

Corporate Presentation





THE ESSENTIALS FOR 2015



Our activity

Veolia designs and deploys solutions for **water**, **waste** and **energy** management, participating in the sustainable development of cities and industries.



WATER

Management of the global water cycle, from production and distribution of drinking water to the collection, treatment and recycling of wastewater.



WASTE

Liquid and solid non-hazardous and hazardous waste management
Our expertise covers the entire waste life cycle from collection to recycling, leading to the final recovery of waste as materials or energy.



ENERGY

Energy efficiency, efficient management of heating and cooling networks, green energy production, all unique expertise for a sustainable world.



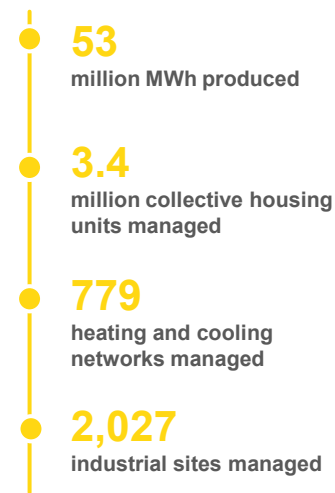
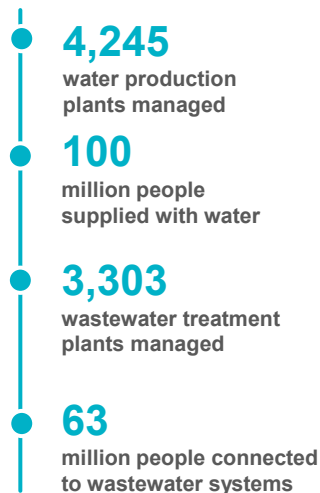
Our key figures for 2015

€24,965 M

in revenue

173,959

employees
on 5 continents



Decentralized organization

€ 24,965 M
in revenue



EUROPE

€9,723.3 million in revenue
63,701 employees

NORTH AMERICA

€2,280.4 million in revenue
8,901 employees

FRANCE

€7,565.4 million in revenue
51,892 employees

LATIN AMERICA

€910.3 million in revenue
11,609 employees

ASIA / OCEANIA

€2,533.1 million in revenue
25,439 employees

AFRICA MIDDLE EAST

€1,952.3 million in revenue
12,417 employees

Our reference contracts

HYDRO-QUÉBEC CANADA

Cool the IT data center for 4 million customers covering 10,000 m². Heat extracted: 1.6 to 4.5 MW in 20 years.

ANTERO RESOURCES USA

Treat 9,500 m³ of industrial water per day on the Doddridge gas site (West Virginia). \$150,000 saved per well.

NEW ORLEANS USA

Manage water and sanitation: 550,000 m³ treated per day, 30% of earnings reinvested in social projects.

MONTERIA COLOMBIA

Promote access to safe drinking water and sanitation for everyone 24/7. A reduction in losses from 70% to 25%.

FIBRIA HORIZONTE BRAZIL

Recycling mineral waste from a cellulose plant (3 million t per year) owned by the largest pulp manufacturer in the world.

KURION USA / EUROPE / JAPAN

Treat low-level nuclear waste by means of separation and stabilization using robotic solutions for access to confined spaces.

HAMPSHIRE COUNTY COUNCIL – UNITED KINGDOM

Treat the county's waste: 157,000 t recycled, 96,200 t of compost, 38 MW of electricity and 420,000 t of non recyclable waste treated via Energy Recovery annually. Landfill has decreased from 85% to 10%.

MAYO RENEWABLE POWER – IRELAND

Manage the largest independent biomass power plant in Ireland with a capacity of 42.5 MW of electricity and heat, which will power 68,000 homes.

DANONE WORLD

Danone / Veolia alliance for recycling and recovering water, plastics and waste. Supporting Danone to implement its climate policy "net zero carbon emissions by 2050".

BRISTOL-MAYERS SQUIBB EUROPE

Manage utilities and services for the occupants of 11 European industrial sites in accordance with ISO 9001, ISO 14001 and OHSAS 18001.

SOUTHEND-ON-SEA UNITED KINGDOM

Collect, recover and recycle household waste. Clean streets, beaches and parks.

EDG GUINEA

Co-pilot the performance of electrical networks, develop infrastructure and enable the development of local expertises.

