

2017

**CORPORATE
PRESENTATION**







THE ESSENTIALS

Our activity


Veolia designs and deploys solutions for **water**, **waste** and **energy** management, participating in the sustainable development of cities and industries.




WATER



Management of the global water cycle, from production and distribution of drinking water to the collection, treatment and recycling of wastewater.



WASTE



Liquid and solid non-hazardous and hazardous waste management
Our expertise covers the entire waste life cycle from collection to recycling, leading to the final recovery of waste as materials or energy.



ENERGY



Energy efficiency, efficient management of heating and cooling networks, green energy production.

Our key figures for 2016

€24,390 M

in revenue

163,226

employees

WATER



100

million people supplied with drinking water

61

million people connected to wastewater systems

4,052

drinking water treatment plants managed

2,928

wastewater treatment plants operated

WASTE



40

million people provided with collection services on behalf of municipalities

45

million metric tons of treated waste

764,477

business customers

591

waste treatment facilities operated

energy



44

million MWh produced

37,339

Heating installations managed

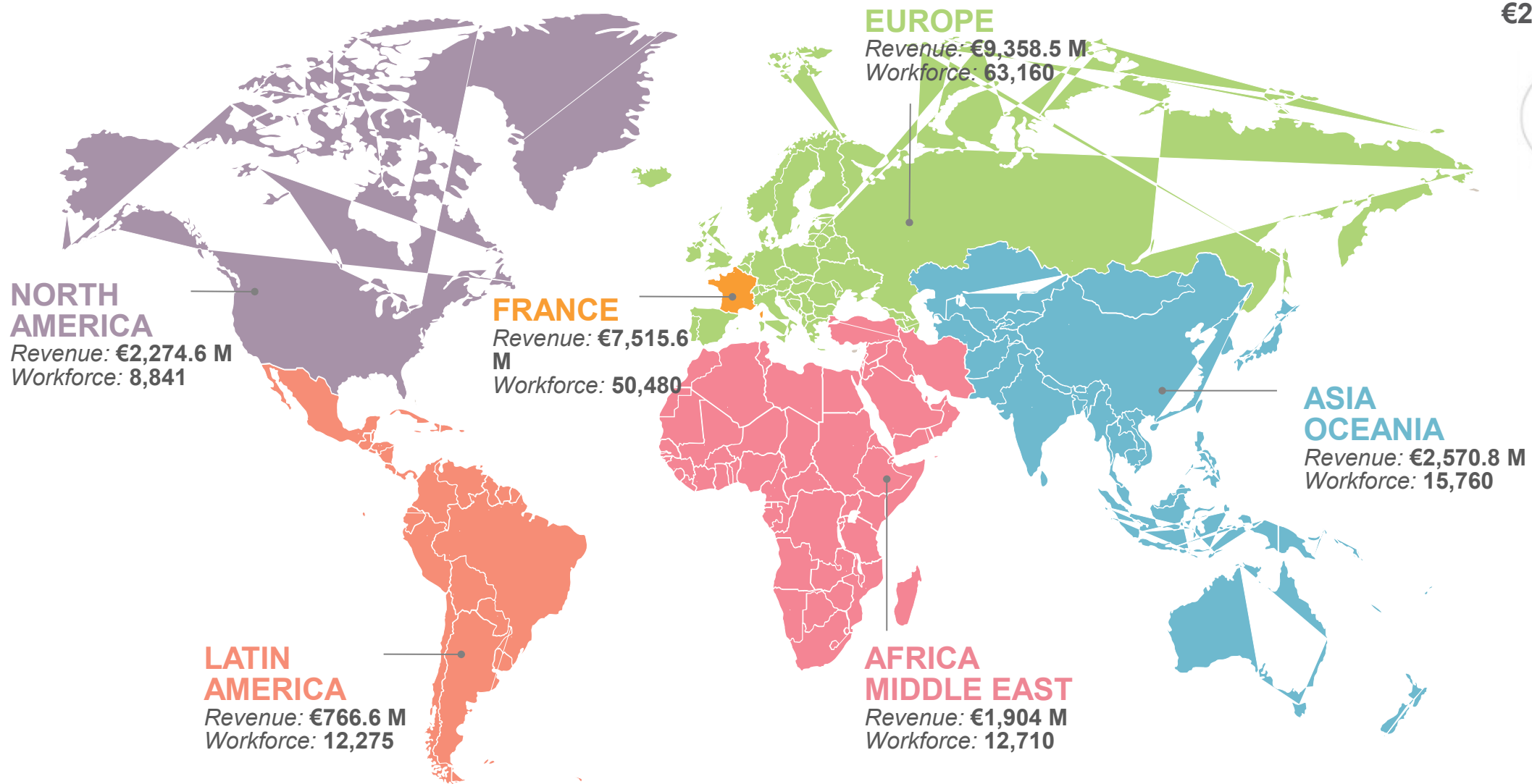
