

KEY DATA 2022



**ECOLOGICAL  
TRANSFORMATION:**

**TIME  
TO ACT!**



# OUR 3 BUSINESSES

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OUR  
3 BUSINESSES

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1



## WATER

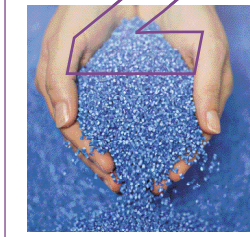
**111**  
million people supplied  
with drinking water

**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

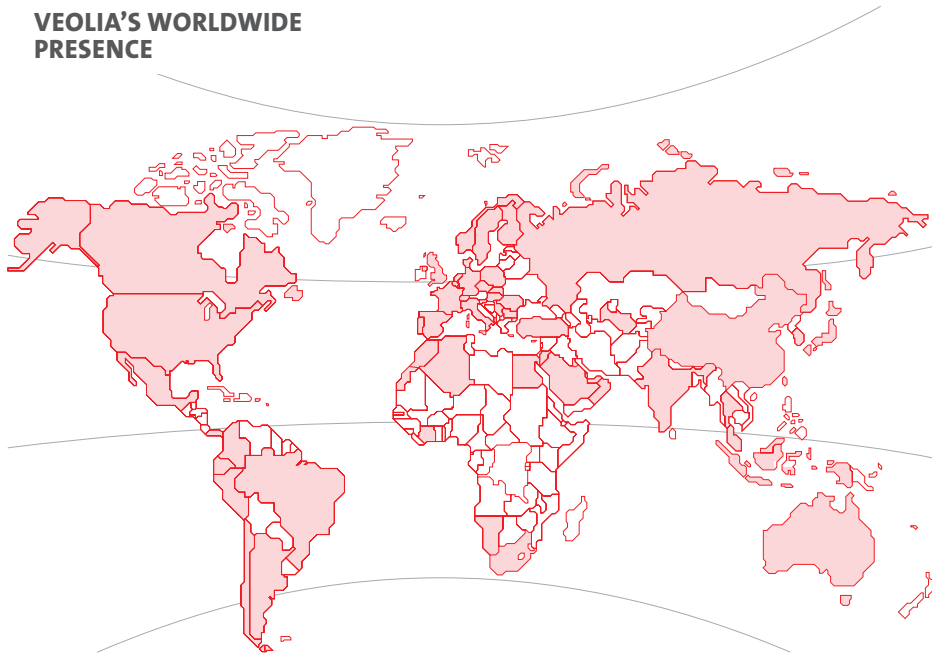
**680**  
heating and cooling  
networks managed