BEE POWER BELGIUM

Produce 215 MW of electricity and 100 MW of heat in a biomass plant in Ghent: 450,000 t of CO₂ emissions avoided per year.

ALTERGIS FRANCE

Expanding the energy services offering for the local authorities, housing, health, the services sector and industry in France.

EUROPEAN METROPOLIS LILLE - FRANCE

Make "smart water" for a million people, with 3 million m³ per year less taken out, an incubator for urban services, solidarity pricing and 80% local subcontractors.

SUR SULTANATE OF OMAN

Extension of the desalination plant to meet the growing demand in the region: + 51,000 m³ per day treated (total capacity: 131,000 m³ per day).

BORÅS SWEDEN

Make this city the "zero fossil fuel" pioneer by 2025, with combined water, waste and energy solutions.

NESTE OIL & BOREALIS FINLAND

Produce heat and electricity from asphaltene and natural gas. 450 MWh of heat and 30 MWh of electricity per year.

EKO-ZEC POLAND

Recover and recycle industrial waste into secondary raw materials for road concrete, paving, bricks, cement, coatings and adhesives.

HIRAKAWA JAPAN

Produce 100 GWh/year of electricity with two biomass plants to power 22,000 homes. 40,000 t of CO₂ avoided. A partnership which associates municipalities and local foresters.

LIUGUO CHEMICALS CHINA

Treat 200 m³/h of industrial water to remove ammonia and produce fertilizer for which China is the largest consumer in the world.

SHANGHAI CHINA

Managing drinking water for 5 million people in Pudong through a 5,000 km network with a real-time 24/7 control center.

CONOCOPHILIPS AUSTRALIA

Recycle liquids and waste from a gas terminal in Perth.



**VEOLIA,
LEADER TO MEET
THE CHALLENGES OF THE 21st CENTURY**

Our mission « resourcing the world »

*We contribute to **improving** access to resources as well as **preserving** and **replenishing** them.*

IMPROVING

ACCESS TO RESOURCES:

Veolia offers **operational solutions that consume fewer environmental resources and are more economically efficient**, so as to expand both the potential and the accessibility of the resources available.

PRESERVING

RESOURCES:

Veolia develops solutions **to conserve resources and optimize their use**, while protecting their quality and efficiency throughout the usage cycle.

REPLENISHING

RESOURCES:

Veolia provides **solutions for creating new “secondary” resources** that will gradually offset the increasing scarcity of natural “primary” resources, generating new opportunities for social and economic development that protect the environment.



Veolia, leader to meet the challenges of the 21st century (1/3)



FOR THE PLANET

- **Economic dynamism and expansion** of the middle classes in emerging countries
- **Development** of mega cities
- **More water stressed** areas
- Water demand is growing **twice as fast** as the population
- **Growing demand** for energy and raw materials
- **Resource depletion**

Veolia, leader to meet the challenges of the 21st century (2/3)



FOR CITIES AND THEIR POPULATION

- **Universal access to essential services** in constantly growing and more complex cities
- **Energy efficiency**
- **Development of a circular economy** in urban services and lifestyle
- Increased sensitivity of people to consumption and the need to **conserve resources**
- The **attractiveness, sustainability and competitiveness of cities** and regions

Veolia, leader to meet the challenges of the 21st century (3/3)

