ESG Strategy Presentation

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Introduction

Michel Giannuzzi

Chairman & CEO, Verallia

Welcome

Good morning everyone and thank you very much attending this meeting. It is a very important meeting for Verallia since we are extremely interested and committed to all ESG matters. First of all I would like to wish you a Happy New Year and all the best for this new year. I hope that you and your families are doing well from a health point of view.

Agenda

I will be sharing this presentation with Laëtitia Fabre who is the Head of CSR matters, Romain Barral, who is the Director of Operations for Verallia Group, Denis Michel who is the Secretary General and in charge also of the HR topics in Verallia, and Wendy Kool-Foulon who is our General Counsel.

A Global Leader in Glass Packaging

I will start immediately with a quick snapshot reminder about the Verallia Group. As you know very well, Verallia is the leader in Europe in glass packaging for bottles and jars. We produce about 16 billion bottles and jars every year. We are number two in Latin America and number three in the world. We address all glass end segments, as you can see on the left-hand side, with a strong presence in the wine segments. This is historically because we are very strong in the three largest wine producing countries in the world, namely Italy, Spain and France. However, you can see from the doughnut that we are present in all segments of the market including spirits, beer, soft drinks and more importantly food, which has been last year a fast-growing segment due to the pandemic.

We are industry present with our 32 factories in 11 different countries. We have three decoration plants that are bringing added value services to our customers and we also employ about 10,000 employees around the world.

Our Values

If we move to the next slide which is about our values, this is very important because this is really who we are. This is our DNA, and beliefs are first of all we care for customers. We respect people, laws and the environment. You will see that this is a big topic today about people and environment. The company values about empowerment and accountability are very much in line with our entrepreneurial spirit in this company and teamwork is part of our DNA too.

Our Purpose

A two-pronged strategy to develop our purpose

Based on these very strong values and based on this historical heritage that we have at Verallia, in 2019 we started to think about what would be our corporate purpose. We have come up with this very short but very powerful purpose that resonates a lot inside our company with all our employees, that resonates with our customers and with our investors who have been involved in the process of defining this purpose. This is re-imagine glass for a sustainable future. This purpose is really what is driving this company and will continue to drive it in the

coming decade I believe. It is the result of a lot of hard work that has been done, as I said, in 2019 and during the first half of 2020.

The way we look at defining our purpose was first of all to establish a materiality analysis based on a lot of interviews with customers, investors, suppliers and of course employees. Altogether more than 1,500 people have participated to this exercise of defining the Verallia purpose. As you can see, this has led our discussions into three different priorities. The first one is acting for the safety and development of teams. The second one is to help preserve the environment by being a benchmark player in the circular economy. The third one is we know that we cannot do everything by ourselves but need to nurture relationships with all stakeholders. This has been a very, very intense work done at the worst period of last year when everybody was locked down during the pandemic but we are very proud to have come up with at the end of the day this very strong purpose that I will now illustrate with a short video.

The Ellen MacArthur Foundation Network Member

Let me also inform you about the very recent news that in line with our commitment to nurture relationships with many different stakeholders, we decided in December last year to join the Ellen MacArthur Foundation Network. This is for us a very well-respected and very famous foundation that Madam Ellen MacArthur created a few years ago which wants to nurture more collaboration between many industries and industry players. In our case we want to leverage this foundation, its relationships and its network to accelerate innovation in the glass value chain, to encourage reuse and recycling initiatives that are very close to our strategy. It is a great opportunity for us to promote all the things that we would like to do in this area and bring all the stakeholders around the glass supply chain together in a strong ambition to transition towards a more circular economy.

CSR Strategy: Three Main Pillars

Verallia Commitment to the United Nations Sustainable Development Goals

I will start to review with you the CSR Strategy and based on the purpose that we defined last year. In line with this corporate purpose to re-imagine glass for a sustainable future and in line with the United Nations Sustainable Development Goals we have defined three main priorities for this company. We looked at the 17 goals that the United Nations, that we partnered with for many years with UN Global Compact, have defined and we believe Verallia can play an important role in three areas. The first one is to enhance the circularity of glass packaging. The second goal is to significantly reduce our CO2 emissions across our operations and the third pillar would be to provide a safe and inclusive place of work. You can see that with these three goals we address six of the 17 United Nations Goals. And now I will hand over to Laëtitia Fabre, Head of CSR, who will go through the first pillar which is the circularity of glass packaging.

Pillar 1: Enhance the Circularity of Glass Packaging

Laëtitia Fabre

Head of CSR, Verallia

Circularity is at the heart of our model

I am happy to present to you the first part of our CSR Strategy: enhance the circularity of glass packaging.

Glass is infinitely and 100% recyclable in new bottles and jars. It is a circular material by nature. You can see in this sign of infinity the circularity of our model. Glass collection on the right of the slide is the starting point. Coming from consumers and from cafes, hotels and restaurants this is the starting point.

The collected glass is then transported and treated into cullet treatment centres.

Just to be sure that the word cullet is very clear for everybody, cullet is broken glass from household used glass. Then this cullet goes to our plants where it is mixed with other raw materials such as sand and soda ash to make new bottles and jars for new clients and then for new final consumers.

As you can see on the right of the slide, cullet is very key in the circular model because: first it avoids introducing new raw materials and because secondly every 10 points cullet added to the glass recipe reduces both CO2 and energy consumption. It is 5% less of CO2 and 2.5% less of energy consumption for the making process.

Increase Cullet Integration

To enhance the circularity of glass packaging, we need to increase the use of cullet in our production. For sure, what we need first is more collected glass. We have defined two targets. The first one is to contribute to the increase of glass collection in European countries: from 76% of collected glass for recycling to 83% in 2025.

The second one is to increase the rate of external cullet we use in our production from 49% to 59% in 2025. We have identified three main levers to reach the targets.
The first one is to take part in joint initiatives to increase the cullet collection.
The second lever is to improve recycling capacity and efficiency,
and the third lever is to optimise the use of cullet in our furnaces.

Lever 1: Joint initiatives to increase cullet collection

Case Study

Going back to the first lever that is to work with partners to boost the collection. We are members of the FEVE, the European Container Glass Federation. Michel Giannuzzi is the President of the Federation since June 2019. In collaboration with all the European glass makers and all the glass packaging ecosystems, such as collecting agencies, brands, local authorities we have elaborated the Close the Glass Loop programme. All the glass value chain wants to achieve the same objective of collecting 90% of all glass packaging placed on the European market for recycling in a bottle to bottle closed loop by 2030. The ambition we all share is first to collect more in quantity and quality, second to improve sorting and treatment of cullet and third to share best practices between countries.

