

**THE GLOBAL
CHAMPION OF**

ECOLOGICAL

TRANSFORMATION



KEY DATA 2021-2022



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INTERNATIONAL FOOTPRINT**

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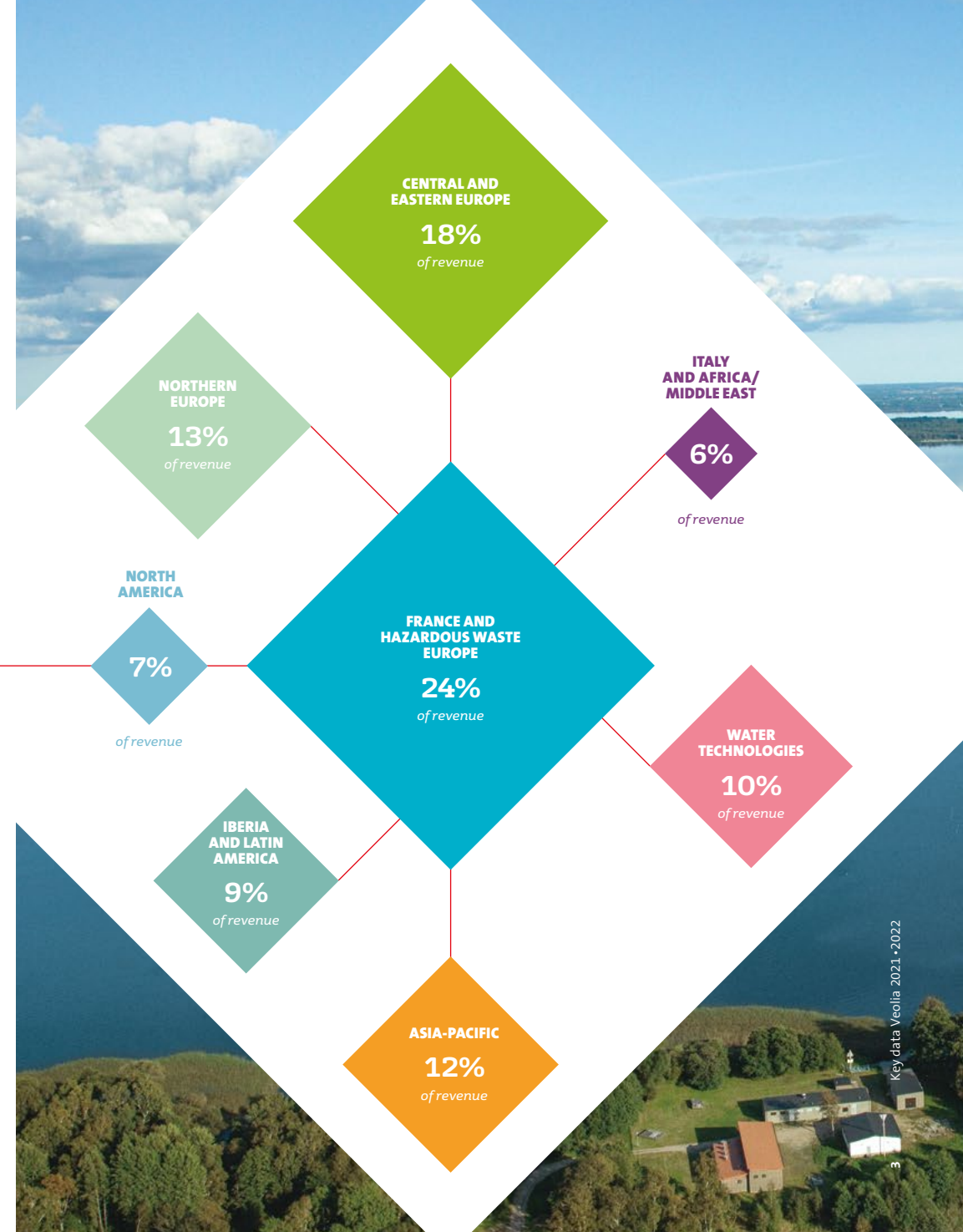
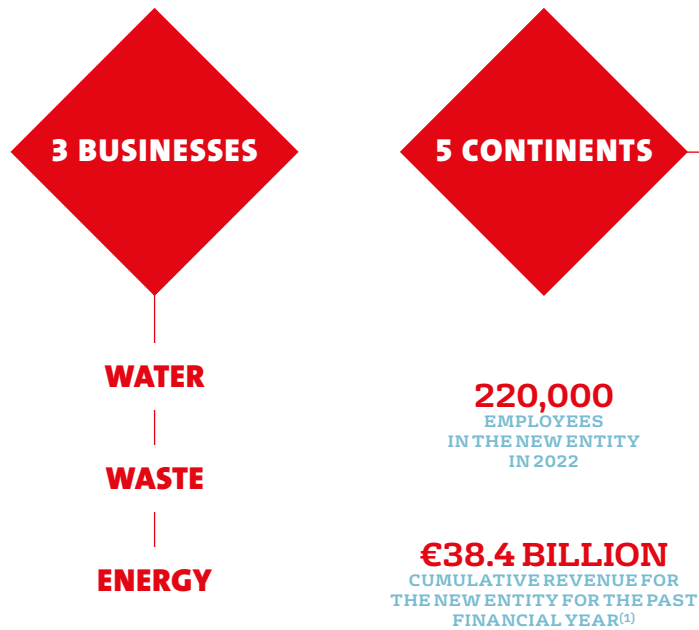
**MULTIFACETED PERFORMANCE,
AIMING FOR BALANCE**