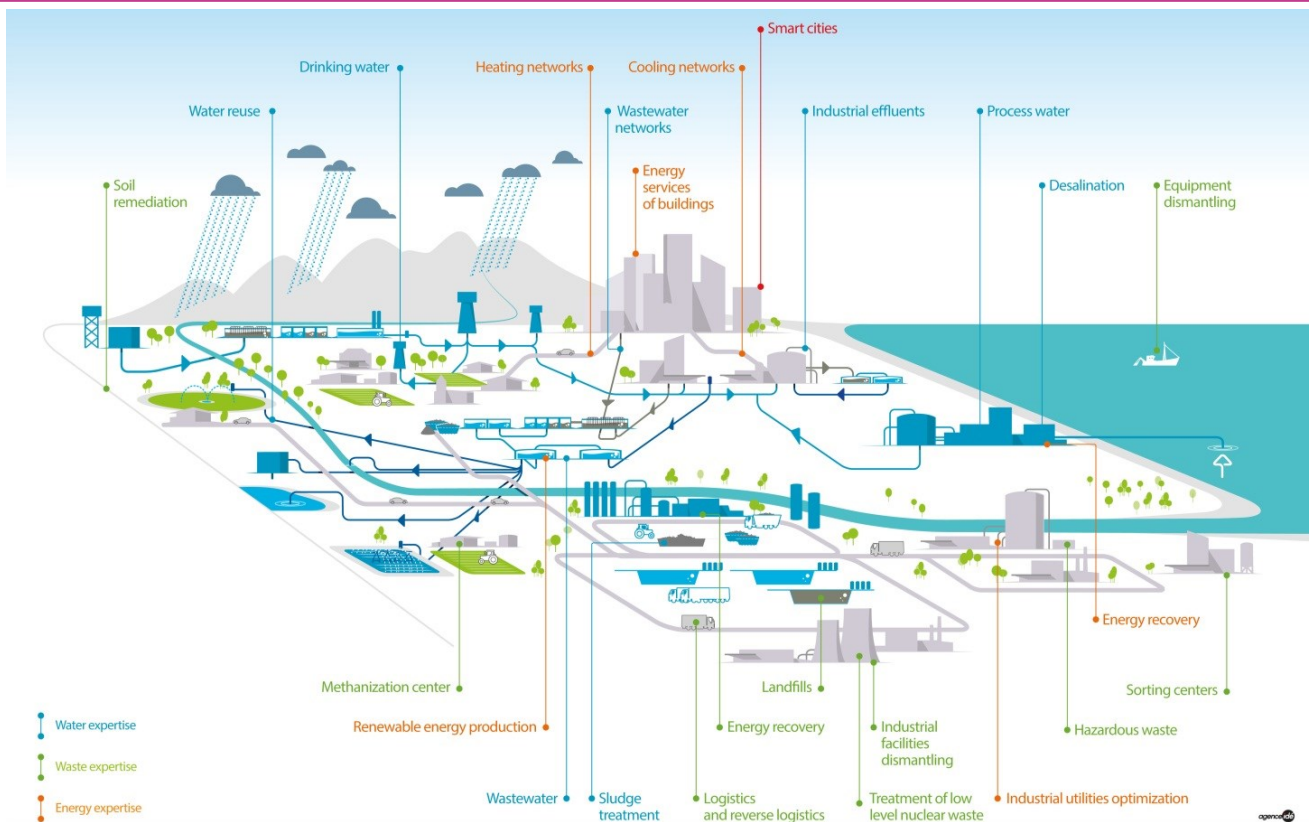


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- **Water, a strategic growth issue** for some industries
 - **The need to boost energy efficiency** for competitiveness
 - **Integration of circular economy** solutions in production processes
 - The **difficult treatment of some types of pollution**
 - Reducing environmental impact, condition for **business development**



**OUR SOLUTIONS
FOR OUR CUSTOMERS**

Our solutions for cities and industries



Our solutions for industries (1/6)



CIRCULAR ECONOMY

- A sustainable alternative to the current production and consumption approach, the circular economy is already a reality. Industrial companies are starting **to produce alternative resources** and local supply loops are emerging.
- From commercial, industrial and household waste and through its new subsidiary **AKG Kunststof Groep**, Veolia produced 37,000 tons of polypropylene granules, a secondary raw material used to make plastics for horticulture, and for the construction, electronics, automotive and packaging industries.

Our solutions for industries (2/6)



MANAGING THE END OF INDUSTRIAL CYCLES, DISMANTLING

- Passenger liners, aircraft, trains, production plants, oil platforms, etc.: Veolia **provides complete solutions** for complex situations while **guaranteeing the market's highest standards.**
- For **Shell** in the United Kingdom, on land Veolia dismantles and recycles the offshore platforms operating in the *"Indefatigable"* gas field in the North Sea. In Wallsend, with an integrated management QHSE (Quality, Health, Safety, Environment) system, the Group treats and recovers 98.9% of the materials, while respecting the environment.

Our solutions for industries (3/6)



DIFFICULT POLLUTIONS

- Low-level radioactive waste, chemical products and hydrocarbon derivatives, etc.: as certain types of waste are hazardous for human health and the environment, **high level expertise** and non-standard equipment are needed for their treatment.
- For **Constanti** (Spain), Veolia handles 60,000 t per year of special and hazardous liquid, solids or sludge waste from the chemical, pharmaceutical and automotive industries in Tarragone in Catalonia.

