

2014 Annual results

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2014: results exceeded annual objectives

- **Progression of all financial indicators**

- *Revenue growth of 4.9% at constant currency to €23,880M*
- *Adjusted operating cash flow of €2,164M, up 17.3% at constant currency (particularly due to the integration of Dalkia International)*
- *Adjusted operating income: +23.2% to €1,108M*
- *Adjusted net income (Group share): +79% to €326M*
- *Significant growth in net Free Cash Flow: more than tripled to €330M*
- *Further reduction in net financial debt from €8,444M to €8,311M*

- **These success were well received by the market**

- **2015 will mark the completion of the Transformation Plan, with another year of strong earnings improvement expected**

Key figures

<i>In €M</i>	2013 re-presented ⁽¹⁾	2014	Δ <i>Constant currency</i>
Revenue	22,820	23,880	+4.9% ⁽²⁾
<i>Pro forma revenue</i>	23,953	24,408	+2.4%
Adjusted operating cash flow	1,848	2,164	+17.3%
<i>Pro forma adjusted operating cash flow</i>	2,138	2,308	+8.4%
Adjusted operating income ⁽³⁾	901	1,108	+23.2%
Adjusted net income – Group share	182	326	
Published net income – Group share	-153	246	
Net financial debt	8,444	8,311	

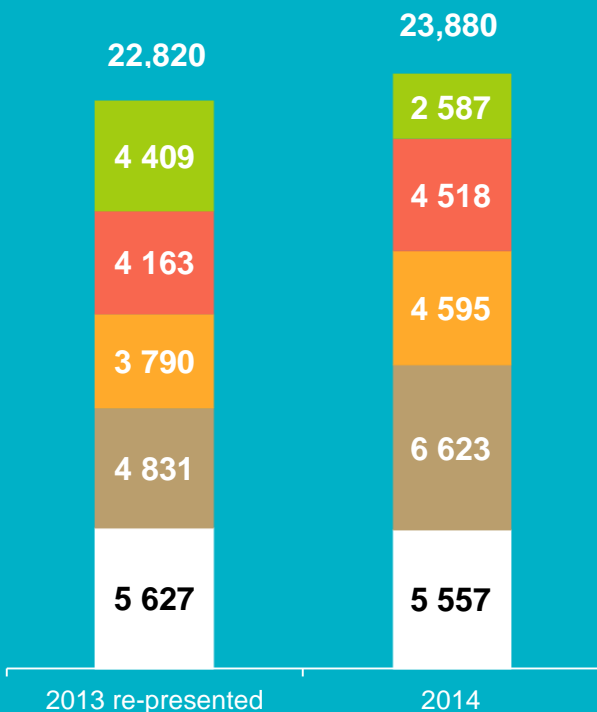
(1) 2013 re-presented for IFRS 5, 10 & 11

(2) +1.6% at constant scope & currency

(3) Including the share of adjusted net income of joint ventures and associates of entities viewed as core Company activities (excluding Transdev, which is not viewed as a core Company activity)

Strong revenue momentum: stability in France, robust growth in other geographies

REVENUE (€M)

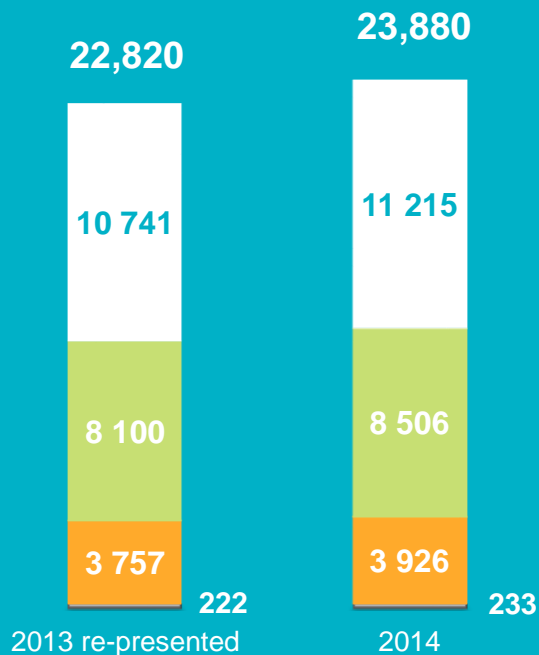


	Var. constant currency
France	-1.3%
Europe excluding France	+35.9%
Rest of the World	+23.8%
Global Businesses	+9.3%
Other (1)	-41.5%
Total	+4.9%
Total Water & waste	+5.6%
Total Pro forma	+2.4%

