumes (waste and water) , tariff indexation and impact of tuck ins
- **North America : confirmed recovery in Q2** Better hazardous waste volumes and favorable price impacts partially offset by adverse weather impact in Q1 - Resilient municipal water
- **Pacific :** revenue decrease due to energy assets divestment - Waste ahead of LY but overall volumes still below 2019.
- **Africa Middle East :** Increased volumes and tariff in Morocco and improved cash collection. Good energy service activity in the Middle East.

(1) At constant FX  
(2)At constant scope and FX

## GLOBAL BUSINESS – H1 OPERATIONAL REVIEW

### A VERY STRONG REBOUND

<i>In €M</i>	H1,2019	H1,2020	H1, 2021	Δ vs. H1, 2020	Δ At constant FX vs. H1, 2020	Δ at constant FX vs. H1, 2019
<b>Revenue, of which</b>	<b>2 276</b>	<b>1 988</b>	<b>2 211</b>	<b>+11.2%</b>	<b>+17.5%<sup>(2)</sup></b>	<b>+2.2%<sup>(2)</sup></b>
<i>Construction</i>	1 332	1 199	1 241	+3.4%	+17.5% <sup>(2)</sup>	+5.2% <sup>(2)</sup>
<i>Hazardous &amp; liquid waste Europe</i>	649	566	708	+25.2%	+25.9%	+9.8%
<i>Industrial and energy services</i>	295	223	261	+17.5%	+17.8%	-11.5%
<b>EBITDA</b>	<b>172</b>	<b>80</b>	<b>183</b>	<b>+129.9%</b>	<b>+132%</b>	<b>+7.5%<sup>(2)</sup></b>
<b>EBITDA margin</b>	<b>7.6%</b>	<b>4.0%</b>	<b>8.3%</b>			

- **Construction: sharp rebound of activity : +17.5%<sup>(2)</sup> vs. 2020 and 5.3%<sup>(2)</sup> above 2019**
  - ✓ **VWT : Revenue of €739M, +14.1%<sup>(1)</sup>**
    - H1 revenue growth driven by techno distribution & services, and French municipal market
    - Bookings : good start in technologies and services – Backlog of €1.4bn at June-end.
  - ✓ **SADE : Revenue of €502M up 21.7% at constant scope and FX** (divestment of Sade Telecom in Q4, 2020). Very strong month of June
- **Hazardous and liquid waste Europe : very strong growth: +25.9% vs. 2020 and 9.8% above 2019**
  - ✓ Back to nominal level of activity combined with increased prices

## MORE THAN DOUBLING OF CURRENT EBIT TO €901M

In €M	H1 2019	H1, 2020	H1 2021	Var. vs. 2020 at constant FX	Var. vs. 2019 at constant FX
<b>EBITDA</b>	<b>2 002</b>	<b>1 599</b>	<b>2 081</b>	<b>+31.4%</b>	<b>+6.2%</b>
Renewal expenses	-139	-132	-143		
Depreciation & Amortization (including principal payments on OFAs)	-1 073	-1 054	-1 095		
Provisions, fair value adjustment & other <sup>(1)</sup>	+11	-16	+10		
Share of current net income of joint ventures and associates <sup>(2)</sup>	+56	+40	+48		
<b>Current EBIT<sup>(2)</sup></b>	<b>857</b>	<b>438</b>	<b>901</b>	<b>+108.1%</b>	<b>+7.8%</b>

- **D&A (excluding OFA) of € 1 012M**, stable at constant scope and forex vs. H1, 2020
- **Provisions, FVA and other, stable vs. 2019 and up vs. 2020** due to few industrial capital gains (asset divestitures in Scandinavia) and lower insurance provisions (base effect of higher provisions than usual in 2020 due to crisis effect)
- **Share of net income from JVs and associates** : growth mostly due to improved results of Chinese concessions

## RECORD CURRENT NET INCOME OF €516M (+49% AT CONSTANT FX VS. H1 2019)

In €M	H1 2019	H1, 2020	H1, 2021	Var. vs. 2020 at constant FX	Var. vs. 2019 at constant FX
<b>Current EBIT<sup>(1)</sup></b>	<b>857</b>	<b>438</b>	<b>901</b>	<b>+108.1%</b>	<b>+7.8%</b>
Cost of net financial debt	-222	-216	-152		
Other financial income and expense	-91	-84	-64		
Suez dividend	-	-	+122		
Net financial capital gains <sup>(1)</sup>	+18 <sup>(1)</sup>	-	-5		
Income tax expense	-121	-64	-188		
Non-controlling interests	-89	-67	-98		
<b>Current net income – Group share</b>	<b>352</b>	<b>7</b>	<b>516</b>	<b>NA</b>	<b>+49.0%</b>
<b>Current net income – Group share Excluding net financial capital gains</b>	<b>334</b>	<b>6</b>	<b>520</b>	<b>NA</b>	<b>+58.7%</b>

(1) Including related taxes and minorities

- **Cost of net financial debt down by €64M to €152M** due to favorable Euro debt refinancing, combined with non euro-denominated debt savings and a higher cash remuneration (increased commercial paper program). In addition, unwinding of a portfolio of interest rate derivatives has generated an income about 20 M€
- ✓ Euro bond borrowing rate of 1.93% (vs. 2.21% in H1 2020)
- ✓ Net cost of financing at an all time low, down by more than 150 bp to 2.51% at 30/06/2021 vs. 4.36% at 30/06/2020
- **Other financial income and expense of -€64M** include stable interest (cash) on IFRIC 12 concession liabilities of -€38M, IFRS 16 lease financial charges of -€14M (vs. -€18M) and non cash charges related to the unwinding of the discount of provisions of -€6M (vs. -€11M)