In addition, in the countries where we are present, we are participating in local initiatives to raise awareness on the importance of glass recycling. Some are performing very well. For instance, you can see on the bottom left slide. In Spain the CHIN CHIN Campaign has been broadcasted on social media and has driven more than 5.6 million views.

On the right of the slide, the second joint initiative concerns countries where the collection scheme is not as mature as in Europe. That is the case, for example, in Chile and Russia. We are then working with cities around the plants to collect the glass. What we are expecting for 2021 is plus 30% of collected glass in these two countries.

Lever 2: Improve recycling capacity and efficiency

Case Study

The second lever to increase collection rate is to improve recycling capacity and efficiency in our cullet treatment centres. You can see here the Spanish map. In 2018 we built a recycling facility in the Canary Islands and in 2019 we partnered with a Spanish cullet operator to set up a new cullet treatment centre near our plant at Azuqueca. With these two new ones, we are now totalling eight cullet treatment centres in Europe and for sure we will continue to focus on investing to have the better technologies. In three years, we have invested €15 million in our cullet treatment centres.

Lastly, regarding the external cullet we integrate into our production, 50% is coming from our own cullet treatment centres and the remaining 50% is coming from partners.

Lever 3: Optimise cullet usage in Group furnaces

The third lever to increase the cullet usage is to first continuously improve the glass recipe to maintain the same quality level while integrating the maximum external cullet.

Another way is to align the bonuses to the cullet results. The rate of external cullet integration in our production will be used as a KPI for bonus calculation.

Going One Step Further

Expand reuse business models where it makes sense

To go one step further, returnable glass is more than a trend. It is an increasing and upcoming market. In some countries, such as Brazil or Germany, returnable glass is already well-established. For us returnable is not a risk. It is a business opportunity. It comes in addition to the one-way glass but it will not fully replace it. And it only makes sense, to be environmentally friendly, in short-circuit, that is to say when all the facilities are closed. Production, bottling, consumption return for washing, refill, consumption time two. Some markets like high-end spirits and champagnes for example, are not really suited for the moment. One-way glass and returnable glass will coexist very well.

Returnable glass is the occasion to take market share from other packaging materials and mainly in the non-alcoholic and food segments where we have the lowest market share. Glass is representing only 10% of the total packaging these two segments. On the graphic, you can see the evolution of the German market on the mineral water segment that illustrates very well this business opportunity. We see that one way and reusable PET are decreasing while reusable glass is growing. On the right side of the slide you can see a French example of reusable bottles. We have produced the SodaStream glass bottle for the brand and it comes in addition to the PET bottle that our client SodaStream also offers with the sparkling machine.

For 2025 we have taken the target to have at least one viable returnable pilot in France.

Summary

To sum up and close this first part: enhance the circularity of glass packaging,

we will contribute to increase the cullet collection, improve recycling capacity and efficiency, maximise the use of cullet in our furnaces and, regarding the returnable market Verallia will be a key player.

Pillar 2: Significantly Reduce our CO2 Emissions

CO2 Emissions: The Three Scopes

Now I will introduce the second part of our CSR Strategy. It is to significantly reduce our CO2 emissions. This is a picture to remind you of the different scopes we are talking about. Scope 1 are the direct emissions coming from the energy we use from melting and non-melting processes plus the CO2 coming from raw materials which is released into the atmosphere during the melting process. Scope 2 are indirect emissions. For Verallia this represents the emissions linked to the electricity we buy. Scope 3 are all other downstream and upstream indirect emissions.

CO2 Emissions: 2020 Key Steps and Objectives

As a reminder our previous CO2 target was to reduce 20% of our CO2 emissions on scopes 1 and 2 between 2019 and 2030 per ton of packed glass.

However, that was last year and before.
Now, regarding the climate emergency we are all concerned about
and the well-known effect of CO2 on global warming,
plus considering the latest scientific knowledge, we have reconsidered our initial target in order to be in line with the well-below two-degree trajectory which consists in limiting the global warming well-below two degree above pre-industrial level.

To define this new target, we needed first to calculate our Scope 3 emissions. We were already measuring our Scope 1 and our Scope 2 and now we have the complete carbon balance. You can see on the third line of the table that our Scope 3 represents about 37% of our total emissions. It is important to keep in mind. The three major items of scope 3 are first “purchased goods and services” with raw materials and soda ash as the third contributor of this category. Second “upstream energy emissions” and third ”products transportation”.
Regarding the 2020 key steps with our total carbon balance and all the data required by CDP we have answered the CDP climate change questionnaire. For our first submission we were proud to obtain an A-minus which is an excellent score. The total carbon balance was also key to determine our new CO2 reduction target aligned with the scientific knowledge and Science Based Targets initiative. You remember our Scope 3 is almost 37% of our total emissions, and when Scope 3 is less than 40% of the company’s total emissions, Science Based Targets initiative only requires a commitment on Scope 1 and Scope 2. However, to follow the well-below two-degree trajectory we have to reduce 27.5% of our total emissions on Scope 1 and 2 from 2019 to 2030. And an important point to be noted: the figure is in absolute value. As you will note, our new target is much more challenging and also much more inspiring for us. All our teams have worked a lot to reconsider that initial target and action plan in order to make this objective achievable.

And for sure, as you can see on the right of the slide, even if Science Based Targets does not require a commitment of on our Scope 3,we are already working on it and particularly we work with strategic suppliers to associate them to our CO2 reduction effort. We also work on logistic optimisation and on the lightweighting of bottles and jars.

Thank you for your attention and Romain, I give you the floor, to detail the CO2 Reduction Action Plan.

Pillar 2: Significantly Reduce our CO2 Emissions

Romain Barral

Director of Operations, Verallia

CO2: Three Main Levers to reach 27.5% Reduction by 2030

Lever 1 Shift Raw Material Mix

Good morning everyone. From this objective target of reduction of 27.5% we have developed a very detailed action plan which is attacking each of the contributors for CO2 emissions. To support this plan we have built a model which is taking into account all those contributors and where we can also stimulate the impact of the various initiative I will present to you.

