



SHAREHOLDER'S MEETING 2022



2021 ANNUAL RESULTS

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VEOLIA DELIVERED OUTSTANDING 2021 PERFORMANCE AT ALL LEVELS

1 Strong Revenue growth

of +9.6% vs. 2020⁽¹⁾ and +6.5% vs. 2019⁽¹⁾ to €28.5bn
Growth acceleration in Q4 fuelled by energy prices and supportive pricing

2 Record profitability

EBITDA of €4 234M, above raised guidance, +16% vs. 2020⁽¹⁾, +6.9% vs. 2019⁽¹⁾
Current EBIT of €1,766M, +41.7%⁽¹⁾ vs. 2020 and +5.3%⁽¹⁾ vs. 2019

3 Efficiency gains of €382M

above the €350M objective

4 Current net income more than doubled vs. 2020 to €896M

+20.9%⁽¹⁾ vs. 2019

5 Record net FCF⁽²⁾ of €1,219M

Net debt decreased by €3.7bn to €9.5bn

**PROPOSAL TO
INCREASE THE
DIVIDEND BY
43% TO
€1 PER SHARE⁽³⁾**



(1) At constant forex. (2) After growth capex and excluding €122M of Suez dividend
(3) Subject to approval of the AGM of 15 June 2022

REVENUE OF €28,508M, LARGELY ABOVE 2019 PRE COVID LEVELS (1/2)

In €M



	Δ At constant FX vs. 2020	Δ At constant FX vs. 2019
Global business	+6.5% ⁽¹⁾	+0.3% ⁽¹⁾
Rest of the World	+5.4%	+2.6% ⁽¹⁾
Europe excl. France	+15.6%	+16.0%
France	+8.9%	+4.6%
Total	+9.6%	+6.5%

⁽¹⁾ At constant scope and forex

REVENUE BY SEGMENT VS. 2019 AND 2020

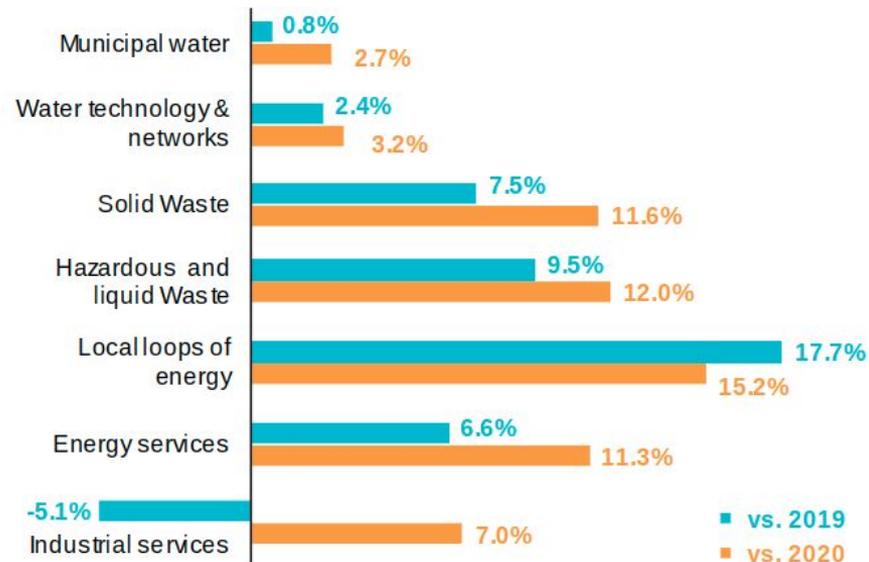


REVENUE OF €28,508M, LARGELY ABOVE 2019 PRE COVID LEVELS (2/2)

