



PRESS DAY
2017

A WORLD TOUR OF GROWTH



A PROVEN STRATEGY



GROWTH PLAN

- Organic growth through sustained commercial development
- Consolidated by small or medium-sized acquisitions

DYNAMISM

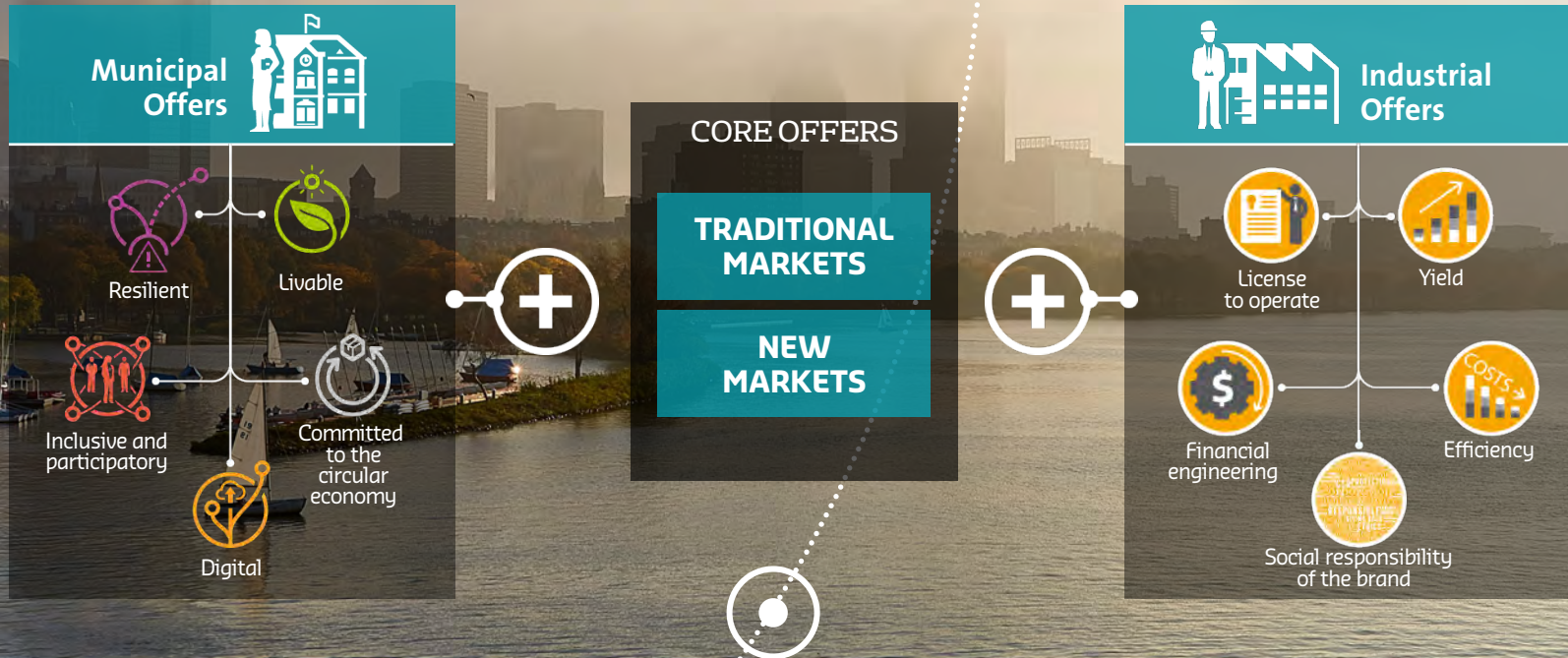
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PILARS

AGILITY

Continuous improvement of operational efficiency and optimization of our costs

AGGRESSIVE COMMERCIAL POSITIONING



MAJOR SUCCESSES IN MUNICIPAL BUSINESS

MOORE, USA

Water and wastewater treatment, O&M
Duration: **20 years**
Total revenue: **€50 M**

JACKSON, USA

Operation of all wastewater treatment installations
Duration: **10 years + 5 years option**
Total revenue: **€103 M**

ST ALBANS, UK

Collection of household waste, street cleaning
Duration: **8 years**
Total revenue: **£40 M**

HAMPSHIRE, UK

Management of 26 household waste recycling centers
Duration: **15 years**
Total revenue: **£75 M**

