



1.

#### 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 revenue202,800 employees on 5 continents94 million people supplied with drinking water

62 million people connected to wastewater systems

86 million MWh generated36 million metric tons of waste recovered



## 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

• 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.

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

François Bertreau, Chief Financial Officer

Antoine Frérot. **Chief Operating Officer** 

Jean-Marie Lambert, Director of Human Resources



Philippe Capron, Chief Financial Officer

Estelle Brachlianoff. **Director of United Kingdom** and Ireland Zone



Laurent Auguste, Director of Innovation & Markets

Philippe Guitard. **Director of Central** & Eastern Europe Zone



Régis Calmels, Director of Asia Zone



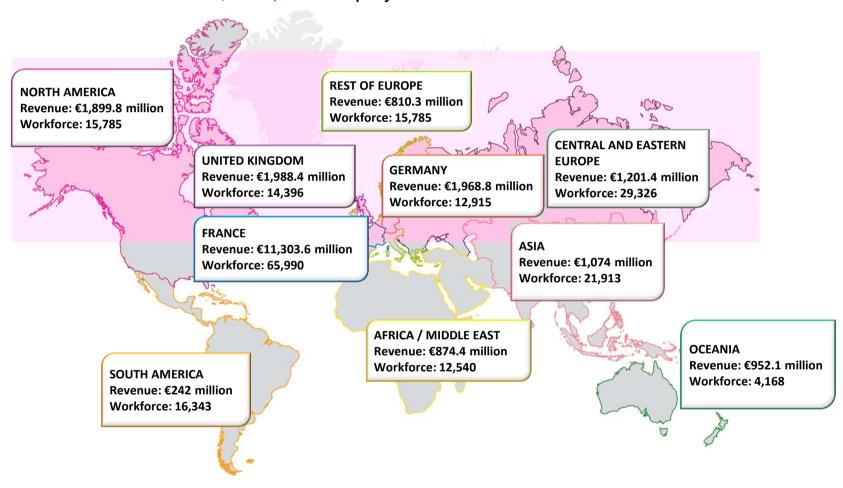
Jean-Michel Herrewyn, Director of Global Enterprises

Franck Lacroix. Dalkia Chief Executive Officer



Helman le Pas de Sécheval. **General Counsel** 

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



#### Our experience: 160 years of industrial history

1853

Founding of Compagnie
Générale des Eaux



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 startups 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.

