

Reinventing Veolia's businesses

Press Day January 24, 2013





Antoine FREROT

Chairman and Chief Executive Officer



Agenda

- 9h00 – Antoine Frérot

- 9h45 – Jean-Michel Herrewyn
- 10h05 – Q&A session

- 10h25 – Franck Lacroix
- 10h45 – Q&A session

- 11h05 – Break

- 11h20 – Jérôme Le Conte
- 11h40 – Q&A session

- 12h00 – Conclusion Antoine Frérot
- 12h05 – Q&A session
- 12h45 – Lunch



Agenda

- The Company's strategy
- Transformation
- Our businesses
 - Water
 - Energy Services
 - Environmental Services



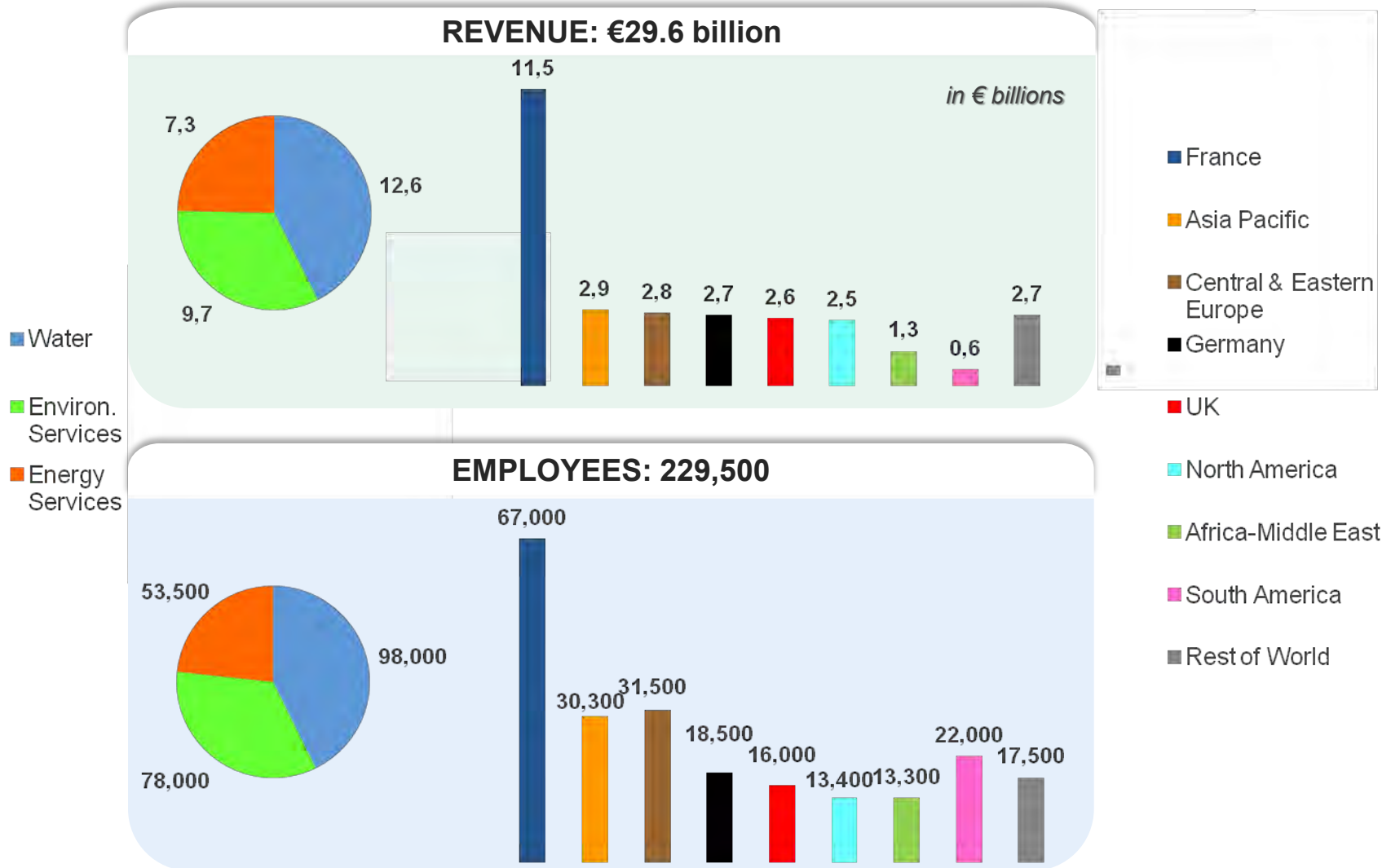
Veolia offers solutions to the greatest challenges of the century



- Population and urbanization:
 - 9 billion inhabitants worldwide in 2050
 - The doubling of the urban population in emerging countries

=> Cities will accommodate more people in 35 years than in the entire history of mankind
- Complexity:
 - The management of environmental issues in large cities or industries
 - Sustainable management, smart cities, integration of digital technologies
- Environment:
 - Pollutions that are more difficult to treat
 - Water, raw materials, energy: resources that are increasingly rare and in greater demand
 - Strong industrial growth in emerging markets
 - Global industrial companies which aspire to apply the same environmental standards everywhere
- Technical and scientific progress

Key 2011 figures*



40 countries with more than €5 million in capital employed by the end of 2013

* Figures excluding VTD

To become The Industry Standard for Environmental Solutions

The benchmark Company...

- ... Not a company among others, even if the largest...
- ...but a company that cultivates differentiation through its innovation and marketing

The Industry Standard: Internally:

three-fold mutualization...

- Of our operations
- Of our commercial offering
- Of our support functions

Externally: the conquest of large scale markets, and therefore industrial clients

The Environment, DNA of the Company

- Ability to develop integrated offerings, addressing environmental issues in the entirety of our 3 businesses
- Focus on markets where environmental issues are the most acute



Our 5-year strategic objectives



Concentrate on large scale markets with significant environmental issues...

- *... where we can bring differentiated expertise, and be compensated in a profitable manner*



Increase our revenue from industrial clients
from ~35% today to more than 50%



Move toward the most dynamic geographies



Evolve our business models

Rely on our growth platforms

- Veolia Water in Central and Eastern European countries
- Veolia Water in China

- Veolia Environmental Services in the United Kingdom
- Veolia Environmental Services, Hazardous waste activities

- Veolia Energy Services in Central and Eastern Europe
- Veolia Energy Services, Energy Efficiency activities



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Concentrate on large scale environmental issues and be compensated in a profitable manner



*Markets that combine added value
and growing volumes*

- The most difficult pollutions
- Solutions to growing scarcities
- Management of large, complex public services
- Emerging problems likely to develop rapidly
 - Non-conventional energies: shale gas, oil sands
 - Dismantling nuclear facilities
 - New pollutants (ex.: residual pharmaceuticals)
- Supporting industrial clients in their environmental agenda
 - Ex. : Mines, Oil and Gas, Food/Nutrition, Cosmetics



Drive growth in biomass



Smurfit plant – *France, Facture*

- Largest centralized electricity production facility utilizing biomass in France



Anaerobic digestion plant – *France, Arras*

- Waste transformed into resources (methane and fertilizer)



Biogas plant – *Germany, Braunschweig*

- Production of biogas from agriculture crop residue
 - Irrigated with treated wastewater
 - Fertilized with sewage sludge



Dismantling of nuclear plants



A market with strong potential...

- France is n°1 worldwide in the electronuclear cycle
 - CEA - AREVA – EDF
- A market potential in France of ~ €32bn¹ for the dismantling of nuclear plants

... in which Veolia has a unique position

- Veolia has already recognized expertise
 - ANDRA: storage management of weakly radioactive waste
 - CEA Saclay: operation of the effluent pre-treatment facility
 - Fukushima: emergency management with Areva and the CEA
- Veolia has the expertise and the necessary critical mass in order to pursue development of this market

Veolia is committed to developing specialized solutions for the dismantling and remediation of nuclear plants

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Evolve our business models



Increase our revenue from industrial clients



4 background trends bring long-term growth potential in industrial markets

- Increasingly rare resources (Water, Raw materials, Energy)
- More stringent environmental regulations
- The utilization of ever more complex and large scale processes
- Multinational companies seeking global providers