(1) The « Other » segment mainly includes Dalkia France until July 2014

Strong revenue momentum: Combined Water and Waste growth of 5.6% at constant currency

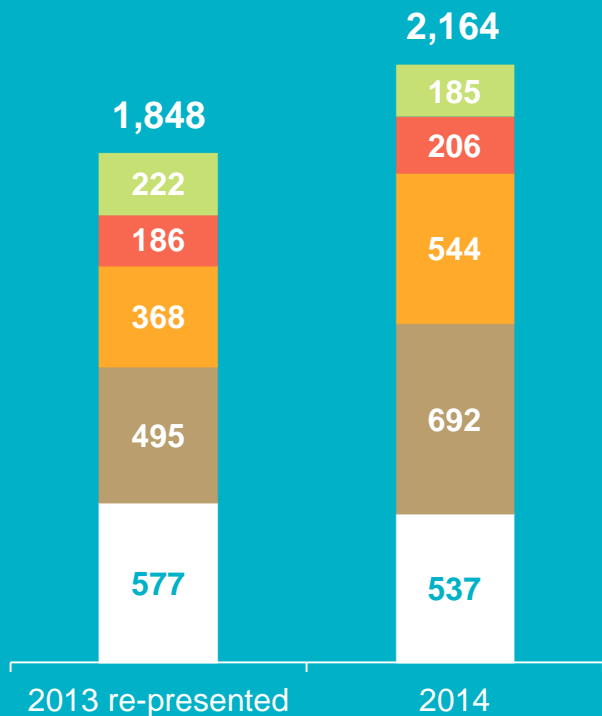
REVENUE (€M)
+4.9% at constant currency



	Var. constant currency
□ Water	+5.3%
of which Operations	+2.8%
of which Technologies & Networks	+10.8%
■ Waste	+4.6%
■ Energy	+4.5%
Total	+4.9%
Total Water and Waste	+5.6%
Total Pro forma	+2.4%

Adjusted operating cash flow up 17.3% at constant currency: very strong growth outside of France

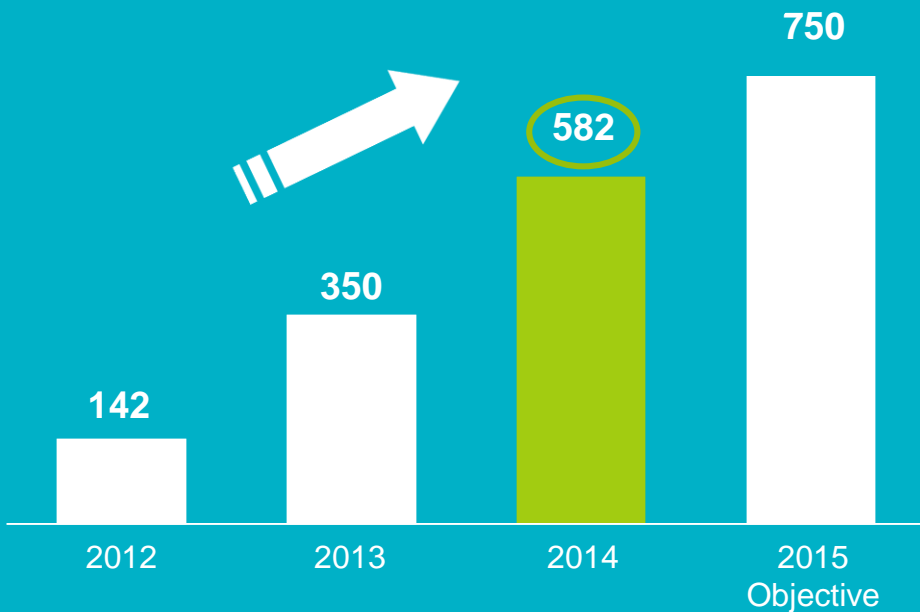
Adjusted Operating Cash Flow (€M)



