

KEY DATA 2022



**ECOLOGICAL
TRANSFORMATION:**

**TIME
TO ACT!**



1

OUR
3 BUSINESSES

2 - 3

WORLD
LEADER

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OUR
ACTIVITIES

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NON-FINANCIAL
PERFORMANCE

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**MULTIFACETED PERFORMANCE
INDICATORS**

OUR 3 BUSINESSES

1



WATER

111

million people supplied with drinking water

97

million people connected to wastewater systems

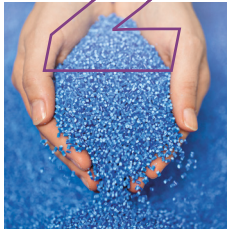
4,130

drinking water production plants managed

3,506

wastewater treatment plants managed

2



WASTE

46

million people provided with collection services on behalf of municipalities

61

million metric tons of treated waste

533,759

business clients

823

waste processing facilities operated

3



ENERGY

44

million MWh produced

46,922

thermal installations managed

680

heating and cooling networks managed

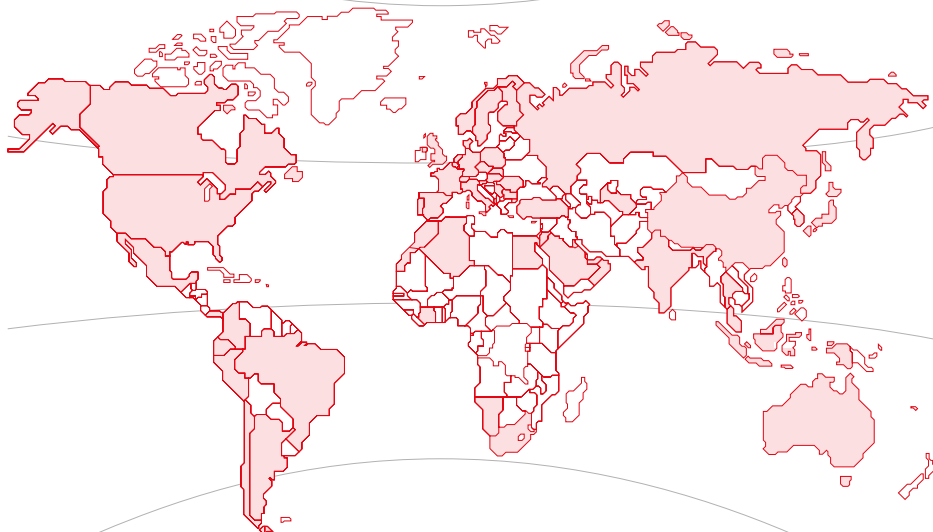
2,716

industrial sites managed

WORLD LEADER

A STRONGER GEOGRAPHICAL PRESENCE

VEOLIA'S WORLDWIDE PRESENCE



Close to

220,000

employees worldwide



58

countries⁽¹⁾



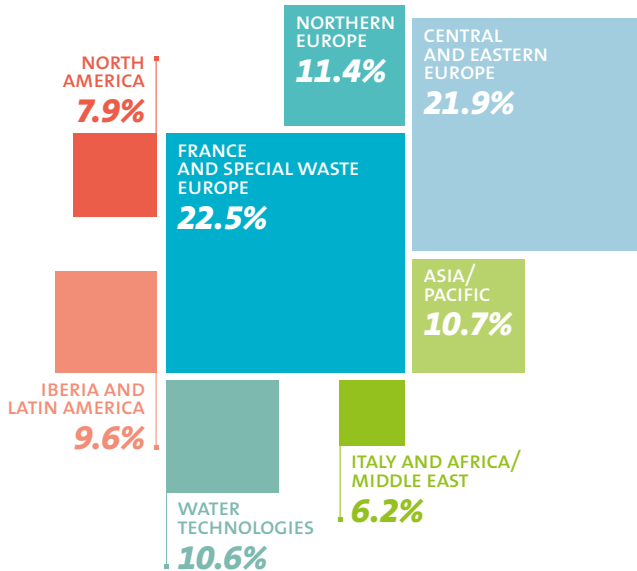
€42.9 bn

revenue

Figures as of
December 31, 2022

(1) Countries in which Veolia has permanent operations with personnel and employed capital of more than €5 million.