*Opportunities
for Veolia*

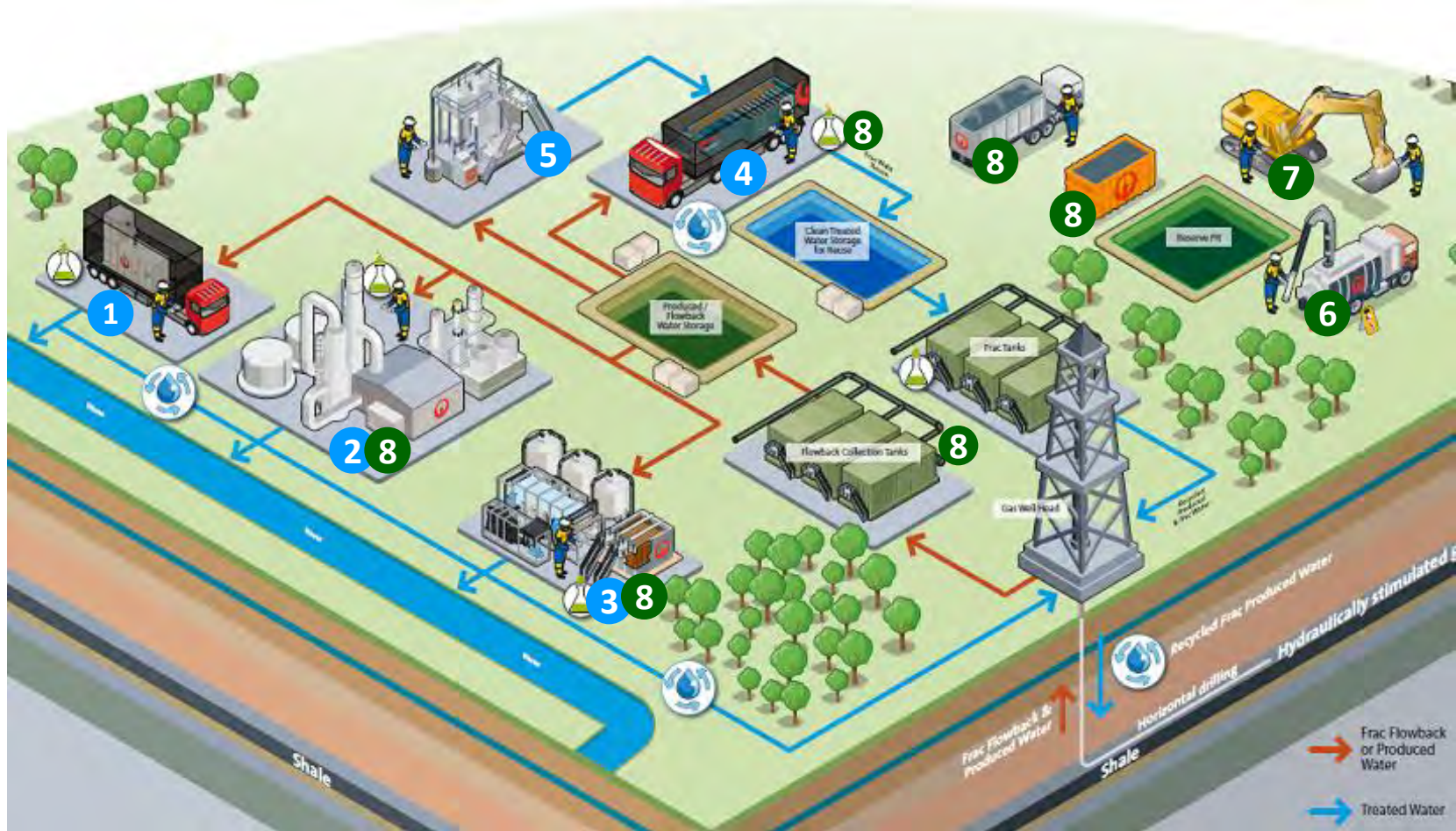
3 industrial segments attractive for VE

- Industries that are significant resource consumers / with strong environmental constraints (oil & gas industries...)
- Industries that produce recyclable effluents / waste (food industry)
- Industries with strong CSR and brand image(luxury goods...)



Shale gas

Initial contracts in the USA and Central Europe



- 1 Mobile water treatment (evaporation) → discharge / reuse
- 2 Water treatment (evaporation & crystallization) → discharge / reuse
- 3 Water treatment (reverse osmosis) → discharge / reuse
- 4 Mobile water treatment → reuse

- 5 Water treatment for odor control
- 6 Vacuum truck service for liquid waste
- 7 Soil remediation
- 8 Solidification

Our 5-year strategic objectives



Concentrate on large scale markets with significant environmental issues...

- *... where we can bring differentiated expertise, and be compensated in a profitable manner*



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from ~35% today to more than 50%



Move toward the most dynamic geographies



Evolve our business models



Move toward the most dynamic geographies



Structural trends drive growth in these markets

- Economic growth > 3 % per year
- Markets with secure long term prospects
- Markets with a high environmental component
- Markets supported by regulatory changes

*Opportunities
for Veolia*

Growing markets

- Growing geographies (GDP)
 - Central and Eastern Europe
 - China
 - Asia outside of China
 - Middle East
 - Australia
 - Latin America
- UK PFIs¹
- Hazardous waste
- Energy Efficiency



Achieve more than 50% of revenue from growing markets



Large metropolitan cities: India, Nagpur

“Continuous water service for the entire city”



Context of challenge

- 3 million residents, of which 36% live in slums
- A failing water service, 60% leakage rate and water only available a few hours per day
- The ambition to become a showcase

Solutions

- Continuous service accessible to all, including the most disadvantaged constituents
- Success of the pilot zone (10% of the city), under Veolia management since 2007
- 5 years of work to upgrade and expand the water production and distribution infrastructure (2,500 km) and install more than 300,000 meters
- First public private partnership signed in India for an entire city

Results

- At the end, individual connection of 100% of households, including those in the slums, and “24/7” service in line with international standards
- A replicable model for large metropolitan cities in India



Hazardous waste in China



Context of challenge

Support industrial development in China by providing exemplary hazardous waste treatment

Solutions

- Veolia is the leader by a wide margin in the management of hazardous waste in China, with 8 facilities operated or planned to serve industrial customers in 6 major provinces: Guangdong, Zhejiang, Jiangsu, Hebei, Hunan and Tianjin
- Integration of all processes: energy recovery, physio-chemical treatment, recycling, solidification and landfill
- Treatment of all categories of hazardous waste
- Advanced technologies that meet international standards

Results

- The most prestigious awards granted by national Environmental and Development agencies



Our 5-year strategic objectives



Concentrate on large scale markets with significant environmental issues...

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Move toward the most dynamic geographies



Evolve our business models



Evolve our business models

STRONG AXES OF CHANGE FOR OUR BUSINESSES...

- Reinvent our core businesses
- Evolve business models
- Better serve our customers

... TRANSLATES IN A CONCRETE MANNER FOR OUR CLIENTS

- Collection incentive
- Biomass
- Smart metering
- To serve the operator, rather than be the operator
- Profit sharing
- Solutions compatible with municipal operations
- Reduced costs for our customers





Develop outside of traditional models



BY LEVERAGING OUR EXPERTISE AND EXPERIENCE

Smart grids

Response to financial, health and environmental challenges:

- Dynamic network management
- Inductive data analysis
- Smart metering and radio solutions now available at an affordable cost

Data operations
via



Sludge treatment

Transform waste into a resource:

- New higher performance facilities:
 - *Lille - Marquette, La Réunion - Le Prado*
- Old wastewater treatment plants upgraded:
 - *Montpellier – Meara, Rouen - Emeraude*



Co-management and profit sharing

Win-win partnerships:

- Veolia brings its expertise and operational experience
- The client remains “in charge”
- First contracts in North America:
 - *New York, Winnipeg, Pittsburgh*





Sell energy efficiency



THE ENERGY PERFORMANCE OFFER

The client's problem

- The increase and lack of visibility of energy costs for buildings

Veolia's offer

- The Energy Performance Offer: a contract for overall energy savings

A win for the customer...

- Energy savings (around 20 %) and net financial savings (around 10%) immediate and guaranteed throughout the duration

... and for Veolia

- Potentially high profitability (profit sharing)
- Limited investment required



Target the best growth opportunities

In the industrial sector
Within growing markets

Protect profitability in mature geographies

i.e. standardize our operations
and our support functions

Reinvent Veolia to become

The Industry Standard for Environmental Solutions

- To be the benchmark company in large scale environmental markets
- with more than 50% of revenue from industrial clients
- more than 50 % of revenue from growing markets
- and new business models

Agenda

- The Company's strategy
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 - Water
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In order to build the new Veolia

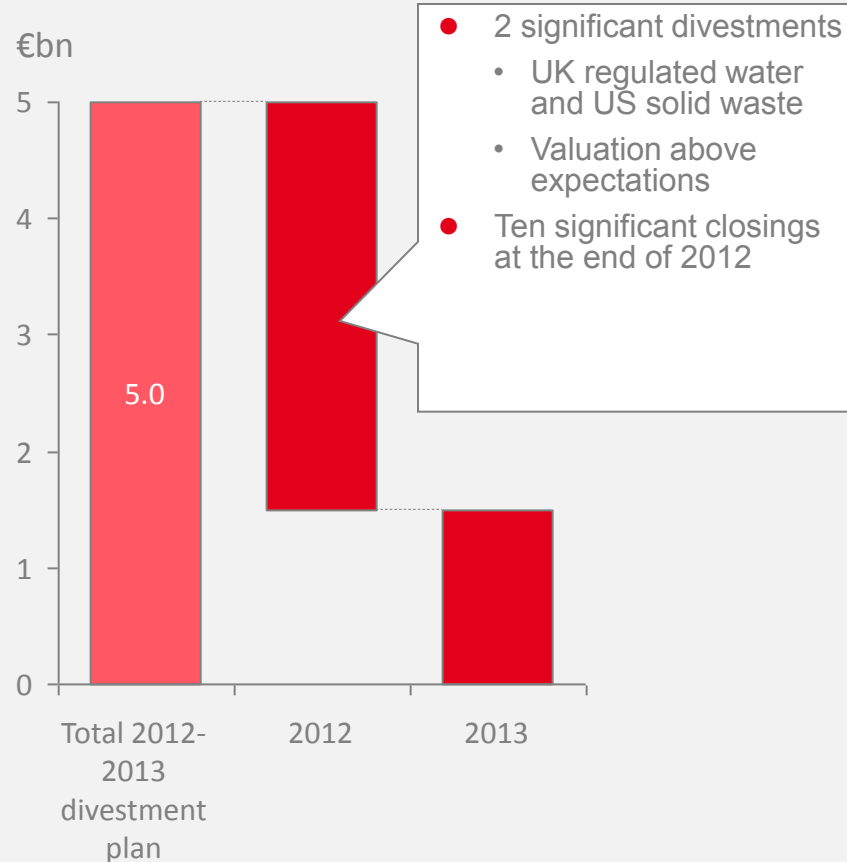


- Continue to deleverage
- Reduce costs
- Mutualize the Company's operations in order to structurally improve its efficiency and adapt its organization

Continue to deleverage: the divestment plan



A divestment plan well underway...