Driven by waste volume rebound, supportive pricing and growth business

- **Municipal Water (revenue of €5,991M):** back to normal volumes in almost all geographies, small impact of rainy weather in France.
- **Water Technologies and networks (revenue of €2,893M):** VWT growth driven by Services and Technology, partially offset by lower desalination revenue. Full recovery and strong year for Sade water works in France.
- **Solid Waste (revenue of €7,469M):** growth driven by volume recovery, sharply increased recycled material prices and continued solid pricing.
- **Hazardous waste (revenue of €3,063M):** full recovery and increased prices in the US and in Europe, ramp up of new facilities in Asia (Hong Kong, India, China) – Acceleration of growth in Q4.
- **Local Loops of energy (revenue of €4,325M):** acceleration of growth in Q4 due to increased heat and electricity prices in CEE, Germany and Morocco.
- **Energy services (revenue of €2,130M):** strong growth driven by high energy prices, notably in Europe (Italy, Spain) and in the Middle East.
- **Industrial services (revenue of €2,579M):** post covid recovery in 2021 and contract selectivity.

Revenue variation at constant scope and FX



REVENUE BY BUSINESS vs. 2019 AND 2020

EBITDA OF €4,234M, +16% VS. 2020 AND +6.9% VS. 2019 FULL OPERATING LEVERAGE RECOVERY BOOSTED BY EFFICIENCY

In €M



	Δ At constant FX vs. 2020	Δ At constant FX vs. 2019
Global business	+31.4% ⁽¹⁾	+8.1%
Rest of the World	+6.9%	-9.6%
Europe excl. France	+22.3%	+16.2%
France	+26.8%	+19.5%
Total	+16.0%	+6.9%



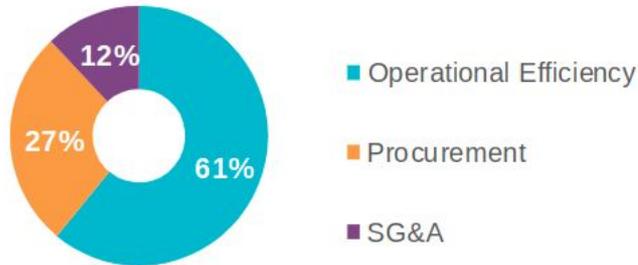
*Incl. other: €64M in 2019 and €123M in 2020

AMBITIOUS AND SUSTAINABLE COST SAVINGS PLANS €382M ACHIEVED IN 2021, 9% ABOVE ANNUAL OBJECTIVE

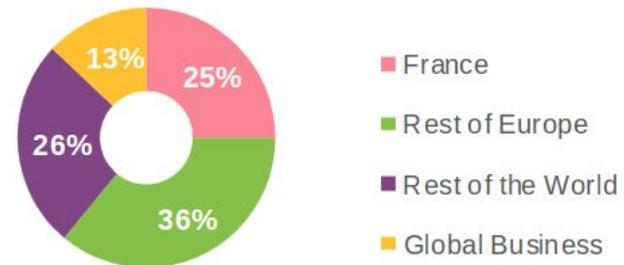
- 2021 annual objective raised from €250M to €350M including extra specific efforts in 2021 only linked to Covid
- €280M in efficiency gains**, vs. €278M in 2020
- €102M in exceptional post Covid complementary gains