## NET INCOME GROUP SHARE OF €301M

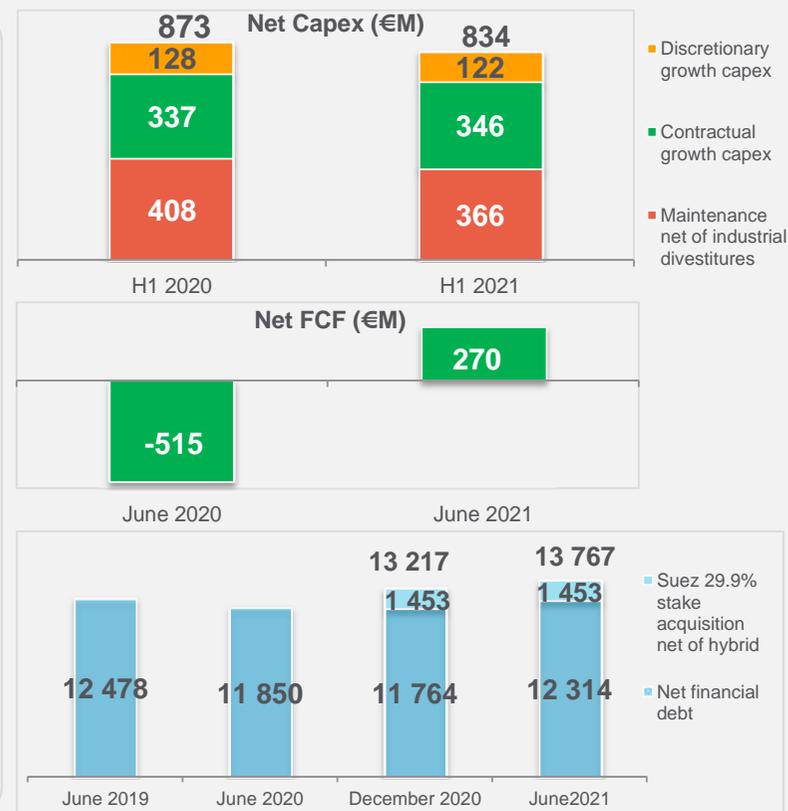
### NON CURRENT ITEMS MOSTLY DUE TO SUEZ OPERATION AND SPECIFIC COVID COSTS

In €M	H1 2019	H1, 2020	H1, 2021	Variation vs. H1 2020 at constant FX
<b>Current net income – Group share</b>	<b>352</b>	<b>7</b>	<b>516</b>	<b>na</b>
Specific COVID costs	-	-33	-31	
Non current impairment and other charges	-22	-74	-56	
Restructuring charges	-8	-23	-35	
Net income from discontinued operations and other items (incl. Suez acquisition costs in 2021)	+9	-15	-68	
Bridge loan cost	-	-	-25	
<b>Net income – Group share</b>	<b>331</b>	<b>-138</b>	<b>301</b>	<b>na</b>

- **Net non recurring charges of €215M of which:**
  - ✓ Specific COVID costs of €31M
  - ✓ Restructuring charges of €35M
  - ✓ Suez acquisition costs of €63M & bridge loan cost €25M

## OUTSTANDING IMPROVEMENT IN FCF OF +€785M DUE TO EBITDA GROWTH, CONTROLLED CAPEX AND VERY STRICT CASH DISCIPLINE

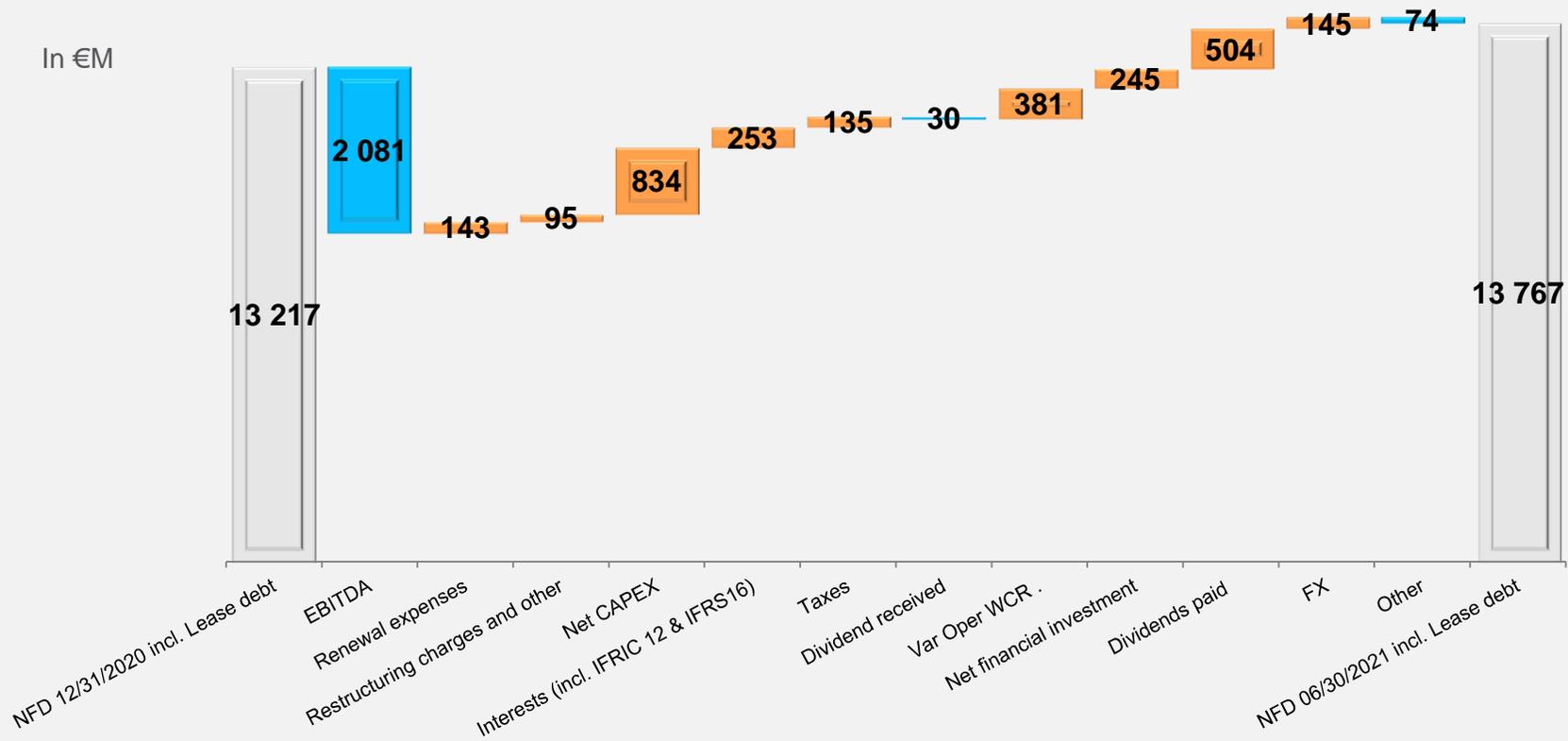
- **Controlled net industrial Capex : €834M vs. €873M**
  - ✓ Optimization of maintenance
  - ✓ Growth contractual capex stable
  - ✓ **Discretionary growth capex of €122M**, of which **1/3 green capex** (decarbonization) and **1/3 hazardous waste** projects
  - ✓ Includes industrial divestment of €138M vs. €89M in H1 2020
  