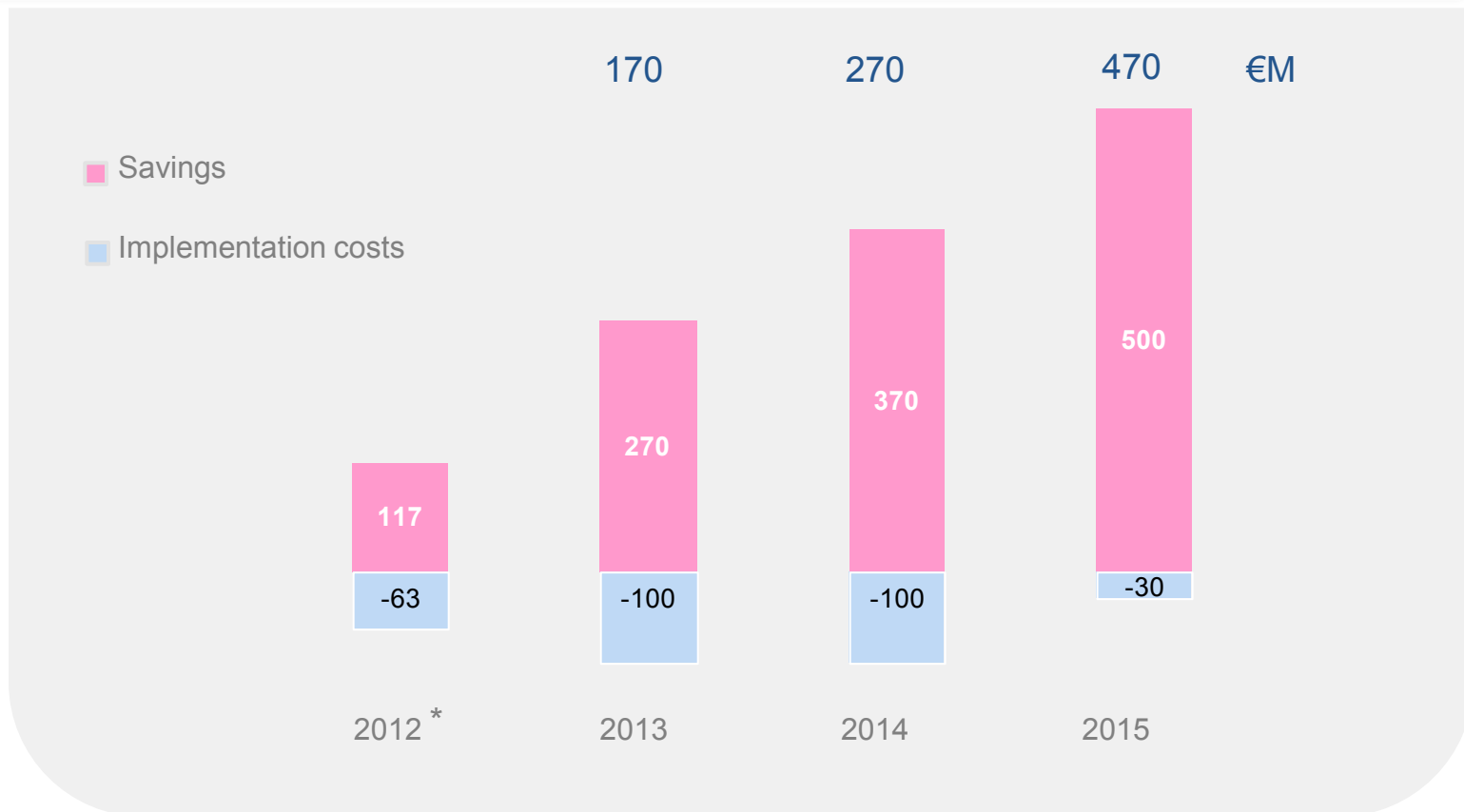
...which will continue until 2013-end to achieve a total objective of €5bn, with

- The achievement of the partial divestment of Veolia Transdev
- The completion of the refocusing program

Reduce costs



TOTAL NET IMPACT ON OPERATING INCOME



* Estimated on an anual basis – publishet the 30/9/12

Mutualize the Company's operations and adapt its organization



Guidelines

Impact on the Company's organization

Operational excellence

- Establish an Operations leadership for each division
- Standardization of operating processes
- Establish internal benchmarks within business lines and share best practices

Support function excellence

- Establish global back office management
- Geographic mutualization of transactional activities and in certain areas of expertise

Commercial excellence

- Creation of a global organization for commercial development
- Modular design offerings
- Focus the Company's commercial resources on the most attractive markets

▶ Leverage the Company's size throughout



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 - Energy Services
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Jean-Michel Herrewyn

CEO



Veolia Water key 2011 figures



€12.6 billion in revenue



98,000 employees

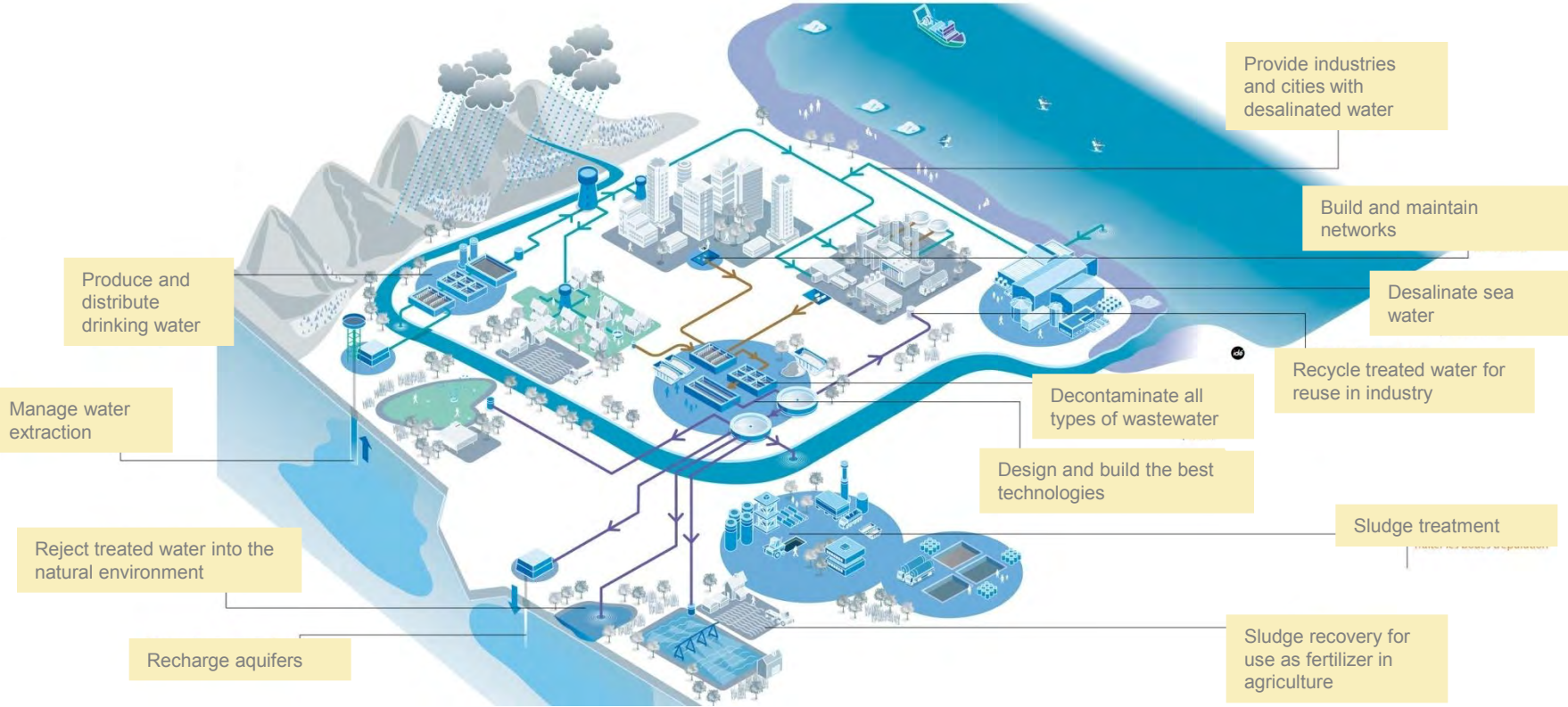


Drinking water provided for **100 million** people and
wastewater treatment for 71 million people

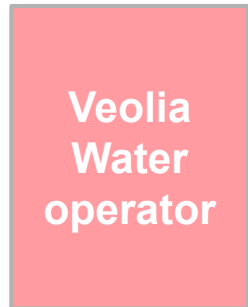


Worldwide leader in water services

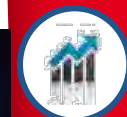
Veolia Water focuses on efficiency and resource protection in the management of the water cycle