BERLIN, Germany

Treatment of sludge
Duration: **8 years**
Total revenue: **€71 M**

MILWAUKEE, USA

Operation and maintenance of the wastewater service
Duration: **10 years**
Total revenue: **€500 M**

NEW LONDON, USA

Water treatment and modernization of invoicing software
Duration: **5 years**
Total revenue: **€40 M**

HERTFORDSHIRE, UK

Treatment of solid waste
Duration: **30 years**
Total revenue: **£1 Bn**

CAMDEN, UK

Household waste collection, recycling, street cleaning and winter services
Duration: **8 years**
Total revenue: **£338 M**

NOTTINGHAMSHIRE, UK

Waste: O&M of a transfer station
Duration: **17 years**
Total revenue: **€40 M**

LA BAULE, France

Treatment of wastewater
Duration: **8 years**
Total revenue: **€48 M**

ARMENIA

Production and distribution of drinking water and sanitation
Duration: **15 years**
Total revenue: **€800 M**

FUNABASHI, Japan

Recovery of biogas
Duration: **20 years**
Total revenue: **€37.5 M**

SYTRAD, France

Solid waste
Duration: **17 years**
Total revenue: **€83 M**

SDEDA, France

Recovery of energy from solid waste, DBOM
Duration: **25 years**
Total revenue: **€240 M**

CAGNES SUR MER, France

Design and construction of water networks
Duration: **1 year**
Total revenue: **€30 M**

PRAGUE, Czech Rep.

Takeover of the assets of the urban district heating network
Annual revenue: **€50 M**

SACMEX, Mexico

Drinking water public concession
Duration: **5 years**
Total revenue: **€60 M**

ANGERS LOIRE, France

Operation and maintenance of the transfer station, transport and treatment of household waste
Duration: **5 years**
Total revenue: **€25 M**

INTERCENT, Italy

Energy services
Duration: **9 years**
Total revenue: **€123 M**

SYCTOM, France

Hazardous waste
Duration: **4 years**
Total revenue: **€64 M**

ROKYCANY, Czech Rep.

Drinking water public concession
Duration: **10 years**
Total revenue: **30 M€**

SOKOLOV, Czech Rep.

Drinking water public concession
Duration: **5 years**
Total revenue: **20 M€**

AND IN INDUSTRY

NOVARTIS, UK

Operation and maintenance of all the water, waste and energy services of 5 sites
Duration: **7 years**
Total revenue: **£189 M**

BAE SYSTEMS, UK

Treatment of industrial waste
Duration: **5 years**
Total revenue: **£28 M**

NESTE OIL, Finland

Overall design, build and operate of steam boilers - Energy - Industrial Services - Service Contract
Duration: **15 years**
Total revenue: **€352 M**

INDUSTRIAL REALTY GROUP, USA

OGM of a co-generation plant
Duration: **5 years**
Total revenue: **€38 M**

ARMY 2020, UK

DBO of a water treatment unit
Total revenue: **41 M€**

PSA, France

Multi-service contract
Duration: **5 years**
Total revenue: **€150 M**

BMS, Europe

Multi-service contract
Duration: **5 years**
Total revenue: **€100 M**

VALERO, USA

Extension of a sulfuric acid recycling contract
Duration: **5 years**
Total revenue: **€156 M**

CARREFOUR, France

Collection and treatment of waste
Duration: **3 years**
Total revenue: **€22.5 M**

PSA, France

Multi-service contract
Duration: **3 years**
Total revenue: **€184 M**

SINOPEC, China

Operation of the complete water cycle of a petrochemical plant
Duration: **25 years**
Total revenue: **€3.3 Bn**

Q8, Italy

Decontamination of soils
Industrial services
Duration: **5 years**
Total revenue: **€15 M**

