



**COVANTA**  
Powering Today. Protecting Tomorrow.

## Stifel 2020 Virtual Cross Sector Insight Conference

---

NYSE: CVA JUNE 2020

# Cautionary Statements



All information included in this earnings presentation is based on continuing operations, unless otherwise noted.

## Forward-Looking Statements

Certain statements in this press release may constitute “forward-looking” statements as defined in Section 27A of the Securities Act of 1933, as amended (the “Securities Act”), Section 21E of the Securities Exchange Act of 1934 (the “Exchange Act”), the Private Securities Litigation Reform Act of 1995 (the “PSLRA”) or in releases made by the Securities and Exchange Commission (“SEC”), all as may be amended from time to time. Such forward-looking statements involve known and unknown risks, uncertainties and other important factors that could cause the actual results, performance or achievements of Covanta Holding Corporation and its subsidiaries (“Covanta”) or industry results, to differ materially from any future results, performance or achievements expressed or implied by such forward-looking statements. Statements that are not historical fact are forward-looking statements. Forward-looking statements can be identified by, among other things, the use of forward-looking language, such as the words “plan,” “believe,” “expect,” “anticipate,” “intend,” “estimate,” “project,” “may,” “will,” “would,” “could,” “should,” “seeks,” or “scheduled to,” or other similar words, or the negative of these terms or other variations of these terms or comparable language, or by discussion of strategy or intentions. These cautionary statements are being made pursuant to the Securities Act, the Exchange Act and the PSLRA with the intention of obtaining the benefits of the “safe harbor” provisions of such laws. Covanta cautions investors that any forward-looking statements made by Covanta are not guarantees or indicative of future performance. Important assumptions and other important factors, risks and uncertainties that could cause actual results to differ materially from those forward-looking statements with respect to Covanta include, but are not limited to: the risks and uncertainties affecting Covanta’s business described in periodic securities filings by Covanta with the SEC. Important factors, risks, and uncertainties that could cause actual results of Covanta and the JV to differ materially from those forward-looking statements include, but are not limited to: seasonal or long-term fluctuations in the prices of energy, waste disposal, scrap metal and commodities, and Covanta’s ability to renew or replace expiring contracts at comparable prices and with other acceptable terms; adoption of new laws and regulations in the United States and abroad, including energy laws, tax laws, environmental laws, labor laws and healthcare laws; advances in technology; difficulties in the operation of our facilities, including fuel supply and energy delivery interruptions, failure to obtain regulatory approvals, equipment failures, labor disputes and work stoppages, and weather interference and catastrophic events; failure to maintain historical performance levels at Covanta’s facilities and Covanta’s ability to retain the rights to operate facilities Covanta does not own; Covanta’s and the joint ventures ability to avoid adverse publicity or reputational damage relating to its business; difficulties in the financing, development and construction of new projects and expansions, including increased construction costs and delays; Covanta’s ability to realize the benefits of long-term business development and bear the costs of business development over time; Covanta’s ability to utilize net operating loss carryforwards; limits of insurance coverage; Covanta’s ability to avoid defaults under its long-term contracts; performance of third parties under its contracts and such third parties’ observance of laws and regulations; concentration of suppliers and customers; geographic concentration of facilities; increased competitiveness in the energy and waste industries; changes in foreign currency exchange rates; limitations imposed by Covanta’s existing indebtedness and its ability to perform its financial obligations and guarantees and to refinance its existing indebtedness; exposure to counterparty credit risk and instability of financial institutions in connection with financing transactions; the scalability of its business; restrictions in its certificate of incorporation and debt documents regarding strategic alternatives; failures of disclosure controls and procedures and internal controls over financial reporting; Covanta’s and the joint ventures ability to attract and retain talented people; general economic conditions in the United States and abroad, including the availability of credit and debt financing; and other risks and uncertainties affecting Covanta’s businesses described in periodic securities filings by Covanta with the SEC.

In addition, the current COVID-19 pandemic is significantly impacting the national and global economy and commodity and financial markets. The full extent and impact of the pandemic is unknown and to date has included extreme volatility in financial and commodity markets, a significant slowdown in economic activity, and has raised the prospect of a global recession. The public and private sector response has led to significant restrictions on travel, temporary business closures, quarantines, global stock market volatility and a general reduction in consumer and construction activity globally. Matters outside our control have affected our business and operations and may or may continue to: limit travel of Company representatives to our business units domestically and internationally; adversely affect the health and welfare of our personnel; reduce the volume of waste materials into our facilities and/or the price at which we are able to attract such materials; or prevent important vendors and contractors from performing normal and contracted activities. If significant portions of our workforce are unable to work effectively, including because of illness, quarantines, government actions, travel restrictions, facility closures, social distancing requirements or other restrictions in connection with the pandemic, our operations could be materially impacted. It is possible that the continued spread of COVID-19 could also further cause disruption in our supply chains, adversely affect our business partners, delay our construction activities or cause other unpredictable events.

Although Covanta believes that its plans, cost estimates, returns on investments, intentions and expectations reflected in or suggested by such forward-looking statements are reasonable, actual results could differ materially from a projection or assumption in any forward-looking statements. Covanta’s and the joint ventures future financial condition and results of operations, as well as any forward-looking statements, are subject to change and to inherent risks and uncertainties. The forward-looking statements contained in this press release are made only as of the date hereof and Covanta does not have, or undertake, any obligation to update or revise any forward-looking statements whether as a result of new information, subsequent events or otherwise, unless otherwise required by law.

Note: All estimates with respect to 2021 and future periods are as of May 7, 2020. Covanta does not have or undertake any obligation to update or revise any forward-looking statements whether as a result of new information, subsequent events or otherwise, unless otherwise required by law.

## Discussion of Non-GAAP Financial Measures

We use a number of different financial measures, both United States generally accepted accounting principles (“GAAP”) and non-GAAP, in assessing the overall performance of our business. To supplement our assessment of results prepared in accordance with GAAP, we use the measures of Adjusted EBITDA and Free Cash Flow which are non-GAAP measures as defined by the Securities and Exchange Commission. The non-GAAP financial measures of Adjusted EBITDA and Free Cash Flow as described below, and used in this release, are not intended as a substitute or as an alternative to net income or cash flow provided by operating activities as indicators of our performance or liquidity or any other measures of performance or liquidity derived in accordance with GAAP. In addition, our non-GAAP financial measures may be different from non-GAAP measures used by other companies, limiting their usefulness for comparison purposes. The presentations of Adjusted EBITDA and Free Cash Flow are intended to enhance the usefulness of our financial information by providing measures which management internally use to assess and evaluate the overall performance of its business and those of possible acquisition or divestiture candidates, and highlight trends in the overall business.

