



# The New Veolia

*Resourcing the world*



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# Resourcing the world

# Veolia, the global leader in optimized resource management

- Over 200,000 professionals dedicated to designing and implementing the best possible solutions for **local management of essential resources**: water, energy and raw materials.
- Veolia **partners with manufacturers, cities and local residents** to make optimal resource management the foundation for a **new approach** to human progress, regional appeal and sustainable growth.

Water, waste and energy:  
a unique combination of expertise

**€22.3 billion** in revenue

**202,800** employees on **5** continents

**94 million** people supplied with drinking water

**62 million** people connected to wastewater systems

**86 million** MWh generated

**36 million** metric tons of waste recovered

*(2013 global data)*



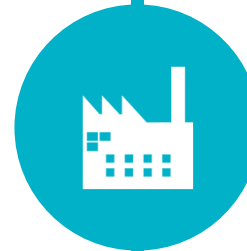
# Our strategic priorities for sustainable growth

As part of our contribution to sustainable development for regions, industries and communities, we are focusing our efforts on the **major challenges** facing a world in transformation:

- **Proposing solutions to major environmental challenges:** scarcity of resources, highly hazardous forms of pollution, complex urban services.
- **Contributing to sustainable performance among manufacturers worldwide**, by helping them achieve their objectives in terms of both competitiveness and social responsibility.
- **Aiding fast-expanding regions of the world in managing their growth**, by responding to their exponentially rising need for environmental efficiency.



Over  
**100 million**  
residential customers  
worldwide



In the future, **50%**  
of Veolia's revenue  
will be generated from  
**industrial customers**



Services provided to  
thousands of **local and  
regional authorities**  
throughout the world

# Our organization: a New Veolia

- o **An integrated group for greater agility and performance:**

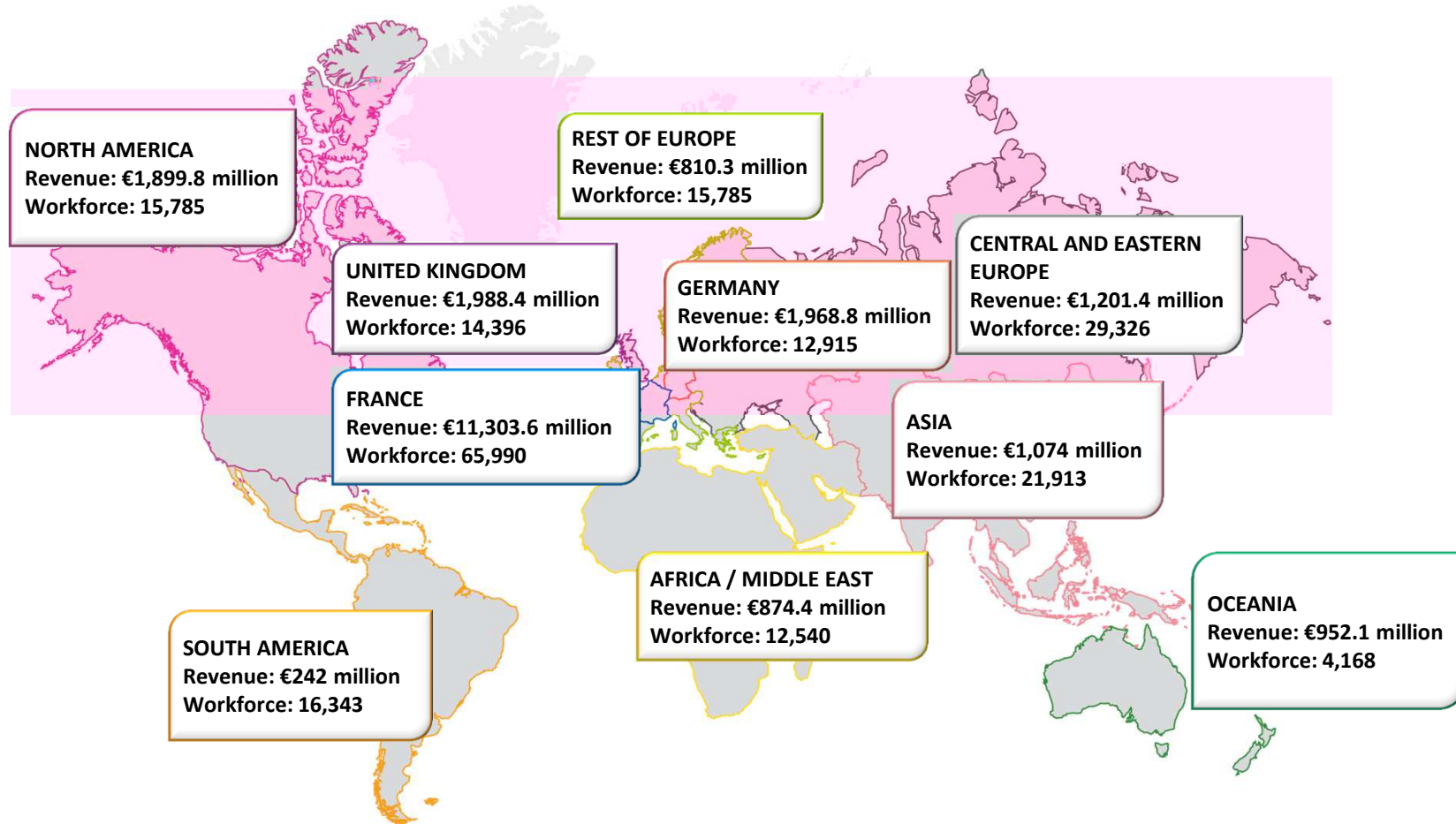
**a single Veolia per country**, with a management structure based on **11 geographic zones** and cross-functional strategic departments to **bring us closer to our customers** and **optimize our performance**: Innovation & Markets, Technical and Performance.