RENAULT NISSAN, France

Industrial waste
Duration: **5 years**
Total revenue: **€55 M**

AIBEL AS, Australia

Water - Solutions, design and build, water networks
Total revenue: **€41 M**

ARAMCO JAZAN, Saudi Arabia

Design and construction of a wastewater treatment plant

A FEW TARGETED ACQUISITIONS TO STRENGTHEN OUR KNOW-HOW AND GEOGRAPHICAL POSITIONS

TO STRENGTHEN
OUR KNOW-HOW

PLASTICS CIRCULAR ECONOMY

in the Netherlands, Japan
and the United Kingdom

DIFFICULT-TO-TREAT POLLUTION

Kurion

RECYCLING OF INDUSTRIAL PRODUCTS

Chemours
sulfurous waste

TO STRENGTHEN
OUR GEOGRAPHICAL POSITIONS

TECHNICAL LANDFILL CENTER in Brazil: **Pedreira**

ENERGY EFFICIENCY

in France and the United States:
Altergis, Gesten, Boosten, Enovity

RENEWABLE ENERGIES

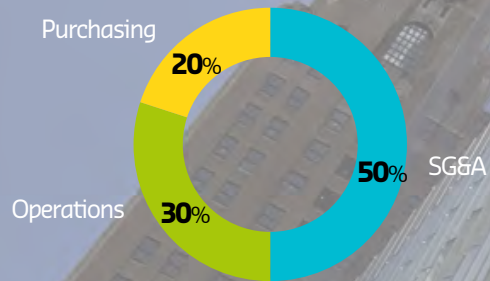
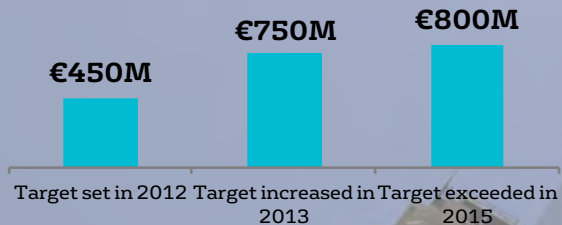
in Germany and Hungary