# Covanta – World Leader in Waste-to-Energy

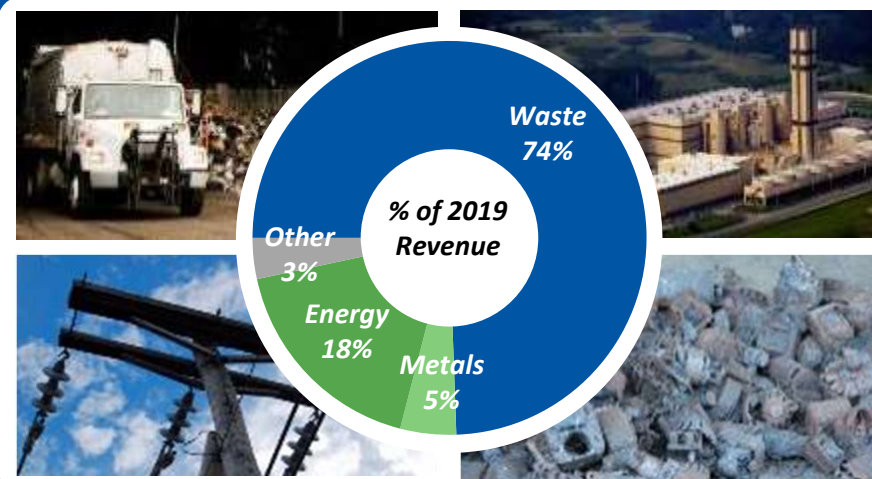


## Waste:

Operate **41** Waste-to-Energy (WtE) facilities

~**21** million tons processed annually → 1:1 tons of CO<sub>2</sub> equivalent offset

**20** material processing facilities



NYSE: CVA

## 2019 Results:

- **Adjusted EBITDA:**  
\$428 million
- **Free Cash Flow:**  
\$140 million

**\$0.32 Dividend**

## Energy:

~**10** million MWh generated annually

**1,700+** MW base load capacity

## Metals:

~**500,000** gross tons of ferrous and non-ferrous recovered annually

# Market Leader in the U.S.

~400 Million Tons of  
Waste Annually

64%  
Landfill



29%  
Recycling / Composting

7%  
Waste-to-  
Energy



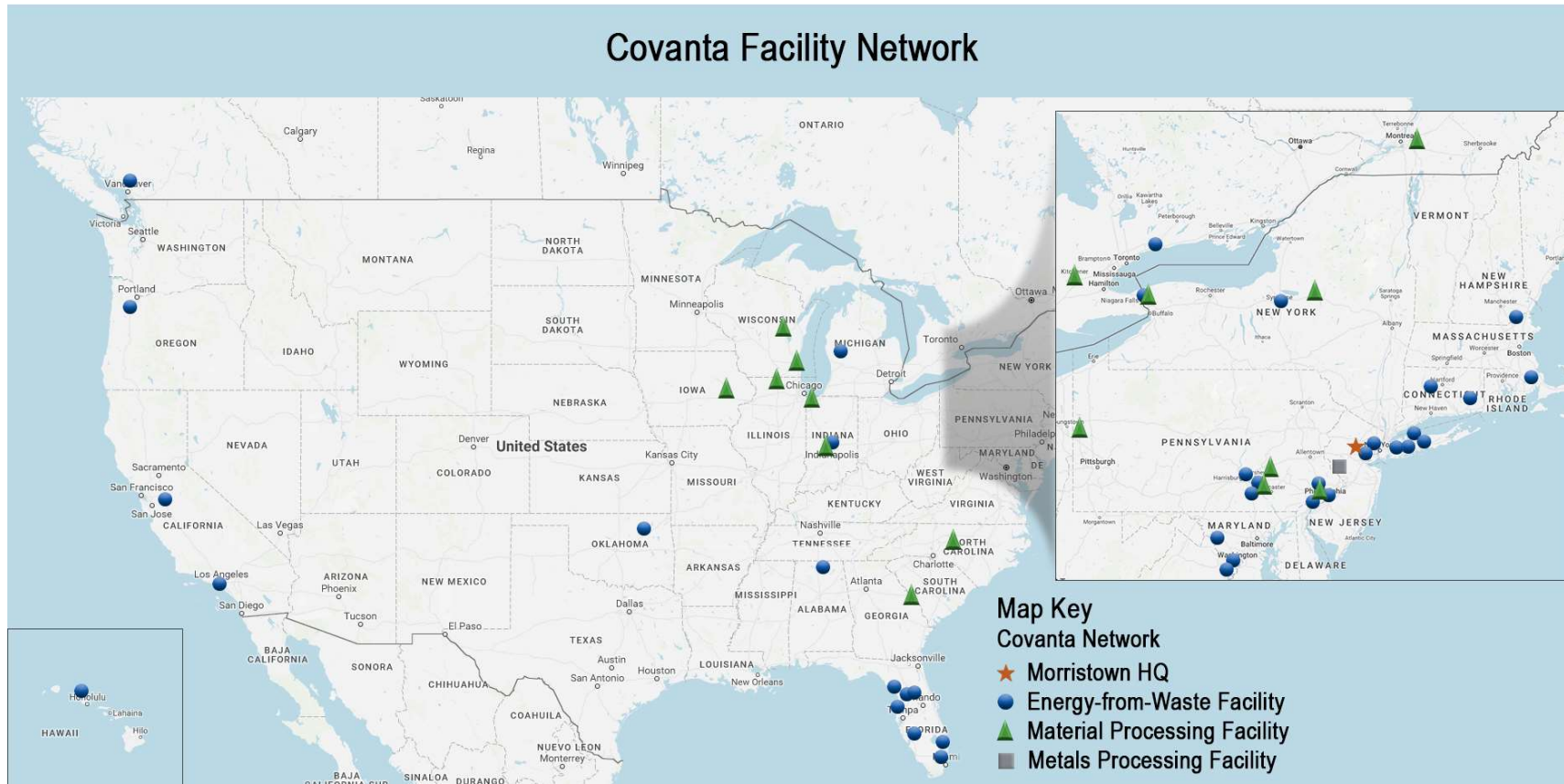
Covanta  
**~75%**  
of this market

## Benefits of WtE

- Environmentally sustainable waste management
- Renewable energy source
- Combats climate change



