

THE ESSENTIALS

2019 · 2020



OUR MISSION: “RESOURCING THE WORLD”

Our planet and our modern societies find themselves at a historic turning point: we have never been more conscious of the environmental and climate emergency and the ensuing social and human consequences. It is a compelling call to action. Through the mission to “resource the world” that Veolia set itself in its purpose, the Group underlines its commitment

TO MAKING A POSITIVE IMPACT ON THE PLANET.

“Veolia’s purpose is to contribute to human progress by firmly adhering to the United Nations Sustainable Development Goals”.

This **SHARED PROGRESS APPROACH** is being introduced in Impact 2023, the new strategic program: Veolia is committed to multifaceted performance and is equally attentive and demanding when it comes to each of its economic, financial, commercial, social, societal and environmental performances.

Through this **“BROADER VISION OF ITS USEFULNESS”** the company takes into account the expectations of all its stakeholders equitably. Veolia is strengthening and expanding its actions to become **THE WORLD LEADER IN THE ECOLOGICAL TRANSFORMATION.**

“At this time at the start of 2020, the world is facing a both unprecedented and serious health crisis. The services we deliver are essential and indispensable to everyday life. Wherever we operate, wherever the Covid-19 pandemic strikes, our employees are mobilized. Strengthened by the new forms of solidarity emerging from this global health crisis, every day our teams are deploying effective solutions to protect everyone’s health.”

ANTOINE FRÉROT
CHAIRMAN AND CEO OF VEOLIA

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“Resourcing the world”
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OUR 3 BUSINESSES



Water

Veolia treats and monitors **WATER QUALITY** at all stages of the cycle, from extraction to discharge back into the natural environment. We innovate to protect resources and encourage recycling and reuse of water by cities and industry.



Waste

Veolia specializes in **WASTE MANAGEMENT**, whether for liquid or solid, non-hazardous or hazardous waste. Our expertise covers the entire waste lifecycle, from collection to recycling and on to its final recovery as materials or energy.



Energy

An expert in **ENERGY SERVICES**, Veolia supports the economic growth of its municipal and industrial customers while helping reduce their ecological footprint. Whether in energy efficiency, efficient management of heating and cooling networks, or green energy production, we have unique expertise for a more sustainable world.

WATER

98 million people supplied with safe drinking water

67 million people connected to wastewater systems

3,548 drinking water production plants managed

2,835 wastewater treatment plants managed

ENERGY

41 million MWh produced

45,097 thermal installations managed

2,357 industrial sites managed

591 heating and cooling networks managed

WASTE

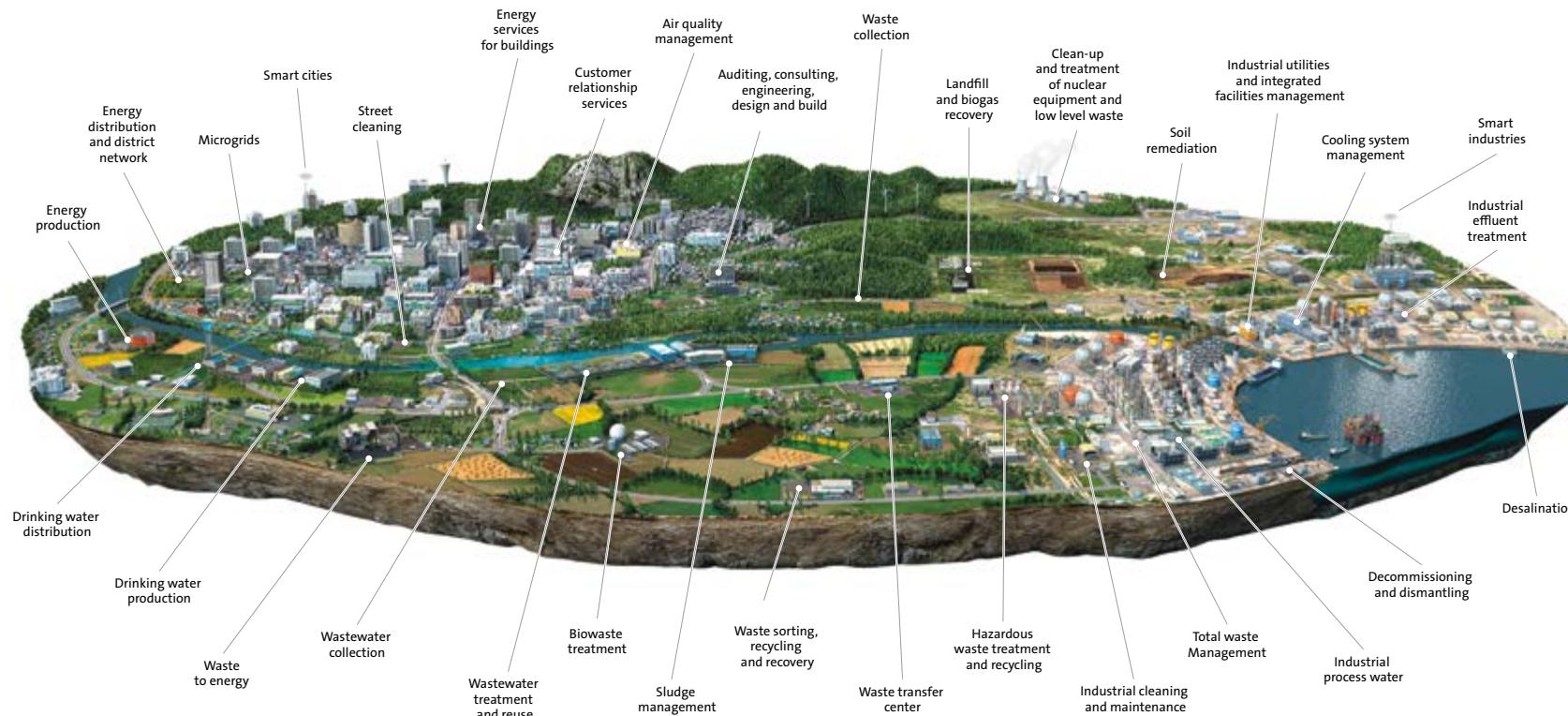
42 million people provided with collection services on behalf of municipalities