- **H1 Net Free Cash Flow<sup>(1)</sup> generation increased by €785M to €270M**
  - ✓ **Net FCF of €270M** vs. -€515M in H1, 2020 and -€473M in H1, 2019 due to EBITDA growth, controlled capex and very significant improvement of WCR
    - **WCR seasonal variation reduced by €302M**, from -€683M to -€381M, thanks to cash collection improvement
  
- **Net financial debt of €13 767M, vs. €13 217M in December 2020: seasonal increase of -€550M including -€145M of negative forex:**
  - ✓ **Net FCF generation of +€270M**
  - ✓ **Net financial investments of -€245M** mainly Osis acquisition
  - ✓ Dividend payment of -€504M (of which hybrid coupon €24M)



<sup>(1)</sup> 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

In €M



## 2021 EBITDA GUIDANCE<sup>(1)(2)</sup> RAISED AFTER H1 OUTSTANDING DELIVERY

FY guidance raised after H1 delivery above target and excellent business momentum

- ❑ Revenue : above 2019 level
- ❑ **2021 EBITDA above €4.1bn**
  - ✓ Recovery of operating leverage
  - ✓ **More than €350M of cost cutting**
- ❑ Net debt below €12bn, and leverage ratio <3.0x
- ❑ Dividend policy : recover the pre-crisis dividend policy in 2021



# H1, 2021 Key Figures

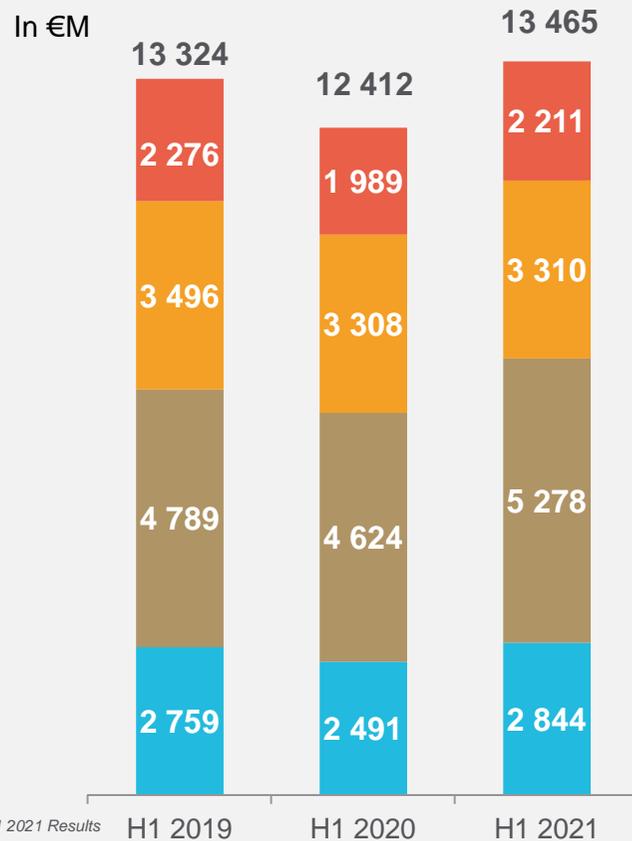
| *Appendices*



## APPENDIX 1: CURRENCY MOVEMENTS

For 1€	H1, 2020	H1, 2021	Δ H1, 2021 vs. H1, 2020
US dollar			
Average rate	1.102	1.205	-9.4%
Closing rate	1.120	1.188	-6.1%
UK pound sterling			
Average rate	0.874	0.868	+0.7%
Closing rate	0.912	0.858	+6.0%
Australian dollar			
Average rate	1.677	1.563	+6.8%
Closing rate	1.634	1.585	+3.0%
Chinese renminbi yuan			
Average rate	7.760	7.798	-0.5%
Closing rate	7.943	7.674	+3.4%
Czech crown			
Average rate	26.331	25.861	+1.8%
Closing rate	26.740	25.488	+4.7%
Argentinian peso			
Average rate	71.166	109.961	-54.5%
Closing rate	79.042	113.750	-43.9%

## APPENDIX 2: REVENUE OF €13 465M, +11.2% AT CONSTANT FX ANALYSIS BY SEGMENT



Variations vs. H1, 2020	Variation	Δ At constant FX	Δ At constant scope and FX
Global business	+11.2%	+12.4%	+17.5%
Rest of the World	+0.1%	+4.0%	+3.8%
Europe excl. France	+14.2%	+14.2%	+9.9%
France	+14.2%	+14.2%	+14.2%
<b>Total</b>	<b>+9.9%</b>	<b>+11.2%</b>	<b>+10.4%</b>