INDUSTRIAL PARKS

in Germany: Nuon Energie

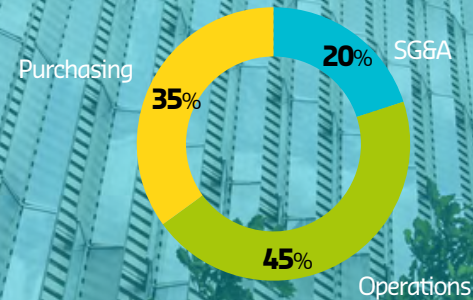
MORE COSTS SAVINGS THAN ANTICIPATED

FIRST EFFICIENCY PLAN EXCEEDED
IN THE PERIOD 2012-2015



2016-2018 TARGET

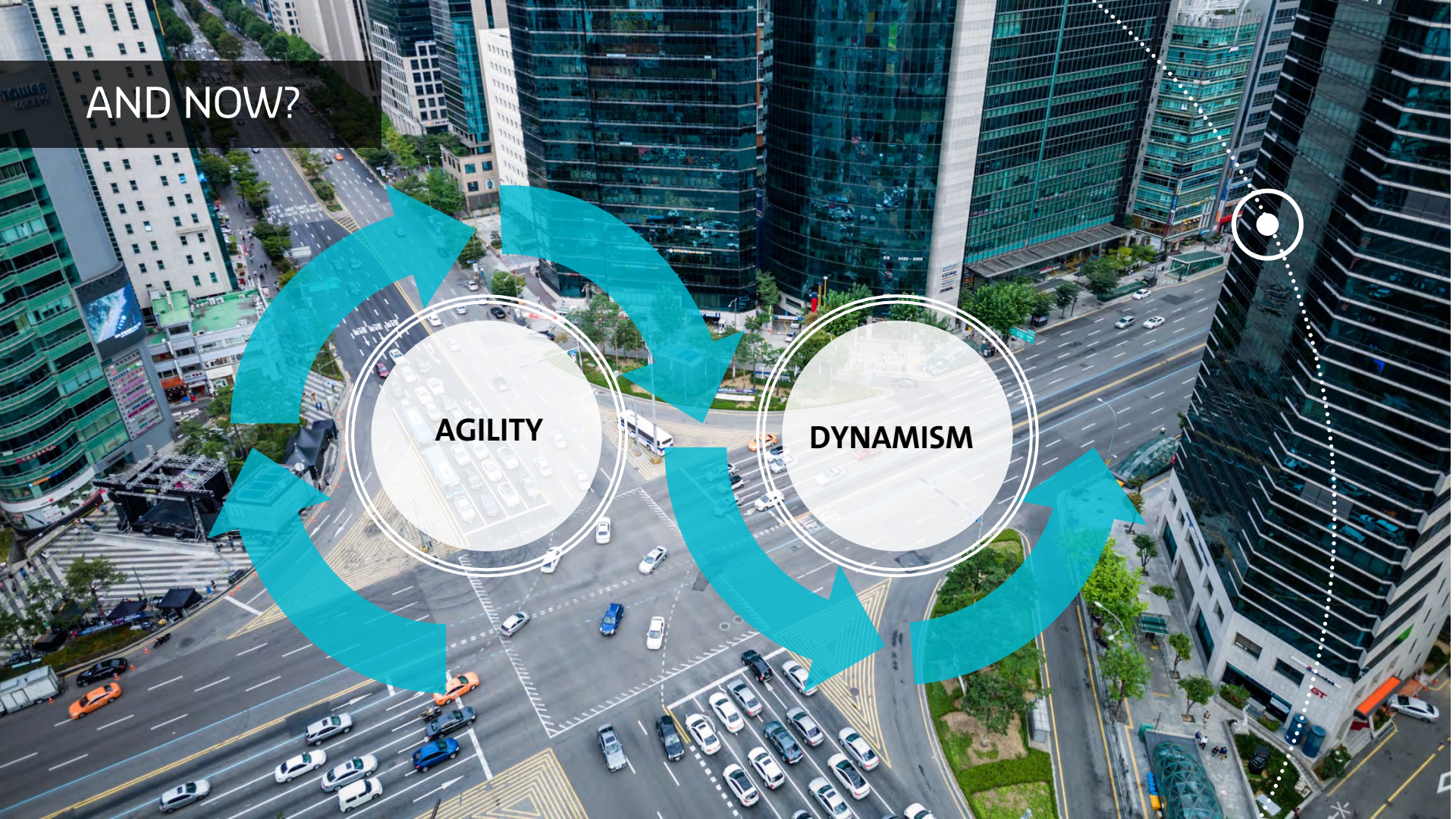
€600M
cumulated over three years



AND NOW?

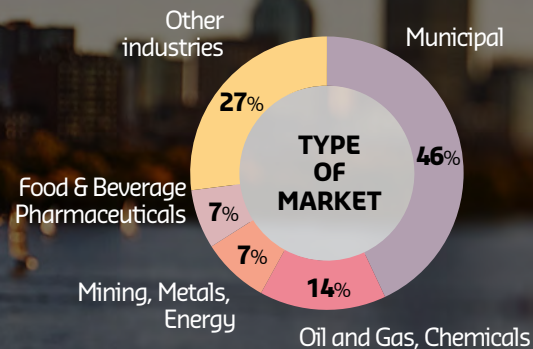
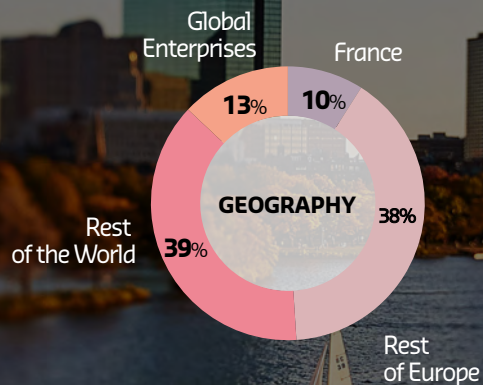
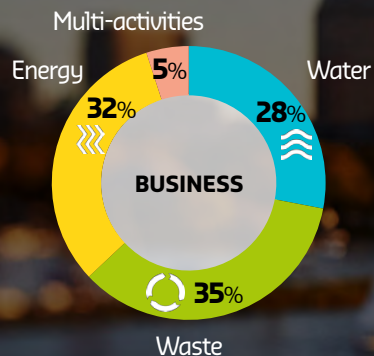
AGILITY

DYNAMISM



AN EXTENSIVE PORTFOLIO OF PROJECTS

Commercial pipeline of 760 projects at December end, 2016



*as a % of the total number of
projects

BOOST OUR GROWTH

1 FACILITATE NETWORKING

- Market Committees
- Centers of Excellence
- Transfer of expertise
- Training

2 DYNAMIZE THE RELATIONSHIP WITH OUR MAJOR ACCOUNTS



3 IMPLEMENT OUR KEY OFFERS

- Eco-District Heating Network
- Healthcare Services
- Non Revenue Water
- Energy services for Food & Beverage
- Biowaste treatment
- Product Recovery for Oil & Gas
- ...