Our strategy



- 1** Geographic refocusing:
 - China
 - Central & Eastern Europe
- 2** Development of new offerings:
 - Smart networks
 - Sludge treatment
 - Peer performance solutions
- 3** Focus on key industrial segments:
 - Industries with heavy volumes & tough environmental constraints
 - Industries with strict corporate water agenda
 - Industries with valuable effluents (i.e. raw material recovery)

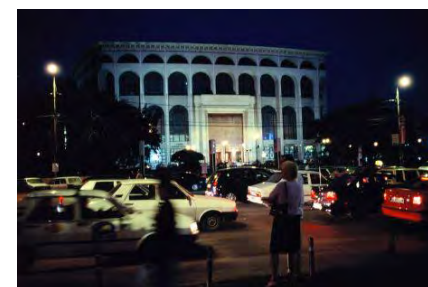


1 Municipal market / VW operator

Geographic refocusing: Romania, Bucharest

Context of challenge

- Capital with 2.5 million residents
- 2,700 km wastewater collection network saturated
- Main wastewater collector managed by the State and responsible of recurrent flooding
- Integrated management of the wastewater system



Solutions

Service and Responsibility solutions for efficient wastewater management

- Construction of a wastewater treatment plant (2011)
- Upgrade to network standards
- Strengthen main wastewater collector and anti-flooding openings
- Make residents aware of wastewater collection and treatment issues

Results

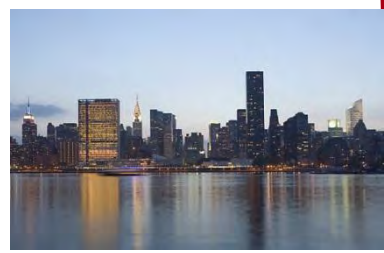
- Elimination of environmental pollution and improvement of the Danube river water quality
- Improved quality of life, therefore residents agreed to fund

Municipal market / VW serving the operator

Development of new offerings: United States, New York

Context of challenge

- The largest U.S. water and wastewater utility: 9 million residents served
- An annual budget of \$1.2 billion
- The ambition to become a global service benchmark in terms of performance



Solutions

Service and Responsibility solutions in order to create a new partnership model between public and private entities

- An “expert” service centered on knowledge management
- A service performance audit and evaluation of potential savings: \$100 to \$200 million per year
- Implementation of optimization solutions

Results

- Access to markets averse to public service delegations
- Short-term commercial opportunities
- Light capex business model



Municipal market/VW serving the operator

Development of new offerings: France, Le Havre & Lyon

Context of challenge

Le Havre:

- Searching for advanced smart metering solutions to improve the monitoring of water consumption

Grand Lyon

- Veolia contribution to the “Lyon Urban Data” project: a collaborative platform for innovation to create new urban services

Solutions

Service solutions to enhance metering performance and implement real-time monitoring of the network and quality of distributed water

- Innovative technologies offerings:
 - an open and interoperable remote meter reading network that can accommodate other data than that of the water network
 - instruments for the continuous measurement of water quality (Kapta™ 2000 and 3000, TECTA™ probes)
- Unique competencies:
 - Remote meter reading: m2o city combines Veolia Water’s and Orange’s expertise
 - Network instrumentation: Veolia Water’s dedicated platform that ensures drinking water integrity

Results

- The real time monitoring of key utilities data: water quality, water consumption, energy consumption (electricity, gas)
- The creation of new services for residents



Industrial market

Focus on key segments: Australia, non conventional gas

Context of challenge

- By 2020, Australia will be the largest exporter of liquefied natural gas (LNG) produced from non conventional methods
- Challenge = treatment of effluents (brine) > 700 000 tons / year

Solutions

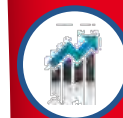
Value and Responsibility solutions to reduce the environmental impact of the extraction of gas by non conventional methods

A unique proprietary technology (evaporation / crystallization)

- Byproduct recovery
- One Year running pilot plant for APLNG

Results

- Effluent recycling rate > 99%
- Negligible volume of residual waste
- Almost zero environmental impact
- Development potential: in Australia, China or USA



Industrial market

Focus on key segments: United States, Consol Energy

Context of challenge

- Mine based in northern portion of West Virginia
- The site generates 13,250 m³/minute of acid mine drainage water

Solutions

Service and Value solutions for efficient and economic treatment of effluents

- Design and construction of a zero liquid waste discharge acid mine drainage water treatment facility
- Partnership between **VW – Veolia Environmental Services** for the operation and maintenance of facilities
- 10-year operations contract with 5-year renewal option

Results

- Recycling of 85% of acid mine drainage water
- No production of liquid waste (Zero liquid discharge)



Industrial market

Focus on key segments: Multiple countries, Vallourec

Context of challenge

- **Objective:** evaluation of the water footprint of Vallourec 7 largest sites in the world

Solutions

Management of environmental risk

- Propose an application to assist in sustainable growth
- **Water Impact Index:** indicator based on water volumes, but also water scarcity and water quality (both withdrawn and released)

Results

- Support our partner's responsible growth
- Propose optimization solutions
- Approach is duplicable for other sites with heavy volumes



**WATER
IMPACT
INDEX**



**TRUE
COST OF
WATER**



Agenda



- The Company's strategy
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 - **Energy Services**
 - Environmental Services