2,086

Industrial sites managed

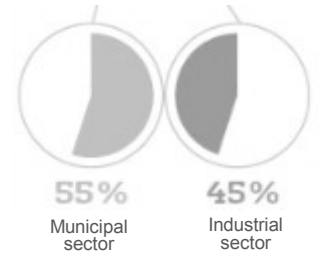
551

heating and cooling networks operated

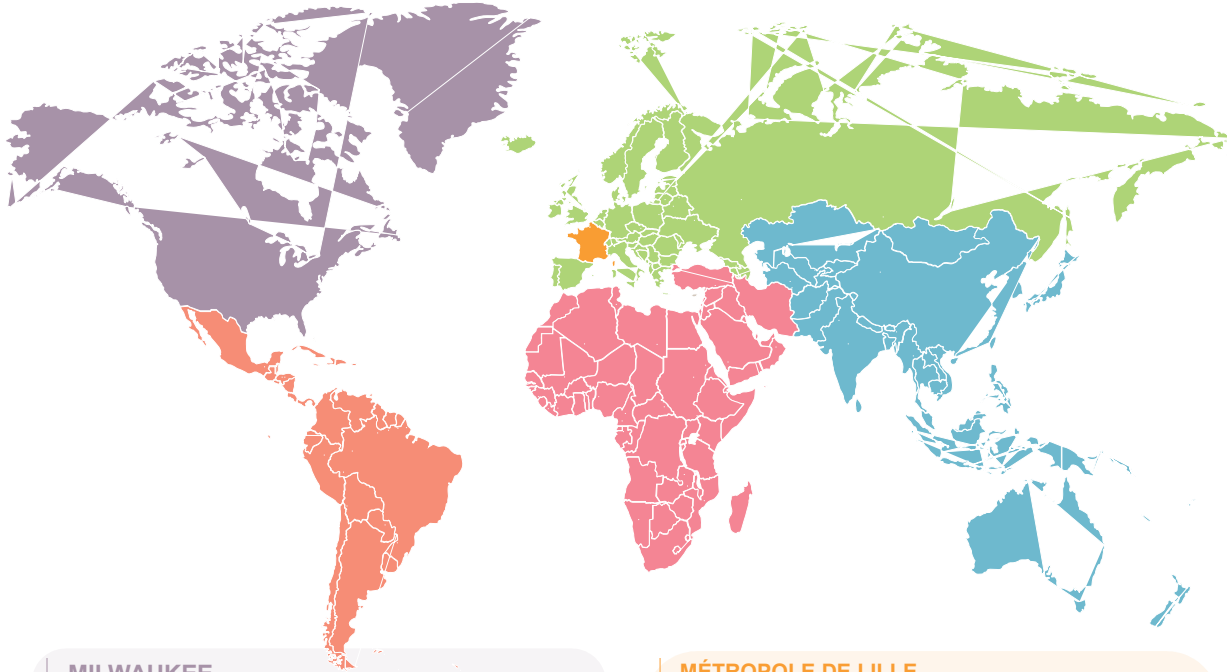
Decentralized organization



€24,390 million
revenue



Our main references in 2016



MILWAUKEE UNITED-STATES

Treatment of the wastewater for 28 municipalities (1.1 M inhabitants) under the country's largest public-private sanitation partnership.

PRETIUM CANADA

Treatment of the effluent from the Brucejack gold mine - one of the largest gold mining projects in the world.

SACMEX MEXICO

Production of drinking water for 2.6 million inhabitants in Mexico.

PEDREIRA BRAZIL

Treatment of 5,500 tonnes of waste per day from the city of São Paulo and industrial and tertiary enterprises in the region.

MÉTROPOLE DE LILLE FRANCE

Inauguration of Vig'ileo, the new smart hypervision center for the 4th largest drinking water network in France (1 million inhabitants).

SEDIF, Syndicat des Eaux d'Île-de-France FRANCE

Inauguration of ServO, the smart control center for the largest water service in France (4.5 million inhabitants).

SDEDA, Syndicat départemental d'élimination des déchets de l'Aube FRANCE

Construction and operation of a new waste to energy facility with a processing capacity of 60,000 tonnes of waste per year.

