OUR KEY DATA 2018
Our 3 Businesses

**WATER**
- 95 million people supplied with drinking water
- 63 million people connected to wastewater systems
- 3,603 drinking water production plants managed
- 2,667 wastewater treatment plants managed

**WASTE**
- 43 million people provided with collection services on behalf of municipalities
- 49 million metric tons of treated waste
- 560,505 business clients
- 655 waste processing facilities operated

**ENERGY**
- 46 million MWh produced
- 42,053 thermal installations managed
- 2,389 industrial sites managed
- 615 heating and cooling networks managed
### OUR WORLDWIDE PRESENCE

#### BREAKDOWN OF REVENUE AND WORKFORCE BY GEOGRAPHICAL AREA

<table>
<thead>
<tr>
<th>Region</th>
<th>Revenue (€ million)</th>
<th>Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>NORTH AMERICA</td>
<td>2,394.9</td>
<td>8,138</td>
</tr>
<tr>
<td>LATIN AMERICA</td>
<td>892.5</td>
<td>13,409</td>
</tr>
<tr>
<td>EUROPE (excluding France)</td>
<td>10,086.5</td>
<td>64,480</td>
</tr>
<tr>
<td>FRANCE</td>
<td>7,942.8</td>
<td>50,849</td>
</tr>
<tr>
<td>AFRICA MIDDLE EAST</td>
<td>1,487.2</td>
<td>10,968</td>
</tr>
<tr>
<td>ASIA OCEANIA</td>
<td>3,137.2</td>
<td>23,151</td>
</tr>
</tbody>
</table>

**Total:**

- Revenue: €25,911 million worldwide
- Employees: 171,495 worldwide
**OUR ACTIVITIES**

**BREAKDOWN OF REVENUE BY ACTIVITY**

- **21%** Energy
- **42%** Water
- **37%** Waste

**BREAKDOWN OF THE GROUP'S CUSTOMERS**

- **53%** Municipal
- **47%** Industry

**BREAKDOWN OF THE WORKFORCE BY ACTIVITY**

- **68,096** employees (Water)
- **64,445** employees (Waste)
- **33,905** employees (Energy)
- **5,049** employees (Holding company and specialist subsidiaries)

**RESULTS, PERFORMANCES AND PROGRESS**

**Revenue**

- **€ billion**: 2017: 24.8, 2018: 25.9
  - +6.5% (1)

**EBITDA(2)(3)**

- **€ billion**: 2017: 3.22, 2018: 3.39
  - +7.3% (1)

**Current net income attributable to owners of the Company(2)**

- **€ million**: 2017: 614, 2018: 675
  - +13.3% (1)

**Post-tax ROCE(2)(3)**

- **%**: 2017: 8.4, 2018: 8.8

---

(1) At a constant exchange rates.
(2) See chapter 3 section 1.10.3 “Definitions” of the 2018 Registration Document.
(3) Including IFRIC 12, impacts.

* Reclassification of Lithuania in discontinued operations (IFRS 5) from 2016 and of Gabon in 2017 and 2018.
**CSR commitment**

Sustainably manage natural resources by encouraging the circular economy

**2020 target**

Generate more than €3.8 billion in revenue in the circular economy

**2018 performance**

€4.8 billion in revenue in the circular economy

---

**DRINKING WATER MANAGEMENT**

- **75.4%**
  - Efficiency of drinking water distribution networks serving over 50,000 people (pro forma 2016-2018)

- **5.6 million**
  - Smart meters installed

- **71%**
  - Of consumers benefit from a progressive water rate

---

**CIRCULAR ECONOMY: RECYCLING AND RECOVERY**

**Volume of water reused from collected and treated wastewater**

(in million m$^3$) - (water and waste activities)

- **353** to **367**

**67.6%**

- Of treated waste recovered as matter and energy

**109,361 metric tons**

- Of materials recovered from dismantling operations

**63%**

- Of combustion residues recovered (incineration and energy business)

**58%**

- Of sewage sludge recovered

**1,501 kt**

- Of alternative fuels produced from treated waste
**ENVIRONMENTAL DATA**

**CSR commitments**

**Contribute to combating climate change**

- **2020 target**
  - Achieve 100 million metric tons of CO₂ eq. of reduced emissions and 50 million metric tons of CO₂ eq. of avoided emissions, over the 2015-2020 period

- **2018 performance**
  - 63 million metric tons of CO₂ eq. of reduced emissions since 2015
  - 58% Methane emissions avoided by landfill centers
  - 19% Use of alternative and renewable energy
  - 12% Cogeneration
  - 7% Other (energy self-consumed by facilities, biogas production, integrated energy management)
  - 4% Heat and power efficiency

- **2020 target**
  - Capture over 60% of methane from managed landfills

- **2018 performance**
  - 57.7% of methane captured

**ENERGY PERFORMANCE**

**17.5 million MWh** of renewable and alternative energy produced, equivalent to 31.3% of the Group’s total energy production

**87%** Energy efficiency of heating networks delivering more than 100 GWh/year

**761 kWh/t** Energy production from municipal waste incinerators

**6.7 million MWh** of primary energy saved thanks to cogeneration (heat production and distribution installations producing over 100 GWh/year)

**344 Wh/m³** Electricity used to treat wastewater in treatment plants with a greater than 100,000 population equivalent capacity