The first lever is to work on our raw materials. As Laëtitia just explained to you, an easy way to improve our CO2 emissions is to increase our cullet rate. A 10% increase is giving us the 5% reduction in CO2 emissions. From levels which were slightly below 50% our target is to achieve now close to 60% by 2025, as you can see on the graph on the left. On top of that when we do not use cullet, we have some of raw materials which release CO2 during the melting process, especially limestone and soda ash. We are working with our R&D teams in order to find alternatives to using carbonated raw materials either by replacing them with non-carbonated materials or to be able to find sources which would be renewable for those carbonated raw materials.

Lever 2 Reduce Energy Consumption

The second key element for our action plan is based on our own energy consumption. This energy consumption in our factories is basically split between two key elements. The first one is making energy which is used to bring the glass and all the raw materials to 1,500 degrees and this represents 80% of our energy. Then the remaining is all the energy we consume finally to produce and package our bottles.

Concerning the melting energy, we have in fact two sets of actions. The first set are really focusing on our current technologies, on improving in our furnaces the efficiency by upgrading the furnace technology, also chasing all losses on those furnaces and also switching progressively the energy we use. Historically we were using a lot of fuel which easy to handle from a combustion standpoint but is generating a very high level of CO2. We are progressively moving to natural gas and we will also increase the level of electric heating we use in our current furnace.

On top of that we are also working on the next step. The next step is in fact allied with two different technologies and these are really technology changes for the furnaces. The first one is moving to a furnace which would use much more electric energy than today, and for this we are part of a specific project led by FEVE. The second option is a scope to integrate more hydrogen as a source of energy for our furnaces. For this we need to understand the impact in terms of performance and also in terms of durability of our furnaces. This again we are doing with several research with our R&D team and also by joining a specific large industry consortium.

Talking about the non-melting energy, this is mainly about the optimisation of our losses inside the plants and making sure also that because we are generating a lot of energy on the melting side that we reuse it so that we do not add additional consumption in our plants.

Lever 3 Increase Use of Green Energy

The last item is to work on green energy. As we said, we need to reduce energy we consume but also the source of energy is an important point in terms of the generation of CO2 emissions. The first item is working on the energy we purchase. The idea is to increase our rates of green energy from 34% in 2020 up to above 60% by 2025. This will have a direct impact on our Scope 2 emissions. The second item is to work on replacing natural gas in our furnaces by biogas. This will imply that we have to install close to our plants biogas factories and we are working on the first experimentation in one of our plants in Germany. We have a target to have three of our plants supplied by biogas farms by 2030. The third item to increase the part of green energy we are using is to work on on-site energy production, in particular solar energy. Effectively on our sites we do have on top of the factories very big warehouses where we are able to install solar panels. We have also launched a first project which will start production by the end of next year in our plant in Portugal. We have plans to have several of those installations by the end of 2030.

CO2 Emissions Reduction – Detailed Action Plan

Now, as I explained to you, we have [inaudible] different projects. We have simulated for our model the reduction of CO2 emissions that we will achieve. You can see on this graph the split between the three levers which are more or less one third for each of them. In our model we also integrate a portion of volume increase between 2019 and 2030 and thanks to this plan we have a very strong action plan in order to reach this reduction of 27.5% of our CO2 emissions. One important point also we are talking about a target in terms of volume of emissions, so this is in terms of reduction rate, something which is in the range of 3% per year and that is an increase of 50% compared to what we used to do in the previous years.

CO2 Related Investments

In the same logic, all those projects have been covered in terms of investment because we will have to make some improvements of our own installations, as I explained to you. This plan has been detailed over the course of the next ten years. In terms of value we will be reaching €220 million and out of those we consider that around €180 million will be treated as strategic capex for the Group. You can see on that graph the split between the different levels.

Green Electricity Action Plan and Achievements

A specific focus on green electricity. As I explained to you, we plan to increase our purchases from 30% to above 60% by 2025. This really will be done through the development of sourcing from certified sources of electricity so we can actually increase our green portion of electricity and as well, as I explained, link with on-site electricity generation. As we explained, we already have a project on that in Portugal and concerning the green electricity purchase we already have some examples in some of our plants. For example, in Brazil, Argentina or in Iberia where in 2021 100% of our energy will be green.

Lightweighting Bottles and Jars

I have explained to you on the last slide the plan that we have on our operations. We did not look only at our manufacturing activities. We also thought about our products, so the bottles. Here we have to adjust to a trend which is coming from requests from our customers over the past year which has been to increase the individual weight of the bottles. This is obviously driving an increase in CO2 per bottle because we have more glass in each of the bottles. What

we are doing is working, especially on our standard catalogue, standard models in order to be able to reduce the weight of [inaudible] bottles which is benefitting directly in terms of CO2 production per bottle but also will have an impact on our Scope 3 emissions because we are also doing some optimisation in terms of transportation and packaging. This alpha index is standard in glass packaging which is evaluating the relative glass of the bottles and we have a target to again go against that trend of increasing and go back to 15.5 by 2025.

Plant Trees + Offset Travels Related to CO2 Emissions

The last element of our strategy for CO2 reduction. We have also launched a CO2 compensation programme which is focused on two items. The first one is in line with our purpose, working with local communities specifically on reforestation projects. We have a target to have 100,000 trees planted every year. This has been started in 2019 and will continue over the course of the coming years. The second objective which has been implemented this year and will start to be applied from 2021 is to compensate all of our professional travel with certified carbon credits. This will also be a contribution in terms of CO2 reduction.

[Inaudible] concerning our CO2 emissions reduction plan. We have abated our target from minus 20% to minus 27.5% on Scope 1 and 2. This is supported by a very detailed action plan which is tackling all the contributors to our CO2 emissions and [inaudible] and this will trigger the investment in the range of €220 million over the course of the next ten years.

Pillar 3: Provide a Safe Place of Work

Safety: Frequency of Accidents

I will now move to the third part of our ESG Strategy which his providing a safe and inclusive place of work. The first item is focusing on safe place for work. We want to reaffirm again our target for a Verallia value which is to achieve zero accidents in our factories. In order to do that we are monitoring the frequency of our accidents and we have established a strong target for 2025 which is close to dividing by three the current level of accidents that we have in the company. In order to support that we have developed a set of rules and standards that are applied across our sites, but also a roadmap of deployment not only of those rules and standards but also of the safety management system which will help us to achieve this target. The first reference point we just achieved in the year 2020 a reduction of 17% of those TF2 and which is in line with our target of a reduction to below two accidents by 2025.