Our solutions for industries (4/6)



OIL & GAS, CHEMICAL

- The oil and gas industries sit at the crossroads between major regulatory, societal, economic and operational challenges. Veolia helps ensure **extraction is handled in an environmentally friendly manner.**
- For **Antero Resources** (USA), Veolia recycles the production water used on the Doddridge (West Virginia) gas site. The Group treats and reuses 9,500 m³ of water per day and reduces the environmental impact by saving \$150,000 per well.

Our solutions for industries (5/6)



MINING, METALS AND ENERGY

- For economic, regulatory and environmental reasons, **mining effluent treatment** is a major challenge. **Energy and environmental efficiency** increases industrial competitiveness.
- Veolia produces heat and steam (30 MW) from biomass for the metallurgical industrial complex in **Harjavalta** (Finland), reducing both costs and environmental impacts.

Our solutions for industries (6/6)



FOOD & BEVERAGES, PHARMACEUTICALS AND COSMETICS

- Population growth: The rapid growth in food needs and consumers' growing demands are placing pressure on the industrials. Veolia works with them **to reduce their environmental footprint and contain their costs.**
- The **Danone-Veolia** alliance makes it possible to develop innovative solutions for managing the water, plastics and waste in Danone's industrial cycle. Veolia supports Danone in implementing its "net zero carbon emissions by 2050" policy.

Our solutions for cities (1/5)



THE SMART CITY

- **The smart city** improves its competitiveness, attractiveness and durability, thanks to the data it collects to create new joined up urban services. More efficient and transparent, it better meets the expectations of citizens and businesses, by optimizing its operation and resources.
- Veolia has created a participatory and sustainable water management model for one million inhabitants in **the European metropolis of Lille** (France). A control center for the 4,300 km network will make it possible to take out 3 million m³ less by reducing leakage. Veolia associates and gets users and local players involved with: eco-solidarity pricing, 80% of local subcontractors, and support for innovative urban services projects.

Our solutions for cities (2/5)



THE INCLUSIVE CITY

- The **inclusive city** puts citizens at the heart of its services and involves all its stakeholders. It promotes access to essential services for the most vulnerable sections of the population. In incubators, it facilitates the participation of all local stakeholders in collaborative social innovation.
- Veolia's **Pop Up** is a social entrepreneurship incubator with 3 partners Ashoka, Antropia and Ticket For Change. Three innovation themes are underway: optimizing the management of water and waste in Lyon; controlling water consumption in Mexico City; supplying the city of Toulouse to make it more inclusive.

Our solutions for cities (3/5)



THE CIRCULAR CITY

- By saving resources, **the circular city** promotes growth, creates jobs, secures its supplies and reduces its CO₂ emissions. In local loops, it encourages local players to recycle and extend the duration of use of materials. It sets up economies of functionalities in order to share infrastructure and services.
- In **Hirakawa** (Japan), Veolia produces 100 GWh of electricity annually with two biomass power plants – i.e. the consumption of 22,000 households and 40,000 t of CO₂ avoided. The project involves municipalities and local foresters in a partnership model (AssetCo-OpCo) which is attractive to cities.

Our solutions for cities (4/5)



THE LIVABLE CITY

- **The livable city** improves health and promotes the well-being of its residents. It protects biodiversity and reduces its environmental footprint by using renewable energy. In eco-districts, on a smaller scale, it maximizes the quality of the living environment with high environmental performance solutions.
- **In Milwaukee** (USA), Veolia improves the quality of the environment and the living conditions of the residents. It reduces the city's carbon footprint and treats 2.4 million m³ of wastewater per day for 1.1 million inhabitants and 28 municipalities. It optimizes the management of storm water by means of retention tunnels holding 2 million m³.

Our solutions for cities (5/5)



THE RESILIENT CITY

- Increasing urbanization, violent weather events and pressure on essential resources require smart planning of urban infrastructure and services. **Increasing the resilience of cities** by anticipating and reducing risks also enhances the attractiveness of the area.
- **New Orleans** (USA) will reduce the financial impact of a disaster like Katrina, through a **Veolia-Swiss Re partnership** that is improving the resilience of the city: with a prevention and risk anticipation approach, Veolia and Swiss Re have joined forces to assess the vulnerability of critical infrastructures and propose an action plan to reduce risks and limit their economic impact.



