OUR 3 BUSINESSES

Water
- 98 million people supplied with 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 WORLDWIDE PRESENCE

BREAKDOWN OF REVENUE AND EMPLOYEES BY GEOGRAPHICAL AREA

France
- €8,255 million revenue
- 51,113 employees

Europe excluding France
- €10,469 million revenue
- 65,002 employees

North America
- €2,470 million revenue
- 8,539 employees

Latin America
- €954 million revenue
- 18,019 employees

Asia, Australia and New Zealand
- €3,449 million revenue
- 24,454 employees

Africa Middle East
- €1,592 million revenue
- 11,653 employees

North America

France

Europe excluding France

Latin America

Asia, Australia and New Zealand

Africa Middle East

Key data Veolia 2019

€27,189 million revenue worldwide

178,780 employees worldwide
OUR BUSINESSES

Breakdown of revenue by business line

- **22%** Energy
- **41%** Water
- **37%** Waste

Breakdown of the workforce by activity

- **Water**: 39%
  - **69,063** employees
- **Waste**: 39%
  - **69,945** employees
- **Energy**: 19%
  - **34,655** employees

Breakdown of the Group’s customers

- **52%** Municipalities
- **48%** Industry

Results, performances and progress(2)

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2019</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CHANGE IN REVENUE</strong></td>
<td>25.9</td>
<td>27.2</td>
<td>+4.3%(1)</td>
</tr>
<tr>
<td></td>
<td>2018</td>
<td>2019</td>
<td></td>
</tr>
<tr>
<td><strong>EBITDA</strong></td>
<td>3.84</td>
<td>4.02</td>
<td>+4.5%(1)</td>
</tr>
<tr>
<td></td>
<td>2018</td>
<td>2019</td>
<td></td>
</tr>
<tr>
<td><strong>CURRENT NET INCOME ATTRIBUTABLE TO OWNERS OF THE COMPANY</strong></td>
<td>672</td>
<td>760</td>
<td>+13.5%(1)</td>
</tr>
<tr>
<td></td>
<td>2018</td>
<td>2019</td>
<td></td>
</tr>
<tr>
<td><strong>POST-TAX ROCE</strong></td>
<td>8.8%</td>
<td>9.0%</td>
<td></td>
</tr>
</tbody>
</table>

(1) At constant exchange rate.
(2) See chapter 3, section 3.10.3 “Definitions below” in the 2019 Universal Registration Document.
(3) Including impacts of IFRIC 12 and IFRS 16.
ENVIRONMENTAL DATA

CSR COMMITMENT

Sustainably manage natural resources by encouraging the circular economy

2020 target

Generate more
€3.8 billion
in revenue linked
to the circular economy

2019 result

€5.2 billion
in revenue linked
to the circular economy

DRINKING WATER MANAGEMENT

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

6 million
smart meters deployed

80%
of consumers benefit from a progressive water rate

CIRCULAR ECONOMY: RECYCLING AND RECOVERY

Volume of water reused from collected and treated wastewater
(in million m³) – (water and waste activities)

367 404
2018 2019

70.6%
of treated waste recovered as matter or energy

169,530 metric tons
of materials recovered from dismantling operations

63%
of combustion residues recovered (incineration and energy business)

69%
of sewage sludge recovered

1,580 kt
of alternative fuels produced from treated waste
**CSR COMMITMENT**

**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.

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

- **2019 result**
  - Reduced emissions: 78.2 million metric tons of CO₂ eq. of reduced emissions since 2015
  - 60.7% of methane captured

**ENERGY PERFORMANCE**

- **18.6 million MWh** of renewable and alternative energy produced, equivalent to 36% of the Group’s total energy production
- **87%** Energy efficiency of heating networks delivering more than 100 GWh/year
- **758 kWh/t** Energy production from municipal waste incinerators
- **6,416 GWh** of primary energy saved thanks to cogeneration (heat production and distribution installations producing over 100 GWh/year)
- **349 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**
  - Carry out a diagnosis and deploy an action plan in 100% of sites with significant biodiversity issues
  - Diagnose and action plan in 71% of the sites identified

- **2019 result**
  - 83 sites have a partnership with a local nature conservation association
  - 230 sites have introduced ecological management

**CSR COMMITMENT**

**Steering environmental performance**

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

- **2019 result**
  - Methane emissions avoided by landfill centers: 60.7%
  - Use of alternative and renewable energy: 19%
  - Cogeneration: 10%
  - Other (energy self-consumed by facilities, biogas production, integrated energy management): 7%
  - Heat and power efficiency: 3%

- **Avoided emissions: 33.2 million metric tons of CO₂ eq. of avoided emissions since 2015**
  - Energy recovery from waste and sludge: 55%
  - Materials recovery from waste: 45%
**SOCIAL DATA**

**BREAKDOWN OF THE WORKFORCE**

By socio-professional category

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

93% of employees have a permanent contract.