Franck LACROIX

Chairman



Dalkia key 2011 figures



€7.3 billion in revenue



53,500 employees



CO₂ reductions: **6.6 M** tons per year
Energy savings: **14.7 TWh** per year



#1 in Europe, significant presence in North America

Dalkia: the global leader in energy efficiency



Heating and cooling networks

Strategic objectives

Optimize and recover local energy

Reduce clients' carbon footprint

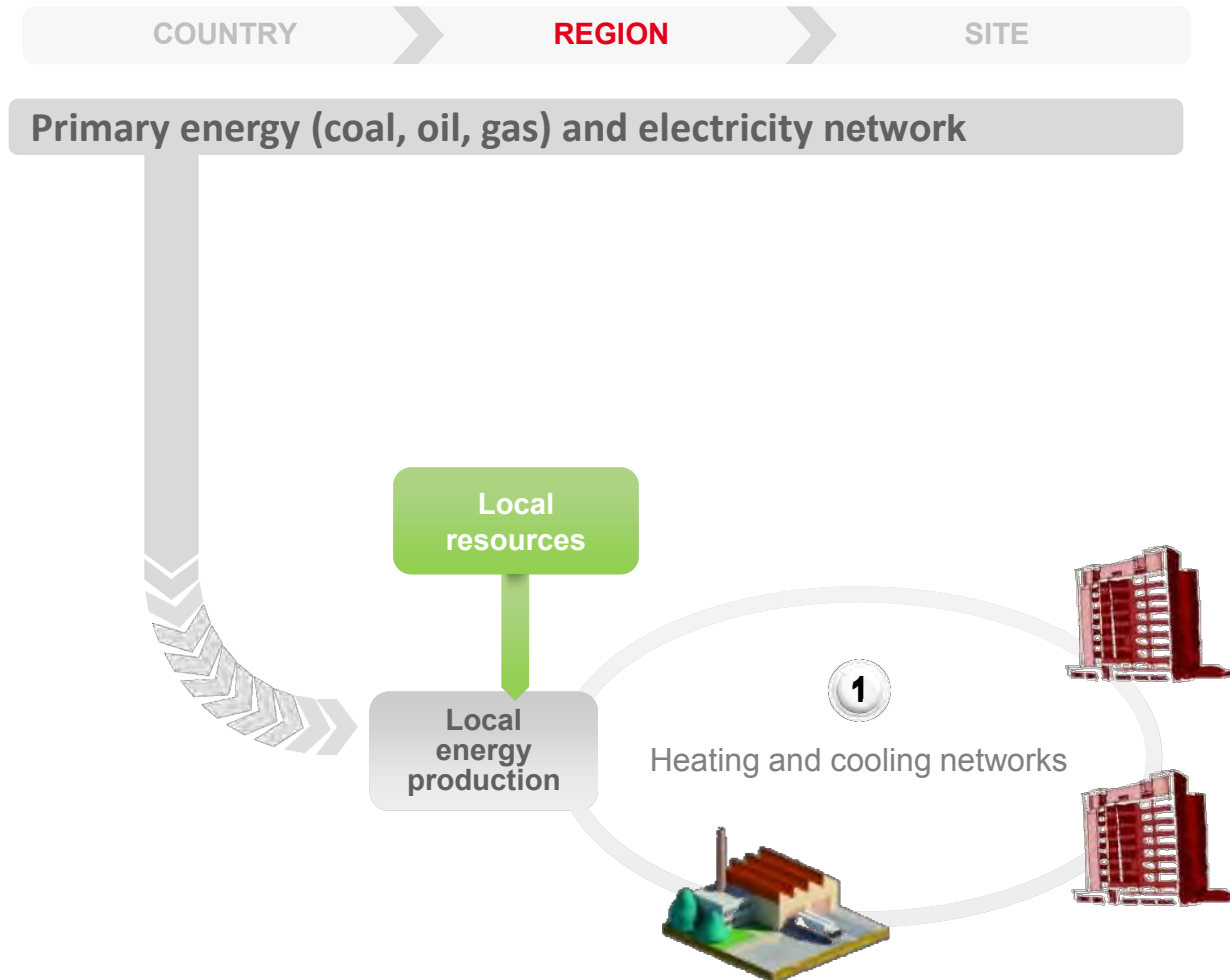
Create value for users

Industrial utilities

Energy services for buildings

1 Heating and cooling networks

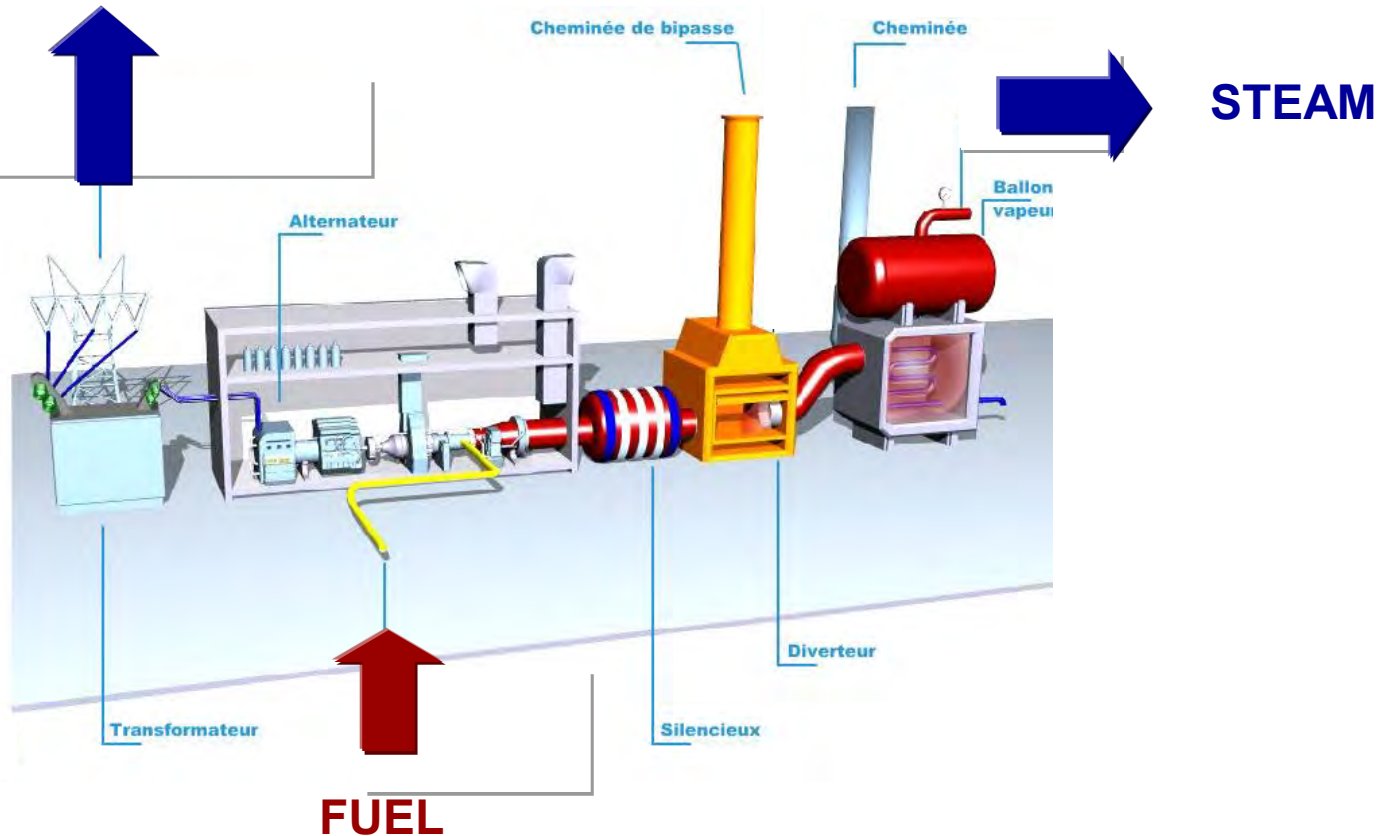
Dalkia manages the production and distribution of thermal energy through **heating and cooling networks**: optimization of energy mix, recovery of local energy



Zoom “technology”: cogeneration



ELECTRICITY



Overall cogeneration efficiency greater than 80%

Minimum gain of 10% compared to production by separate streams

Heating network:

Poland, city of Lodz



Context of challenge

- Heating network in the third largest Polish city, with 750,000 residents and covering 58% of the city's heating requirements
- Customer requirements
 - Complete outsourcing of the heating network management
 - Improved system performance
 - Elimination of low emissions in the historic city center

Solutions

- Took charge (2005) of the heating network and cogeneration operations
- Full technical audit of mechanisms and deployment of Dalkia's maintenance and operations methods
- Modernization of production facilities, bringing them in line with European standards
- Assisting customers in reducing consumption
- Development of new heat/electricity commercial offerings, for industry and tertiary clients
- Completion of biomass projects (mix of forestry and agricultural byproducts)



Results

- Reduction of CO₂ emissions: -20% since 2011, or 430,000 tons/year,
- Network water losses reduced by 23% ,
- Extension of customer portfolio: +14% between 2006 and 2012
- Client satisfaction rate: 68%, of which 29% indicated improved service quality (according to a 2010 study).



Cooling network:

Abu Dhabi, Saadiyat

Context of challenge

- Development of a cooling network for a new prestigious cultural district (Louvre, Guggenheim and Zayed museums) of 2700 hectares
- Customer requirements
 - Safety and reliability
 - Ecological solution
 - Establish a long term relationship

Solutions

- Design and build a cooling network utilizing recycled water
- Financing as part of an innovative partnership with a local player (Arcapita)
- Operation of facilities (27 person team)
- A customer call center available 24h/24

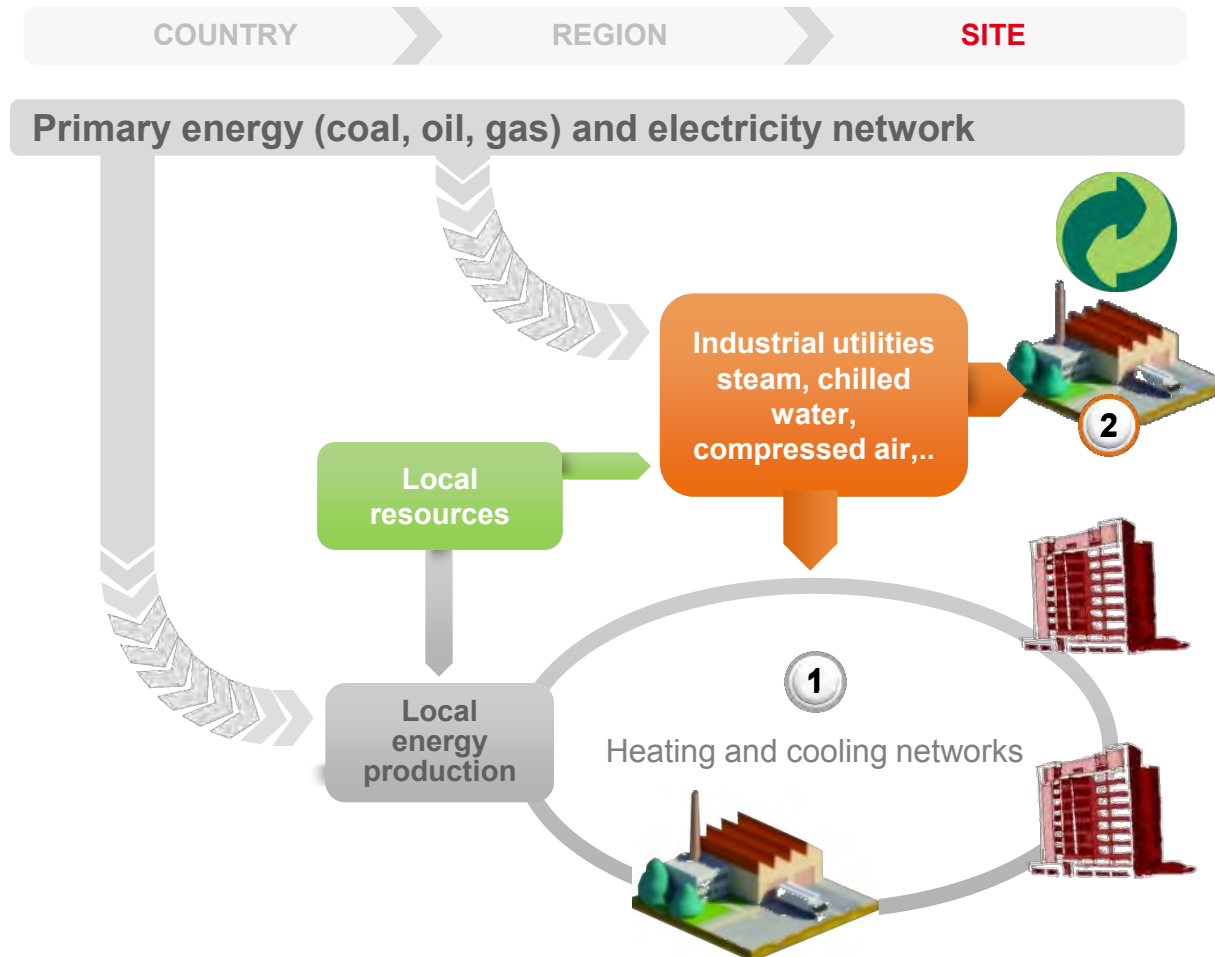
Results

- Gradual network growth in line with real estate development
- Total investment: €86M
- 26-year concession contract signed in 2010