- o **The Veolia Executive Committee, a cohesive team dedicated to deploying a coherent strategy :**



# Our field of activity: resourcing the world on a global scale

- o **€22.3 billion** in revenue, **202,800** employees

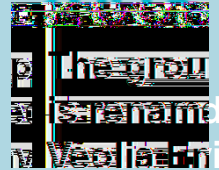


# Our experience: 160 years of industrial history

**1853**

Founding of  
*Compagnie  
Générale des Eaux*

**2003**



**2014**

The New Veolia:  
*Resourcing the world*

**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 growth of industry.



**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.





# Our capacity for innovation, at the cutting edge of environmental research

- **A unique network of Research and Innovation**, matched with operational innovation throughout the organization.
- **Innovation that is open to the world** through the **Veolia Innovation Accelerator** program to identify, accelerate and deploy the most innovative start-ups on behalf of the environment, 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.



**900** experts worldwide

**7** specialized international research centers

**220** academic and industrial partners

**250** pilot sites

Over **2,000** patents

*(2013 global data)*

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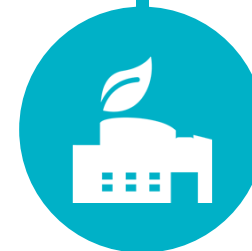
# Our commitments to sustainable development on a global and regional level

Our mission of *Resourcing the world* translates into commitments on behalf of sustainable development for people, regions and the planet:

- **Improving access to essential services** for all the populations we serve, including the most underprivileged, by offering access conditions adapted to local circumstances.
- **Reducing our own environmental footprint as well as that of our customers**, in particular through optimal resource management and reductions in CO<sub>2</sub> emissions, as part of our contribution to combating climate change.
- **Preserving and restoring biodiversity**, by maintaining and enhancing the services provided by ecosystems in the course of our operations.



