
VEOLIA
PRESS DAY
2016
CO-CONSTRUCTING
GROWTH

AGENDA

VEOLIA'S STRATEGY

A COMPLETED AND SUCCESSFUL TRANSFORMATION

2016-2018 STRATEGIC PLAN : FOR A PROFITABLE AND BALANCED GROWTH

QUESTIONS & ANSWERS

THEMATIC ROUND TABLES

INTRODUCTION

RESILIENCE

SOCIAL ENTREPRENEURSHIP INCUBATORS

BREAK

NEW ECONOMIC MODELS

ENERGY EFFICIENCY

CONCLUSION

QUESTIONS & ANSWERS

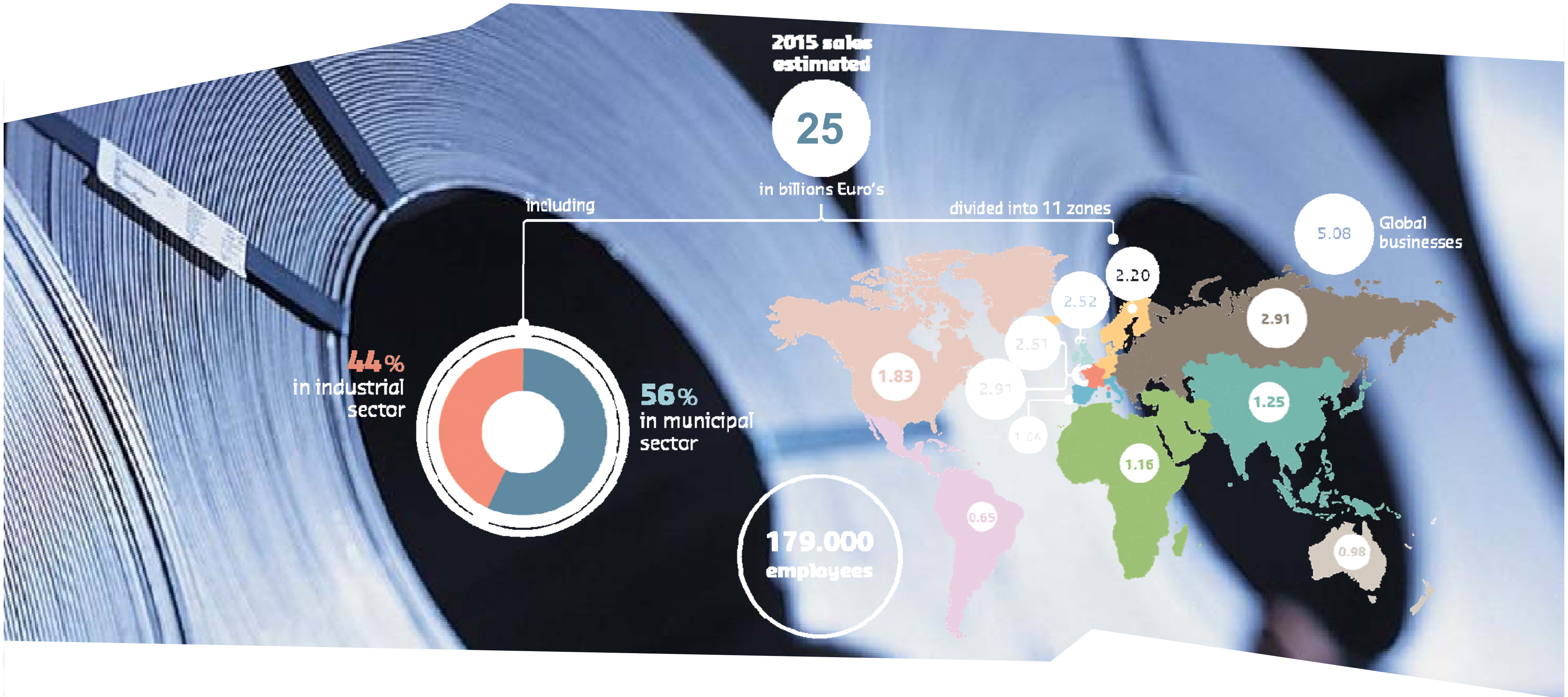
LUNCH

2012-2015

A COMPLETED AND SUCCESSFUL TRANSFORMATION


Simpler,
more integrated,
more reactive organization
Strong positioning on growth
industrial markets
2015