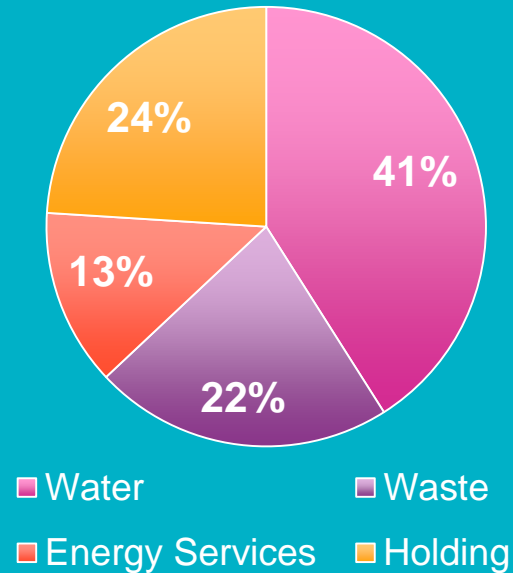
	Var. constant currency
France	-6.9%
Europe excluding France	+38.3%
Rest of the World	+49.6%
Global Businesses	+12.0%
Other	-16.2%
Total	+17.3%
Total Water and Waste	+13.2%
Total Pro forma	+8.4%

Cost savings on track with timeline and objectives

Gross cumulative savings vs. 2011 in €M

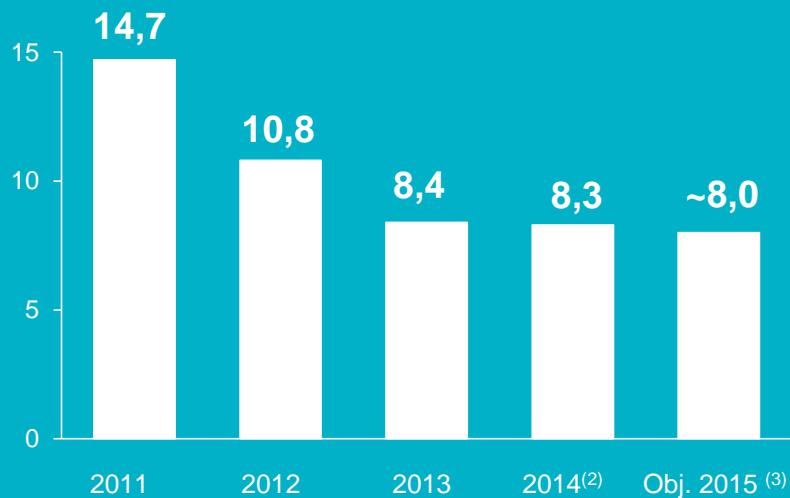


2014 Gross savings: €232M

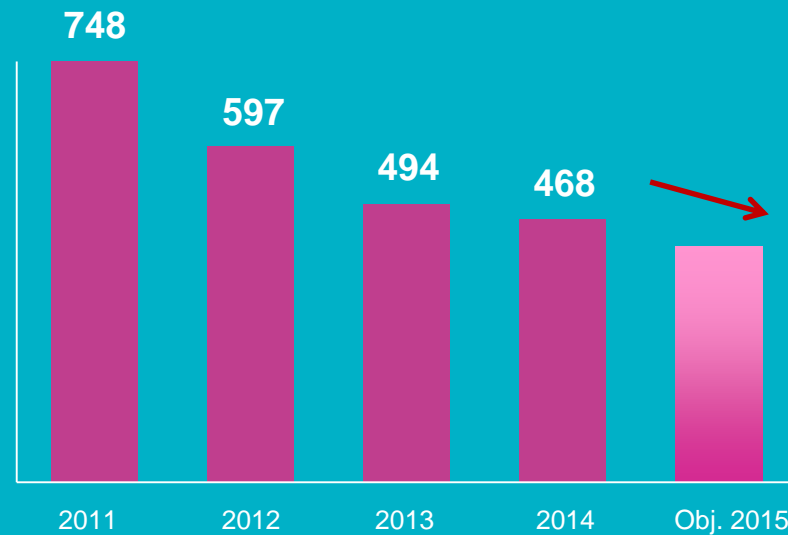


Significant reduction in net financial debt and financing costs

Closing net financial debt (€Bn)



Cost of net financial debt⁽¹⁾ (€M)