CO<sub>2</sub> emissions reduced by the equivalent of **24 million** metric tons



**23%:** the share of renewable or alternative energies in Veolia's energy production

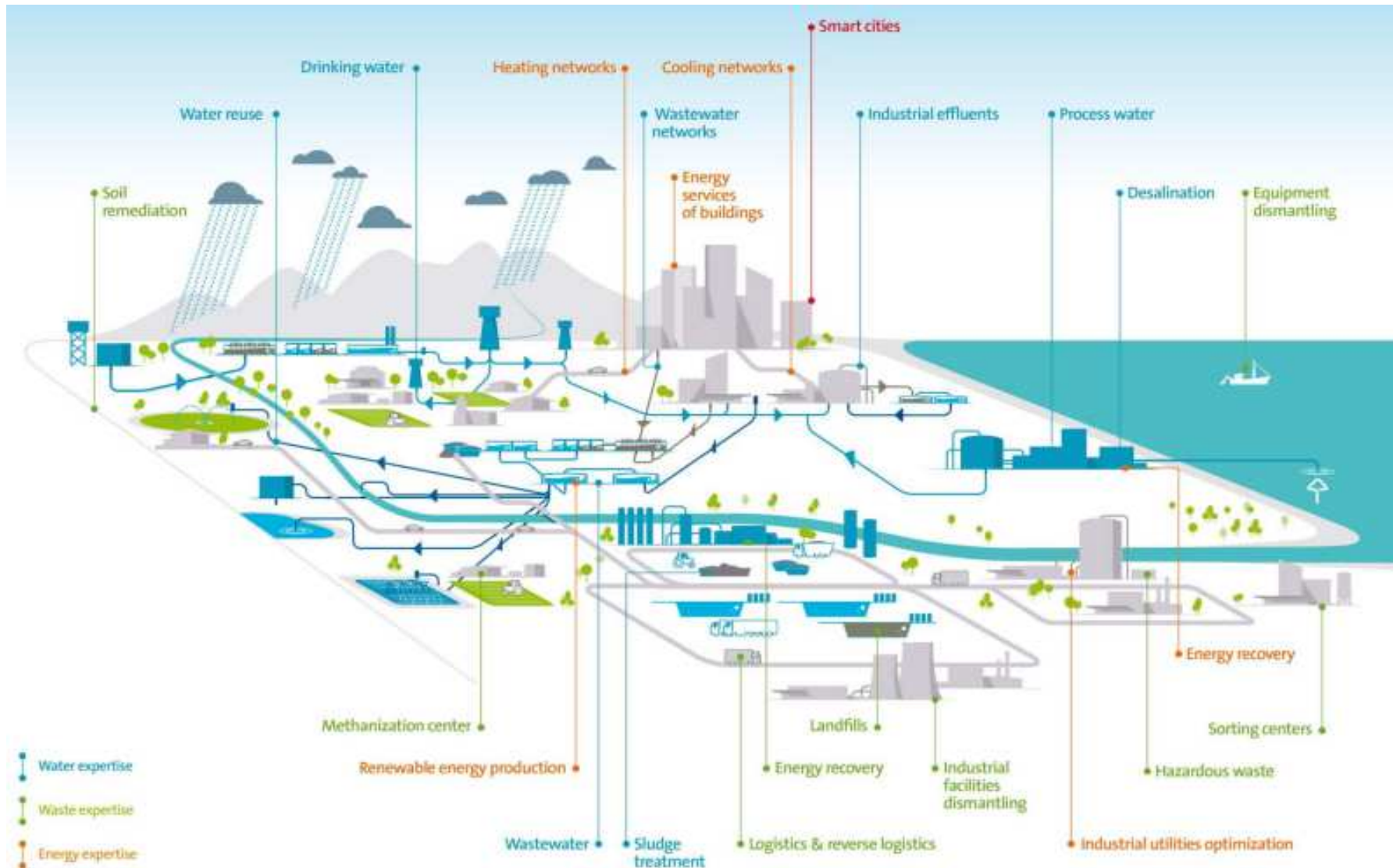
*(2013 global data)*

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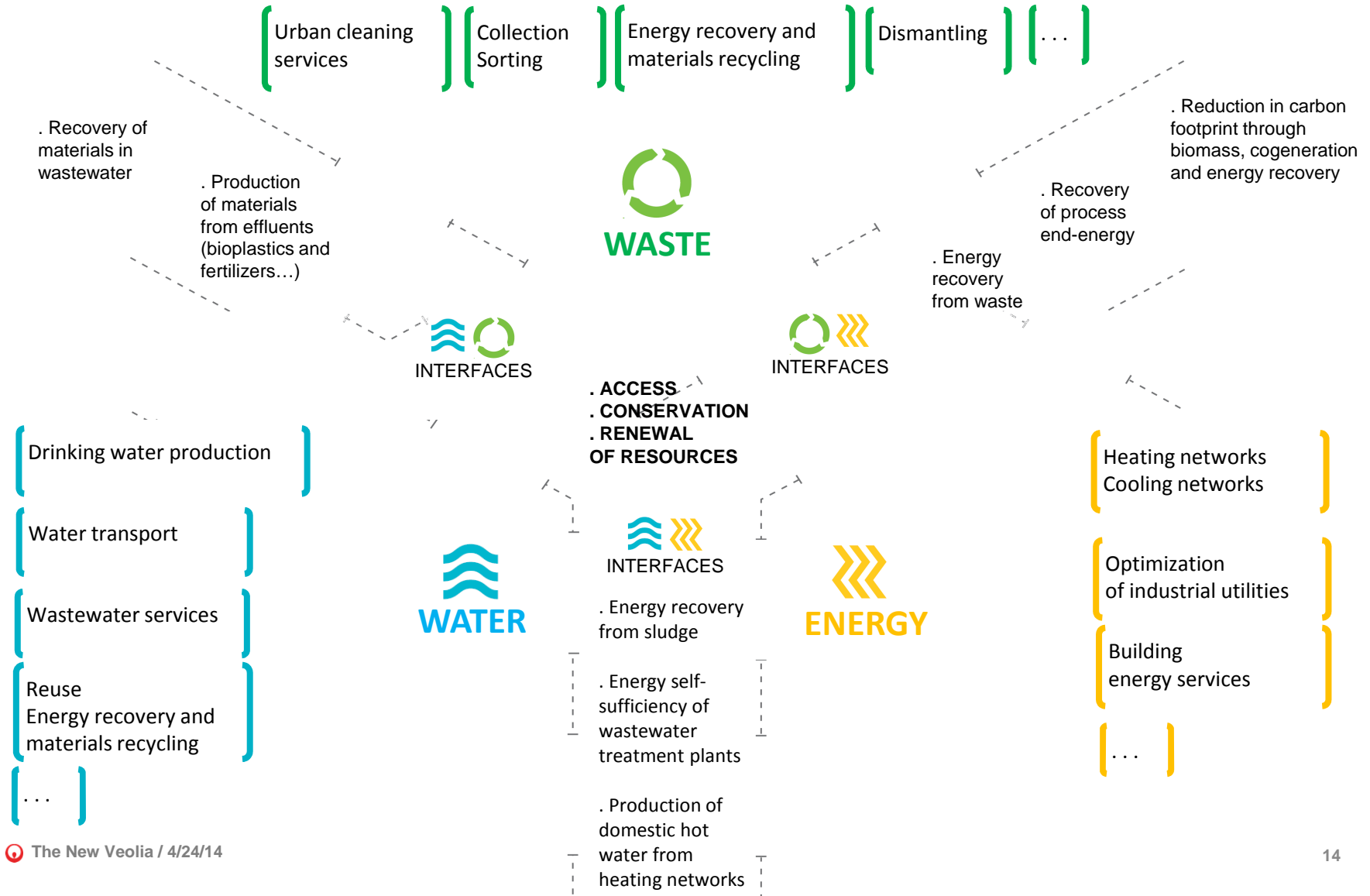
**Water, waste and energy:**

**Our expertise  
in optimized resource  
management**

# Our services: supporting sustainable development for cities and industries



# Combined expertise for optimized resource management



# A complete mastery of the water/waste/energy cycle to serve our customers better

## Waste

**51** million people provided with collection services on behalf of local authorities

**38** million metric tons of waste recovered as materials and energy

**570,000** business customers (excluding industrial maintenance)



**94** million people supplied with drinking water  
**4,532** drinking water production plants managed  
**3,442** wastewater treatment plants managed



**86** million MWh generated  
**4.5** million multi-family housing units managed  
**4,300** industrial facilities managed

# Circular economy solutions for resourcing the world

Veolia sees the circular economy as the foundation for a new approach to global development through enhanced use of the world's resources.

We are acting as **pioneers in implementing the circular economy:**

- o through our innovative solutions for **recycling and recovery** of water, waste and energy to produce “**secondary**” resources.
- o through our **complementary, synergistic activities** in each region, enabling us to **close the loop of value creation** at every stage of the resource life cycle.





# Resourcing the world through our activities: an ongoing reality