2012-2015
A STRONG GLOBAL FOOTPRINT



2016–2018

TWO STRATEGIC DRIVERS FOR PROFITABLE AND BALANCED GROWTH

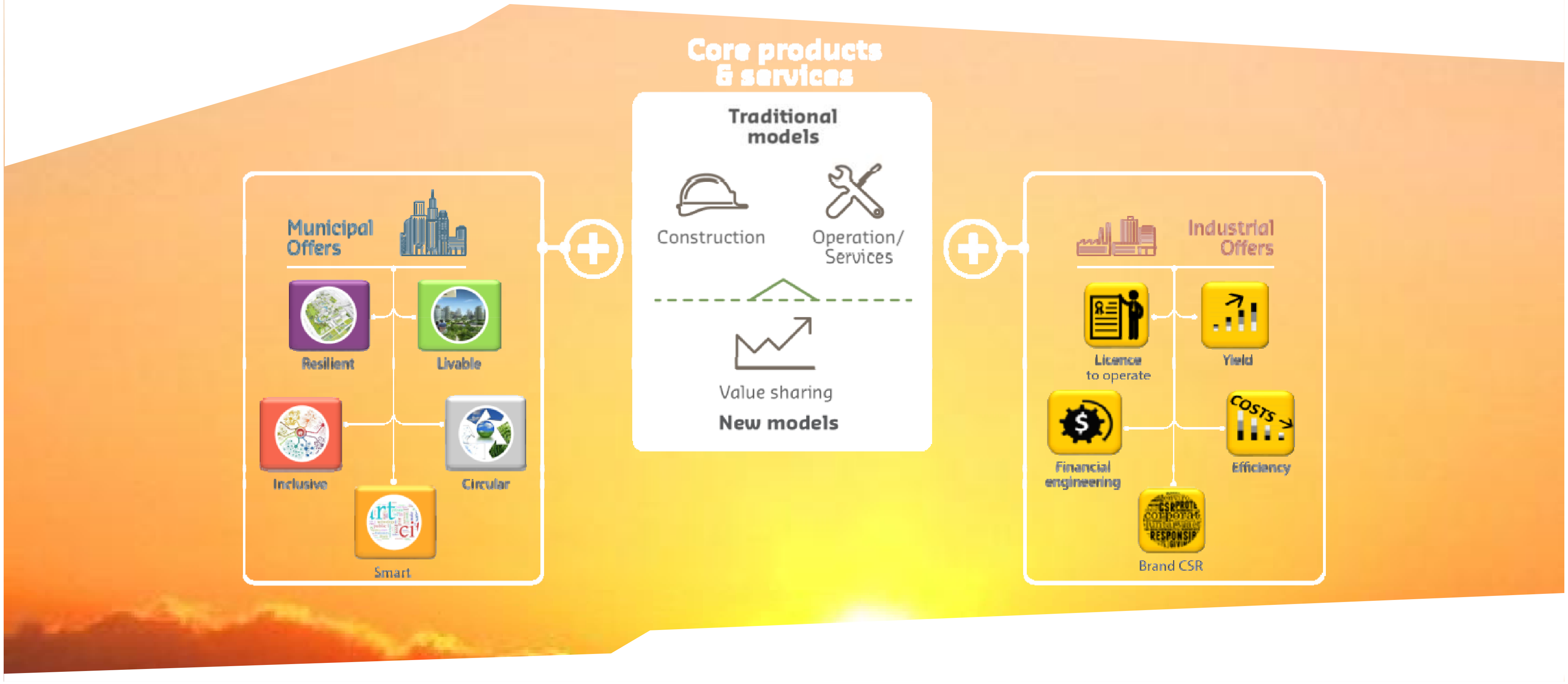
2016–2018

TWO STRATEGIC DRIVERS FOR PROFITABLE AND BALANCED GROWTH

TARGETS FOR 2018

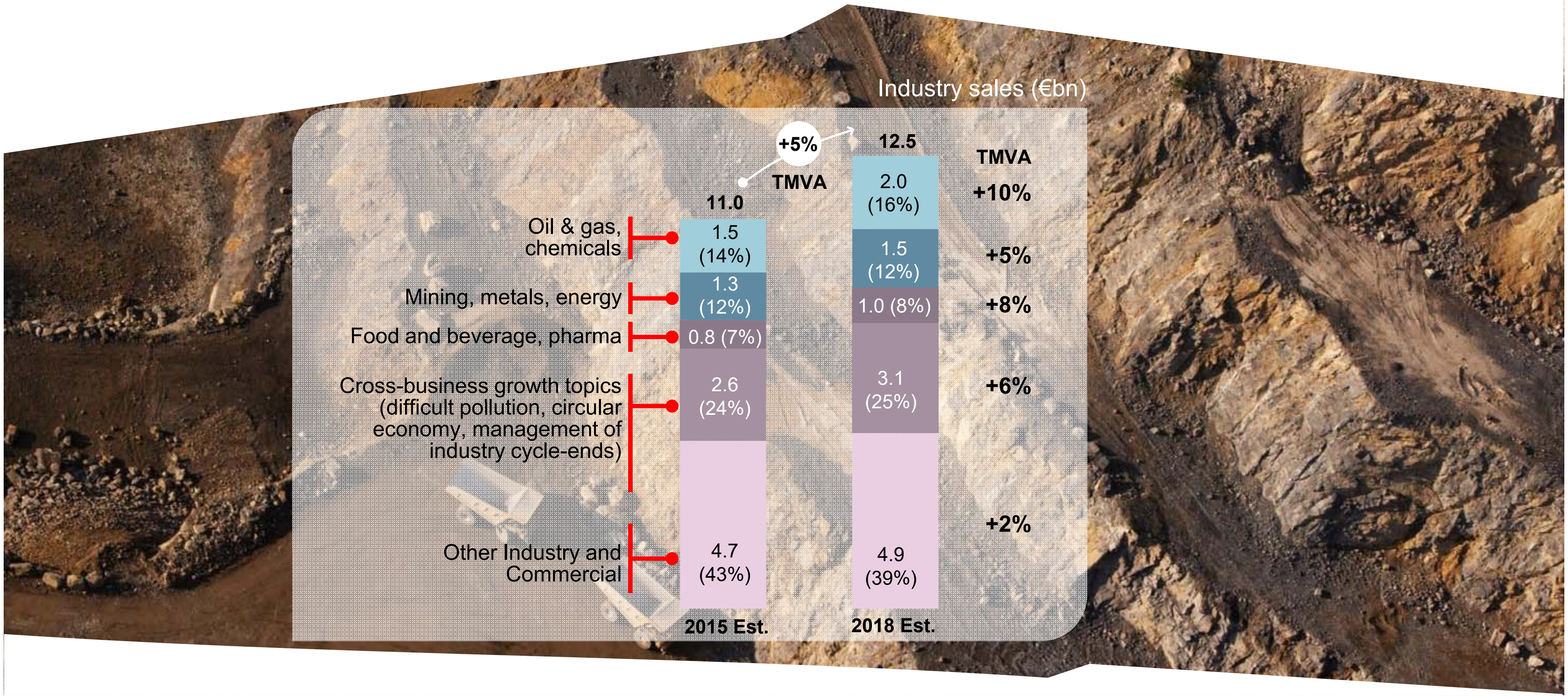
COMMERCIAL POSITIONING

CORE PRODUCTS AND SERVICES, NEW MODELS AND INNOVATIVE VALUE CREATION DRIVERS

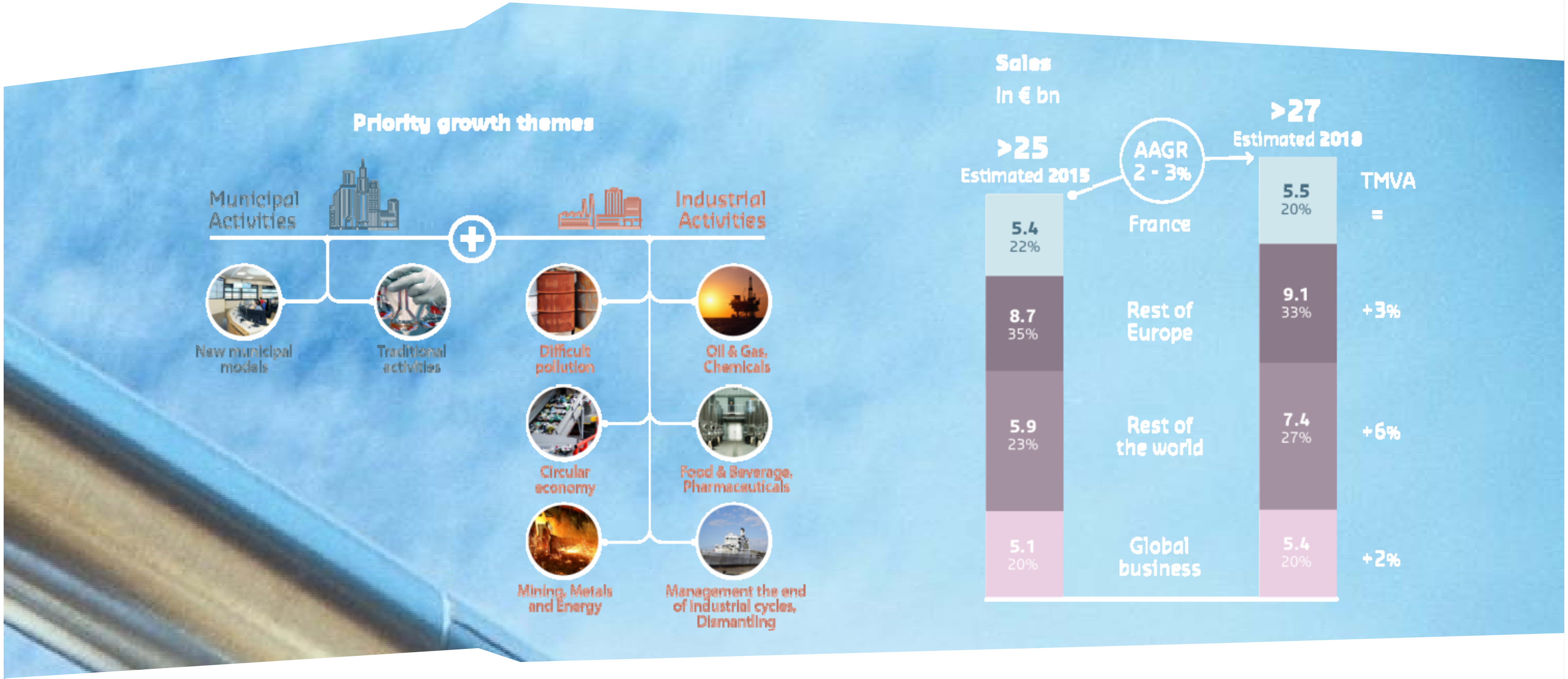


MUNICIPAL STRATEGY
RESPOND TO LOCAL CHALLENGES BY PRE-EMPTING THEM

INDUSTRY STRATEGY
SIX PRIORITY AREAS SELECTED



SALES GROWTH
2015-2018




VEOLIA
PRESS DAY
2016
CO-CONSTRUCTING
GROWTH

CO-CONSTRUCTION: HOW?

CO-CONSTRUCTION: HOW?

WHAT DOES CO-CONSTRUCTION MEAN FOR VEOLIA?

WHAT DOES CO-CONSTRUCTION MEAN FOR VEOLIA?

INVENTING NEW MODES OF COLLABORATION

THE DANONE-VEOLIA ALLIANCE

SEEKING COMPLEMENTARY EXPERTISE

THE ALLIANCE WITH IBM

- The market’s most comprehensive solutions for the management of flows in the city
- Triple benefit: economic, environmental and social / societal

BECOME AN ACTIVATOR OF PARTNERSHIPS

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SMART CITY

Share the value created from the information collected

BECOME AN ACTIVATOR OF PARTNERSHIPS


VEOLIA
CO-CONSTRUCTING
GROWTH
RESILIENCE

CO-CONSTRUCTING GROWTH | RESILIENCE

Laurent Auguste
EVP Innovation and Markets, Veolia

Ivo Menzinger
Managing Director, Global Partnerships, Swiss Re

Oliver Wild
Chief Risks, Insurance & Compliance Officer, Veolia

RESILIENCE
A MAJOR ISSUE OF CITIES' ATTRACTIVENESS

VEOLIA'S VALUE PROPOSITIONS
COVERS ALL ASPECTS
OF RESILIENCE

- VEOLIA's core competences
- VEOLIA's contributions

VEOLIA'S VALUE PROPOSITIONS

- Robust infrastructure
- Resource conservation
- Flood management
- Critical energy supply
- Heat wave mitigation

