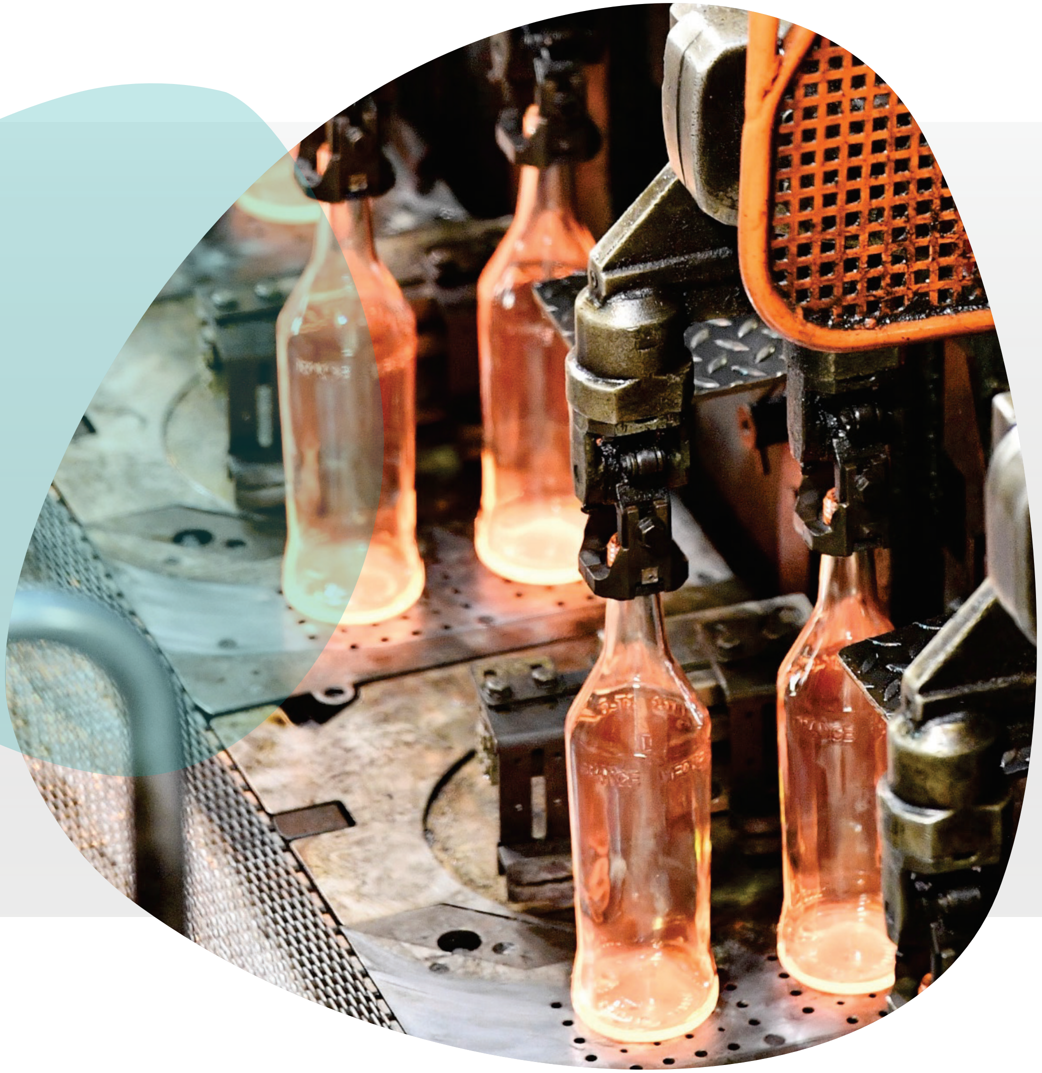
17 February
2022

# FY 2021 RESULTS

# TODAY'S AGENDA



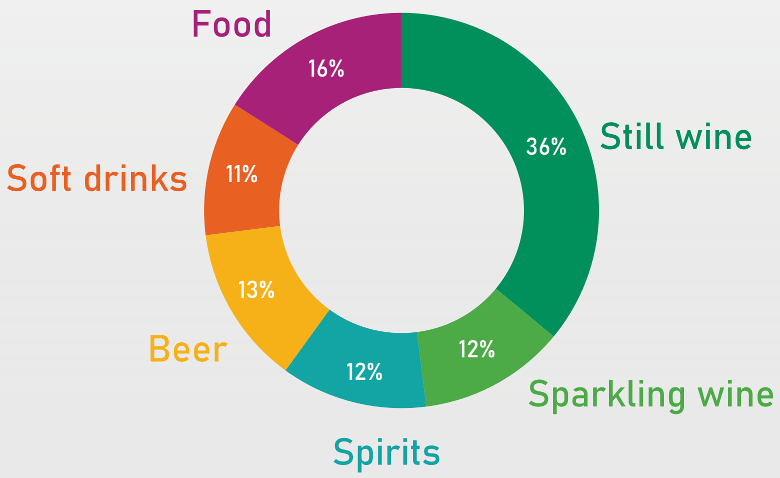
# 1 INTRODUCTION

Michel
GIANNUZZI
Chairman and CEO

# A GLOBAL LEADER IN GLASS PACKAGING

## DIVERSIFIED AND BALANCED END-MARKETS

2021 Glass packaging[1] sales split by end-market




**11** countries

**10,000** employees

**16 billion** bottles/jars p.a.

**3** decoration plants

verallia

**9** cullet recycling centers

**32** glass plants

**58** furnaces

**N°1** in Europe[2]
*89% of 2021 sales*

**N°2** in Latin America[3]
*11% of 2021 sales*

**N°3** Globally

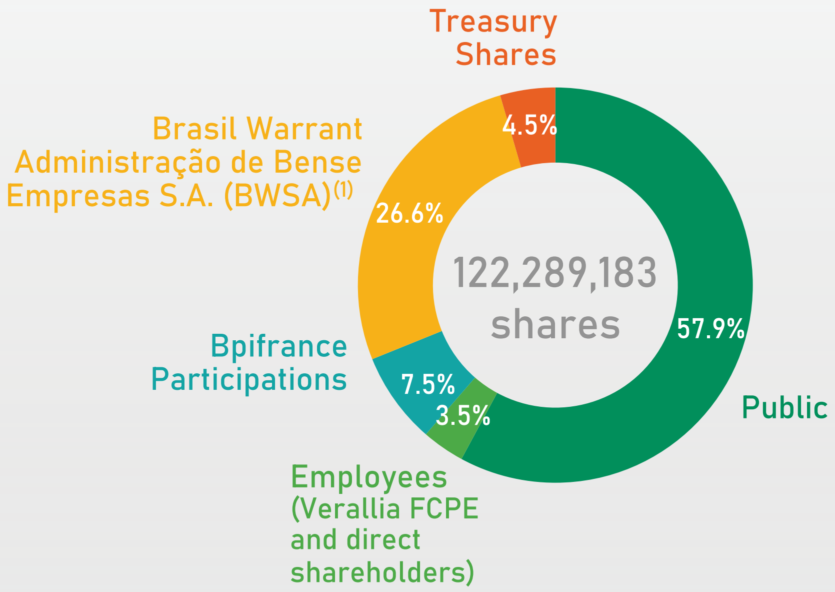
Sources: Companies public information, management estimates and Advancy (IPO related study)
Notes: (1) For bottles and jars only (97% of total Verallia sales).
(2) Based on 2021 sales; "Europe" using each company's definition/management estimates.
(3) Based on 2021 volumes in Argentina, Brazil and Chile.

# 2 KEY HIGHLIGHTS

Michel
GIANNUZZI
Chairman and CEO

# CAPITAL STRUCTURE & GOVERNANCE EVOLUTION

## SHAREHOLDING STRUCTURE AS OF FEBRUARY 2022




- Apollo exited Verallia capital in November 2021
- Verallia bought back its own shares for a total of €221m and now owns 4.5% of the capital

## GOUVERNANCE EVOLUTION

- Dissociation of the functions of Executive Chairman of the Board of Directors and Chief Executive Officer, effective from the closing of the AGM on May 11, 2022
- Michel Giannuzzi will remain Executive Chairman of the Board of Directors
- Patrice Lucas, who joined Verallia on February 1, 2022, as Deputy Chief Executive Officer, will be appointed Chief Executive Officer and Board member on May 11, 2022
- Didier Debrosse will be proposed as an independent Board member at the AGM on May 11, 2022

Notes: (1) Acting through a fund managed by BW Gestão de Investimentos Ltda., a wholly-owned subsidiary of BWSA.