HERTFORDSHIRE UNITED-KINGDOM

Management of 350,000 t / year of residual waste with energy recovery.

HAMPSHIRE UNITED-KINGDOM

Operation of the county's 26 household waste sorting and recycling centers.

LONDON BOROUGH OF CAMDEN UNITED-KINGDOM

Collection and recycling of municipal waste from a district of 235,000 inhabitants, collection of commercial waste, street cleaning and raising public awareness.

CITY OF WESTMINSTER IN LONDON UNITED-KINGDOM

Sorting, treatment and recycling of household and industrial waste: dry and mixed waste, food waste, bulky waste and street sweepings.

BORAS SWEDEN

Design and construction of a "factory of the future" equipped with state-of-the-art technologies to treat the city's wastewater.

PRAGUE CZECH REPUBLIC

Operation of heating networks on Prague's left bank serving 55,000 housing units as well as municipal and tertiary buildings.

ARMENIA

Operation of all the water and sanitation services throughout Armenia (3 million inhabitants).

ARAMCO SAOUDIA ARABIA

Construction of a 1,000 m³ / h wastewater treatment plant in the Jazan oil complex which manages 400,000 barrels / day of oil.

PETROFAC SULTANATE OF OMAN

Treatment of industrial water and provision of drinking water on the Rabab Harweel oil and gas site.

SINOPEC CHINA

Management of the complete water cycle for the Yanshan petrochemical complex covering cooling water, demineralized water, industrial water, wastewater and drinking water.

HONG KONG CHINA

Inauguration of the largest sludge treatment plant in the world, autonomous in water and energy, capable of treating the sludge from 11 wastewater treatment plants and 7.2 million inhabitants.

SYDNEY AUSTRALIA

Operation and maintenance of two water treatment plants serving 500,000 inhabitants.





**VEOLIA, LEADER
TO MEET THE
CHALLENGES OF
THE 21st CENTURY**

Our mission « resourcing the world »

We contribute to improving access to resources as well as preserving and replenishing them.



Improving

access to resources

Veolia Veolia offers operational solutions that consume fewer environmental resources and are more economically efficient, so as to expand both the potential and the accessibility of the resources available.

Replenishing

resources

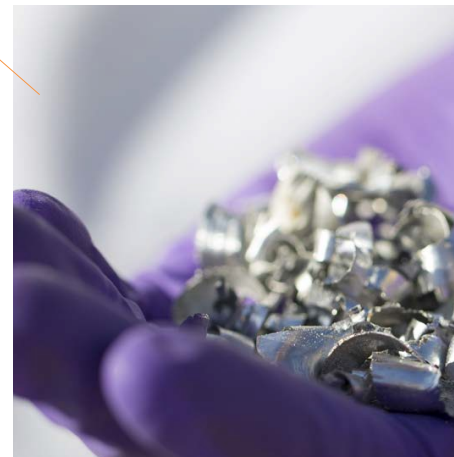
Veolia provides solutions for creating new “secondary” resources that will gradually offset the increasing scarcity of natural “primary” resources, generating new opportunities for social and economic development that protect the environment.



Preserving

resources

Veolia develops solutions to conserve resources and optimize their use, while protecting their quality and efficiency throughout the usage cycle.



Veolia, leader to meet the challenges of the 21st century (1/3)

FOR
THE PLANET



Economic dynamism and expansion of the middle classes in emerging countries

Development of mega cities

More water stressed areas

Water demand is growing **twice as fast** as the population

Growing demand for energy and raw materials

Resource depletion

Veolia, leader to meet the challenges of the 21st century (2/3)

FOR CITIES AND THEIR INHABITANTS



Universal access to essential services in constantly growing and more complex cities

Energy efficiency

Development of a circular economy in urban services and lifestyle

Increased sensitivity of people to the need to **conserve resources**

The **attractiveness, sustainability and competitiveness** of cities and regions



Veolia, leader to meet the challenges of the 21st century (3/3)