REVENUE BREAKDOWN



A WORLDWIDE CHAMPION IN TOP 3 IN ALL KEY COUNTRIES AND ACTIVITIES

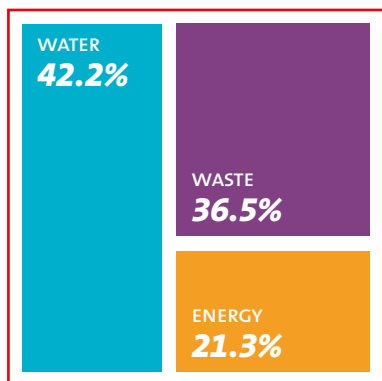
The merger with Suez has strengthened our positions and enhanced our growth potential in value-added solutions.

- **Water services**
no. 1 worldwide
no. 1 in Europe
no. 3 in the US
- **Solid waste**
no. 1 in Europe
no. 2 in France
no. 1 in the UK
no. 2 in Germany
no. 1 in Australia
- **Hazardous waste**
no. 1 worldwide
no. 1 in Europe
no. 3 in the US
- **Energy efficiency**
no. 2 in Europe
- **Water technologies**
no. 1 worldwide
- **District heating**
no. 2 in Europe

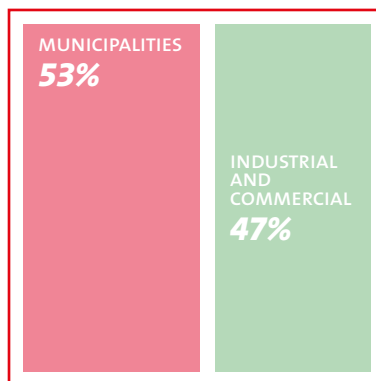
Data: March 2023.

OUR ACTIVITIES

BREAKDOWN OF REVENUE BY BUSINESS LINE

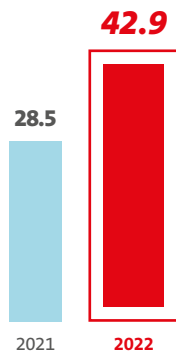


BREAKDOWN OF THE GROUP'S CUSTOMER BASE

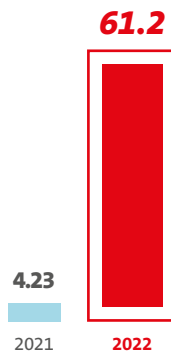


ECONOMIC AND FINANCIAL RESULTS

Growth in revenue
(in € billions)

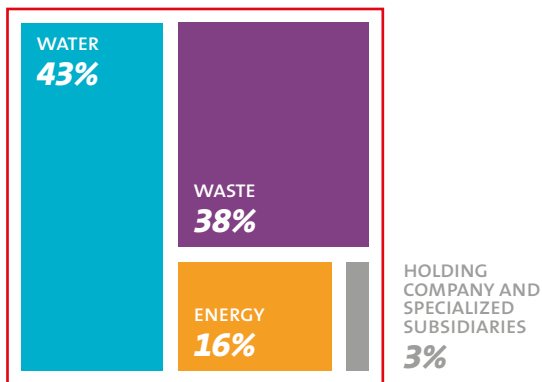


EBITDA
(in € billions)⁽¹⁾

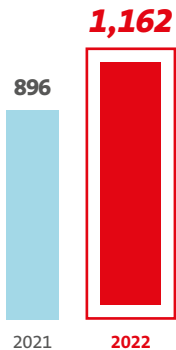


(1) Including IFRIC 12 and IFRS 16 impacts.

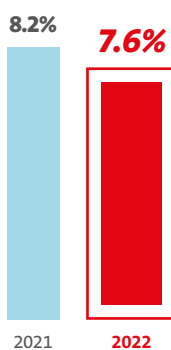
BREAKDOWN OF WORKFORCE BY ACTIVITY



Group current net income (in € millions)⁽²⁾



Post-tax ROCE⁽²⁾



(2) 2020 and 2021 data restated - see URD 2022, section 5.6.2 for more details on treatment.