# CSR ROADMAP UPDATE

**OBJECTIVE**

**-46%** of $CO_2$* by **2030**

This new ambitious objective has been set to **limit the global warming below +1.5C°*** and following the last IPCC** report

The validation by SBTi is on going

## OUR ACTION PLAN RELIES ON 3 MAIN LEVERS

**LEVER 1**

Shift raw material mix

**LEVER 2**

Reduce energy consumption

**LEVER 3**

Increase use of green energy

## 2021 MAIN ACHIEVEMENTS

Our plants **already use 55% of external cullet**, and we **target 66% by 2030**

We announced the construction of **two 100% electric furnaces** in Cognac plant

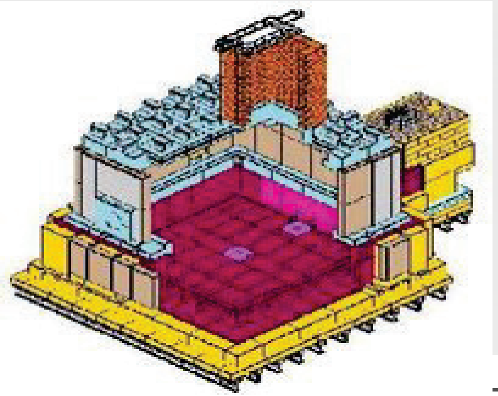
Already **10 of our plants** use **100% of renewable electricity**

*The Paris Agreement sets out a global framework to avoid dangerous climate change by limiting global warming to well below 2°C and Verallia aims at not exceeding 1.5°C which is the most stringent objective.
**IPCC : The Intergovernmental Panel on Climate Change.

# $CO_2$ EMISSIONS REDUCTION: VERALLIA DEVELOPS NEW FURNACES TECHNOLOGIES TO SUPPORT ITS AMBITION TO LIMIT GLOBAL WARMING ONLY TO 1.5°C

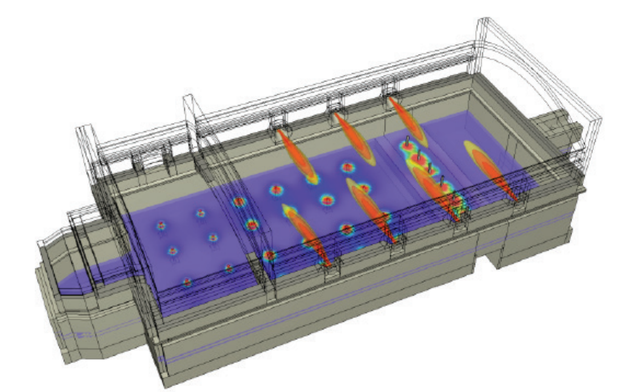
## ELECTRICAL FURNACE

- First project announced in December 2021, in Cognac (France), for start of production in 2023
- This technology is already used for cosmetics or glasswool manufacturing, but not for bottle and jars
- It is particularly convenient for non-colored glass, which represents around 1/3 of the Group's production
- When powered with low carbon electricity, it allows a reduction of 60% of total $CO_2$ emissions / ton
- Further deployment in the Group under evaluation



## HYBRID FURNACE

- Evolution of existing furnaces' technology, aiming at a complete swap of the energy mix, reaching 80% electricity and 20% gas
- The FEVE project having been cancelled in December 2021, Verallia has decided to continue its development for its own benefit
- Verallia first Hybrid furnace will start production in 2024
- This technology will also ensure a reduction of 50% of $CO_2$ emissions vs. conventional furnaces



# UPDATE LATEST RATINGS AND PARTNERSHIPS


## Verallia wins for the first time THE PLATINUM MEDAL

and enters the Top 1% of the companies best evaluated by EcoVadis* out of a total of 65,000 companies

Four categories are examined based on 2021 data and:

1/ Environment,
2/ Labor & Human Rights,
3/ Ethics,
4/ Responsible Purchasing.

**Our rating:**
**75/100**

Vs.67/100 in 2020

*EcoVadis is an internationally recognized CSR performance evaluation platform, which we also use to evaluate some of our suppliers.

# SOCIAL RESPONSABILITY ROADMAP

Providing Verallia employees with a **safe and inclusive place of work** by implementing additional regulations in line with EHS[1] standards

Continue and further promote our employee shareholding ownership policy

Reach Zero accident
across our sites

-Portugal-
**Zero accident award**

Increase the ratio of employees with disabilities
working in the Group to 4.5% by 2025

-France-
**Agreement on disability** in Chalon

Promote diversity and inclusion as key assets


-Group-
**WoMen@Verallia**
a mentoring program expanded to countries management committees.
We aim at reaching 35% in 2025 of female managers within the Group

Diversos verallia

-Brazil-
**Diversos,** an ambitious program that aims to encourage employees to be themselves and express their full potential

We will continue to **support local communities** by dedicating **€1.5m** to local projects every year from 2021 onward


-Brazil-
donation operation in 2021

(1) Environment, Health and Safety

# ANOTHER SUCCESSFUL YEAR IN A CHALLENGING ENVIRONMENT

1

## Revenue

- FY 2021: +5.4% to €2,674 million and +6.8% organic growth(1)
- Q4 2021: +12.4% to €652 million and +10.2% organic growth(1)

2

## Adjusted EBITDA

- €678 million in 2021 (+8.4% compared to 2020)
- Margin at 25.4% compared to 24.7% in 2020 (+68 bps)

3

## Net Income & EPS(2)

- Net Income of €249 million in 2021 (+19% compared to 2020)
- EPS of €2.01 in 2021

4

## Net Debt

Reduction in net debt ratio to 1.9x adjusted EBITDA for the last 12 months, against 2.0x end of December 2020 after €114m of dividends and €221m of share buy-backs

5

## Extra-financial Indicators

- $CO_2$ emission: -3.6% to 2,833 kt $CO_2$ Scope 1 & 2
- Rate of external Cullet(3) usage: 55% up 3.4 points compared to 2020

(1) Growth in revenue at constant exchange rates and scope (excluding Argentina) of +5.0% in 2021 compared to 2020.
(2) Net income for 2021 includes an amortisation expense for customer relationships recognised upon the acquisition of Saint-Gobain's packaging business in 2015, of €43 million and €0.36 per share (net of taxes). By not taking this expense into account, net income would be €292 million and €2.37 per share. This expense was €43 million and €0.37 per share in 2020.
(3) Recycled glass.