OUR COMMITMENTS FOR SUSTAINABLE DEVELOPMENT



Our 9 commitments for sustainable development

1 **SUSTAINABLY MANAGE**
natural resources
by supporting circular
economy

2 **CONTRIBUTE TO**
combating climate change

3 **CONSERVE AND RESTORE**
biodiversity

4 **BUILD NEW MODELS**
for relations and value creation
with our stakeholders

5 **CONTRIBUTE TO**
local development

6 **SUPPLY AND MAINTAIN**
services crucial to human health
and development

7 **GUARANTEE**
a healthy and safe
working environment

8 **ENCOURAGE
THE PROFESSIONAL**
development and commitment
of each employee

9 **GUARANTEE RESPECT**
for diversity and human
and fundamental social rights
within the company

Our commitments for sustainable development (1/3)

FOR RESOURCING THE PLANET

1 SUSTAINABLY MANAGE natural resources by supporting circular economy

2020 TARGET:

- Achieve over €3.8 billion in revenue linked to circular economy.

2015 PERFORMANCE:

- €3.5 billion (estimated).

2 CONTRIBUTE TO combating climate change

2020 TARGETS:

- Capture over 60% of methane at the landfills we operate.
- Achieve 100 million metric tons of CO₂ equivalent of reduced emissions and achieve 50 million metric tons of CO₂ equivalent of avoided emissions for the period spanning from 2015 to 2020.

2015 PERFORMANCES:

- 57% of methane captured.
- 16 million metric tons of CO₂ equivalent of reduced emissions and of 6 million metric tons of CO₂ equivalent of avoided emissions.

3 CONSERVE AND RESTORE biodiversity

2020 TARGET:

- Perform a diagnosis and deploy an action plan at all sites identified as having significant importance for biodiversity.

2015 PERFORMANCE:

- Diagnosis and deployment at 30.6% of sites identified.

Our commitments for sustainable development (2/3)

FOR RESOURCING THE REGIONS

- 4** **BUILD NEW MODELS**
for relations and value creation
with our stakeholders

● **2020 TARGET:**

- Enter into a major partnership based on value creation in each zone and each growth segment.

● **2015 PERFORMANCE:**

- Examples of major partnerships signed: Danone, IBM and Takeei.

- 5** **CONTRIBUTE TO**
local development

● **2020 TARGET:**

- Maintain above 80% the share of our expenditure reinvested in regions.

● **2015 PERFORMANCE:**

- 83.9% (average calculated for the main geographic regions representing almost 70% of 2015 revenue).

- 6** **SUPPLY AND MAINTAIN**
services crucial to human health
and development

● **2020 TARGET:**

- Contribute to the sustainable development goals adopted by the United Nations General Assembly in September 2015, in the same way that we contributed to the Millennium Development Goals.

● **2015 PERFORMANCE:**

- Since 2000, more than 6.5 million people have been provided with drinking water supply and more than 3 million with sanitation in countries with underdeveloped access.

Our commitments for sustainable development (3/3)

FOR THE WOMEN AND MEN WE EMPLOY

7 **GUARANTEE**
a healthy and safe
working environment

● **2020 TARGET:**

- Achieve an injury frequency rate of 6.5 or below.

● **2015 PERFORMANCE:**

- Frequency rate: 11.02.

8 **ENCOURAGE
THE PROFESSIONAL**
development and commitment
of each employee

● **2020 TARGETS:**

- Provide at least one training session during the year to over 75% of employees.
- Maintain management's commitment rate at over 80%.

● **2015 PERFORMANCES:**

- Percentage of employees attending at least one training session: 75.5%.
- Management's commitment rate: 86%.

9 **GUARANTEE RESPECT**
for diversity and human
and fundamental social rights
within the company

● **2020 TARGET:**

- Ensure more than 95% of employees are protected by employer-employee dialogue arrangements.

● **2015 PERFORMANCE:**

- Percentage of employees covered: 90%.



THE WOMEN AND MEN OF VEOLIA



Veolia's commitment to its employees

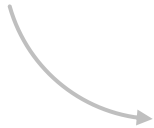


CONSTANT VIGILANCE:
improve **safety** and ensure
occupational health
within activities.



INTERNATIONAL COMMITMENT

Veolia signed the International Labor Organization's Seoul Declaration recognizing health and safety at work as a basic human right in 2013.