Case Study

Specifically on this roadmap that is detailed here, we have identified those steps, again not focused only on rules and standards, which is one thing, but also on the management of safety and also with a target to achieve a very strong interdependent safety culture where everyone is concerned not only with their own safety but also the safety of their colleagues. We are deploying this roadmap in our different regions. One of those, our Latin America region, has been in advance of the other ones in terms of deployment, and thanks to that have been able to reduce by 70% their TF2 rate. They achieved in 2020 the extremely low level of 0.6 for TF2 in the region. We are now working on deploying the same roadmap and the same tools in the different regions in order to build this safety culture.

Pillar 3: Provide an Inclusive Place to Work

Denis Michel

Secretary General, Verallia

Geographical Diversity

Good morning to everyone. Among our 10,000 employees located in 11 manufacturing countries we have 63 nationalities which is a wide diversity.

Objectives

To provide an inclusive place to work we have selected two main indicators. First of all to increase the gender equality index. What is the gender equality index? For all countries it is an index that has been set by a French law in 2019 only for French companies, but we have decided to do it for the whole Group despite the fact that it was not mandatory. The interest of this index is it is a legal reference. It is a formula that has been set. So there is no discussion. It is auditable as well. The target that has been fixed by the law is 75. The Group calculation in 2019 gave a figure of 60. In fact, in France where it is mandatory, we are between 80 to 95. In LATAM in fact we are at 10, so we are well-below the target, but it is not mandatory. In Southern countries we are around 70 and Northern countries we are around 60. We still have a good room for improvement especially in South America but also in some European countries. We are well in line in France where it was a mandatory index. There are five indicators for this index. It is not only salary. It is also promotion, it is also salary increase after maternity leave and it is also the ten highest compensations within each of the company. It is enough balanced between different indicators to be consistent.

The second one in fact came from a story we had two or three years ago where we met the Handi-rugby team, the national French team which is one of the best in the world. We had a very nice interaction with them. We asked them to go in different factory meetings in order to increase the awareness on handicap. We discovered that among our employees it was extremely impactful. We decided to take this opportunity to set an ambition target to double the number of disabled employees within the company taking this example of this Handi-rugby national team (qualified for the Olympics in Tokyo). It was supposed to be last year but it is postponed to this year because of the Covid. It allowed us to also offer to them and not only to other people but also to this Handi-rugby national team eventually some jobs after their sport period. We also developed a partnership with the French Ministry of Defence in order to offer options also for veterans to come to either do a project with us or to come to have a job in one of our factories in France.

Encourage Employee Shareholding Ownership

One topic on which we are extremely proud is employee ownership programme. We discussed that in 2015 just before the takeover by Apollo. We asked them to allow part of the capital to be dedicated for the employees. We did the first programme in 2016 which was already a good success. Five years later and after 2020's very successful operation we have more than 3% of the shares held by the employees. In France last year we had 80% of the employees participating in this programme. When we say 80% that means most of the blue collar also participated; and you have to remember that this programme you invest, and it is a locked for five years. That means you need to have a strong confidence in the company. As you see, we have eight countries. The other countries are not eligible for this kind of plan for legal reasons.

As soon as it may change we will of course include them in the programme. We set an ambition target in 2025 of 5% which means double from 2019 which is an intermated target and hopefully we can go above this level. In 2021 we are starting the new programme.

Our Supportive Commitment to the Community

It was historically a trend in Verallia to have a supportive commitment to local communities. In 2020 we decided to lead a strong focus on the Covid because it was concerning all the countries. For that we had a Group initiative for supporting hospitals with online investigations for people not being obliged to go to a hospital to avoid being in contact with the Covid-positive people. We gave also support to the Secours Populaire which is in fact to act against exclusion. A lot of people lost their jobs and lost their means of living. Also a very nice partnership that we did with La Maison des Femmes which is a French house next to Paris where dedicated members are on their personal time helping women in difficulty or victims of violence. This also had a very strong impact internally, not only among the women community but also among men because I think we are very proud first to discover a subject that some people do not know but also to support them after the violence that they went through. In country initiatives all countries had local initiatives to give equipment, to facilitate transportation, to give food, training or material for people during the Covid time. In order to finance this programme, the CEO gave up all his variable compensation which represented half of his annual compensation and all the Executive members gave up 15% of their annual compensation. Based on the success of that and in line with our purpose we decided to allocate every year €1.5 million for local projects in line with our purpose, targeting the circular economy and inclusion.

Governance

Wendy Kool-Foulon

General Counsel, Verallia

Board of Directors - Profile

Verallia complies with the recommendations set out in the Afep-Medef Code

Now I will present the governance strategy. First of all, Verallia complies with the recommendation set out in the Afep-Medef Code. The Board of Directors is very diversified in nationality with French, American, Swiss, Spanish and Brazilian, and then in competencies and gender equality. There are 40% independent members, 40% women at the Board of Directors and two employee representatives. The Board members have many competencies like strategy, industry expertise, finance, HR, CSR and governance. Verallia has put in place a very specific integration programme when new directors arrive, including site visits, as well as specific training for Board members who are employee representatives.

Board of Directors – Committees

There are three Board committees. The Audit Committee, the Nomination and Compensation Committee and the Sustainable Development Committee. Only 40% of the SGS 120 have a Sustainable Development Committee so we are very proud of it. All commitments comply with the Afep-Medef recommendations and all committees have an independent female director as chairwoman.

Our ESG Accountable Governance

To focus specifically on the governance of the ESG matters. The Executive Committee defines and implements the Group's sustainability strategy. This Group sustainable strategy is reviewed deeply and discussed by the Sustainable Development Committee. It approved and monitored by the Board of Directors. In all regions and countries, we have a specific network of sustainability correspondents.

CEO Compensation Breakdown

The CEO compensation is aligned with market and industry standards and is compliant with the Afep-Medef recommendations. It has been put in place after a deep benchmark. The compensation is well-balanced between fixed, variable and long-term compensation. If we take specifically the annual variable compensation, it is composed of 80% quantitative items like EBITDA and operational cash flow and 20% qualitative items on ESG mainly such as safety and CO2 emissions. In 2020, like Denis said, due to the pandemic, the CEO has waived completely the variable compensation. As from 2021, we have decided after looking and to be in line with the market to change the criteria of the long-term compensation. There will be now three financial criteria like targeted adjusted EBITDA, targeted ROCE and targeted TSR, and two specific ESG criteria which are the CO2 emissions and equal pay.

Executive Management Committee

The Executive Committee is composed of the CEO, four directors of functions and five presidents of regions, France, Iberia, LATAM, Northern Europe and Italy. It is diverse in nationality, French, Italian, Spanish, Dutch and Mexican and includes two women. All responsibilities are very well defined.

