FOR AN ECOLOGY THAT PROTECTS

UNIVERSAL REGISTRATION DOCUMENT 2024

Including the annual financial report

VEOLIA

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VEOLIA ENVIRONNEMENT

UNIVERSAL REGISTRATION DOCUMENT

Annual financial report

2024

AUTORITÉ DES MARCHÉS FINANCIERS AMF

The Universal Registration Document was filed with the Autorité des Marchés Financiers (AMF, the French Financial Markets Authority) on March 20, 2025, in accordance with Regulation (EU) 2017/1129, without prior approval in accordance with Article 9 of this Regulation.

The Universal Registration Document may be used when securities are offered to the public or admitted to trading on a regulated market, if supplemented by a securities note and, where applicable, a summary and all amendments made to the Universal Registration Document. The resulting documents are approved as a whole by the AMF in accordance with Regulation (EU) 2017/1129.

This document is a reproduction of the official version of the Universal Registration Document including the 2024 Annual Financial Report prepared in accordance with the European Single Electronic Format (ESEF) and filed with the AMF, available on the website of the Company and the AMF. This is a translation into English of the Universal Registration Document of the Company issued in French and it is available on the website of the Company.

MESSAGE FROM ANTOINE FRÉROT

Chairman of the Board of Directors

What characterizes a Group like Veolia? Its businesses, of course, but even more so the interconnections it creates between them to make the most of their potential and to offer new services with high added value. Its sense of time, which helps it to progressively deploy its activities over the short, medium and long term, creating a harmonious arrangement of activities that are emerging and those that are already mature, and to build additional springboards for growth. Its close relationship with the regions in which its businesses are established, actively contributing to their economic development and social cohesion. Its ambition to become the world leader in ecological transformation.

As important as the projects themselves, what characterizes our Group is the way it implements them, and above all the way it looks at the world. It sees alternative water resources, where others see only wastewater; it sees raw materials, where others see only waste; it sees a source of decarbonized energy, where others see only heat lost by factories. In short, it sees solutions, where others see only problems!

Veolia's projects are carried out by prioritizing usefulness. For to be prosperous in the long term, you have to be useful. In 2023, our Group celebrated its 170th anniversary. It owes its longevity to its ability to remain useful and renew its usefulness. In 2024, the Veolia Foundation celebrated its 20th anniversary, a further testament to the usefulness of our businesses. This Foundation is not the result of any obligation: it is simply the response to a desire to provide mutual assistance and commitment expressed by Group employees around the world, combining financial support and sponsorship of skills, emergency humanitarian assistance and development aid; it translates our fundamental values into action; it illustrates, in extreme situations, Veolia's Purpose.

The commitment to training also characterizes the way Veolia conducts its activities. To overcome the lack of skills in environmental professions, whether in industry or in the public sector, and to share concrete solutions with as many people as possible, our Group created the school of ecological transformation.

This school, called Terra Academia, benefits from the support of large companies, academic partners, communities and associations. Its first three campuses opened in Arras, Deauville and Paris-Montmartre in 2024. It aims to train 60,000 people and raise awareness among 100,000 others by 2030. Offering courses from vocational qualifications to master's degrees, plus an institute of advanced studies intended for practicing managers, it will train technicians, especially in the short-staffed professions, managers and young people who have not yet entered the workforce. Its international development is planned for 2027.

These are all signs of the usefulness of Veolia. A tangible usefulness, which is expressed in the context of our contracts or in an extra-contractual way. A usefulness that makes our Group attractive to its customers, which drives the loyalty of its shareholders and fuels the commitment of its employees.

TO BE PROSPEROUS IN THE LONG TERM, YOU HAVE TO BE USEFUL.

INTERVIEW WITH ESTELLE BRACHLIANOFF

Chief Executive Officer of Veolia

What is your assessment of the first year of Veolia's new strategic plan?

2024 was an excellent year! Veolia has made a very good start to its new GreenUp strategic plan and is on course to meet all its objectives. Our growth drivers (the boosters) – water technologies, hazardous waste and bioenergy – and our prime development areas outside Europe have contributed significantly to the increase in our revenue and are growing two to three times more quickly than the rest of the Group. We have also been quick to react to economic developments and are ahead in terms of our synergies and efficiency gains. This has secured our margins.

I am very proud of the original solutions we have designed, whether to deal with emerging pollution or take advantage of previously untapped renewable energy sources. For example, in the United States, to eliminate PFAs from drinking water: with our new offer, we aim to generate €1 billion in revenue worldwide by 2030. In Barcelona, we recover the residual cold from liquefied natural gas regasification terminals and inject it back into the urban network: a world first!

After this first year of GreenUp, Veolia is a stronger, more agile, more inventive and more resilient company. It is now in a privileged position: continuing to accelerate when other economic actors are being forced to slow down.

What explains Veolia's success in your view?

We combine the advantages of a global geographic footprint and a strong local presence in cities and industrial sites. Our Group is the only player responding to all the challenges of the ecological transformation and offering high value-added interconnections between water, waste and energy. Being a global leader allows it to use the benefits of its size to accentuate its operational excellence and to innovate, whether in its ten research centers, its eight innovation hubs or as part of its open innovation approach with venture capital funds.

We benefit from very high levels of trust among our customers, since, in water for example, we renew more than 90% of our contracts. Added to this is the confidence of our employees, as evidenced by their high level of commitment, 88%, and the success of the Sequoia 2024 employee shareholding operation.

The Veolia Cares program, which has now been rolled out to all our employees, increases their confidence: it provides them, even in the absence of national legislation, with parental leave, health and death cover, support for carers, etc.

For our shareholders, these advantages translate, in concrete terms, into continuous value creation: thus, over the last five years, our Group has doubled its current net income.

RECONCILING ENVIRONMENT AND ECONOMY [...] IS ALSO ONE OF VEOLIA'S MAJOR CONTRIBUTIONS!

What is the outlook for Veolia?

Our business has significant development potential, because it is based on sustainable underlying trends: adaptation to the consequences of climate change, the scarcity of resources, including water, etc. We are positioned in booming markets, where we are unique and where our solutions are still largely underexploited.

Despite a sometimes difficult geopolitical and economic context, these powerful underlying trends support our growth: everywhere, people aspire to better health protection, a higher quality of life, greater purchasing power; everywhere, regions and businesses are seeking greater strategic autonomy and reliability; everywhere, climate change mitigation and adaptation are becoming more pressing.

Our offerings provide concrete answers to these essential challenges. By producing decarbonized local energy, we solve an ecological problem and also gain strategic autonomy. Because it is produced locally and distributed locally, Veolia's energy provides dual security: on supply and price.

I must stress this point: the defense of purchasing power is an essential issue, on which our company has a very positive impact. With Veolia, nothing is lost, everything is transformed. We produce useful things from something useless: raw materials from waste, heat from wastewater, land by decontaminating industrial wastelands, etc. This approach saves financial resources, protects against price volatility, preserves purchasing power and supports local industry! Reconciling ecology and economy, ecology and the middle classes is also one of Veolia's major contributions!

2024 HIGHLIGHTS

DECARBONIZE

FEBRUARY
HUNGARY

Electricity flexibility: Veolia acquires a state-of-the-art power plant from Uniper

Veolia, through its Hungarian subsidiary, signed an agreement with Uniper for the acquisition of a power plant with an installed capacity of around 430 MW. The completion of the transaction remains subject to obtaining the necessary authorizations. This facility will complement Veolia's flexible energy portfolio to meet the needs of resilient power systems.

OCTOBER
UNITED KINGDOM

Veolia accelerates the decarbonization of the municipal heating network with energy from waste in London

Veolia, Europe's leader in decarbonizing local energy, is constructing a new district heating network in London that will deliver heat from an Energy Recovery Facility, working in partnership with Southwark Council. By using 75 gigawatt-hours per year of low-carbon heat obtained from generating electricity from non-recyclable household waste, the network will supply nearly 5,000 homes across 11 social housing units and schools in the district.

NOVEMBER
SPAIN

Veolia, Enagás and Barcelona City Council inaugurate the first urban cold recovery network from an LNG terminal

Veolia, Enagás and Barcelona City Council inaugurate the first urban cold recovery network from an LNG terminal. This pioneering innovation and energy efficiency project promotes decarbonization and is an effective example of collaboration between the public and private sectors. The project represents 131 gigawatt hours per year of local, decarbonized and affordable energy, equivalent to the annual consumption of a city like Reus (Tarragona) with more than 100,000 inhabitants and 32,000 tons of CO_2 emissions erased each year, equivalent to 110 round-trip long-haul flights between Barcelona and New York.

DEPOLLUTE

MARCH
CHINA

Veolia starts a five-year contract with Henan Ruibai New Material Co., Ltd, a leading company in fine chemicals and new lithium-based materials

Veolia will modernize the client's wastewater treatment plant and will operate and maintain the wastewater and exhaust gas treatment systems and the tanks. The team will optimize processes, improve the quality of effluents, minimize environmental and safety risks, reduce operating costs and facilitate wastewater reuse. This contract represents a strategic opportunity for Veolia to strengthen its presence in the new materials sector in China.

APRIL
UNITED STATES

Veolia is making progress in the fight against PFAS in drinking water with more than 30 treatment projects launched

The operational experience accumulated by Veolia in the United States, where the Group is a pioneer in the fight against PFAS in drinking water, represents an important source of know-how from which all geographical areas where regulations have evolved could benefit. Veolia has already treated a total of 8 million cubic meters of water in New York, New Jersey, and Pennsylvania across more than 30 sites, with dozens of additional sites currently being set up in the United States. With the launch of its 30th PFAS treatment project, covering 17 additional wells in the state of New York, Veolia has now deployed treatment capacities that provide water with PFAS levels below regulatory thresholds to more than 140,000 people in the United States.

DECEMBER
SAUDI ARABIA

Veolia and the Saudi Investment Recycling Company sign a memorandum of understanding to create the regional champion in waste treatment

As part of an ambitious agreement, Veolia and the Saudi Investment Recycling Company (SIRC), owned by the Public Investment Fund of Saudi Arabia, are partnering to manage household, industrial, and hazardous waste at a regional and national level in accordance with the Vision 2030 program initiated by Crown Prince Mohammed bin Salman.

2024 HIGHLIGHTS

SAVE / REGENERATE RESOURCES

MARCH
FRANCE

Veolia wins management of the largest public water service in Europe and signs a new 12-year contract with SEDIF

On January 25, 2024, the Greater Paris Water Authority (SEDIF) selected Veolia for the management of its public drinking water service from 2025 to 2036, considering their offer as the best and most suitable for the challenges defined in their specifications. The contract, with a total value of €4 billion over 12 years, covers the water distribution for 4 million inhabitants in 133 municipalities in the Île-de-France region. Veolia's bid includes groundbreaking solutions, such as advanced membrane filtration combining nanofiltration and reverse osmosis to treat micropollutants, and decarbonization of the water supply using low-carbon energy.

MARCH
JAPAN

Successful launch of a new plastics recycling plant

Veolia has commissioned its new Circular-PET (C-PET) plant in partnership with the conglomerate Mitsui and the Japanese distribution group Seven & i. C-PET is a new recycled plastic production plant in Japan. It is an example of a circular economy model in which used PET bottles are collected and recycled as raw materials to make new PET bottles. The plant has an annual capacity of 25,000 metric tons and will result in 27,500 metric tons of avoided CO_2.

MAY
CHINA

Veolia Water Technologies inaugurates its first regeneration plant, providing sustainable water purification solutions to strategic industries

Strategically located in the Changshu Economic and Technological Development Zone (CEDZ) in Jiangsu Province, this state-of-the-art facility will improve supply chain resilience for key industries, serving the environment as part of Veolia's commitment to driving ecological transformation. The plant will provide a reliable source of treated, ultrapure water for companies in sectors such as microelectronics, pharmaceuticals, petrochemicals, energy, food and beverages. Thanks to its innovative water recycling systems integrated into the site, the plant will reduce the city's water consumption by up to 60%, helping to preserve the local community's precious water resources.

BUSINESSES

WATER

Veolia's expertise spans **treatment of water to monitoring its quality** at each stage in the cycle from extraction to discharge back into the natural environment.
The Group innovates to protect resources and encourages recycling and reuse of water by cities and industry.

3,879 drinking water production plants managed

111 millions people supplied with drinking water

3,198 wastewater treatment plants managed

98 millions people connected to wastewater systems

WASTE

Veolia is the specialist in **waste management**, whether for liquid or solid, non-hazardous or hazardous waste. The Group's areas of expertise cover the waste life cycle from collection to recycling, and on to its final recovery as materials or energy.

43 millions people provided with collection services on behalf of local authorities

65 millions metric tons of treated waste

572,834 business customers

861 waste processing operated

ENERGY

As an expert in **energy services**, Veolia supports the economic growth of its municipal and industrial customers while helping reduce their ecological footprint. Whether in energy efficiency, efficient management of heating and cooling networks, green energy production or local low-carbon energy, the Group has a unique expertise for a more sustainable world.