## APPENDIX 3: QUARTERLY REVENUE BY SEGMENT

	1 <sup>st</sup> quarter 2020				2 <sup>nd</sup> quarter 2020				3 <sup>rd</sup> quarter 2020			
In €M	2019	2020	Δ at cst FX	Δ at cst scop & FX	2019	2020	Δ at cst FX	Δ at cst sco & FX	2019	2020	Δ at cst FX	Δ at cst sc & 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	1 764	1 716	-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	0	0	-	-	3	1	-	-	1	3	-	-
<b>Group</b>	<b>6 785</b>	<b>6 675</b>	<b>-1.3%</b>	<b>-0.5%</b>	<b>6 539</b>	<b>5 737</b>	<b>-11.0%</b>	<b>-10.8%</b>	<b>6 441</b>	<b>6 293</b>	<b>-0.6%</b>	<b>-0.1%</b>

	4 <sup>th</sup> quarter 2020				1 <sup>st</sup> quarter 2021				2 <sup>st</sup> quarter 2021			
In €M	2019	2020	Δ at cst FX	Δ at cst scop & FX	2020	2021	Δ at cst FX	Δ at cst scope FX	2020	2021	Δ at cst FX	Δ at cst scopeFX
France	1 436	1 472	+2.5%	+2.5%	1 305	1 379	+5.7%	+5.7%	1 185	1 464	+23.5%	+23.5%
Europe excl. France	2 631	2 710	+5.3%	+1.9%	2 590	2 785	+9.0%	+4.2%	2 033	2 493	+20.9%	+17.2%
Rest of the World	2 037	1 838	-4.6%	-1.5%	1 716	1 648	+0.6%	+0.0%	1 593	1 662	+7.7%	+7.8%
Global Businesses	1 306	1 284	-0.1%	+2.0%	1 064	995	-5.0%	+1.7%	925	1 216	+32.5%	+35.7%
Other	13	1	-	-	0	0	-	-	1	2	-	-
<b>Group</b>	<b>7 424</b>	<b>7 305</b>	<b>+0.9%</b>	<b>+0.9%</b>	<b>6 675</b>	<b>6 807</b>	<b>+4.0%</b>	<b>+3.0%</b>	<b>5 737</b>	<b>6 838</b>	<b>+19.7%</b>	<b>+18.9%</b>

## APPENDIX 4: QUARTERLY REVENUE BY BUSINESS

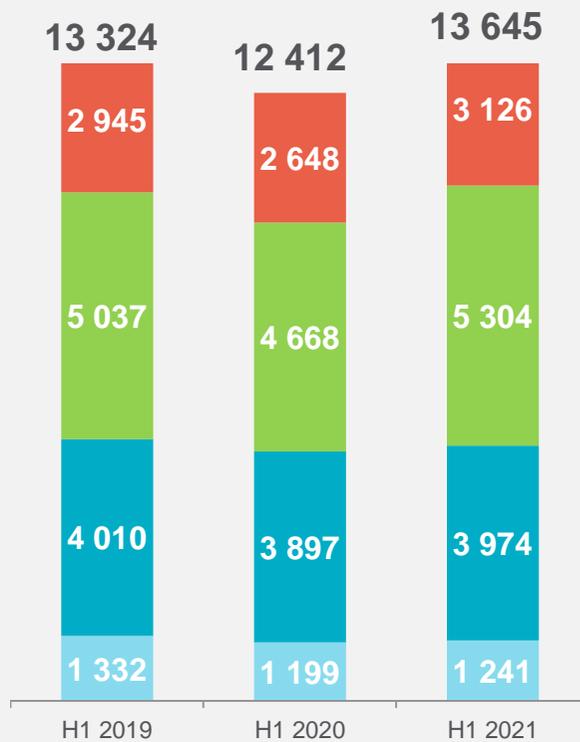
	1 <sup>st</sup> quarter 2020				2 <sup>nd</sup> quarter 2020				3 <sup>rd</sup> quarter 2020			
In €M	2019	2020	Δ at cst FX	Δ at cst scope & FX	2019	2020	Δ at cst FX	Δ at cst scope & FX	2019	2020	Δ at cst FX	Δ at cst scope & FX
Water	2 637	2 645	+0.0%	-0.4%	2 705	2 451	-8.8%	-9.5%	2 752	2 794	+3.4%	+2.6%
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%

	4 <sup>th</sup> quarter 2020				1 <sup>st</sup> quarter 2021				2 <sup>nd</sup> quarter 2021			
In €M	2019	2020	Δ at cst FX	Δ at cst scope & FX	2020	2021	Δ at cst FX	Δ at cst scope FX	2020	2021	Δ at cst FX	Δ at cst scope FX
Water	3 048	3 010	+0.9%	+1.7%	2 645	2 503	-3.4%	-0.1%	2 451	2 712	+11.7%	+15.4%
Waste	2 599	2 583	+2.4%	+1.6%	2 470	2 515	+3.4%	+3.4%	2 198	2 789	+27.1%	+25.3%
Energy	1 778	1712	-1.3%	-1.4%	1 560	1 789	+17.4%	+7.7%	1 088	1 337	+22.5%	+13.9%
Group	7 424	7 305	+0.9%	+0.9%	6 675	6 807	+4.0%	+3.0%	5 737	6 838	+19.7%	+18.9%