50 million metric tons of treated waste

519,046 business clients

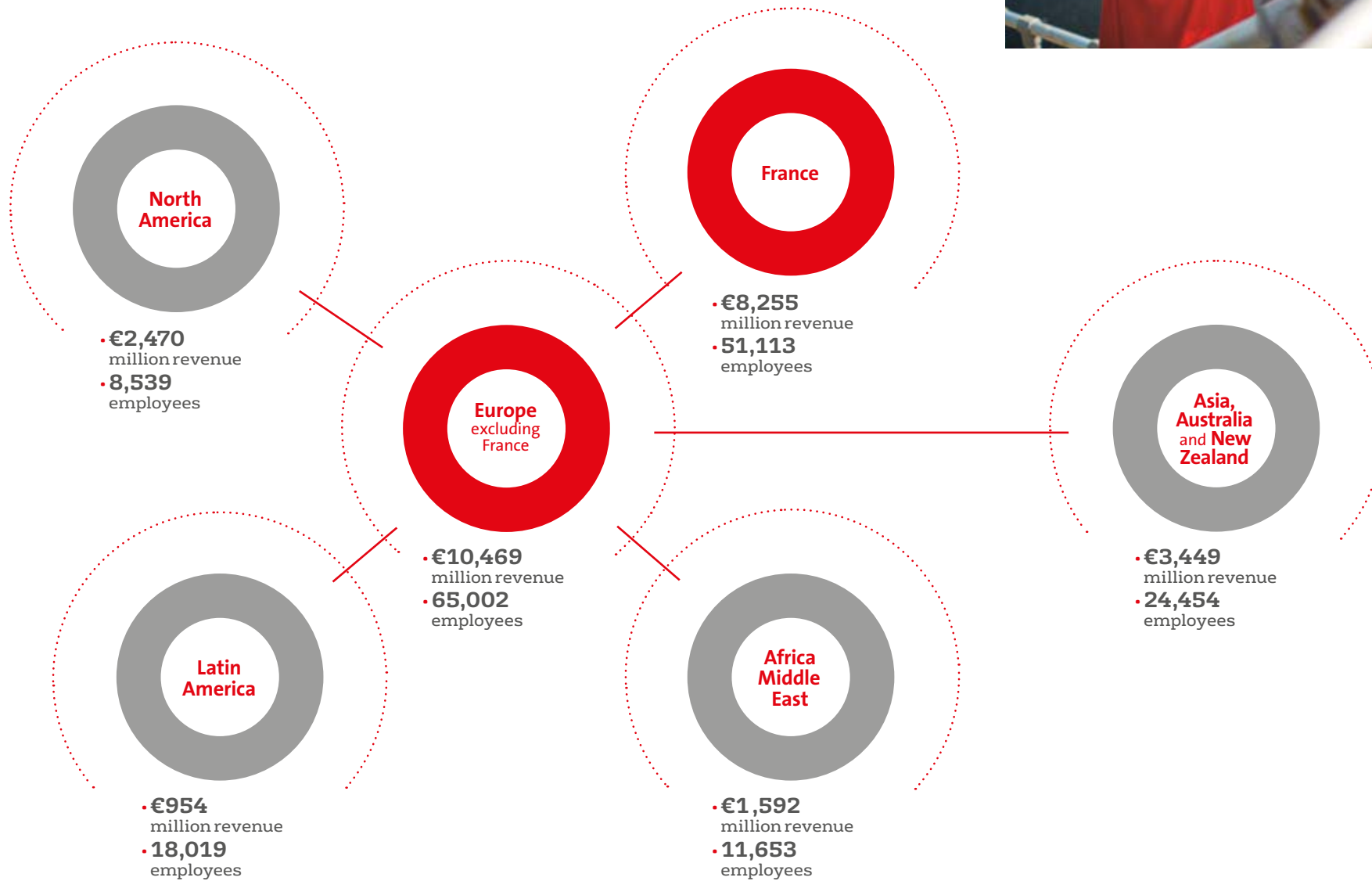
675 waste processing facilities operated