42 millions MWh produced

49,037 thermal installations managed

604 heating and cooling networks managed

2,043 industrial sites managed

Solutions for municipal and industrial clients

Water

- Drinking water production
- Drinking water distribution
- Wastewater collection
- Wastewater treatment and reuse
- Sludge management
- Customer relationship services
- Water and environmental technologies
- Desalination
- Auditing, consulting, engineering, design and build

Waste

- Waste collection
- Waste transfer center
- Waste sorting, recycling and recovery
- Landfill and biogas recovery
- Waste-to-energy recovery
- Industrial utilities and integrated facilities management
- Street cleaning
- Integrated waste management
- Hazardous waste treatment and recycling
- Soil remediation
- Cleaning of equipment and treatment of low-level radioactive nuclear waste
- Industrial cleaning and maintenance
- Industrial effluent treatment

Energy

- Energy services for buildings
- Energy production
- Energy distribution and district networks
- Energy micro-networks
- Smart industries
- Cooling system management
- Air quality management

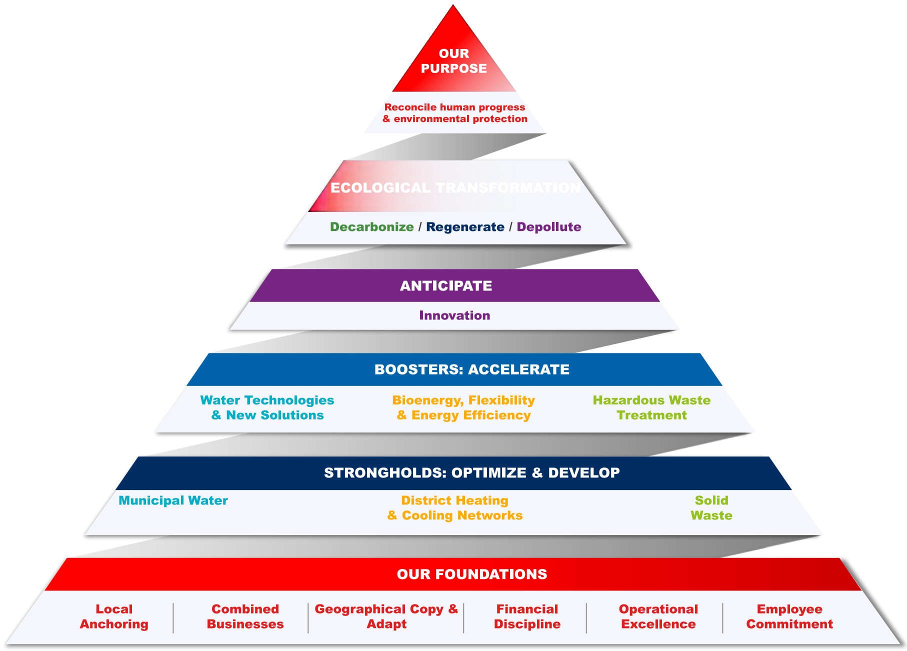
VEOLIA'S STRATEGIC PROGRAM FOR THE PERIOD 2024-2027:

GreenUp

2024 is the first year of the new GreenUp strategic program for the period 2024-2027 (see Section 1.2.1).

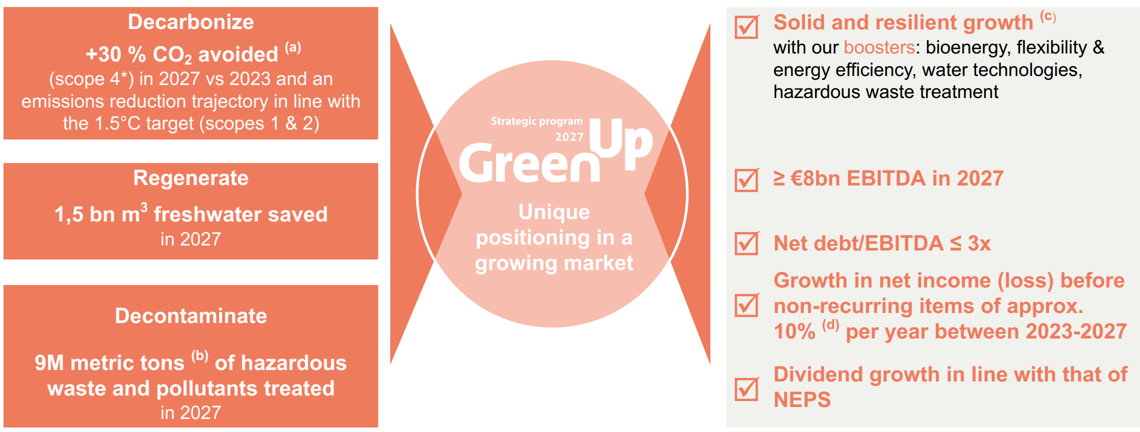
GreenUp presents a value creation model that combines our three strongholds and three boosters to accelerate our profitable growth:

- essential services strongholds in the infrastructure model: Municipal water, Solid waste and District heating. These businesses provide essential services under long-term contracts with strong visibility of cash flow generation and will have solid growth in the coming years ;
- growth boosters, rooted in our bastions, will drive our growth:
  - water technologies and new solutions,
  - in energy, bioenergy, renewable energy, energy flexibility and efficiency, and
  - hazardous waste treatment.



GreenUp in a nutshell:

Firm financial and non-financial commitments thanks to a unique positioning in a growing market that make it possible to commit to net income growth at around 10% per year between 2023 and 2027 (for more details see Section 1.2.1).



(a) Scope impact associated with CSRD scope 4 calculation methodology
(b) Scope impact associated with the disposal of RGS (United States)
(c) Excluding the energy price impact
(d) At constant exchange rates

* *Scope 4, also called erased emissions, is a concept specific to Veolia, to assess the GHG emission reductions of third parties thanks to Veolia's decarbonizing solutions. It is defined in point 4.1.2.1.4. Veolia ensures that scope 4 is recognized differently than its scopes 1, 2 and 3 emissions and may under no circumstances be subtracted from them.*

VEOLIA'S PURPOSE...

AN IMPROVEMENT APPROACH SHARED WITH AND FOR OUR STAKEHOLDERS

For simplicity and to facilitate appropriation, and to align with the GreenUp strategic program, the multifaceted performance framework has been reduced to 15 objectives, along with the number of associated Group performance indicators.

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

Sustainable Development Goals (SDGs)

Veolia participates to a varied extent in the implementation of all 17 SDGs, with a direct impact on 14 SDGs.

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

THE MULTIFACETED PERFORMANCE IN THE STRATEGIC PROGRAM AFR

GreenUp

In its Purpose, Veolia expresses its aim to take stakeholder expectations into account when creating and sharing wealth. Accordingly, Veolia has committed to a multifaceted performance which takes into account the economic and financial, commercial, human resources, corporate social and environmental performance. Under the 2024-2027 GreenUp strategic program, 15 progress objectives were defined for 2027.

This commitment is broken down in all Group processes, so that the multifaceted performance objectives drive the management of activities. The related progress indicators are regularly audited and measured by independent third-party bodies and are included in the calculation of Veolia senior executive variable compensation.

At the end of 2024, all KPI results are on track to achieve respective GreenUp targets.

Dimension	Commitment	Objective pursued	SDG	Indicator-definition	2023 Baseline	Results 2024	2027 Target
Commercial performance	Guarantee results over the long-term through innovative services	**1. Customer and consumer satisfaction**	8 Decent work and economic growth	Customer satisfaction rate calculated using the Extended Net Promoter Score methodology (score and revenue coverage) (1)	Not applicable	NPS score = 55 with 81% of revenue covered	score ≥ 30 with 80% of revenue covered
		2. Decarbonization of our customers – Scope 4	13 Climate action	Erased GHG emissions (new methodology) (2)	13.45 Mt	+13 % vs 2023	+30% vs 2023
		3. Growth boosters and innovation	9 Industry, innovation and infrastructure	Revenue growth in priority business segments (Energy, Water Technology, Hazardous Waste) (3)	€12.032 billion €	+6,6 %	CAGR ≥5% at constant energy prices and exchange rates, excluding divestitures planned at 01/01/24
Environmental performance	Combat pollution and accelerate ecological transformation	**4. Decarbonization – scopes 1 and 2 reduction**	13 Climate action	Scopes 1 and 2 (4) GHG emissions reduction	24.4 Mt of CO_2 eq (Baseline 2021)	-14.5 % vs 2021	-18 % vs 2021
		5. Decarbonization – transformation of our assets	13 Climate action	Decarbonation Capex, including phase out of coal and methane capture (cumulative 2024-2027) (5)	Not applicable	133,5 M€	600 M€ (cumulative 2024-2027)
		6. Fresh water saved and resource regeneration	6 Clean water and sanitation; 12 Responsible consumption and production; 13 Climate action	Freshwater saved (reuse, desalination, leakage reduction)	1.4 billion m^3	1,45 billion m³	≥ 1.5 billion m^3
		7. Depollution – biodiversity	14 Life below water; 15 Life on land	Biodiversity preservation on sensitive sites	59% progress on action plans (new scope)	73 % progress on action plans	≥ 85% progress on action plans

Dimension	Commitment	Objective pursued	SDG	Indicator-definition	2023 Baseline	Results 2024	2027 Target
Human resources performance	Give meaning to our employees work and help them with career development and commitment	8. Health, safety and well-being	3 GOOD HEALTH AND WELL-BEING; 8 DECENT WORK AND ECONOMIC GROWTH	Lost time injury frequency rate (Veolia employees)	4.95	4.33	≤ 4.1
		9. Employee commitment	8 DECENT WORK AND ECONOMIC GROWTH	Employee commitment rate Voice of Resourcers Survey)	89%	88%	≥ 85%
		10. Diversity and inclusion	5 GENDER EQUALITY	Proportion of women in the Group Management Committee	25.6%	32.4%	≥ 30%
Social performance	Support regional development through responsible means	11. Ethics and integrity	8 DECENT WORK AND ECONOMIC GROWTH	Positive answers to the ethics and compliance question in the "Voice of Resourcers" survey	88%	86%	≥ 83%
		12. Support to local communities	6 CLEAN WATER AND SANITATION; 17 PARTNERSHIPS FOR THE GOALS	Residents benefiting from inclusive solutions to access essential services (all activities) (6)	7.8 million people	8.4 million people +8% vs 2023	8.4 million people (at constant scope)
Economic and financial performance	Increase prosperity and results over time	13. Profitability	8 DECENT WORK AND ECONOMIC GROWTH	Current net income, Group share	1,335 M€	1,530 M€	CAGR ~10% (constant FX 2023)
		14. Investment capacity	8 DECENT WORK AND ECONOMIC GROWTH	Free Cash Flow (before discretionary growth Capex)	1,683 M€	1,819 M€	Annual target
		15. Return on capital employed	8 DECENT WORK AND ECONOMIC GROWTH	Post-tax ROCE	8.3%	8.8%	Annual target

(1) *In 2024, the methodology was applied and validated on 346 operational units, covering a revenue of €44.7 billion (81% of the total revenue). The remaining 19% corresponds to entities that did not send surveys (calls for tenders in progress, contractual difficulties, etc.) or that sent surveys that did not meet the validation criteria.*

(2) *Scope 4, also called erased emissions, is a concept specific to Veolia, to assess the GHG emission reductions of third parties thanks to Veolia's decarbonizing solutions. It is defined in point 4.1.2.1.4. Veolia ensures that scope 4 is recognized differently than its scopes 1, 2 and 3 emissions and may under no circumstances be subtracted from them.*

(3) *The definition of Growth Booster has been aligned with the GreenUp Booster definition.*

(4) *% reduction compared to the 2021 baseline restated according to the new allocation method, GHG emissions in scopes 1, 2 and 3.*

(5) *The KPI is calculated with the initial investment budget for new forms of energy aimed at eliminating coal in Europe by 2030, estimated at €1.65 billion in 2023.*

(6) *The methodology includes activities related to Water, Waste and Energy; the scope of the BUs / contracts includes the former Suez contracts.*

Commercial performance

- **Customer and consumer satisfaction:** The 2024 campaign results confirm the excellent momentum in the program of listening to customers according to the Net Promoter Score (NPS). Group revenue covered is 81%. The NPS was 55, a good level compared to undertakings operating in comparable sectors.
- **Decarbonization of our customers – Scope 4*:** Veolia continues to put effort in decarbonizing customers' activities through waste recycling, material and energy recovery, low carbon and renewable energy production and energy efficiency solutions. In 2024, +13% vs 2023 of GHGs were eliminated. The Group's strategic direction on decarbonizing local energy supports this upward trajectory.
- **Growth Booster and innovation:** This metric measures revenue growth in priority, or "Booster" business segments (Energy, Water Technologies and Hazardous Waste). The target of the GreenUp program is defined as an average growth rate over the duration of the program, compared to 2023, excluding the impact of energy prices and exchange rates, and excluding planned divestment. The 2024 target of the GreenUp plan was reached, with 6.6% growth on 2023, benefiting from strong growth in our boosters for water and hazardous waste technologies over the year.

Environmental performance

- **Decarbonization - scopes 1 and 2:** The Group is committed to achieving Net Zero by 2050 (-90% vs. 2021). To ensure the credibility of the approach of companies committing to a carbon neutrality target of 2050, the SBTi sets an intermediate milestone. The Group has therefore built the emission reduction strategy within this framework with a milestone of -50% reduction in scope 1 and 2 emissions by 2032 compared to 2021. This 10-year timeframe is a standard timeframe used by the SBTi to assess validity of the commitments made by enterprises with a carbon neutrality target by 2050. As part of its GreenUp program, and in line with the commitments validated by the SBTi, the Group has set the target of an 18% reduction in Scope 1 and 2 GHG emissions by the end of 2027 compared with 2021, excluding significant acquisitions. The result is in line with the GreenUp 2027 target: reduction of 14.5% compared to the 2021 baseline, calculated based on the new method of allocation of the GHG emissions to scopes 1, 2 and 3 (the reduction target at the end of 2027 remains unchanged at -18%) (see Section 4.1.2.1.2).
- **Decarbonization – transformation of our assets:** The metric used for the GreenUp strategic program is the total amount of decarbonization investments for the 2024-2027 period. It consolidates the planned investment for coal phase-out in Europe and methane capture in our landfills. The 2024 target of the GreenUp program (€110 million) was exceeded, with €133.5 million invested. The coal phase-out investment plan, totalling to €126.7 million for the year, primarily in Poland, will enable the Group, with the commissioning of the Łódź facilities in 2025, to accelerate its trajectory of reducing greenhouse gas emissions.
- **Saved freshwater and resource regeneration:** The metric used is the annual volume of saved freshwater. This metric gives concrete evidence of the Group's significant contribution to preserving water resources. The metric combines 3 elements: the volumes of water reused (after treatment); the volumes of desalinated water; the volumes of drinking water preserved due to network efficiency compared to 2023. In 2024, with an annual estimate of 1.45 billion cubic meters of freshwater saved, the Group is on track to achieve the GreenUp target set at 1.5 billion cubic meters by 2027. This performance demonstrates the effectiveness of the action plans undertaken by the Group, particularly in terms of water reuse, desalination and network optimization. (cf. 4.1.2.3.1).
- **Depollution – biodiversity :** GreenUp was an opportunity to implement measures in order to reaffirm the importance of biodiversity in the Group's commitments. In 2024, Veolia reviewed the list of the sites the Group operates considered to have significant issues with regard to the protection of environments and biodiversity taking into account its new scope of activities. The target for biodiversity action plan deployment on these sensitive sites now includes 158 sites instead of 107 in the previous scope (2020-2023), and the addition of 51 new sites, including 14 from the former Suez. The 2024-2027 GreenUp plan target of 63% average progress of action plans on sensitive sites was exceeded, with the mobilization of all the Business Units, enabling this metric to gain 14 points in one year, reaching 73% (see Section 4.1.2.4).