**2,716**  
industrial sites  
managed

# WORLD LEADER

## A STRONGER GEOGRAPHICAL PRESENCE

### VEOLIA'S WORLDWIDE PRESENCE



Close to  
**220,000**  
employees worldwide



**58**  
countries<sup>(1)</sup>

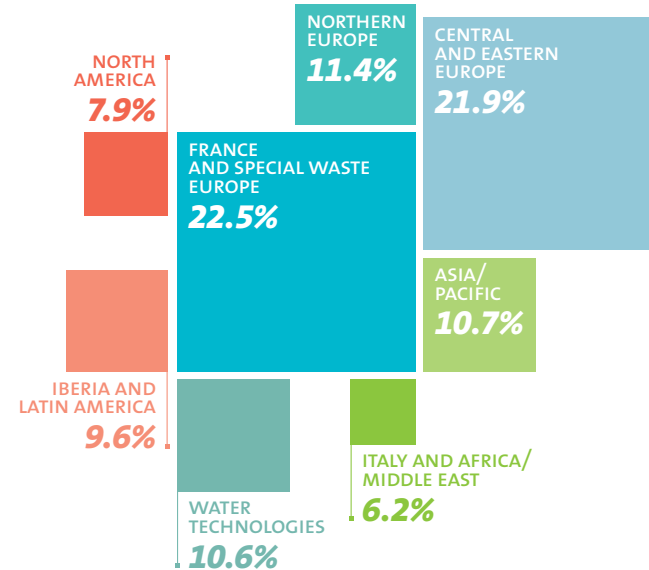


**€42.9 bn**  
revenue

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

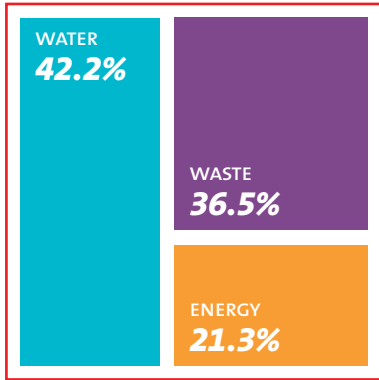
The merger with Suez has strengthened our positions and enhanced our growth potential in value-added solutions.

- **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

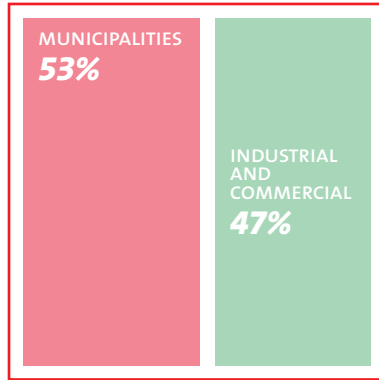
Data: March 2023.

# OUR ACTIVITIES

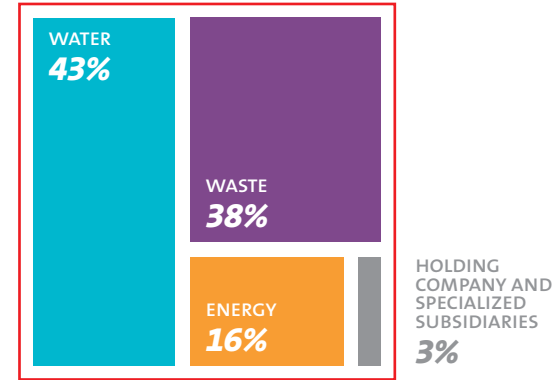
**BREAKDOWN OF REVENUE BY BUSINESS LINE**



**BREAKDOWN OF THE GROUP'S CUSTOMER BASE**

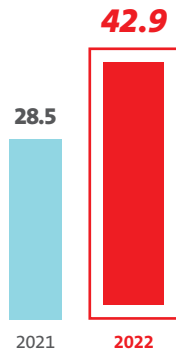


**BREAKDOWN OF WORKFORCE BY ACTIVITY**



## ECONOMIC AND FINANCIAL RESULTS

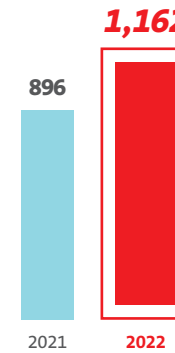
*Growth in revenue (in € billions)*



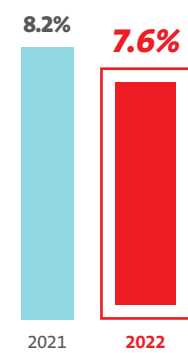
*EBITDA (in € billions)<sup>(1)</sup>*



*Group current net income (in € millions)<sup>(2)</sup>*



*Post-tax ROCE<sup>(2)</sup>*



(1) Including IFRIC 12 and IFRS 16 impacts.