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VEOLIA IN 2022

AN EXPANDED INTERNATIONAL FOOTPRINT

With a broader international footprint, Veolia is changing scale to become the global champion of ecological transformation to help regions and companies.



2021 KEY FIGURES

AS AT DECEMBER 31



OUR 3 BUSINESS LINES



WATER

79
MILLION PEOPLE SUPPLIED
WITH DRINKING WATER

61
MILLION PEOPLE
CONNECTED TO
WASTEWATER SYSTEMS

3,367
DRINKING WATER
PRODUCTION PLANTS
MANAGED

2,750
WASTEWATER
TREATMENT PLANTS
MANAGED

WASTE

40
MILLION PEOPLE PROVIDED
WITH COLLECTION
SERVICES ON BEHALF
OF MUNICIPALITIES

48
MILLION METRIC TONS
OF TREATED WASTE

435,861
BUSINESS
CLIENTS

691
WASTE
PROCESSING FACILITIES
OPERATED

ENERGY

48
MILLION MWH
PRODUCED

46,058
THERMAL INSTALLATIONS
MANAGED

583
HEATING AND COOLING
NETWORKS MANAGED

2,211
INDUSTRIAL SITES
MANAGED

OUR GLOBAL PRESENCE

€28,508 M
IN REVENUE

176,488
EMPLOYEES WORLDWIDE



NORTH AMERICA

€2,060 M
IN REVENUE

6,906
EMPLOYEES



EUROPE
excluding France

€11,758 M
IN REVENUE

63,736
EMPLOYEES



AFRICA AND MIDDLE EAST