2 Reduce industrial site energy consumption

Efficient energy: Dalkia produces and distributes **industrial utilities** (steam, chilled water, compressed air, etc.) to improve the energy efficiency of industrial sites and aid industrial clients with energy optimization of their processes



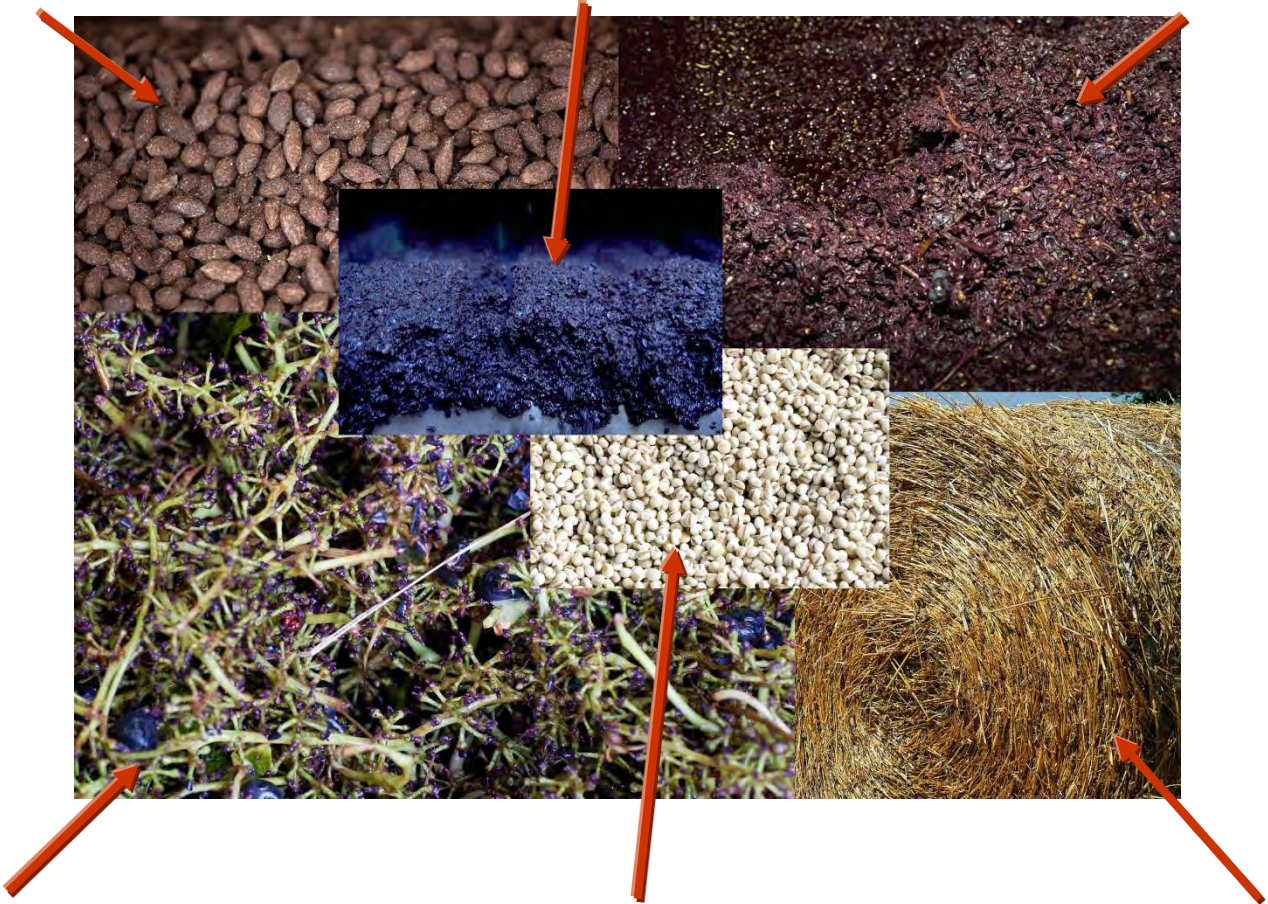
Zoom “new energies in industry”



Olive pits

Coffee grounds

Grape seeds and skins



Grape vines

Brewer grains

Straw

Industrial utilities:

DEBM (ex Sara Lee), the Netherlands*

Context of challenge

- Assist the increase in site production capacity while reducing the site's carbon footprint
- Recycle byproducts of processes
- Site industrial utilities reliable 24/7

Solutions

- An innovative technical solution to burn spent coffee grounds in a biomass boiler
- Complete technical management of industrial utilities: steam, compressed air, chilled water
- Partnership with Veolia Water for a wastewater treatment plant

Results

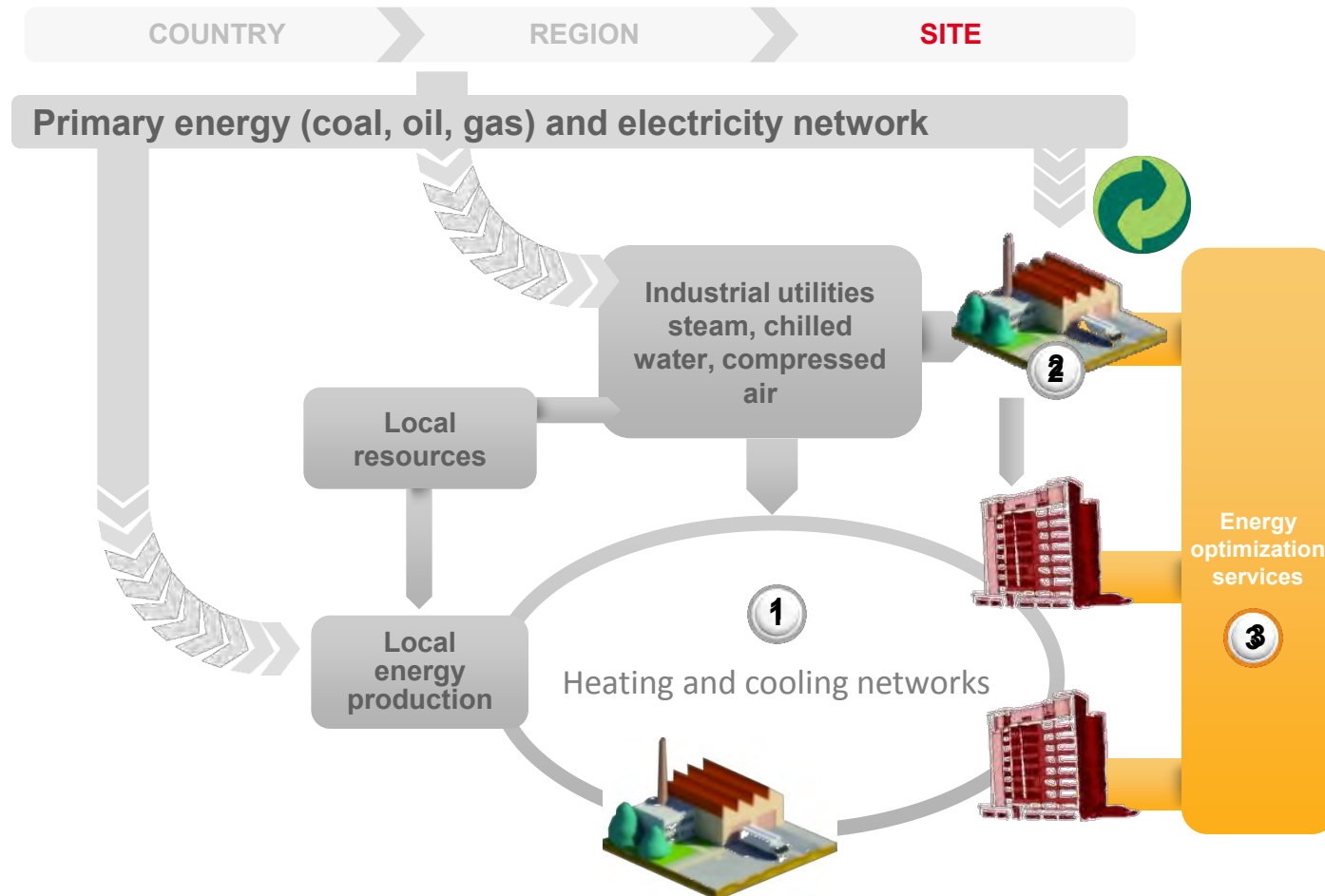
- A "first" in Europe the technique was developed by VERI (Veolia Environnement Research and Innovation)
- 14,000 tons of CO₂ emissions less per year, equivalent to the annual emissions of 40,000 cars
- Industrial site competitiveness reinforced by an improved environmental footprint and greater availability of industrial utilities



* Douwe Egberts Master Blenders

3 Reduce the energy consumption of buildings

Optimized energy: Dalkia innovates in terms of energy solutions, tools and operating procedures to optimize **energy performance of buildings and reduce user energy consumption**



Zoom “energy management”