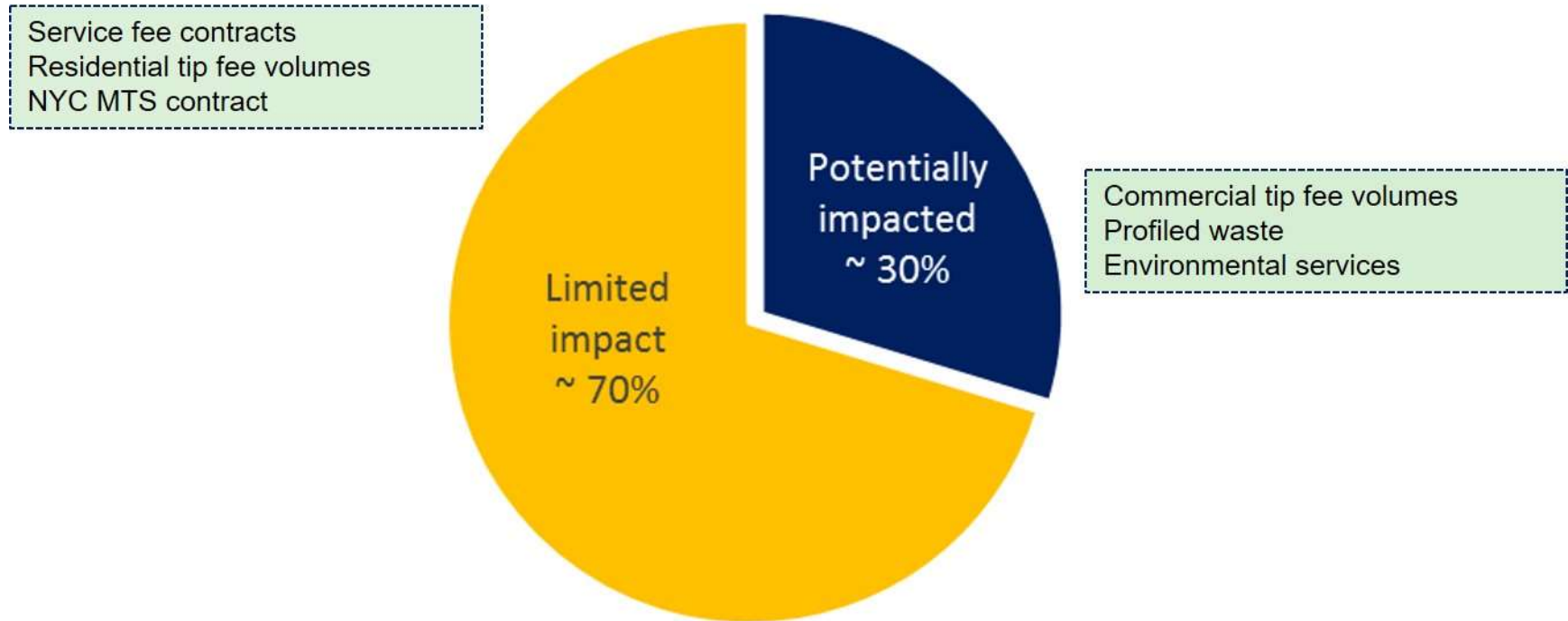
# Irreplaceable Infrastructure



## Advantages

- Concentrated in attractive, densely-populated markets
- Continued decline in available proximate landfill capacity
- Cost advantage vs. long haul transfer to landfills
- Electricity sold at high demand points

# COVID-19: Limited Overall Impact to Waste Revenue



2019 Waste and Service Revenue: \$1.39 billion

Majority of waste and services revenue is related to residential waste and has been largely unaffected

# COVID-19: Potential Financial Impacts



Category	Drivers
<b>Waste</b>	<ul style="list-style-type: none"> <li>• Certain commercial MSW and profiled waste volumes replaced at lower prices                             <ul style="list-style-type: none"> <li>– Currently impacting monthly tip fee revenue by ~\$5 million (\$4 to \$6 per ton)</li> </ul> </li> <li>• Lower environmental services volumes relating to commercial and industrial activity                             <ul style="list-style-type: none"> <li>– Revenue currently down ~15-20%, with corresponding reduction in variable costs</li> </ul> </li> </ul>
<b>Operations</b>	<ul style="list-style-type: none"> <li>• Higher plant operating costs (e.g., supplies, overtime)</li> <li>• Inefficiencies in challenging operating environment</li> <li>• Maintenance outage timing and potential for increased unplanned downtime</li> </ul>
<b>Cost Reduction Program</b>	<ul style="list-style-type: none"> <li>• Discretionary cost reductions</li> <li>• Corporate hiring freeze and temporary salary reductions / furloughs</li> <li>• Incentive compensation (bonus) tied to Adjusted EBITDA</li> <li>• <i>Targeting \$15 - \$30 million in 2020 savings</i></li> </ul>

**COVID-19 is currently affecting financial results in several areas, with the ultimate impact for 2020 to be determined by the course of the pandemic and macroeconomy**

# Growth Strategy

## Organic Growth

- Leverage critical infrastructure assets and favorable waste market dynamics
- Grow Environmental Solutions business to expand revenue opportunities and attract higher price waste at WtE plants
- Metals recovery and ash processing to grow material sales and reduce cost
- Continuous Improvement / Lean Six Sigma driving record facility production



Target 3% to 5% organic growth rate in Adjusted EBITDA

## UK/Ireland Expansion

- Strong market fundamentals for WtE development
  - Declining landfill capacity
  - Supportive policy
  - Higher energy prices than US
- Capital-efficient investment model via JV with Green Investment Group
- Robust Pipeline
  - 3 projects in construction and 1 in advanced development
  - Multiple earlier stage opportunities



~\$40 million Free Cash Flow contribution from initial 4 projects



# Growth Drivers: Environmental Solutions

## WtE Profiled Waste

- Unmatched WtE footprint
- Assured destruction / zero landfill disposal for non-hazardous waste
- Compliant solution for regulated medical waste and pharmaceutical disposal
- Drives higher average waste revenue per ton

~\$110 million 2019 Revenue

+

## Environmental Services

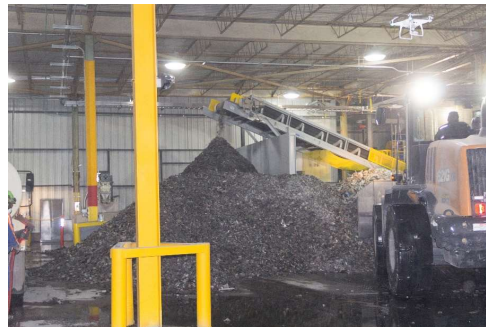
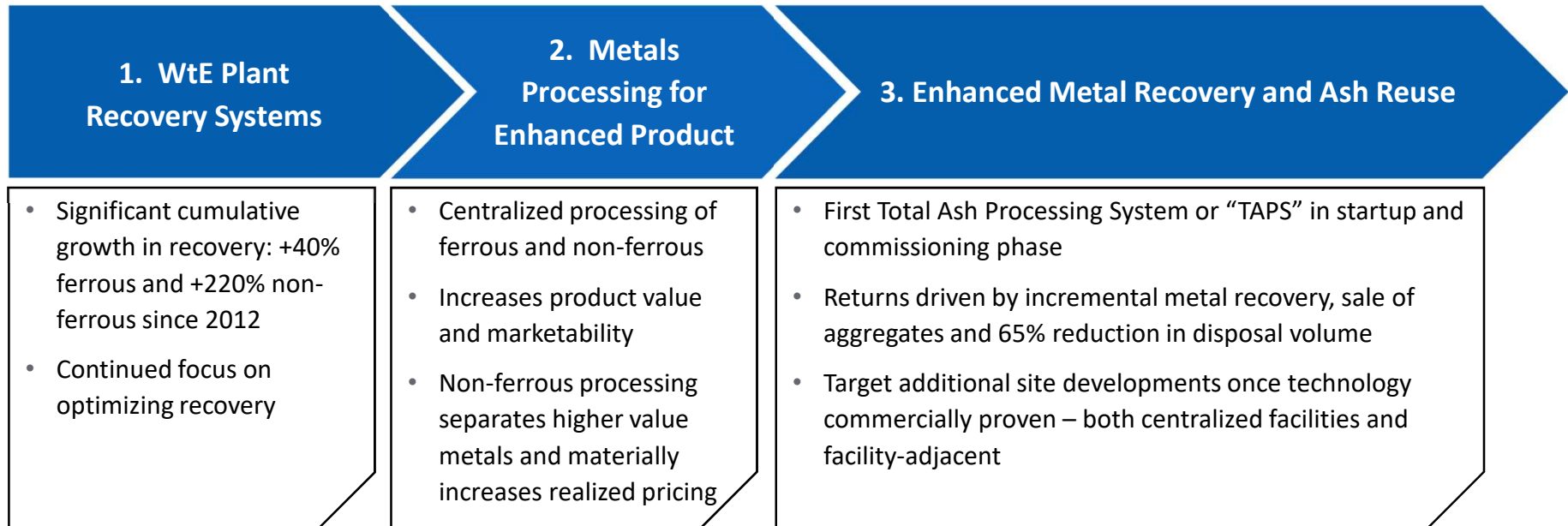
- Network of material processing facilities integrated with WtE plants to drive internalization
- Wide range of solid and liquid waste processing, recycling and field services capabilities
- US industrial economy and corporate sustainability initiatives supporting strong growth rate