FOR INDUSTRY



Water, a strategic growth issue for some industries

The need to boost energy efficiency for competitiveness

Integration of circular economy solutions in production processes

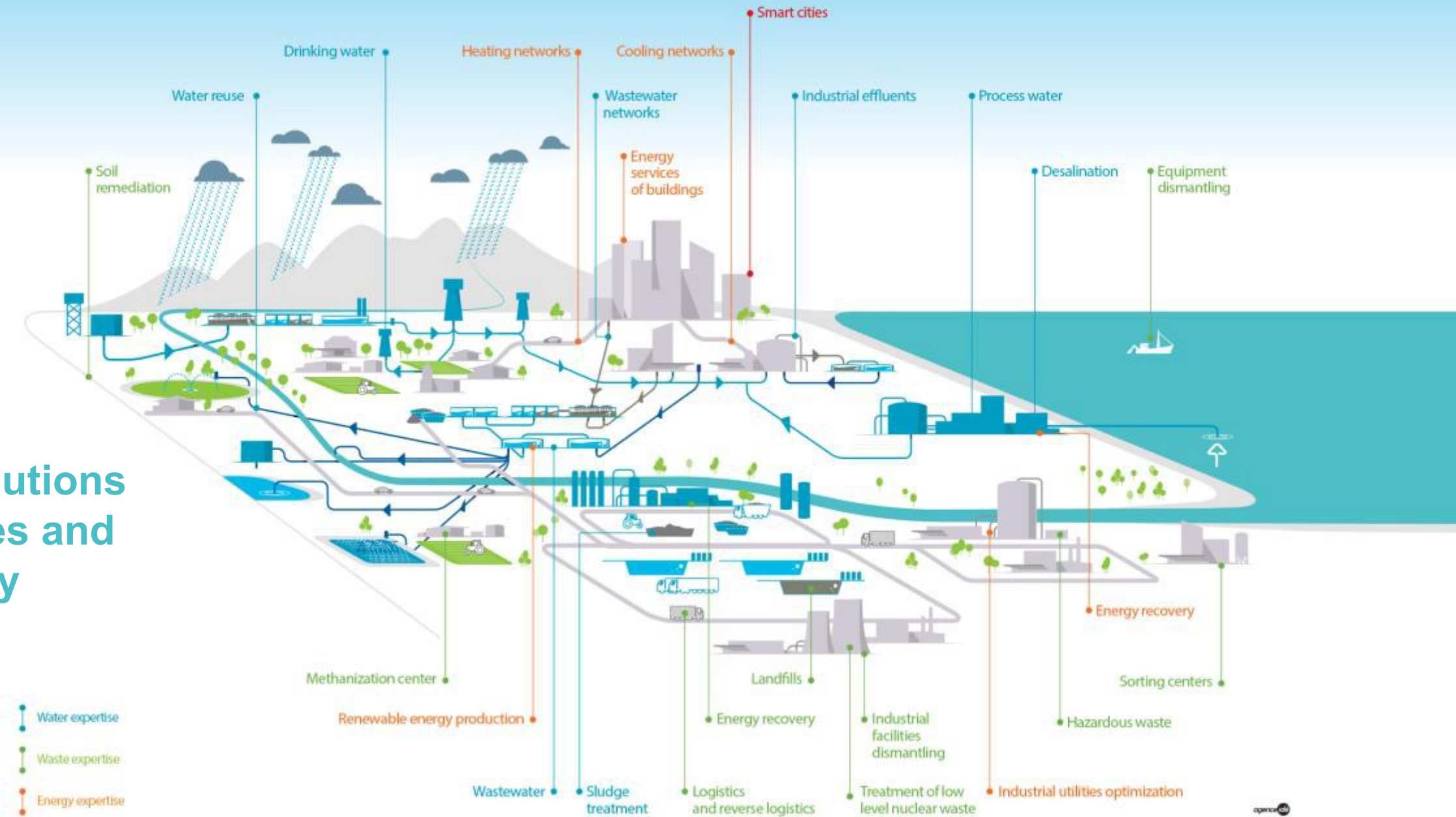
The treatment of some types of **difficult pollution**

Reducing environmental impact, condition for **business development**



**OUR SOLUTIONS
FOR OUR
CUSTOMERS**

Our solutions for cities and industry



Our solutions for cities (1/5)

THE RESILIENT CITY



Increasing urbanization, violent weather events and pressure on resources require smart planning of urban infrastructure and services. Increasing the resilience of cities by anticipating and reducing risks also enhances the attractiveness of the area.

In **New Orleans** (United States) Veolia and its partner Swiss Re have put a plan in place to evaluate 200 critical infrastructures in order to improve the resilience of the city.

Our solutions for cities (2/5)



THE INCLUSIVE CITY

Inclusive cities promote access to essential services for the most vulnerable people. They involve their citizens and stakeholders in the definition and in the operation of their services.

Operating for the last 10 years in **Erevan - the Armenian capital** – Veolia will be supplying drinking water and sanitation to the entire population of the country (3 million people) by 2030.

