



**KEY DATA
2023**





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MULTIFACETED PERFORMANCE INDICATORS

OUR 3 BUSINESSES

1



WATER

113

million people supplied with drinking water

103

million people connected to wastewater systems

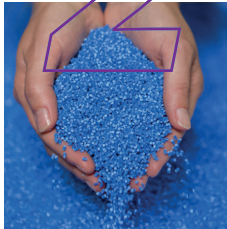
3,809

drinking water production plants managed

3,222

wastewater treatment plants managed

2



WASTE

43

million people provided with collection services on behalf of municipalities

63

million metric tons of treated waste

562,828

business clients

865

waste processing facilities operated

3



ENERGY

42

million MWh produced

48,745

thermal installations managed

708

heating and cooling networks managed

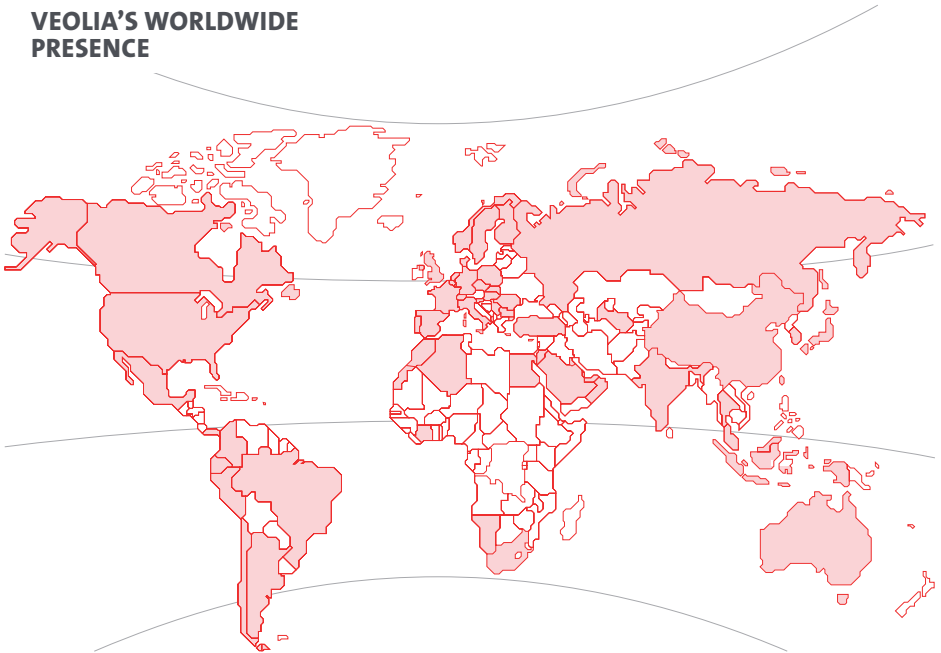
2,118

industrial sites managed

WORLD LEADER

A STRONGER GEOGRAPHICAL PRESENCE

VEOLIA'S WORLDWIDE PRESENCE



Close to
218,000
employees worldwide



57
countries ⁽¹⁾

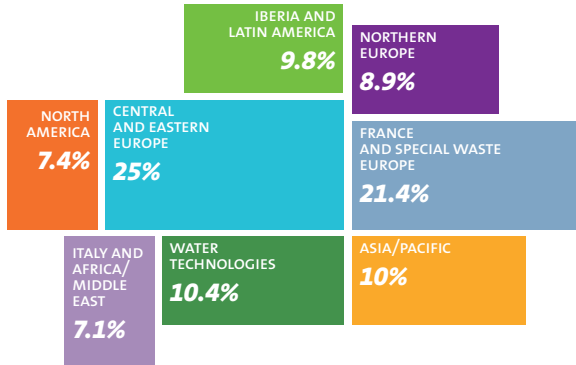


€45,351 million
revenues

Figures as of
December 31, 2023

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

REVENUE BREAKDOWN

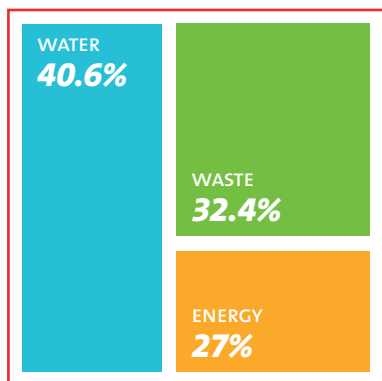


A LEADER WORLDWIDE

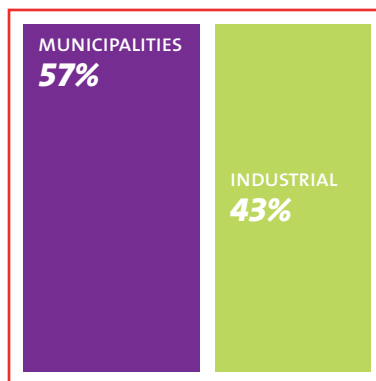