OUR SOLUTIONS FOR MUNICIPALITIES AND INDUSTRIES



OUR WORLDWIDE PRESENCE

Activities and prosperity that benefit the territories and industry wherever we operate.



€27,189
million revenue worldwide

178,780
employees worldwide



OUR PURPOSE

A SHARED APPROACH TO PROGRESS

OUR PURPOSE: A SHARED APPROACH TO PROGRESS

We are committed to multifaceted performance, applying the same emphasis and high standards to our various performances, which complement one another and form a virtuous circle. Veolia has committed to 18 indicators that cover these 5 aspects: they will be measured regularly by an independent body and serve as the basis for the variable compensation awarded to the company's senior executives.



9 CSR commitments for 2020

Veolia's approach to social, environmental and societal responsibility is an integral part of its strategy, business model and durability. Its frame of reference is the United Nations Sustainable Development Goals and it is guided by its 9 sustainable

development commitments. These commitments apply to all the Group's activities in all countries and to all its employees. The aim is to achieve the ambitious goals that have been set for 2020.

ENVIRONMENTAL PERFORMANCE RESOURCING THE PLANET

- 1. Sustainably manage natural resources by encouraging the circular economy**
2020 TARGET: generate more than €3.8 billion in revenue in the circular economy
- 2. Contribute to combating climate change**
2020 TARGET: achieve 100 million metric tons of CO₂ equivalent of reduced emissions and 50 million metric tons of CO₂ equivalent of avoided emissions, over the 2015-2020 period
2020 TARGET: capture over 60% of methane from managed landfills

SOCIETAL PERFORMANCE RESOURCING THE REGIONS

- 4. Build new models for relations and value creation with our stakeholders**
2020 TARGET: have established a major partnership based on creating shared value in every business zone and growth segment
- 5. Contribute to local development and attractiveness**
2020 TARGET: maintain expenditure reinvested in the regions above 80%

SOCIAL PERFORMANCE VEOLIA'S PEOPLE

- 7. Guarantee a safe and healthy work environment**
2020 TARGET: achieve an injury frequency rate of less than or equal to 6.5
- 8. Encourage each employee's professional development and commitment**
2020 TARGET: deliver training to over 75% of employees annually
2020 TARGET: maintain the manager commitment rate at over 80%
- 9. Guarantee that diversity and fundamental human and social rights are respected within the company**
2020 TARGET: ensure over 95% of employees have access to a social dialogue mechanism