Our solutions for cities (3/5)



THE CIRCULAR CITY

By saving resources, the circular city promotes growth, creates jobs, secures its supplies and reduces its CO₂ emissions. In local loops, it encourages local players to recycle and extend the duration of use of materials. It sets up economies of functionalities in order to share infrastructure and services.

In **Sydney** (Australia) Veolia turns the city's organic waste into fertilizer and biogas. This green energy generates electricity for 3,600 homes and a fish farm.

THE LIVABLE CITY



The livable city promotes the well-being of its residents. It protects biodiversity and reduces its environmental footprint by using renewable energy. In eco-districts, it maximizes the quality of the living environment with high environmental performance solutions.

In the booming city of **Buenos Aires** (Argentina), Veolia optimizes city center waste collection thanks to the deployment of 170 vehicles and 3,000 geolocalized containers.

Our solutions for cities (5/5)



THE SMART CITY

The smart city improves its competitiveness, attractiveness and durability, thanks to the data it collects to create new joined up urban services. More efficient and transparent, it better meets the expectations of citizens and businesses, by optimizing its operation and resources.

In Lille, Veolia has created **Vig'iléo** - its smart control center for one of the largest drinking water networks in France - in order to improve its efficiency and preserve resources.

MINING, METALS AND ENERGY INDUSTRIES



Market cyclicality, scarcity of natural resources and greater environmental responsibility: these industries face a number of challenges that encourages them to better reconcile productivity and sustainability. Veolia is a partner of choice for over a hundred of these industrial customers.

In 2016, **Pretium** chose Veolia to treat effluent from the Brucejack gold mine in Canada - one of the largest gold projects in the world. The Group thus ensures the mining company complies with the very stringent environmental discharge standards.

Our solutions for industry (2/6)



FOOD AND PHARMACY / COSMETICS INDUSTRIES

Veolia supports these sector players by implementing innovative water, waste and energy management solutions, which help them reduce their environmental footprint, optimize their operational performance and strengthen their brand image.

In an unprecedented alliance, Veolia develops innovative water, energy, plastics and industrial waste management solutions for **Danone**. This partnership is in line with the climate policy introduced by the food group, which has set itself the target of zero net carbon emissions by 2050. On the Molay-Littry site Veolia is transforming the packaging waste from 60 dairy products into secondary raw materials.



THE OIL AND GAS AND CHEMICALS INDUSTRIES

Increasing global demand, extremely volatile prices, increasingly stringent environmental regulations... Veolia helps oil, gas and chemical companies optimize their costs and production while reducing their ecological footprint.

Sinopec, the largest refiner in China and Asia, has chosen Veolia to manage the entire water cycle on its Yanshan petrochemical complex near Beijing. The objective is to optimize water consumption and increase the rate of water recycling in order to reduce the site's water footprint and meet the most stringent standards in the world.



THE CIRCULAR ECONOMY

In a world where resources are scarce, Veolia develops circular economy solutions for and with its customers, making some people's waste someone else's resource. The Group creates local loops between players operating in the same territory.

Thanks to its plant in **Vroomshoop** in the Netherlands, Veolia is the European leader in plastics recycling and in the production of recycled plastic. This competitively priced secondary raw material, used in particular to make household electrical appliances, has the same qualities as a virgin polypropylene.

THE DIFFICULT POLLUTION



The pharmaceutical, chemical, petroleum, metallurgical and nuclear industries are producing increasingly large amounts of hazardous waste. Against the backdrop of an ever more stringent regulatory framework, Veolia offers them its unique know-how which enables them to efficiently treat their waste.

Veolia's **Nuclear Solutions** business offers the nuclear industry the most complete range of technologies, expertise, and services for cleaning up and dismantling installations and treating low and intermediate level waste.

Our solutions for industry (6/6)



END OF LIFE INDUSTRIAL FACILITY MANAGEMENT

The increase in the number of end-of-life industrial facilities and the amount of end-of-life equipment offers Veolia significant prospects for growth. On this market, the Group has strengthened its expertise throughout the entire value chain, including decommissioning, decontamination, compliance, and material recovery.

On the North Sea **Lutelandet** site, Veolia is dismantling and recycling a 14,000 metric ton oil platform in one operation. 99.7% of the recovered materials - precious metals, steel, electrical equipment, etc. - will be recycled.