**CSR commitment**

**Conserve and restore biodiversity**

- **2020 target**
  - Capture over 60% of methane from managed landfills

- **2018 performance**
  - 57.7% of methane captured

**Steering environmental performance**

- **2020 target**
  - Deploy our internal environmental management system in 100% of our operational activities

- **2018 performance**
  - 78% of the Group’s operational revenue covered

**24 million metric tons of CO₂ eq. of avoided emissions since 2015**

- **54%** Energy recovery from waste and sludge
- **46%** Materials recovery from waste

**67%** of revenue is covered by ISO 14001 certification for environmental management

**60 sites** have a partnership with a local nature conservation association

**181 sites** have introduced ecological management
**SOCIAL DATA**

**BREAKDOWN OF THE WORKFORCE**

By socio-professional category

- 54% Manual workers/operatives
- 21% Line managers / Technical
- 13% Office workers
- 12% Executives

By gender and age

<table>
<thead>
<tr>
<th>Age</th>
<th>Men (79%)</th>
<th>Women (21%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt; 20 years</td>
<td>6.4%</td>
<td>3.0%</td>
</tr>
<tr>
<td>20-24 years</td>
<td>10.4%</td>
<td>0.4%</td>
</tr>
<tr>
<td>25-29 years</td>
<td>11.5%</td>
<td>8.8%</td>
</tr>
<tr>
<td>30-34 years</td>
<td>10.4%</td>
<td>6.6%</td>
</tr>
<tr>
<td>35-39 years</td>
<td>9.9%</td>
<td>3.0%</td>
</tr>
<tr>
<td>40-44 years</td>
<td>11.6%</td>
<td>6.6%</td>
</tr>
<tr>
<td>45-49 years</td>
<td>6.4%</td>
<td>3.0%</td>
</tr>
<tr>
<td>50-54 years</td>
<td>10.4%</td>
<td>0.4%</td>
</tr>
<tr>
<td>55-59 years</td>
<td>11.5%</td>
<td>8.8%</td>
</tr>
<tr>
<td>&gt; 60 years</td>
<td>1.6%</td>
<td>1.6%</td>
</tr>
</tbody>
</table>

**91% of employees have a permanent contract**

**CHANGE IN WORKPLACE INJURY FREQUENCY AND SEVERITY RATES**

**Frequency rate:** number of lost time workplace injury per million hours worked.

**Severity rate:** number of days lost as a result of workplace injury per thousand hours worked.

**2020 target**

Achieve an injury frequency rate of less than or equal to 6.5

**2018 performance**


**CSR commitment**

Guarantee a safe and healthy work environment

**WOMEN IN THE GROUP WORKFORCE AND IMPROVEMENT**

By socio-professional category

- 11.2% Manual workers/operatives
- 20.6% Line managers / Technical
- 26.5% Office workers
- 16.6% Executives

**21% women in 2018 (20.7% in 2017)**

**46% of women on the Board of Directors**

**CHANGE IN WORKPLACE INJURY FREQUENCY AND SEVERITY RATES**

Frequency rate: -10% fewer lost time workplace injury (excluding commute) in comparison to 2017 (In 2017: 1.8% fewer lost time workplace injury (excluding commute) in comparison to 2016)

Severity rate: Almost 59% of employees benefited from at least one health and safety training session (In 2017: 56% of employees benefited from at least one health and safety training session)
CSR commitment

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%

2018 performance
77% of employees attended at least one training in the year

Managers’ commitment survey deployed in March 2017:
86% commitment

18 hours of training on average per employee per year

CSR commitment

 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

2018 performance
Social dialogue body coverage rate: 89% of employees are covered by a social dialogue mechanism

Social data

| Remuneration and social benefits | 30.8% |
| Organization and working time | 30.8% |
| Health, safety and working conditions | 13.1% |
| Social dialogue | 10.7% |
| Other agreements | 9.9% |
| Skills development | 4.7% |

Breakdown of agreements signed by topic

Absenteeism rate (excluding maternity and paternity leave)

2017: 4.1%
2018: 4.2%

over 1,100 agreements signed in 2018
**Societal Data**

**CSR commitment**

**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

- **2018 performance**
  - 11/11 business zones and 6/7 growth segments covered

**CSR commitment**

**Contribute to local development**

- **2020 target**
  - Maintain expenditure reinvested in the regions above
  - 80%

- **2018 performance**
  - Spending reinvested in the regions: 85.7%
    (average calculated over the main geographic zones representing 73.5% of revenue in 2018)

**CSR commitment**

**Supply and maintain services crucial to health and human development**

- **2020 target**
  - Contribute to the United Nations Sustainable Development Goals in the same way as we contributed to the Millennium Development Goals

- **2018 performance**
  - 9.6 million people given access to drinking water and 4.4 million to sanitation in countries with an access deficit
  - 51 new projects supported by the Veolia Foundation in 2018 spending €2.6 million

- **2020 target**
  - Contribute to the United Nations Sustainable Development Goals in the same way as we contributed to the Millennium Development Goals

**2018 performance**

- 9.6 million people given access to drinking water and 4.4 million to sanitation in countries with an access deficit

**Societal Data**

- 48% of strategic suppliers assessed for their CSR performance since 2015
- 63% of Veolia’s active contract portfolio includes a sustainable development clause
- €9.6 million is spent on purchases in the sheltered and supported employment sector in France
- 165,000 supported jobs in 2017 in France (direct, indirect and induced jobs)

**99.7%**

- of the water distributed by Veolia complied with applicable regulations
Resourcing the world