OUR PURPOSE: A SHARED APPROACH TO PROGRESS

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	INDICATOR	2019 BASELINE	2023 TARGET
<p>Economic and financial performance</p> <ul style="list-style-type: none"> ● Revenue growth Annual growth in published revenue ● Profitability of activities Current net income – Group share ● Return on capital employed Post-tax ROCE ● Investment capacity Free Cash Flow (before discretionary investment) 		€27.2 billion	Annual target
		€760 million	€1 billion
		8.4% (with IFRS 16)	Annual target
		€1,230 million	Annual target
<p>Human resources performance</p> <ul style="list-style-type: none"> ● Employee commitment Commitment rate of employees measured by an independent survey ● Workplace safety Injury frequency rate ● Employee training and employability Average number of training hours per employee per year ● Diversity Proportion of women appointed among the top 500 Group executives during the period 2020-2023 		84%	≥80%
		8.1	5
		18 h	23 h
		Not applicable	50% from 2020 to 2023
<p>Environmental performance</p> <ul style="list-style-type: none"> ● Combating climate change <ul style="list-style-type: none"> • Reduction in GHG emissions: progress with the investment plan to eliminate coal in Europe by 2030 • Avoided emissions: annual contribution to avoided GHG emissions (assessed with regard to a reference scenario) ● Circular economy: plastic recycling Volume of transformed plastic, in metric tons of products leaving plastic transformation plants ● Protecting natural environments and biodiversity Rate of progress with action plans aimed at improving the impact on the natural environment and biodiversity at sensitive sites ● Sustainable management of water resources Efficiency of drinking water networks⁽²⁾ (volume of drinking water consumed/volume of drinking water produced) 		Not applicable	30% of investment to be achieved ⁽¹⁾
		Not applicable	15 million metric tons of CO ₂ eq.
		350 thousand metric tons	610 thousand metric tons
		Not applicable	75%
<p>Commercial performance</p> <ul style="list-style-type: none"> ● Customer and consumer satisfaction Customer satisfaction rate calculated using the Net Promoter Score methodology ● Development of innovative solutions Number of innovations included in at least 10 contracts signed by the Group ● Hazardous waste treatment and recovery Consolidated revenue of the "Liquid and hazardous waste treatment and recovery" segment 		Not applicable	Target defined in 2020 ⁽³⁾
		Not applicable	Target defined in 2020 ⁽³⁾
		€2.5 billion	>€4 billion
<p>Corporate social performance</p> <ul style="list-style-type: none"> ● Job and wealth creation in the regions Socio-economic footprint of Veolia's activities in the countries where the Group operates, with regard to direct and indirect jobs supported and wealth created ● Ethics and compliance Percentage of positive answers to the commitment survey question "Are Veolia's values and ethics applied in my entity" ● Access to essential services (water and sanitation) Number of inhabitants benefiting from inclusive solutions to access water or sanitation services under Veolia contracts 		Not applicable	Annual assessment from 2020 of Veolia's impact in 45 countries
		92% of Top 5000	To be determined for a larger audience in 2020
		4.17 million inhabitants.	+12% at constant scope

UN Sustainable Development Goals (SDGs)

Veolia plays a part in all 17 SDGs at different levels and has a direct impact in 13 of them.



(1) Total investment to eliminate coal in Europe by 2030 have been estimated at €1.2 billion.
 (2) For networks serving over 50,000 inhabitants.
 (3) Reference not available or being determined, the 2023 target will be defined during 2020.



OVERVIEW 2019

PRESERVING RESOURCES, IMPROVING ENVIRONMENTAL FOOTPRINTS, AND MANAGING THE MOST COMPLEX ISSUES

RESOURCES

REINVENTING WATER, WASTE AND ENERGY MANAGEMENT TO IMPROVE NOT ONLY PERFORMANCE BUT ALSO THE ENVIRONMENTAL IMPACT



Braunschweig

GERMANY

The city of Braunschweig has chosen Veolia for its energy production: 500 employees will guarantee the 250,000 inhabitants efficient services from the electricity (2,960 km) and gas (1,140 km) networks in compliance with the strictest environmental standards. The plan is to modernize the networks, incorporate

renewable energy plants and develop electromobility in the city. To interact more seamlessly with users, Veolia will implement maintenance including digital solutions, and will develop smart grids. This project contributes to Germany's energy transition to 100% renewable energy by 2050 for the electricity and heating networks.

Nîmes Métropole

FRANCE

Veolia is responsible for producing and distributing drinking water and managing wastewater treatment for Nîmes Métropole's 261,000 inhabitants. With the help of 2,500 connected devices, the "Hypervision 360" real-time control system will save 15 million m³ of water over the contract's term. Biogas from sewage sludge will be used to power the city's buses. Citizen-consumers will also have real-time access to information via their mobile phones. Some will participate in budgetary and strategic decisions about their water and wastewater services.