REVEALING VALUE BEYOND TRADITIONAL SILOS

UNEXPECTED TEAMING FOR GREATER RESILIENCE

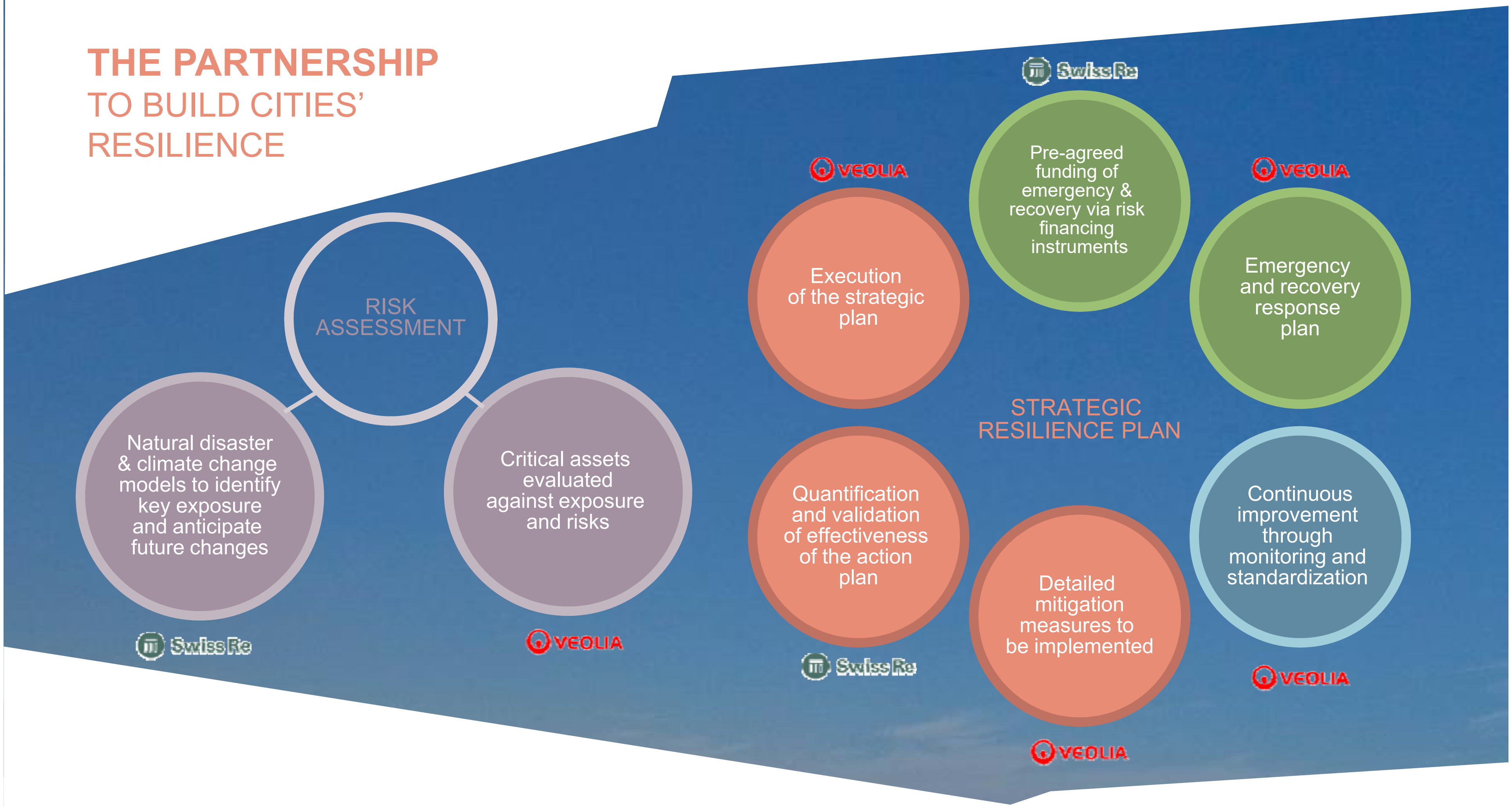
SWISS RE GROUP AT A GLANCE

OUR VISION: “WE MAKE THE WORLD MORE RESILIENT.”

[1] As at 1 January 2016

NATURAL HAZARD & CLIMATE RISK MODELING,
AND FINANCIAL STRUCTURING ARE KEY SWISS RE CAPABILITIES

THE PARTNERSHIP
TO BUILD CITIES' RESILIENCE



NATURAL HAZARD & CLIMATE RISK MODELING,
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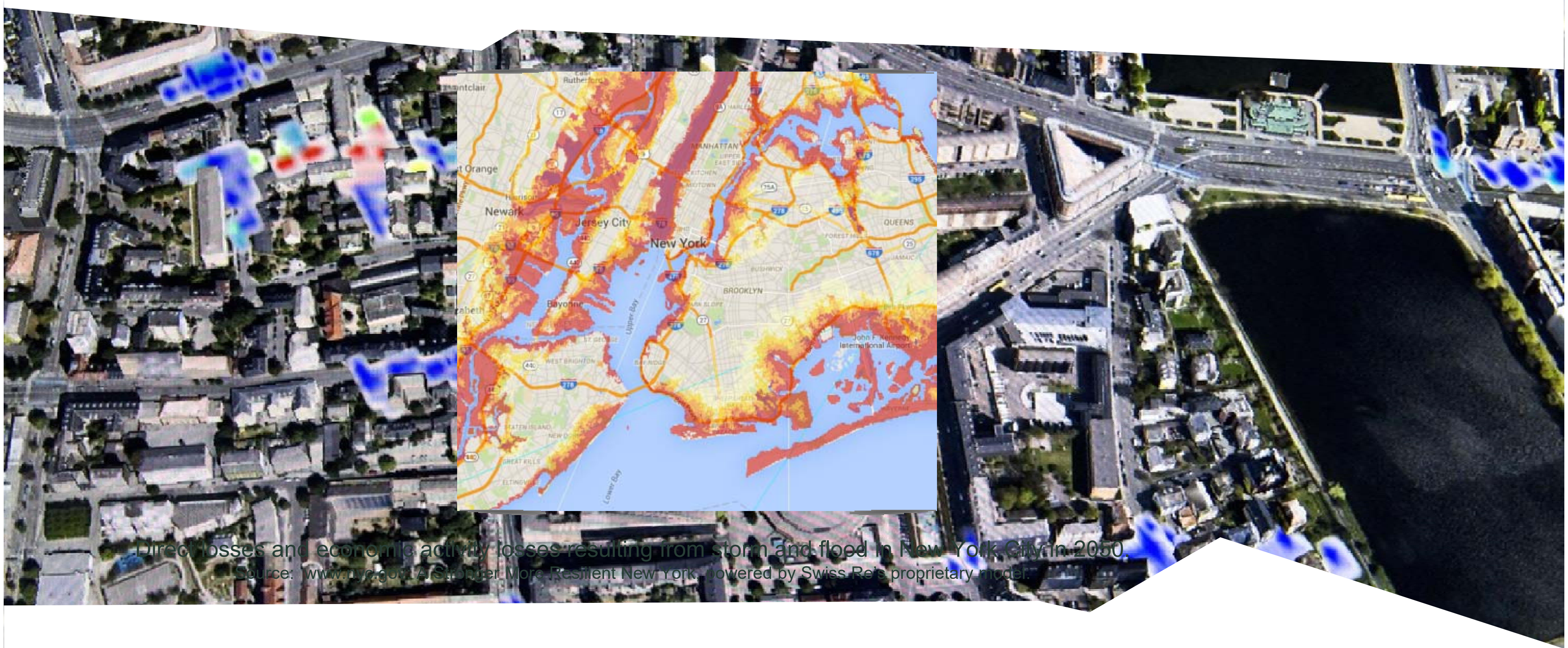
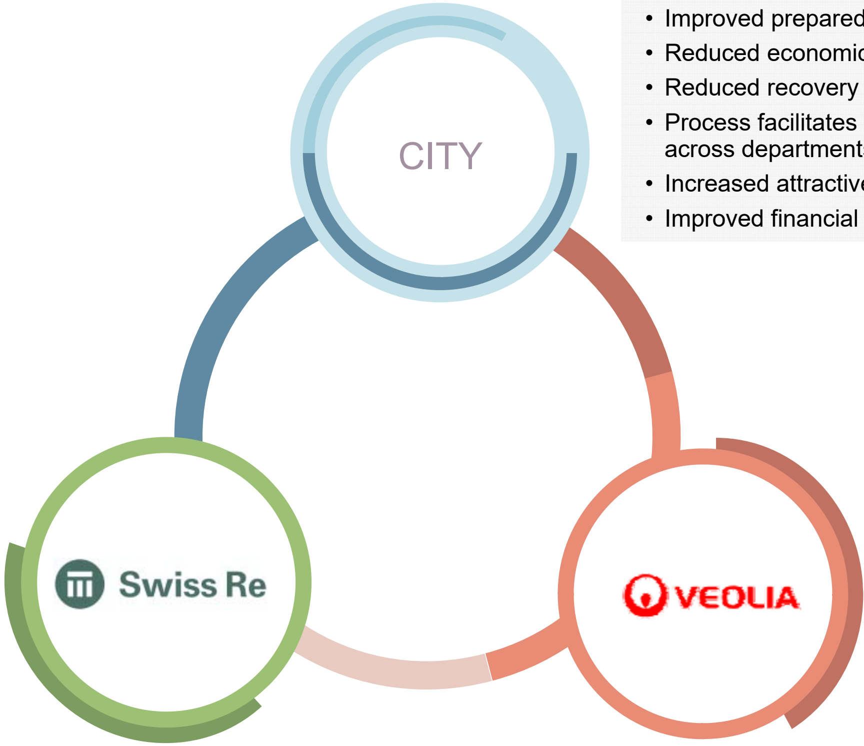


Direct losses and economic activity losses resulting from storm and flood in New York City in 2050.
Source: www.nyc.gov: A Stronger More Resilient New York, powered by Swiss Re's proprietary model.