COMPREHENSIVE MANAGEMENT

Veolia deploys a comprehensive and efficient health and safety prevention management system based on audit programs and corrective action.

A center of excellence with **15** world specialists and **130** local correspondents.

More than 1 in 3 training hours are devoted to health and safety every year.

Objective of reducing the accident frequency rate by **10%** per year.

Qualified and committed employees serving our customers



GROUP VALUES SHARED BY ALL:

Responsibility, solidarity, respect, innovation and customer focus.

● PROACTIVE TRAINING POLICY

Veolia trains Veolia is the principle of an extensive training and skills development system allowing Group employees to meet the challenges of innovation and constant development of its activities.

● CAREER DEVELOPMENT FOCUSED ON QUALIFICATIONS

Veolia's development in growth sectors requires the renewal and expansion of knowledge supported by personal career development.

● COMMITMENT TO DIVERSITY

Veolia is a socially responsible employer and, as such, must ensure non-discrimination and mutual respect between employees. Respect for diversity and equal opportunities is supported internally by a policy and action plans.

The international "Campus Veolia" network operates in **10 countries**, issuing diplomas, certifications and accreditations.

436,000 training courses provided in 2015.

75.5% of employees received training in 2015.

Almost 7,000 promotions in 2015.

Over 1,000 employees benefited from geographical and functional mobility in 2015.

Percentage of women in management: **25%**

A male scientist in a white lab coat and safety glasses is shown in a laboratory setting, carefully pouring a liquid from a graduated cylinder into a beaker. He is wearing white gloves. The background is a blurred laboratory environment with various pieces of equipment.

**VEOLIA
INNOVATES FOR ITS CUSTOMERS**

Veolia innovates for its customers (1/2)



A UNIQUE RESEARCH AND INNOVATION MECHANISM

matched with operational innovation throughout the organization.



INNOVATION THAT IS OPEN TO THE WORLD

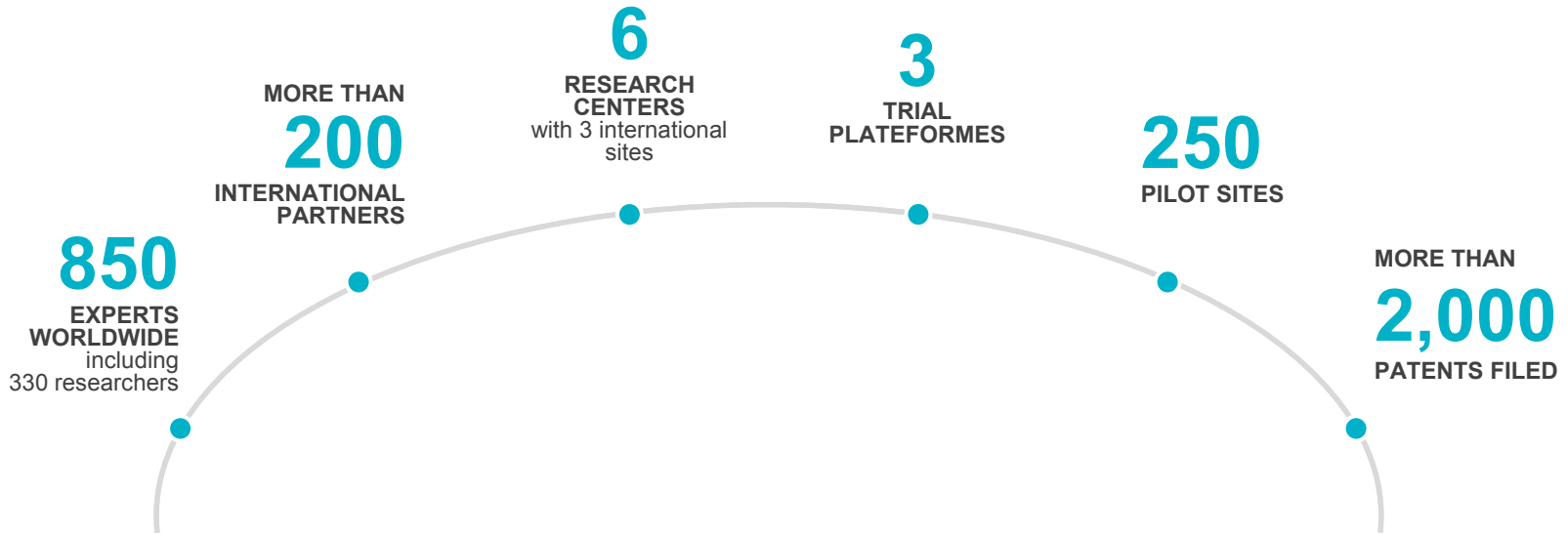
through the VIA program to identify, accelerate and deploy the most innovative environmental start-ups and enhance services to customers.