(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 CO<sub>2</sub> eq.**  
avoided thanks to  
Veolia's solutions

**320 M m<sup>3</sup>**  
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

**1<sup>st</sup>**  
shareholder = employees  
with 6.5% of the capital

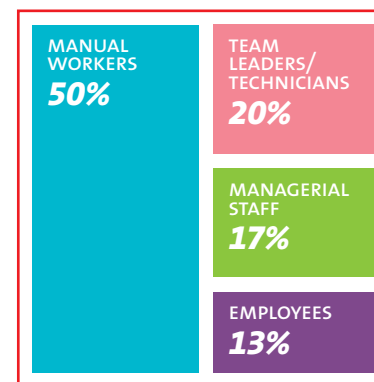
**Veolia's multifaceted performance**

# HUMAN RESOURCES

## DATA

### DISTRIBUTION OF STAFF

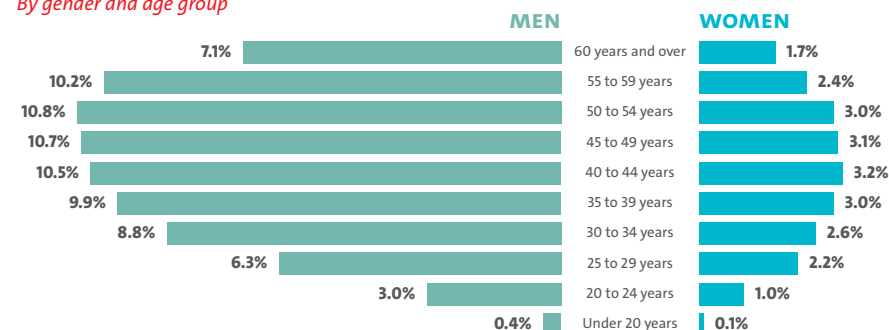
By socio-professional category



**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

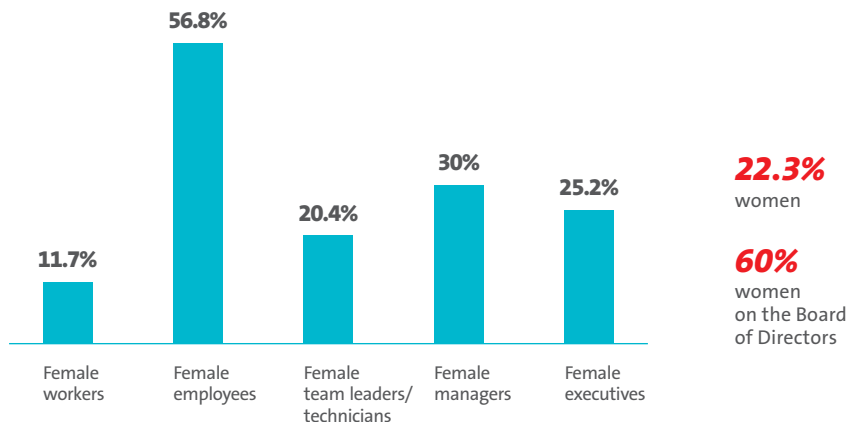
**13.1%**  
of employees  
are under 30

**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

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

**5.61**  
Frequency rate  
of lost time injuries  
(6.65 in 2021)

2023 TARGET ▶ **5**

*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 Resources" survey in 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%**

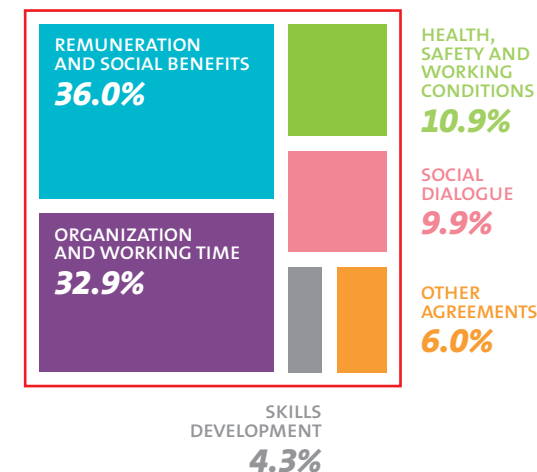
## SOCIAL DIALOGUE

**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%**

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

Scope 1 (direct emissions)