~\$140 million in 2019 Revenue

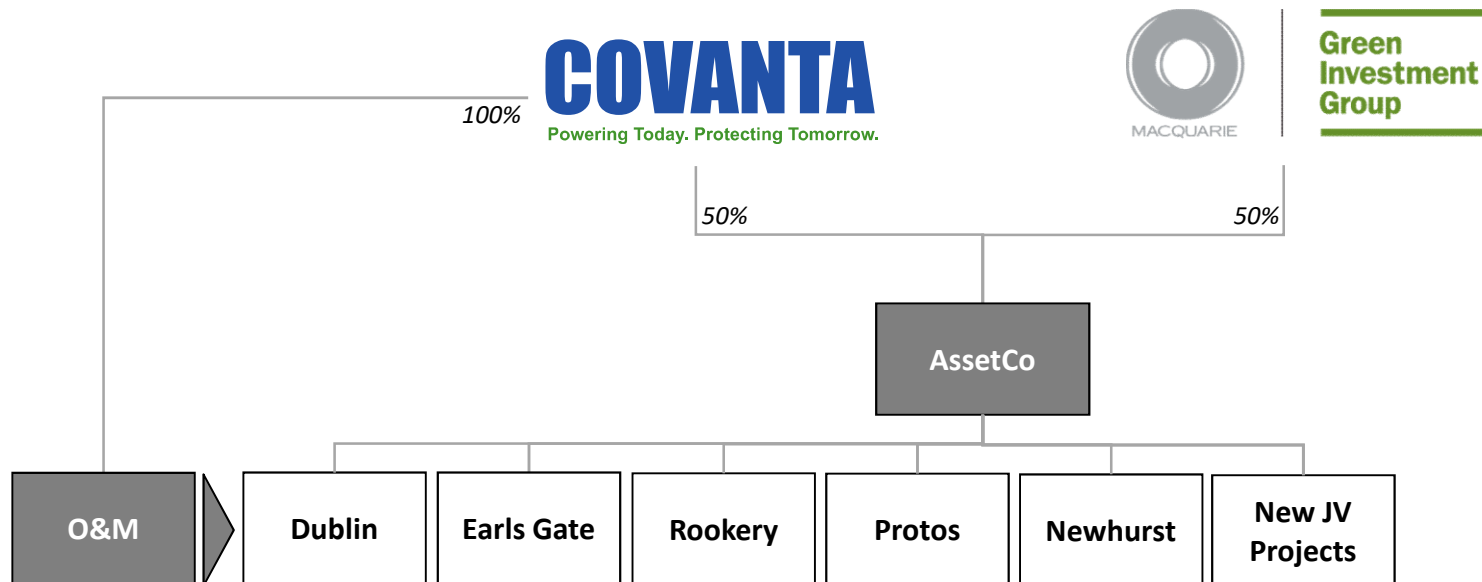


***Comprehensive sustainable solutions for government, commercial, industrial and medical / pharmaceutical sectors***

# Growth Drivers: Metal Recovery and Ash Management



# Growth Drivers: UK/Ireland Expansion



## Powerful Growth Platform

- Strategic partnership and investment vehicle to capitalize on UK growth opportunities
- Combined resources to develop projects jointly
- Joint (50:50) Investment / ownership upon closing of project financing
- Original developer receives premium at project finance close
- Targeted project equity returns in the low to mid teens
- Covanta to provide contractual O&M services

# Growth Drivers: UK/Ireland Expansion

## Earls Gate

- Location: Grangemouth, Scotland
- 215k tonnes / 21 MW
- Total Investment: £210 million
- Partners: CVA + GIG (50%) / Brockwell Energy (50%)
- Status: In Construction

## Protos

- Location: Cheshire, England
- 350k tonnes / 45 MW
- Non-JV Partner: Biffa
- Status: In Development

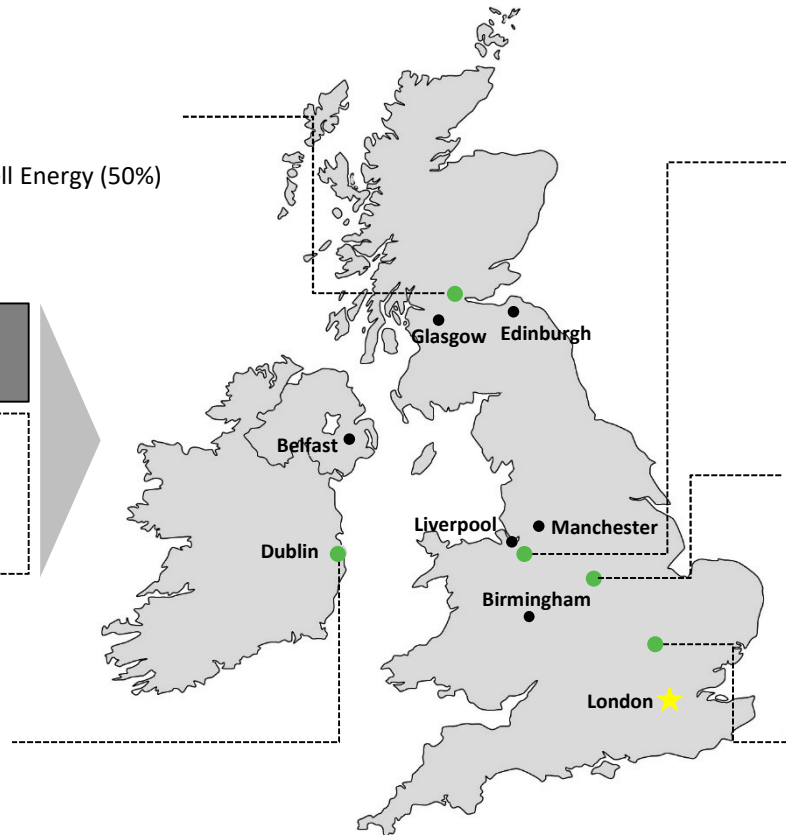
## Newhurst

- Location: Leicestershire, England
- 350k tonnes / 40 MW
- Total Investment: £340 million
- Partners: CVA + GIG (50%) / Biffa (50%)
- Status: In Construction

## Rookery

- Location: Bedfordshire, England
- 545k tonnes / 60 MW
- Total Investment: £460 million
- Partners: CVA + GIG (80%) / Veolia (20%)
- Status: In Construction

GIG brings portfolio of UK WtE development projects <sup>(1)</sup>



## Dublin

- Location: Dublin, Ireland
- 600k tonnes / 60 MW
- Total Investment: €550 million
- Partners: CVA (50%) / GIG (50%)
- Status: Operational

**Combined pipeline of advanced and early stage UK projects targeting major metro areas and totaling ~2 million tonnes of annual processing capacity**

1) Name and location of early stage GIG projects withheld due to confidentiality and commercial limitations.

# Advancing the Circular Economy



What we do every day helps our communities, clients, and customers find practical solutions to significant societal challenges: waste and materials management, clean energy, and global climate change.