Efficiency gains split by lever



Efficiency gains split by zone



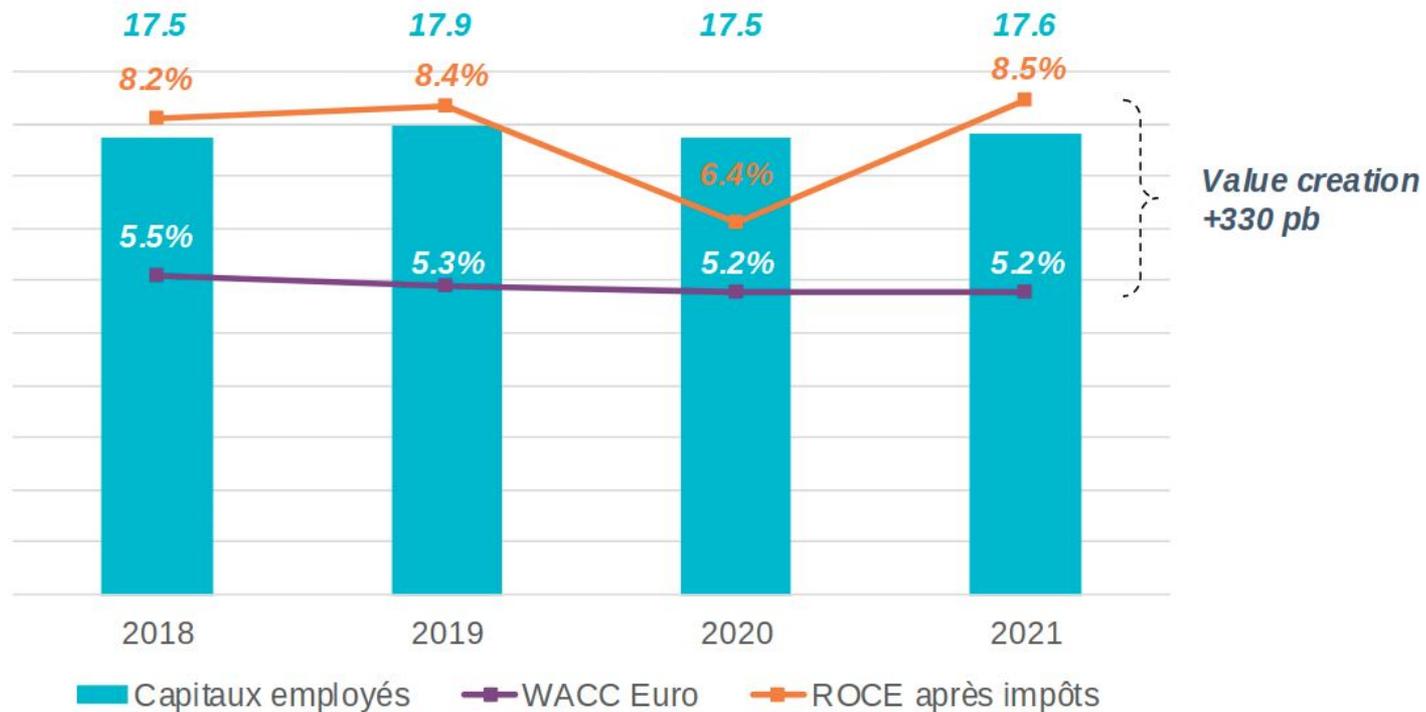
2022 COMBINED EFFICIENCIES > €350M VS 2021 OBJECTIVE OF €250M



BACK TO STRONG VALUE CREATION

ROCE AFTER TAX UP 210 BP TO 8.5%, ABOVE 2019 LEVEL

Capital employed in €bn
ROCE after tax including IFRS 16*

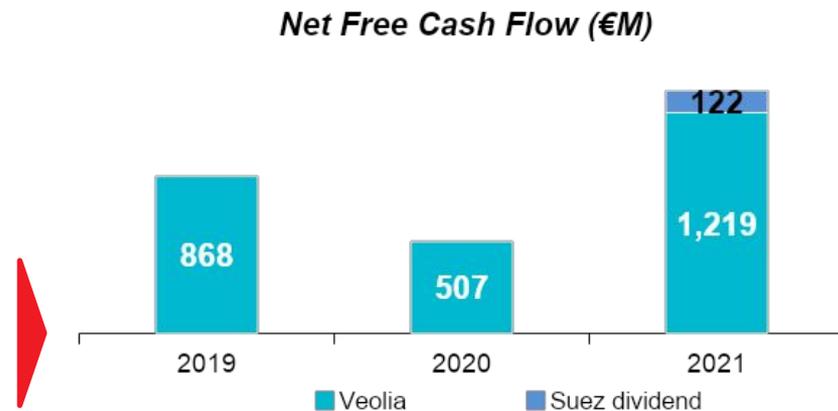


* Excluding IFRS 2

RECORD NET FCF GENERATION OF €1,219M IN 2021

Due to EBITDA growth, controlled capex and strict cash discipline

- **Controlled net industrial Capex:**
€2,212M vs. €2,151M
 - Optimization of maintenance and contractual capex
 - Discretionary growth capex of €456M, of including fuel conversion capex and hazardous waste projects
- **Net Free Cash Flow⁽¹⁾ generation increased by €712M to €1,219M**
 - due to EBITDA growth, controlled capex and very significant improvement of WCR thanks to cash collection improvement