€1,709 M
IN REVENUE

12,677
EMPLOYEES



LATIN AMERICA

€931 M
IN REVENUE

20,093
EMPLOYEES



FRANCE

€8,540 M
IN REVENUE

49,403
EMPLOYEES



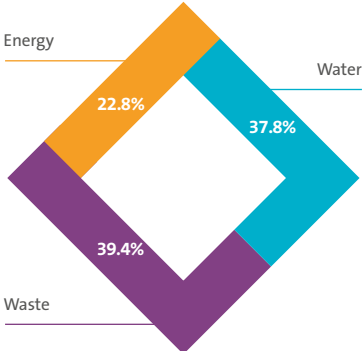
ASIA – OCEANIA

€3,510 M
IN REVENUE

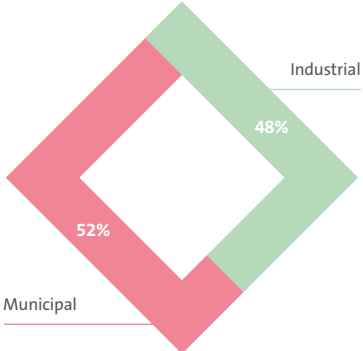
23,673
EMPLOYEES

OUR BUSINESS ACTIVITIES

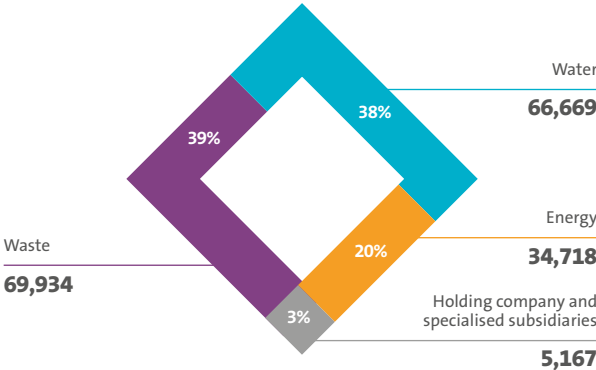
BREAKDOWN OF REVENUE BY BUSINESS LINE



BREAKDOWN OF THE GROUP'S CUSTOMER BASE



BREAKDOWN OF WORKFORCE BY ACTIVITY



ECONOMIC AND FINANCIAL RESULTS

Growth in revenue (in € billions)



EBITDA (in € billions)⁽¹⁾



Group current net income attributable to owners of the Company (in € millions)⁽²⁾



Post-tax ROCE⁽²⁾



(1) Including IFRIC 12 and IFRS 16 impacts.
 (2) 2019 and 2020 data restated – see URD 2021, section 5.6.1 for more details on treatment.



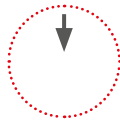
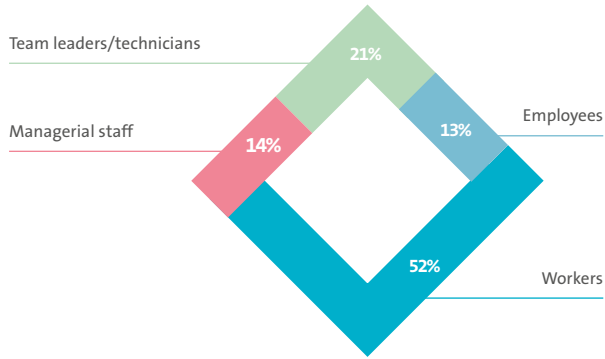
NON-FINANCIAL

PERFORMANCES

HUMAN RESOURCES DATA

Distribution of staff

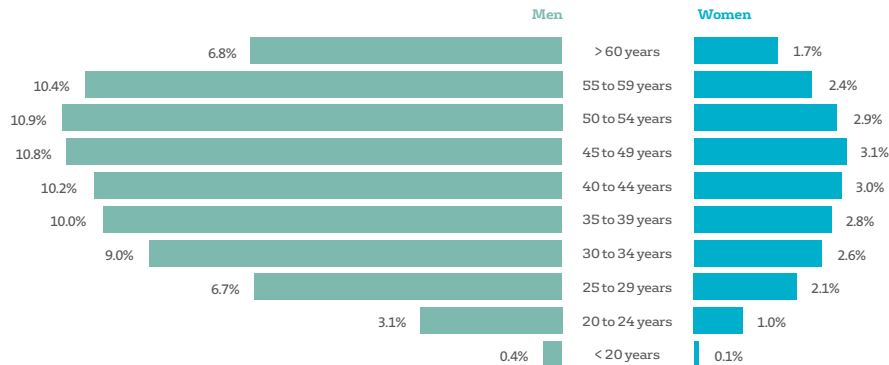
By socio-professional category



138,176
MEN
(78.3%)

38,312
WOMEN
(21.7%)

