

FOR AN ECOLOGY THAT PROTECTS

KEY DATA 2024





OUR 3 BUSINESSES



WATER

111
million people supplied
with drinking water

98
million people connected
to wastewater systems

3,879
drinking water production
plants managed

3,198
wastewater treatment
plants managed



WASTE

43
million people provided
with collection services
on behalf of municipalities

65
million metric tons
of treated waste

572,834
business clients

861
waste processing
facilities operated



ENERGY

42
million MWh
produced

49,037
thermal installations
managed

604
heating and cooling
networks managed

2,043
industrial sites
managed

1
**OUR
3 BUSINESSES**

2 - 3
WORLD LEADER

4 - 5
OUR ACTIVITIES

6 - 7
**NON-FINANCIAL
PERFORMANCE**

8
VEOLIA'S ESG IN BRIEF

9 - 11
HUMAN RESOURCES DATA

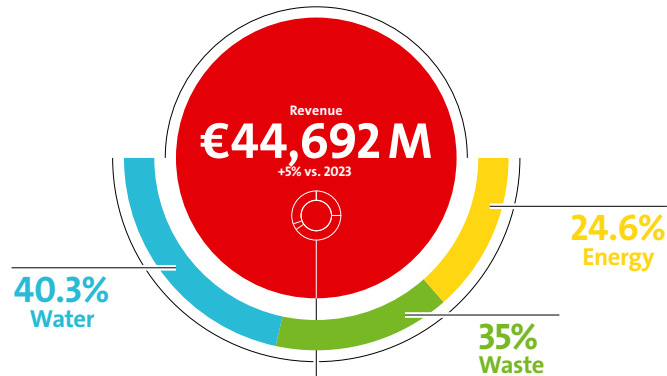
12 - 13
ENVIRONMENTAL DATA

14 - 15
SOCIETAL DATA

16 - 17
MULTIFACETED PERFORMANCE INDICATORS

VEOLIA, GLOBAL LEADER IN ECOLOGICAL TRANSFORMATION

BREAKDOWN OF REVENUE BY BUSINESS LINE



44%
of revenue is aligned with the European
green taxonomy (vs. 40.2% in 2023)

Number of employees
215,041



Number of countries (1)

56



(1) Countries where Veolia has a permanent establishment, employees and capital employed in excess of €5 million.

ECOLOGICAL TRANSFORMATION IN ACTION



DECARBONIZING
15.2 million metric tons
of GHG erased

14.5% reduction in scopes 1
and 2 GHG emissions
compared to 2021



DEPOLLUTING
65 million metric tons
of waste treated

7.4 billion cubic meters
of wastewater treated



**REGENERATING
RESOURCES**

1.45 billion cubic meters
of fresh water saved

8,4 million people benefit from
inclusive programs for access
to essential services (all
business activities)



**AN ECOLOGY THAT
IS COLLABORATIVE...**

94%

of Veolia employees believe
their **work is useful**

81%

of them trust in the Group's ability
to meet its goal of **becoming the global
champion of ecological transformation**