Human resources performance

- **Health, safety and well-being:** Veolia strives to ensure the physical and psychological integrity of its employees. Regarding the lost time injury frequency rate metric, "zero accidents" is both an objective and a performance driver for the Group. In 2024, the lost time injury frequency rate continued to fall, dropping below the target rate of 4.7 set in the 2024-2027 GreenUp plan with a rate of 4.33 (see Section 4.1.3.1.3). Despite these significant advances, progress must continue in the BUs whose rate remains significantly above the average, and each new acquisition must be supported in order to quickly reach Veolia standards.
- **Employee commitment:** According to the Voice of Resources survey, conducted on 165,000 employees in 37 different BUs, in 2024, the employee engagement rate remains at an excellent level of 88%. These excellent results, above the 2024 target rate of 85% set in the GreenUp plan, testify to strong support, a high level of confidence among employees in the implementation of the strategic plan (see Section 4.1.3.1.7.1).
- **Diversity and inclusion:** The actions implemented to promote diversity and increase the number of female executives in the Group (recruitment process, young talents policy, Group Executive Committee succession plan, specific development programs, etc.) were continued. At the end of 2024, the proportion of women on the Group's Executive Committee was 32.4%, which is higher than the 2027 target of the GreenUp program (30%).

Social performance

- **Ethics and integrity:** in 2024, 86% of respondents to the Voice of Resources survey positively answered the question "Does Veolia act ethically in my country and satisfy compliance rules in its activities?" The result remains solid, but it is slightly below the 2023 reference due to a drop in positives answers from some BUs : Japan (-13 pts), Bulgaria (-10 pts), Nordic countries (-9 pts), RVD (-4 pts), though these concerns involve limited numbers (see Section 4.1.4.1.2).
- **Support to local communities:** This metric measures the number of people benefiting from inclusive solutions to access or retain access to essential services (water, energy, waste) under Veolia contracts (cf. Section 4.1.3.3.2 below). With a result of 8.4 million people, the Group is on track to reach the GreenUp 2027 target. This result is driven by the inclusion of access retention measures in Veolia's offerings in countries with well established essential services and the expansion of coverage to previously underserved neighbourhoods. Demographic changes are also a factor contributing to the rise in this metric.

Economic and financial performance

- The three financial indicators reflect strong activity growth and operational performance and a solid financial position. Detailed comments on the financial indicators can be found in chapter 5.

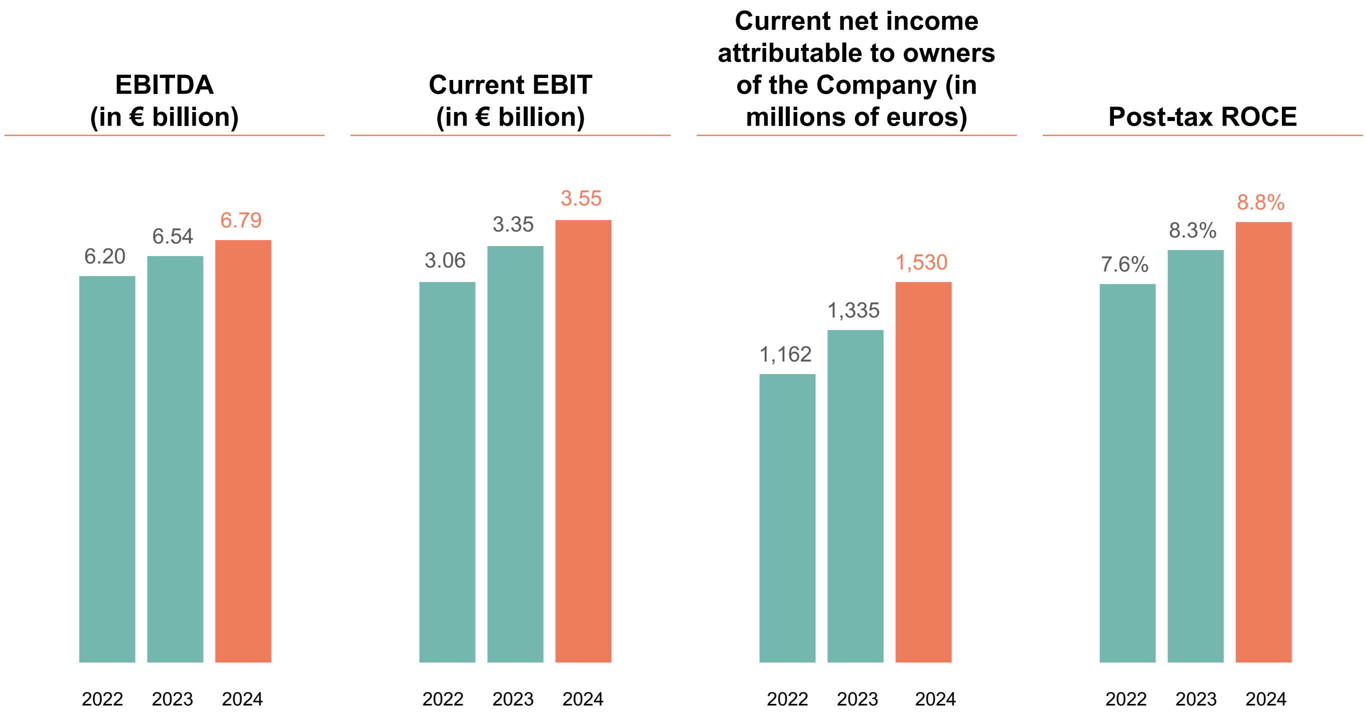
* *Scope 4, also called erased emissions, is a concept specific to Veolia, to assess the GHG emission reductions of third parties thanks to Veolia's decarbonizing solutions. It is defined in point 4.1.2.1.4. Veolia ensures that scope 4 is recognized differently than its scopes 1, 2 and 3 emissions and may under no circumstances be subtracted from them.*

2024 Non-financial ratings

	2024
DJSI, renamed Dow Jones Best-in-class indices	Inclusion in the World and Europe indices
FTSE4Good	Inclusion
S&P Global	79/100, 2nd in the Multi and Water utilities industry (1)
ISS-ESG	Prime, 1st Decile, B (2)
Moody's Analytics	73/100 (average industry score = 53/100)
CDP Climate change	Leadership, A (3)
CDP Water security	Leadership, A- (3)
EcoVadis	68/100, 89th percentile

(1) CSA score as of 12/18/2024
(2) As of 10/18/2024
(3) CDP 2024

FINANCIAL INFORMATION (1)



(1) See Chapter 5, section 5.5.2. below.

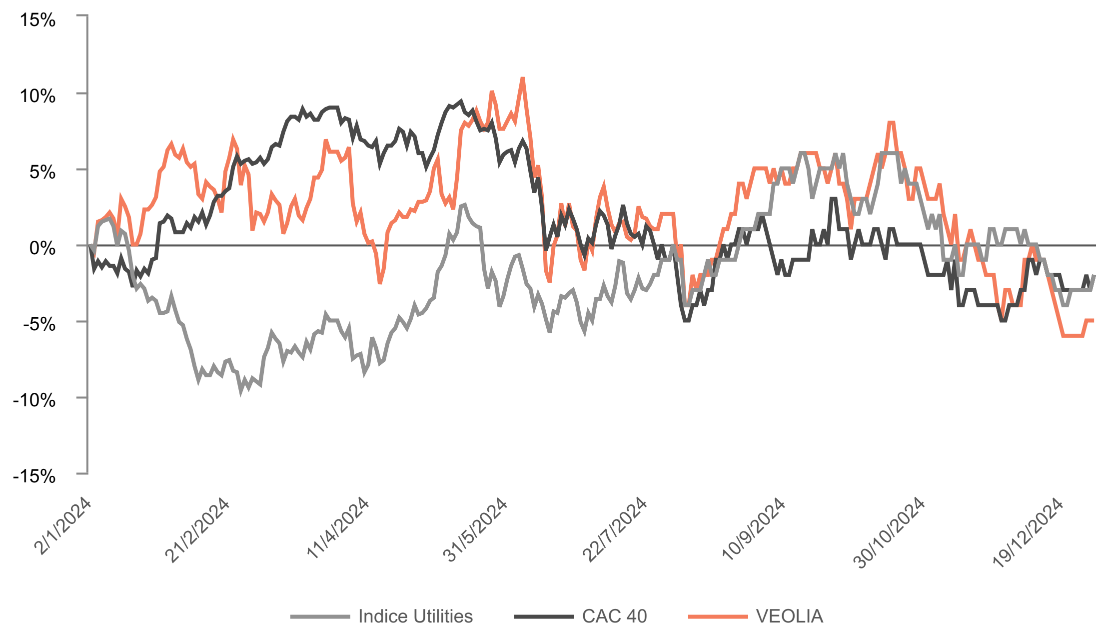
Selected financial information AFR

Figures presented in accordance with IFRS

(in € million)	31/12/2023	31/12/2024
Revenue	45,351	44,692
EBITDA	6,543	6,788
Current EBIT	3,346	3,547
Current net income - Group share	1,335	1,530
Operating cash flow before changes in working capital	5,582	5,818
Operating income after share of net income (loss) of equity-accounted entities (1)	2,847	3,012
Net income - Group share	937	1,098
Dividends paid (2)	787	895
Dividend per share paid during the fiscal year (3)	1.25	1.40
Total assets	**72,566**	**72,959**
Net financial debt - Closing (4, 5)	(17,903)	(17,819)
Industrial investments (including new operating financial assets)	(3,730)	(3,836)
Net free cash flow (6)	1,143	1,156

(1) Operating income after share of net income (loss) of equity-accounted entities does not include capital gains or losses on financial divestitures, booked in net financial income and expenses.
(2) Dividends paid by the parent company.
(3) Subject to approval at the General Shareholders' Meeting of April 24, 2025.
(4) Definitions: cf. Chapter 5, Section 5.5.2 of the Universal registration document.
(5) Net financial debt excludes the remeasurement of financial liabilities as part of the Suez purchase price allocation exercise as defined in Section 5.5.2 of the Universal registration document.
(6) Net free cash flow corresponds to free cash flow from continuing operations, and is equal to the sum of EBITDA, dividends received, changes in operating working capital and operating cash flow from financing activities, less net financial expenses, net industrial investments, taxes paid, renewal expenses, restructuring costs and other non-current expenses.

2024 Stock market performance



(1) Submitted to approval of the General Shareholders' Meeting of April 24, 2025

GOVERNANCE

Members of the Board of Directors as of December 31, 2024

62 years old	**54.5%**(1)	**64%**(2)	**6 years**	**96%**	**5**
Average age of Directors	Female Directors	Independence rate	Length of service of Directors	Average Attendance Rate	Non-French Directors

Antoine Frérot
Chairman of the Board of Directors

Estelle Brachlianoff
Chief Executive Officer

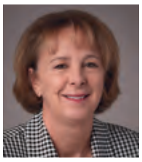
14
Directors and
1 Non-voting member *(censeur)*

7 Independent Directors

Pierre-André de Chalendar
Senior Independent Director

Olivier Andriès

Véronique Bédague



Isabelle Courville

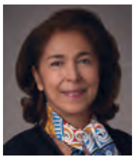
Julia Marton-Lefèvre

Francisco Reynés

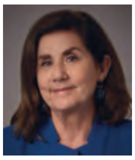
Guillaume Texier

* Chairman/Chairwoman

2 Non-independent directors



Maryse Aulagnon



Marion Guillou

1 Director representing employee shareholders

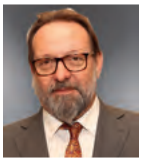
Agata Mazurek-Bąk

2 Directors representing employees

Franck Le Roux

Pavel Páša

1 Non-voting member (*censeur*)



Enric Xavier Amiguet i Rovira

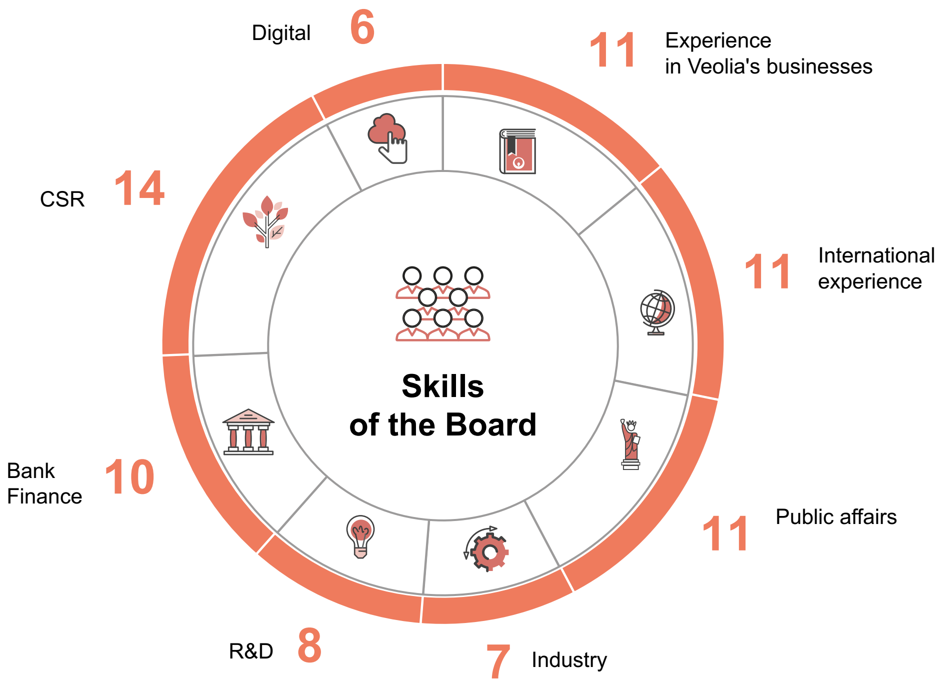
Board Committees

Accounts and Audit	Nominations	Compensation	Research, Innovation and Sustainable Development	Purpose of the Company
5 members	4 members	6 members	5 members	7 members
100% independent	50% independent	60% independent	50% independent	80% independent
95% attendance rate	100% attendance rate	79% attendance rate	100% attendance rate	100% attendance rate

(1) Excluding Directors representing employees in accordance with Article L. 225-27 and L. 22-10-7 of the French Commercial Code.
(2) Excluding Directors representing employees in accordance with the AFEP-MEDEF Code.