Sedapal

PERU

In Lima, Veolia will supply Sedapal, Lima's water and wastewater service, with 615,000 water connections serving 2.4 million people in the city's northern sector. The services provided by Veolia include supplying, installing and reading meters, commercial management and network maintenance.

Veolia Huafei

CHINA

Specializing in plastic polymer recycling with 4 production sites in China, Veolia Huafei partners 5 manufacturers in the plastic bottle recycling and sales sector. Annually, they recycle 150,000 metric tons of PET bottle shavings, 20,000 metric tons of polypropylene (PP), 15,000 metric tons of polyethylene (HDPE), 37,000 metric tons of fibers and 47,000 metric tons of recycled plastics. These materials are reused in textile, food and beverage packaging as well as in automotive, household appliances and digital products.

Wellington

NEW ZEALAND

In the Wellington metropolitan area (420,000 inhabitants), Veolia transforms wastewater into new resources. The city's water utility company has entrusted Veolia with the operation of 4 wastewater treatment plants, which treat 165,000 m³ of water daily. Veolia is committed to respecting the Maori communities, in particular the Mana Whenua territorial authority and the Ngati Toa.

Doksan

SOUTH KOREA

Veolia runs Doksan and DSPL, which specialize in the granulation and formulation of high-quality plastics made from recycled polypropylene for use by car manufacturers. Their annual PP pellet production capacity is respectively 12,000 metric tons and 36,000 metric tons.

Bordeaux Métropole

FRANCE

Bordeaux Métropole has entrusted Veolia with the treatment and recovery of household and similar waste for 770,000 inhabitants. Under this public service delegation contract, Veolia will manage 2 energy recovery plants, where the heat produced by incinerators will be converted into heating for 34,000 inhabitants and into electricity for 100,000 inhabitants, and a plastic packaging sorting plant. A "Hypervision" center will centralize data and maximize environmental performance. Open to the public, these sites will also raise awareness about waste recovery. Veolia is therefore helping meet the goals outlined in the "Bordeaux Metropolitan Area 2050, a positive energy territory" initiative.



EXPERTISE

DEVELOPING GLOBAL EXPERTISE
IN COMPLEX TREATMENT OF DIFFICULT POLLUTION
SERVING THE ECOLOGICAL TRANSFORMATION

Barakah

UNITED ARAB EMIRATES

Veolia treats the hazardous waste produced by the Barakah power plant, the first nuclear power plant in the Middle East. In compliance with the regulatory requirements and procedures laid down by Energy Company, which has been mandated by the Emirati authorities to operate the site, Veolia will provide the facilities and personnel needed to sample, sort, store, transport and dispose of the waste.



United Arab Emirates

Kuwait Oil Company

KUWAIT

Kuwait Oil Company has awarded Veolia the contract to build and operate a low-level radioactive waste storage and treatment plant. Veolia will also be responsible for detecting and monitoring radioactivity in the drilling facilities, as well as for transporting, confining and storing the waste prior to decontamination.

Graphitec

WORLD

Graphitec, the new joint structure created by EDF and Veolia – via their respective subsidiaries Cyclife Holding and Asteralis – will meet the challenges of dismantling graphite moderated nuclear reactors. By developing the necessary technologies and engineering, Graphitec will meet the decommissioning needs of some sixty reactors worldwide. Graphitec will launch the project to dismantle the “Chinon A2” nuclear power plant reactor in France in 2022.



Graphitec

KIPIC

KUWAIT

Located in Al-Zour in southern Kuwait, Kuwait Integrated Petroleum Industries Company (KIPIC) is one of the largest petrochemical complexes in the world (615,000 barrels will eventually be produced per day). KIPIC has entrusted Veolia with the operation of the refinery’s wastewater treatment plant with the goal of achieving zero liquid discharge: it will recycle 1,500 m³/h of wastewater per year, incinerate sludge, and provide integrated management of the utilities for the refining, petrochemical and liquefied natural gas facilities.

Sadara Chemical Company

SAUDI ARABIA

For the Sadara Chemical Company – a Saudi Aramco and The Dow Chemical Company joint venture – Veolia will build and operate a hazardous waste and waste-to-energy plant near Jubail. The energy from the waste will be transformed into utilities (steam, heat, water, cold) for industrial customers. Under this long-term contract, Veolia will treat all the waste from PlasChem Park, an industrial area adjacent to the Sadara Chemical complex.