## APPENDIX 5 : REVENUE OF €13 465M, +11.2% AT CONSTANT FX VS. H1 2020 ANALYSIS BY BUSINESS (1/2)

In  
€M



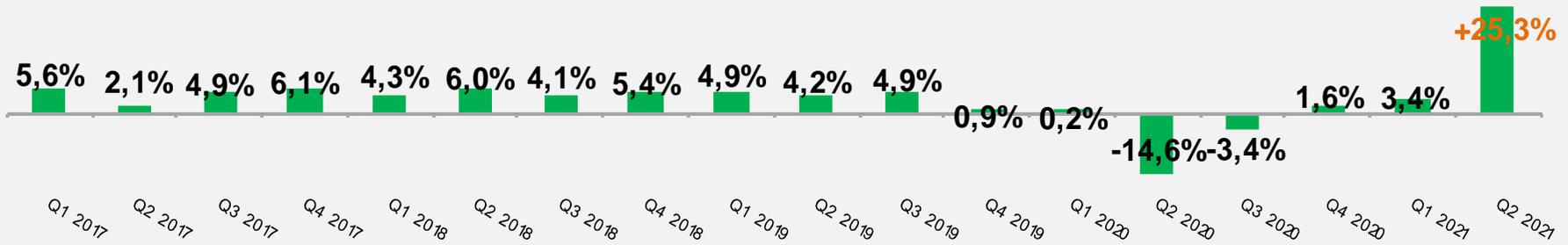
Variations vs. H1, 2020		Variation	Δ At constant FX	Δ At constant scope and FX
	Energy	+18.0%	+19.5%	<b>+10.3%</b>
	Waste	+13.6%	+14.6%	<b>+13.7%</b>
	Water	+2.0%	+3.5%	<b>+3.5%</b>
	Technology & Construction	+3.4%	+5.1%	<b>+17.5%</b>
<b>Total</b>		<b>+9.9%</b>	<b>+11.2%</b>	<b>+10.4%</b>

## APPENDIX 5 : REVENUE OF €13 465M, +11.2% AT CONSTANT FX VS. H1 2020 ANALYSIS BY BUSINESS (2/2)

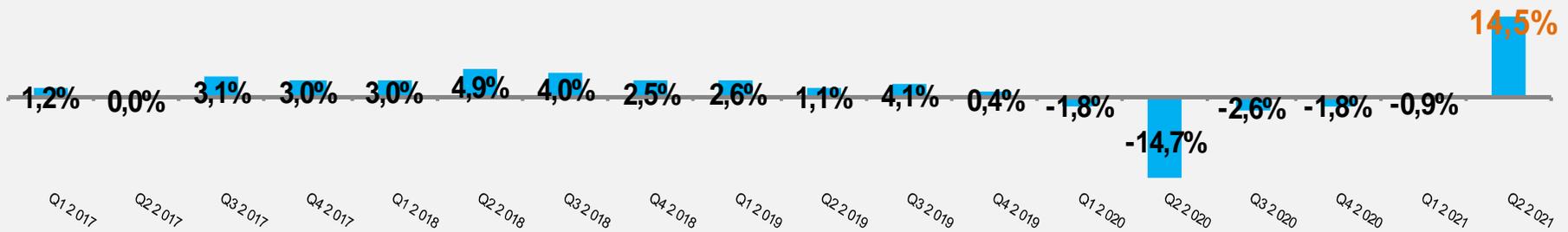
- **WATER : Revenue +3.5% at constant scope and FX to €3 974M**
  - ✓ **France** : Revenue of €1 449M, up 6.5% boosted by works recovery. Volumes +0.6%. Tariff increases: +0.7%. Good commercial momentum : end of Toulouse contract offset by new gains (Cholet, Colmar) and contract improvement
  - ✓ **Central Europe** : Revenue of €542M, +1%. Water volumes stable (down in Prague, Bucharest, Sofia, up in Armenia), tariff increases and lower works
  
- **TECHNOLOGY AND CONSTRUCTION : Revenue +5.1% at constant FX and +17.5% at constant scope and FX to €1 241M**
  - ✓ **VWT : Revenue of €739M, +14.1%<sup>(1)</sup>**
    - H1 revenue growth driven by techno distribution & services, and French municipal market
    - Bookings : good start in technologies and services – Backlog of €1.4bn at June-end.
  - ✓ **SADE : Revenue of €502M up 21.7% at constant scope and FX** (divestment of Sade Telecom in Q4, 2020). Very strong month of June
  
- **WASTE : Revenue +13.7% at constant scope and FX to €5 304M.**
  - ✓ Volumes/commerce impact of +6.3% following strong rebound of +14.5% in Q2 (p.m.2020 evolution: Q1:-1.8%, Q2:-14.7%, Q3:-2.6%, Q4:-1.8%)
  - ✓ Price effects : +2.6%
  - ✓ Recycled prices impact: +4.4%
  
- **ENERGY : Revenue +19.5% at constant FX and +10.3% at constant scope and FX to €3 126M**
  - ✓ Scope impact of +€244M mostly acquisitions in Czech Republic and Hungary
  - ✓ Weather effect : +€63M (impact +2.4%) mostly in Central Europe
  - ✓ Energy price effects : +2.7% : higher heat and electricity prices in Central Europe mainly