Skills matrix [(1)]

Number of directors having the expertise



Composition of the Executive Committee [(1)]


Estelle Brachlianoff
Chief Executive Officer


Sébastien Daziano
Senior Executive Vice President, Strategy, Innovation and Development


Gavin Graveson
Senior Executive Vice President, Northern Europe


Philippe Guitard
Senior Executive Vice President, Central and Eastern Europe


Éric Haza
Chief Legal Officer


Anne Le Guennec
Senior Executive Vice President, Worldwide Water Technologies


Christophe Maquet
Senior Executive Vice President, Asia Pacific


Emmanuelle Menning
Deputy Chief Executive Officer Finance and Purchasing


Gustavo Migues
Senior Executive Vice President, Iberia and Latin America


Jean-François Nogrette
Senior Executive Vice President, France and special waste Europe


Laurent Obadia
Deputy Executive Vice President, Stakeholders and Communications, Advisor to the Chairman


Helman le Pas de Sécheval
General Counsel


Isabelle Quainon
Senior Executive Vice President, Human Resources


Frédéric Van Heems
Senior Executive Vice President, North America

(1) *As of the date of filling of this Universal Registration Document.*

KEY FIGURES

44,692

Revenue
(in M€)

Breakdown of the Group's client base

44%
Industrial

56%
Municipal

Revenue trends (in € billion)

Revenue by business

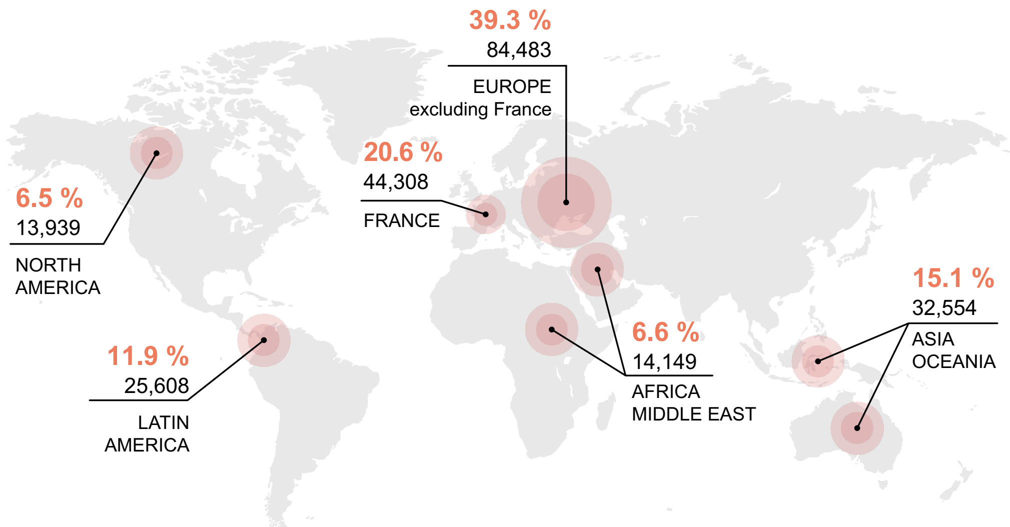
Water	40.3%
Waste	35.0%
Energy	24.6%

Revenue by geography

11.1%	Water technologies
20.5%	France and special waste Europe
41.7%	Europe excluding France
26.7%	Rest of the world

Worldwide employee breakdown

215,041 employees



1

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Information from the Annual Financial Report is clearly identified in the table of contents by the pictogram AFR

1.1 History and general introduction

1.1.1 HISTORY AND DEVELOPMENT

1853 Compagnie Générale des Eaux was created by Imperial Decree. It won its first public service concession for the distribution of water in the city of Lyon, France. It went on to expand its activities in France in the cities of Nantes (1854), Nice (1864), Paris (1860) and later in the Greater Paris region (1869).

1880 A treaty granted Compagnie Générale des Eaux a contract for the production and distribution of water in Venice. Contracts followed for Constantinople in 1882 and Porto in 1883.

1975 Compagnie Générale des Eaux created SARP Industries for hazardous waste recovery. SARP Industries rapidly became the first European center for processing liquid toxic waste.

1980 Compagnie Générale des Eaux took control of:

- Compagnie Générale d'Entreprises Automobiles (CGEA) (which would become CONNEX and ONYX, and later Veolia Transport and Veolia Propreté, respectively);
- Compagnie Générale de Chauffe and Esys-Montenay (which would later merge to form Dalkia);
- all of its subsidiaries involved in design, engineering and operating activities relating to drinking water and wastewater treatment, grouping them together in Omnium de Traitement et de Valorisation (OTV).

It also began to expand significantly into other countries.

1998 Compagnie Générale des Eaux became "Vivendi" and renamed its main water subsidiary "Compagnie Générale des Eaux".

1999 Vivendi established "Vivendi Environnement" to consolidate all of its environmental services activities: Water (Vivendi Water), Waste (ONYX), Energy services (Dalkia) and Transport (CONNEX).

2000 Vivendi became Vivendi Universal. Vivendi Environnement shares were admitted for trading on the Paris stock exchange on July 20, 2000.

2001 Vivendi Environnement shares were included in the CAC 40 in August and were listed on the New York Stock Exchange in the form of American Depositary Receipts (ADR) in October.

2002 Vivendi Universal gradually reduced its stake. At the same time, Vivendi Environnement carried out a major restructuring to refocus on its core environmental services activities.

2003 Vivendi Environnement became Veolia Environnement. [1]

2005 Veolia Environnement rolled out the Veolia brand, applying it across its divisions (Veolia Eau, Veolia Propreté, Veolia Énergie and Veolia Transport).

2006 Vivendi Universal withdrew completely from Veolia Environnement's share capital.

2011 Veolia Environnement and Caisse des dépôts et consignations announced the creation of Veolia Transdev, after merging their respective subsidiaries, Veolia Transport and Transdev.
The Group presented its strategic plan and its mid-term outlook, aimed primarily at refocusing its activities and business portfolio.

2013 The Group embarked upon a significant organizational change. The Group's activities were organized by geographic zone rather than by business line and division. Veolia Transdev became Transdev Group.

2014 Veolia Environnement and EDF finalized the agreement relating to their joint subsidiary, Dalkia. EDF took over all of Dalkia's activities in France and retained the Dalkia brand, while the Group assumed control of the international business activities. At the same time, the Group took over all the Latin-American activities of Proactiva, the joint subsidiary held with FCC.

The Veolia Environnement ADR have not been listed on the New York Stock Exchange since December 23, 2014. The ADR securities are now traded on the US over-the-counter market.

2015 The Group unveiled its 2016-2018 strategic plan focusing on two key areas: (i) increasing revenue by achieving a better balance of municipal and industrial contracts and strengthening the Group's position outside of Europe, and; (ii) pursuing its strategy of reducing costs and improving operating efficiency.

At the COP 21, Veolia reaffirmed its commitment to the fight against climate change. This commitment is founded on three key initiatives to curb greenhouse gas emissions: the circular economy, implementation of the polluter-payer principle and a reduction in methane emissions.

2016 Veolia Environnement signed an agreement with Caisse des dépôts et consignations covering its withdrawal from Transdev Group. Caisse des dépôts et consignations acquired 20% of the share capital of Transdev Group. The Group acquired the assets of Chemours' Sulfur Products Division, strengthening its waste processing and recycling offering for the Oil & Gas sector in the United States.

It also acquired the American start-up, Kurion, and now has a comprehensive offering in the nuclear clean-up sector, thereby creating Veolia's Nuclear Solutions business.

2019 Veolia Environnement sold its remaining stake in Transdev Group to the Rethmann group.

At the Combined General Meeting, Veolia officially gave itself a Purpose.

Veolia completed the divestiture of its energy assets in the United States to Antin Infrastructures Partners for €1.1 billion

2020 On February 28, the Group unveiled its 2020-2023 strategic program: Impact 2023.
On October 5, Veolia Environnement acquired Engie's 29.9% stake in Suez and confirmed its intention to file a takeover bid on the remaining Suez shares.

2021 Veolia continued its Suez combination project. The successful completion of Veolia's public tender offer for Suez was published on January 10, 2022 by the French Financial Markets Authority (AMF), with settlement-delivery on January 18, 2022. The squeeze-out procedure for Suez shares on Euronext Paris was performed on February 18, 2022 and the shares were delisted at that date.

2022 Following the merger with Suez in 2022, Veolia strengthened its ambition to create a global champion of ecological transformation.

2024 On February 29, the Group unveiled its 2024-2027 strategic program : GreenUp.

(1) *In this Universal Registration Document, unless otherwise indicated, the term Company refers to the public limited company Veolia Environnement, and the terms Group and Veolia refer to Veolia Environnement and its direct and indirect consolidated subsidiaries.*

1.1.2 PURPOSE OF THE COMPANY

Veolia was one of the first French groups to define its purpose, adopted by its Board of Directors in April 2019. The Group's purpose was drawn up in consultation with its various stakeholders and approved by the Board of Directors, and articulates why Veolia exists and what it does and how, for the benefit of all its stakeholders. This purpose, which is the fruit of more than 170 years of history, is in line with Veolia's "Resourcing the World" mission statement.

The purpose states the fundamental way in which Veolia will act. It is both the direction in which the Group is heading and a means to show the extent of its ambition and to give its actions a firmer long-term foundation. All Veolia's stakeholders are informed of its purpose - whether employees, customers, suppliers, shareholders, partners or the territories where it operates - so that they know what it means and can contribute to its practical application.

In 2023, Veolia adopted a short version of its purpose to facilitate its appropriation by all employees and more strongly highlight its key elements for all stakeholders, thus supporting, strengthening and accelerating its deployment.

> Ecological transformation means acting to reconcile human progress and environmental protection.
>
> We develop and implement locally solutions to depollute vital resources and preserve them from depletion, solutions to decarbonise our ways of living and producing and adapt them to the consequences of climate change.
>
> All over the world, attuned to local cultures, we strive to improve the health and quality of life of communities.
>
> At Veolia, we tackle economic, social and environmental issues as an inseparable whole to the benefit of the largest number of people.

The long version of the purpose can be found on veolia.com.

1.1.3 GENERAL INTRODUCTION

Veolia is a world leader in environmental services and offers a complete range of solutions for managing Water, Waste and Energy on five continents.

In 2024, the Group operated in 56[(1)] countries, generated revenue of €44,692 million and employed 215,041people.

Veolia's organization is divided into seven geographic zones (France and Special Waste Europe, Central and Eastern Europe, North America, , Asia Pacific, Iberia and Latin America, North America, Italy-Africa-Middle East) and an additional worldwide zone (Water technologies).

In the geographic zones, the organization is structured by delegated zone or country (Business Unit), with the directors for each country responsible for the Water, Waste and Energy business lines within their scope.

Veolia Environnement is included in the Euronext Paris CAC 40 index.

(1) Countries where Veolia has a permanent establishment, employees and capital employed in excess of €5 million.

1.2 Strategy AFR

Faced with the tangible impacts of climate change, the demand for ecological transformation has never been stronger. In a world committed to achieving carbon neutrality and gradually reducing fossil fuels, industries and regions need to be steered toward proven, affordable and replicable solutions: solutions that enable them to reduce their carbon footprint, but also adapt to the already visible consequences of climate change, notably on water resources, preserve the health of populations, and exploit new local resources to gain greater sovereignty and autonomy.

Veolia is focusing on being the missing link of this ecological transformation to meet growing market demand.

Today, Veolia operates in a market where demand outweighs supply: decarbonization, climate change adaptation and mitigation, management of the scarcity of resources, preservation of the quality of life and health of individuals, search for competitiveness and strategic independence for players and regions.

The Group has never been as strong with unique solutions across the entire value chain of business lines that are vital to ecological transformation or as well-positioned to assist its customers in addressing these various challenges.

In recent years, the Group has demonstrated solid growth and strong resilience by meeting its financial and non-financial commitments despite uncertain and at times difficult market conditions, thanks in particular to its business portfolio, its investment choices, and its extensive geographic presence (40% outside Europe).

1.2.1 VEOLIA'S STRATEGIC PROGRAM FOR THE PERIOD 2024-2027 : GREENUP

For Veolia, ecological transformation requires solutions which decarbonize, depollute and regenerate and therefore preserve health, well-being and purchasing power, the strategic autonomy and attractiveness of regions and the performance of industrial customers.

This impact demonstrates the importance of dedicating efforts to greening, transformation, and not just to what is already “green”: this is precisely the objective of GreenUp. Veolia is also accelerating its own decarbonization trajectory, with a reduction in emissions (scope 1 and 2) of -50% by 2032, compatible with the 1.5°C warming trajectory of the Paris Agreement.

One ambition: be the benchmark company for ecological transformation

The Group operates in buoyant markets that are not correlated with economic cycles. It is guided by a governance and management that have demonstrated their ability to deliver results, whatever the context.

The Group’s strength also lies in the fact that its employees are its leading shareholder. It is an employer of choice with an employee commitment rate of 89% and has top rankings in ESG classifications.

With GreenUp, Veolia proposes to take real action toward ecological transformation, accelerate, transform and deliver genuine affordable and replicable solutions.