**NON-
FINAN-
CIAL
PERFOR-
MANCE**

VEOLIA'S ESG

IN BRIEF

E

14 Mt CO₂ eq.

avoided thanks to
Veolia's solutions

320 M m³

of water saved in 2022
compared to 2019 thanks
to network performance

490,000 t

of recycled plastic
with our 37 plants
all over the world

S

89%

engagement rate
Ipsos engagement
survey
(+2 points vs 2021)

100%

protected employees
with a social benefits
base-CARE Program

1 million

local jobs
indirect or induced
by Veolia's activities

G

Multifaceted

performance with
external engagements
on 19 KPIs (including
14 extra-financial)

16,000

employees with
a bonus policy based
on multifaceted
performance

1st

shareholder = employees
with 6.5% of the capital

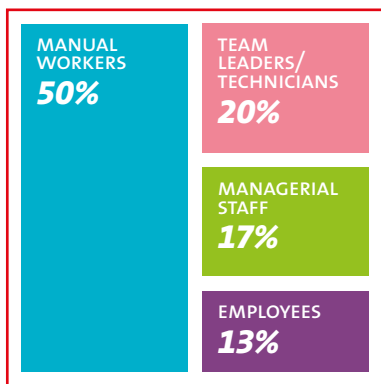
Veolia's multifaceted performance

HUMAN RESOURCES

DATA

DISTRIBUTION OF STAFF

By socio-professional category



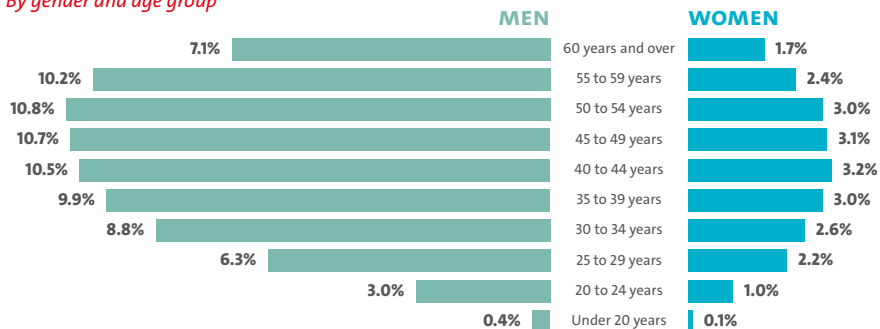
77.7%

Men

22.3%

Women

By gender and age group



93%

of employees are on permanent contracts

3,600

work-study students at Veolia, of which 57% in France

13.1%

of employees are under 30

35%

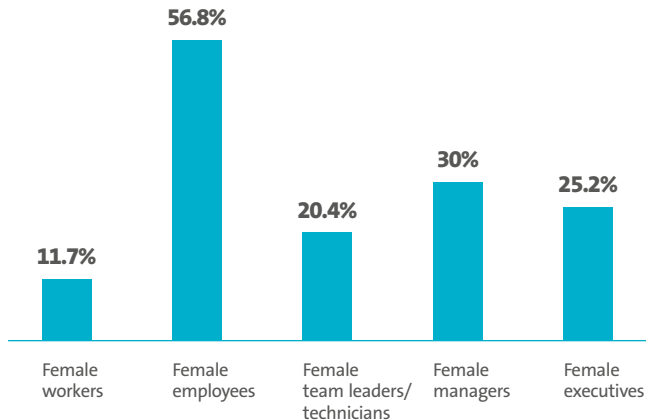
of employees are over 50

43.7 years

Average age of employees

GENDER BALANCE – FEMINIZATION

Feminization rate by socio-professional category



22.3%
women

60%
women
on the Board
of Directors

2023 TARGET FOR THE RATE OF FEMINIZATION

▶ **35%**

of external recruitments of managers on permanent contracts

▶ **25%**

of managerial staff

▶ **30%**

for management

▶ **50%**

of women appointed between 2020 and 2023 among the Group's Top 500 executives

SAFETY AT WORK

0.39%

Workplace accident severity rate
(0.43 in 2021)

more than 74%

of employees took at least one health and safety training course

5.61

Frequency rate
of lost time injuries
(6.65 in 2021)

2023 TARGET ▶ **5**

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

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

EMPLOYEE TRAINING AND EMPLOYABILITY

91%

of employees took at least one training course

26 hours

of training on average per employee per year

2023 TARGET ▶ **23** hours

EMPLOYEE COMMITMENT

Employee commitment measured by an independent "Voice of Resourcers" survey in 2022

VOICE OF RESOURCERS 2022

89% Commitment rate with all employees surveyed (almost 115,000)