(1) Excluding Suez dividend of 122M€

CONTINUED IMPROVEMENT OF OUR ESG PERFORMANCE IN 2021 AHEAD OF OUR 2023 OBJECTIVES

Highlights on 4 objectives (other than economic and financial)

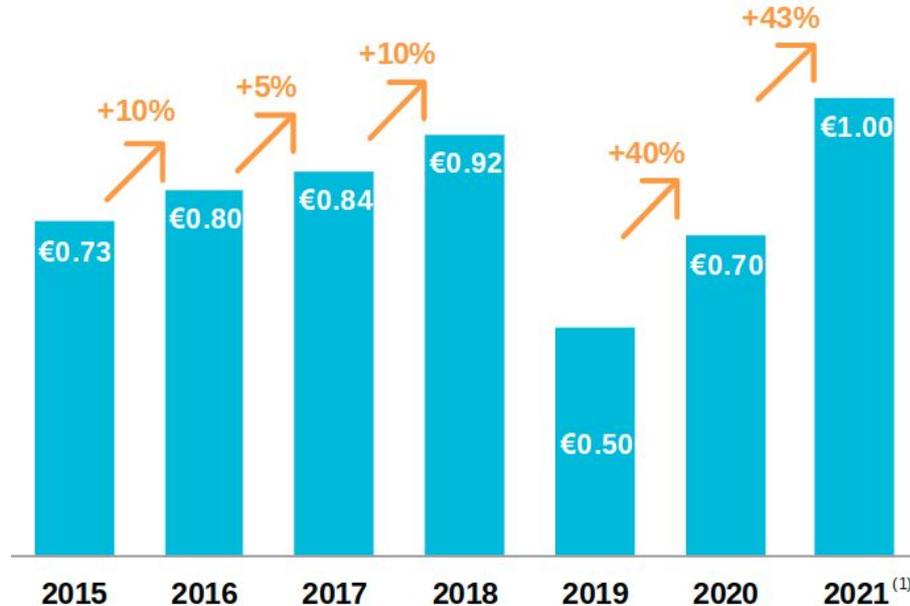
	Clients	Planet	Employees	Society
Objective	Customer and consumer satisfaction	Combating climate change	Employee commitment	Access to essential services (water and sanitation)
KPI	Net Promoter Score	Progress of the investment plan to phase out coal in Europe by 2030	Rate of engagement of employees, measured through an independent survey	Number of inhabitants benefiting from inclusive measures for access to water and sanitation within contracts with Veolia
Target	2023: Net Promoter Score approach deployed on 75% of the Group's revenue, with NPS score > 30	30% of the investments planned, achieved by 2023 (~€ 400 m)	> 80% over the plan duration	By 2023: +12% vs. 2019
Achieved in 2021	Net Promoter Score implemented on 72% of the Group's revenue Average NPS Score: 43	17% of the investments planned, achieved at end 2021 (€217M cumulated)	87%	+17.5%
	Ahead of target 	On track 	Ahead of target 	Ahead of target 



RECOVERY OF OUR PRE-CRISIS DIVIDEND POLICY

DIVIDEND 2022 OF €1.00, AFTER €0.70 IN 2021

- **Dividend 2019:** given the exceptional circumstances, 2019 dividend was reduced to **€0.50 per share**
- **Dividend 2020:** Veolia's rebound since H2 2020 as well as the prospects of strong results growth in 2021 allowed us to propose a sharply increased 2020 dividend of **€0.70 per share**
- **Dividend 2021:** back to pre-crisis dividend policy with a dividend of **€1.00 per share**