400

stakeholders **engaged**
in the **"41"** initiative

... AND SHARED

1,275,349

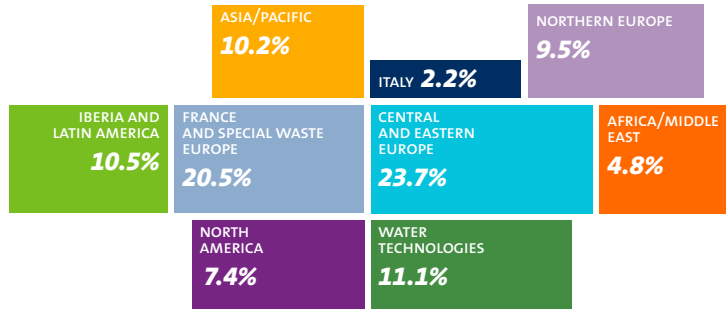
jobs supported around the world

**OVER
90%**

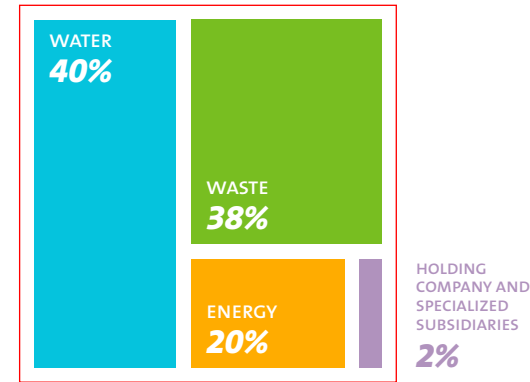
of **expenditure**
reinvested locally

OUR ACTIVITIES

REVENUE BREAKDOWN



BREAKDOWN OF WORKFORCE BY ACTIVITY

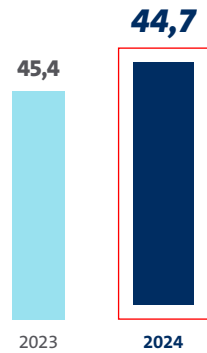


BREAKDOWN OF THE GROUP'S CUSTOMER BASE

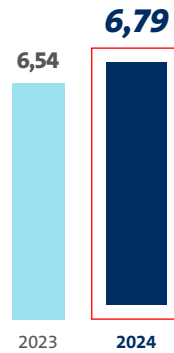


ECONOMIC AND FINANCIAL RESULTS

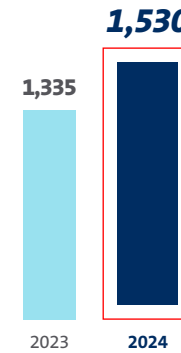
Growth in revenue
(in € million)



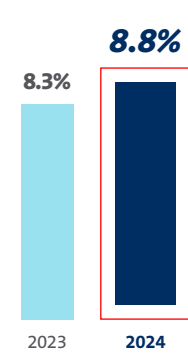
EBITDA
(in € million)



Group current net income
(in € million)



Post-tax ROCE





NON-FINANCIAL PERFORMANCE

VEOLIA'S ESG IN BRIEF

E

15.2 Mt CO₂ eq.
erased thanks to Veolia's solutions

1,45 billion m³
of freshwater saved

491,000 t
of recycled plastic
all over the world

54,8 million MWh of energy produced
(thermal and electrical)

S

88% engagement rate
Ipsos engagement survey

100% protected employees
with a social benefits base-CARE Program

1,275,349
jobs supported worldwide*

8,4 million people
benefiting from inclusive solutions to access essential services

G

Multifaceted performance with external engagements on 15 KPIs (including 12 extra-financial)

+/- 16,000 employees with a bonus policy based on multifaceted performance

1st shareholder = employees with 9% of the capital (vs 7.5% in 2023)

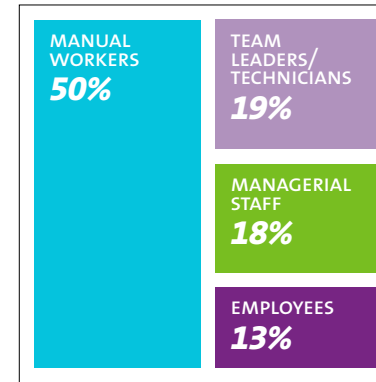
Veolia's multifaceted performance

*Full-time equivalent (FTE) jobs: Every direct job with Veolia supports 5.5 additional jobs in the economy. Every €1 of added value created by Veolia generates an additional €2.60 of added value in the economy.