Compliance

One of the values of Verallia is respect the law, and in this regard all compliance programs have been put in place in order to respect this commitment. As a focus on the three main programs, competition law, prevention of corruption and embargo and financial sanctions. All policies and guides have been prepared and transmitted on a regular basis to all employees. Training is provided every year. Third party due diligence and audit controls are implemented. Of course, in order to allow all employees and all stakeholders to report any issues on compliance the whistleblowing platform is available 24 hours a day seven days a week in all Verallia languages. All alerts can be made anonymously. An alert received is dealt with directly by the Verallia committee including the CEO, the Group General Secretary and the Group General Counsel and are investigated by internal controls.

Verallia Responsible Purchasing

Responsible purchasing is very important for the company. It aims to ensure that our suppliers meet legal, environmental and social requirements. It is deployed via a dedicated central local organisation. Responsible purchasing is put in place in our responsible practices by first of all a request for commitment from our suppliers to the signing of a charter with respect for the right to development, respect for the rights of employees, respect for health and safety, environmental commitments and compliance with law. By taking into account in the choice of our suppliers and in the evaluation of our suppliers, the level of maturity on these subjects.

As said by Romain, the reduction of Scope 3 is now part of the purchasing roadmap and is therefore part of our approach when choosing our strategic suppliers. A specific CSR risk

management methodology is being implemented within Verallia. It is based on a four-step approach. First of all, a risk mapping. Risk mapping of environmental risks, human rights and social conditions and business needs are assessed. Then it is cross-checked with a risk assessment related to the category of purchasing, like extraction of material, for example. This is then cross-checked with the risk related to the country of sourcing. After, if the supplier is identified at risk it is evaluated via an external platform. We have chosen two platforms, AFNOR and ACESIA. If this risk is confirmed then an on-site audit is conducted based on an international repository, SMETA. We work with QIMA for all our audits in each country. Finally, we support the suppliers who have decided to go through a corrective action plan and we monitor this action plan deeply.

Conclusion

Michel Giannuzzi

Chairman and CEO, Verallia

Our ESG Ambition

As you can see, we have a lot of ambition in the field of ESG. This is really the heart, in our DNA and in line with our corporate values and corporate purpose. We have clearly defined three main areas where we believe our company can contribute to improving the society and the impact on the environment which I remind you are to enhance the circularity of glass packaging, to significantly reduce our CO2 emissions across our operations and to provide a safe and inclusive place of work. We were very proud at the start of this listing of the company in October 2019 to also implement a governance at Board level with a Sustainable Development Committee that is in charge of monitoring, helping and ensuring that the company is not deriving from its very strong ambition that we have set.

Last but not least you have seen the detailed action plan that has been worked on in the last months has enabled us to take the challenge of cutting our CO2 emissions by 27.5% compared to 2019, and this has a cost of around €220 million that will represent less than 1% of our sales per year in terms of additional capex, which for a transition to a greener and more sustainable economy I think is a reasonable cost. However, we are committed to implementing this strategy.

Latest Ratings and Partnerships

We are very proud to have had the opportunity to present it to you. As you understood, after the strong innovation that will be key to succeeding in this roadmap, we also need partnerships. Partnerships with our customers, with our suppliers, with the local communities. We are looking for partnership and we want to take the lead in this area. Of course, we are committed to transparency. We will be very open, very transparent in reporting our progress. We have been working with rating agencies in order to of course demonstrate that this is not just fake or green-washing exercise, but this is really part of our corporate strategy.

Thank you very much for attending this call and now that the presentations are finished. I would propose taking questions.

Questions and Answers

Markus Remis (Raiffeisen): Good morning. Thanks for the presentation. I would like to start with a question regarding the financial metrics of your strategy. If you can provide us with some sort of granularity on the cost savings or the payback period that you would regard as feasible on the back of these measures.

Michel Giannuzzi: Thank you very much, Markus, for your question. All the investments we talked about have different paybacks. Some investments, for example when you increase the level of cullet in your furnace and you invest to do so, have a good payback because not only do you reduce the cost of your materials in many cases but you also reduce the consumption of energy and this has a positive P&L impact. Such investments have a decent payback, and you know that in our company a decent payback is a payback which is less than three years.

Now, let us be clear, many of the other investments that we talked about this morning are a worse payback compared to this one. Sometimes the payback could be two or three times longer because this is what we think is the right thing to do to achieve our goal of CO2 emissions reduction. If we were to consider only the short payback rates that we currently have, these investments would not go through. Unfortunately, or fortunately, depending how you phrase it, the current cost of CO2 at around €32 per ton right now is clearly still not high enough to speed up the payback period for these investments.

However, we believe deeply that this is the right thing to do. In terms of payback, I am just talking about financial but there is another component of the payback that we cannot put in the equation from a financial point of view, that is the impact that it has on many intangible things. The ability to recruit the people that are willing to work in a company that is doing the right thing. The willingness and the strong request from many of our customers that have themselves taken strong objectives in terms of CO2 emissions reduction and need their suppliers and Verallia to help them achieve those objectives. These are very difficult to quantify but they are certainly very important in the mind to justify those investments.

Altogether we believe that even if not all investments have a very short payback, we believe this is the right thing to do for the planet and for the society.

Markus Remis: Can I follow-up on the CO2 topic? I would be interested to get a sense of the current amount of free allocation that you get as of 2021 following the system change.

Michel Giannuzzi: The rules are going to change in 2021 because we are going through phase four. Just to remind everyone at the beginning of phase three every industry has received free quotas, free allocations of CO2 quota based on the prior year's performance. During phase three, all companies of course are improving their CO2 emissions and the Commission at the EU level is still in the process of looking at what are in our industry the top-ten best performers in terms of CO2 emissions in order to recalculate the quota that we will receive in 2021. You probably know also that the quota system has changed as of this year. As of this year and going forward you will see the quota for the year is not one-year difference between the time you receive your quota and you can use them. This is a bit of technical detail. I cannot give you yet the answer of what will be 2021 quota for Verallia. In the past it used to be about one third of our Scope 1 and 2 emissions. It will of course decrease a little bit because the industry has improved and the 10% have improved, so it will be lower. However, we do not know the number yet.

By the way, from a financial point of view I remind you that we have implemented a few years ago a strict hedging policy regarding energy costs but also CO2 costs and this hedging policy is in place. Today 2021 CO2 costs are hedged 100%. We have already hedged 75% of our CO2 needs for 2022 and we have hedged 50% of our CO2 needs for 2023. We are not at all expecting any bad surprise from that point of view compared to our assumptions.