CUSTOMER-FOCUSED INNOVATION

a closed-loop innovation process between R&D and operations to deploy cutting-edge ecotechnology as quickly as possible.

Veolia innovates for its customers (2/2)





APPENDICES

OUR HISTORY

160 years of industrial history

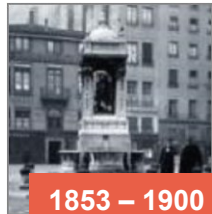
OUR ORGANIZATION

An integrated group for sustainable growth



Our experience

160 years of industrial history



1853 – 1900

Drinking water is delivered to cities to meet the challenge of urbanization.



1900 – 1939

Wastewater services, waste treatment and access to energy expand on a large scale.



1945 – 1992

Environmental services provide support for reconstruction and the industrial growth.



1992 – 2013

A concern for sustainable development gradually emerges as a global priority.



2014 - ...

In the face of growing scarcity, resource management must be reinvented to create a new economic and social dynamic.



1853

FOUNDING
of Compagnie
Générale des Eaux

2003

THE GROUP
is renamed
Veolia Environnement

2014

THE NEW VEOLIA
Resourcing the world

Our organization

THE VEOLIA EXECUTIVE COMMITTEE,
a cohesive team dedicated to deploying a coherent strategy:



Antoine Frérot
Chairman and
Chief Executive
Officer



Laurent Auguste
Senior Executive
Vice President,
Innovation and
Markets



François Bertreau
Chief Operating Officer



Estelle Brachlianoff
Senior Executive
Vice President,
UK & Ireland



Régis Calmels
Senior Executive
Vice President, Asia



Philippe Capron
Chief Financial Officer



Philippe Guitard
Senior Executive
Vice President,
Central & Eastern Europe



Patrick Labat
Senior Executive
Vice President,
Northern Europe



Jean-Marie Lambert
Senior Executive
Vice President,
Human Resources



Claude Laruelle
Director of Global
Enterprises



**Helman le Pas
de Sécheval**
General Counsel

**AN INTEGRATED GROUP
FOR GREATER AGILITY
AND PERFORMANCE:**

A single Veolia per country,
with a management structure based
on **11 geographic zones,**

**Cross-functional strategic
departments** to bring us closer to
our customers and optimize our
performance: Innovation
and Markets, Technical and
Performance.

The Veolia Foundation



1,350

PROJECTS

backed since its creation

150

HUMANITARIAN

emergency or development
assistance missions

Established in 2004, the Veolia Foundation supports non-profit general interest actions that contribute to the fight against exclusion and environmental protection:

- **Types of action:**
financial and skills-based sponsorship.
- **3 priority areas:** development assistance and humanitarian emergency, employment support and social cohesion, environmental protection and biodiversity.
- **Employees involved:**
Each project that is financially supported by the Foundation is sponsored by one of the Company's employees.
The Foundation offers its partners as well as international associations and institutions the skills of **600 volunteer employees who belong to the "Veoliaforce" network for humanitarian missions.**

The Veolia Institute



40

PARTNER ORGANIZATIONS

centers of excellence, institutions, ministries, sponsors, NGOs, think-tanks

350

LECTURERS

for a total of **3,000** participants in 6 different countries

350

ARTICLES

published in 2 journals S.A.P.I.EN.S and FACTS Reports

Created in 2001, The Veolia Institute is an environmental foresight institute:

- **International forum for discussion and exchange** on issues at the interface of society and the environment.
- **The Institute engages in prospective activities**, partnerships with universities, research organizations, players on the ground such as members of NGOs so as **to clarify the environmental stakes over the coming decades.**
- **Its main tools:**
International conferences
Two journals, FACTS Reports and S.A.P.I.EN.S
Study partnerships.
- This original platform **favours the company's innovative modes of interaction** with civil society.

In 2015 following COP21, the Institute was recognized as an **"NGO" observer by the United Nations Framework Convention on Climate Change.**