BENEFITS AND OPPORTUNITIES

- Improved resilience against stresses and shocks
- Reduced unplanned downtime and improved efficiency of operations
- Improved preparedness
- Reduced economic and social impact and losses
- Reduced recovery time and associated losses
- Process facilitates collaboration and coordination across departments
- Increased attractiveness and competitiveness
- Improved financial bond ratings



- Growth opportunity
- Strengthen dialogue with cities
- Offering a solution rather than “just” funding
- Higher resilience of critical infrastructure will ultimately reduce economic and insured losses

- Growth and development of combined offerings and solutions
- Boost innovation
- Capitalize on all expertise and knowledge developed internally all around the world

VEOLIA

CO-CONSTRUCTING GROWTH

SOCIAL ENTREPRENEURSHIP INCUBATORS

CO-CONSTRUCTING GROWTH

SOCIAL ENTREPRENEURSHIP INCUBATORS

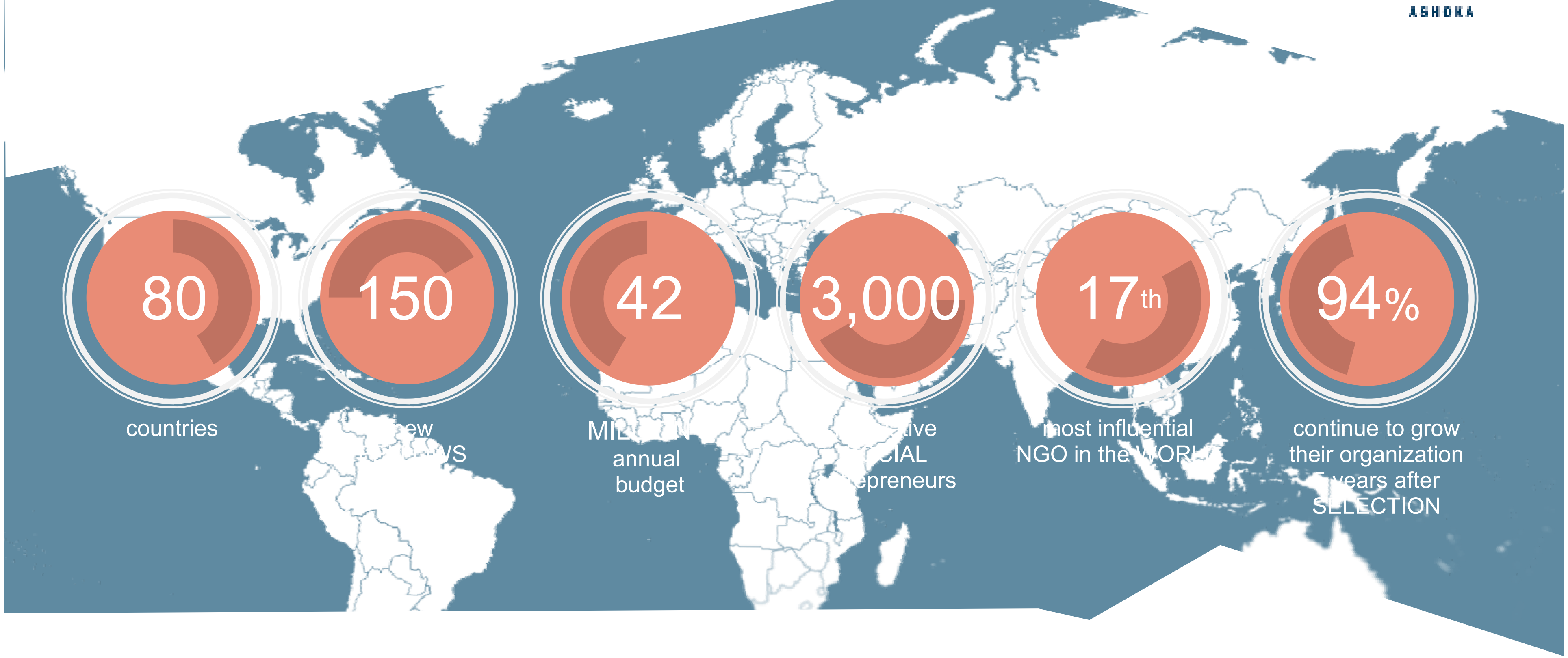
Eric Lesueur
CEO of 2EI, Veolia

Jean-Marc Guesné
Managing Director of
Ashoka France

SOCIAL ECONOMY & SOLIDARITY

SOCIAL ECONOMY & SOLIDARITY

ASHOKA
WORLDWIDE



HOW A SOCIAL ENTREPRENEURSHIP
INCUBATOR WORKS

Strategic orientation
of the economic development

Finance tied to performance

Call for candidates

Selection of start-ups

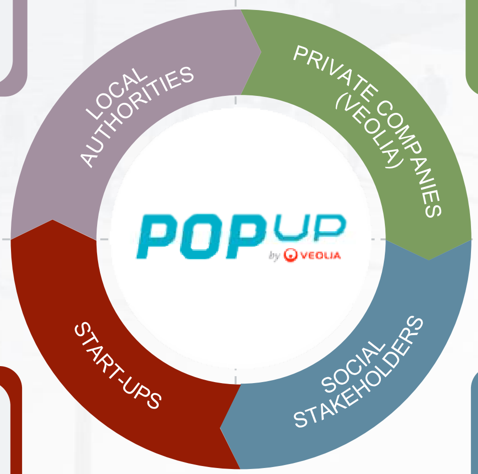
Selection of start-ups

Expertise sponsorship

Co-business & sub-contracting

Operational support

Societal innovation networking



Generation of ideas

Creation of social
and solidarity companies
(environment, health, etc.)

Selection of start-ups

Expert coaching

Dynamic support

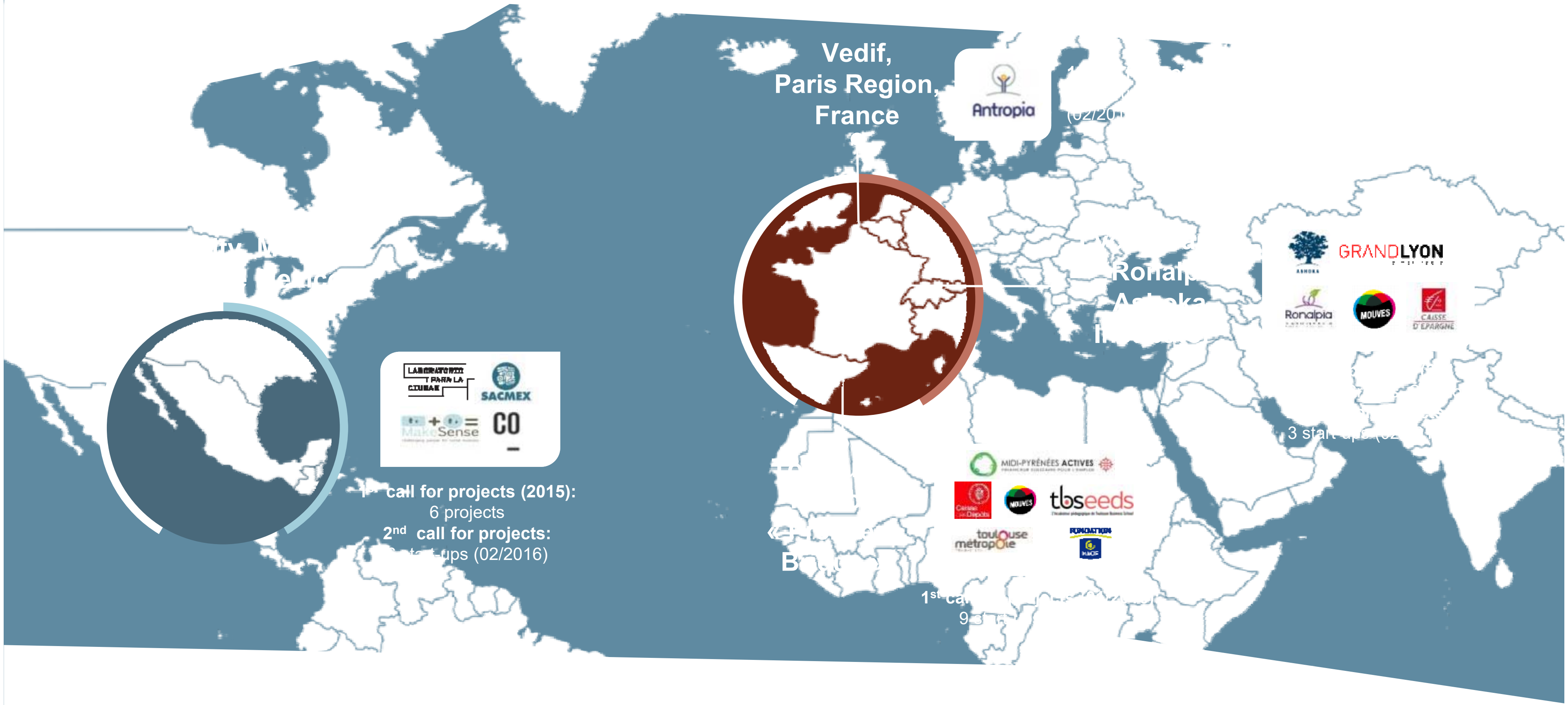
THREE CONCRETE EXAMPLES

Reuse ecosystem booster

Provides young people alienated from the job market with training as Web developers