Markus Remis: Okay, very clear. A final question if I may, not directly related to the ESG topic but if you could maybe shed some light on the current trading environment given the renewed lockdowns across Europe. What kind of demand pattern are you currently seeing comparing it maybe to the lockdown in March and April?

Michel Giannuzzi: Like last year and the beginning of this year, it has been a rollercoaster. It has been stop and go based on the opening, reopening of hotels, cafes and restaurants. The fact that people have to go home earlier or not, lockdowns. It has been a real rollercoaster for the whole last year. Everywhere was different with sometimes good news and sometimes bad news. I cannot comment too much on our results which will comment in more details in one month's time but I can only say that the end of last year was very much in line with the guidance we provided in October. Of course, going forward there is still a lot of volatility around the place but we will be able to provide you with more guidance in one month's time.

Markus Remis: Alright, thank you.

Francisco Ruiz (Exane): Hello, thank you very much for this detailed presentation. Although I have sent some questions on the web I think it is better to do it through the telephone. The first one is regarding the glass collection. Could you remind us about the cost of collection and processing the cullet versus using the primary raw materials? I am talking not about the processing, the energy consumption but mainly on the cost itself versus the other materials.

The second question is on the reuse. You said that it is a new business opportunity but it is another way to cannibalise and reduce the normal recycling business that you have in countries like Germany.

Also I have a third question which is whether you expect to be at some point neutral on emissions during this process.

The last one is, is the reduction of the weight of the bottle going to have an impact on the pricing of the bottle or are you selling the bottle at the same price to the client? Thank you very much.

Romain Barral: Concerning the first question on cullet price versus raw materials. This is really country-dependent and depending of course on the structure and the maturity of the cullet collection and recycling activity in each of the countries. I would say on average today cullet is directly slightly cheaper than the raw material.

Michel Giannuzzi: Okay. Regarding your second question about reuse, I would just remind you that the two segments of the market in which the glass penetration rate is the lowest are non-alcoholic beverages and food segments. These are certainly the two segments that have the biggest challenges to move away from plastic containers. Therefore we see for the glass industry and for Verallia clearly more opportunities by offering a reuse solution to these segments when it makes sense. It probably does not make sense in all cases but in some very local economies and very local areas. If it makes sense to implement such a reuse system, I

think it will provide a lot of opportunity to gain share against especially plastics in those two segments.

Clearly when you talk about the other segments it is hard to think today about having a very good success in spirits or champagne or one segment in terms of reuse because you know very well these high level and premium bottles are very customised, very personalised and when you want to have a reuse system it means that all brands have got to agree on the one common format, one common design, which is going against their premiumisation strategy. On all the premium segments we do not see it happening and we do not see it as an opportunity for reuse. On the other side, on the more commodity segments like non-alcoholic beverages and food there is a huge opportunity when it makes sense to consider a reuse system. That will we believe help the glass packaging industry grow against plastics.

The third question regarding neutrality of emissions, clearly we are not yet in a position to commit to achieve carbon neutrality on our emissions, certainly not by 2030. Now, we have a lot of goals on the furnace of the future which as you understood could cut the CO2 emissions by 50% which is huge. However, this technology will certainly not develop and spread out before 2030 to reach the emission. This is a much more volatile target that the whole industry has, but we are not yet in a position to of course commit to carbon neutrality.

The last one is about weight reduction. The weight reduction I hate to say that we sell – our policies based on tonnes, so it is not a cost, the total price per tonne. We sell based on the value we create to our customers and if for some customers lighter bottles have more value than heavier bottles we might even have higher prices and for other customers we might have lower prices because there is less material. It will all depend as usual on the value we create for our customers and the difficulty of the shape and design of the bottles and the uniqueness of the design or not of the bottle which will define our pricing. Our price is not a fixed price per tonne of glass being sold.

Francisco Ruiz: Thank you very much both of you, very clear.

Lars Kjellberg (Credit Suisse): Just a couple of high level questions, a bit of Devil's advocate. Glass remains fairly CO2 intense and of course you mentioned the potential replacement of plastics in the industry. The plastics side of course are working on recycling as you are. How do you in your discussion position glass in a context of CO2 as a whole versus metal cans or plastics which may be alternatives?

The second question, when it comes to increasing cullet collection, it is obviously something that is already relatively high in Europe, so what are you thinking about how to increase collection from an already high level? For some other substrates, I am in Scandinavia myself, where of course there are deposit schemes for PET and for beverage cans, that part of the mix to incentivise customers to actually move the bottles and jars back to you? What is there to guarantee so-to-speak an increase in collection?

Finally on the energy efficiency I wanted to understand exactly what you have identified, and also you are spreading these investments over the entire period up to 2030. Is that due to that [inaudible] furnace rebuilds? Also the investments you are talking about the total amount of €220 million. Does that include for example furnace of the future or would that be something completely different and new if it works? Those were my questions.

Michel Giannuzzi: Okay, thank you very much, Lars, for your questions. Regarding the first one clearly when you look at the glass packaging versus other raw materials let us start with the benefits of that before we talk about the CO2 intensity. Clearly glass is the most inert material and the best from a health point of view. This is used in the pharmaceutical industry and it is a good testimony that it is the best material because you have no chemical agent or chemical product leeching from glass to the product. Therefore from a health point of view, and because of Covid people realise that health is important, it is probably the best packaging material.

Clearly second point, glass is infinitely recyclable which is not the case for many other packaging materials. You can recycle cullet and glass and use that forever. As many times as you want you can remake and recreate glass. So clearly the only weakness is the one you mentioned. It is still quite an CO2 intensive industry and that is the reason why we took this very bold ambitious objective to cut our CO2 emissions by 27.5%. Now, knowing that the last four years the CO2 emissions have been cut by 1% average. So here we are going to accelerate and speed up three times, almost three times faster the reduction of the CO2 emissions in the ten coming years in order to deduct all the energy intensity and CO2 emissions versus other packaging materials. The last point, when we made a survey to consumers clearly glass is seen as the most premium packaging. All the customers that want to value their products prefer glass than other competing packaging materials. These are all the elements and the way we position glass versus other packaging materials.