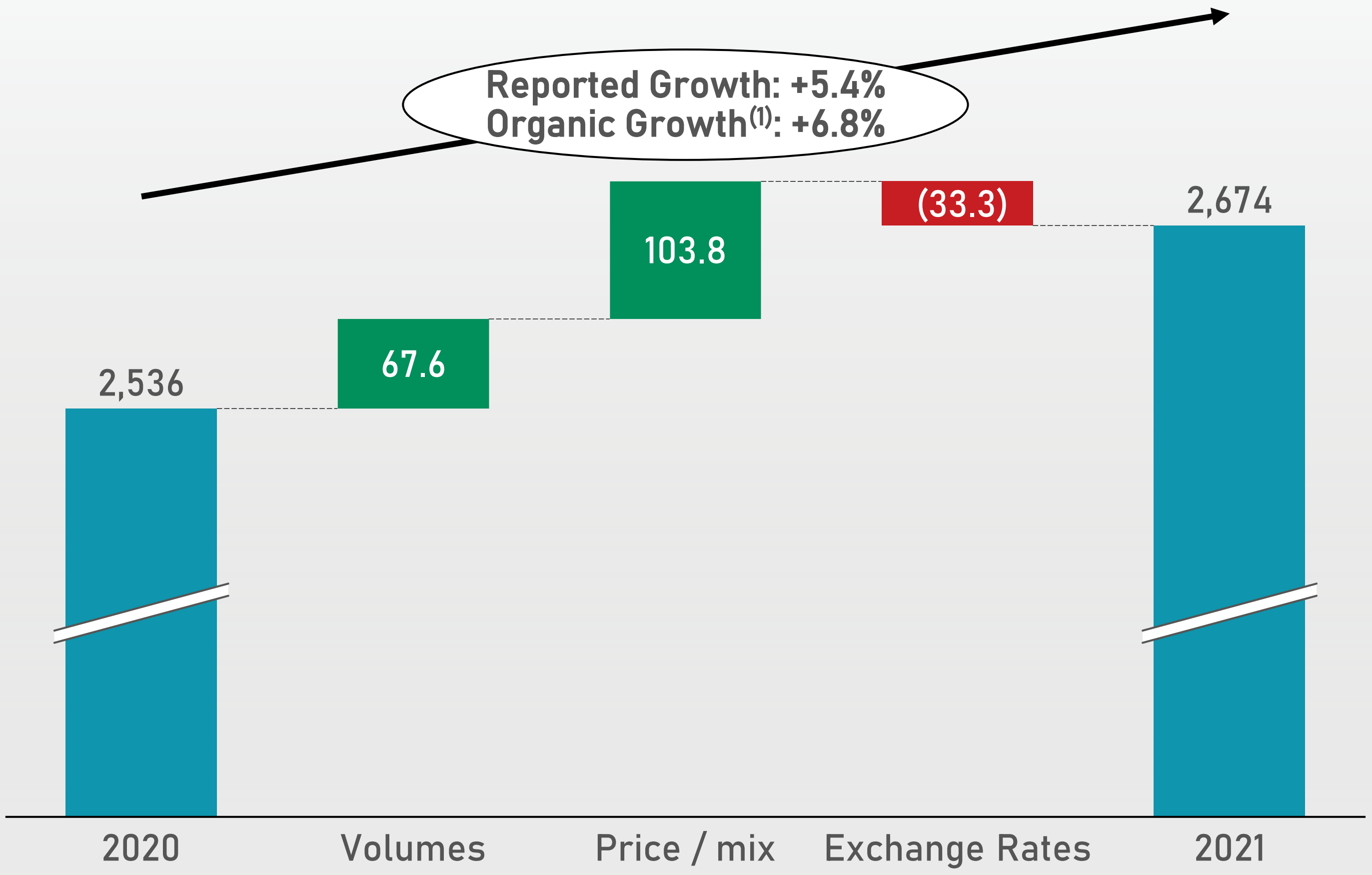
3

# FY 2021 FINANCIAL RESULTS

Nathalie DELBREUVE
CFO

# STRONG ORGANIC GROWTH AND VOLUMES BACK TO 2019 LEVELS

## REPORTED REVENUE (IN €M)

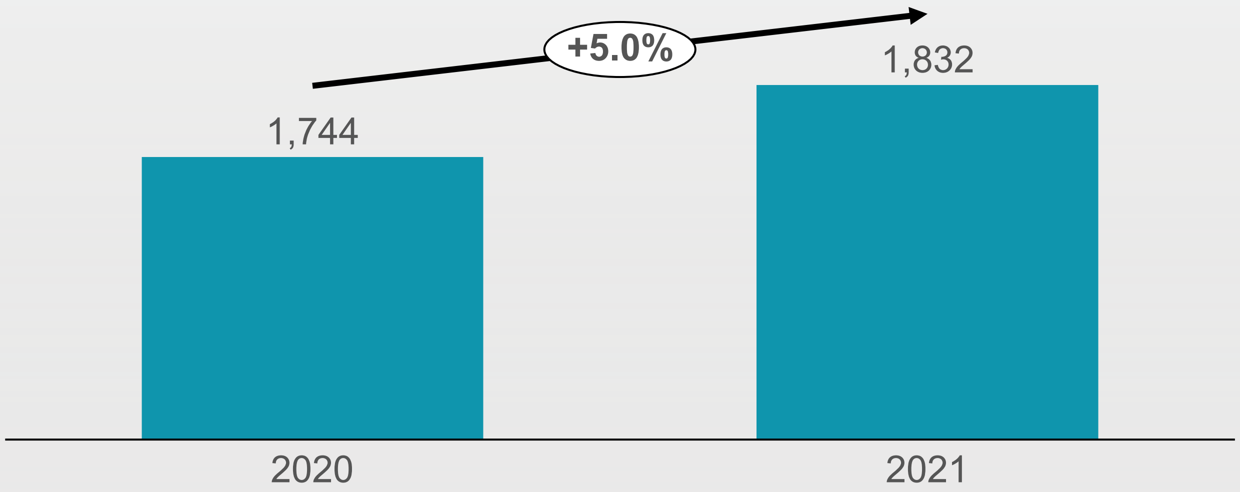



- **Organic growth: +6.8% in 2021**
  - of which +10.2% in Q4
- **Volumes**
  - Growing volumes, back to 2019 levels (pre-Covid)
- **Price / mix**
  - Sales prices: Flat in Europe / Compensating for inflation in LatAm
  - Strong contribution from mix at Group level
- **FX**
  - Negative impact stemming from H1
- **By product category**
  - All product up except non-alcoholic beverages and food jars
  - Non-alcoholic beverages & food jars growing in Q4
  - Sharp rebound in sparkling wines & spirits

(1) Growth at constant exchange rates and scope.
The organic revenue growth excluding Argentina was +5.0% in 2021 compared with 2020.

# SWE[1]: RECOVERY IN MOST CATEGORIES

REPORTED REVENUE (IN €M)

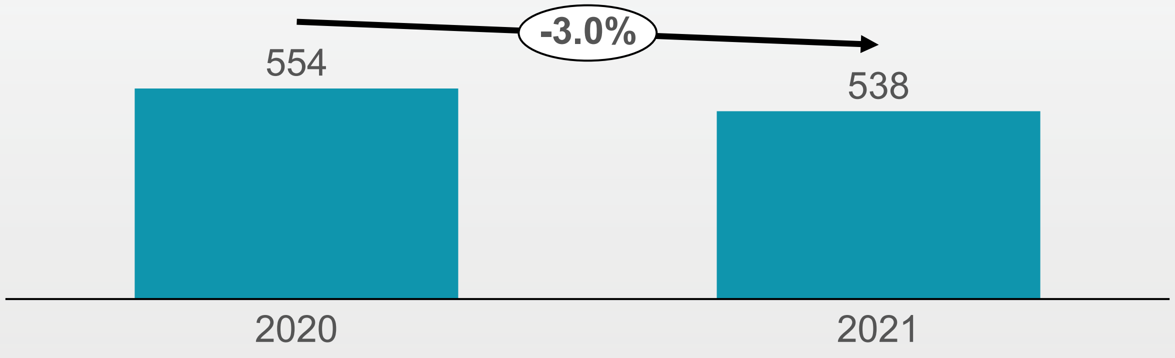



- Full benefit of new production capacities in H2
- Growth in all product categories, except food jars
- Strong growth in still wine and spirits
- Sparkling wine recovered strongly:
  - Record year in Champagne
  - Popular Prosecco in Italy & at export
- Dynamic sales in beer category
- Sales prices overall stable

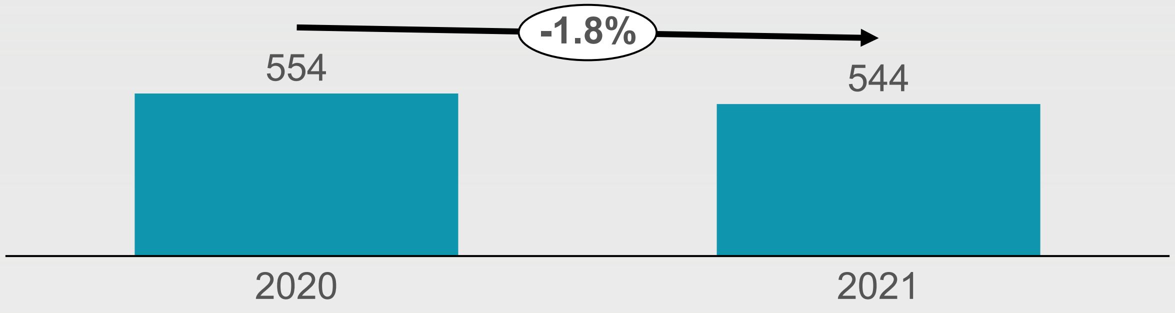
(1) Southern and Western Europe comprises France, Italy, Spain and Portugal.

# NEE[1]: TRENDS IMPROVING IN H2 WITH POSITIVE ORGANIC GROWTH

## REPORTED REVENUE (IN €M)




## REVENUE AT CONSTANT EXCHANGE RATES (IN €M)

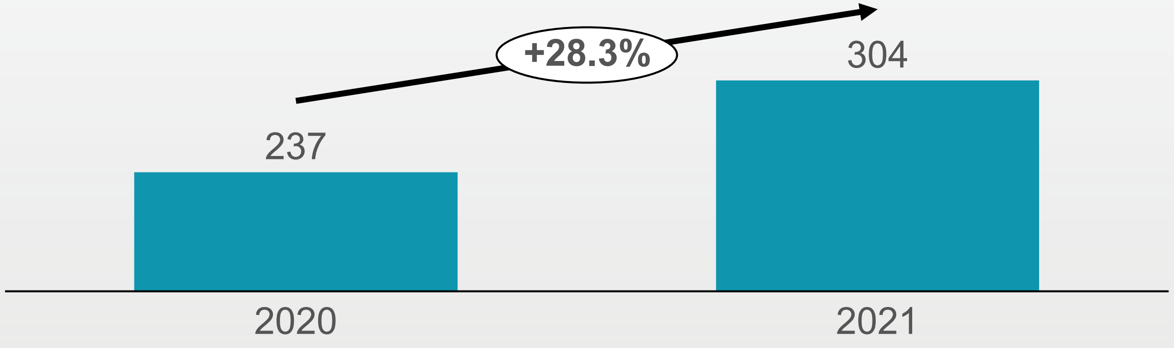



- Decrease in volumes concentrated in H1 due to unfavorable comparable basis
- Back to positive organic growth in H2 (+2.1%)
- Nice recovery in sparkling wine and spirits
- Sales prices overall stable
- -1.2% negative FX impact from the depreciation of the Russian rouble

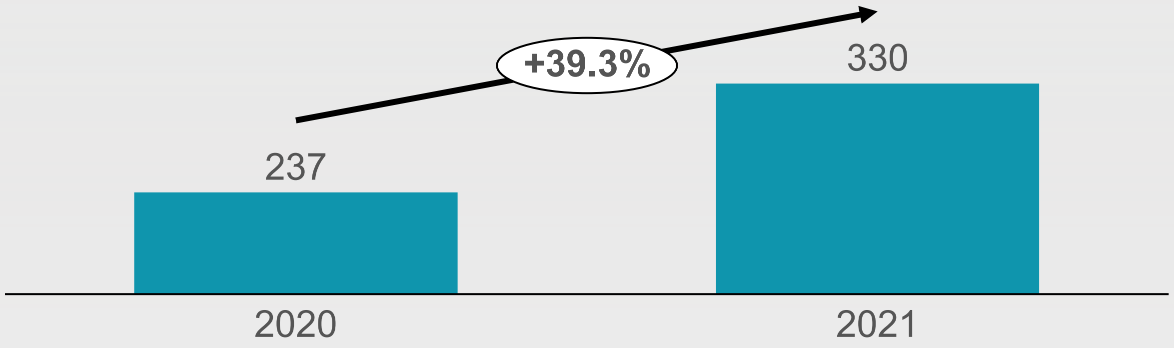
(1) Northern and Eastern Europe comprises Germany, Poland, Ukraine and Russia.