Combats financial exclusion and household over-indebtedness

A SOLUTION ALREADY IMPLEMENTED
IN 4 REGIONS




CO-CONSTRUCTING GROWTH
NEW ECONOMIC MODELS

CO-CONSTRUCTING GROWTH

NEW ECONOMIC MODELS

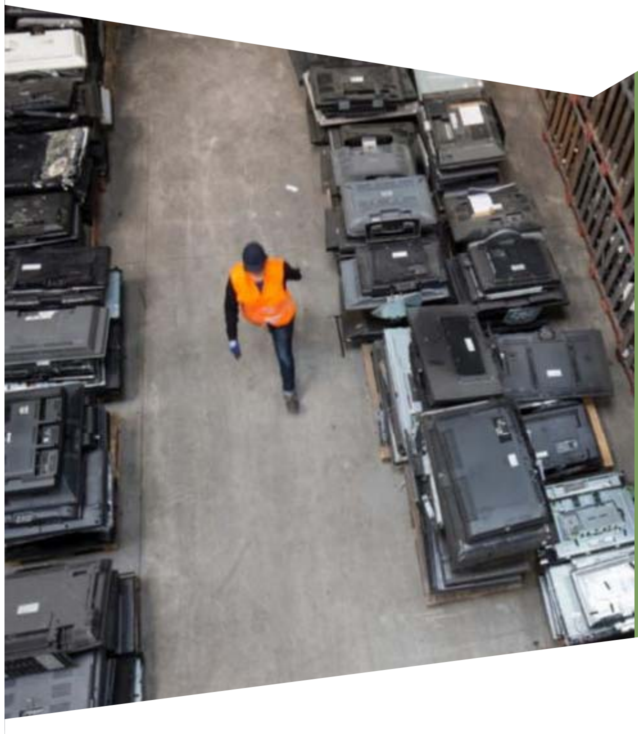
François Bertreau
Chief Operating Officer, Veolia

Hiroshi Koshiishi
CFO and Senior Managing Director, Takeei Corporation

Christophe Maquet
Energy Business Line Director, Veolia Japan

CO-CONSTRUCTION ECONOMIC MODELS

IN ADDITION TO THE HISTORICAL VALUE IT PROVIDES, VEOLIA ALSO SUPPORTS ITS INDUSTRIAL AND MUNICIPAL CLIENTS IN NEW SERVICES



CONTEXT

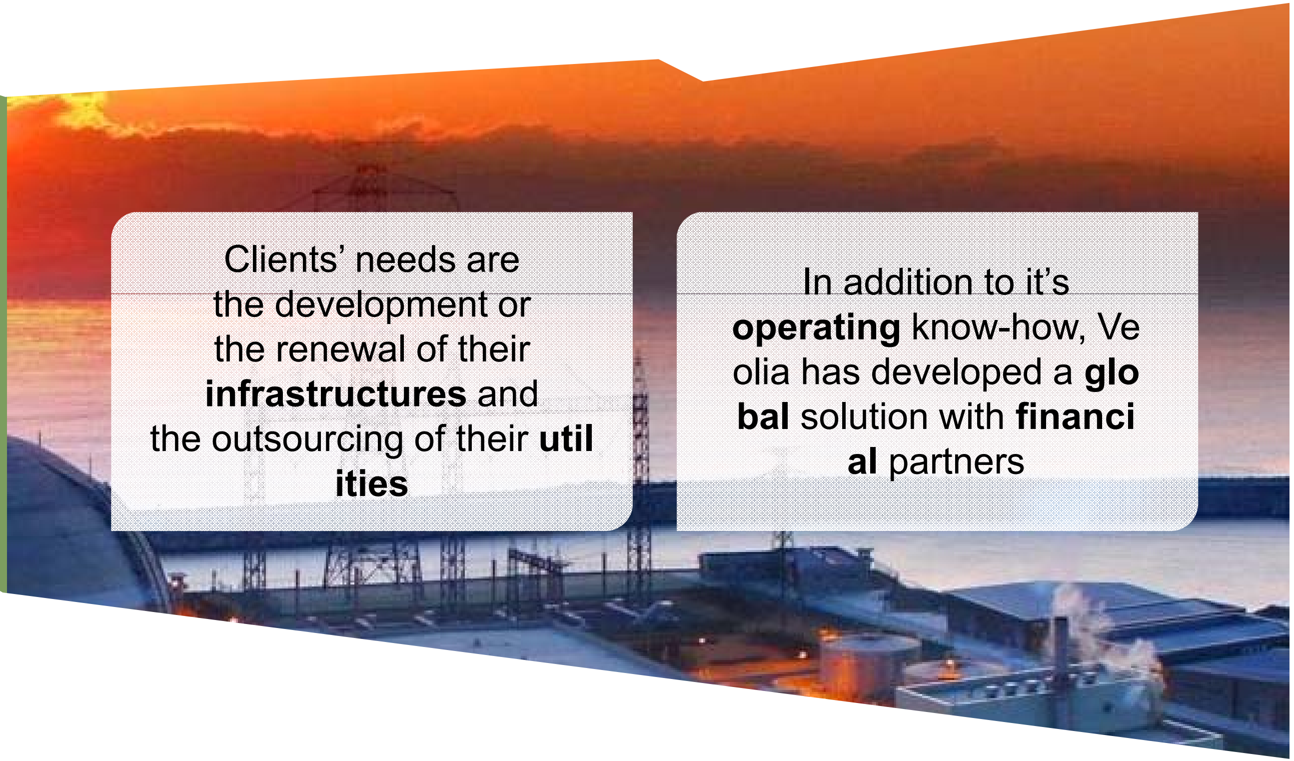
- Environmental footprint reduction
- Growing impact of digitalization
- One Veolia reorganization

CO-CONSTRUCTION ECONOMIC MODELS

ECONOMIC MODELS FOUNDED ON

ASSETCO/OPCO
LEVERAGE OUR EXPERTISE

a LEVERAGE EFFECT on its economic models for co-construction GROWTH, without putting pressure of the BALANCE SHEET



Clients' needs are the development or the renewal of their **infrastructures** and the outsourcing of their **util ities**

In addition to it's **operating** know-how, Ve olia has developed a **glo bal** solution with **financi al** partners