<p>▶ EUROPE</p> <p>N°1 in municipal water N°1 in solid waste N°1 in hazardous waste N°2 in heat networks N°2 in energy efficiency for buildings</p>	<p>▶ CZECH REPUBLIC</p> <p>N°1 in municipal water and industrial water</p>	<p>▶ UNITED STATES</p> <p>N°1 in municipal water O&M N°3 in regulated water N°3 in hazardous waste</p>	<p>▶ CHINA</p> <p>N°1 in industrial water management N°2 in municipal water N°2 in heat networks</p>
<p>▶ GERMANY</p> <p>N°2 in solid waste</p>	<p>▶ FRANCE</p> <p>N°1 in municipal water N°1 in hazardous waste N°2 in solid waste</p>	<p>▶ CHILE</p> <p>N°1 in municipal water N°1 in hospital waste</p>	<p>▶ MIDDLE EAST</p> <p>Joint N°1 in municipal water Joint N°1 in hazardous waste N°1 in energy efficiency for buildings</p>
<p>▶ SPAIN</p> <p>N°1 in municipal water</p>	<p>▶ UNITED KINGDOM</p> <p>N°1 in solid waste</p>	<p>▶ AUSTRALIA</p> <p>N°1 in solid waste N°1 in municipal water</p>	
<p>▶ POLAND</p> <p>N°1 in heat networks</p>	<p>▶ VWTS/VWT</p> <p>N°1 World leader in water technologies</p>	<p>▶ JAPAN</p> <p>N°2 in plastics recycling N°2 in municipal water</p>	

OUR ACTIVITIES

BREAKDOWN OF REVENUE BY BUSINESS LINE

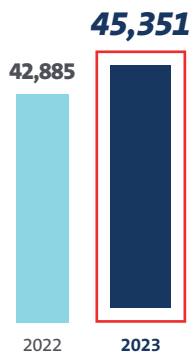


BREAKDOWN OF THE GROUP'S CUSTOMER BASE

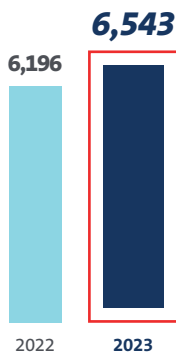


ECONOMIC AND FINANCIAL RESULTS

Growth in revenue
(in € million)

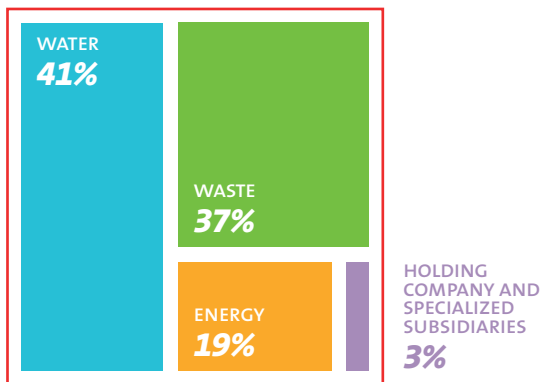


EBITDA
(in € million)⁽¹⁾

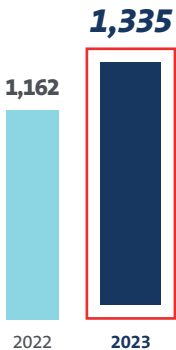


(1) Including IFRIC 12 and IFRS 16 impacts.