# LATAM[1]: STRONG CONTINUED GROWTH DURING THE YEAR

REPORTED REVENUE (IN €M)




REVENUE AT CONSTANT EXCHANGE RATES[2] (IN €M)

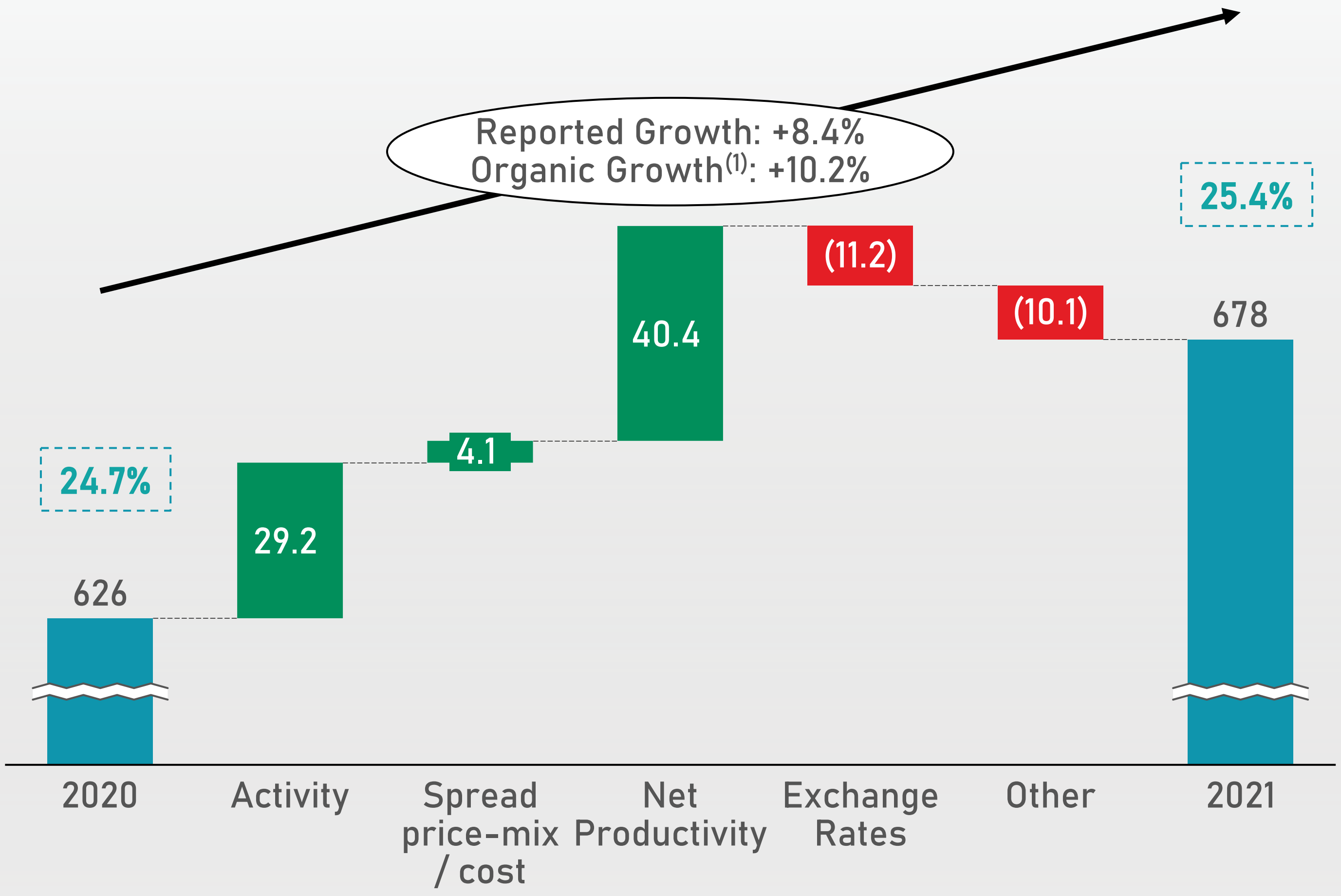



- Contribution from **2020 additional capacities** and **outstanding production performance**
- **Revenue increases** in all product categories, except food jars
- **Increase in selling prices**, especially in Argentina to cope with local hyperinflation
- **-11% negative exchange rates impact**

(1) Latin America comprising production plants located in Brazil, Argentina and Chile scope.
(2) At constant exchange rates and scope. The organic growth in Latam excluding Argentina would be +27.7%

# LEADING TO SUSTAINED ADJ. EBITDA GROWTH & MARGIN IMPROVEMENT

## ADJUSTED EBITDA (IN €M AND % OF SALES)

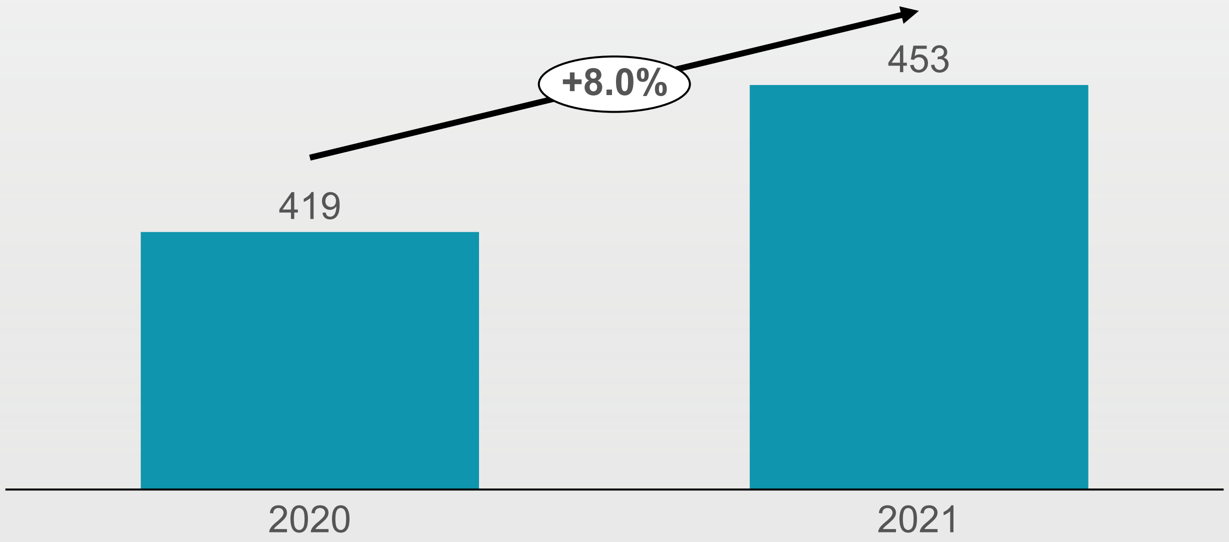



- **Activity / Operating leverage**
  - Positive volume impact
  - Destocking lower than last year
  - Inventory level @end of Dec remains lower than expected
- **Slightly positive price-mix / cost spread**
  - Thanks to a positive mix contribution
  - Despite very sharp rise in costs in H2 leading to a negative inflation spread in Q4
  - Negative inflation spread in Europe / Positive in LatAm
- **Net PAP**
  - Outstanding performance at **2.4% cash production cost reduction**
- **FX and Other**
  - Adverse FX effects from H1
  - Hyperinflation and fire in Q3 in Argentina

(1) Growth at constant exchange rates and scope.