# APPENDIX 6: QUARTERLY WASTE REVENUE AND VOLUMES

Quarterly revenue growth at constant scope & FX

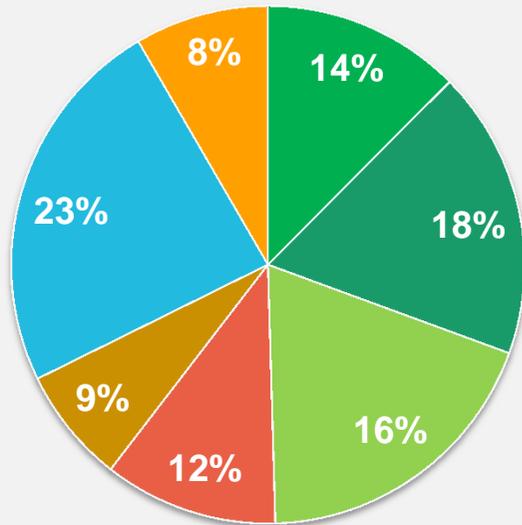


Y-Y Quarterly volume trends

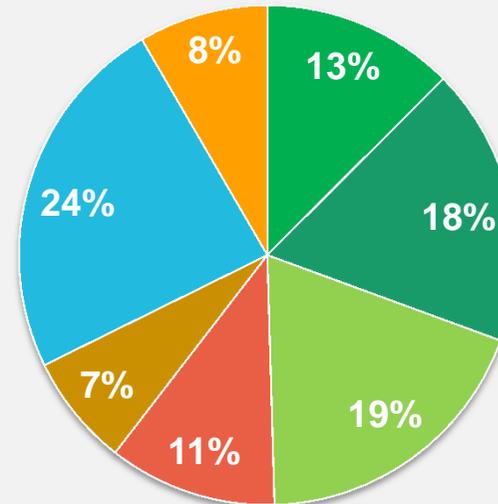


## APPENDIX 7: WASTE – BREAKDOWN OF REVENUE BY ACTIVITY

2020 H1 Revenue : €4 668M

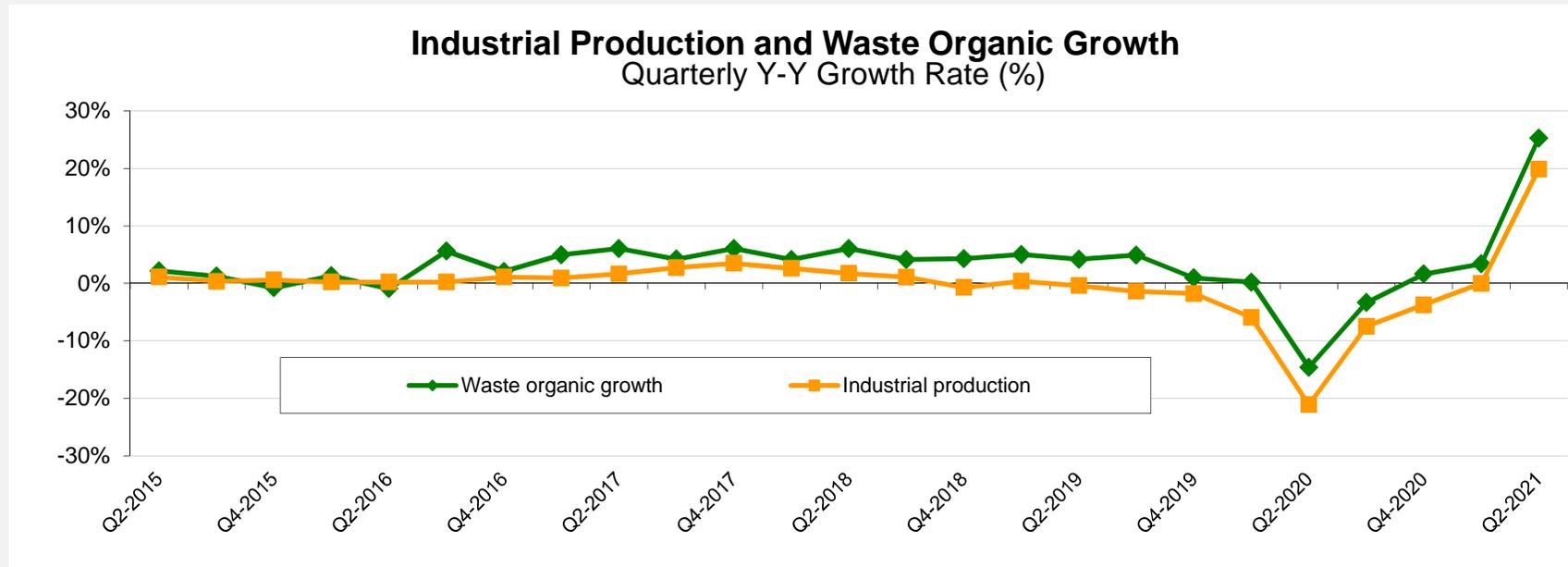


2021 H1 Revenue : €5 304M



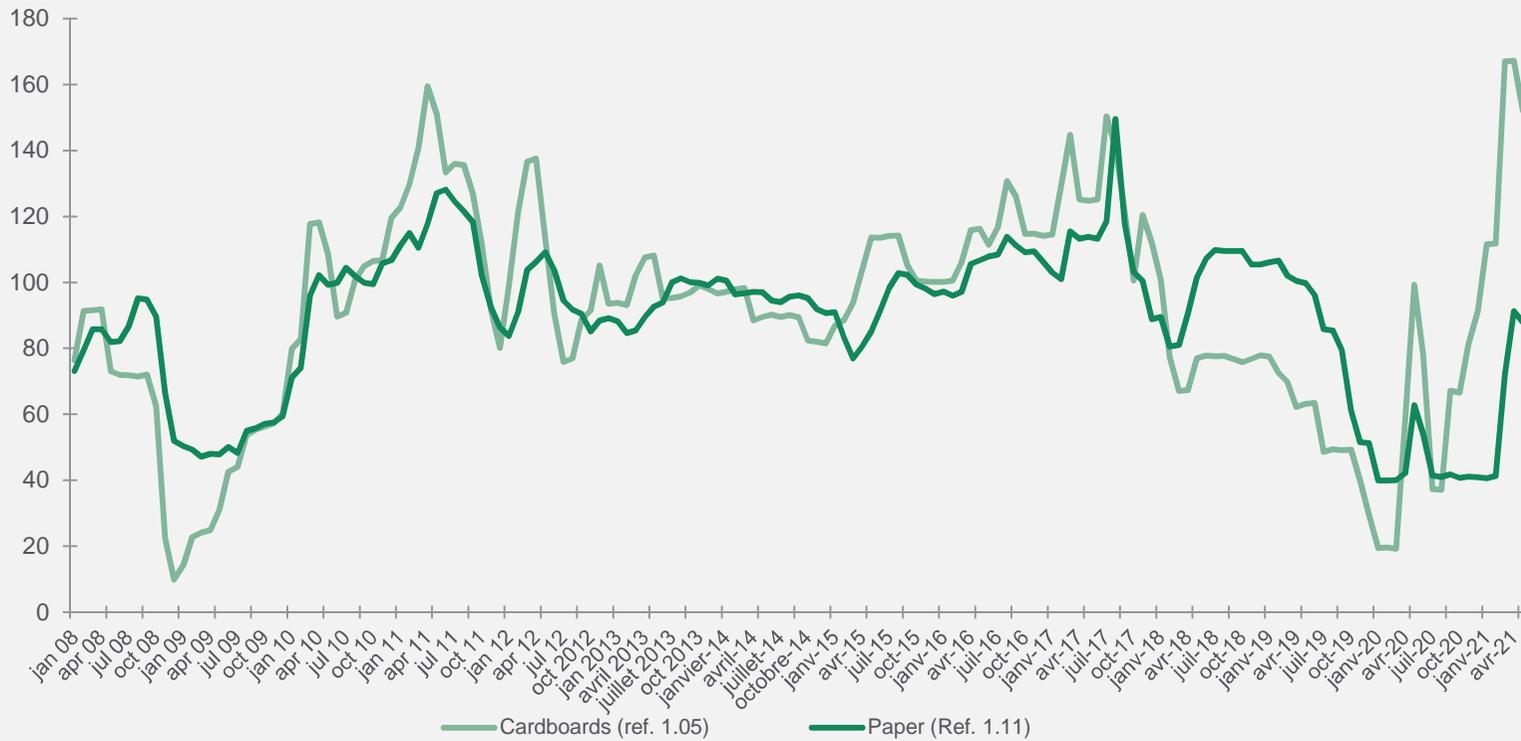
- Municipal collection & Street cleaning
- Commercial & Industrial collection
- Sorting & Recycling & MBT
- Energy recovery (incineration)
- Landfill
- Hazardous and Liquid Waste
- Industrial Services / Waste

## APPENDIX 8: WASTE – REVENUE VS. INDUSTRIAL PRODUCTION



Weighted average industrial production indices for 4 key countries including SARP/SARPI: France, U.K, Germany, and North America  
Sources: Until May 2021 Data from OECD

## APPENDIX 9: WASTE – EVOLUTION OF RAW MATERIALS PRICES (PAPER & CARDBOARD)



## APPENDIX 10: NET FINANCING RATE

- **Cost of net financial debt down by €63.2M** due the euro denominated debt management (-€10M), combined with non euro-denominated debt (+€30M). Active cash portfolio management slightly increase (+€4M).  
In addition, a non recurring income (+€20M) generated by the unwinding of a portfolio regarding pre issuance hedge of fixed rate debt.
- **Net financing rate** decrease to 185 bps, from 4.36% in June 2020 to 2.51% in June 2021, relative to an average net debt (excluding IFRS 16) of €12.1bn
  - **Gross cost of borrowing rate decreased by 111 bps from 2.76% to 1.65%** mainly with the euro denominated debt down by 28 bps and large improvement of the widening of the euro foreign currency rate spread, down by 43 bps.
  - Interest rate on cash balances down by 16 bps.

In €M	H1 2021	H1 2020
Average gross debt <sup>(1)</sup>	18 259	15 857