With GreenUp, Veolia is also accelerating the profitable growth of its activities worldwide. The Group will strengthen its position as global and European leader in its strongholds, municipal water, solid waste recycling and recovery and heating networks, and step up the growth of its booster activities with the highest impact: water technologies and new solutions, hazardous waste treatment and bioenergy, electric flexibility and energy efficiency. Their rapid, large-scale deployment will help erase 30% of additional CO_2 emissions (scope 4*), preserve 1.5 billion m^3 of water and treat 9 million metric tons of hazardous waste by 2027.

One priority: boost the growth of a century old foundation

To achieve its growth, Veolia acts as a solutions integrator, combining its different businesses - Water, Waste and Energy - to help its customers decarbonize, depollute and regenerate resources. To achieve this, the Group relies on the combination of its core businesses (“strongholds”) with growth boosters, strengthened by its worldwide presence in order to duplicate and deliver proven solutions in the 56 [(1)] countries where it operates.

The acceleration of GreenUp will therefore rely on the strongholds on which these boosters can develop. They account for 70% of Veolia’s activity today and will continue to fuel its growth, contributing by 30% by 2027 with €2 billion earmarked for investment as part of the plan.

These are the robust foundations of essential services to the territories or to industry, often comparable to infrastructures. For these activities, such as heating networks, municipal water and solid waste, Veolia maintains its global and European leadership thanks to its operational excellence and innovation efforts.

Spearheads of Veolia’s growth, the boosters are strategic activities to which the Group will devote a major share of its resources, as part of its GreenUp plan and aims to achieve revenue growth of +50% by 2030. They already account for 30% of its revenue and will generate 70% of its 2024-2027 growth. Veolia will allocate half of its growth investments to these activities, i.e. €2 billion, as much as for all the activities in the previous strategic plan.

These investments will primarily be made in 3 geographic areas: North America, Middle East and Australia.

The objective in each country where the Group operates is to rank among the top 3 companies in the market in at least one of its core businesses so that it is large enough to strengthen our positions and develop other activities.

To improve the Group’s resilience, investment choices will also be made with the aim of diversifying and balancing the allocation of capital employed: <5% of the Group share in most countries in which we operate.

Decarbonizing local energy

The first booster of the GreenUp program involves bioenergy, energy efficiency in buildings and industries, and flexibility. Producing local, low-carbon energy for all its municipal and industrial customers worldwide: this is Veolia’s commitment. Its ambition is to produce 8 GW of bioenergy and have a flexible installed capacity of 3 GW by 2030.

From the production of bioenergy from non-recyclable waste and wastewater to heat and cold recovery, or even through energy efficiency solutions, the Group is focusing on the production of local, affordable, low-carbon energy, with a target of a 30% increase in metric tons of CO_2 equivalent removed by 2027.

* *Scope 4, also called erased emissions, is a concept specific to Veolia, to assess the GHG emission reductions of third parties thanks to Veolia’s decarbonizing solutions. It is defined in point 4.1.2.1.4. Veolia ensures that scope 4 is recognized differently than its scopes 1, 2 and 3 emissions and may under no circumstances be subtracted from them.*

(1) *Countries where Veolia has a permanent establishment, employees and capital employed in excess of €5 million.*

Veolia is accelerating the development of these innovative solutions to enable its customers to optimize and balance their energy mix, while accelerating the production and consumption of renewable energies.

Water technologies and new solutions

A central pillar of Veolia's activities, the Water business has guided the Group for 170 years, positioning Veolia as a leader in this sector. The Group intends to maintain its operational excellence while offering technological innovations to its customers, moving from water distribution activities to water science activities.

Water technologies and new solutions are the program's second booster. They will preserve water resources and treat new pollutants. Veolia aims to become the water services provider of the future by focusing on the efficiency of its solutions, such as the reuse of treated wastewater, the treatment of water and pollutants, including micro-pollutants using cutting-edge technologies, or the production of drinking water.

With a unique portfolio of proprietary solutions and technologies, Veolia is aiming for 1.5 billion m^3 of water saved by 2027.

Hazardous waste treatment

As the world leader in hazardous waste treatment and present on every continent, Veolia is accelerating its activities with its customers with the deployment of unique offers.

Hazardous waste treatment is the third booster in this program. This will process the most toxic and harmful components to preserve the health of individuals and ecosystems.

The Group intends to accelerate circular economy solutions and innovation in lithium battery recycling, with the construction of several facilities, including one in Europe for copper, cobalt, nickel and lithium refining.

Veolia will continue to develop its activities and put all its expertise in hazardous waste treatment to work for its customers with the aim of processing 9 million tons [(1)] of polluting waste by 2027.

Innovate and combine our strengths to accelerate

Even though the priority of the Veolia boosters is to deploy and replicate our existing solutions to our customers and in other regions, Veolia is also speeding up the development of future solutions that will drive the Group's growth in the years to come.

Already a leading player in the research and development of environmental solutions, with over 14 R&D centers worldwide and almost 5,000 patents, the Group will significantly boost its investments in innovation, doubling them with an additional €200 million.

Veolia is preparing to design tomorrow's technologies to address the future challenges of its customers, for example, decarbonizing by creating value from biogenic carbon or regenerating resources by working to recycle and recover strategic metals from used batteries or incorporating artificial intelligence in our operations to detect leaks or optimize energy production.

With GreenUp, Veolia is also seeking to capitalize on its unique international positioning to replicate its solutions from one country to another. The goal of expanding the Group's international coverage is governed by key principles: maintaining our presence if the Group has a top 3 ranking in a given country and the diversification of capital employed (<5% in most countries where Veolia operates). During GreenUp, Veolia's growth will be stepped up in three zones: United States, Middle East and Australia.

Veolia also plans to boost the efficiency gains generated by digital technology and artificial intelligence as part of its annual savings plan, particularly to optimize the water and energy consumption of its customers, improve waste sorting and recycling and strengthen predictive maintenance.

Accelerate for greater ecological transformation impact

With GreenUp, Veolia confirms its ambition to combine activity growth while accelerating its ecological transformation impact with the following objectives for 2027:

- grow in priority segments (energy, hazardous waste and water technologies) ;
- decarbonize with the objective of a 30% increase in metric tons of CO_2 erased through local decarbonizing energy and the circular economy;
- preserve and regenerate resources by reducing its footprint on drinking water resources abstracted by over 1,5 billion m^3;
- combat pollution and preserve the health of populations, by processing 9 million metric tons [(1)] of hazardous waste.

This ambition is supplemented by an activity decarbonization trajectory, in accordance with the Paris agreements, for both its own operations and the assets of its customers. Veolia has pledged to:

- reduce its scope 1 and 2 emissions by 50 % by 2032 while stepping up its investments mainly to phase-out coal in Europe and capture biogas in landfills;
- increase scope 4* erased emissions by 50 % by 2030 ;
- achieve Net Zero in 2050.

At the end of 2023, this accelerated plan was submitted to the approval of the SBTI. Veolia will achieve this reduction in emissions by :

- reducing the emissions of its Energy activities by phasing out the use of coal in Europe (investment plan of €1.6 billion between 2018 and 2030), while relying more on green energies and capitalizing on its expertise in energy efficiency ;
- reducing the emissions of its Waste activities mainly by capturing biogas, using low-emission vehicles and removing plastics in its waste-to-energy facilities ;
- the Water activity will also contribute by increasing the use of green energies.

Rigorous management based on a multifaceted performance

From creation to implementation, Veolia's Purpose has been supported and steered at the Company's highest level. It is widely distributed and shared throughout the Group. The Board of Directors validated the text of the Purpose and the multifaceted performance objectives and related metrics and controls its proper performance. To this end it calls on the Purpose Committee, a Board committee which monitors progress achieved by the Group and directs choices relating to the Purpose and multifaceted performance.

The Group Executive Committee and Management Committee directly monitor its implementation. They are assisted by a Purpose steering committee which monitors progress and difficulties encountered and proposes new lines of action. The opinion of the Critical Friends Committee of independent experts is regularly sought, with the aim of challenging the Company and helping it stay on course. The Strategy and Innovation Department steers Veolia's strategy with a multifaceted performance perspective, aligned with the Group's Purpose.

(1) Scope impact associated with the disposal of RGS (United States).

** Scope 4, also called erased emissions, is a concept specific to Veolia, to assess the GHG emission reductions of third parties thanks to Veolia's decarbonizing solutions. It is defined in point 4.1.2.1.4. Veolia ensures that scope 4 is recognized differently than its scopes 1, 2 and 3 emissions and may under no circumstances be subtracted from them.*

An executive committee member was tasked specifically with stakeholder issues. The aim is to find an innovative approach to Group relations with stakeholders and support Group Business Units in this area, as well as to strengthen the relationship of trust and cooperation with stakeholders. The creation of partnership ecosystems offers a means to deploy Group solutions sustainably. A network of Purpose Officers in the Business Units and head office support functions seeks to mobilize and support local teams with the roll-out of the Purpose. Finally, employees are mobilized by their managers through internal networks and during special events, to make them the leading players in their Company's Purpose.

To steer this new program, Veolia will focus on its multifaceted performance guided by its purpose. A veritable tool to monitor all aspects of performance (shareholders, customers, employees, society, planet), the multifaceted performance indicators were reviewed and simplified. An Executive Committee member was appointed as sponsor to support each objective and ensure their achievement. Fifteen new metrics will be taken into account in the remuneration of at least 16,000 Group managers to unite all employees around this ambition.

Each metric relating to the objectives is measured and published regularly during the course of the program to monitor progress. These metrics are verified by an independent third-party..

Profitable growth

Veolia is committed to financial targets during the GreenUp program:

- solid and resilient revenue growth [(1)];
- efficiency generating €350 million of savings per year;
- EBITDA equal to or more than €8 billion in 2027;
- net income (loss) before non-recurring items with a CAGR of around 10% over 2023-2027 [(2)];
- net debt/EBITDA below or equal to 3x EBITDA;
- dividend growth in line with that of NEPS.

1.2.2 FIRST-YEAR REVIEW GREENUP

The strong growth in 2024 results confirms the good start of the GreenUp plan.

All the objectives have been achieved or exceeded, reflecting the strict and agile management, with enhanced operational efficiency plans to compensate for unfavorable external effects.

This first year of the GreenUp strategic program confirms the relevance of our growth and resilience model, based largely on the growth of boosters and the strength of our core business.

This performance reflects our winning formula, which is based on four pillars : a diversified geographical presence, a portfolio of complementary activities in water, energy and waste that is unique in the market, constant value creation for our shareholders and sustainable growth.

In a still-uncertain geopolitical and macroeconomic context, Veolia has started the year confidently, poised for another year of earnings growth, while continuing on its path toward the targets set for 2027.

(1) Excluding the energy price impact.
(2) At constant exchange rates.

1.3 Business lines AFR

1.3.1 DESCRIPTION

Veolia has three main business lines, Water, Waste and Energy management and operates in two key markets, the municipal market and the industrial market, which includes the service sector. The company's growth is built on strongholds and boosters. Veolia considers its strongholds to be Water Operations, Solid Waste and District Heating and Cooling Networks. Boosters include Water Technologies, Hazardous Waste and Bioenergy, Flexibility and Energy Efficiency. In addition, an important growth driver is created by combining these activities.

Business line	2024	Group revenue
Municipal water & Water technologies	111 million people supplied with drinking water 98 million people connected to sanitation systems 3,879 drinking water production plants managed 3,198 wastewater treatment plants managed	€18,033 million 40.3 %
Solid Waste & Hazardous Waste Treatment	43 million people provided with collection services on behalf of local authorities 65 million metric tons of treated waste 861 waste processing facilities operated 572,834 business customers	€15,662 million 35.0 %
District Heating, Bioenergy, Flexibility & Energy Efficiency	42 million MWh produced 49,037 thermal installations managed 604 heating and cooling networks managed more than 2,043 industrial sites managed	€10,997 million 24.6 %

1.3.1.1 Water management

Thanks to its entities and subsidiaries located around the world, Veolia is a leading expert in water cycle management, enabling it to respond to the numerous demands of municipalities and industrial companies: resource **management; production and transport of drinking water and industrial process water; collection, treatment and recovery of wastewater from all sources and treatment of by products (organic materials, salts, metals, complex molecules and energy); customer relationship management; design and construction of treatment infrastructure and networks**. This expertise enables Veolia to assist its customers implement an integrated and sustained water resource management approach, with solutions incorporating climate change challenges and promoting the circular economy.

Sustainable management of water resources

Veolia is active in all stages of the water cycle, from abstraction through to returning it to the natural environment. The Group has several decades' experience of managing all of these key phases, thanks to which it has acquired specialized knowledge and expertise in managing this resource.

The Group is committed on a daily basis to optimizing how the water cycle is managed, as well as to saving this increasingly scarce resource, guaranteeing its quality and ensuring that it is replenished. It helps its customers develop holistic, integrated policies for managing water resources that emphasize the need to preserve ecosystems and biodiversity. Around the world, Veolia is providing solutions such as desalinating seawater, recycling and re-using wastewater and developing pipeline networks that help to optimize how this precious resource is managed.

Collection and transport of water

Veolia offers a range of solutions for the collection and transport of drinking water and wastewater, including:

- optimizing water and sanitation networks;
- operating and maintaining water and sanitation networks;
- distributing drinking water;
- collecting wastewater.

At each stage of the water cycle, Veolia :

- ensures water traceability to guarantee that the quality of drinking water is preserved from the moment it leaves the plant to the point at which it reaches the consumer ;
- monitors and measures the quality of effluents collected to ensure that the treatments carried out at the wastewater treatment plants operated by the Group are as effective as possible ;
- provides asset management services for networks to ensure that they deliver outstanding performance and that money spent on them delivers optimal value (replacement and operating costs).

Water treatment

As a water treatment expert, Veolia has significant expertise in monitoring water quality at every stage of the process, from abstraction through to discharge back to the natural environment and develops solutions that respond to the needs of public authorities and industrial companies :

- engineering and designing treatment plants;
- producing drinking and industrial process water;
- decontaminating wastewater;
- recycling wastewater and industrial effluents;
- operating, maintaining and optimizing treatment plants;
- producing "green" energy from wastewater and sewage sludge (e.g. through anaerobic digestion, cogeneration and micro turbines).