OUR COMMITMENTS TO SUSTAINABLE DEVELOPMENT

Our 9 commitments for sustainable development

1

**SUSTAINABLY MANAGE
NATURAL RESOURCES BY
SUPPORTING CIRCULAR ECONOMY**

2

**CONTRIBUTE
TO COMBATING CLIMATE CHANGE**

3

**PROMOTE AN ECO-FRIENDLY
APPROACH TO CONSERVE
BIODIVERSITY**

4

**BUILD NEW MODELS
FOR RELATIONS AND VALUE
CREATION WITH OUR STAKEHOLDERS**

5

**CONTRIBUTE
TO LOCAL DEVELOPMENT**

6

**SUPPLY AND MAINTAIN
SERVICES CRUCIAL TO HUMAN
HEALTH AND DEVELOPMENT**

7

**GUARANTEE A HEALTHY
AND SAFE WORKING ENVIRONMENT**

8

**ENCOURAGE THE PROFESSIONAL
DEVELOPMENT AND COMMITMENT
OF EACH EMPLOYEE**

9

**GUARANTEE RESPECT
FOR DIVERSITY
AND HUMAN AND FUNDAMENTAL
SOCIAL RIGHTS WITHIN THE COMPANY**

Our commitments for sustainable development (1/3)

RESOURCING THE PLANET

1

SUSTAINABLY MANAGE NATURAL RESOURCES BY SUPPORTING CIRCULAR ECONOMY

2020 TARGET:

Achieve **€3.8 billion** in circular economy related revenue.

2016 PERFORMANCE:

€3.5 billion.

2

CONTRIBUTE TO COMBATING CLIMATE CHANGE

2020 TARGET:

- . Achieve **100 million** metric tons CO₂ equivalent of reduced emissions and **50 million** metric tons CO₂ equivalent of avoided emissions for the period spanning from 2015 to 2020.
- . Capture over **60%** of methane from the landfills we operate.

2016 PERFORMANCE:

- . **29.4 million** metric tons CO₂ equivalent reduced and **12.4 million** metric tons CO₂ equivalent avoided, since 2015.
- . **53%** of methane captured.

3

PROMOTE AN ECO-FRIENDLY APPROACH TO CONSERVE BIODIVERSITY

2020 TARGET:

Carry out a diagnosis and deploy an action plan in **100%** of sites with significant biodiversity issues.

2016 PERFORMANCE:

Diagnosis and action plan in **40%** of the sites identified.

Our commitments for sustainable development (2/3)

RESOURCING THE REGIONS

4

BUILD NEW MODELS FOR RELATIONS AND VALUE CREATION WITH OUR STAKEHOLDERS

2020 TARGET:

Have entered into a major partnership based on value creation in each zone and each growth segment.

2016 PERFORMANCE:

Examples of major partnerships signed: **Danone, IBM, Takeei, EPM, Swiss Re.**

5

CONTRIBUTE TO LOCAL DEVELOPMENT

2020 TARGET:

Maintain above **80%** the percentage of Veolia's spending reinvested locally.

2016 PERFORMANCE:

84.8% (average calculated for the principal areas representing **68%** of 2016 revenue).

6

SUPPLY AND MAINTAIN SERVICES CRUCIAL TO HUMAN HEALTH AND DEVELOPMENT

2020 TARGET:

Contribute to the United Nations sustainable development goals, as we did to the Millennium Development Goals.

2016 PERFORMANCE:

7.2 million people connected to a drinking water supply and more than **3.3 million** to a sanitation service.

Our commitments for sustainable development (3/3)

VEOLIA'S PEOPLE

7

GUARANTEE A HEALTHY AND SAFE WORKING ENVIRONMENT

2020 TARGET:

Achieve an accident at work frequency rate of **6.5** or less.

2016 PERFORMANCE:

Frequency rate: **9.92**.

8

ENCOURAGE THE PROFESSIONAL DEVELOPMENT AND COMMITMENT OF EACH EMPLOYEE

2020 TARGET:

- . Provide training to over **75%** of employees every year.
- . Maintain management's commitment rate at over **80%**.

2016 PERFORMANCE:

- . **73%** of employees have undergone training.
- . Manager commitment rate: **86%**.

9

GUARANTEE RESPECT FOR DIVERSITY AND HUMAN AND FUNDAMENTAL SOCIAL RIGHTS WITHIN THE COMPANY

2020 TARGET:

Achieve **95%** of employees with access to social dialogue devices.

2016 PERFORMANCE:

Over **90%** of employees covered by social dialogue arrangements.



THE WOMEN AND MEN OF VEOLIA

Veolia's commitment to its employees



CONSTANT VIGILANCE:

improve **safety** and **ensure occupational health** within activities.

INTERNATIONAL COMMITMENT

Veolia signed the International Labor Organization's Seoul Declaration recognizing health and safety at work as a basic human right in 2013.