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

2023 TARGET ▶ **≥ 80%**

SOCIAL DIALOGUE

1,533

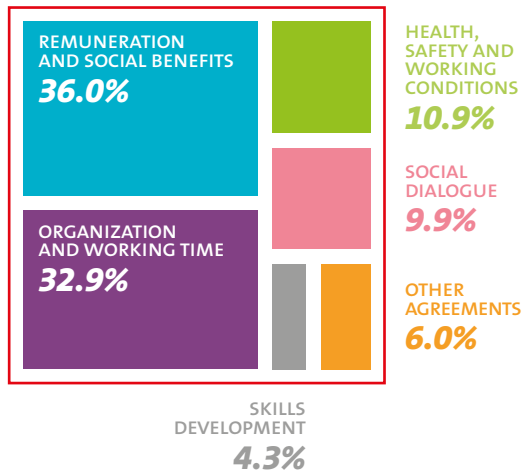
agreements signed

85%

Social dialogue committee coverage rate

2023 TARGET ▶ **> 95%**

Distribution of signed agreements by subject



ABSENTEEISM

4.37%

Absenteeism rate (excluding maternity, paternity) (4.22% in 2021)

ENVIRONMENTAL DATA

COMBATING POLLUTION AND ACCELERATING ECOLOGICAL TRANSFORMATION

98.2%

Deployment rate of the Environmental & Industrial Management System (EIMS) within the Group BUs

2023 TARGET ▶ **95%**

COMBATING CLIMATE CHANGE

30%

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

2023 TARGET ▶ **30%** of total investments made

14 Mt CO₂ eq.

Annual contribution to avoided GHG emissions

2023 TARGET ▶ **15** Mt CO₂ eq.

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

Scope 1 (direct emissions)

28.6 Mt of CO₂ eq.

Scope 2 (indirect emissions from energy purchases)

5.0 Mt of CO₂ eq.

Scope 3 (other indirect emissions)

20.9 Mt of CO₂ eq.

4.4% Reduction in scopes 1 and 2 GHG emissions compared to the 2018 reference scope (Science-Based Target initiative)

2023 TARGET ▶ **-3%**

55.6% Methane capture rate at current scope

2023 TARGET ▶ **55%**

24% Share of biomass in the energy consumption of power plants

2023 TARGET ▶ **24%**

+13.4% vs 2019: production of renewable and recovered energy

2023 TARGET ▶ **+15%** vs 2019

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

2023 TARGET ▶ **98%**

74.2% Share of biomass (wood) with certification for energy production for thermal installations selling more than 100 GWh/year

2023 TARGET ▶ **80%**

74.4% Energy performance of cogeneration energy production (heat and electricity)

2023 TARGET ▶ **70%**

1.2 kg CO₂/km
Emissions from waste collection

2023 TARGET ▶ **< 1.4** kg CO₂/km

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

IMPROVING ENERGY EFFICIENCY

324 Wh/m³ consumed for wastewater treatment in wastewater treatment plants with a population equivalent capacity of over 100,000

2023 TARGET ▶ **< 335** Wh/m³

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

2023 TARGET ▶ **< 250** Wh/m³

PROMOTING THE CIRCULAR ECONOMY

490 kt of recycled plastics in Veolia transformation plants

2023 TARGET ▶ **610** kt

€8.4 billion in circular economy revenue

2023 TARGET ▶ **€6.3** bn

17% Material recovery rate from treated waste

2023 TARGET ▶ **20%**

24% Rate of energy production from treated waste

2023 TARGET ▶ **30%**

93% Recovery rate for residual bottom ash from waste incineration

2023 TARGET ▶ **90%**

71% Rate of recovery of combustion residues from the Energy business line (bottom ash, fly ash)

2023 TARGET ▶ **> 70%**

73% Recovery rate of sludge from wastewater treatment

2023 TARGET ▶ **> 75%**

86% Abatement rate of treated hazardous waste

PROTECTING ENVIRONMENTS AND BIODIVERSITY

66% Progress on action plans to improve the environmental and biodiversity impact of sensitive sites.

2023 TARGET ▶ **75%**

59% Share of sites with “zero” use of herbicides and pesticides⁽¹⁾

2023 TARGET ▶ **75%**

53% Rate of implementation of ecological management on sites⁽²⁾ > 1 ha of green spaces

2023 TARGET ▶ **75%**

51% Share of sites⁽²⁾ that have raised awareness internally or externally on the issues of protecting environments and biodiversity

2023 TARGET ▶ **50%**

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

95.6% BOD treatment efficiency

2023 TARGET ▶ **≥ 95%**

91.5% COD treatment efficiency

2023 TARGET ▶ **≥ 90%**

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

(2) Local footprint methodology and calculation by Utopies.