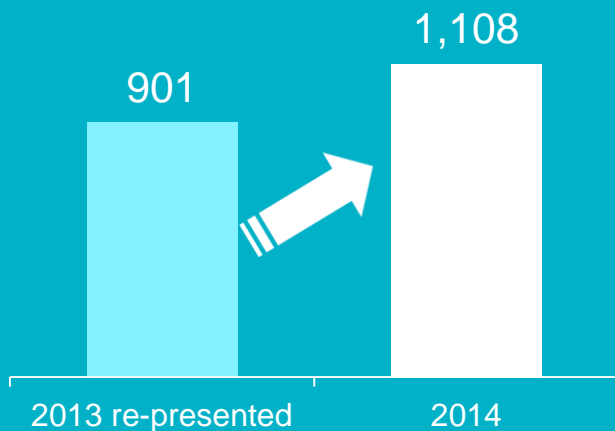
(1) Adjusted cost of net financial debt: financial expense excluding the cost of bond buybacks and discontinued operations

(2) Including the a negative currency impact of €390M

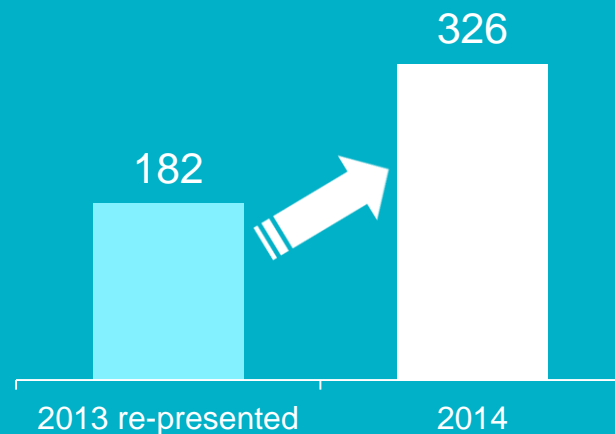
(3) At December 31, 2014 exchange rates

Significant increase in adjusted results

Adjusted operating income (€M)
+23.2% at constant currency



Adjusted net income (€M)
+79.3%



Operations are generating more cash

○ Continued capex discipline:

- ✓ Gross industrial investments of €1,555M, stable excluding changes in scope

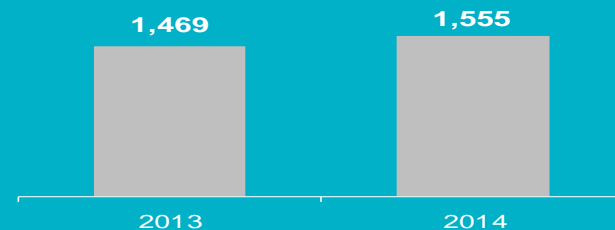
○ Net FCF⁽¹⁾ of +€330M

- ✓ Significant improvement compared to 2013, due to the increase in adjusted operating cash flow, capex discipline, improvement in working capital and reduced financial expense

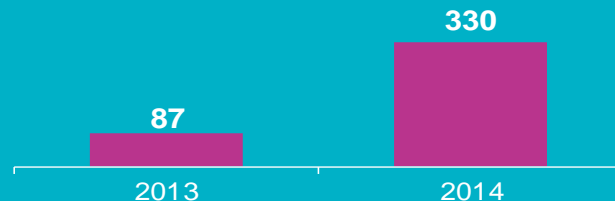
○ Net financial debt of €8.3 billion

- ✓ Down compared to re-presented 2013-end despite the negative currency impact of €390M

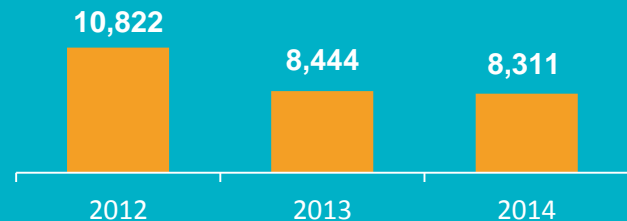
Gross industrial investments (€M)



Net Free Cash Flow (€M)



Net financial debt (€M)



Recent share performance...

Share price performance since January 2014 (as of April 21, 2015)



Utmost confidence for 2015

- Revenue growth
- EBITDA and Current Operating Income growth
 - *Continued strong operational performance*
 - *Cost savings benefit: continued execution of the €750M cost savings plan*
- Continued capex discipline
- 2015 objective confirmed: the dividend and hybrid coupon payment to be covered by Current Net Income and paid by Free Cash Flow excluding net financial divestments
- Net financial debt under control

Dividend policy

- **Dividend paid in 2015 for the 2014 fiscal year of €0.70 per share to be paid in cash**
- **Dividend paid in 2016 at a minimum, equal to that paid in 2015**