COMPREHENSIVE MANAGEMENT

Veolia deploys a comprehensive and efficient health and safety prevention management system based on audit programs and corrective action.

- A center of excellence with **15** world specialists and **130** local correspondants.

- **More than 40%** of training hours devoted to health and safety every year.

- 2016 Accident frequency rate: **9.92.**

- Objective of reducing the accident frequency rate by **10%** per year.

Qualified and committed employees serving our customers



GROUP VALUES SHARED BY ALL:
Responsibility, solidarity, respect,
innovation and customer focus.

PROACTIVE TRAINING POLICY

Veolia trains Veolia is the principle of an extensive training and skills development system allowing Group employees to meet the challenges of innovation and constant development of its activities.

CAREER DEVELOPMENT FOCUSED ON QUALIFICATIONS

Veolia's development in growth sectors requires the renewal and expansion of knowledge supported by personal career development.

COMMITMENT TO DIVERSITY

Veolia is a socially responsible employer and, as such, must ensure non-discrimination and mutual respect between employees. Respect for diversity and equal opportunities is supported internally by a policy and action plans.

The international "Campus Veolia" network operates in **10 countries**, issuing diplomas, certifications and accreditations habilitations.

73% of employees received training in 2016.

Almost 7,500 promotions in 2016.

Over 1,900 employees benefited from geographical and functional mobility in 2016.

Percentage of women in management :
25.5%.



**VEOLIA INNOVATES
FOR ITS
CUSTOMERS**

Veolia innovates for its customers (1/2)



AN INTERNAL RESEARCH STRUCTURE

with skills and expertise in the scientific world.



AN OPEN INNOVATION APPROACH

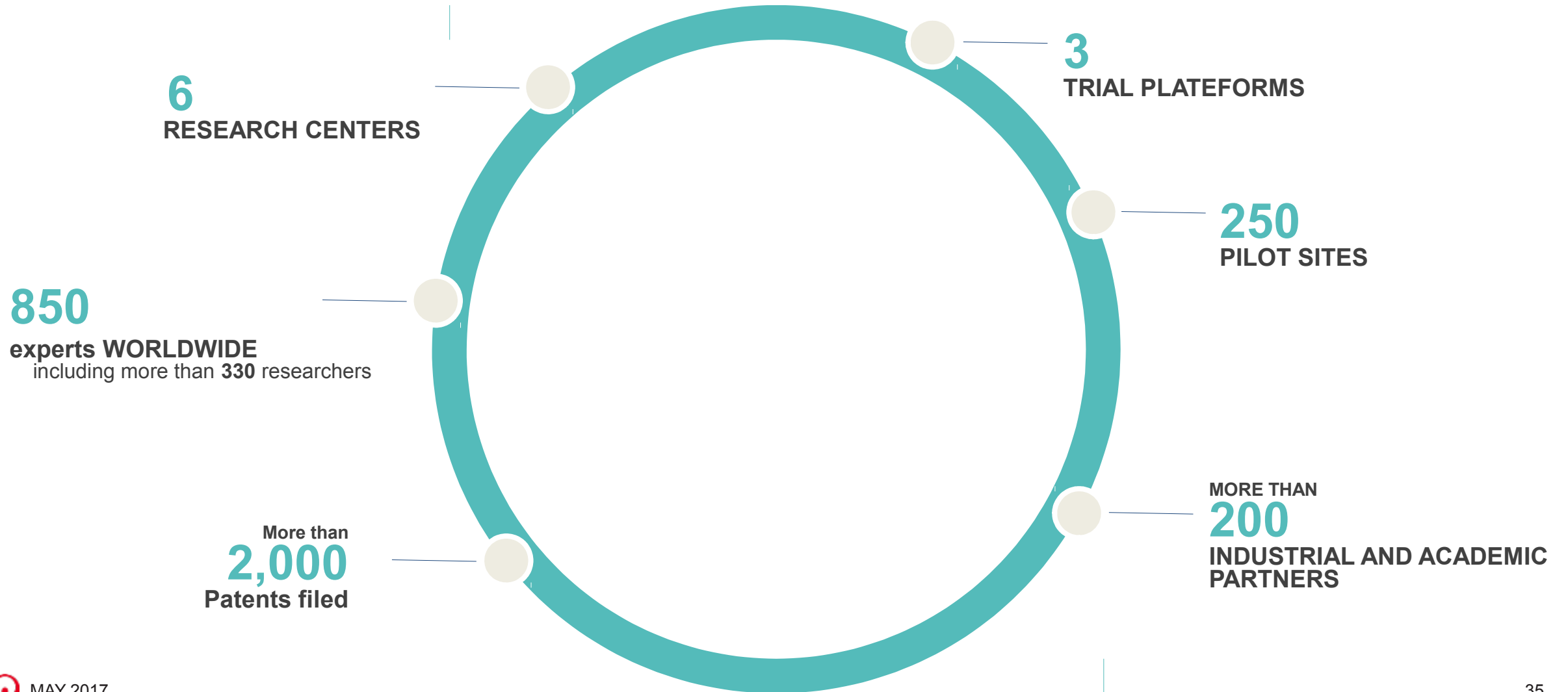
through the Veolia Innovation Accelerator (VIA) program, identify the most innovative start-ups and high technological value innovations in order to enhance services to customers.