(1) Subject to approval of the AGM of June 15, 2022

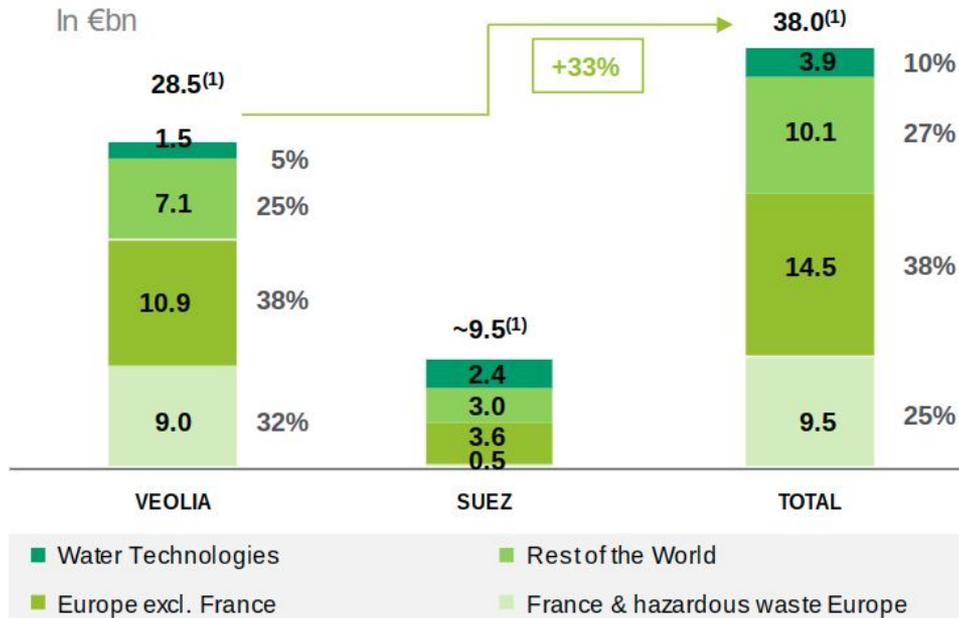
2022 guidance for the combined Group



ACQUISITION OF SUEZ TO STRENGTHENS VEOLIA'S POSITION

VEOLIA SUEZ COMBINED REVENUE INCREASED BY 33%

Combined 2021 revenue by segment⁽¹⁾
Enhanced Scale to Foster Growth



Economies of scale and enhanced competitiveness

Visibility to benefit from green ambitions

Ability to invest for growth

Tap into a larger opportunity set to maximize returns



(1) Before any potential additional anti-trust remedies

2022 MERGED GROUP GUIDANCE⁽¹⁾

CURRENT NET INCOME GROWTH OF MORE THAN 20% TO AROUND €1.1BN

- **Solid organic revenue growth**
 - Driven by higher indexation, price increases and good commercial momentum
- **EBITDA: organic growth between +4% and +6% vs. combined 2021 driven by:**
 - >€350M of efficiency gains
 - Confirmed €100M of synergies
- **Current net income around €1.1bn**, an increase of more than 20%, confirming an EPS⁽²⁾ accretion of ~10%
 - Confirmed 2024 EPS⁽²⁾ accretion c.40% in 2024
- **Net debt: leverage ratio ~3x**
- **Dividend policy: dividend to grow in line with current EPS**



(1) At constant scope and FX - Without extension of the Ukrainian conflict and without significant change in the energy supply conditions in Europe

(2) Current net income per share after hybrid costs and before PPA



**Q1 2022
results: a very
strong start to
the year**



Q1 2022 HIGHLIGHTS: A VERY STRONG START TO THE YEAR

VERY STRONG REVENUE AND RESULTS GROWTH

- **Revenue of €9 935M, up +14.7%⁽¹⁾ at constant scope and FX vs. Q1 2021 combined, and +7.1% excluding energy prices**
 - **Energy +38.5%** due to strong energy price increases and favorable tariff revisions
 - **Waste +11.5%** thanks to recycled materials price increases, tariff revisions and good volumes (+1.7 %)
 - **Water +5.3%** due to tariff indexation
- **EBITDA of €1,456M, up +7.6%⁽¹⁾ at constant scope and FX vs. Q1 2021 combined, ahead of annual guidance of +4% to +6%**
 - **Profitable growth**, in line with revenue growth excluding energy prices
 - **Cost discipline:** €87M of efficiency gains in Q1 complemented by €21M of synergies