VEOLIA'S
GROWTH
AMBITIONS
WORLDWIDE



A UNIQUE MISSION “RESOURCING THE WORLD”



TO DEVELOP
ACCESS TO RESOURCES



TO PRESERVE
RESOURCES

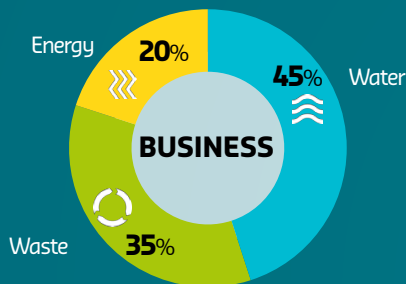


TO REPLENISH
RESOURCES



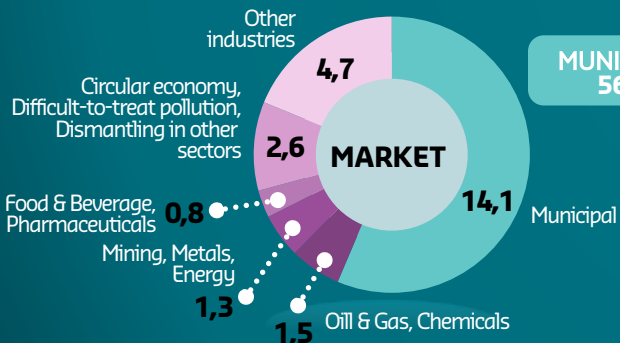
A LEADING GEOGRAPHICAL FOOTPRINT

2015 revenue



INDUSTRIAL 44%

€Bn



MUNICIPAL 56%

Revenue **€25Bn**

179,500 Employees

€1,880M
NORTH AMERICA

€2,445M
UNITED KINGDOM AND IRELAND

FRANCE

Waste
€2,549M
Water
€2,922M
Energy
€125M

€2,201M
NORTHERN EUROPE

€2,877M
CENTRAL AND EASTERN EUROPE

€1,243M
ASIA

GLOBAL ENTERPRISES

€4,881M

€1,152M
AFRICA AND MIDDLE EAST

€1,707M

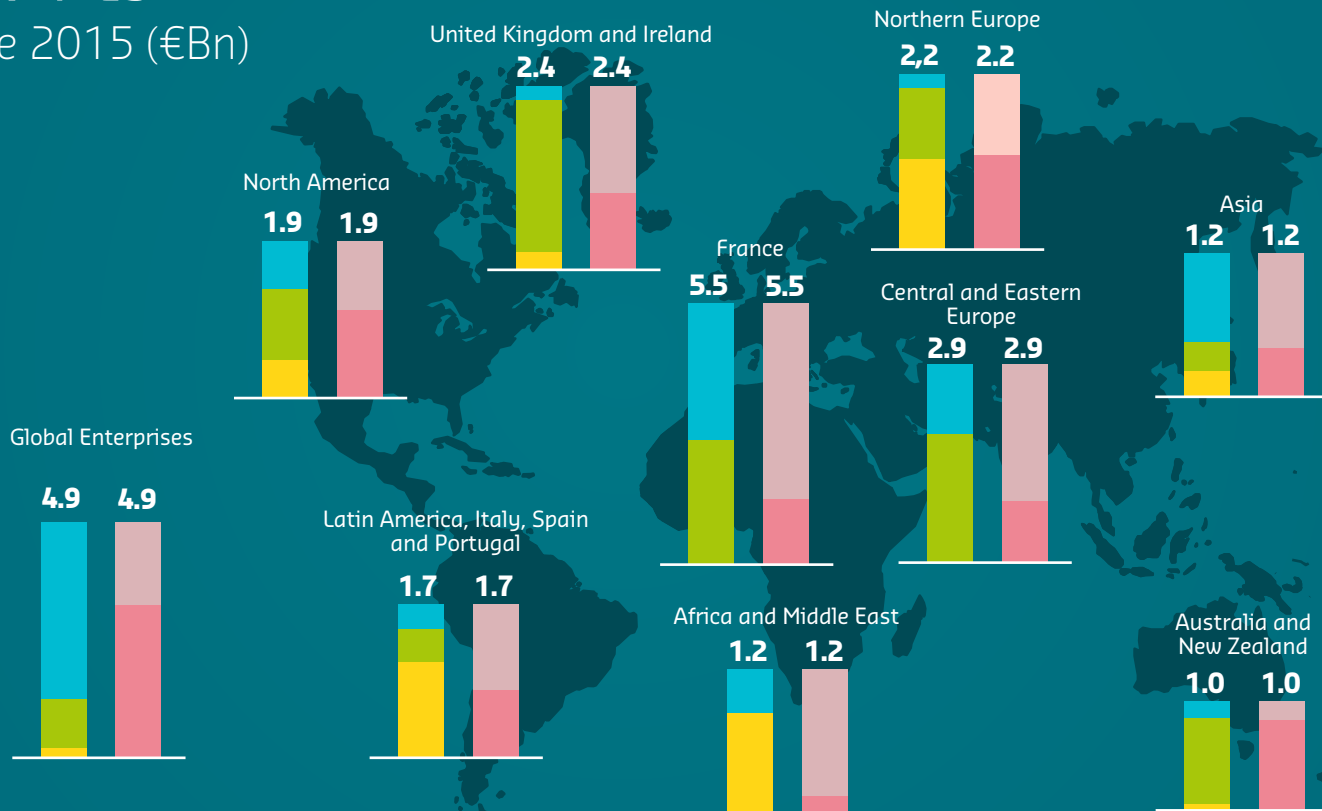
LATIN AMERICA, ITALY, SPAIN AND PORTUGAL