Innovation is central to the Group's strategy and new processes are therefore being developed in the field of process intensification (MABR, MBR, MBBR) and process modularity (membranes), for use in the following areas: wastewater reuse, salt recycling, energy savings, "green" energy production (e.g. using heat pumps to capture the calories found in wastewater and producing biogas from the anaerobic digestion of sewage sludge) and material recovery for use in fertilizers.

Customer service

Customer satisfaction is extremely important to Veolia and it implements solutions enabling it to guarantee a high level of service and develop a close relationship. These solutions call on a range of multichannel customer relationship management tools, including :

- customer service centers, where Veolia can respond to a range of consumer inquiries;
- local and mobile branches;
- web portals;
- mobile applications that customers can download onto a smartphone and use to carry out key transactions relating to their water service;
- a range of payment and social support solutions.

Water treatment equipment, technologies and facilities

The Group has a portfolio of more than 550 proprietary technologies. These technologies include physiochemical, biological, thermal and hybrid treatments. Following the acquisition from Suez new membrane technologies were added to the portfolio. These include ultrafiltration, nanofiltration, reverse osmosis, electro-separation, oxygen diffusion, ozone production, biological densification and chemical formulations.

These technologies provide the ability to treat the most advanced water issues (PFAS, viruses, micropollutants). They also ensure the reuse of water for various applications, such as drinking water, industrial wastewater, process water, wastewater and seawater.

Water Tech, a subsidiary of Veolia Environnement, is a key strategic partner. It operates in many fields including drinking water, process water, wastewater treatment, sludge management, recycling and reuse. The company also recovers by-products such as salts, metals, raw materials and energy.

Its main activities are varied and include the optimization of industrial water uses. They also include tailor-made solutions for process water treatment. The company offers specialized services for the mining and exploration industry. It also produces drinking water and desalinated water for isolated sites.

Water Tech combines technological expertise and engineering service. It offers solutions that meet temporary or permanent needs. These solutions, can take various forms, including packaged products customized and turnkey systems full-scale complex systems.

The company is a pioneer in sanitation. It transforms wastewater into valuable resources. These resources include reusable water, fertilizers, nutrients and thermal and electrical energy.

Digitalizing the business

Veolia uses and develops technologies using artificial intelligence as a lever to address environmental challenges, strengthen the performance of its installations and improve customer service. The ecosystem was strengthened by the integration of Agbar's expertise into the Group, accelerating the development of solutions. These solutions include :

- control centers integrated into operations, which monitor service levels in real time and communicate any anomalies to the customer service centers to program on-site visits ;
- an energy management system, which closely monitors the consumption of "water" installations operated by the Group and identifies areas and stages of the process for optimization.

Veolia has also developed an "e-monitoring" service enabling private individuals, local authorities and industrial companies to better manage their consumption.

1.3.1.2 Waste management

Veolia is one of the leading players in the management of liquid, solid, non-hazardous and hazardous waste.

The Group operates across the entire waste life cycle, **from collection to final processing and makes waste recycling and recovery a priority. Veolia plays a key role in the circular economy**, developing innovative solutions to increase rates of waste recycled and recovered as materials and energy.

Waste collection

Due to the wide range of waste categories (household waste, non-hazardous commercial and industrial waste, construction waste, green waste, hazardous industrial and service sector waste), waste collection is a major logistics challenge. Veolia provides door-to-door household waste collections, as well as collecting waste from communal disposal points, non-hazardous commercial and industrial waste and green waste (keeping green spaces clean). It also collects hazardous waste from industrial and service sector customers, including biomedical waste from hospitals and laboratories and waste oil (e.g. from ships and gas stations). In addition, it handles dispersed hazardous waste, which must be separated during collection, either in individual containers or mixed with other recyclable materials.

Waste of the same type is taken either to transfer stations, where it is picked up by larger trucks, or to sorting centers, where it is separated by type and then sorted before being sent to the appropriate processing site.

Veolia offers its customers a range of collection systems that can be adapted to suit their specific economic and regional requirements. New technologies have been developed in France, such as vehicles powered by biofuel, hybrid vehicles and alternative methods of transporting waste (e.g. by river or rail).

Recycling and recovering materials from waste

Veolia's goal is to treat waste with a view to reintroducing it into the industrial production cycle and achieving the highest possible rate of recycling and material recovery.

Veolia works upstream in partnership with local regions and industrial companies to structure the sorting and recycling sectors. Veolia manages high-performance sorting centers for non-hazardous industrial waste and waste from selective collections, which guarantee recovery rates of over 50%. The Group's research and development center developed TSA2, a patented process for industrial application that enhances the performance of sorting facilities and enables the production of high-quality secondary raw materials. Thanks to a remotely operated sorting procedure, it is now possible to refine the sorting process even further to achieve recovery rates of over 95%.

Veolia works downstream, in partnership with industrial companies, to address ecological transition challenges by developing plastic recycling solutions (PET, PP, PE, etc.). Veolia is now a partner of choice for the production of recycled (or circular) polymers meeting the highest performance standards demanded by the market for mechanical recycling processes. Veolia has introduced PlastiLoop at all its recycling sites to offer its customers a wide range of high-performance, environmentally friendly recycled plastics, covering several hundred industrial applications.

Veolia also provides recycling services for complex waste, such as electrical and electronic devices and fluorescent bulbs.

Recovery of organic waste

Wastewater treatment plant sludge and green waste as well as organic waste produced by households, restaurants, the food and beverage sector and agriculture, are recovered for use in specific biological sectors.

Processing involves either controlled composting or anaerobic digestion at anaerobic digestion installations. Compost produced is used as fertilizer in agriculture and methane generated by fermentation is recovered using the same process as for biogas at landfill sites.

Waste-to-energy recovery

Non-hazardous waste that cannot be recycled is transported to incineration plants or landfill sites. Veolia is also working on the transformation of non-hazardous waste that cannot be recycled into refuse-derived fuels for use by public authorities and industrial companies in combustion and energy production processes.

The incineration process produces energy in the form of steam that can either be used to power urban or industrial heating networks or converted to energy using turbines. The electricity produced is then fed into the national grid.

At landfill sites, Veolia captures biogas produced by the fermentation of organic waste. This biogas may then be fed directly into a distribution network, used to produce electricity with turbines or engines, or used as fuel for vehicles.

Decommissioning and decontamination

Veolia manages decommissioning projects for industrial facilities and end-of-life equipment, such as aircraft, ships, trains and oil platforms. The Group provides dismantling, asbestos removal, material recovery, final waste treatment and site decontamination services.

Veolia also participates in the rehabilitation of areas where the soil was previously contaminated, for example, its subsidiary, SARP Industries, rehabilitates brownfield sites, cleans up accidental pollution and brings active industrial sites into line with applicable environmental regulation.

Treatment of hazardous liquid waste

Through its specialist subsidiaries, Veolia is a world leader in processing, recycling and recovering hazardous waste and decontaminating land.

Depending on the source and composition of the hazardous waste it may be incinerated or processed using physiochemical or biological techniques at specialized facilities or stabilized and buried in special landfill sites.

For waste from nuclear activities, Veolia cleans up nuclear facilities and treats low and medium-level radioactive waste, through the entity Veolia Nuclear Solutions.

Urban and industrial cleaning services and sanitation

The cleanliness of streets and public areas is an important factor in cities' appeal and is a major public health and safety issue for citizens.

Veolia provides urban cleaning services 24/7 founded on performance commitments: upkeep and cleaning of public spaces, mechanical street and facade cleaning solutions.

Veolia offers industrial customers production line upkeep and maintenance services and a comprehensive range of specialized services to optimize the performance of the industrial tool and extend its life.

The Group has also developed emergency services to treat accidental pollution on public roads or at industrial sites.

Through its specialized subsidiary SARP, Veolia provides liquid waste management services, for example, that largely involve pumping and transporting sewer network liquids and oil industry residues to processing centers. The Group has developed a range of environmentally friendly procedures for liquid waste management, including on-site collection and the recycling of water during treatment. Used oil, which is hazardous for the environment, is collected before being processed and regenerated by SARP Industries, a specialist in hazardous waste management.

1.3.1.3 Energy management

In the energy sector, Veolia focuses its activities on the **energy performance of regions and industrial companies**: heating and cooling networks, local supply loops, energy services for buildings, energy services for industrial companies (industrial utilities). Veolia's value proposition seeks to guarantee the energy performance of the regions and industrial companies (i) by reducing end consumption; (ii) while optimizing local energy production; (iii) improving the energy mix by promoting renewable energies and recovering waste energy; and (iv) developing and managing flexibility services to optimize and build the resilience of regional infrastructures.

This positioning allows the Group to respond to the challenges facing all customer segments, both municipal (energy optimization, development of renewable energies and network balance in developed countries, development of regional infrastructure and the need for autonomy in emerging countries) and service sector and industrial (energy optimization, security of supply, corporate social and environmental responsibility in developed countries, security of supply and need for autonomy in emerging countries).

Veolia supports ecological transition both in its own installations and in partnership with customers by implementing solutions aimed at eliminating the use of coal as the primary energy.

Heating and cooling networks

Veolia is one of Europe's leading companies for managing urban heating and cooling networks, particularly in Central and Eastern Europe. The operation and maintenance of heating and cooling networks enables the supply of heating, hot water and air conditioning to public and private facilities, including schools, health centers, office buildings and apartment blocks. Heating networks help improve air quality as the centralized units are equipped with better flue treatment systems. Cooling networks also help remove heat islands by centralizing production.

The recovery of heat or cold from a network makes it possible to achieve much higher yields in the use of primary energy, thus contributing to better energy efficiency.

The heating and cooling networks enable the use of an energy mix focusing on renewable and recovered energies: geothermal, biomass, thermal solar, cogeneration or the recovery of heat produced by incineration of household waste, wastewater treatment plants, etc. These help reduce the carbon footprint of cities, connect heat and cold emitter and receiver sites and therefore optimize the overall energy of the region.

Veolia uses its unique expertise to design, build, operate and maintain heating and cooling networks, manage energy supplies (particularly those from renewable sources) and deliver services to end customers.

Bioenergy and flexibility

Local supply loops respond to an underlying trend tied to the integration of local renewable energies and the need for resilience in the electricity management system.

Veolia's offerings focus on the production (cogeneration, biomass, waste-to-energy recovery, biogas, hydraulic, etc.) and distribution of electricity (distribution voltage of 50 kilovolts or less) at regional level (city, district, industrial park) and electricity distribution alone when operating together with another Veolia activity (waste or water), as in Morocco.

Energy services for buildings and industry

Veolia develops energy services to reduce the energy consumption and CO_2 emissions of buildings and industrial sites. Veolia carries out energy audits of buildings, which are then used to draft improvement plans encompassing the installation of more efficient energy equipment, tools for monitoring consumption and managing the building's performance and measures encouraging energy saving.

Its Energy solutions encompass the entire conversion cycle, from purchasing energies entering a site (fuel oil, gas, biomass and biogas) to building new facilities or modernizing existing ones and selling the electricity produced on the market. Veolia works with its customers to help them optimize their energy procurement and upgrade their facilities to improve their energy efficiency, both in terms of cost and atmospheric emissions.

Veolia's energy solutions meet the comfort, reliability, quality, availability, and cost requirements of building managers and industrial companies for whom energy is an essential element of their competitiveness. The Group optimizes utilities, whatever their nature (production of steam, heat, cold, electricity, compressed air), as well as the use of process energy and the energy consumption of buildings.

Veolia thereby contributes to securing its customer's energy supply and reducing their energy and carbon footprint:

- optimizing utilities: heat, cooling, steam, electricity and compressed air;
- optimizing the use of process energy (aligning use with needs and identifying sources of waste energy and recoverable byproducts);
- optimizing the energy consumption of buildings;
- reducing greenhouse gas emissions.

Veolia offers its customers:

- a secure supply and effective mix of energy in terms of quantity, quality and cost;
- a guarantee that their facilities will remain operable, in the form of specific service commitments.

Veolia has created a hypervision system and management service to control the energy efficiency of buildings and infrastructures: Hubgrade. Designed as an integrated management platform, Hubgrade collects data in real time which is then analyzed by the Group's experts to optimize on-site visits. In terms of building energy efficiency, this tool generates up to 15% additional energy savings in comparison to existing energy efficiency services available on the market. Hubgrade also enables the centralized monitoring and improvement of other environmental indicators, such as water consumption, waste production or indoor air quality. Veolia currently manages 33 Hubgrade centers around the globe.

Veolia is also developing indoor air quality monitoring and improvement offerings for its customers (care facilities, leisure buildings, office buildings, etc.) for whom indoor air quality is becoming a major issue. These offerings are based on audits, improvement measures involving purifiers or the renovation of ventilation systems and the monitoring of performance indicators.

1.3.1.4 Multi-business contracts with industrial customers

Integrated offerings

The industrial market is characterized by:

- increasing requests for integrated services from technical and multi-services business lines, often accompanied by a demand for environmental optimization services; and
- offerings that must be international, or at the very least continent-wide, with the industrial customers adopting increasingly multi-site and/or multi-country approaches.

From an operational standpoint, there are necessary changes to the customer relationship: the service provider becomes the industrial customer's sole point of contact and a dialogue develops to seek solutions which satisfy the interests of both parties. By outsourcing the management of technical and multi-services to a specialist, the customer can refocus on its core business and benefit from best practices for the services delegated. The combination of these two factors helps improve the performance and competitiveness of industrial sites.

By placing its business synergies, its know-how, its international spread and its solid reputation at the service of industrial customers, Veolia has established itself as the benchmark for multi-business integrated offerings in industrial markets.

Multi-business contracts

Multi-business operations have a significant international dimension, particularly when industrial customers invest in the construction of new plants abroad ("greenfield" plants).

Veolia holds a unique position in the multi-business contracts for the industrial customers market and has a wide range of references:

- the design, build and operation of the first automobile plant with zero carbon emissions and zero water discharges, for Renault in Tangier, which mobilized the expertise and know-how of the Group's various business lines;
- the ability to assist leading pharmaceutical customers throughout Europe applying the same standards, as demonstrated by contracts with Pfizer and Novartis.

1.3.1.5 Other businesses

Seureca hosts the Group's engineering consulting and operational and strategy assistance activities. It designs tailored solutions for challenges surrounding accessing essential services, sustainable resource management, environmental protection and performance improvement for municipalities, industrial companies and the service sector.