HUMAN RESOURCES DATA

DISTRIBUTION OF STAFF

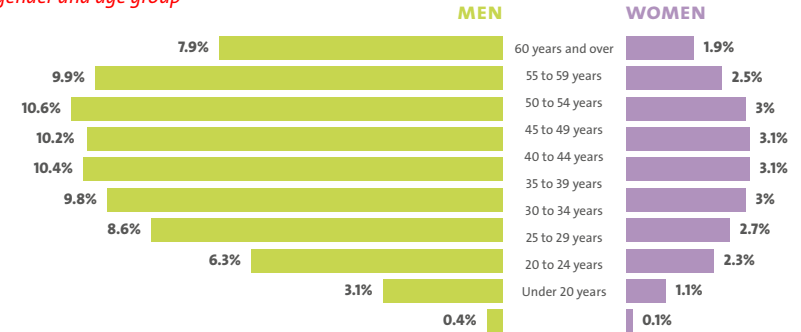
By socio-professional category



77.2%
Men

22.8%
Women

By gender and age group



95%
of employees are on permanent contracts

3,100
work-study students at Veolia, of which 56% in France

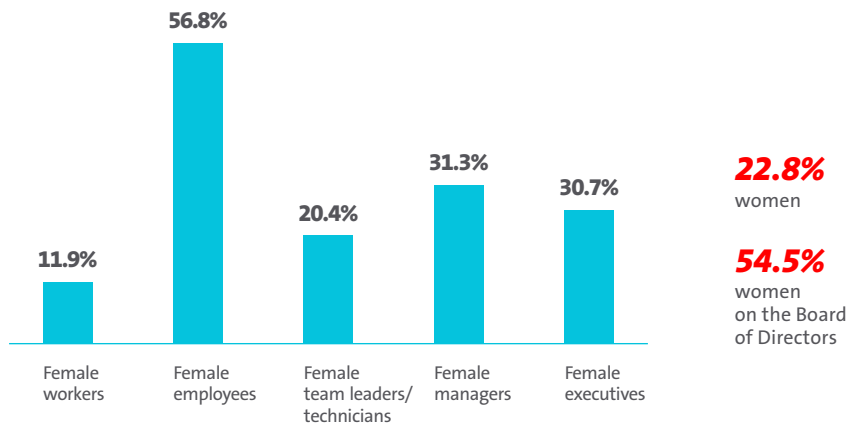
13%
of employees are under 30

22%
of employees are over 55

43.8 years
Average age of employees

GENDER BALANCE – FEMINIZATION

Feminization rate by socio-professional category



22.8%
women

54.5%
women
on the Board
of Directors

DIVERSITY AND INCLUSION

32.4%
women in the Group
Management Committee

2027 TARGET ▶ **≥ 30%**

SAFETY AT WORK

0,31

Workplace accident severity rate
(0.34 in 2023)

81%

of employees took at least one health
and safety training course

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

4.33

Frequency rate
of lost time injuries
(4.95 in 2023)

2027 TARGET ▶ **≤ 4.1**

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

EMPLOYEE TRAINING AND EMPLOYABILITY

95%

of employees took at least
one training course

30.5 hours

of training on average
per employee per year

2027 TARGET ▶ **30 hours**

EMPLOYEE COMMITMENT

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

88% Commitment rate with all employees
surveyed (almost 129,000)

Extension of the surveyed panel from over 80,000 in 2020, to 100,000 in 2021, and to almost 160,000 employees in 2022 and 2023 = 75% of the Group's workforce with a constant commitment rate vs 2022 and improving (vs 2021).

2027 TARGET ▶ **≥ 85%**

SOCIAL DIALOGUE

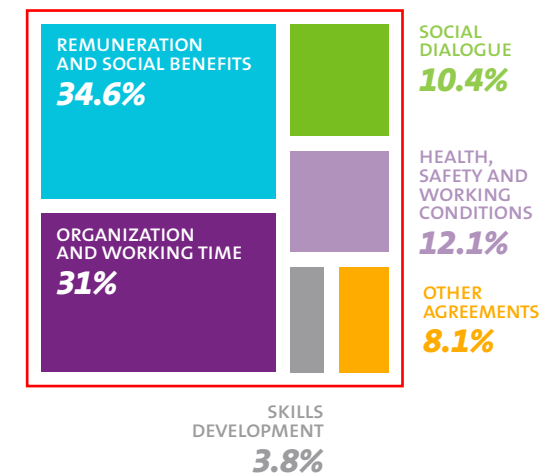
1,577

agreements signed

87%

Social dialogue
committee
coverage rate

Distribution of signed agreements by subject



ABSENTEEISM

3.8%

Absenteeism rate (excluding maternity, paternity)
(4.2% in 2023)

ENVIRONNEMENTAL DATA

COMBATING CLIMATE CHANGE - DECARBONIZATION

59.8% Methane capture rate at landfill sites

2027 TARGET ▶ **61%**

73.4% Energy performance of heat production and cogeneration plants for thermal plants selling more than 100GWh/year

2027 TARGET ▶ **75%**

Energy efficiency of drinking water production

238 Wh/m³ consumed for drinking water production (excluding desalination) for plants with a capacity of more than 60,000 m³ per day

2027 TARGET ▶ **220 Wh/m³**

Energy efficiency of wastewater treatment

830 Wh/kg COD removed
Energy efficiency for wastewater treatment in treatment plants with a population equivalent capacity of over 100,000