By gender and age group



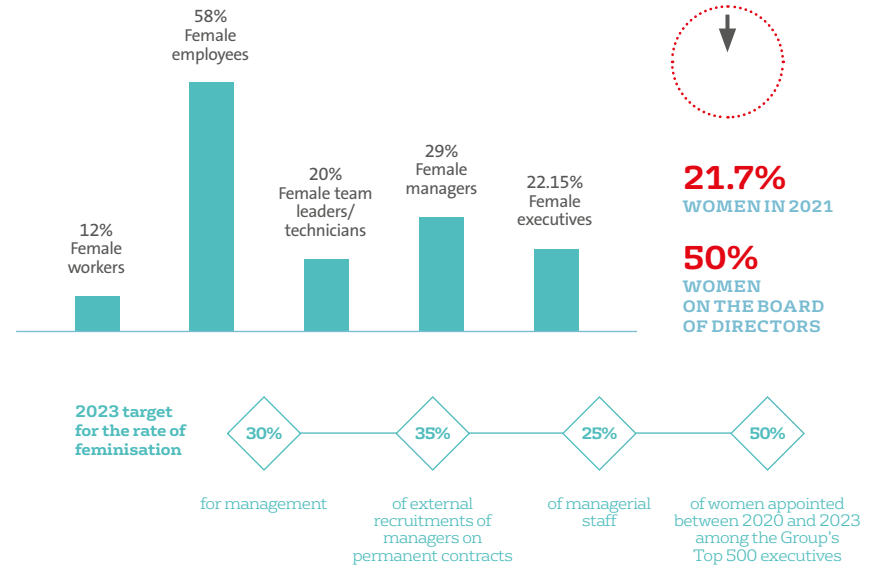
93%
OF EMPLOYEES
ARE ON PERMANENT
CONTRACTS

13.5%
OF EMPLOYEES
ARE UNDER 30

21.4%
OF EMPLOYEES
ARE OVER 55

Gender balance - Feminisation

Feminisation rate
by socio-professional category



Safety at work

0.43
Workplace accident
severity rate
(0.43 in 2020)

72%
of employees took at least
one health and safety
training course

6.65 Frequency
rate of lost time injuries
(6.60 in 2020)

2023 target

5

Frequency rate:
number of lost time injuries
per million hours worked.

Severity rate:
number of days lost
to workplace accidents
per thousand hours worked.

Employee training and employability

86% of employees took at least one training course

21 hours of training on average per employee per year



Employee commitment

Employee commitment measured by an independent “Voice of Resources” survey in 2021

87% Commitment rate of all employees surveyed

Extension of the surveyed panel from over 80,000 in 2020 to almost 100,000 employees in 2021 = stable overall engagement rate (compared with 2020).



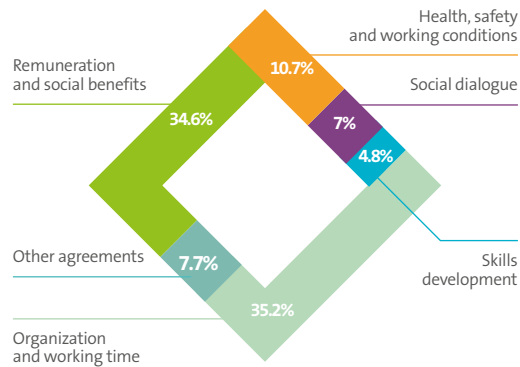
Social dialogue

1,259 agreements signed

87% Social dialogue committee coverage rate



Distribution of signed agreements by subject



Absenteeism

4.2% Rate of absenteeism (excluding maternity, paternity) (4.5% in 2020)

ENVIRONMENTAL DATA

Combating pollution and accelerating ecological transformation

98.9% Deployment rate of the Environmental and Industrial Management System (EIMS) within the Group BUs



Changes in GHG emissions from activities under operational control in the scope

◆ Scope 1 (direct emissions)
26.7 million tons of CO₂ eq.

◆ Scope 2 (indirect emissions from energy purchases)
3.8 million tons of CO₂ eq.

◆ Scope 3 (other indirect emissions)
20.9 million tons of CO₂ eq.

Combating climate change

17.1% Progress on the investment plan to phase out coal in Europe by 2030



11.4 Mt CO₂ eq. Annual contribution to avoided GHG emissions



0.4% Reduction in scopes 1 and 2 GHG emissions compared to the 2018 reference scope (Science-Based Target initiative)



56.3% Methane capture rate at current scope



19% Share of biomass in the energy consumption of power plants



+3.8% compared with 2019: production of renewable and recovered energy



99.5% Share of biomass (wood) with traceability for energy production for thermal installations selling more than 100 GWh/year



76.4% Share of biomass (wood) with certification for energy production for thermal installations selling more than 100 GWh/year



75% Energy performance of cogeneration energy production (heat and electricity)



1.3 kg CO₂/km Emissions from waste collection



30% Deployment rate of a flood risk adaptation plan on the sites at issue

Improving energy efficiency

315 Wh/m³ consumed for wastewater treatment in wastewater treatment plants with a capacity of more than 100,000 inhabitant equivalents