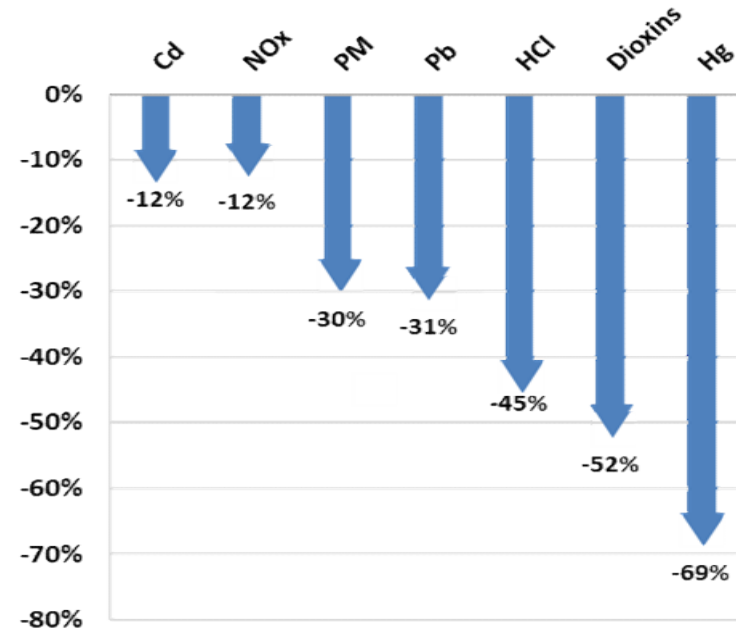
**Our mission is to ensure that no waste is ever wasted.**



## Environmental Highlights

- More than **20 million tons** of waste diverted from landfills
- Recycled nearly **one million tons** of waste, a **64% increase** in four years, **500 thousand** of which is metal
- All Covanta Waste-to-Energy facilities are **self-sustaining**, powering their operations from their combusted waste
- Collectively, Covanta facilities recover enough clean energy to power more than **one million homes** for a full year
- Emissions are highly regulated, operating up to approximately **90% better** than permitted standards
- Issued **Inaugural Green Bond** in 2019
- A new commitment to set a science-based target and implementation plan by 2022 to **achieve net zero GHG emissions** from our operations by 2050

Covanta 2016-2018 Emissions Reduction since 2007



*Since Covanta launched its sustainability program in 2007, emissions of pollutants at Covanta-operated facilities, as measured over the three-year period from 2016-2018, have decreased by up to 69%.*

\*Data represents FY 2018 performance, unless otherwise noted



# Investing in our People and Communities

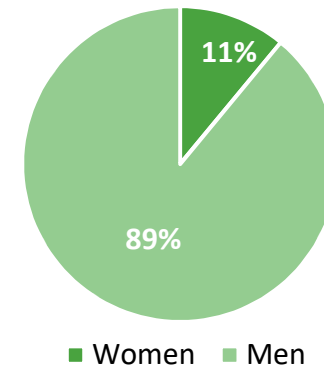


## Social Highlights

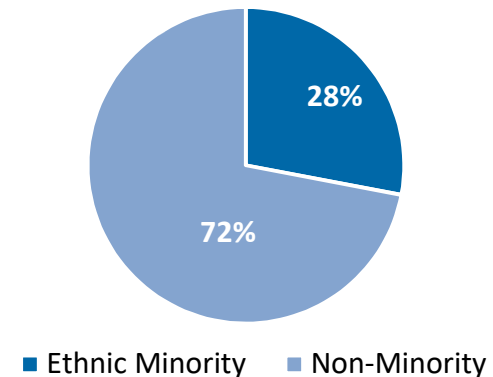
- A **24% reduction** in injury rate vs 2017, a **record low**, with 2/3 of facilities injury-free
- Diverse workforce of which **15%** are also veterans
- Community Outreach Plan at **100% of facilities**, where **98%** have had 8 or more community interactions
- More than **20,000** community members educated about sustainable waste management through tours
- Globally, **\$1.8 million sum** donated to local community groups and projects
- CEO Steve Jones joined the **CEO Action for Diversity & Inclusion Pledge**
- Launched **Early Career Development Program** and **Employee Resource Groups** to foster employee growth, leadership and mentorship opportunities
- Won **several awards** for being an active and responsible community member



## 2018 Workforce Gender Diversity



## 2018 Workforce Ethnic Diversity



# Cultivating Leadership and Governance



## Governance Highlights

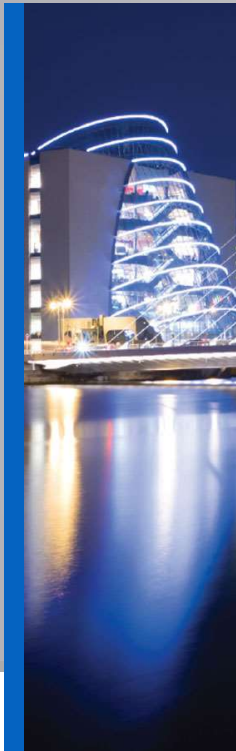
- The **Nominating and Governance Committee** oversees sustainability strategy and program
- **Audit Committee** and **Nominating and Governance Committee** oversee ethics, policy & compliance risk, and cybersecurity risk
- **Supply Chain and Construction Committee** oversees employee safety & health and environmental performance & compliance
- Strong history of **Pay for Performance** with significant at risk compensation for NEOs
- A **culture of high standards** in risk management, personal integrity and professional judgment from all employees
- **Annual compliance training** required
- **33%** board diversity

For more information on Covanta's sustainability policies, programs, goals and performance,  
including our 2019 Sustainability Report, please visit: [covanta-csr.com](https://covanta-csr.com)

# Key Investment Highlights

<b>Leader in Waste-to-Energy</b>	<ul style="list-style-type: none"><li>• WtE is a unique renewable energy business</li><li>• Compelling environmental benefits</li></ul>
<b>Critical Infrastructure Assets</b>	<ul style="list-style-type: none"><li>• Essential service to host communities</li><li>• Concentrated in attractive markets in Northeast U.S. with high barriers to entry</li></ul>
<b>Attractive Business Model</b>	<ul style="list-style-type: none"><li>• Highly contracted revenue (~75%) with diversified customer base</li><li>• Generates substantial and predictable cash flow</li></ul>
<b>Strong Growth Outlook</b>	<ul style="list-style-type: none"><li>• 3-5% long-term organic Adjusted EBITDA growth rate driven by several initiatives</li><li>• Strategic partnership with GIG to execute robust project development pipeline</li></ul>

**Attractive current dividend and sustainable long-term growth**



## Appendix

Powering Today. Protecting Tomorrow.

# Waste Update



(Unaudited)

- **Q1 2020 revenue drivers vs. Q1 2019:**
  - Same store WtE tip fee revenue:
    - Price up \$7 million (5%)
    - Volume up \$6 million due to improved plant availability and maintenance timing
    - WtE profiled waste revenue grew by 18% (excluding divestitures)
  - Manhattan MTS ramp driving municipal services
  
- **Trends and outlook:**
  - WtE service fee, residential tip fee and municipal services revenue performing as expected during pandemic
  - Certain commercial MSW and profiled waste volumes replaced with lower priced spot tons
  - Environmental services revenue lower; variable cost structure mitigates impact

(in millions, except price)	Q1 2020	Q1 2019	2020E
<b>Waste &amp; Service Revenue:</b>			
WtE tip fees	\$161	\$149	
WtE service fees	118	117	465 - 475
Environmental services	34	32	
Municipal services	55	48	
Other	7	7	
Intercompany	<u>(28)</u>	<u>(26)</u>	
<b>Total</b>	<b>\$346</b>	<b>\$327</b>	
<b>WtE Tons: <sup>(1)</sup></b>			
Tip fee contracted	2.1	2.0	10.6 - 10.8
Tip fee uncontracted	0.6	0.5	
Service fee	<u>2.7</u>	<u>2.6</u>	
<b>Total</b>	<b>5.3</b>	<b>5.2</b>	
<b>WtE Tip Fee Revenue/Ton:</b>			
Contracted	\$54.04	\$52.64	
Uncontracted	\$82.87	\$76.57	
<b>Average Tip Fee</b>	<b>\$60.36</b>	<b>\$57.66</b>	

1) Excludes liquid waste.