Its teams are involved in the water, waste recovery and processing and energy business, from the draft project phase through to operational implementation and provide a wide range of services including audits and studies, design and project management, strategic and operational assistance, training and skills transfer.

Active in over 70 countries across five continents, Seureca is supported by local offices, business synergies and an operational talent pool of over 300 engineers that can be mobilized to work on short-, medium- or long-term projects around the world.

Veolia also has a subsidiary specialized in the environmental and health performance of buildings and expertise in monitoring and improving air quality (OFIS).

1.3.2 FACTORS THAT COULD INFLUENCE THE GROUP'S BUSINESS LINES

The Group's main business lines can be influenced by key factors, certain of which are set out in Chapter 2, Section 2.2, Risk factors, below.

WATER

- Changes to billed volumes (particularly changes in domestic water consumption as a result of weather variations) ;
- the ability to achieve, within the planned timeframe, rate increases in line with Group targets ;
- the ability to implement cost-cutting programs ;
- the pace of the projects of municipal customers and some larger industrial customers (for designing and building installations) ;
- the ability to meet service commitments negotiated with customers or regulators ;
- continued technological leadership particularly to meet expectations and comply with new health and environmental protection standards ;
- a full grasp of the constraints and technical solutions in relation to contract performance ;
- thoroughness in negotiation and performance (particularly as regards the ability to respect deadlines and cost budgets for designing and building installations) ;
- operational resilience of sites due to climate conditions (flood risk or water stress).

WASTE

- The Group's presence at all points of the waste value chain, from pre-collection through all aspects of processing and recovery, in a representative range of geographic zones, in order to identify and manage innovative, tailored solutions that set the Group apart from its competitors in the market ;
- public policies supporting the circular economy and ecological transition ;
- the quality of employee management in sectors that are often labor-intensive (limiting absenteeism and strikes, and developing skills and training) ;
- operating efficiency (procurement, sales, logistics and maintenance management) to optimize unit costs and the utilization rate of equipment, while ensuring the high level of quality required for the products and services delivered ;
- management of economic and financial risks: in particular, volume fluctuations, reducing exposure to volatility in raw material prices (fuel, and secondary raw materials, such as paper, plastic and metals), see below ;
- industrial risk management (fire, explosion, pollution, etc.), notably for the hazardous waste activity.

ENERGY

- Public policies supporting energy transition (energy efficiency, the development of renewable energy sources, etc.) and the reduction of pollutant emissions ;
- changes in the energy market, particularly in terms of the selling price of electricity and heating, the accessibility and production cost of fuels, and CO_2 allowances (see below) ;
- urbanization dynamics and weather variations from year to year, which can affect sales of heating and cooling ;
- the economic environment and its influence on the activity levels of industrial sites ;
- the integration of renewable energies and the need for flexibility in the electricity management system ;
- a higher regional energy self-sufficiency target that can be achieved by reducing energy needs (energy efficiency) and local energy production.

Factors common to the three business lines:

- the ability to renew existing contracts under satisfactory conditions in a very competitive environment ;
- the ability to propose innovative models ;
- the ability to control costs and impose favorable conditions for sharing risks and profits ;
- the management of risks relating to environmental protection, and to the safety of individuals and facilities ;
- the ability to innovate using new technologies and innovative processes founded on an effective technology-, regulator- and competition-monitoring system ;
- investment management in certain capital-intensive businesses (selectivity, risk analysis and facility size) ;
- the quality of contractual management for long-term contracts (major clauses, price review formula, guarantees and sureties, etc.) ;
- the diversity of regulatory frameworks and changes therein, particularly concerning environmental issues.

The **Water** and **Energy** business lines are subject to seasonal changes and weather uncertainty (see chapter 2, section 2.2.2.1, below).

Price variations in electricity and primary raw materials (particularly fuel, coal and natural gas) on the one hand, and of secondary raw materials (paper, cardboard, plastic, ferrous scrap and non-ferrous metals) on the other hand, can have varying effects on Veolia's businesses (see chapter 2, section 2.2.2.3, below).

Energy and raw material prices are heavily influenced by supply and demand, weather conditions, the geopolitical context and macroeconomic decisions.

Raw material prices are down compared with 2023 owing to numerous factors, influencing both supply and demand: comfortable European gas stock levels all year, better availability of the French nuclear fleet, strong renewable production, stable and seasonal demand and an energy savings objective.

- Natural gas: average prices for the main European interconnection points, including the TTF (Netherlands), fell by -14% on average with limited volatility compared to 2023.

  In 2024, fluctuations in global supply and demand led to volatility in the natural gas spot price. The beginning of the year benefited from a significant influx of liquefied natural gas (LNG) from the United States, coupled with a milder winter and comfortable European stock levels (74 % as of January 22), keeping prices down in the first quarter (€27.5/megawatt-hour on average). This trend was reversed from the summer, with increased competition for LNG in Asia, uncertainty over supply from the United States and Norway, and a significant reduction in flows via Nord Stream I owing to sanctions related to the Russian embargo.

  This combination of factors pushed prices up, reaching a peak of €50.125/megawatt-hour (TTF) on December 31, 2024.

- Electricity: average prices in the German, French and Spanish markets, among the most liquid in Europe, were down overall by around -28 % on 2023.

  In 2024, the European electricity market experienced significant changes, influenced by macroeconomic factors such as fossil fuel volatility, international agreements on the energy transition and investments in renewable energy. According to Pexapark, European countries signed Power Purchase Agreements (PPAs) for around 15.2 gigawatts in 2024, demonstrating the strong demand for sustainable energy solutions. In this context, renewable energy accounts for 47.5 % of the electricity production mix in the EU, with solar energy exceeding coal for the first time (11.1 % vs. 9.8 %). France, with its nuclear network, has provided stable low-carbon electricity production, while Germany, despite the intermittency of its wind and solar production, has continued to play a key role in the European energy market, bringing average spot prices down to €79/megawatt-hour for the year.

- CO_2: average prices in the European carbon allowances market fell by around -22 % compared with 2023.

  The spot price of EUA emission allowances remained relatively low all year, averaging €65.24/metric ton and reaching a floor of €50.50/metric ton on February 23. This trend was primarily influenced by sustained renewable energy production, which curbed emissions and the resulting demand for allowances. However, this trend was offset by expectations of a reduction in the supply of allowances, in line with the EU's enhanced climate objectives (see chapter 6, section 8.3.1.3), along with steady industrial demand and the integration of new energy-intensive sectors (maritime, road and construction), seeking to comply with increasingly stringent regulations.

  The cold spell that Europe experienced in mid-December, coupled with energy price volatility, drove up the spot price, which ended the year at €70.95/metric ton.

- Fuel: average fuel prices (ULSD 10 ppm) were down by around -10 % compared with 2023.

  Buoyed by strong Chinese demand, geopolitical tensions linked to the Israel/Hamas conflict and the decision of OPEC+ to extend its production cuts until June 2024 and then to the end of 2025, the ULSD 10 ppm spot price peaked in February at US$915.75/metric ton.

  These tensions eased in the summer and prices stabilized as a result of comfortable US stocks, increased production in North America, Russia and Brazil, and weaker global demand.

  However, the end of the year was boosted by the cold spell in Europe and the recovery in industrial activity, driving up the spot price to 703 dollars/metric ton on December 31, albeit well below the peaks witnessed at the start of the year.

  Together these changes had a fairly positive impact on the fuel purchases of the Waste business, which reduced its overall cost by **8.2 million of euros**.

A portion of the revenue of the **Waste** business line is generated by its sorting/recycling and trading businesses, which can be sensitive to fluctuations in the price of secondary raw materials (paper, cardboard, plastic, ferrous scrap and non-ferrous metals).

- Recycled cardboard and paper (NFSI OCC 1.04): in the first half of 2024, prices of paper/cardboard 1.05 rose significantly, driven by limited market supply and competition from stationers seeking to replenish their stocks.

  The market remained stable over the summer, with comfortable stock levels. The market eventually balanced out at around €110-120/metric ton, before weak demand in Europe and the fall in imports from China drove prices down in a challenging economic environment. It ended the year at 77.08 euros/metric ton.

- Ferrous scrap (E40 price reference): the 2024 annual average was relatively stable, down by only -3 % compared with 2023.

  In 2024, the E40 ferrous scrap market began the year on a bullish note, galvanized by strong demand from steel mills in Europe and Asia and the resumption of industrial activities after the festive season. The global economic slowdown observed in the second half of the year constrained demand and drove prices down, despite a contraction in supply due to the reduction in scrap collection and exports.

- Plastic: in 2024, the recycled polypropylene (rPP) and recycled polyethylene (rPE) market, which remains deeply fragmented by sector (packaging, automotive, textile, etc.), was relatively stable all year, although the upward trend seen in the first half was reversed from early summer until the end of the year.

  Recycled polyethylene terephthalate (rPET) (balls, flakes and pellets) followed the same bullish trend in the first half before stabilizing as a result of balanced supply and demand.

In contrast with 2023, the sorting/recycling and trading business generated a **+115 million of euros** uplift in revenue from the **Waste** business in 2024, against a backdrop of price stability and an expansion of Veolia's activities in the plastic markets in Europe and Asia (+44 million of euros).

1.3.3 CONTRACTS TAILORED TO THE MARKETS

The variety of the business models implemented by the Group results in diverse contract forms tailored to suit local legal systems, and the type (public vs. private), requirements (in terms of financing and performance) and size of customers.

Veolia therefore strives to take its customers' expectations into account in its contract negotiations, building a partnership-based relationship that is attentive to the customer's concerns, and a shared approach to improvement and productivity. It sets out clearly defined commitments to performance and sharing the value created, while meeting regulators' transparency requirements, from the tendering stage and throughout performance of the contract.

1.3.3.1 Contractual relationships with public authorities

Contractual relationships with public authorities for services to local inhabitants (public services or services of general economic interest, for which the municipality is responsible), vary with the level of involvement of the public authority and the contractor.

Most often, these public services fall under the responsibility of the competent public authorities, which are directly involved in their management in various ways. They may:

- **operate the service themselves** (direct or internal management by a state-owned enterprise) using their own resources or resources entrusted to a body that the public authority controls, similarly to the way it controls its own departments (or "in-house" under EU regulations);
- **engage the services of a private, part-public or public company**, which operates all or part of the service on their behalf (in its entirety, for support assignments related to the service, or within a limited scope) and for which they form the customer base;
- **transfer or delegate, to a private, part-public or public company,** responsibility for operating all or part of the service, allocating the human, material and financial resources and, where applicable, designing, building and financing the facilities needed to operate the service.

In certain cases, service users may directly form the customer base of the Group's entities.

The variety of approaches to managing public services thus gives rise to contractual mechanisms that Veolia adapts to suit each customer, depending on whether or not the company is made fully responsible for providing the service, how it is financed and the relationship with end-users.

Contracts generally fall into one of three categories:

- **public contracts**: the public entity charges the contractor with delivering supplies, work and/or services in exchange for payment by the former as the services are performed. These contracts may have a limited purpose (for example, operating a heat production plant, a waste treatment facility, a wastewater treatment plant, etc.). Increasingly, however, public authorities are turning to comprehensive public procurement contracts, whereby the Company is tasked with designing, building, operating and maintaining facilities; these may include remuneration mechanisms (particularly Design, Build, Operate, Maintain (DBOM) procurement contracts) or Design, Build, Operate (DBO) contracts for international markets, including design but no financing;
- **partnership contracts on the basis of Build, Operate, Transfer (BOT)**, or Build, Own, Operate (BOO) contracts for international markets with financing: contracts whereby the public entity assigns the overall task of designing, building and/or operating facilities, which may include partial or total financing and an end-of-operations asset transfer clause. These contracts may be performed by Group companies acting alone or as part of a consortium with third parties or, where facilities are subject to financing, through ad hoc companies that enter into the contract and take on the debt, without the lenders being able to launch proceedings against the borrower's shareholders. In this type of contractual arrangement, it is also common to create an operating company to operate and maintain the facility. Group companies may, for a single project, invest to varying degrees in the construction consortium, in the share capital of the ad hoc company awarded the main contract or in the share capital of the operating company;
- **public service concession contract**: the public entity grants the contractor the concession to manage a public service, taking on all or part of the operating risk. It is most common for this to result in remuneration paid, in whole or in part, by the service user.

Although some established models still dominate, depending on the country and the operations carried out by the Group, contractual models may evolve to address new priorities faced by public authorities, providing them with innovative financing solutions and remuneration mechanisms based on the savings achieved and/or the performance of the service.

The term of these contracts varies with the task assigned: they are often medium or long-term contracts (average of eight to twenty years, public contracts generally having a shorter term). Long-term contracts may include a periodic review of financial terms and conditions.

1.3.3.2 Partnerships with industrial and service sector companies

Partnerships with industrial and service sector businesses can also take a variety of contractual forms; the minimum these include is a service of limited scope, but they can also cover the design, financing, construction and full operation of a facility. These contracts are customized because they seek to address exactly the specific issues facing each customer:

- **outsourcing a group of services** not included in its core business, such as site management (steam, compressed air, electricity, cooling towers, cooling unit, heating, ventilation, air-conditioning, etc.), the water cycle (drinking water, process water and effluents) and waste management. More broadly, the Group can manage the full range of production support services at industrial sites: building maintenance, lifting equipment, fire detection, mechanical and electrical maintenance, calibration, instrumentation, etc.
- **exploring and implementing innovative or hi-tech solutions** to address complex problems: e.g. in the fields of decontamination, recovery of hazardous waste, greenhouse gas emission reductions through projects with a significant environmental component (biomass or solar facilities), the production of water used in the customer's industrial process, and the treatment or reuse of industrial wastewater by zero wastewater discharge projects.

In most cases, the contracts set performance targets, on which Veolia's remuneration is partly based.

As with public authorities, the term of contracts with industrial companies varies and is on average three to ten years.