**28.6** Mt of CO<sub>2</sub> eq.

Scope 2 (indirect emissions from energy purchases)

**5.0** Mt of CO<sub>2</sub> eq.

Scope 3 (other indirect emissions)

**20.9** Mt of CO<sub>2</sub> 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%**

## 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 CO<sub>2</sub> eq.**

Annual contribution to avoided GHG emissions

2023 TARGET ▶ **15** Mt CO<sub>2</sub> eq.

**+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 CO<sub>2</sub>/km**

Emissions from waste collection

2023 TARGET ▶ **< 1.4** kg CO<sub>2</sub>/km

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

## IMPROVING ENERGY EFFICIENCY

**324 Wh/m<sup>3</sup>** consumed for wastewater treatment in wastewater treatment plants with a population equivalent capacity of over 100,000

2023 TARGET ▶ **< 335** Wh/m<sup>3</sup>

**309 Wh/m<sup>3</sup>** consumed for drinking water production (excluding desalination) for plants with a capacity of more than 60,000 m<sup>3</sup> per day

2023 TARGET ▶ **< 250** Wh/m<sup>3</sup>

## 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<sup>(1)</sup>

2023 TARGET ▶ **75%**

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

2023 TARGET ▶ **75%**

**51%** Share of sites<sup>(2)</sup> 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 m<sup>3</sup>/day); Energy activity (energy production installations selling more than 100 GWh/year).

(2) Local footprint methodology and calculation by Utopias.

### Emissions from incineration

**120 mg/Nm<sup>3</sup>** NO<sub>x</sub>, i.e. 60% on average with respect to EU emissions standards

2023 TARGET ▶ **< 115**

**13 mg/Nm<sup>3</sup>** SO<sub>x</sub>, i.e. 26% on average with respect to EU emissions standards

2023 TARGET ▶ **< 40**

**2.3 mg/Nm<sup>3</sup>** 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<sub>x</sub>

2023 TARGET ▶ **< 270 g/MWh**

**136 g/MWh** SO<sub>x</sub>

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 m<sup>3</sup> 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



OBJECTIVES AND ASSOCIATED INDICATORS	2019 REFERENCE	2020 RESULTS	2021 RESULTS	2022 RESULTS	2023 TARGET
<b>Economic and financial performance</b>					
■ <b>Revenue growth</b> Annual growth in published revenue	€27.2 billion	€26.0 billion	€28.5 billion	<b>€42.9 billion</b>	Annual target
■ <b>Profitability</b> Current net income – Group share	€760 million	€415 million	€896 million	<b>€1,162 million</b>	€1 billion
■ <b>Return on capital employed</b> ROCE after tax (with IFRS 16)	8.4%	6.4%	8.2%	<b>7.6%</b>	Annual target
■ <b>Investment capacity</b> Free cash flow (before discretionary investments)	€1,230 million	€942 million	€1,720 million	<b>€1,463 million</b>	Annual target
<b>Human resources performance</b>					
■ <b>Employee commitment</b> Rate of engagement of employees, measured through an independent survey	84%	87%	87%	<b>89%<sup>(1)</sup></b>	≥80%
■ <b>Safety at work</b> Lost time injury frequency rate	8.12	6.60	6.65	<b>5.61</b>	5
■ <b>Employee training and employability</b> Average number of training hours per employee per year	18 h	17 h	21 h	<b>26 h</b>	23 h
■ <b>Diversity</b> Proportion of women appointed among Executive Resourcers from 2020 to 2023 <sup>(2)</sup>	Not applicable	28.3%	30.4%	<b>30.3%</b>	50%
<b>Commercial performance</b>					
■ <b>Customer and consumer satisfaction</b> 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	<b>NPS = 48 with 83% of revenue covered<sup>(3)</sup></b>	NPS >30 with 75% of revenue covered
■ <b>Development of innovative solutions</b> Number of innovations included in at least 10 contracts signed by the Group	Not applicable	2	6	<b>10</b>	12
■ <b>Hazardous waste treatment and recovery</b> Consolidated revenue generated by the hazardous and liquid waste treatment and recovery activities	€2.56 billion	€2.53 billion	€3.06 billion	<b>€4.12 billion</b>	>€4 billion