By gender and age

- 141,044 men (79%)
- 37,736 women (21%)

- 6.6% > 60 years
- 10.5% 55-59 years
- 11.2% 50-54 years
- 11.2% 45-49 years
- 10.1% 40-44 years
- 9.9% 35-39 years
- 8.9% 30-34 years
- 6.9% 25-29 years
- 6.9% 20-24 years
- 3.3% < 20 years
- 1.6% > 60 years
- 2.3% 55-59 years
- 2.8% 50-54 years
- 3.1% 45-49 years
- 2.9% 40-44 years
- 2.8% 35-39 years
- 2.5% 30-34 years
- 2.0% 25-29 years
- 0.9% 20-24 years
- 0.4% < 20 years

**WOMEN IN THE GROUP WORKFORCE AND IMPROVEMENT**

By socio-professional category

- 21% women in 2019
- 11% Manual workers/operatives
- 57.4% Office workers
- 20.9% Line managers/technical
- 27.3% Women executives
- 18.2% Executives

**CSR COMMITMENT**

Guarantee a safe and healthy work environment

**2020 target**

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

**2019 result**

Frequency rate of workplace injury: 8.12

Almost 60% of employees benefited from at least one health and safety training session (59% in 2018)

**CHANGE IN WORKPLACE INJURY**

**FREQUENCY AND SEVERITY RATES**

- 0.45 Severity rate of workplace injury (0.47 in 2018)

**Social data**

Average age of the workforce: 44 years

21% of employees are over the age of 55

14% of employees are under the age of 30

54% Manual workers/operatives

6.6% > 60 years

2.3% 55-59 years

2.8% 50-54 years

3.1% 45-49 years

2.9% 40-44 years

2.8% 35-39 years

2.5% 30-34 years

2.0% 25-29 years

0.9% 20-24 years

0.4% < 20 years

Key data: Veolia 2019
CSR COMMITMENT

Encourage each employee’s professional development and commitment

2020 target
Deliver training to over 75% of employees annually

2019 result
80% of employees attended at least one training in the year

18 hours of training on average per employee per year

2020 target
Maintain the manager commitment rate at over 80%

2019 result
92% Manager commitment rate

In 2019, extension of the interview sample to 80,000 employees for this survey

Overall commitment rate of 84%

2020 target
Ensure over 95% of employees have access to a social dialogue mechanism

2019 result
Social dialogue body coverage rate: 88%

Over 1,200 agreements signed in 2019

CSR COMMITMENT

Guarantee that diversity and fundamental human and social rights are respected within the company

32.9% Remuneration and social benefits
12.6% Health, safety and working conditions
7.5% Other agreements
27.3% Organization and working time
14% Social dialogue
5.7% Skills development

BREAKDOWN OF AGREEMENTS SIGNED BY TOPIC

ABSENTEEISM RATE (EXCLUDING MATERNITY AND PATERNITY LEAVE)

2018 2019
4.2% 4.08%
**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

**2019 result**
11/11
11/11 business zones and 6/7 growth segments covered

**CSR COMMITMENT**

*Contribute to local development and attractiveness*

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

**2019 result**
Spending reinvested in the regions: 86.3%
(average calculated over the main geographic zones representing 74.3% of Group revenue)

922,122 supported jobs in 2018 in France (direct, indirect and induced jobs)

€10.4 million is spent on purchases in the sheltered and supported employment sector in France

71% of Veolia’s active contract portfolio includes a sustainable development clause

61% of strategic suppliers since 2016

**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

**2019 result**
10.7 million people given access to drinking water and 4.5 million to sanitation in countries with an access deficit since 2000

39 new projects supported by the Veolia Foundation in 2019 spending €2.170 million

99.8% Bacteriological compliance rate and 99.7% physicochemical compliance rate
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