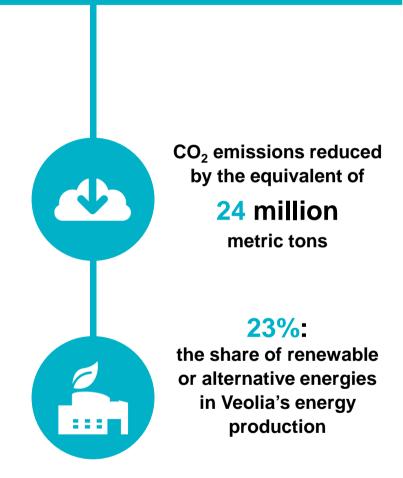


0

#### 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.



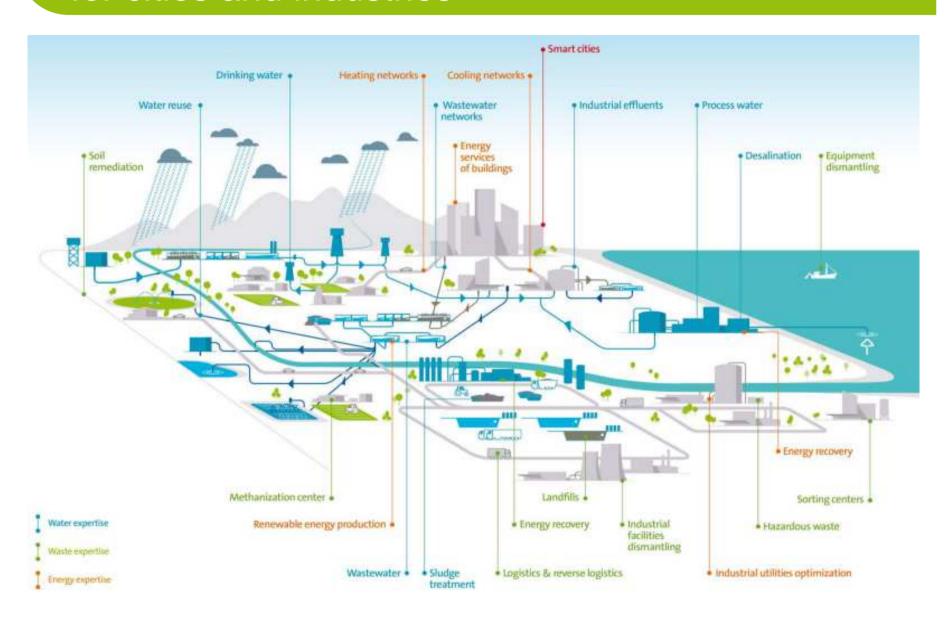


2.

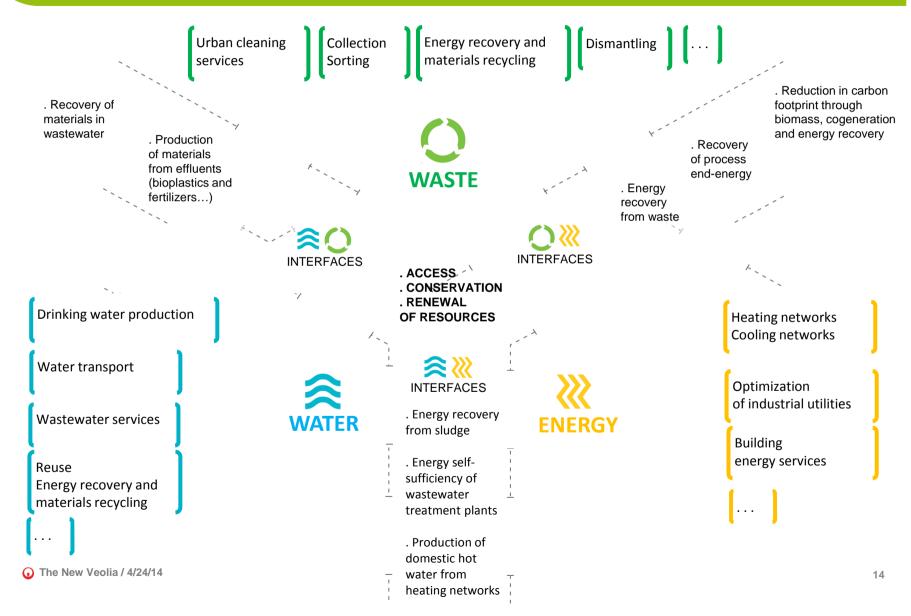
Water, waste and energy:

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



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)



Sustainable development and customer competitiveness



**Energy** 

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:

- through our innovative solutions for recycling and recovery of water, waste and energy to produce "secondary" resources.
- 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

Fort Saint James / Canada: Producing energy for 40,000 homes from forestry industry waste.

Shell, Carmon Creek / Canada: Exploiting an unconventional oil resource

Guayaquil / Ecuador: A public water service for every family thanks to social pricing.

#### CMPC, Guaiba / Brazil:

Combining technical and environmental performance, with 300,000 m<sup>3</sup> treated every day.

Southwark, London / United Kingdom: Producing heat and hot water from domestic waste: 120,000 metric tons per year.

#### **Ellesmere Port / United**

**Greater Lyon / France:** 

Technical innovations to

1.3 million inhabitants.

performance for

France: A new network for

recovery of waste furniture,

with a long-term target of 80%

support high environmental

**Kingdom**: Treatment of Syrian chemical weapons components. Bratislava / Slovakia:

Guaranteeing access to heat and hot water for 40,000 homes, with energy savings of 25%.

Borås / Sweden: a pioneering "zero fossil energy" city.

> Partnership with Schneider Electric / China: helping to consume less and more efficiently and reduce greenhouse-gas emissions through building energy efficiency.

Arabia: Desalinating water from the Persian Gulf for industry: 150,000 m<sup>3</sup> per day.

Marafig, Jubail / Saudi

**BG** Group, Queensland /

Australia: Treating and recycling

water from natural gas

operations: 200,000 m<sup>3</sup> per day.

recycling.



• The New Veolia / 4/24/14