Gujarat

INDIA

Gujarat is a highly industrialized state in India. In partnership with Detox, Veolia operates 4 hazardous industrial waste treatment and recovery facilities there: in Ankleshwar, the first zero liquid discharge facility, which treats 1,000 m³ of wastewater per day and recycles it for industrial use; the hazardous waste incinerators in Dahej (36,000 metric tons per year); the hazardous waste landfill site (3 million metric tons) in Kutch; and in Magnad, the ecological landfill site, which is one of the country’s largest hazardous waste sites (15 million metric tons).

Durban

SOUTH AFRICA

Veolia has positioned itself in hazardous industrial waste treatment in South Africa by integrating the Dolphin Coast Landfill Management (DCLM) teams that manage the country’s largest hazardous waste landfill in KwaDukuza near Durban. Veolia is therefore making all its hazardous waste treatment expertise available to industrial companies in South Africa.

FOOTPRINT

LONG-TERM SUPPORT TO HELP OUR CUSTOMERS
- LOCAL AUTHORITIES AND INDUSTRY - TO IMPROVE THEIR
ENVIRONMENTAL FOOTPRINT



Levice

Levice

SLOVAKIA

Throughout the industrial park in Levice, a town some 150 km east of Bratislava, local energy loops managed by Veolia guarantee the production of heat and cold. The energy services that Veolia provides to the park's customers include heating, air conditioning, gas supply and distribution, and heat, which is also distributed in the city via a district heating network.

Coca-Cola Femsa

COLOMBIA

At Coca-Cola Femsa's bottling plant in Barranquilla, Veolia will be responsible for the utilities' energy efficiency: a 3,000 kW natural gas-fired trigeneration unit will supply steam, cold water

and electricity, reducing the overall energy bill by 11%. Coca-Cola Femsa is working to reduce its carbon footprint and improve its facilities' energy efficiency.



Colombia

AngloGold

GHANA

AngloGold Ashanti, a South African mining company and the world's third largest gold producer, has entrusted Veolia with the operation and maintenance of 4 wastewater treatment plants and 2 drinking water treatment plants at its Obuasi mine in southern Ghana. Veolia guarantees the quality of water treatment and operations-related discharges in accordance with the requirements of the country's Environmental Protection Agency.

Hong Kong

CHINA

Veolia, in partnership with the engineering company Southa, offers new building energy optimization and air quality improvement services for hospitals, schools and shopping centers. This offer is in line with the Hong Kong government's target to reduce the territory's carbon footprint by 70% by 2030, relative to 2005.

Jump (Uber)

FRANCE

Uber's subsidiary Jump has partnered with Veolia to recycle and recover defective parts from self-service bicycles and scooters as part of its drive to improve its environmental footprint. The parts will be repaired or recycled, and over 90% of the materials recovered: plastic and rubber, electronic components, aluminum, metal and precious metals. Veolia will also recycle 200 batteries for Jump at its specialist site in Dieuze (Moselle, France), recovering nickel, cobalt, copper, lithium and manganese. In Paris, Jump manages a fleet of 5,000 electric bicycles and 1,000 scooters.



Danone (Nutricia Cuijk)

Danone

NETHERLANDS

Veolia is helping Danone to reduce its environmental footprint on the new Nutricia Cuijk infant formula production site. Veolia ensures the availability and optimal use of industrial utilities (air, steam, ingredient and process waters) thanks to the Hubgrade smart control center, which maximizes water and heat reuse and recovery. The project represents a new milestone in the alliance between the 2 groups that began in 2016. It contributes to the "One Planet. One Health" vision and Danone's net zero carbon goal for 2050.

INNOVATION

INNOVATING TO ANTICIPATE
AND MEET TOMORROW'S ESSENTIAL NEEDS

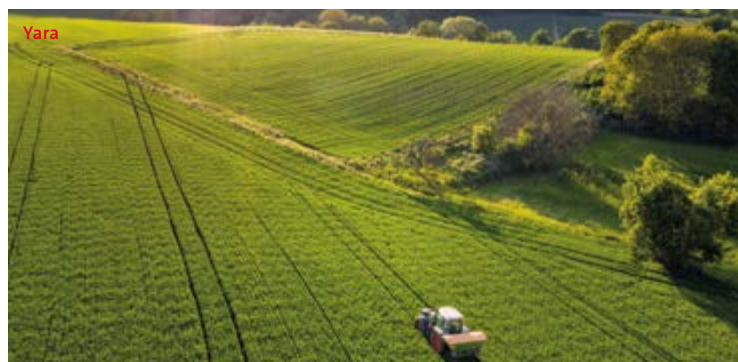
NEW DIGITAL OFFERS AND ARTIFICIAL INTELLIGENCE

Portik United Kingdom

Installed at the Southwark (London) sorting plant, Portik uses artificial intelligence to calculate online the changes in the purity of aluminum scrap using images captured by a camera to improve the sorting plant's operational performance. Portik is the first part of the "Sorting Center 4.0" project, which is more highly automated and has additional functionalities compared to current technologies.