2027 TARGET ▶ **790 Wh/kg**

CO₂ emissions relating to waste collection

2027 TARGET ▶ **< 1.2 kg CO₂/km**

DEPOLLUTION

Wastewater treatment for wastewater treatment plants with a capacity of more than 100,000 inhabitants equivalent

91.1% COD treatment efficiency

2027 TARGET ▶ **> 92%**

95% BOD5 treatment efficiency

2027 TARGET ▶ **> 96%**

Emissions from waste incineration

122 mg/Nm³ NO_x

2027 TARGET ▶ **< 110 mg/Nm³**

2 mg/Nm³ dust

2027 TARGET ▶ **< 3 mg/Nm³**

12 mg/Nm³ SO_x

2027 TARGET ▶ **< 20 mg/Nm³**

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

180 g/MWh NO_x

2027 TARGET ▶ **< 190 g/MWh**

95 g/MWh SO_x

2027 TARGET ▶ **< 120 g/MWh**

10 g/MWh dust

2027 TARGET ▶ **< 10 g/MWh**

4 g/MWh mercury

2027 TARGET ▶ **< 5 mg/MWh**

SAVED FRESHWATER AND RESOURCE REGENERATION

75.9% Efficiency of drinking water distribution networks for networks serving more than 50,000 inhabitants

2027 TARGET ▶ **> 75%**

18.7% Percentage of end-customer smart metering solutions

2027 TARGET ▶ **30%**

90% Recovery rate of bottom ash, residues from waste incineration

2027 TARGET ▶ **> 90%**

81% Recovery rate for combustion waste in the Energy business (fly ash, bottom ash) for thermal plants selling more than 100GWh/year

2027 TARGET ▶ **> 70%**

71% Recovery rate (material, energy) of wastewater treatment sludge for wastewater treatment plants with a population equivalent capacity of over 100,000

2027 TARGET ▶ **75%**

BIODIVERSITY AND ECOSYSTEMS

69% Share of sites with "zero" use of phytosanitary products

2027 TARGET ▶ **95%**

60% Implementation rate of ecological management on site > 1 hectare of green spaces

2027 TARGET ▶ **95%**

100% Share of biomass traceability (wood) for energy production*

2027 TARGET ▶ **100%**

79% Share of biomass (wood) certification for energy production*

2027 TARGET ▶ **100%**

*covering the scope of operational control on the supply of biomass.

SOCIETAL DATA

ACCESS TO ESSENTIAL SERVICES

8.4 million inhabitants benefited from inclusive facilities to access water or wastewater services under contracts with Veolia, i.e. **+8%** compared with 2023

TARGET 2027 ▶ **8.4 million inhabitants**

NEW ACCESS TO WATER AND SANITATION

9.2 million people supplied with drinking water since 2015

and **10.1** million to sanitation services since the implementation of the SDG in 2015

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

18 projects

Through 20 missions, Veoliaforce mobilised:

36 volunteers for skill-based sponsorship

and **9** permanent staff members

CONTRIBUTING TO LOCAL DEVELOPMENT AND APPEAL

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

1,275,349 jobs supported

€84.6 bn in wealth created (contribution to GDP) in **56** countries

For every euro of added value created by Veolia, an additional €2.6 is generated in the economy. For one direct job at Veolia, 5.5 additional jobs are supported in the economy

90% of active contracts in the supplier contract database include the Group CSR clause

71% of Veolia's suppliers in France are SMEs (small and medium-sized enterprises)

and **15%** are ISEs (intermediate-sized enterprises), representing a total of **€3,452 M**

€12 M Share of strategic suppliers assessed over the past three years

12 partner incubators in the world where the Open Social Innovation program, "Pop Up", is deployed, enabling 20 collaborations with entrepreneurs

Around **200** social entrepreneurs incubated since the beginning of the program*

*2014

ETHICS AND COMPLIANCE

86% of respondents to the engagement survey responded positively to the question "Are Veolia's values and ethics applied in my entity?"