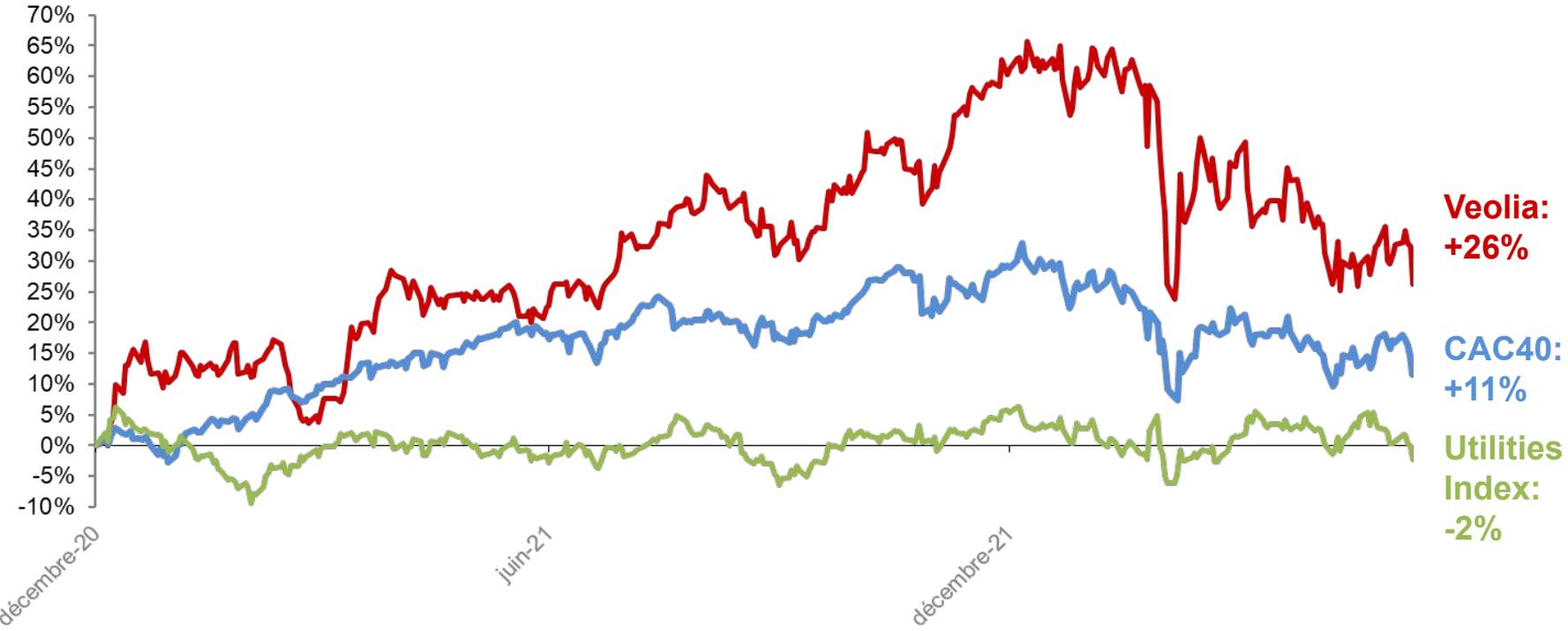
In €M	Q1 2021 combined ⁽¹⁾	Q1 2022 ⁽¹⁾ combined	Var. vs Q1 2021 combined ⁽²⁾
Revenue	8,593	9,935	+14.7%
EBITDA	1,356	1,456	+7.6%
Current EBIT	595	692	+18.0%



(1) Q1 2021 and Q1 2022 restated from 1-17 January impact (€400M revenue, €49M EBITDA) - Q1 2021 combined includes Australian and EU antitrust assets, but they are excluded in Q1, 2022

(2) Variation at constant scope and exchange rates

STOCK PERFORMANCE SINCE JANUARY 1st 2021





**MULTIFACETED PERFORMANCE,
AN INNOVATIVE AND ENGAGING VALUE CREATION MODEL**

VEOLIA'S VALUE CREATION MODEL: A BALANCE OF IMPACT FOR THE DIFFERENT STAKEHOLDERS



1. Our stakeholders
2. Our performance
3. Our commitments
4. Our objectives

UN Sustainable Development Goals (SDGs)

Veolia plays a part in all 17 SDGs at different levels and has a direct impact in 13 of them.