ASSETCO/OPCO
FACTS AND FIGURES

35 PROJECTS

23
in service

€4 bn
total investment

€300 m
Veolia limited investment

REFERENCES

Financial investors

FENGATE CAPITAL MANAGEMENT

Morgan Stanley

PGGM

Industrial investors

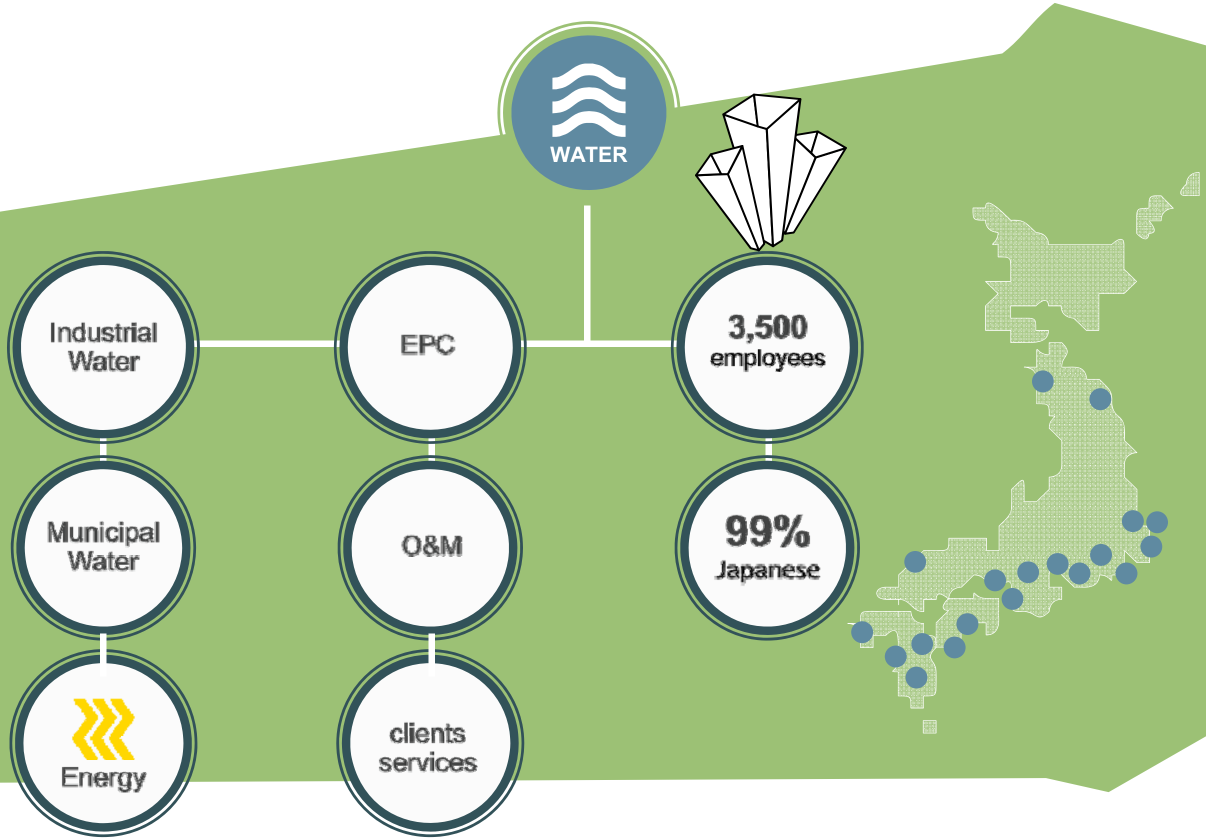
Nesté

TAKEEI


VEOLIA
CO-CONSTRUCTING GROWTH
A PARTNERSHIP FOR A BIOMASS CONTRACT

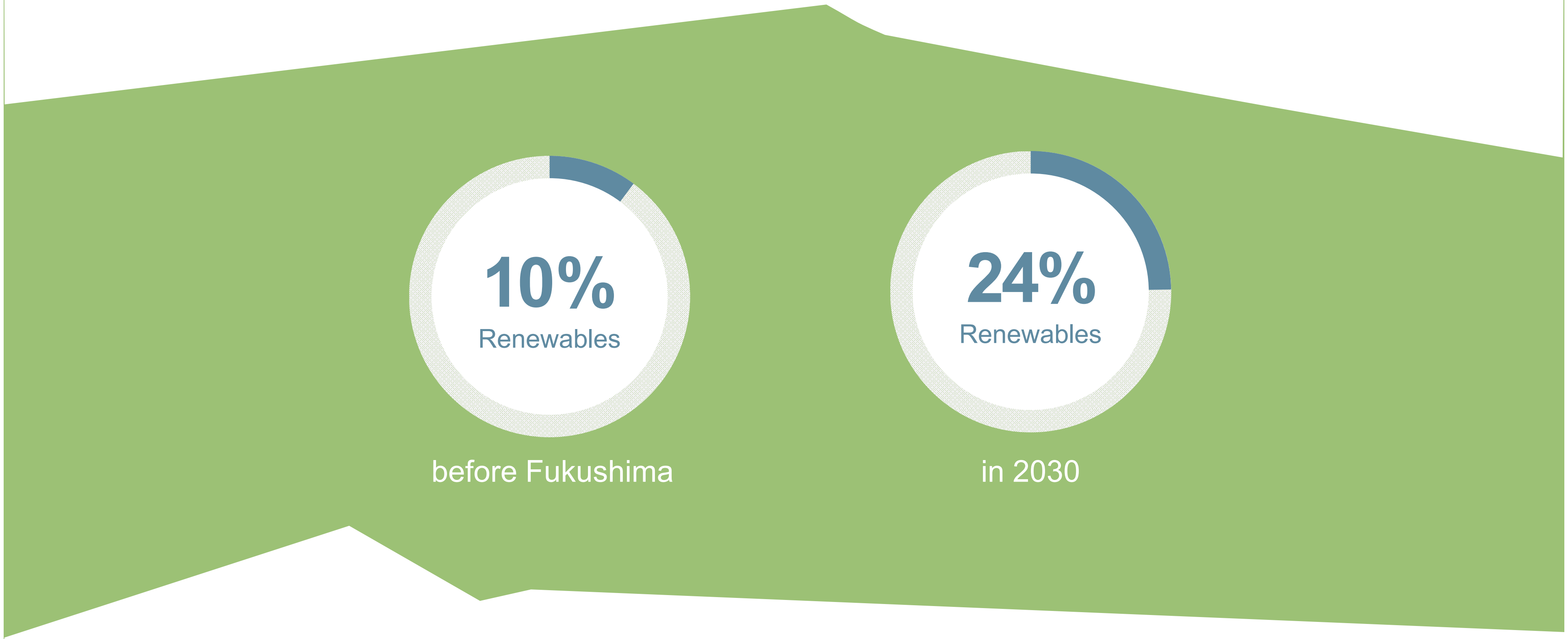
VEOLIA IN JAPAN

A WATER BUSINESS SINCE 2002



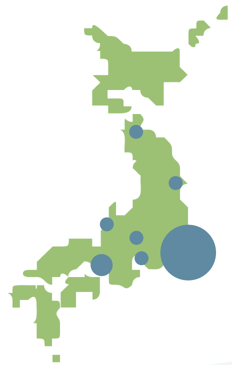
Veolia acquires in 2014 Dalkia International and can fully develop Energy business in Japan "One Veolia"

ENERGY MARKET IN JAPAN
RENEWABLE ENERGIES



TAKEEI Corporation

A COMPREHENSIVE ENVIRONMENT MANAGEMENT ENTERPRISE, A LEADER IN JAPAN



Our main Businesses is material recycling of industrial waste, especially construction & demolition waste

- Large presence in Tokyo area
- We are expanding our business areas to biomass power generation and others including environmental analysis, waste management, engineering etc.
- Target to double Turnover in 5 years

ENTRY INTO BIOMASS
POWER GENERATION BUSINESS

2010

First study on power generation at the request of a municipality aiming at revitalizing the deteriorating forestry

2011

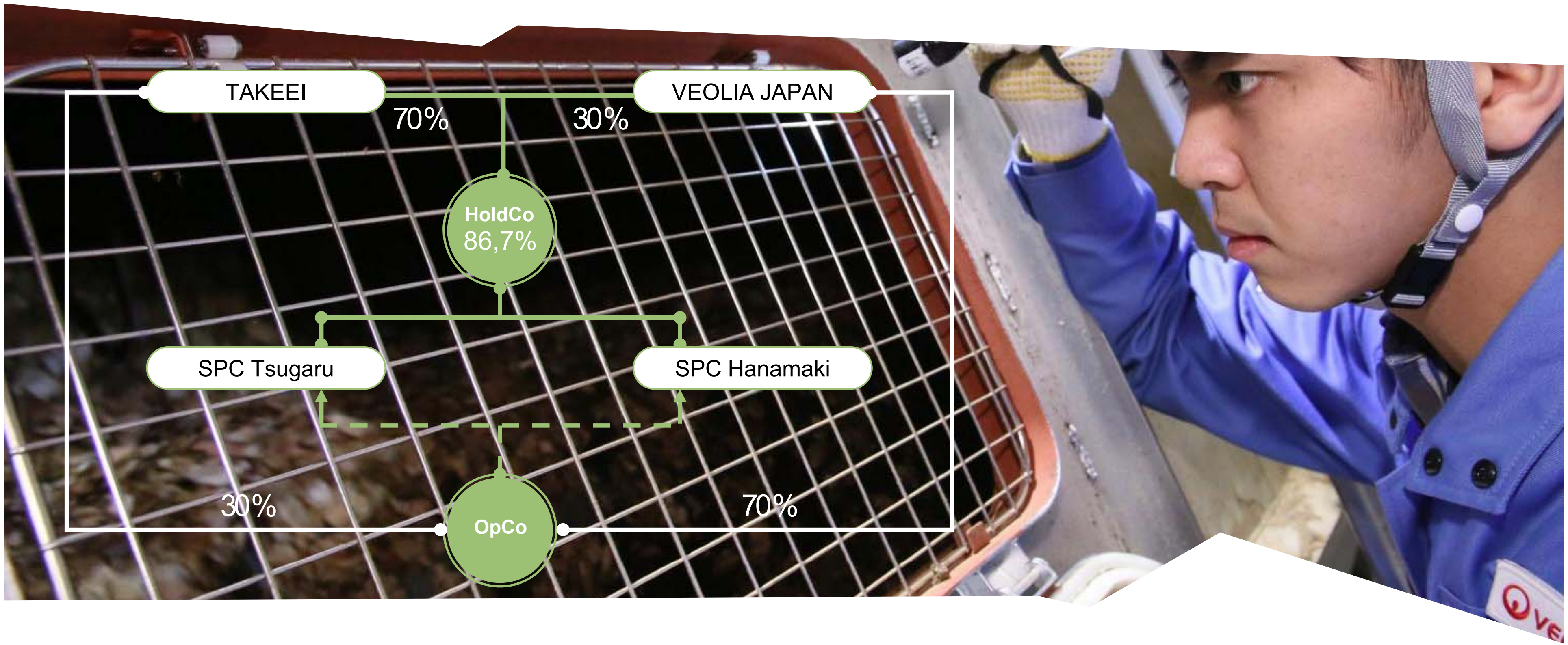
Sendai earthquake and Fukushima disaster - shut down of all nuclear plants