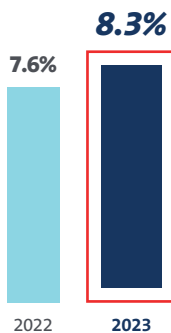
BREAKDOWN OF WORKFORCE BY ACTIVITY



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



Post-tax ROCE⁽²⁾







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

VEOLIA'S ESG

IN BRIEF

E

15.5 Mt CO₂ eq.

avoided thanks to
Veolia's solutions

400 M m³

of water saved in 2023
compared to 2019 thanks
to network performance

465,000 t

of recycled plastic
with our 37 plants
all over the world

S

89%

engagement rate
Ipsos engagement
survey

100%

protected employees
with a social benefits
base-CARE Program

460,200

local jobs
indirect or induced
by Veolia's activities

G

Multifaceted

performance with
external engagements
on 18 KPIs (including
14 extra-financial)

16,000

employees with
a bonus policy based
on multifaceted
performance

1st

shareholder = employees
with 7.5% of the capital
(vs 6.5% in 2022)

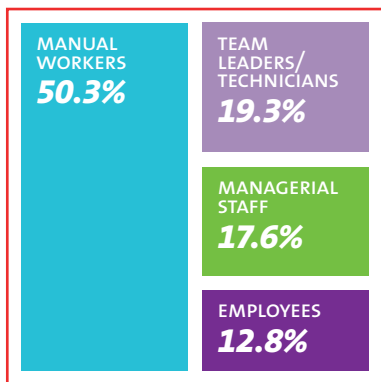
Veolia's multifaceted performance

HUMAN RESOURCES

DATA

DISTRIBUTION OF STAFF

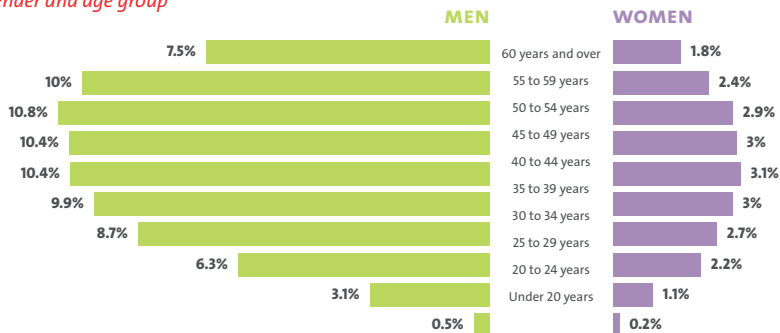
By socio-professional category



77,6%
Men

22,4%
Women

By gender and age group



94.6%
of employees
are on permanent
contracts

3,510
work-study students
at Veolia, of which
62% in France

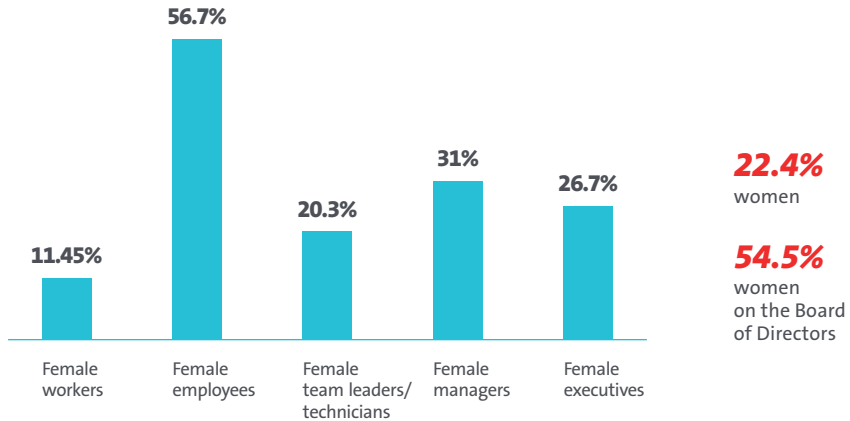
13.4%
of employees
are under 30

21.7%
of employees
are over 55

43.7 years
Average age
of employees

GENDER BALANCE – FEMINIZATION

Feminization rate by socio-professional category



TARGET FOR THE RATE OF FEMINIZATION

▶ **35%**

of women managers recruited on permanent contracts every year

▶ **More than 40%**

of women at the Veolia Board of Directors

▶ **30%**

of managers in 2023

▶ **26%**

of women among the Group's senior executives in 2023 (Executive Resources); 30% in 2026 and 40% in 2029

▶ **50%**

of women appointed among senior executives (Executive Resources) between 2020 and 2023

SAFETY AT WORK

0,34

Workplace accident severity rate (0.39 in 2022)

more than 83%

of employees took at least one health and safety training course

Severity rate:

number of days lost to workplace accidents per thousand hours worked.

4.95

Frequency rate of lost time injuries (5.61 in 2022)

2023 TARGET ▶ **5**

Frequency rate:

number of lost time injuries accidents per million hours worked.

EMPLOYEE TRAINING AND EMPLOYABILITY

94.5%

of employees took at least one training course

29 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

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 and 2023 = 75% of the group's workforce with a constant commitment rate vs 2022 and improving (vs 2021).

2023 TARGET ▶ ≥ 80%

SOCIAL DIALOGUE

1,713

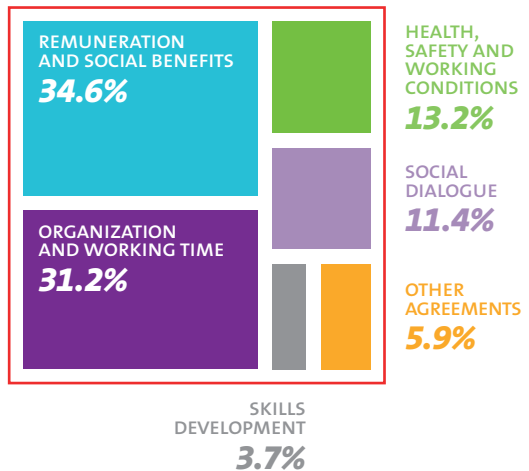
agreements signed

86%

Social dialogue committee coverage rate

2023 TARGET ▶ > 95%

Distribution of signed agreements by subject



ABSENTEEISM

4.19%

Absenteeism rate (excluding maternity, paternity) (4.37% in 2022)

ENVIRONMENTAL DATA

COMBATING POLLUTION AND ACCELERATING ECOLOGICAL TRANSFORMATION

99.2%

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

2023 TARGET ▶ **95%**

COMBATING CLIMATE CHANGE

42%

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

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

15.5 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)

27.9 Mt of CO₂ eq.

Scope 2 (indirect emissions from energy purchases)

5.7 Mt of CO₂ eq.

Scope 3 (other indirect emissions)

31.34 Mt of CO₂ eq.

5.2% Reduction in scopes 1 and 2 GHG emissions compared to the 2018 reference scope (Science-Based Target initiative)

2023 TARGET ▶ **-3%**

58.5% Methane capture rate at current scope

2023 TARGET ▶ **55%**

25% Share of biomass in the energy consumption of power plants

2023 TARGET ▶ **24%**

+23.4% vs 2019: production of renewable and recovered energy

2023 TARGET ▶ **+15%** vs 2019

97.6% Share of biomass (wood) with traceability for energy production for thermal installations selling more than 100 GWh/year

2023 TARGET ▶ **98%**

70% Share of biomass (wood) with certification for energy production for thermal installations selling more than 100 GWh/year