OBJECTIVES AND ASSOCIATED INDICATORS	2019 REFERENCE	2020 RESULTS	2021 RESULTS	2022 RESULTS	2023 TARGET
<b>Environmental performance</b>					
<ul style="list-style-type: none"> <li><b>Combating climate change</b></li> </ul>					
<ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li>Reducing GHG emissions: progress of the investment plan to phase-out coal in Europe by 2030</li> </ul> </li> </ul>	Not applicable	8.1% of investment to be achieved	17% of investment to be achieved	<b>30% of investment to be achieved</b>	30% of investment to be achieved <sup>(4)</sup>
<ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li>Avoided emissions: annual contribution to avoided GHG emissions (assessed with regard to a reference scenario) – EF IEA 2013<sup>(5)(6)</sup></li> </ul> </li> </ul>	12.1 million metric tons of CO <sub>2</sub> eq.	12.5 million metric tons of CO <sub>2</sub> eq.	12.4 million metric tons of CO <sub>2</sub> eq.	<b>14.1 million metric tons of CO<sub>2</sub> eq.</b>	15 million metric tons of CO <sub>2</sub> eq.
<ul style="list-style-type: none"> <li><b>Circular economy: plastic recycling</b></li> </ul>					
<ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li>Volume of recycled plastic in Veolia transformation plants<sup>(7)</sup></li> </ul> </li> </ul>	350 thousand metric tons	391 thousand metric tons	476 thousand metric tons	<b>490 thousand metric tons</b>	610 thousand metric tons
<ul style="list-style-type: none"> <li><b>Protection of environments and biodiversity</b></li> </ul>					
<ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li>Progress rate of action plans aimed at improving the environment and biodiversity footprint in sensitive sites<sup>(8)</sup></li> </ul> </li> </ul>	Not applicable	1.7%	30%	<b>66%</b>	75%
<ul style="list-style-type: none"> <li><b>Sustainable management of water resources</b></li> </ul>					
<ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li>Efficiency of drinking water networks<sup>(9)</sup> (volume of drinking water consumed/ volume of drinking water produced)</li> </ul> </li> </ul>	72.5%	73.4%	75.6%	<b>76.3%</b>	>75%
<b>Social performance</b>					
<ul style="list-style-type: none"> <li><b>Job and wealth creation in the territories</b></li> </ul>					
<ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li>Socio-economic footprint of Veolia's activities in the countries where the Group operates, with regard to jobs supported and wealth created</li> </ul> </li> </ul>	Not applicable	1,105,388 jobs supported €51 billion of added value created in 51 countries	1,033,623 jobs supported €49 billion of added value created in 52 countries	<b>1,147,238 jobs supported</b> <b>€53 billion of added value created in 50 countries</b>	Annual assessment of impacts, overall and by geography in at least 45 countries
<ul style="list-style-type: none"> <li><b>Ethics and compliance</b></li> </ul>					
<ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li>Rate of positive answers to this question of the engagement survey "Veolia's values and ethics are put into practice within my entity"</li> </ul> </li> </ul>	92% of Top 5000	83% of all respondents	84% of all respondents	<b>85% of all respondents<sup>(10)</sup></b>	≥80% of all respondents
<ul style="list-style-type: none"> <li><b>Access to essential services (water and sanitation)</b></li> </ul>					
<ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li>Number of inhabitants benefiting from inclusive measures for access to water or sanitation within contracts</li> </ul> </li> </ul>	5.71 million inhabitants	6.12 million inhabitants (+7%)	6.71 million inhabitants (+17.5%)	<b>6.92 million inhabitants (+21.3%)</b>	+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 CO<sub>2</sub> 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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