Hubgrade 4.0 United Arab Emirates

In Dubai, Veolia's new Energy and Performance management hub for the Middle East uses Hubgrade 4.0, a new platform for smart monitoring of buildings' energy performance. Based on real-time indicators, this digital solution delivers energy savings, monitors performance and optimizes maintenance activities in line with customer requirements: Progress, Smart, Green or Premium. The platform optimizes smart building management to meet the challenges presented by the digital revolution.



Yara

EUROPE

Veolia and Yara have partnered to develop the circular economy in Europe's food and agriculture sectors. They recycle nutrients from urban, agricultural and industrial waste to make high quality fertilizers and offer soil improvement solutions for agriculture. A circular economy loop already recycles ammonia from green waste and sewage sludge into sodium nitrate, which is then reused in wastewater treatment. Veolia and Yara have launched the Nutrient Upcycling Alliance to revamp the food value chain.

New York City

UNITED STATES

Veolia is bringing its expertise in the field of sustainable energy microgrids to the largest private real estate project in the United States, Hudson Yards. In this new New York City neighborhood with 100 shops, offices and cultural buildings, Veolia has developed a cogeneration plant (13 MW) that produces heat and electricity and provides heating and chilled water, thereby ensuring the buildings' energy resilience. Launched in 2012 on an 11-hectare site west of Manhattan, Hudson Yards is one of the most complex construction projects in the history of New York City.

Le Raincy

FRANCE

Indoor air quality is a major public health issue. The town of Le Raincy (Île-de-France) and Veolia have joined forces to guarantee the quality of air inside 2 schools through an operation that is unique in France. Veolia has transposed its hospital and clean-room technologies to schools to neutralize all sources of air pollution and treat circulating air flows. Sensors continuously monitor temperature, humidity, CO₂, volatile organic compounds and fine particles. A dashboard measures the pollution levels in each classroom. Data is provided to teachers and parents so that they can play an active role in the quality of the indoor air.

Sur

SULTANATE OF OMAN

The Sur seawater desalination plant supplies drinking water to the entire Ash-Sharqiyah region, providing more than 130,000 m³ of water per day for more than 600,000 inhabitants. The plant is equipped with **barrels** (2 m diameter and 10 m long) that can each produce 5,000 m³/day of water and provide digital monitoring of the performance of the filtration membranes. This Veolia innovation reduces the average cost of a desalination plant by 3% to 5%, saves 1.5% in energy and 25% in floor space compared with a system housed in a building. In 2019, nearly 50 desalination projects will be launched worldwide, two-thirds of them in the Persian Gulf.

PLASTIC PACKAGING RECYCLING DEPLOYED

ON A LARGE SCALE

Nestlé World

Nestlé and Veolia teamed up to fight plastic waste and develop collection, sorting and recycling programs in 11 countries in Asia, Africa, Latin America and Europe. To combat plastic pollution, the aim is to achieve 35% recycled material in plastic bottles and 15% in all packaging produced by 2025.

Système U and Carrefour France

To reduce single-use plastic in packaging, Carrefour, Système U, Veolia and their own brand suppliers are joining forces to ecodesign packaging that is reusable, recyclable or 100% compostable by 2025. The aim is to drive change in many areas: packaging, capital goods, new water treatments, biowaste, biogas, food tech, and construction.

Reckitt Benckiser World

Veolia is partnering with Reckitt Benckiser (RB), a leading health, hygiene and cleaning product company, to promote recycling plastic packaging - in line with its commitment to 100% recyclable plastic packaging made of at least 25% recycled materials by 2025. For example, Finish Quantum packaging (for dishwashers) already contains 30% recycled plastic. RB and Veolia are working together to improve collection and sorting, contribute to a circular economy across all value chains and reduce their environmental footprint.



Système U
and Carrefour France

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Resourcing the world

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