2023 TARGET ▶ **80%**

74.2% 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

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

2023 TARGET ▶ **< 335** Wh/m³

241 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

465 kt of recycled plastics in Veolia transformation plants

2023 TARGET ▶ **610** kt

€9.2 billion in circular economy revenue

2023 TARGET ▶ **€6.3** bn

16% Material recovery rate from treated waste

2023 TARGET ▶ **20%**

27% Rate of energy production from treated waste

2023 TARGET ▶ **30%**

91% Recovery rate for residual bottom ash from waste incineration

2023 TARGET ▶ **90%**

77% Rate of recovery of combustion residues from the Energy business line (bottom ash, fly ash)

2023 TARGET ▶ **> 70%**

74% Recovery rate of sludge from wastewater treatment

2023 TARGET ▶ **> 75%**

84% Abatement rate of treated hazardous waste

PROTECTING ENVIRONMENTS AND BIODIVERSITY

85% Progress on action plans to improve the environmental and biodiversity impact of sensitive sites.

2023 TARGET ▶ **75%**

65% Share of sites with “zero” use of herbicides and pesticides⁽¹⁾

2023 TARGET ▶ **75%**

64% Rate of implementation of ecological management on sites⁽²⁾ > 1 ha of green spaces

2023 TARGET ▶ **75%**

59% 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%**

91.6% 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

129 mg/Nm³ NO_x,
i.e. 64% 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 mg/Nm³ dust,
i.e. 20% 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)*

182 g/MWh NO_x

2023 TARGET ▶ < 270 g/MWh

120 g/MWh SO_x

2023 TARGET ▶ < 210 g/MWh

10 g/MWh dust

2023 TARGET ▶ < 13 g/MWh

2.8 g/MWh mercury

2023 TARGET ▶ < 5 g/MWh

MANAGING WATER RESOURCES IN A SUSTAINABLE WAY

76.4% Efficiency of drinking water
networks for networks serving more than
50,000 inhabitants, at constant scope

2023 TARGET ▶ ≥ 75%

1,144 million m³ of water reused
from collected and treated wastewater

67% Deployment rate of water diagnoses
at sites with significant water stress issues

2023 TARGET ▶ 95%

77% Share of consumers
with a progressive tariff

2023 TARGET ▶ 80%

10.11 million smart
meter solutions

2023 TARGET ▶ 6 M

SOCIETAL DATA

ACCESS TO ESSENTIAL SERVICES

7.27 million inhabitants benefited from inclusive facilities to access water or wastewater services under contracts with Veolia, i.e. +27.4% compared with 2019

2023 TARGET ▶ **+12%** vs 2019

NEW ACCESS TO WATER AND SANITATION

8.5 million people supplied with drinking water since 2015

and **9.8** million to sanitation services since the implementation of the SDG in 2015

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

10 projects

Through 20 missions, Veoliaforce mobilised:

31 volunteers for 450 man-days of skills sponsorship

and **9** permanent staff members

for **1,474** 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:

1,561,629 jobs supported

€77.5 bn in wealth created (contribution to GDP) in **58** countries

For every euro of added value created by Veolia, an additional €2.4 is generated in the economy. For one direct job at Veolia, 7 additional jobs are supported in the economy.

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

90.2% of spending reinvested locally

2023 TARGET ▶ stay above **80%**

89% of active contracts in the supplier contract database include the Group CSR clause

2023 TARGET ▶ **95%**

77% Share of strategic suppliers assessed over the past three years

2023 TARGET ▶ **85%**

74% of Veolia's suppliers in France are SMEs (small and medium-sized enterprises) and **14%** are ISEs (intermediate-sized enterprises), representing a total of **€3,452 M**

€10.4 M in purchasing costs from the protected workers sector (France)