# SWE[1]: MARGIN IMPROVEMENT DESPITE H2 COSTS INFLATION

## ADJUSTED EBITDA (NO EXCHANGE RATES IMPACT - IN €M)




+70bps

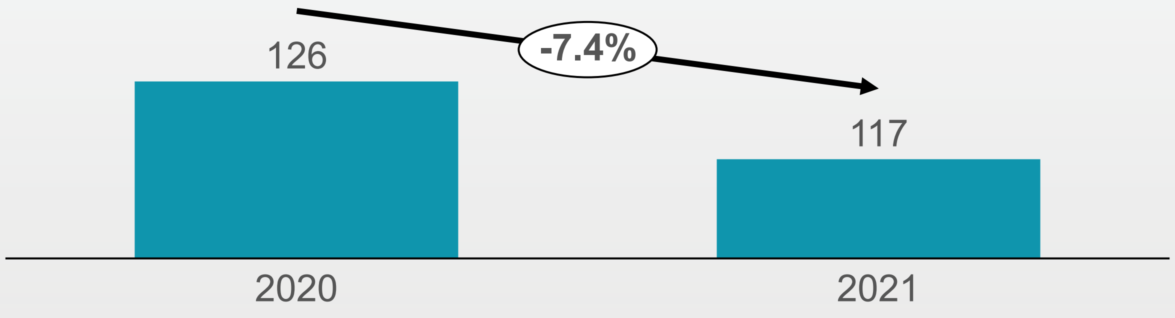
| | FY 2021 | FY 2020 |
|---|---|---|
| Adjusted EBITDA margin | 24.7% | 24.0% |

- Activity: positive operating leverage
  - Benefiting from strong demand and supported by
  - Two new furnaces started in H1 in Italy and in Spain
- Inflation spread on sales turned negative in H2 due to the sharp rise in costs
- Positive product mix
- Good industrial performance despite difficulties in France in Q1 linked to the completion of the transformation plan

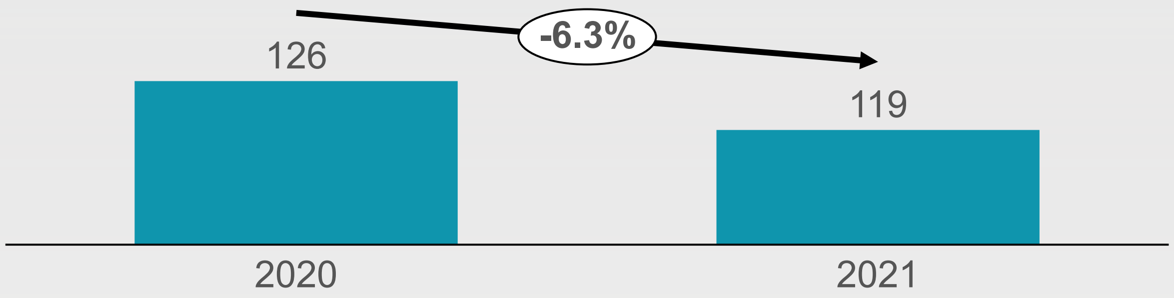
(1) Southern and Western Europe.

# NEE[1]: NEGATIVE INFLATION SPREAD WEIGHTING ON PROFITABILITY

## ADJUSTED EBITDA (IN €M)




## ADJUSTED EBITDA AT CONSTANT EXCHANGE RATES (IN €M)




-100bps

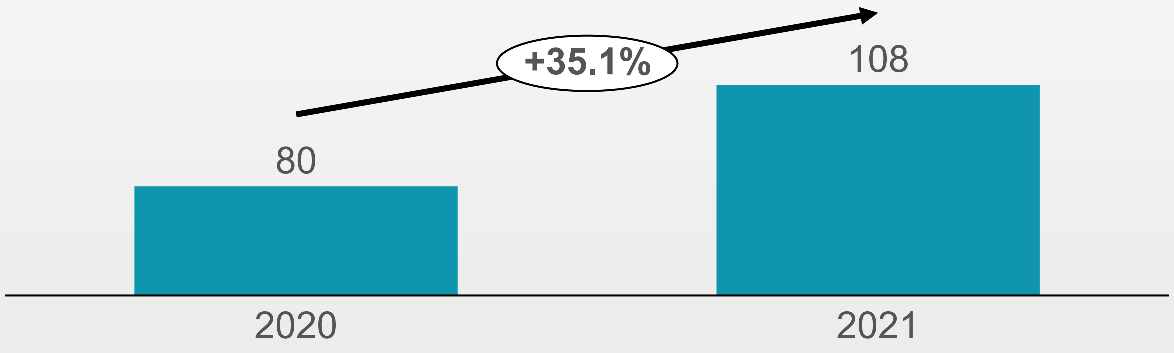
| | FY 2021 | FY 2020 |
|---|---|---|
| Adjusted EBITDA margin | 21.8% | 22.8% |

- **Activity: Recovery in H2** after a slight decline in volumes in H1
- **Negative inflation spread on sales** due to the sharp rise in costs in H2
- **Industrial performance** in line with the cost reduction objective

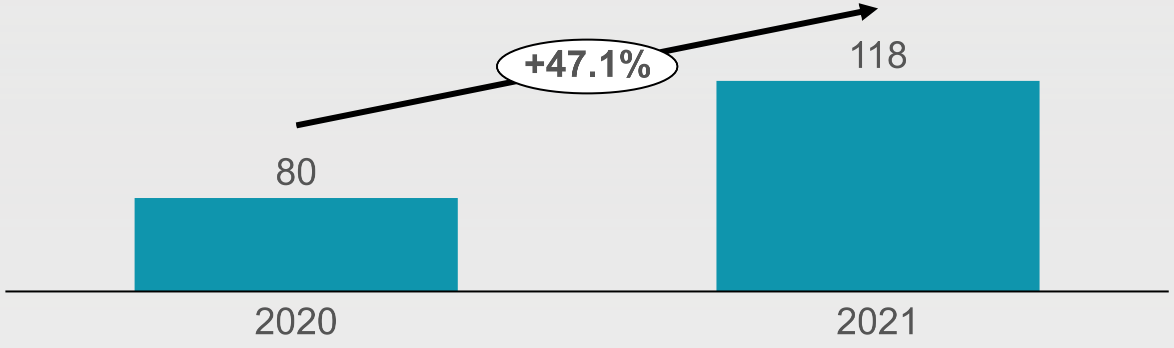
(1) Northern and Eastern Europe.

# LATAM[1]: SIGNIFICANT MARGIN EXPANSION

## ADJUSTED EBITDA (IN €M)




## ADJUSTED EBITDA AT CONSTANT EXCHANGE RATES (IN €M)



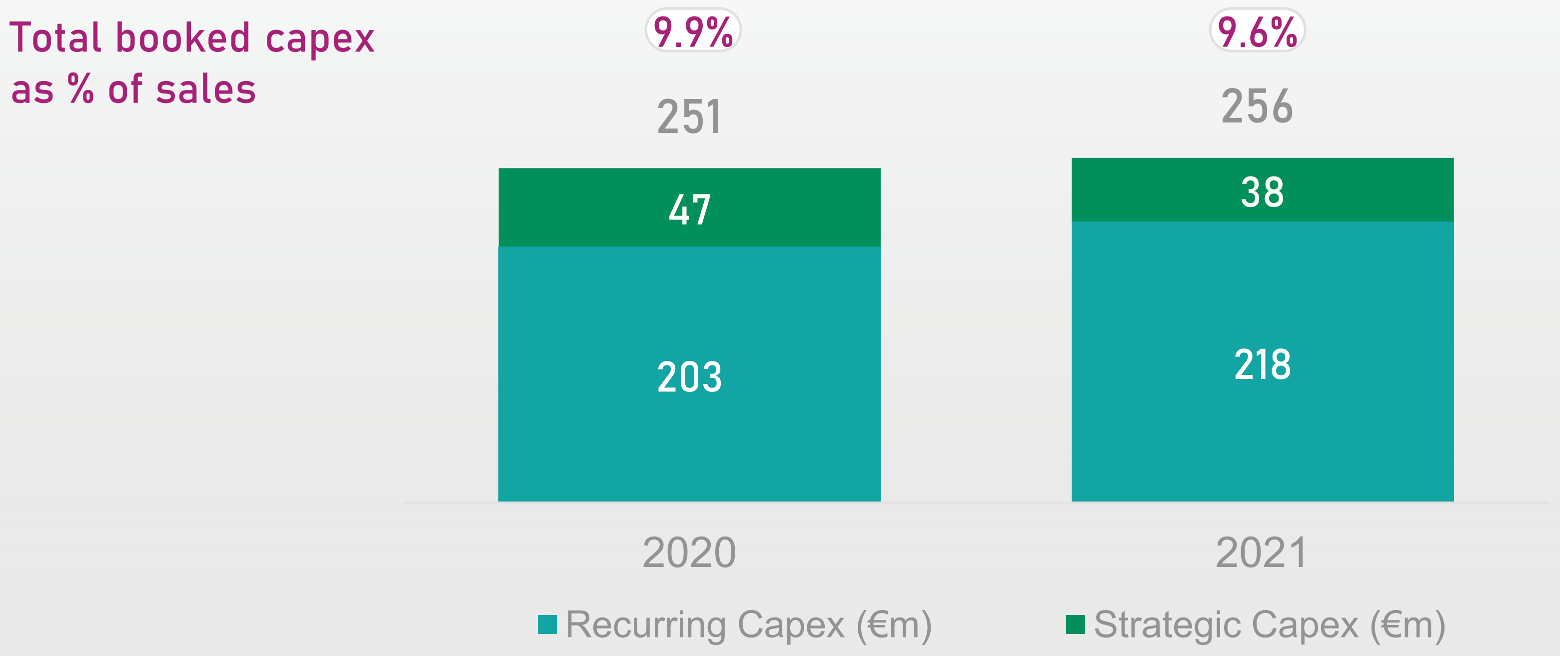

+180bps

| | FY 2021 | FY 2020 |
|---|---|---|
| Adjusted EBITDA margin | 35.6% | 33.8% |

- Strong growth in sales volumes in a highly dynamic market
- Positive inflation spread throughout the year
- Outstanding industrial performance
- Brazil Adjusted EBITDA positively impacted by ICMS tax credit in H1. Positive impact offset by a fire in Argentina in Q3

(1) Latin America comprising production plants located in Brazil, Argentina and Chile scope.