259 Wh/m³ Consumed for drinking water production (excluding desalination) for plants with a capacity of more than 60,000 m³/d



Promoting the circular economy

476 kt of recycled plastics in Veolia transformation plants



€6.0 bn in circular economy revenue



18% Material recovery rate from treated waste



29% Rate of energy production from treated waste



89% Recovery rate for residual bottom ash from waste incineration



72% Rate of recovery of combustion residues from the Energy business line (bottom ash, fly ash)



75% Recovery rate of sludge from wastewater treatment



84% Abatement rate of treated hazardous waste

Protecting environments and biodiversity

30% Progress on action plans to improve the environmental and biodiversity impact of sensitive sites



115 sites having a partnership with a local nature conservation association

38% Share of sites with "zero" use of herbicides and pesticides⁽¹⁾



36% Rate of implementation of ecological management on sites⁽¹⁾ > 1 ha of green spaces



42% Share of sites⁽¹⁾ that have raised awareness internally or externally of the issues of protecting environments and biodiversity



(1) Reporting scope: Waste activity (all sites); Water activity (wastewater plants with more than 100,000 inhabitant equivalents and drinking water plants with more than 60,000 m³/day); Energy activity (energy production installations selling more than 100 GWh/year).

Wastewater treatment for wastewater treatment plants with a capacity of more than 100,000 inhabitant equivalents

95% BOD5 treatment efficiency



91% COD treatment efficiency



Emissions from incineration

121 mg/Nm NO_x



16 mg/Nm SO_x



2 mg/Nm dust



Emissions from energy production for thermal installations selling more than 100 GWh/year (per MWh of energy consumed)

215 g/MWh NO_x



147 g/MWh SO_x



11 g/MWh dust



2.1 g/MWh mercury



Managing water resources in a sustainable way

75.6% Efficiency of drinking water networks for networks serving more than 50,000 inhabitants, at constant scope



299 million m³ of water reused from collected and treated wastewater

57% Deployment rate of water diagnoses at sites with significant water stress issues



75% Share of consumers with a progressive tariff



6.31 million smart meter solutions



SOCIETAL DATA

Access to essential services

6.7 million inhabitants benefited from inclusive facilities to access water or wastewater services under contracts with Veolia, i.e. +17.5% compared with 2019



New access to water and sanitation

6.7 million people connected to drinking water

and **2.4** million to sanitation services since the implementation of the SDGs in 2015

The Veolia Foundation participated in development aid or humanitarian emergency situations via:

12 projects

Through approximately 20 projects, Veoliaforce mobilised:

20 volunteers for 178 man-days of skills sponsorship

and **7** permanent staff for 1,298 man-days

Contributing to local development and appeal

Creation of jobs and resources in the regions, according to a socio-economic⁽¹⁾ study performed each year to measure Veolia's impact

1,033,623 jobs supported

€49.4 billion in wealth created (contribution to GDP)

in **52** countries

For every euro of added value created by Veolia, an additional 2.30 euros are generated in the economy. For one direct job at Veolia, 5.1 additional jobs are supported in the economy.

2023 target — annual evaluation since 2020 on Veolia's impact in 45 countries

90.5% of spending reinvested locally



88% of active contracts in the supplier database include the Group CSR clause



75% Share of strategic suppliers assessed over the past three years



(1) Local Footprint® methodology and calculation by Utopies.

77% of Veolia suppliers in France are small and medium-sized businesses, representing €2.8 billion in expenditure

€11 million in expenditure on purchases from the protected workers sector (France)

14 territories in the world where the social open innovation program Pop Up is deployed, enabling 30 collaborations with entrepreneurs

2,090 full-time equivalent (FTE) days of volunteering by employees worldwide at the service of local associations

Ethics and compliance

84% of respondents to the engagement survey responded positively to the question "Are Veolia's values and ethics applied in my entity?" (Top 5000 + employees of 25 BUs)

2023 target  ≥ 80%

Almost 25,000 employees (97.3% of managers) took an e-learning course on anti-corruption, conflicts of interests, anti-competitive practices and the vigilance plan