Emissions from incineration

120 mg/Nm³ NO_x,
i.e. 60% on average with respect
to EU emissions standards

2023 TARGET ▶ < **115**

13 mg/Nm³ SO_x,
i.e. 26% on average with respect
to EU emissions standards

2023 TARGET ▶ < **40**

2.3 mg/Nm³ dust,
i.e. 23% on average with respect
to EU emissions standards

2023 TARGET ▶ < **10**

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

204 g/MWh NO_x

2023 TARGET ▶ < **270** g/MWh

136 g/MWh SO_x

2023 TARGET ▶ < **210** g/MWh

11 g/MWh dust

2023 TARGET ▶ < **13** g/MWh

3.4 g/MWh mercury

2023 TARGET ▶ < **5** g/MWh

MANAGING WATER RESOURCES IN A SUSTAINABLE WAY

76.3% Efficiency of drinking water
networks for networks serving more than
50,000 inhabitants, at constant scope

2023 TARGET ▶ ≥ **75%**

989 million m³ of water reused
from collected and treated wastewater

63% Deployment rate of water diagnoses
at sites with significant water stress issues

2023 TARGET ▶ **95%**

73% Share of consumers
with a progressive tariff

2023 TARGET ▶ **80%**

9.54 million smart
meter solutions

2023 TARGET ▶ **6** M

SOCIETAL DATA

ACCESS TO ESSENTIAL SERVICES

6.92 million inhabitants benefited from inclusive facilities to access water or wastewater services under contracts with Veolia, i.e. +21.3% compared with 2019

2023 TARGET ▶ **+12%** vs 2019

NEW ACCESS TO WATER AND SANITATION

7.1 million people supplied with drinking water

and **8** million to sanitation services since the implementation of the SDG in 2015

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

14 projects

Through 20 missions, Veoliaforce mobilised:

18 volunteers for 261 man-days of skills sponsorship

and **8** permanent staff members

for **1,386** man-days

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:

1,147,238 jobs supported

€53.3 bn in wealth created (contribution to GDP) in **50** countries

For every euro of added value created by Veolia, an additional €2.3 is generated in the economy. For one direct job at Veolia, 6.1 additional jobs are supported in the economy.

2023 TARGET ▶ Annual evaluation, since 2020, of global and geographical impacts in at least 45 countries

90.9% of spending reinvested locally

2023 TARGET ▶ stay above **80%**

93% of active contracts in the supplier contract database include the Group CSR clause

2023 TARGET ▶ **95%**

81% Share of strategic suppliers assessed over the past three years

2023 TARGET ▶ **85%**

71% of Veolia's suppliers in France are SMEs (small and medium-sized enterprises) and **14%** are ISEs (intermediate-sized enterprises), representing a total of **€3,046 M**

€12.1 M in purchasing costs from the protected workers sector (France)

13 territories in the world where the Open Social Innovation program, "Pop Up", is deployed, enabling 20 collaborations with entrepreneurs

ETHICS AND COMPLIANCE

85% of respondents to the engagement survey responded positively to the question "Are Veolia's values and ethics applied in my entity?"

2023 TARGET ▶ **≥ 80%**

29,700 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

OBJECTIVES AND ASSOCIATED INDICATORS	2019 REFERENCE	2020 RESULTS	2021 RESULTS	2022 RESULTS	2023 TARGET
Economic and financial performance					
<ul style="list-style-type: none"> ■ Revenue growth Annual growth in published revenue 	€27.2 billion	€26.0 billion	€28.5 billion	€42.9 billion	Annual target
<ul style="list-style-type: none"> ■ Profitability Current net income – Group share 	€760 million	€415 million	€896 million	€1,162 million	€1 billion
<ul style="list-style-type: none"> ■ Return on capital employed ROCE after tax (with IFRS 16) 	8.4%	6.4%	8.2%	7.6%	Annual target
<ul style="list-style-type: none"> ■ Investment capacity Free cash flow (before discretionary investments) 	€1,230 million	€942 million	€1,720 million	€1,463 million	Annual target
Human resources performance					
<ul style="list-style-type: none"> ■ Employee commitment Rate of engagement of employees, measured through an independent survey 	84%	87%	87%	89%⁽¹⁾	≥80%
<ul style="list-style-type: none"> ■ Safety at work Lost time injury frequency rate 	8.12	6.60	6.65	5.61	5
<ul style="list-style-type: none"> ■ Employee training and employability Average number of training hours per employee per year 	18 h	17 h	21 h	26 h	23 h
<ul style="list-style-type: none"> ■ Diversity Proportion of women appointed among Executive Resourcers from 2020 to 2023⁽²⁾ 	Not applicable	28.3%	30.4%	30.3%	50%
Commercial performance					
<ul style="list-style-type: none"> ■ 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 = 48 with 83% of revenue covered⁽³⁾	NPS >30 with 75% of revenue covered
<ul style="list-style-type: none"> ■ Development of innovative solutions Number of innovations included in at least 10 contracts signed by the Group 	Not applicable	2	6	10	12
<ul style="list-style-type: none"> ■ 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	€4.12 billion	>€4 billion