CUSTOMER FOCUSED INNOVATION

to improve the performance and productivity of their activities by anticipating their future needs.

Veolia innovates for its customers (2/2)





OUR HISTORY

More than 160 years of industrial history

OUR ORGANIZATION

An integrated group for sustainable growth

Our experience



1853
1900

Drinking water is delivered to cities to meet the challenge of urbanization.



1900
1939

Wastewater services, waste treatment and access to energy expand on a large scale.



1945
1992

Environmental services provide support for reconstruction and the industrial growth.



1992
2013

A concern for sustainable development gradually emerges as a global priority.



2014
...

In the face of growing scarcity, resource management must be reinvented to create a new economic and social dynamic.

2014
THE NEW
Veolia
Resourcing
the world

1853
FOUNDING
of Compagnie
Générale
des Eaux

2003
The group
is renamed
Veolia
Environnement

Our organization

THE VEOLIA EXECUTIVE COMMITTEE, a cohesive team dedicated to deploying a coherent strategy



Antoine Frérot
Chairman and
Chief Executive Officer



Laurent Auguste
Senior Executive Vice
President, Development,
Innovation and Markets



François Bertreau
Chief Operating Officer



Estelle Brachlianoff
Senior Executive
Vice President,
UK & Ireland



Régis Calmels
Senior Executive
Vice President, Asia



Philippe Capron
Chief Financial Officer



Philippe Guitard
Senior Executive
Vice President,
Central & Eastern
Europe



Patrick Labat
Senior Executive
Vice President,
Northern Europe



Jean-Marie Lambert
Senior Executive
Vice President,
Human Resources



Claude Laruelle
Director of Global
Enterprises



**Helman le Pas
de Sécheval**
General Counsel

AN INTEGRATED GROUP FOR GREATER AGILITY AND PERFORMANCE:

A single Veolia per country,
with a management structure based
on **11 geographic zones.**
Cross-functional strategic
departments to bring us closer to
our customers and optimize our
performance: Innovation and
Markets, Technical and Performance.

The Veolia Foundation

1,400

PROJECTS

backed since its creation

180

HUMANITARIAN

emergency and
development
assistance missions



ESTABLISHED IN 2004,
THE VEOLIA FOUNDATION
SUPPORTS NON-PROFIT
GENERAL INTEREST ACTIONS
THAT CONTRIBUTE
TO THE SUSTAINABLE
DEVELOPMENT OF
THE TERRITORIES

www.fondation.veolia.com

3 priority areas of intervention:

humanitarian emergencies

- and development assistance,
- employment support
- and social cohesion,
- environmental protection
- and biodiversity.

Employees that get involved:

- Each project is sponsored by one of the Company's employees.
- During its missions, the Foundation offers its partners, international associations and institutions the skills of volunteer employees who belong to « Veoliaforce ».

The Veolia Institute

Created in 2001,
the Veolia Institut
is an environmental
foresight institute :

www.institut.veolia.org



International forum for discussion and exchange on issues at the interface

- of society and the environment.
- The Institute engages in prospective activities, partnerships with universities, research organizations, players on the ground such as members of NGOs so as
- to clarify the environmental stakes over the coming decades.

Its main tools:

International conferences

Two journals, FACTS Reports and S.A.P.I.EN.S

- Study partnerships.
- This original platform favours the company's innovative modes of interaction with civil society.

In 2015, the Institute was recognized as an « **NGO observer** »
by the United Nations Framework Convention on Climate Change.

40
PARTNER
ORGANIZATIONS

institutions, ministries, sponsors,
NGOs, think-tanks

350
LECTURERS

for a total of 3,000 participants
in 6 different countries

400
ARTICLES

published in 2 journals
S.A.P.I.EN.S and FACTS Reports



Resourcing the world  **VEOLIA**