<b>Gross cost of borrowing</b>	<b>1.65%</b>	<b>2.76%</b>
Average cash balance	6 333	6 208
<i>Interest rate</i>	<i>0.16%</i>	<i>0.32%</i>
Average bank overdrafts	218	242
<b>Average net financial debt<sup>(2)</sup></b>	<b>12 145</b>	<b>9 891</b>
<b>Cost of debt</b>	<b>-152.4</b>	<b>-215.6</b>
<i>Net financing rate</i>	<i>2.51%</i>	<i>4.36%</i>
<b>Closing net financial debt<sup>(3)</sup></b>	<b>12 246</b>	<b>10 199</b>
<b>Average cash balance including commercial paper</b>	<b>397</b>	<b>2 381</b>
<b>Closing NFD incl. IFRS 16</b>	<b>13 767</b>	<b>11 850</b>
<i>Net financing rate incl. IFRS 16</i>	<i>2.43%</i>	<i>4.04%</i>

(1) Excluding bank overdrafts and IFRS 16

(2) Average net financial debt represents the average of monthly net financial debt figures over the period

(3) Net financial debt represents gross financial debt (non current and current financial debt and bank overdrafts), net of cash and cash equivalents, liquid assets and assets related to financing and including the revaluation of debt hedging derivatives. Liquid assets are financial assets consisting of funds or securities with initial maturity of more than three months, easily convertible into cash, and managed as part of a liquidity objective, while maintaining a low risk of capital excluding IFRS 16 impacts,

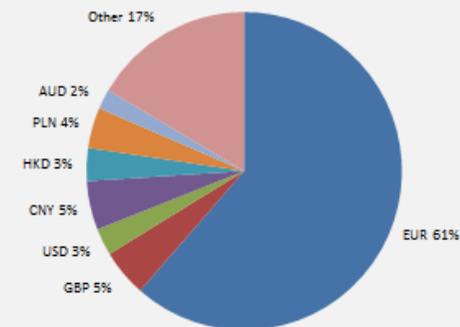
## APPENDIX 11: DEBT MANAGEMENT

- ✓ Issuance in January 2021 of €700M bonds maturing in January 2027 (6 years) at zero coupon
- ✓ Repayment in January 2021 of €638M bearing a coupon of 4.427%.
- ✓ Group liquidity : **€10.4bn** including €4bn in undrawn confirmed credit lines (without disruptive covenants)
- ✓ Net Group liquidity: **€1.9bn**
- ✓ Average maturity of net financial debt: **5.9 years** at 30/06/2021 vs. 6.2 years at 31/12/2020