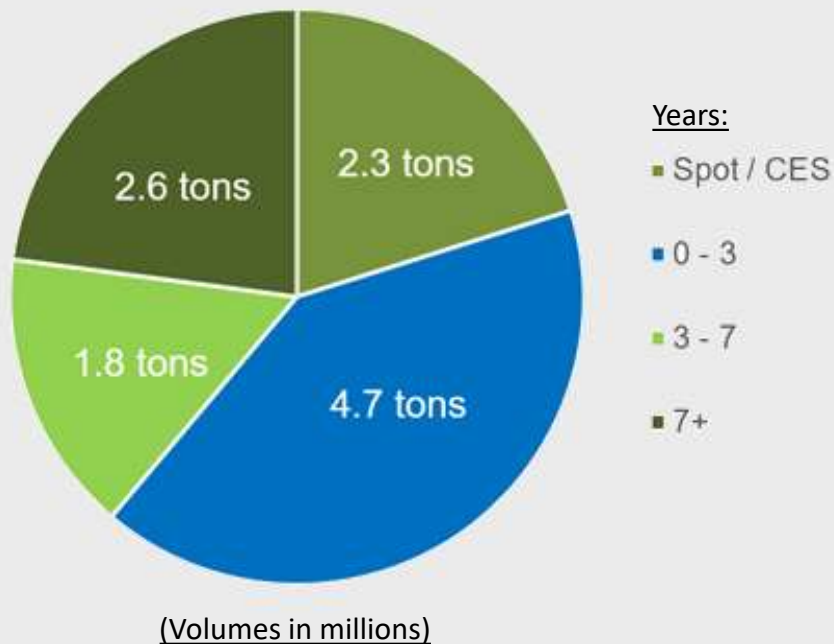
\*Assumes no material operational disruptions due to COVID-19



# Major Waste Contracts

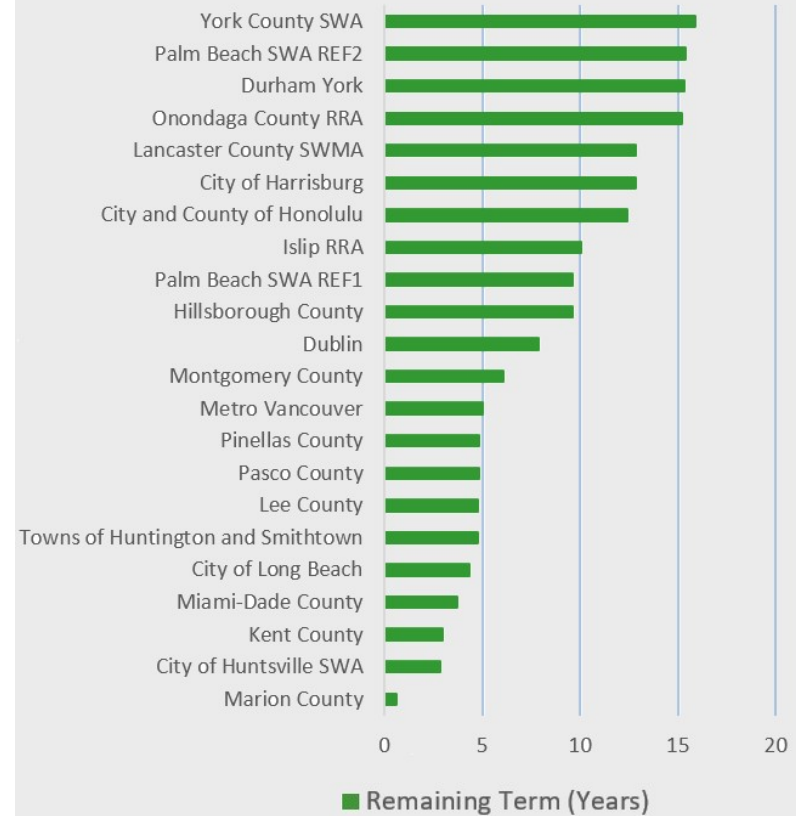
## 2020 Tip Fee Volume by Contract Length

Weighted average contract length: 6 years



## Service Fee Facilities by Contract Length

Weighted average contract length: 9 years



Note: Tip fee volume data as of year-end 2019.

# Energy Update



(Unaudited)

- **Q1 2020 revenue drivers vs. Q1 2019:**

- Same store WtE energy revenue:
  - Price down \$6 million
  - Volume up \$4 million

- **Trends and outlook:**

- Energy prices remain muted
- Hedge activity:
  - ~0.2 million MWh exposed for balance of 2020
  - 2.5 million MWh already hedged for 2021 at prices similar to 2020 hedges
- No meaningful power contract transitions at tip fee plants until after 2024

(in millions, except price)	Q1 2020	Q1 2019	2020E
<b>Energy Revenue:</b>			
Energy sales	\$77	\$81	\$255 - \$270
Capacity	10	13	40
Other <sup>(1)</sup>	<u>6</u>	-	<u>45</u>
<b>Total</b>	<b>\$93</b>	<b>\$94</b>	<b>\$340 - \$355</b>
<b>MWh Sold:</b>			
Contracted	0.5	0.5	2.1
Hedged <sup>(2)</sup>	0.8	0.8	3.9
Market	<u>0.3</u>	<u>0.3</u>	<u>0.4 - 0.6</u>
<b>Total</b>	<b>1.6</b>	<b>1.6</b>	<b>6.4 - 6.6</b>
<b>Revenue per MWh: <sup>(3)</sup></b>			
Contracted	\$66.32	\$67.33	\$65
Hedged <sup>(2)</sup>	\$45.68	\$49.67	\$30
Market	\$19.15	\$32.44	\$15 - \$21
<b>Average</b>	<b>\$47.27</b>	<b>\$51.74</b>	<b>\$40 - \$41</b>

1) Primarily components of wholesale energy load serving revenue not included in Energy sales line, such as transmission and ancillaries and for 2020, RECs sold bundled with energy.

2) Hedged MWhs and revenue includes hedge from wholesale energy load serving.

3) Excludes capacity and other energy revenue.

*\*Assumes no material operational disruptions due to COVID-19*

# Long-term Outlook: Energy Detail



(Unaudited, in millions, except price)	2018A	2019A	2020E	2021E	2022E	2023E	2024E
<b>MWh Sold – CVA Share:</b>							
Contracted	2.1	2.1	2.1	2.1	2.1	2.0	2.0
Hedged <sup>(1)</sup>	3.1	3.0	3.9	2.5	0.7	0.2	-
Market	<u>1.3</u>	<u>1.3</u>	<u>0.6</u>	<u>2.0</u>	<u>3.8</u>	<u>4.3</u>	<u>4.5</u>
<b>Total MWh Sold</b>	<b>6.5</b>	<b>6.4</b>	<b>6.6</b>	<b>6.6</b>	<b>6.6</b>	<b>6.5</b>	<b>6.5</b>
<b>Market Sales (MWh) by Geography:</b>							
PJM East	0.6	0.6	0.1	1.0	2.1	2.5	2.7
NEPOOL	0.2	0.3	0.1	0.3	1.1	1.2	1.2
NYISO	0.1	0.1	0.1	0.2	0.3	0.3	0.3
Other	<u>0.3</u>	<u>0.3</u>	<u>0.3</u>	<u>0.4</u>	<u>0.3</u>	<u>0.4</u>	<u>0.4</u>
<b>Total Market Sales</b>	<b>1.3</b>	<b>1.3</b>	<b>0.6</b>	<b>2.0</b>	<b>3.8</b>	<b>4.3</b>	<b>4.5</b>
<b>Revenue per MWh: <sup>(2)</sup></b>							
Contracted	\$66.59	\$65.80	\$65				
Hedged <sup>(1)</sup>	\$32.88	\$34.29	\$30				
Market	\$37.12	\$26.31	~\$18				
<b>Average Revenue per MWh</b>	<b>\$44.68</b>	<b>\$42.81</b>	<b>~\$40</b>				
<b>Capacity Revenue <sup>(3)</sup></b>	<b>\$52</b>	<b>\$44</b>	<b>\$40</b>	<b>\$40</b>			

Note: hedged generation as presented above reflects only existing hedges.