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

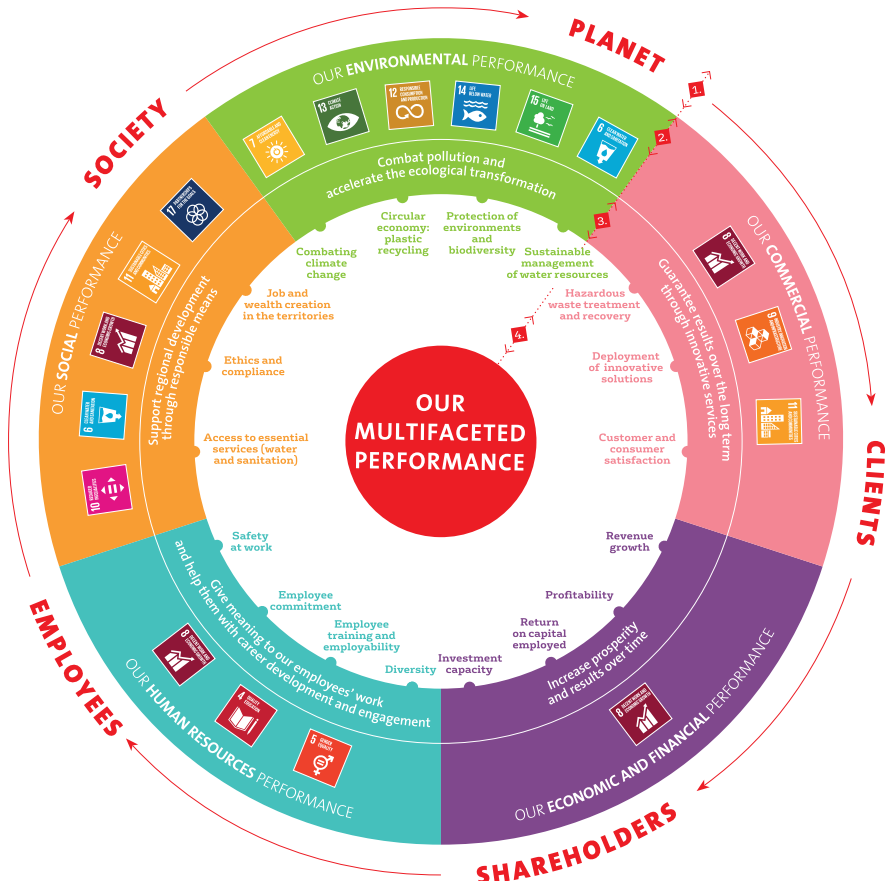
ETHICS AND COMPLIANCE

88% of respondents to the engagement survey responded positively to the question "Are Veolia's values and ethics applied in my entity?"

2023 TARGET ▶ **≥ 80%**

36,200 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

Aspect	Commitment	Objective	SDG	Indicator-definition	2019 reference	2020 Results	2021 Results	2022 Results	2023 Results	2023 Target
Economic and financial performance	Increase prosperity and results over time	Revenue growth		Annual growth in published revenue	€27.2 billion	€26 billion	€28.5 billion	€42.9 billion	€45,3 billion	Annual target
		Profitability		Current net income - Group share	€760 million	€415 million	€896 million	€1,162 million	€1,335 million	€ 1 billion
		Return on capital employed		ROCE after tax (with IFRS 16)	8.4%	6.4%	8.2%	7.6%	8.3%	Annual target
		Investment capacity		Free Cash Flow (before discretionary investments)	€1,230 million	€942 million	€1,720 million	€1,463 million	€1,683 million	Annual target
Human resources performance	Give meaning to our employees work and help them with career development and engagement	Employee commitment		Rate of engagement of employees, measured through an independent survey	84%	87%	87%	89%	89% (v)	≥ 80%
		Safety at work		Last time injury frequency rate	8.12	6.60	6.65	5.61	4.95(v)	5
		Employee training and employability		Average number of training hours per employee per year	18h	17h	21h	26h	29h(v)	23 h
		Diversity		Proportion of women appointed among Executive Resources from 2020 to 2023 ⁽¹⁾	Not applicable	28.3%	30.4%	30.3%	30.7%	50.0%
Commercial performance	Guarantee results over the longterm through innovative services	Customer and consumer satisfaction		Customer satisfaction rate calculated using the Net Promoter Score	Not applicable	NPS = 41 with 57% of revenue covered	43 with 72% of revenue covered	48 with 83% of revenue covered ⁽²⁾	53 with 82% of revenue covered	NPS > 30 with 75% of revenue covered
		Development of innovative solutions		Number of innovations included in at least ten contracts signed by the Group	Not applicable	2	6	10	17	12
		Hazardous waste treatment and recovery		Consolidated revenue generated by the hazardous and liquid waste treatment and recovery activities	2.6 Mds€	2.5 Mds€	3.1 Mds€	4.1 Mds€	4,2 Mds€	> 4 Mds€