# SMART CAPEX POLICY SUPPORTING ORGANIC GROWTH AND ESG ROADMAP




- 2021 total booked capex in line with ~10% of sales objective
- Comprises the building of a new furnace in Brazil on the Jacutinga site for €15 million
- Encompasses also the $CO_2$ emissions reduction capex for €13 million

**Smart investments to support a profitable and sustainable growth strategy**

Source: Company.

# VERY STRONG CASH-FLOW GENERATION

| In €m | FY 2021 | FY 2020 |
|---|---|---|
| **Adjusted EBITDA** | **678.1** | **625.7** |
| Total Capex | 256.3 | 250.5 |
| **Cash Conversion** | **62.2%** | **60.0%** |
| Change in operating working capital | 80.5 | 67.0 |
| *of which Capex WCR* | *-10.7* | *2.8* |
| **Operating Cash-Flow** | **502.3** | **442.1** |
| Other operating impact | -39.8 | -29.6 |
| Interest paid & other financing costs | -41.8 | -36.7 |
| Cash Tax | -91.4 | -60.2 |
| **Free Cash-Flow** | **329.3** | **315.7** |

- Growth in **adjusted EBITDA**
- High level of **cash conversion**
- Significant improvement in **operating working capital** requirement
  - Stocks @ extremely low level
  - Overdues well-managed and stable at a very low level
- **Other operating impact** = IFRS 16 for €18m and adjustments to EBITDA with a cash effect (restructuring charges linked to the transformation plan in France & cash-out linked to Phase III $CO_2$ settlement)
- **Interest paid and other financial costs cash out** higher in 2021 mostly due to exchange rates' effects
- **Cash Tax:** normalized effective tax rate of 26.6%. Positive impact in 2020 from a one-off linked to retro-active patent box in Italy

**High conversion of adjusted EBITDA flow into free cash-flow**

Source: Company.
Notes: Cash conversion = (Adjusted EBITDA-Capex) / Adjusted EBITDA.
Free Cash-Flow defined as the Operating Cash Flow - Other operating impact - Interest paid & other financing costs - Cash Tax.

# LEVERAGE < 2X AFTER DIVIDENDS AND €221M OF SHARE BUYBACKS

| In € million | 31/12/2021 | 31/12/2020 |
|---|---|---|
| Net Debt | 1,268.4 | 1,278.6 |
| LTM Adjusted EBITDA | 678.1 | 625.7 |
| Net Debt / LTM Adjusted EBITDA | 1.9x | 2.0x |

- €114m of dividend payment and €221m of share buybacks in 2021
- Net debt at €1,268 million including rights-of-use for €47.3 million
- The decrease of the leverage below 2.0x in June 30, 2021 allowed Verallia to lower by 25bps the TLA and RCF margins since July 30, 2021, that represents a saving of €1 million on H2 2021
- Investment grade trajectory

# DIVERSIFICATION OF FUNDING AND LENGHTENING OF MATURITIES

| In € million | NOMINAL AMOUNT OR MAX. AMOUNT DRAWABLE | MATURITY | NOMINAL RATE | 31 Dec. 2021 |
|---|---|---|---|---|
| Sustainability-Linked Bond – May 2021 (1) | 500.0 | May 2028 | 1.625% | 502.2 |
| Sustainability-Linked Bond – November 2021 (1) | 500.0 | November 2031 | 1.875% | 492.9 |
| Term Loan A (TLA)(1) | 500.0 | October 2024 | Euribor+1.25% | 497.4 |
| Revolving Credit Facility (RCF1) | 500.0 | October 2024 | Euribor+0.85% | - |
| Neu CP(1) | 400.0 | | | 150.2 |
| Other debt(2) | | | | 120.4 |
| Total borrowings | | | | 1,763.0 |
| Cash | | | | (494.6) |
| Net Debt | | | | 1,268.4 |

- In May 2021, Verallia successfully issued a €500 million Sustainability-Linked Bond ("SLB") with an annual coupon of 1.625%, maturity May 2028 and a second one in November 2021 of €500 million with an annual coupon of 1.875%, maturity Nov 2031
- Thanks to the two SLBs, Verallia partially redeemed its Term Loan A for a total amount of €1 billion (drawn in 2019 for an initial principal amount of €1.5 billion)
- Total available liquidity(3) reaches €844 million as of December 31, 2021

(1) Including accrued interest.
(2) o/w IFRS16 leasing (€47.3m), local debts (€57.5m), factoring recourse (€17.7m)
(3) Calculated as the Cash + Undrawn Revolving Credit Facilities – Outstanding Commercial Papers.

4

# CONCLUSION & 2022 OUTLOOK

Michel
GIANNUZZI
Chairman and CEO

# STRONG 2021 PERFORMANCE

## 1 Revenue

- FY 2021: +5.4% to €2,674 million and +6.8% organic growth[(1)]

## 2 Adjusted EBITDA

- €678 million in 2021 (+8.4% compared to 2020)
- Margin at 25.4% compared to 24.7% in 2020 (+68 bps)

## 3 Net Income & EPS[(2)]

- Net Income of €249 million in 2021 (+19% compared to 2020)
- EPS of €2.01 in 2021

## 4 Net Debt

Reduction in net debt ratio to 1.9x adjusted EBITDA for the last 12 months, against 2.0x end of December 2020 after €114m of dividends and €221m of share buy-backs

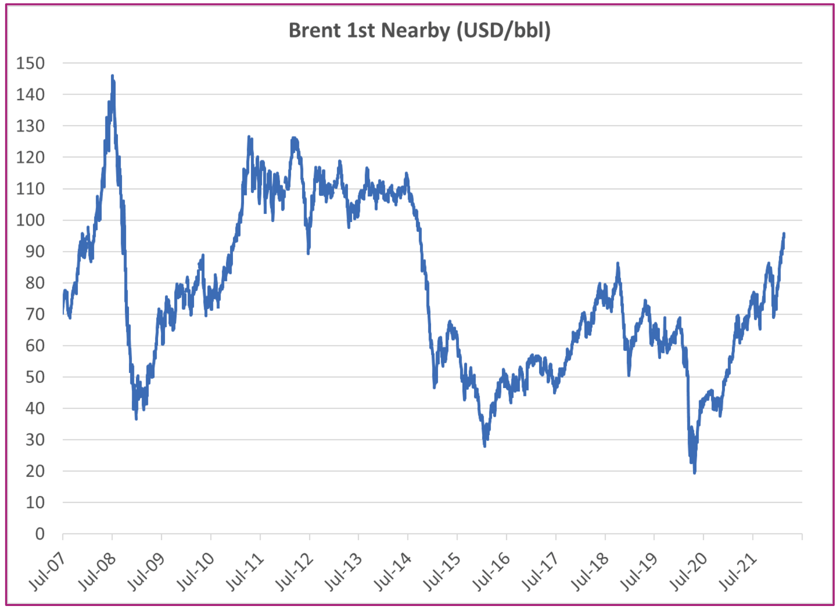
## 5 Extra-financial Indicators

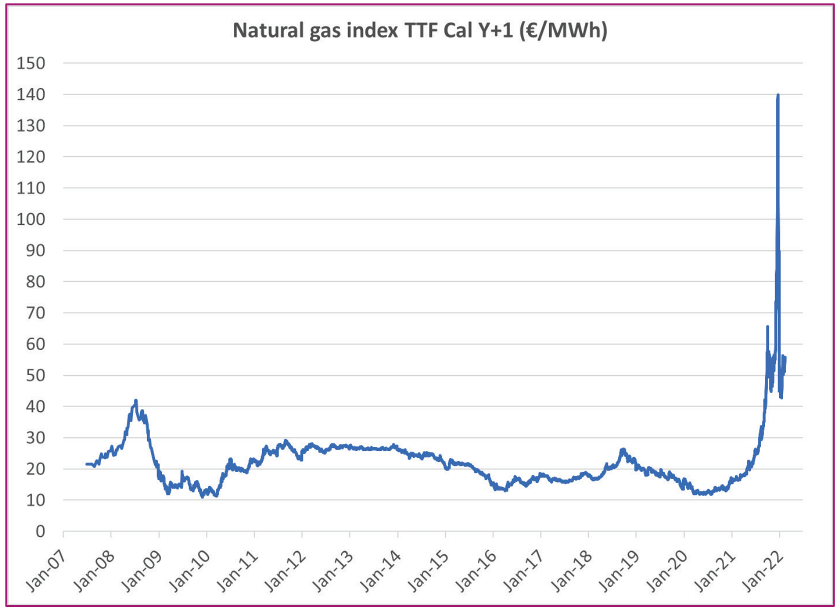
- $CO_2$ emission: -3.6% to 2,833 kt $CO_2$ Scope 1 & 2
- Rate of external Cullet[(3)] usage: 55% up 3.4 pts compared to 2020