2027 TARGET ▶ **≥ 83%**

38,259 employees took an e-learning course on anti-corruption, conflicts of interests, anti-competitive practices and the vigilance plan

MULTIFACETED PERFORMANCE INDICATORS



- 1 Our stakeholders
- 2 Our performance
- 3 Our commitments
- 4 Our goals

Dimension	Commitment	Objective pursued	SDG	Indicator-definition	2023 Baseline	Results 2024	2027 Target	
Commercial performance	1. Customer and consumer satisfaction	Customer satisfaction rate calculated using the Extended Net Promoter Score methodology (score and revenue coverage) ⁽¹⁾	8	Customer satisfaction rate calculated using the Extended Net Promoter Score methodology (score and revenue coverage) ⁽¹⁾	Not applicable	NPS score = 55 with 81% of revenue covered	score ≥ 30 with 80% of revenue covered	
	Guarantee results over the long-term through innovative services	2. Decarbonization of our customers – Scope 4	13	Erased GHG emissions (new methodology) ⁽²⁾	13.45 Mt	+13 % vs 2023	+30% vs 2023	
		3. Growth boosters and innovation	9	Revenue growth in priority business segments (Energy, Water Technology, Hazardous Waste) ⁽³⁾	€12.032 billion €	+6.6 %	CAGR ≥5% at constant energy prices and exchange rates, excluding divestitures planned at 01/01/24	
Environmental performance	Decarbonization – scopes 1 and 2 reduction	4. Decarbonization – scopes 1 and 2 reduction	13	Scopes 1 and 2 ⁽⁴⁾ GHG emissions reduction	24.4 Mt of CO ₂ eq (Baseline 2021)	-14.5 % vs 2021	-18 % vs 2021	
		5. Decarbonization – transformation of our assets	13	Decarbonation Capex, including phase out of coal and methane capture (cumulative 2024-2027) ⁽⁵⁾	Not applicable	133,5 M€	600 M€ (cumulative 2024-2027)	
	Combat pollution and accelerate ecological transformation	6. Fresh water saved and resource regeneration	6	Freshwater saved (reuse, desalination, leakage reduction)	1.4 billion m ³	1,45 billion m ³	≥ 1.5 billion m ³	
		7. Depollution – biodiversity	14	Biodiversity preservation on sensitive sites	59% progress on action plans (new scope)	73 % progress on action plans	≥ 85% progress on action plans	
		8. Health, safety and well-being	3	Lost time injury frequency rate (Veolia employees)	4.95	4.33	≤ 4.1	
	Give meaning to our employees' work and help them with career development and commitment	9. Employee commitment	8	Employee commitment rate Voice of Resources Survey)	89%	88%	≥ 85%	
		10. Diversity and inclusion	5	Proportion of women in the Group Management Committee	25.6%	32.4%	≥ 30%	
	Social performance	Support regional development through responsible means	11. Ethics and integrity	8	Positive answers to the ethics and compliance question in the "Voice of Resources" survey	88%	86%	≥ 83%
			12. Support to local communities	11	Residents benefiting from inclusive solutions to access essential services (all activities) ⁽⁶⁾	7.8 million people	8.4 million people +8% vs 2023	8.4 million people (at constant scope)
	Economic and financial performance	Increase prosperity and results over time	13. Profitability	8	Current net income, Group share	1,335 M€	1,530 M€	CAGR –10% (constant FX 2023)
14. Investment capacity			8	Free Cash Flow (before discretionary growth Capex)	1,683 M€	1,819 M€	Annual target	
15. Return on capital employed			8	Post-tax ROCE	8.3%	8.8%	Annual target	

(1) In 2024, the methodology was applied and validated on 346 operational units, covering a revenue of €44.7 billion (81% of the total revenue). The remaining 19% corresponds to entities that did not send surveys (calls for tenders in progress, contractual difficulties, etc.) or that sent surveys that did not meet the validation criteria.
 (2) Scope 4, also called erased emissions, is a concept specific to Veolia, to assess the GHG emission reductions of third parties thanks to Veolia's decarbonizing solutions. It is defined in point 4.1.2.1.4. Veolia ensures that scope 4 is recognized differently than its scopes 1, 2 and 3 emissions and may under no circumstances be subtracted from them.
 (3) The definition of Growth Booster has been aligned with the GreenUp Booster definition.
 (4) % reduction compared to the 2021 baseline restated according to the new allocation method, GHG emissions in scopes 1, 2 and 3.
 (5) The KPI is calculated with the initial investment budget for new forms of energy aimed at eliminating coal in Europe by 2030, estimated at €1.65 billion in 2023.
 (6) The methodology includes activities related to Water, Waste and Energy; the scope of the BUs / contracts includes the former Suez contracts.



Veolia

30, rue Madeleine Vionnet • 93300 Aubervilliers • France

Tel.: +33 (0)1 85 57 70 00

www.veolia.com