2012

Renewable Energies law and implementation of Feed-in-Tariff

ENTRY INTO BIOMASS
POWER GENERATION BUSINESS

ASSETCO/OPCO
TAKEEI - VEOLIA



CO-CONSTRUCTION BENEFITS

TAKEEI - VEOLIA

- Electricity produced represent annual consumption of 14,000 households, i.e. the annual consumption of the Hirakawa City population
- CO_2 savings: 20,000 t / year

HIGH SPEED BIOMASS MARKET

2GW
Actual capacity installed

4GW
Target 2020

5GW
Target 2030

A MODEL FOR GROWTH

TAKEEI – VEOLIA JV

- Already 2 biomass projects secured and under construction or operations, we are studying possible cooperation on NEW BIOMASS power generation PROJECTS

- Study possible COLLABORATION in energy field as well as FORESTRY business

- JOINT investment / operation in other BUSINESSES

A MODEL FOR GROWTH

FOR VEOLIA AND BEYOND THE PARTNERSHIP

- First energy project in Japan for Veolia: to grow its market share in the operations of biomass power generation plants
- Opportunity to develop other projects in the energy sector in Japan, capitalizing on the synergies between the Veolia teams: industrial customers is the main focus


VEOLIA
CO-CONSTRUCTING
GROWTH
ENERGY
EFFICIENCY

VEOLIA

CO-CONSTRUCTING GROWTH | ENERGY EFFICIENCY

Patrick Labat
Senior Executive Vice President
Northern Europe, Veolia

Ahmed Ismaïl
CEO MAF Ventures
Chairman ENOVA

Patrice Fonlladosa
Chairman Veolia Africa
and Middle East

ENERGY EFFICIENCY

ALL ACTIONS TO HELP REDUCE PRIMARY ENERGY CONSUMPTION
FOR ENERGY USES

*Pike Research

TODAY AND TOMORROW
VEOLIA’S RESULTS AND PERSPECTIVES ON THIS MARKET

BUILDINGS

Revenues 2015 estimate	Revenues 2018 estimate
€1,6 bn	€1,9 bn

INDUSTRY

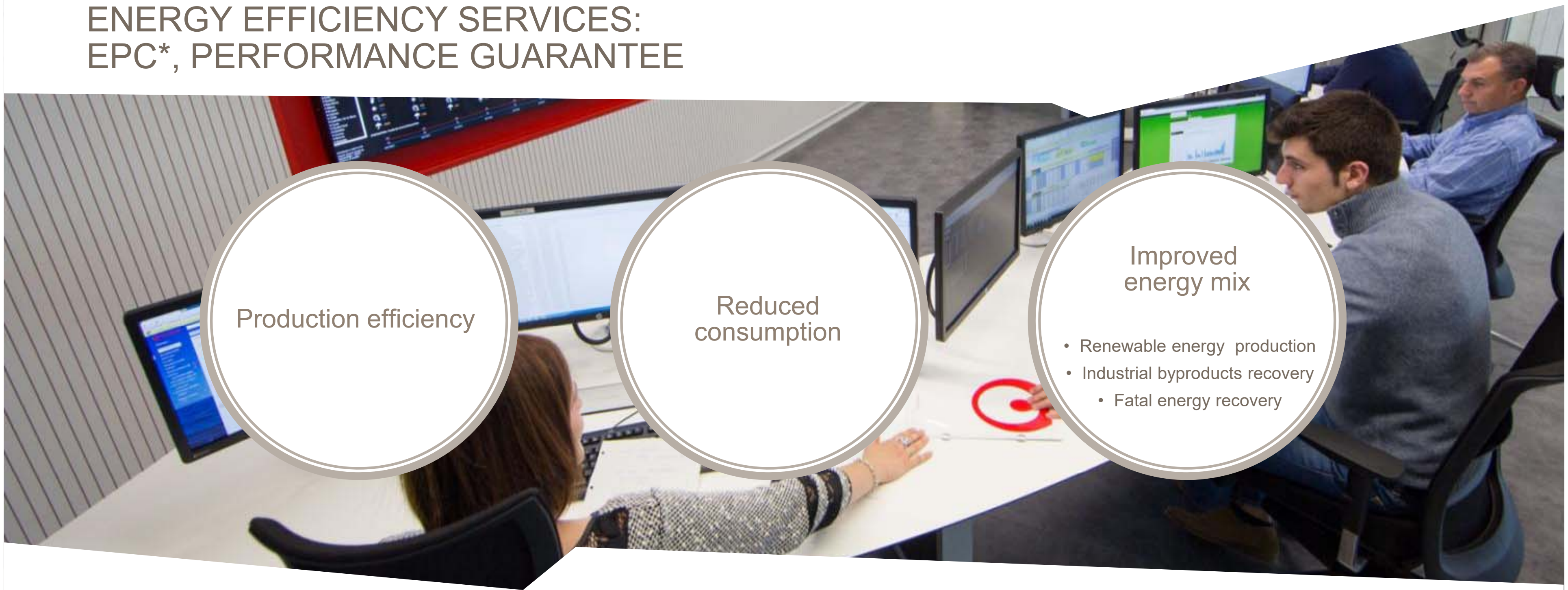
Revenues 2015 estimate	Revenues 2018 estimate
€0,7 bn	€0,9 bn