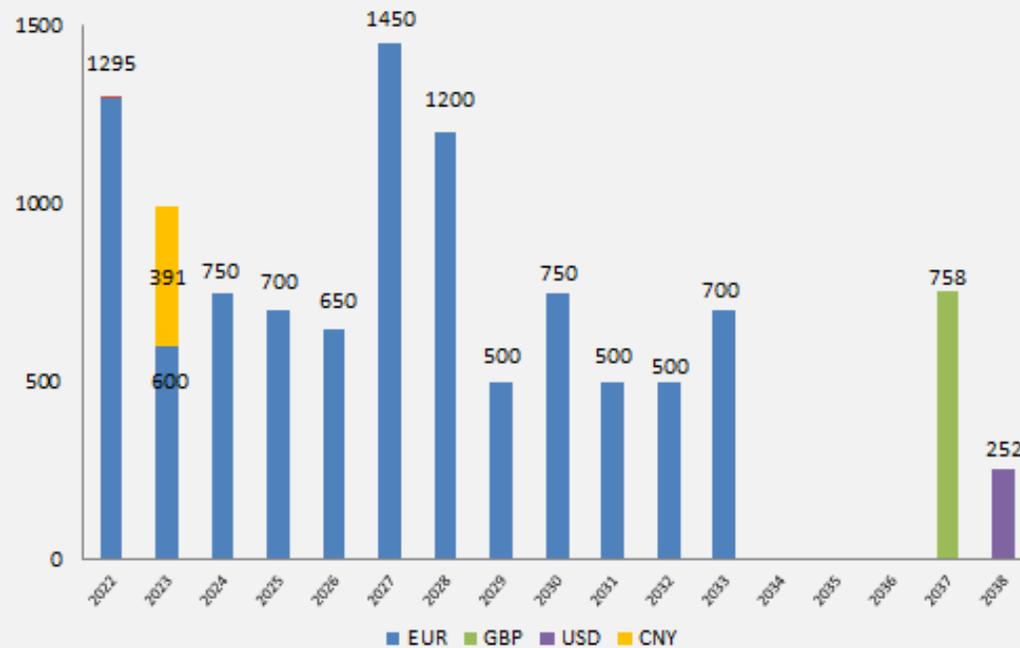
### NFD after hedges at June 30, 2021

**Fixed rate : 97%**

### Currency breakdown of gross debt (after hedges) at June 30,2021



## APPENDIX 12 : DEBT PROFILE (AT JUNE 30, 2021)



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

Only one bond repayment in 2021 of €638M took place on Jan.6 2021

## APPENDIX 13: NET LIQUIDITY

	June 2021	December 2020
Syndicated credit lines	3 000.0	3 000.0
Bilateral credit lines	1 000.0	1 000.0
Lines of credit	22.3	21.6
Cash and cash equivalents	5 259.1	5 542.2
<b>Total Veolia</b>	<b>9 281.4</b>	<b>9 563.8</b>
<b>Subsidiaries</b>		
Cash and cash equivalents <sup>(1)</sup>	1 165.8	1 132.9
<b>Total Subsidiaries</b>	<b>1 165.8</b>	<b>1 132.9</b>
<b>Total Group liquidity</b>	<b>10 447.2</b>	<b>10 696.7</b>
<b>Current liabilities and bank overdrafts<sup>(2)</sup></b>	<b>8 564.6</b>	<b>7 817.2</b>
<b>Total net Group liquidity</b>	<b>1 882.6</b>	<b>2 879.5</b>

(1) including liquid assets

(2) Of which IFRS 16 impact (+€408,9m in June 2021 and +€412,1m in 2020)

## APPENDIX 14: NET INDUSTRIAL INVESTMENTS BY SEGMENT

June 2021 (in €M)	Maintenance including IFRS 16	Contractual Capex	Discretionary Growth Capex	Of which new OFAs	TOTAL Gross CAPEX	Industrial Divestments	TOTAL Net CAPEX
France	123	88	8	19	218	23	195
Europe excluding France	163	167	37	25	367	55	311
Rest of the World	118	100	43	10	261	23	238
Global Businesses	74	7	19	0	100	37	63
Other	26			0	26	0	26
<b>Total</b>	<b>504</b>	<b>361</b>	<b>106</b>	<b>53</b>	<b>972</b>	<b>138</b>	<b>834</b>

June 2020 (in €M)	Maintenance Including IFRS 16	Contractual Capex	Discretionary Growth Capex	Of which new OFAs	TOTAL Gross CAPEX	Industrial Divestments	TOTAL Net CAPEX
France	121	71	19	39	211	18	193
Europe excluding France	168	164	32	16	364	32	332
Rest of the World	120	91	71	5	282	16	266
Global Businesses	74	10	6	0	90	23	67
Other	14	0		0	14	0	14
<b>Total</b>	<b>497</b>	<b>336</b>	<b>128</b>	<b>60</b>	<b>961</b>	<b>89</b>	<b>872</b>

## APPENDIX 15: CONSOLIDATED STATEMENT OF FINANCIAL POSITION

	June 2021	December 2020
Intangible Assets	10 936	10 805
Property, Plant & Equipment	8 342	8 217
Other non-current assets	8 543	7 524
Operating financial assets ( <i>current and non-current</i> )	1 316	1 371
Cash and cash equivalents	5 454	5 840
Other current assets	12 053	11 607
<b>Total Assets</b>	<b>46 644</b>	<b>45 364</b>
Capital ( <i>including non-controlling interests</i> )	9 108	8 315
Financial debt ( <i>current and non-current</i> )	20 652	20 383
Other non-current liabilities	4 466	4 398
Other current liabilities	12 418	12 268
<b>Total Liabilities &amp; Shareholders Equity</b>	<b>46 644</b>	<b>45 364</b>

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