Energy services for buildings: *France, Montluçon*

Context of challenge

- Attain the objectives of the Grenelle Environment Law for a perimeter of 96 public buildings
- Customer requirements
 - Heating, air conditioning and hot water
 - Control of power consumption at the city level
 - Tailored, innovative and efficient solution, guaranteeing a high level of savings and comfort
 - Local small and medium businesses to be involved in the process

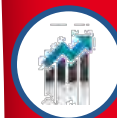
Solutions

- Energy audit, improvement plan and upgrading heating, cooling and hot water production facilities (180 energy optimization measures undertaken)
- Centralized energy management by a dedicated team
- Change user behavior (target energy savings of 3%) by a communications campaign



Results

- A 10-year energy performance contract
- CO₂ emissions reduced: 550 tons / year
- Energy savings: 19% compared to commitment of 17% currently



Energy performance contract

Slovakia, Kosice

Context of challenge

- New law on energy efficiency adopted in 2008 in Slovakia
- Rising energy prices
- Pressure on local municipal budgets
- Requirement to reduce the energy bill of the VUC Kosice department

Solutions

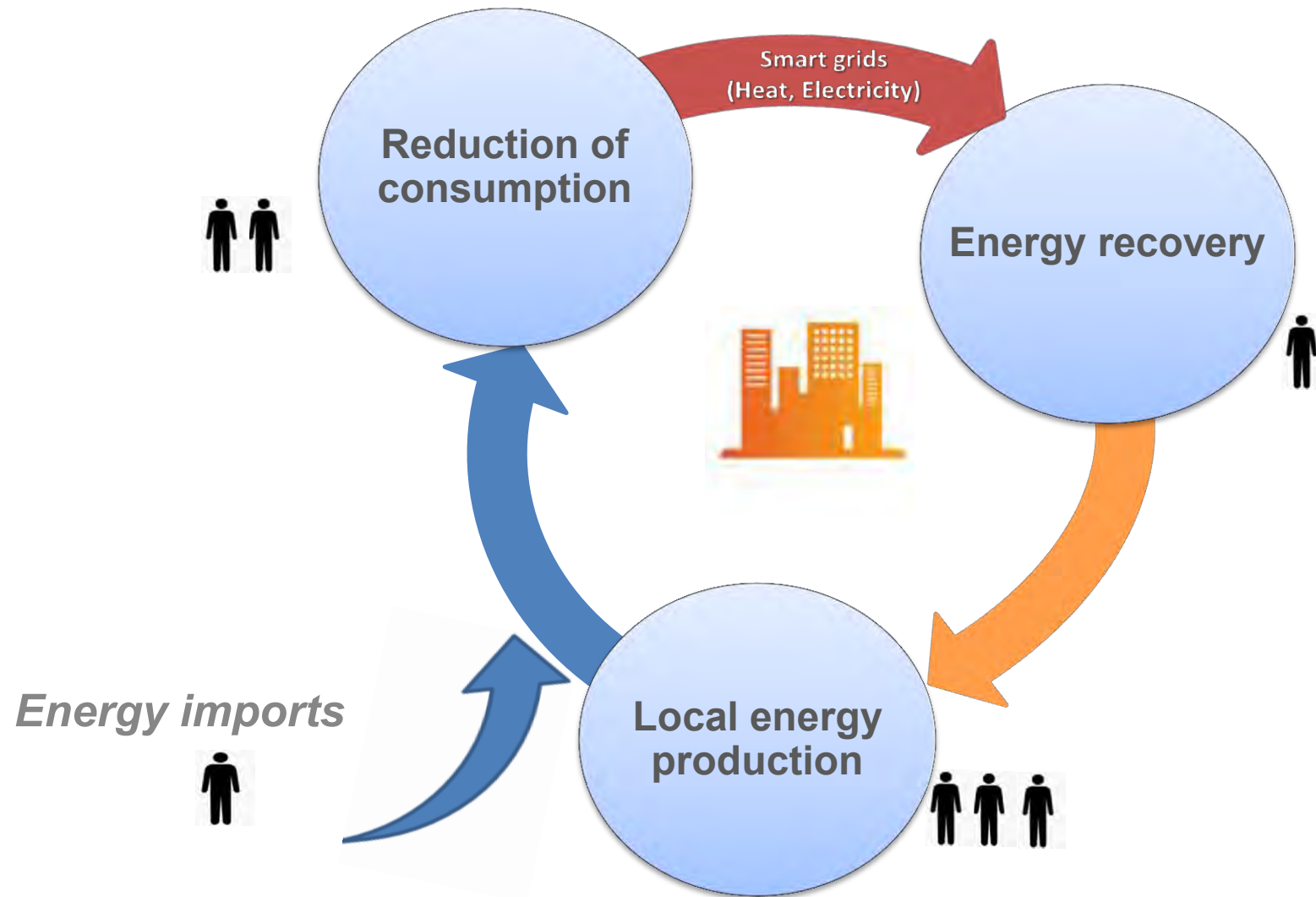
- Energy audit, improvement plan and upgrading facilities of 74 schools
- Energy management and new operations methods
- Financing of works by savings generated

Results

- 19% final energy savings per year from 2017, which is 56,000 tons of CO₂ emissions avoided per year
- 8.8% savings on the total bill beginning in 2020 which represents €4.7M in savings for the Department over the duration of the contract (10 years)



Regional energy efficiency contributes to local economic development



Agenda

- The Company's strategy
- Transformation
- Our businesses
 - Water
 - Energy Services
 - **Environmental Services**





Jérôme LE CONTE

CEO



Veolia Environmental Services key 2011 figures



€9.7 billion in revenue

Woodlawn landfill (Australia)



78,000 employees¹

High performance sorting center (Ludres, France)
1: including Proactiva



Collection services for **60 million** people
810,000 client companies

Sheffield waste-to-energy facility (United Kingdom)



59.9 Mt of waste treated
40 Mt of waste recycled¹
7.4 million MWh of energy sold²

Used cooking oil converted to biodiesel (Limay, France)
1. In the form of materials or energy
2. Thermal energy and electricity

Waste management: a global problem of managing our resources



4

billion tons of waste produced in the world each year

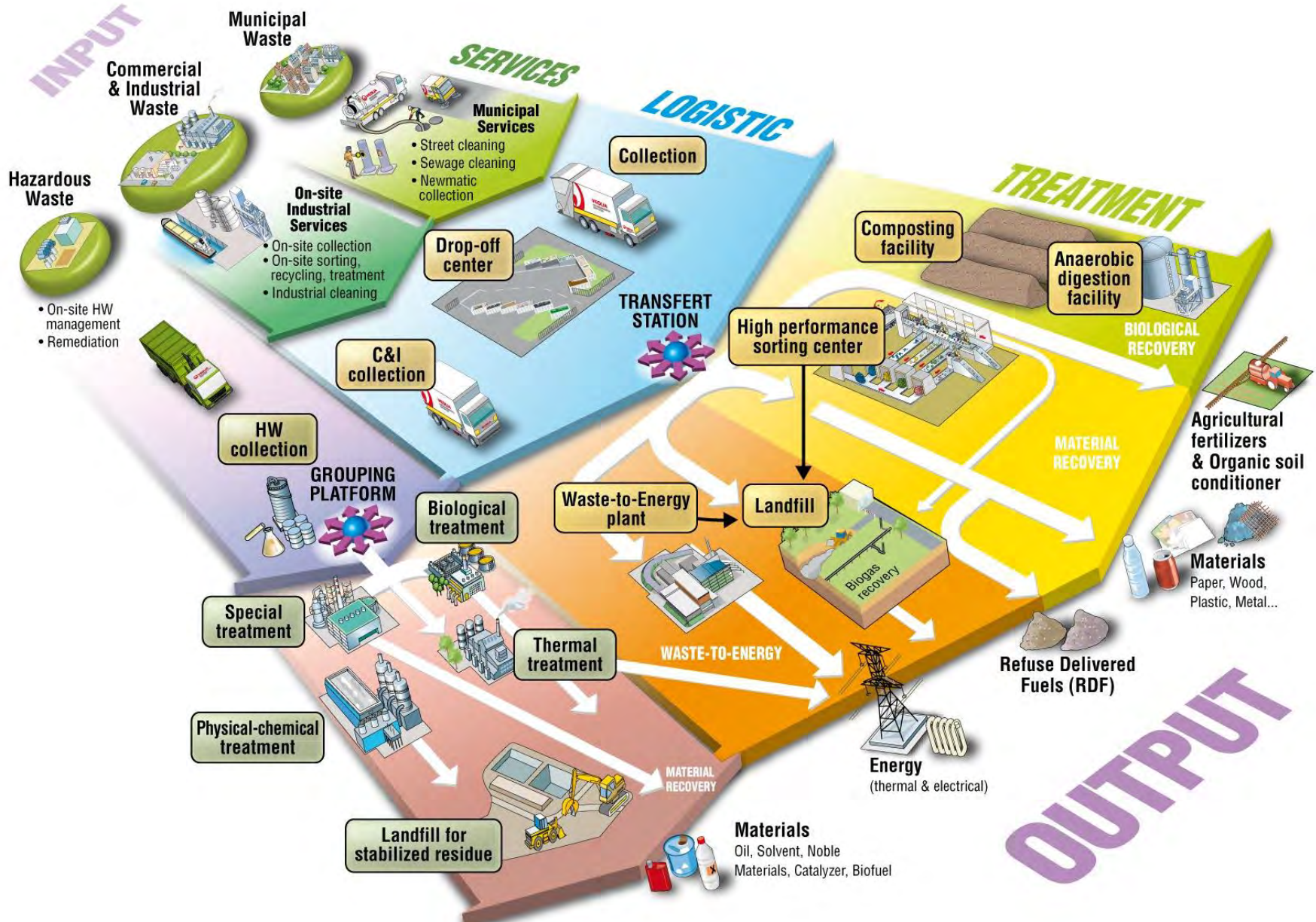


1

billion tons of waste recycled each year



VES is the only global operator offering the complete range of waste management services