Regarding your second question on how to increase the already high collection rate, you are absolutely right in Europe the collection rate in 2019 was 76% on average. Some countries are as high as 90% or close to 90%. Some countries are lower. In Europe on average according to the FEVE statistics, the European Federation statistics, the collection rate was 76%. It is by far the packaging material that has the highest collection rate to start with. As you know, the European Federation, which I am chairing by the way, has taken the ambition to increase this collection rate to 90% by 2030. This is again not something that we, the industry people or the federation can do alone. We have to partner and we implemented partnering with brands, with retailers, with municipalities in order to put in place the schemes to favour a better collection and also a better quality of the collection of the used glass. This is something that I have done. There has been a by big event at the end of last year led by the FEVE to start this partnership programme with many different big brands and municipalities and retailers at the European level. Our position as a company, as Verallia, is to be very active in order to foster, nurture grow the partnerships and initiatives.

Regarding the deposit scheme you mentioned, every country today has a different history, a different logic and there is no one solution that fits all. In the case of Sweden for example I know very well that the deposit scheme that has been put in place has probably not been as efficient as the previous system which was based on the collection bins that were in place. Every country is defining the best way to increase cullet for recycling.

The third one I will hand over to Romain who is going to speak.

Romain Barral: There were three items in your question. The first one was about a bit more detail on energy efficiency. Typically if I want to give you more details there are three main aspects around that. First of all is we are working on reducing the aging of our furnaces. When our furnaces age along their operational life they lose thermal efficiency and then we need more

energy to heat them. This is one aspect and this is directly affecting the design of the furnaces. We also work on the maintenance of those furnaces and eventually we can implement maintenance have action on these losses.

The second aspect is on what I would call non-value added energy usage. Typically if we have humidity in our raw materials or if we have cold air ingress this is a source of additional energy consumption in our furnaces and we have several technical solutions to work on that either on the furnace or on the preparation of the raw materials.

The last item is really to work on the combustion itself. We need to maximise the efficiency of that combustion. We need to avoid the variations which are always leading to non-efficiency. This is the aspect that we are working especially with our R&D team.

Talking about the timing of the investments, you got the point, one item which is making the timing for investments over the next ten years is the furnace reconstruction where this is an opportunity for us to actually make the changes I have just explained. As I said during the presentation we operate the furnace at very high temperature and humidification for which we need obviously to have the furnace stopped. One of the drivers of the capex spending is the furnace reconstruction.

The last item, the plan we presented is not integrating major technologic change like the furnace of the future. As Michel explained, this is what is required to go to the next level of CO2 reduction. We believe we will have the right solutions or a better view of what is the right solution in the coming years but this is not in that plan as of today.

Lars Kjellberg: Another question, if I may, on the rate of the cullet collection. To reach your ten percentage points target by 2025, is it by necessity you can increase the collection rates or is there any other way you can reach that 10% increase?

Michel Giannuzzi: There are two things. The ten points increase is about the cullet usage.

Lars Kjellberg: I understand that but I guess you need more cullet to enable you to do that.

Michel Giannuzzi: We have two ways to increase the cullet usage. One is of course we need more cullet. We need to increase the cullet collection. Secondly we are going to help all the stakeholders, all the participants in the supply chain to increase by seven points the rate of collection. To give you an example of how we actively participate in educating the consumers because there is a lot of education to do at consumer level; last year and this year we have committed and done last year to an initiative with BPI France to create a stand which has promoted, if you want, the circular economy of glass and has helped touch digitally or physically more than 15 million people in France during about three months in summer. This was a very huge initiative to explain to consumers how important it is to recycle glass. We are going to do the same again in 2021 with BPI France a big Tour event that they will do again this year. This is a concrete example of how we are helping the whole industry increase the collection rate.

Now the gap between the collection rate and the usage of cullet and the difference will come also from improvement in our treatment facility. When you treat raw cullet which is basically scrap or waste from the homeowners, you have to separate a lot of non-glass things, and even when you treat the glass for cleaning you have some waste. We are currently working already to improve the waste that is generated in our cullet treatment facilities. For example, when we clean the glass in order to reuse it in the furnace after we sometimes have some, what we call,

glass sand which is basically very small particles of glass that in the past we did not use. We were sending it for other applications but today we have found a way to be able to reuse more glass sand and recycle more glass sand in our furnace. Therefore this is helping close this gap between collection and usage.

Lars Kjellberg: Thank you.

James Rose (Barclays): Good morning, I have got two please. First is on water usage and wastewater. Could you talk a bit about that, what targets or programmes you have there?

Secondly, could you say why furnaces have not been powered by electricity historically and what particular barriers have you got to overcome for glassmaking? Thank you.

Romain Barral: Thank you for your question. On water and wastewater, you will see we have some elements in the annex but basically this is also a topic we are addressing but by essence we are not an industry which is using a lot of water and which is also generating a lot of waste. As you can see now on the screen, we have actions especially around water and waste. On the water side the biggest usage we have is using it as a coolant in our factories especially for the glass that we do not use. What we have in place are different initiatives to be able to make sure we are recycling and reusing this water in our factories. We are monitoring the amount of water we use for each tonne of glass.

Concerning waste, our process is mainly generating glass as waste so that is reused immediately in our furnaces. However, we still have a programme in order to recycle our waste. One specific topic we also cover in that programme is the waste coming from the furnace reconstruction which is very huge. We are talking about very big equipment and this is also an activity we are doing in waste recycling. Today we have around 50% of our waste which is recycled in the Group. We have a target to increase this on a yearly basis.

The second point on historically electricity versus fuel and gas, basically fuel used to be the combination of the cheapest and the easiest energy to integrate in the furnace and to be able to control the combustion. Historically until probably the past ten years this was really the dominating energy used in glass furnaces.

Michel Giannuzzi: Why not more electricity than gas? First of all there are some technical constrains, that the reason why even the furnace of the future would still have some 30% gas energy for technical reasons because that is what you need to melt properly the glass and create a good quality glass. However, also this makes sense only if you have green electricity. There is no point having some coal powered electricity making utilities. If the electricity is made of coal, for example, like it was the case in some countries until very recently. This position makes sense because we believe that of course as we go forward there will be more and more renewable energy including green electricity but also biogas, another renewable kind of energy.

James Rose: Thank you and thanks for the presentation.

Jean-François Granjon (ODDO BHF): Good morning, in fact, I have the same question regarding the energy mix slide 24. I am just wondering if it is possible to decrease the gas utilisation after 2025. Gas remains a fossil energy so it is interesting to reduce the fuel to gas but do you expect less gas utilisation in the future, it remains a source of energy, and to increase the other or green electricity or other energy in the future?