OBJECTIVES AND ASSOCIATED INDICATORS	2019 REFERENCE	2020 RESULTS	2021 RESULTS	2022 RESULTS	2023 TARGET
Environmental performance					
<ul style="list-style-type: none"> Combating climate change <ul style="list-style-type: none"> 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) – EF IEA 2013⁽⁵⁾⁽⁶⁾ Circular economy: plastic recycling Volume of recycled plastic in Veolia transformation plants⁽⁷⁾ Protection of environments and biodiversity Progress rate of action plans aimed at improving the environment and biodiversity footprint in sensitive sites⁽⁸⁾ Sustainable management of water resources Efficiency of drinking water networks⁽⁹⁾ (volume of drinking water consumed/ volume of drinking water produced) 					
	Not applicable	8.1% of investment to be achieved	17% of investment to be achieved	30% of investment to be achieved	30% of investment to be achieved ⁽⁴⁾
	12.1 million metric tons of CO ₂ eq.	12.5 million metric tons of CO ₂ eq.	12.4 million metric tons of CO ₂ eq.	14.1 million metric tons of CO₂ eq.	15 million metric tons of CO ₂ eq.
	350 thousand metric tons	391 thousand metric tons	476 thousand metric tons	490 thousand metric tons	610 thousand metric tons
	Not applicable	1.7%	30%	66%	75%
	72.5%	73.4%	75.6%	76.3%	>75%
Social performance					
<ul style="list-style-type: none"> Job and wealth creation in the territories Socio-economic footprint of Veolia's activities in the countries where the Group operates, with regard to jobs supported and wealth created 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" Access to essential services (water and sanitation) Number of inhabitants benefiting from inclusive measures for access to water or sanitation within contracts 					
	Not applicable	1,105,388 jobs supported	1,033,623 jobs supported	1,147,238 jobs supported	Annual assessment of impacts, overall and by geography in at least 45 countries
		€51 billion of added value created in 51 countries	€49 billion of added value created in 52 countries	€53 billion of added value created in 50 countries	
	92% of Top 5000	83% of all respondents	84% of all respondents	85% of all respondents⁽¹⁰⁾	≥80% of all respondents
	5.71 million inhabitants	6.12 million inhabitants (+7%)	6.71 million inhabitants (+17.5%)	6.92 million inhabitants (+21.3%)	+12% vs 2019 at constant scope

(1) 2022 data excluding the scope integrating employees transferred on the Suez merger: 88%.

(2) Formerly referred to as the Top 500 senior executives of the Group.

(3) 2022 data excluding the scope integrating activities transferred on the Suez combination (no 2021 reference). The 10 largest business units in this scope have a score of 45 with 85% of revenue covered.

(4) Investment budget in new forms of energy aimed at eliminating coal in Europe by 2030 was initially estimated at €1.274 billion between 2019 and 2030. It was revalued at €1.584 billion at the end of 2022.

(5) Emissions factors (EF IEA) for electricity used to set the Impact 2023 plan target.

(6) The 2021 EF IEA updated in the Global Report reporting tool in 2021 show a value of 13 million metric tons of CO₂ eq. in 2022.

(7) 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. In 2022, in the case of non-consolidated joint ventures, the indicator includes volumes of recycled plastics in proportion to Veolia's stake in these joint ventures.

(8) 2019-2022 pro forma data.

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

(10) 2022 data excluding the scope integrating employees transferred on the Suez merger: 85%.

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Resourcing the world

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