1) Hedged MWhs and revenue per MWh includes hedge from wholesale energy load serving.

2) Excludes capacity and other energy revenue.

3) Capacity revenue is approximate, includes bilateral agreements and only represents full year periods in which auctions have already settled.

*\*Assumes no material operational disruptions due to COVID-19*

# Recycled Metals Update



(Unaudited)

- **Q1 2020 revenue drivers vs. Q1 2019:**
  - Ferrous:
    - Realized pricing down \$2 million on lower HMS
    - Volume up \$2 million
  - Non-ferrous:
    - Realized pricing down \$2 million on timing of deliveries of high value metals
  
- **Trends and outlook:**
  - HMS index at \$224 per ton in April, while May is expected to price closer to \$200 per ton
  - Old Cast index at \$0.41 per pound in April, while prices are expected to trend lower in May
  - TAPS currently in testing and commissioning phase; expected to ramp up gradually over the course of 2020

(\$ in millions, except price; tons in thousands)	Q1 2020	Q1 2019	2020E
<b>Metals Revenue:</b>			
Ferrous	\$10	\$11	\$35 - \$45
Non-ferrous	<u>7</u>	<u>9</u>	<u>40 - 50</u>
<b>Total</b>	<b>\$17</b>	<b>\$21</b>	<b>\$75 - \$95</b>
<b>Tons Recovered:</b>			
Ferrous	110	96	430 - 440
Non-ferrous	12	13	50 - 55
<b>Tons Sold:</b>			
Ferrous	97	84	380 - 390
Non-ferrous	8	8	35 - 40
<b>Revenue per Ton Sold:</b>			
Ferrous	\$107	\$137	\$85 - \$115
Non-ferrous	\$849	\$1,123	\$1,100 - \$1,200
Average HMS index price <sup>(1)</sup>	\$236	\$306	\$200 - \$225
Average Old Cast Aluminum <sup>(2)</sup>	\$0.39	\$0.45	~\$0.36

1) 2020 and 2019 average #1 Heavy Melt Steel composite index (\$ / gross ton) as published by American Metal Market.

2) 2020 and 2019 average Old Cast Aluminum Scrap (\$ / pound) calculated using the high price as published by American Metal Market.

\*Assumes no material operational disruptions due to COVID-19

# Maintenance and Operating Expenses



- **Q1 2020 drivers vs. Q1 2019:**

- 2020 first quarter saw modest expense benefit from timing and scope of planned outages
- Higher other plant operating expense related to NYC MTS and wholesale energy load serving

- **Trends and outlook:**

- Estimate range for 2020 WtE maintenance spend unchanged
  - Includes ~\$20 million for SEMASS baghouse
  - Weighted to 2H (vs. prior years) given outage deferrals related to COVID-19
  - Total spend for 2020 subject to revision pending ability to complete outage plan in calendar year
- Long-term WtE maintenance spend expected to remain in the \$430 - \$450 million range
- Other plant operating expense to reflect:
  - Higher costs related to COVID-19 response, TAPS start-up and wholesale energy load serving
  - Reductions due to lower discretionary expenses and lower variable costs for environmental services

(in millions)	Q1 2020	Q1 2019	2020E
<b>Plant Maintenance Expense:</b>			
WtE	\$90	\$93	\$290 - \$300
Other	<u>2</u>	<u>2</u>	
<b>Total</b>	<b>\$91</b>	<b>\$95</b>	
<b>Maintenance Capex:</b>			
WtE	\$34	\$29	\$140 - \$150
Other	<u>6</u>	<u>2</u>	<u>10</u>
<b>Total</b>	<b>\$40</b>	<b>\$31</b>	<b>\$150 - \$160</b>
<b>Total WtE Maintenance Spend</b>	<b>\$124</b>	<b>\$122</b>	<b>\$430 - \$450</b>
<b>Other Plant Operating Expense:</b>			
WtE	\$186	\$185	
Other	<u>83</u>	<u>79</u>	
<b>Total</b>	<b>\$269</b>	<b>\$264</b>	
<b>Other Operating Expense</b>	<b>\$12</b>	<b>\$17</b>	

\*Assumes no material operational disruptions due to COVID-19



# Growth Investment Outlook



(Unaudited, in millions)	Q1 2020	FY 2019	FY 2020 Estimate
Organic growth investments <sup>(1)</sup>	\$ -	\$13	\$ -
New York City MTS contract	-	19	-
Total Ash Processing System	8	9	15
Acquisitions	-	(2)	-
International developments <sup>(2)</sup>	<u>2</u>	<u>17</u>	<u>2</u>
<b>Total growth investments</b>	<b>\$10</b>	<b>\$56</b>	<b>\$17</b>
<b>Proceeds from asset sales <sup>(3)</sup></b>	<b>\$3</b>	<b>\$28</b>	<b>\$3</b>

Note: 2020 outlook for acquisitions, UK investments and proceeds from asset sales to be updated as transactions are completed.

1) Organic growth programs are focused primarily on growing waste, energy, and metal revenue generated by our existing assets.

2) Includes early site work on UK projects and investments in Earls Gate, Newhurst and Zhao County, net of third-party project equity collateralized loan for Zhao County.

3) Includes gross cash received for sales and premiums/development fees received for development projects.

# Illustrative JV Accounting

JV Financials		Impact on CVA Statements	
<b>Income Statement</b>			
Revenue	\$110	O&M Revenue	\$30
Operating Expenses	(50)	O&M Expense	(25)
Adjusted EBITDA	\$60	O&M Margin	\$5
D&A	(20)		
Interest	(20)		
Tax	0	Equity in Income	10 (50% JV NI)
Net Income	\$20	Net Income	\$15

Covanta nets \$5 million from its O&M contract, as well as a 50% share in the facility's net income, totaling \$15 million in net income to CVA

<b>Adjusted EBITDA</b>			
Net Income	\$20	Net Income	\$15
+ Interest	20	+ Proportional Interest	10
+ D&A	20	+ Proportional D&A	10
+ Taxes	0	+ Proportional Taxes	0
Adjusted EBITDA	\$60	Adjusted EBITDA	\$35

Adding back 50% of JV D&A and Interest results in \$35 million of Adjusted EBITDA to CVA

JV Financials		Impact on CVA Statements	
<b>Cash Flow Statement</b>			
Net Income	\$20	Net Income	\$15
+ D&A	20	- Equity in Income	(10)
Operating Cash Flow	\$40	+ Dividends	8 (50% JV Div)
- Maintenance Capex	(5)	Free Cash Flow	\$13
Free Cash Flow	\$35		
- Debt Principal	(20)		
Dividends	\$15		

Subtracting the Equity in Income, which is non-cash, and adding the 50% dividend share results in a \$12.5 million benefit to Free Cash Flow

<b>Balance Sheet</b>			
Assets	\$550	Equity in Unconsolidated	\$50
Debt	450		
Equity	100		