Romain Barral: Thank you for your question. First of all, in this plan we presented this morning one of the actions is effectively first to get rid of fuel and the second one is to increase in our current furnaces the utilisation rate of electricity to the maximum that the current technology is able to do which should be in the range of 20%. Again this is posing challenges in terms of managing the furnace and operating them but this is clearly integrated in the plan already. Of course, as Michel just explained this has to be connected with our green electricity sourcing because this is really the way where adding more electricity will help us reduce CO2.

The second point which is still today an R&D topic is on hydrogen. Hydrogen could be a good source of energy in our furnaces. Here we have two challenges. The first one is really on the operation of the furnace, on the management of combustion. We have already a project launched to work on that topic specifically next year and we are looking at two aspects. We are looking at the impact in terms of day-to-day management of the furnace but also trying to understand if this impact is changing whether you have 10%, 50% or 100% of hydrogen in the furnace. That is one of the items. The second one is also we need to understand the impact on the design and the durability of the furnace. We are looking at hydrogen as two elements.

Last item on that specific topic of renewable could be a simpler change which is to integrate biogas to directly replace natural gas in our furnaces. We think it is an interesting opportunity. It will also impact the circular economy because usually biogas plants are using also waste and we will have again an opportunity to develop a circular energy type of model on which we have already experienced all of that.

Jean-François Granjon: Okay, thank you very much.

Alexandra Baubigeat-Boucheron: We have had a few questions on the web. The first few questions are from Charles-Louis Scotti. I will do them one-by-one because there are many. The FEVE said that they were working on a largescale electric furnace running on green electricity. Do you think it is realistic and do you intend to replace furnaces with electric-powered alternatives in the future?

Michel Giannuzzi: I think we already covered this topic. As we said, this is an R&D project done by consortium with 19 glassmaking companies in Europe. We are the early stages of the project which is defining the furnace. Then we have to build the furnace and then we have to operate the furnace to see if it is of course delivering the expected savings in terms of CO2 emissions. We will know this in only a few years. However, clearly this is not something that we have factored in our plan because by 2030 we will not have had enough feedback from this furnace to influence or to change materially our CO2 emissions.

Alexandra Baubigeat-Boucheron: Thank you. Basically you will invest €20 million a year to reduce your CO2 emissions. As you quantify the expected savings on the purchase of CO2 certificate, how much do you spend in the P&L and in cash on CO2 certificate every year?

Michel Giannuzzi: We have already covered most of these questions. We clearly have depending on the project some longer payback yields than normal payback but this is the cost of the decarbonisation of the industry. This is included in our financial forecast going forward.

Regarding the savings on the question of CO2, as I explained before the reason why the payback sometimes will be much longer is there is only €32 per tonne of CO2 cost today. It does not materially change or reduce the payback period. The impact on the P&L is something we are

not going to disclose today because we are [inaudible] not to disclose our hedging costs. It is part of our hedging policy, as I explained, and we do not give exactly the level of hedge that we have made.

Alexandra Baubigeat-Boucheron: Thank you. Then the gender equality index seems low today at 50, below the European average of 68. Why is that? Are there any structural reasons, for example a difficulty in recruiting women in this sector?

Denis Michel: No, in fact as I said, the mandatory index was for France. In France we are far above the lower limit. The average is really coming down because of South America, Brazil in particular. It has nothing to do with recruitment. It is more on composition and on composition differences in South America we have issues that we are going to look at. That is really the big impact which is coming from there. Then in Northern Europe we still have room to improve because we are below the 75 limit and in Southern countries we are basically at the limit.

Alexandra Baubigeat-Boucheron: Thank you. Will the achievement of these ESG targets be included in the Executive variable compensation and how much will it contribute compared to financial targets?

Michel Giannuzzi: Wendy presented a slide about the compensation of the CEO which includes two of the Sustainable Development Goals, both on short-term and long-term. On the short-term side you have one on safety and one on cullet usage. On the long-term side you have one on gender equality and another on CO2 reduction. The same applies to all managers in the company. What you see for the CEO is exactly the same for all managers in the company. It is the same criteria used for compensating all managers.

Alexandra Baubigeat-Boucheron: Thank you. Then the last question from Charles-Louis is will the €220 million capex add to the previous capex you guided on? Does it concern recurring capex only. Any idea on the phasing of projects?

Michel Giannuzzi: Yes, I think if you go on the slide that Romain presented you will have more or less the profile of this spending. This of course is not a commitment. This is to give you an idea of how this will be distributed over the next ten years. We consider this as strategy capex. It is part of the strategy for the transition towards a less carbonated economy and therefore they will have to be added to the 8% recurring capex. Now, every year we will give you an update and guidance on this strategic capex but this gives you already some kind of idea of what this represents every year.

Alexandra Baubigeat-Boucheron: Thank you very much. I think we have also two questions from Roseanna Burcheri from Artemis. The first one is, 'I would like to know if you were surprised by the capex requirement?' High or low. Did you expect that?

Michel Giannuzzi: I think it was surprisingly not as high as what we were fearing initially when we started the exercise. It was interesting to see that even if we had included some projects which have a lower payback, as I explained before, it is still a decent and reasonable amount of money to spend to ensure this very important objective of 27.5% CO2 emission in ten years.

Alexandra Baubigeat-Boucheron: Thank you. The second question, is there anything in the EU Green Deal as of today which could be of help financially or operationally for Verallia?

Michel Giannuzzi: Nothing really specific to Verallia, I do not think. The one thing that we would be monitoring very closely is the cross-border adjustment measures that should prevent

non-EU glassmaking companies from competing in Europe without having the same constraints on their CO2 emissions and they are not buying the CO2 quotas. This is one area that we are constantly monitoring but it is true for the whole industry.

Alexandra Baubigeat-Boucheron: Thank you very much. We have a last question from Christophe Pouchoy from La Banque Postale. Are you signing long-term DPA directly with renewable electricity producers to get access to green energy?

Romain Barral: This is exactly our strategy and we want to have this strong link between what we consume and what is being produced on the network. That is exactly our strategy. On top of that, as you saw, we are also working on having our own green electricity facility which will complement those DPA contracts.

Alexandra Baubigeat-Boucheron: Okay, thank you very much.

Michel Giannuzzi: I think we have covered all the questions. Again, one more time I would like to thank you very much for attending this call. This is a very important and very motivating call for all our teams. On behalf of my colleagues that have helped me and supported me in this position, I would like to thank you for your interest in this company and what we are doing. We look forward to talking to you again in the coming weeks. Thank you very much and I wish you all the best. Stay safe.

[END OF TRANSCRIPT]