PRIORITIES AND TRENDS

EMERGENCE OF 2 MAIN TRENDS

VEOLIA'S POSITIONING

ENERGY EFFICIENCY SERVICES:
EPC*, PERFORMANCE GUARANTEE



Production efficiency

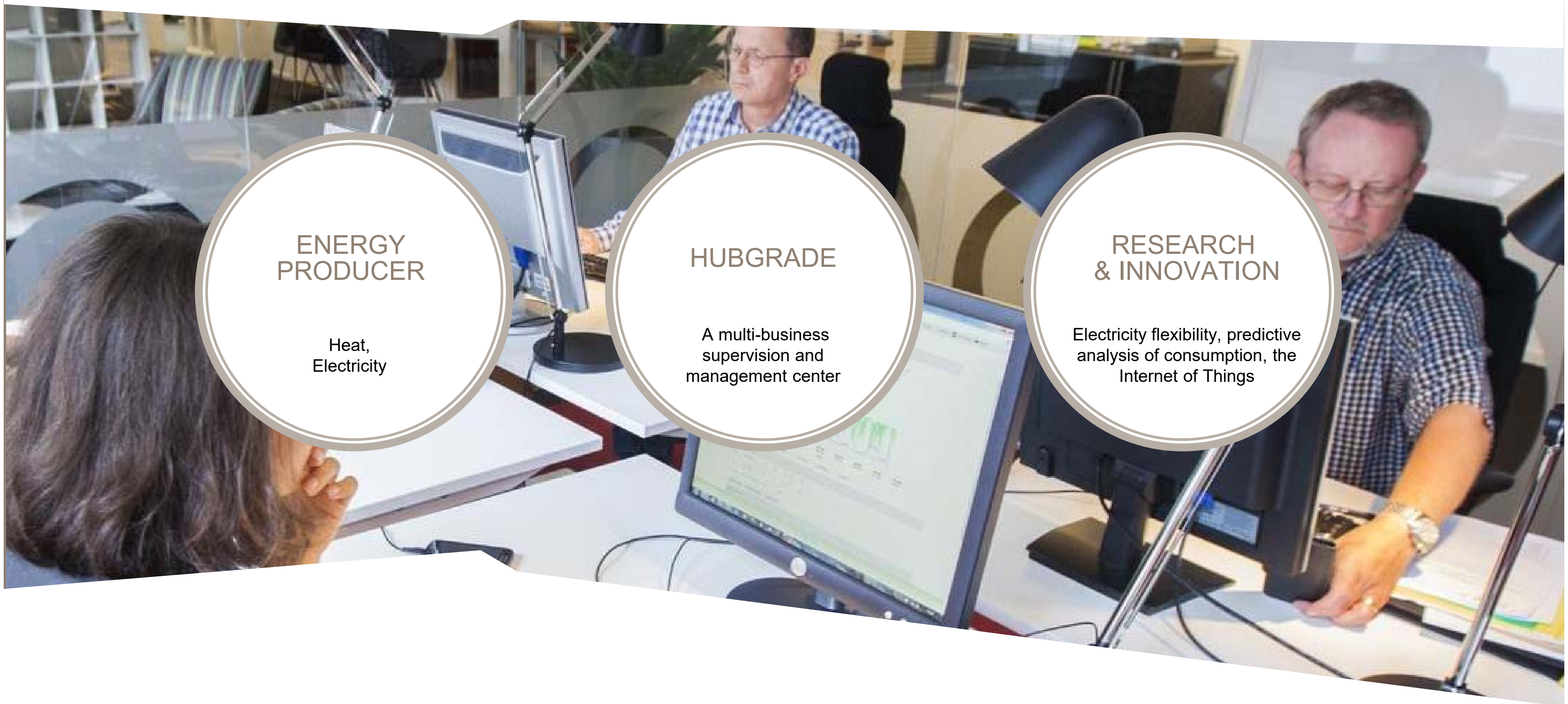
Reduced consumption

Improved energy mix

- Renewable energy production
- Industrial byproducts recovery
- Fatal energy recovery

** Energy performance contract*

VEOLIA’S POSITIONING



ENERGY PRODUCER

Heat,
Electricity

HUBGRADE

A multi-business supervision and management center

RESEARCH & INNOVATION

Electricity flexibility, predictive analysis of consumption, the Internet of Things


VEOLIA
CO-CONSTRUCTING GROWTH
ENOVA
Building Energy Efficiency Services

WE HAVE CREATED SUSTAINABLE DEVELOPMENTS AND TRANSFORMED THE WAY PEOPLE SHOP, LIVE AND PLAY ACROSS THE REGION.

250 million visitors annually

160 Carrefour stores*

23 Family Entertainment centers

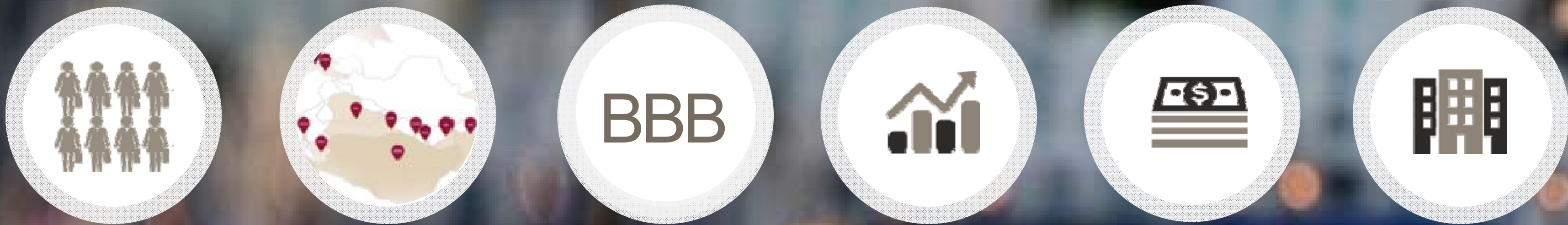
19 shopping malls with 1.1 million SQM GLA

182 cinema screens

12 hotels

**Full Carrefour franchise rights in 38 countries across Asia, the Middle East and Africa*

WE HAVE CREATED SUSTAINABLE DEVELOPMENTS AND TRANSFORMED
THE WAY PEOPLE SHOP, LIVE AND PLAY ACROSS THE REGION.



over
30,000
employees

13
countries

credit rating, the highest among privately owned companies in the Middle East.

7,4bn*
USD revenues

1bn*
USD profits

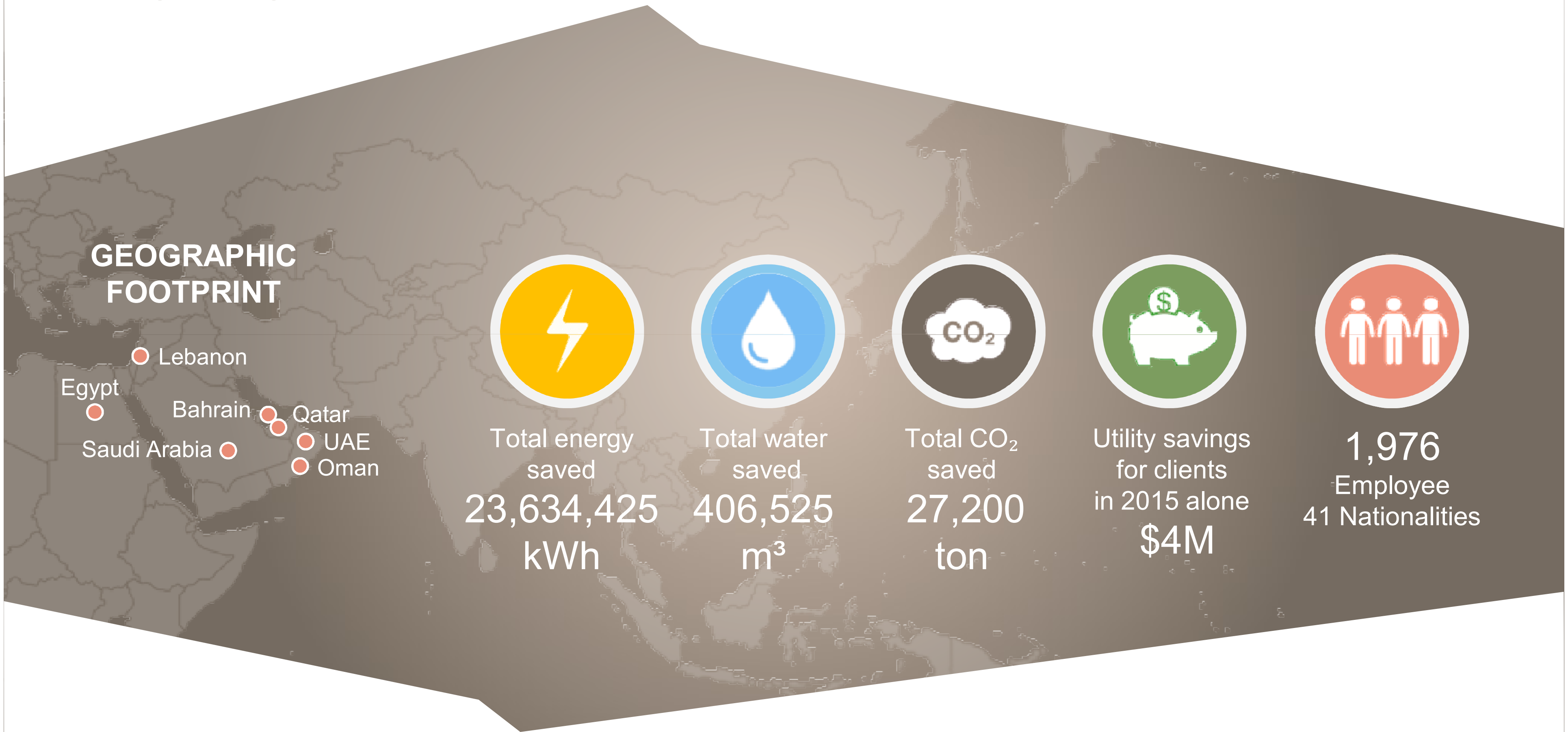
14bn*
USD asset value

*2015

MAF AND VEOLIA CREATED ENOVA

- Majid Al Futtaim sought Veolia to bring to the Middle East the international expertise for the provision of facilities and energy management services for their rapidly growing assets.
- Business partnership was established in 2002

ENOVA TODAY


GEOGRAPHIC FOOTPRINT
Lebanon
Egypt
Bahrain
Qatar
UAE
Saudi Arabia
Oman
Total energy saved
23,634,425 kWh
Total water saved
406,525 m³
Total CO₂ saved
27,200 ton
Utility savings for clients in 2015 alone
$4M
1,976
Employee
41 Nationalities

FACTORS OF ENOVA’S SUCCESS

- Partnership of two world class players
- Clear and strong governance of both players in this partnership
- Majid Al Futtaim’s properties make the ideal destination for Enova to introduce, develop, enhance and perfect its latest innovations, solutions and techniques

20%
CAGR in the past 6 years

+12%
EBITDA growth in 2015

ENOVA TOMORROW

- On track to double in size over the coming 5 years.
- Transforms the scarcity of natural resources from a constraint into an opportunity.
- Demand for innovative energy and facility management service will continue to grow in the Middle East and Egypt.
- Enova well placed to lead in complex sectors such as aviation, healthcare and complex commercial buildings.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CO-CONSTRUCTING
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