Half of the \$100 million in equity on the facility's balance sheet is recognized on Covanta's balance sheet

# Capitalization Summary



- Average debt maturity of ~9 years

(Face value; unaudited, in millions)	3/31/2020	12/31/2019	12/31/2018
Cash and cash equivalents	\$42	\$37	\$58
Corporate debt:			
Secured	\$701	\$659	\$671
Unsecured	<u>1,744</u>	<u>1,744</u>	<u>1,694</u>
Total corporate debt	\$2,445	\$2,403	\$2,365
Project debt	<u>129</u>	<u>131</u>	<u>150</u>
Total debt	\$2,574	\$2,534	\$2,515
Net debt <sup>(1)</sup>	\$2,524	\$2,483	\$2,438
Stockholders' equity	\$303	\$376	\$487
<b><u>Credit Ratios:</u></b>			
Consolidated leverage ratio <sup>(1)</sup>	6.0x	6.1x	5.6x
Senior Credit Facility Leverage Ratio <sup>(2)</sup>	2.2x	2.2x	2.2x

1) Consolidated Leverage Ratio is equal to net debt, calculated as total principal amount of debt outstanding less cash and cash equivalents, debt service principal-related restricted funds (\$3 million at March 31, 2020) and escrowed construction financing proceeds (\$5 million at March 31, 2020) divided by Adjusted EBITDA, excluding Dublin project proportional Adjusted EBITDA but including dividends from the Dublin project.

2) Leverage ratio as calculated for senior credit facility covenant. Effectively represents leverage at Covanta Energy, LLC and subsidiaries and ratio is pro forma for acquisitions.

# Non-GAAP Reconciliation: Adjusted EBITDA



(Unaudited, in millions)	Q1	
	2020	2019
<b>Net (loss) Income</b>	<b>\$(32)</b>	<b>\$5</b>
Depreciation and amortization expense	58	55
Interest expense	34	36
Income tax expense	(5)	2
Impairment charges	19	-
Accretion expense	1	1
Severance and reorganization costs	-	7
Stock-based compensation expense	8	8
Loss on asset sales	-	1
Capital type expenditures at client owned facilities <sup>(1)</sup>	14	13
Net gain on sale of business and investments	(9)	(50)
Loss on extinguishment of debt	-	-
Business development and transaction costs	-	-
Property insurance recoveries, net	-	-
Adjustments to reflect Adjusted EBITDA from unconsolidated investments <sup>(2)</sup>	6	6
Other	3	-
<b>Adjusted EBITDA</b>	<b>\$97</b>	<b>\$84</b>

1) Adjustment for impact of adoption of FASB ASC 853 – *Service Concession Arrangements*.

2) Adjustment beginning in 2018 to equity in income from unconsolidated investments to adjust for the proportional impact of depreciation & amortization, interest expense, and taxes at the unconsolidated subsidiary (Proportional Adjusted EBITDA).

# Non-GAAP Reconciliation: Adjusted EBITDA and Free Cash Flow



(Unaudited, in millions)	Q1	
	2020	2019
<b>Adjusted EBITDA</b>	<b>\$97</b>	<b>\$84</b>
Cash paid for interest, net of capitalized interest	(39)	(47)
Cash paid for taxes, net	(1)	(1)
Capital type expenditures at client owned facilities <sup>(1)</sup>	(14)	(13)
Equity in net income from unconsolidated investments	(1)	-
Adjustments to reflect Adjusted EBITDA from unconsolidated investments <sup>(2)</sup>	(6)	(6)
Dividends from unconsolidated investments	-	-
Adjustment for working capital and other	<u>25</u>	<u>20</u>
<b>Net cash provided by operating activities</b>	<b>\$61</b>	<b>\$37</b>
Changes in restricted funds - operating <sup>(3)</sup>	(2)	-
Maintenance capital expenditures	<u>(40)</u>	<u>(31)</u>
<b>Free Cash Flow</b>	<b>\$19</b>	<b>\$6</b>

1) Adjustment for impact of adoption of FASB ASC 853 – *Service Concession Arrangements*.

2) Adjustment beginning in 2018 to reconcile equity in income from unconsolidated investments to proportional Adjusted EBITDA.

3) Adjustment for the impact of the adoption of ASU 2016-18 effective January 1, 2018. As a result of adoption, the statement of cash flows explains the change during the period in the total of cash, cash equivalents, and amounts generally described as restricted cash or restricted cash equivalents. Therefore, changes in restricted funds are eliminated in arriving at net cash, cash equivalents, and restricted funds provided by operating activities.

# Non-GAAP Financial Measures

---



## Free Cash Flow

Free Cash Flow is defined as cash flow provided by operating activities, plus changes in restricted funds - operating, less maintenance capital expenditures, which are capital expenditures primarily to maintain our existing facilities. We use the non-GAAP measure of Free Cash Flow as a criteria of liquidity and for performance-based components of employee compensation. We use Free Cash Flow as a measure of liquidity to determine amounts we can reinvest in our core businesses, such as amounts available to make acquisitions, invest in construction of new projects, make principal payments on debt, or amounts we can return to our stockholders through dividends and/or stock repurchases.

In order to provide a meaningful basis for comparison, we are providing information with respect to our Free Cash Flow for the three and three months ended March 31, 2020 and 2019 reconciled for each such period to cash flow provided by operating activities, which we believe to be the most directly comparable measure under GAAP.

## Adjusted EBITDA

We use Adjusted EBITDA to provide additional ways of viewing aspects of operations that, when viewed with the GAAP results provide a more complete understanding of our core business. As we define it, Adjusted EBITDA represents earnings before interest, taxes, depreciation and amortization, as adjusted for additional items subtracted from or added to net income including the effects of impairment losses, gains or losses on sales, dispositions or retirements of assets, adjustments to reflect the Adjusted EBITDA from our unconsolidated investments, adjustments to exclude significant unusual or non-recurring items that are not directly related to our operating performance plus adjustments to capital type expenses for our service fee facilities in line with our credit agreements. We adjust for these items in our Adjusted EBITDA as our management believes that these items would distort their ability to efficiently view and assess our core operating trends. As larger parts of our business are conducted through unconsolidated investments, we adjust EBITDA for our proportionate share of the entity's depreciation and amortization, interest expense, tax expense and other adjustments to exclude significant unusual or non-recurring items that are not directly related to the entity's operating performance. In order to improve comparability to the Adjusted EBITDA of our wholly owned entities. We do not have control, nor have any legal claim to the portion of our unconsolidated investees' revenues and expenses allocable to our joint venture partners. As we do not control, but do exercise significant influence, we account for these unconsolidated investments in accordance with the equity method of accounting. Net income (losses) from these investments are reflected within our consolidated statements of operations in Equity in net income from unconsolidated investments. In order to provide a meaningful basis for comparison, we are providing information with respect to our Adjusted EBITDA for the three and three months ended March 31, 2020 and 2019, reconciled for each such period to net income and cash flow provided by operating activities, which are believed to be the most directly comparable measures under GAAP.

Our projections of the proportional contribution of our interests in the Joint Venture to our Adjusted EBITDA and Free Cash Flow are not based on GAAP net income/loss or Cash flow provided by operating activities, respectively, and are anticipated to be adjusted to exclude the effects of events or circumstances in 2020 that are not representative or indicative of our results of operations and that are not currently determinable. Due to the uncertainty of the likelihood, amount and timing of any such adjusting items, we do not have information available to provide a quantitative reconciliation of projected net income/loss to an Adjusted EBITDA projection.