Aspect	Commitment	Objective	SDG	Indicator-definition	2019 reference	2020 Results	2021 Results	2022 Results	2023 Results	2023 Target
Environmental performance	Combat pollution and accelerate the ecological transformation	Combating climate change		• Reducing GHG emissions: progress of the investment plan to phase-out coal in Europe by	Not applicable	8.1% of investment to be achieved	17% of investment to be achieved	30% of investment to be achieved	42% of investment to be achieved	30% of investment to be achieved ⁽⁴⁾
				• Avoided emissions: annual contribution to avoided GHG emissions (assessed with regard to a reference scenario) - FE IEA2013 ⁽⁵⁾	12.1 million metric tons of CO ₂ eq	12.5 million metric tons of CO ₂ eq	12.4 million metric tons CO ₂ eq	14.1 million metric tons of CO ₂ eq	15.5 million metric tons of CO₂ eq⁽⁶⁾	15 million metric tons of CO ₂ eq
	Circular economy: plastic recycling	 	• Volume of recycled plastic in Veolia transformation plants ⁽⁷⁾	350 thousand metric tons	391 thousand metric tons	476 thousand metric tons	490 thousand metric tons	465 thousand metric tons	610 thousand metric tons	
			• Progress rate of action plans aimed at improving the environment and biodiversity footprint in sensitive sites ⁽⁸⁾	Not applicable	1.7 %	30 %	66 %	85 %	75 %	
	Protection of environments and biodiversity	 	• Progress rate of action plans aimed at improving the environment and biodiversity footprint in sensitive sites ⁽⁸⁾	Not applicable	1.7 %	30 %	66 %	85 %	75 %	
Sustainable management of water resources		• Efficiency of drinking water networks (Volume of drinking water consumed/ Volume of drinking water produced) ⁽⁹⁾	72.5 %	73.4 %	75.6 %	76.3 %	76.4 % (v)	>75%		
Social performance	Support regional development through responsible means	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	Not applicable	- 1,105,398 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	- 1,147,238 jobs supported • € 53 billion of added value created in 50 countries	• 1,561,629 jobs supported • € 77.5 billion of added value created in 58 countries	Annual assessment of impacts, overall and by geography in at least 45 countries
				Ethics and compliance		• Rate of positive answers to this question of the engagement survey "Veolia's values and ethics are put into practice within	92 % of Top 5000	83 % of all respondents	84 % of all respondents	85 % of all respondents ⁽¹⁰⁾
	Access to essential services (water and sanitation)		• Number of inhabitants benefiting from inclusive measures for access to water or sanitation within contracts	5.71 million inhabitants	6.12 million inhabitants (+7%)	6.71 million inhabitants (+17.5%)	6.92 million inhabitants (+21.3%)	7,27 million inhabitants (+27.4%)	+12% vs 2019 at constant scope	

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

(2) 2022 data excluding the scope integrating activities transferred on the Suez combination.

(3) 2022 data concerns all activities of Veolia.

(4) The KPI is calculated with the initial investment budget for new forms of energy aimed at eliminating coal in Europe by 2030, estimated at €1.274 billion in 2019. This budget was revalued at €1.65 billion at the end of 2023.

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

(6) The 2023 EF IEA updated in the Global Report reporting tool in 2023 shows a value of 14.2 million metric tons of CO₂ eq in 2023.

(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 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) 2019-2023 pro forma data.

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

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Resourcing the world

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