1. No poverty	7. Affordable and clean energy	13. Climate action
2. Zero hunger	8. Decent work and economic growth	14. Life below water
3. Good health and well-being	9. Industry, innovation and infrastructure	15. Life on land
4. Quality education	10. Reduced inequalities	16. Peace, justice and strong institutions
5. Gender equality	11. Sustainable cities and communities	17. Partnerships for the goals
6. Clean water and sanitation	12. Responsible consumption and production	



IMPLEMENTING PURPOSE AND MULTIFACETED PERFORMANCE: A TRANSFORMATION PROCESS WELL UNDERWAY

- 1 Steering at the highest level of the company:** Board of Directors (creation of a Purpose Committee in 2021), Executive Committee, Purpose Steering Committee, *Critical Friends* Committee
- 2 Appropriation of the approach by all the group's employees,** in particular through dedicated workshops in each entity, to be continued to integrate new Veolia employees
- 3 Consistency of our internal processes:** budget process, performance dialogue, investment committee, risk mapping, bonus policy, etc.
- 4 Alignment of the strategic programme with the Group's Purpose:** adequacy to the context in which the company is developing, preparation for the new strategic programme

18 objectives and 19 associated KPIs, audited by an independent third party, representing:

- **80%** of CEO and ExCom members' short-term variable pay
- **75%** of CEO and ExCom members' long-term variable pay



PROGRESS ON OUR MULTI-FACETED PERFORMANCE TARGETS AT THE END OF 2021 (1/2)

Financial performance	Commercial performance	Environmental performance
<p>Revenue growth Consolidated TO : 28.5 Mds€ </p> <p>Profitability Current net income - group share: 896 M€ </p> <p>Return on capital employed ROCE after tax (with IFRS 16): 8.2% </p> <p>Investment capacity Free Cash Flow before discretionary growth Capex: 1,720 M€ </p>	<p>Customer and consumer satisfaction  Net Promoter Score: 43 (72% of TO covered by the methodology)</p> <p>Deployment of innovative solutions  6 innovations sold in more than 10 contracts (Indoor air quality, Aquavista, Verbatim, Swarm, Plastics, Vigie Covid)</p> <p>Hazardous waste treatment & recovery  3.0 Mds€ Turnover</p>	<p>Combating climate change  <ul style="list-style-type: none"> • progress with the investment plan to eliminate coal in Europe by 2030: 217 M€ (17.1% of the scheduled investment) • contribution to avoided GHG emissions in 2021: 11.4 Mt éq. CO₂  </p> <p>Circular economy: plastic recycling  476 kt of transformed plastic in 2021</p> <p>Sustainable management of water  Efficiency of drinking water networks: 75.6%</p> <p>Protection of environments & biodiversity  Progress with action plans in 2021: 30%</p>

 On track in 2021

 Below 2021 target



PROGRESS ON OUR MULTI-FACETED PERFORMANCE TARGETS AT THE END OF 2021 (2/2)

Human Resources performance

Safety at work

LTI frequency rate: 6.65



Employee commitment

Commitment rate: 87%



Employee training & employability

Average number of training hours per employee in 2021: 21 hr



Diversity

Proportion of women appointed among the top 500 Group executives during the period 2020-2021: 30.4% (target 2020-2023: 50%)



Social performance

Ethics and compliance

Positive answers to the commitment survey question "Are Veolia's values and ethics applied in my entity?" in 2021: 84%



Job and wealth creation in the territories

Assessment achieved in 52 countries
Supported jobs in 2020: 1,033,623
Wealth created in 2020: 49 Mds€



Access to essential services (water and sanitation)

6,71 millions inhabitants benefiting from inclusive solutions to access water or sanitation services under Veolia contract (+ 17.5% vs 2019)



 On track in 2021

 Below 2021 target



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