€997M

AUSTRALIA AND NEW ZEALAND

A GLOBAL PORTFOLIO BALANCED IN TERMS OF CUSTOMERS AND ACTIVITIES

2015 revenue 2015 (€Bn)



DEVELOPMENT ADAPTED TO GEOGRAPHICAL ZONES AND TYPES OF CUSTOMERS

NORTH AMERICA

Energy services for buildings; heating networks
Integrated offers (water, waste, hazardous waste) to the oil and gas industries; regeneration services for refineries and the petrochemical industry

LATIN AMERICA

Management of municipal and industrial waste; management of hazardous waste
Water service concessions
Services to industry (mines, oil, food & beverage industry)

UNITED KINGDOM AND IRELAND

Incineration of waste
On-site industrial services
Circular economy: recycling (plastics, glass, etc.)
Local energy loops (biomass)

FRANCE

Water: new digital services and performance contracts
Recycling & Waste: transformation of materials and production of green energy
Energy: energy performance contracts

ASIA

Heating networks and energy efficiency services
Hazardous waste (China)
Recycling of electronic and plastic waste
Industrial and municipal water services

NORTHERN EUROPE

Multi-utility offers (water, waste, energy), e.g. industrial parks
Circular economy (e.g. recycling of plastics)
Energy services (heating networks, energy efficiency)

CENTRAL AND EASTERN EUROPE

Heating networks and energy efficiency services
Management of waste
Public water service concessions
Services to industrial companies

AFRICA AND MIDDLE EAST

Services to the oil & gas and mining industries
High added-value energy services
Development of hazardous waste, and municipal water businesses
Dismantling

AUSTRALIA AND NEW ZEALAND

Management of municipal and industrial waste
Industrial services
Dismantling

GLOBAL ENTERPRISES

Treatment of municipal and industrial waste and difficult-to-treat pollution
Recycling of organic waste
Multi-utility and multi-site industrial services
Construction of networks for cities and industries
Nuclear clean-up



THE WORLD
TOUR OF
VEOLIA IN
DEVELOPMENT



HISTORICAL
CORE BUSINESS
REVIEWED





PATRICE FONLLADOSA

Africa and Middle East

CARINE KRAUS

Energy France

PHILIPPE GUITARD

Central and Eastern Europe

GUSTAVO MIGUES

Latin America

BERNARD HARAMBILLET

Waste France

FRÉDÉRIC VAN HEEMS

Water France





THE NEW GROWTH FRONTIERS





ESTELLE BRACHLIANOFF

United Kingdom and Ireland

PATRICK LABAT

Northern Europe

RÉGIS CALMELS

Asia

CLAUDE LARUELLE

Global Enterprises

STEVE HOPPER

North America



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