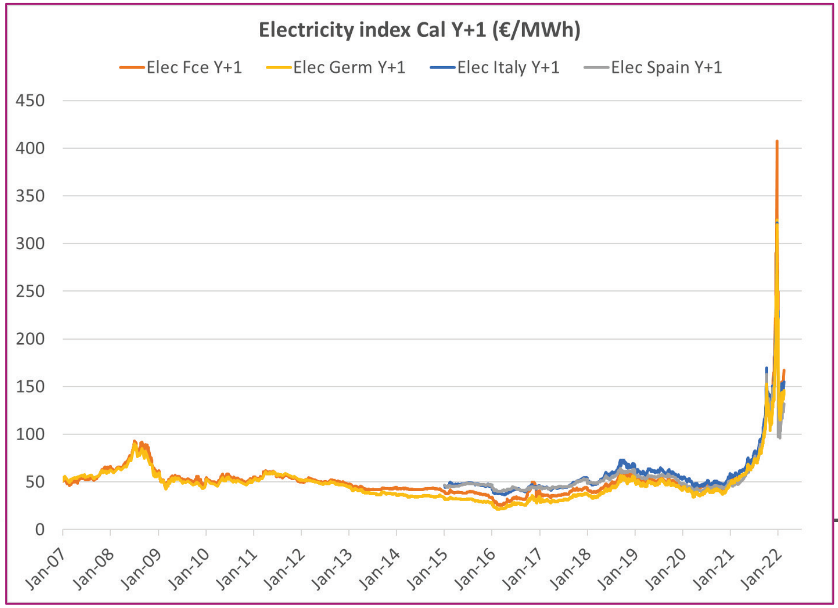
**Proposal to pay a dividend per share of €1.05[(4)], i.e +10% vs. last year**

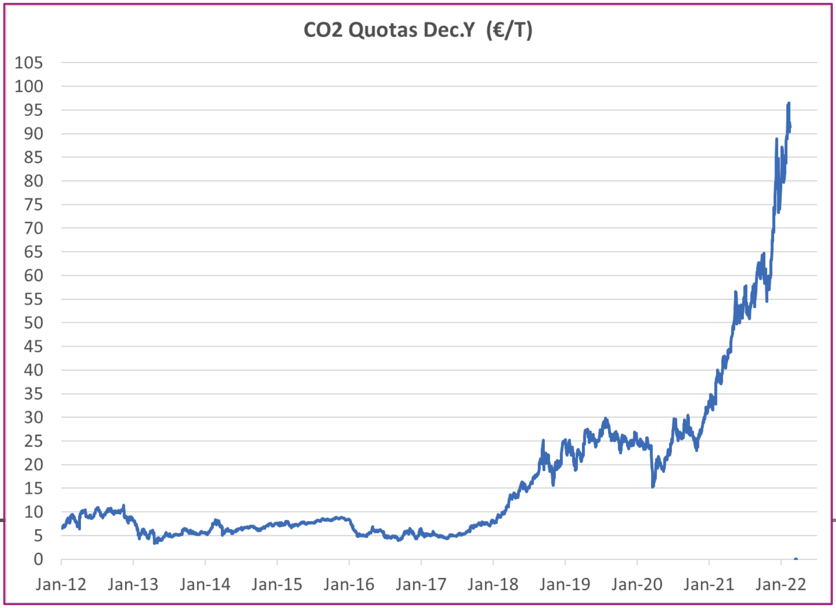
(1) Growth in revenue at constant exchange rates and scope (excluding Argentina) of +5.0% in 2021 compared to 2020.
(2) Net income for 2021 includes an amortisation expense for customer relationships recognised upon the acquisition of Saint-Gobain's packaging business in 2015, of €43 million and €0.36 per share (net of taxes). By not taking this expense into account, net income would be €292 million and €2.37 per share. This expense was €43 million and €0.37 per share in 2020.
(3) Recycled glass.
(4) Subject to the approval of the Annual General Shareholders' Meeting which will take place on 11 May 2022.

# UNPRECEDENTED INFLATION IN ENERGY COSTS



# 2022 OUTLOOK

Provided that the situation linked to the ***COVID-19 pandemic does stabilize***, that the ***inflation in costs*** and the ***geopolitical context do not deteriorate further***

## 1 Revenue

- Sharp growth in annual revenue

## 2 Adjusted EBITDA

- Significant increase in production costs, mostly coming from energy
- Increase in adjusted EBITDA to a level above €700 million

## 3 Adjusted EBITDA margin

- Mathematical reduction in percentage due to the dilutive impact of the strong increase in revenue

- Ambitious financial and environmental mid-term objectives reiterated
- ESG Roadmap on track

# APPENDICES

# OUR PURPOSE


ESG more than ever at the heart of Verallia's purpose and strategy

# DISCIPLINED AND DYNAMIC RISK HEDGING POLICY

## ENERGY

- Disciplined fuel, gas and electricity hedging policy limiting energy cost volatility in Western Europe and levelling market bursts
  - Hedging horizon: next 3 years for a target of 85% of our needs
  - Progressive hedging during year N with targeted hedge rates in October year N of: 100% of target in year N+1, 50% in year N+2, 25% in year N+3
  - Use of Take-Profit and Stop-Loss levels

## $CO_2$

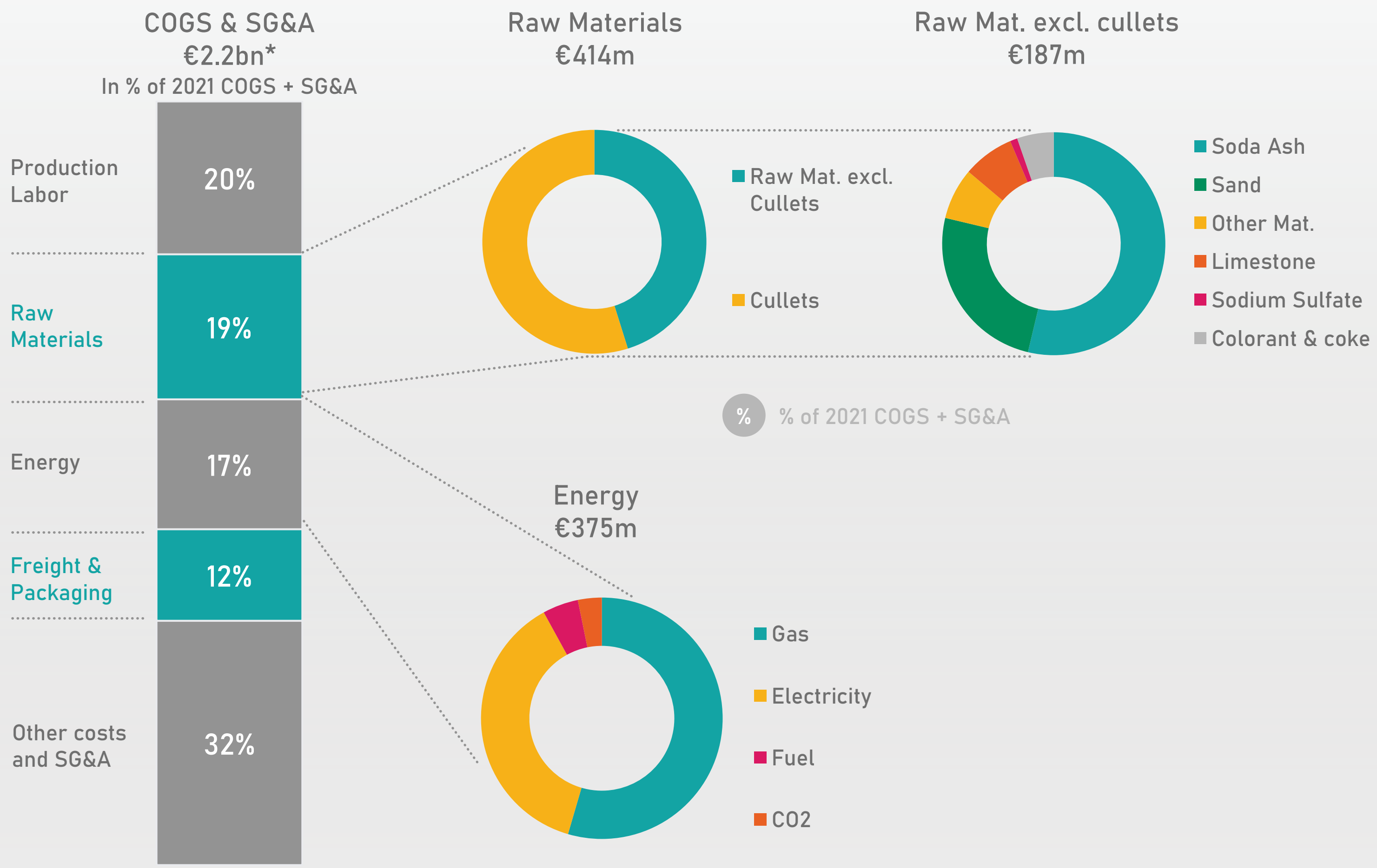
- Disciplined carbon emission quotas hedging policy in Western Europe
  - Hedging horizon: next 3 years
  - Phase IV (2021-2030): €55m carbon quotas forward purchases in view of expected annual deficit during Phase IV
  - Forward purchases during year N with targeted deficit hedge rates in October year N of: 100% in year N+1, 75% in year N+2, 50% in year N+3

## EXCHANGE RATES

- Very limited transactional FX risk with ca 2% of the Group's receivables / payables exposed
- Strict hedging policy applied with targeted hedge rates of:
  - 100% for all firm commitments
  - 75% for budgeted cash flows over a 12-month rolling period (subject to specific local regulations)

Source: Company.