MULTIFACETED PERFORMANCE AIMING FOR BALANCE



MULTIFACETED PERFORMANCE DASHBOARD

OBJECTIVES AND ASSOCIATED INDICATORS	2019 BASELINE	2020 RESULTS	2021 RESULTS	2023 TARGET
Human resources performance				
Employee commitment Rate of engagement of employees measured through an independent survey	84%	87%	87%	≥80%
Safety at work Lost time injury frequency rate	8.12	6.6	6.65	5
Employee training and employability Average number of training hours per employee per year	18 h	17 h	21 h	23 h
Diversity Proportion of women appointed within Veolia's Top 500 senior executives from 2020 to 2023	Not applicable	28.3%	30.4%	50%
Commercial performance				
Customer and consumer satisfaction Customer satisfaction rate calculated using the Net Promoter Score methodology	Not applicable	NPS = 41 with 57% of revenue covered	NPS = 43 with 72% of revenue covered	NPS > 30 with 75% of revenue covered
Development of innovative solutions Number of innovations included in at least 10 contracts signed by the Group	Not applicable	2	6	12
Hazardous waste treatment and recovery Consolidated revenue generated by the hazardous and liquid waste treatment and recovery activities	€2.56 billion	€2.53 billion	€3.06 billion	>€4 billion
Economic and financial performance				
Revenue growth Annual growth in published revenue	€27.2 billion	€26.0 billion	€28.5 billion	Annual target
Profitability Current net income – Group share	€760 million	€415 million	€896 million	€1 billion
Return on capital employed ROCE after tax (with IFRS 16)	8.4%	6.4%	8.2%	Annual target
Investment capacity Free cash flow (before discretionary investments)	€1,230 million	€942 million	€1,720 million	Annual target

OBJECTIVES AND ASSOCIATED INDICATORS	2019 BASELINE	2020 RESULTS	2021 RESULTS	2023 TARGET
Social performance				
Job and wealth creation in the territories Socioeconomic footprint of Veolia's activities in the countries where the Group operates, with regard to jobs supported and wealth created	Not applicable	1,105,388 jobs supported €51 billion of added value created in 51 countries	1,033,623 jobs supported €49 billion of added value created in 52 countries	Annual assessment of impact, overall and by geography in at least 45 countries
Ethics and compliance Rate of positive answers to this question of the engagement survey "Veolia's values and ethics are put into practice within my entity"	92% of Top 5000	83% on all respondents	84% on all respondents	≥80% on all respondents
Access to essential services (water and sanitation) Number of inhabitants benefiting from inclusive measures for access to water or sanitation within contracts	5.71 million inhabitants	6.12 million inhabitants (+7%)	6.71 million inhabitants (+17.5%)	+12% at constant scope
Environmental performance				
Combating climate change • Reducing GHG emissions: progress of the investment plan to phase-out coal in Europe by 2030 • Avoided emissions: annual contribution to avoided GHG emissions (assessed with regard to a reference scenario)	Not applicable	8.1% of investment to be achieved	17% of investment to be achieved	30% of investment ⁽¹⁾ to be achieved
Circular economy: plastic recycling Volume of recycled plastic in Veolia transformation plants	12.1 million metric tons of CO ₂ eq.	12.5 million metric tons of CO ₂ eq.	11.4 million metric tons of CO ₂ eq.	15 million metric tons of CO ₂ eq.
Protection of environments and biodiversity Progress rate of action plans aimed at improving the environment and biodiversity footprint in sensitive sites ⁽³⁾	350 thousand metric tons	391 thousand metric tons	476 thousand metric tons ⁽²⁾	610 thousand metric tons
Sustainable management of water resources Efficiency of drinking water networks ⁽⁴⁾ (volume of drinking water consumed/volume of drinking water produced)	Not applicable	1.7%	30%	75%
(4) For networks serving over 50,000 inhabitants. At constant scope.	72.5%	73.4%	75.6%	>75%

(1) Total cumulative investment since 2019 in new forms of energy aimed at eliminating coal in Europe by 2030 has been estimated at €1.274 billion.

(2) Since 2021, this indicator includes plastic volumes recycled in Veolia transformation plants processing WEEE and volumes recycled in plants acquired or sold by Veolia during the year.

(3) Pro forma (2019-2021).

(4) For networks serving over 50,000 inhabitants. At constant scope.

This document was drawn up by the Veolia Communications Department – June 2022.

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