Our strategy



Turn waste
into a
resource

- 1 Transform our business, from elimination to the production of materials and energy

Treat
hazardous
waste

- 2 Treat the most difficult pollutants by developing our hazardous waste and industrial services activities

Towards
smart
collection

- 3 Create value with smart waste collection

1 From elimination to recycling of waste

Artois anaerobic digestion facility, Arras

Context of challenge

Develop the anaerobic digestion of waste with strong energy potential

Solutions

- Recycling of organic waste produced by the food industry, retail, restaurants, agriculture, green waste, etc...
- A process which allows energy recovery and recycling of agricultural waste:
 - **Production of green electricity** beginning with methane produced during the anaerobic digestion of waste
 - Production of compost to be utilized as **fertilizer for surrounding agricultural land**

Results

- Capacity of 25,000 tons/year
- Production of electricity equivalent to that utilized by 2,700 households
- 7,000 tons of compost produced / year



1 From elimination to recycling of waste

Leeds PFI contract for integrated waste management

Context of challenge

Residual waste treatment, as an alternative to landfill in order to respond to ambitious recycling targets set by local authorities

Solutions

- The future Leeds treatment center is a new benchmark for public private partnerships which confirms the **leadership of Veolia Environmental Services in the United Kingdom**
 - Mechanical pretreatment in order to remove and recycle plastics, paper and ferrous and non-ferrous metals
 - **Recycling of residual waste in the form of energy recovery**

Results

- 215,000 tons / year of treated waste
- Increase in recycling rate from 27% in 2011 to 55% in 2016
- Electricity production equivalent to that utilized by 20,000 households
- Over 25 years, a savings of €250M for the city



Treat industrial hazardous waste

Osilub: recycling of used motor oil

Context of challenge

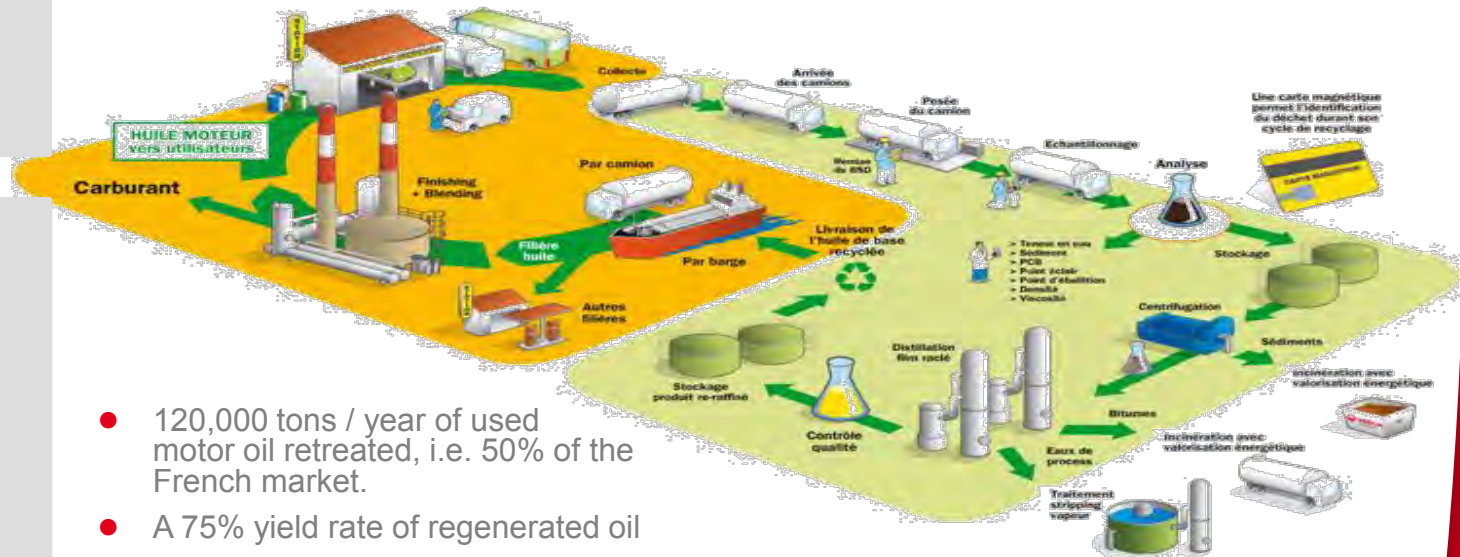
Respond to economic and environmental challenges related to the exploitation of fossil fuels

Solutions

- Combination of Veolia Environmental Services' and Total Lubrifiants' know-how and expertise
- Construction and operation of a used motor oil regeneration facility in Gonfreville l'Orcher near Le Havre
- A facility at the forefront in terms of technical and environmental performance

Results

- 120,000 tons / year of used motor oil retreated, i.e. 50% of the French market.
- A 75% yield rate of regenerated oil



Treat industrial hazardous waste

Asteralis: dismantling of nuclear sites

Context of challenge

To become a major, integrated player in the dismantling and decommissioning of nuclear plants and sensitive sites

Solutions

- **A strategic collaboration agreement with the CEA** (French Alternative Energies and Atomic Energy Commission): shared technological collaboration in radiological mapping, robotics and specialized engineering
- **Creation of ASTERALIS** with expertise in metrology and characterization of the initial state and the final state of sites, the study, engineering and project management of dismantling, as well as the preparation and conditioning of waste for storage
- Veolia's expertise recognized in wastewater treatment, industrial maintenance, soil remediation, rehabilitation of contaminated sites and management of hazardous waste

Results

- Customized solutions, economically feasible, conducted with respect of the environment by an independent player
- The French market for dismantling estimated at €31.9 billion by the La Cour des Comptes (French government).



2 Develop industrial services

Australia, Tomago Aluminium

Context of challenge

Propose the delivery of on site integrated industrial services with an equivalent level of safety and quality

Solutions

- Veolia provides a suite of diversified industrial services to one of the largest producers of aluminum in Australia:
 - **On side industrial services:** high pressure cleaning, vacuum loading, ancillary services related to foundry operations, etc.
 - **Management and recycling of non-hazardous and hazardous waste**
 - **Maintenance of production facilities**
- A rigorous set of key performance indicators presented and discussed monthly with key stakeholders

Results

- No accident resulting in work stoppage after 865,000 hours worked in 5 years
- Tangible and sustainable cost reductions



Towards smart waste collection

Vacuum collection, Romainville

Context of challenge

Adopt an innovative waste collection model adapted to a sustainable urban development policy

Solutions

- Residents have collection terminals at the base of their building to drop off their sorted or household waste
- When the terminals are full, the system triggers automatic collection by aspiration: waste moves at 70 km/h via an underground tunnel system to a compaction terminal
- The compacted waste is then sent to a treatment facility

Results

- Terminals available 24/7
- Elimination of noise, and visual and olfactory nuisances
- Reduction of emissions related to waste truck circulation.
- Frees up urban space and improves circulation



Conclusion





The Industry Standard for Environmental Solutions

The benchmark Company...

- ... Not a company among others, even if the largest...
- ...but a company that cultivates differentiation through its innovation and marketing

The Industry Standard: **Internally:**

three-fold mutualization...

- Of our operations
- Of our commercial offering
- Of our support functions

Externally: the conquest of large scale markets, and therefore industrial clients

The Environment, DNA of the Company

- Ability to develop integrated offerings, addressing environmental issues in the entirety of our 3 businesses
- Focus on markets where environmental issues are the most acute

Reinventing Veolia's businesses

Press Day January 24, 2013



Appendix



Human Resources: key figures



230,000 employees worldwide

85% blue collar workers

94% employees have permanent contracts

20% women employees (23% in management)

5% employees with disabilities

2,199 collective bargaining agreements signed in 2011

5.3% fewer accidents in 2011 compared to 2010

6 million training hours (28 hours per employee)

30% of training time focused on safety

16,800 employees benefitted from internal mobility

56,500 employees own 1.91% of capital

1/3 of revenues are dedicated to wages

Veolia's HR policies are tailored to strengthen our commercial offers



Clients' main requirements

- Service and **results-oriented operators**
- **Reliability** and strong availability of the service and the human organization,
- Contribution to the region's competitiveness and **local employment**
- Exemplary management of social relations, in particular during **employee transfers** after contract award

Key policies

- Network of 18 campuses in 12 countries:
 - Instill excellence
 - Reinforce Veolia's values
 - Build skills
- Solidarity and equal opportunity policies
 - Diversity label obtained
 - Internship opportunities
- Health and safety engagement at the CEO level, objective of continuing to reduce the number and severity of accidents each year
- Social dialogue management recognized as a key differentiator by both industrial and public clients

Campus: a globally shared action for a skilled workforce



Key source of added value

- 18 Campuses in 12 countries
- Skills development from professional diploma to post graduate, while emphasizing work experience in conjunction with education
- Ability to transform local manpower into skilled employees: creates added value for regions
- Local partnerships with public authorities