# EFFICIENT AND RESPONSIBLE PURCHASING STRATEGY




- **External cullet share exceeding total of other raw material volume** reflects increase in external cullet usage
- **Energy hedging policy** applied to gas, electricity and fuel
- **Security of supply and high purchasing performance** notably supported by:
  - long term partnership with Minerals / Chemical international suppliers and key local providers
  - multi-year supply visibility for Capex and corresponding bundling approach
  - opportunist purchase approach developed for Molds and Equipment in low-cost countries
- **Procurement Process efficiency** based on:
  - matrix organization (central / local) offering agility to adapt purchasing strategy (global / country)
  - professional purchasers / standardized practices
  - responsible purchasing practices deployed in all countries covering CSR risk and $CO_2$ Scope 3 aspects

**Visibility and contained volatility on our cost base**

(*) Including depreciation.

# SIMULATION OF INFLATION IMPACT ON EBITDA MARGIN AT ZERO SPREAD

| | As is | Cost inflation (on cash production costs) | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | | **1%** | **2%** | **5%** | **8%** | **10%** | **12%** | **20%** | **25%** |
| Sales | 100 | 100.7 | 101.5 | 103.7 | 105.9 | 107.4 | 108.9 | 114.8 | 118.5 |
| Cash costs | -74 | -74.7 | -75.5 | -77.7 | -79.9 | -81.4 | -82.9 | -88.8 | -92.5 |
| EBITDA | 26 | 26.0 | 26.0 | 26.0 | 26.0 | 26.0 | 26.0 | 26.0 | 26.0 |
| Margin | 26.0% | 25.8% | 25.6% | 25.1% | 24.5% | 24.2% | 23.9% | 22.6% | 21.9% |
| **Margin impact** | | **-0.19%** | **-0.38%** | **-0.93%** | **-1.45%** | **-1.79%** | **-2.12%** | **-3.35%** | **-4.06%** |
| *Price increase req'd to achieve zero spread* | | *0.74%* | *1.48%* | *3.70%* | *5.92%* | *7.40%* | *8.88%* | *14.80%* | *18.50%* |

# RECONCILIATION OF OPERATING PROFIT TO ADJUSTED EBITDA

| In €m | FY 2021 | FY 2020 |
|---|---|---|
| **Operating profit** | **393.1** | **316.4** |
| Depreciation, amortisation and impairment (i) | 281.1 | 276.4 |
| Restructuring costs (ii) | (2.7) | 19.8 |
| Acquisition costs and M&A | 0.0 | 0.1 |
| IAS 29 Hyperinflation (Argentina) (iii) | (4.8) | 2.9 |
| Management share ownership plan and associated costs | 10.1 | 5.8 |
| Other | 1.3 | 4.3 |
| **Adjusted EBITDA** | **678.1** | **615.2** |

(i) Includes depreciation and amortisation of intangible assets and property, plant and equipment, amortisation of intangible assets acquired through business combinations and impairment of property, plant and equipment, including those linked to the transformation plan implemented in France in 2020.
(ii) Corresponds mainly to the transformation plan in France in 2020.
(iii) The Group has applied IAS 29 (Hyperinflation) since 2018.

# IAS 29: HYPERINFLATION IN ARGENTINA

- Since 2018, the Group has applied IAS 29 in Argentina. The adoption of IAS 29 requires the restatement of non-monetary assets and liabilities and of the income statement to reflect changes in purchasing power in the local currency, leading to a gain or loss on the net monetary position included in the finance costs.
- Financial information of the Argentinian subsidiary is converted into euros using the closing exchange rate for the relevant period.

- In 2021, the net impact on revenue amounted to €14m. The hyperinflation impact has been excluded from Group adjusted EBITDA as shown in the table “Reconciliation of operating profit to adjusted EBITDA”.

# GLOSSARY

- Activity category: corresponds to the sum of the volumes variations plus or minus changes in inventories variation.
- Organic growth: corresponds to revenue growth at constant exchange rates and scope. Revenue growth at constant exchange rates is calculated by applying the average exchange rates of the comparative period to revenue for the current period of each Group entity, expressed in its reporting currency.
- Adjusted EBITDA: This is a non-IFRS financial measure. It is an indicator for monitoring the underlying performance of businesses adjusted for certain expenses and/or non-recurring items liable to distort the company's performance. The Adjusted EBITDA is calculated based on operating profit adjusted for depreciation, amortisation and impairment, restructuring costs, acquisition and M&A costs, hyperinflationary effects, management share ownership plans, subsidiary disposal-related effects and contingencies, plant closure costs and other items.
- Capex: Short for "capital expenditure", this represents purchases of property, plant and equipment and intangible assets necessary to maintain the value of an asset and/or adapt to market demand or to environmental and health and safety constraints, or to increase the Group's capacity. It excludes the purchase of securities.
- Recurring investments: Recurring Capex represent acquisitions of property, plant and equipment and intangible assets necessary to maintain the value of an asset and/or adapt to market demands and to environmental, health and safety requirements. It mainly includes furnace renovation and maintenance of IS machines.
- Strategic investments: Strategic investments represent the acquisitions of strategic assets that significantly enhance the Group's capacity or its scope (for example, the acquisition of plants or similar facilities, greenfield or brownfield investments), including the building of additional new furnaces. From 2021 onwards, they will also include investments related to the implementation of the plan to reduce $CO_2$ emissions.
- Cash conversion: refers to the ratio between cash flow and adjusted EBITDA. Cash flow refers to adjusted EBITDA less Capex.
- Free Cash-Flow: defined as the Operating Cash Flow - Other operating impact - Interest paid & other financing costs - Cash Tax.
- The segment Southern and Western Europe comprises production plants located in France, Spain, Portugal and Italy. It is also denominated as "SWE".
- The segment Northern and Eastern Europe comprises production plants located in Germany, Russia, Ukraine and Poland. It is also denominated as "NEE".
- The segment Latin America comprises production plants located in Brazil, Argentina and Chile.
- Liquidity: calculated as the Cash + Undrawn Revolving Credit Facilities – Outstanding Commercial Papers.
- Amortisation of intangible assets acquired through business combinations: Corresponds to the amortisation of customer relations recorded during the acquisition of the Saint-Gobain packaging business in 2015 (initial gross value of €740 million over a useful life of 12 years).

# DISCLAIMER

*Certain information included in this presentation does not constitute historical data but constitutes forward-looking statements. These forward-looking statements are based on current beliefs, expectations and assumptions, including, without limitation, assumptions regarding present and future business strategies and the environment in which Verallia operates, and involve known and unknown risks, uncertainties and other factors, which may cause actual results, performance or achievements, or industry results or other events, to be materially different from those expressed or implied by these forward-looking statements. These risks and uncertainties include those discussed or identified under Chapter 3 "Facteurs de Risques" in the* ***Universal Registration Document dated 29 April 2021, approved by the AMF under number R. 21-014****. The Universal Registration Document, which also includes the report on corporate governance, the statement of non-financial performance (Déclaration de performance extra-financière – DPEF) and a description of the Company's share buy-back program are available on the Company's website (www.verallia.com) and the AMF's website (www.amf-france.org). These forward-looking statements and information are not guarantees of future performances.*

*Forward-looking statements speak only as of the date of this presentation and Verallia expressly disclaims any obligation or undertaking to release any update or revisions to any forward-looking statements included in this presentation to reflect any change in expectations or any change in events, conditions or circumstances on which these forward-looking statements are based. Such forward- looking statements are for illustrative purposes only.*

*Some of the financial information contained in this presentation is not taken directly from Verallia's accounting systems or records and is not IFRS (International Financial Reporting Standards) data. It has not been independently reviewed or verified by Verallia's auditors. This presentation does not contain or constitute an offer of securities for sale or an invitation or inducement to invest in securities in France, the United States or any other jurisdiction.*