The Group is also very careful to strive for economic balance in its contract portfolio, particularly when investments need to be financed. The contracts managed are complex and long-term, so the Group is skilled in analyzing and monitoring contracts. The content of tenders is approved by Veolia Environnement's Investment Committee (for the most important ones), or by the regional or country Investment Approval Committees. The Group's central operational departments are involved in the process of negotiating and drawing up tenders for major contracts, launched by the operational companies. Controls are put in place covering the implementation of tenders and contracts. Each year, the Veolia Environnement Internal Audit Department's schedule includes a review of the contractual and financial challenges of the most significant new contracts.

1.3.4 MARKETS AND COMPETITION

1.3.4.1 Markets

Environmental management services provided by Veolia include drinking water treatment and distribution, wastewater and sanitation services, and waste management and energy services: production and/or distribution of heat, cold, gas or electricity; energy efficiency of buildings and industrial sites. This market also encompasses the design, construction and, where applicable, financing of necessary facilities to supply such services.

These services are intended for:

- public authorities and private individuals (municipal market);
- industrial or service companies and establishments (industrial market).

Environmental services are a growing market, driven by:

- population growth and increasing urbanization (70% of the world population will live in cities by 2050)[1];
- still-significant requirements worldwide to access drinking water and sanitation systems (some 700 million people still do not have access to drinking water and over 2 billion have no access to sanitation systems)[1];
- increased awareness of the need to take steps to protect the environment, with a regulatory framework that is becoming more stringent;
- cost constraints for services coupled with performance requirements, which encourage the outsourcing of services to specialists;
- a change in consumer behavior: increasingly knowledgeable about health, environmental protection and lifestyle changes aimed at a higher standard of living; increasingly sensitive to the roles of recycling and the collaborative economy; and wanting greater transparency in service governance.

1.3.4.1.1 Municipal market

For Veolia, the municipal market encompasses services aimed at users, performed under contracts with local public authorities and groups of local public authorities, or regional or national governments: distribution of drinking water, collection and treatment of wastewater, waste management, management of energy networks (electricity, heating, cooling).

Global warming, natural disasters, pollution, economic appeal, social inequality, rocketing populations, increased mobility, accelerating urbanization (particularly in coastal zones), stress on resources and infrastructure, digitalization, and the vulnerability of information systems are some of the challenges to which cities must respond.

Cities planning policies have to take into account three factors: the public (health, well-being and social justice), regional development (creation of economic value) and the planet (environmental protection).

The cities are required to manage water, energy and waste management services - as cheaply as possible, yet in a smart and innovative way - with solutions adopted to whether they are located in a developed or emerging country.

Veolia deploys solutions meeting the various needs of cities

- **Resilient cities**: cities more resistant to shocks and risks.

In every city in the world, resilience is a key concern and is becoming a major issue for a large number of stakeholders (institutions, public authorities, non-profits, etc.). The hurricanes that hit the United States and Mayotte, floods in Spain, and drought and extreme fires in the United States have further strengthened the collective awareness of the need for regional resilience. Veolia assists regional public authorities with decision-making, adopting a long-term vision to anticipate crisis situations, guarantee the performance of critical equipment and accelerate the return to normal after a crisis. Together with Swiss Re, the Group has implemented a unique risk assessment system with preventive and strengthening measures to guarantee the resilience of cities. New Orleans in the United States is the first city in the world to benefit from this system. Aside from assessment, Veolia offers communities solutions to strengthen their resilience and adapt to climate change. This means anticipating crises, ensuring continuity of services and adapting infrastructure while planning long-term solutions (e.g. new technologies for leak detection and repair, development of alternative resources, dynamic management of wastewater networks, nature-based solutions for stormwater storage and crisis management solutions).

- **Attractive cities to live**: improving quality of life to attract people and companies.

Veolia provides attractive cities to live with innovative solutions to preserve the quality of life of their citizens, the environment and urban infrastructures. To this end, the Group mobilizes its expertise in waste collection and management, drinking water management, wastewater treatment and the production and distribution of renewable energies. Attractive cities to live are also particularly attentive to biodiversity and reduce their environmental footprint by using renewable energies (biomass, biogas, etc.). They are vigilant about the cleanliness of areas, air and water quality and reducing noise pollution.

- **Smart cities**: digital solutions are revolutionizing cities.

More connected and better managed, smart cities optimize the operation of their infrastructures, increasing their competitiveness, appeal and sustainability. More efficient and transparent, they meet the new expectations of citizens wishing to participate more in the management of their cities. By combining new technologies, its business expertise and its relationship with innovative regional companies, Veolia contributes to improving the level of service offered by cities to their citizens with four maxims: speed of deployment, cost control, cybersecurity and reliability. Examples include Veolia's Hubgrade hypervision centers that enable public authorities to optimize the management of their water and energy networks, aim for better environmental performance and improve the quality of life of citizens. The subsidiary Birdz, a pioneer in remote meter reading, is yet another example. This specialist in the design of connected things and the transmission, analysis and enhancement of data (water, energy, waste, temperature, pollution, noise, public lighting) serves smart cities and the urban environment.

- **Inclusive cities**: creating economic, social and regional cohesion.

Inclusive cities are cities where no population category is excluded from urban development. They promote access to essential services for the greatest number and, in particular, the most vulnerable populations. They also encourage the involvement of citizens and all stakeholders in their operation. Through its presence and knowledge of local players, Veolia accompanies economic and social initiatives promoting access to essential services for the greatest number. In Bangladesh, Veolia and Grameen Bank managed by Muhammad Yunus set up a social business project in conjunction with the local population and authorities, providing 6,000 inhabitants of the Goalmari and Padua districts with access to drinking water. Veolia deployed unprecedented social and financial engineering resources to implement this initiative. In Lille, in addition to a strong community involvement, Veolia has developed a personalized service tailored to each type of user, with an environmentally responsible pricing policy and a reduction in standing charges for domestic customers.

(1) According to a United Nations report dated March 31, 2015.

- **Circular cities**: creating local loops to generate regional value.

Veolia implements operating solutions and new business models to promote the development of the circular economy at a regional level. This approach is at the heart of its strategic ambition and vision "Resourcing the world". Renewing resources is, for example, recycling materials (plastic, paper, glass, precious metals), developing renewable energies and energy recovery (biomass, biogas, waste energy) and transforming waste into compost and energy. Preserving resources is, for example, reducing consumption and developing energy efficiency and holistic approaches (product-service system, industrial ecology, eco-design). As a development model and growth driver, the circular economy is a source of regional job creation.

The deployment strategy for these solutions differs between developed and emerging countries.

Cities in developed countries

Cities in developed countries are a mature market where customer needs are now turning towards:

- more efficient services (lower costs, lower prices, improved service quality) in the face of pressure on public finances and increased public pressure;
- making cities more attractive and finding solutions that differentiate them from other cities in the same region (e.g. "smart cities");
- increased demand for transparency;
- social solutions for vulnerable groups;
- sustainable development environmental solutions (circular economy, reducing the carbon footprint of cities, eliminating pollution, biodiversity, etc.);
- improving resilience to combat the risk of natural disasters.

In these countries, Veolia asserts its role as a catalyst for the appeal of cities and their economic and social development, in particular by reinforcing its unique factors and changing its contractual models. Therefore, in addition to its traditional contractual models (concessions, leases, etc.) Veolia proposes:

- **contracts that include the sharing of the value created with the customer**, whether that is based on economic or environmental performance (resource or energy savings, improved performance of facilities, etc.), on the creation of new revenues (pooling of facilities, resale of electricity to the grid for cogeneration, recovery of by-products, etc.) or on risk reduction (partnerships with insurers). A proportion of Veolia's remuneration is linked to achieving the expected results. The contract can include operating utilities (e.g. energy performance or resources contracts) or simply consultancy and management services;
- **financial partnerships** (AssetCo/OpCo models): contracts that include a third-party investor financing the investments necessary for optimizing the public authority's utilities, with Veolia guaranteeing the performance of the facilities over the amortization period ;
- **provision of specialist services**:customers are offered the benefit of Veolia's expertise in targeted services (automatic meter reading, organization of service calls, help with billing recovery, operating data analysis and consultancy, etc.) traditionally incorporated into comprehensive contracts.

Cities in emerging countries

Cities in emerging countries (particularly those in Central and Eastern Europe, Asia, Latin America, Africa and the Middle East) offer many opportunities for growth. This is explained by, firstly, the rapid population growth seen in such cities and, secondly, the toughening of regulations designed to protect the environment. These countries have a growing need for new infrastructure and require support with operating and managing Water, Waste and Energy. As in developed countries, municipalities are also keen to improve the resilience of their area and in doing so combat the risks posed by natural disasters.

In these countries, Veolia's offerings seek to support the development of cities by :

- **adapting contractual models to take account of the risks posed by different countries**, with the aim of creating new models, partnerships and alliances that enable Veolia to operate in these countries without being exposed to risky concessionary models;
- developing Veolia's positioning in environmental solutions for sustainable development and making cities more resilient;
- capitalizing on the social dimension of Veolia's business lines and their role in supporting the economic and social development of cities.

1.3.4.1.2 Industrial market

For Veolia, the industrial market covers Water, Waste and Energy management services, offered to industrial or service sector customers.

Industrial companies are faced with challenges that are critical to their development: sustained growth objectives in an increasingly competitive context, increasingly stringent environmental regulations, carbon footprint reduction requirements, diminishing resources (for example, water stress) in the zones where their production sites are located, the acceptability of their operations and social and media pressure on the right to operate, the need to control production costs (raw materials used in processes) and operating and reputation risks. They are seeking partners able to take charge of all of these issues and provide them with solutions for sustainable, profitable growth.

In the service sector, energy efficiency regulations for buildings are becoming tougher, for example Europe's "Fit for 55" package, which requires a strategy for mobilizing investment to renovate residential and commercial buildings, and China's 12th Five-Year Plan. Increasingly, customers demand sustainable initiatives.

Through its offerings, Veolia helps industrial and service sector customers anticipate and deal with these key issues of the right to operate, the drive for efficiency and maximum yield, corporate social and environmental responsibility, and risk reduction, by:

- **providing** industrial and service sector players with a global, comprehensive and expert approach for all environmental issues;
- **offering customers high impact offerings that help improve their environmental performance and efficiency and get the most from their assets**: solutions for optimal management of the water cycle, comprehensive waste management performance contracts based on reducing the carbon footprint, the circular economy and digitalization of services, low carbon energy solutions, energy performance services, multi-technical management services for industrial utilities; processing of difficult pollution and particularly hazardous waste, performance and value sharing models, etc.

Veolia therefore provides industrial and service customers with a full range of construction and/or service offerings to improve their competitiveness and their environmental and social impact, organized around 5 value creation drivers:

- **license to operate** (for example. process water reuse, zero liquid discharge plants);
- **operating efficiency, reducing the carbon footprint and cost reduction** (e.g. optimizing water and energy consumption, recovering waste and by-products as alternative fuel, robotic tank cleaning, competitive waste disposal networks);

- **maximizing the yield of customer assets** (e.g. increasing equipment availability);
- **financial engineering** (e.g. investment planning and joint financing, financial arrangements, search for external financing);
- **brand image and social and environmental responsibility** (e.g. optimized management of water, energy and waste resources, design, build and operation of carbon neutral plants or carbon capture facilities, joint development of projects with the different stakeholders).

The Group has considerable strengths that enable it to provide unique solutions to industrial customers:

- a combination of technical expertise and operating skills, supported by an extensive technology portfolio and contractor know-how;
- the ability to guarantee long-term results;
- a global network serving global customers with strong local roots, primarily through municipal activities, offering industrial companies integrated solutions in the regions;
- the ability to consider water, waste and energy cycles simultaneously, enabling an integrated approach to industrial processes and a circular economy approach.

Veolia's main industrial markets are as follows:

Chemical and energy industries

The energy market covers both upstream activities (exploration/production) and downstream activities (refining, petrochemicals, chemicals).

In upstream exploration/production operations which are highly dependent on oil prices, industrial companies continue to explore and exploit new resources sustainably, seeking to extend the productive lives of mature sites and limit their environmental impact. Oil and gas production sometimes takes place in regions of water stress and unconventional extraction techniques consume large amounts of water.

Downstream, refining, petrochemical and chemical industries have growing needs for operational and environmental excellence and compliance with increasingly tough regulation of pollutant discharges.

Thus, the needs of customers in these industries are focused on the right to operate, reducing the carbon footprint, maximizing customer asset availability and output, reducing costs and risk, resource and water efficiency, and regulatory compliance. Veolia offers solutions that respond to this industry's major water, waste treatment and performance needs by positioning itself as a long-term partner able to address all environmental and efficiency issues and proposing a range of offerings adapted to the needs of both market segments:

- **for the upstream market (exploration/production)**: the construction and operation of facilities for treating injection water and produced water, mobile water treatment solutions, management of waste, including hazardous waste, industrial services, and the decommissioning of oil rigs;
- **for the downstream market (refining, petrochemicals, chemicals)**: the treatment of process water, wastewater and cooling water, industrial services (surface treatments, robotic tank cleaning), hazardous waste treatment, energy optimization of installations, recovery of by-products and hazardous waste (solvents, oily sludge, etc.), the supply of decarbonized energy and financial engineering (for example, takeover of assets).

The mining, metal and energy industries

Mining is the sector with the second-highest water consumption (equivalent each year to the domestic consumption of the United States), and it needs to expand its fields of exploration in zones of water stress (70% of the projects of the six largest mining companies) to compensate for the depletion of the most easily accessible ores. The tightening of environmental regulations and the desire to improve efficiency generates development opportunities for Veolia, with these industries now required to limit their environmental footprint and costs to guarantee the sustainability of their production.

In the energy production sector, investment criteria are dominated by the "3Ds": decentralized production; digitalization to optimize production and costs; decarbonization through the energy transition toward renewable energy.

The needs of the mining, metals and power industries are therefore focused on reducing costs (in particular, reducing energy bills, which account for 10-15% of average operating costs for mining and 20-40% for steel), increasing production yield, reducing their environmental footprint, controlling emissions, cutting decommissioning costs, and reducing environmental liability risk.

Veolia offers industrial companies in these sectors a full range of services:

- sale of water treatment and recycling technologies;
- **design, build and operation** of water production plants (for example, desalination) and wastewater and cooling water treatment and recycling plants (zero liquid discharge plants), acid mine drainage treatment, waste recovery, etc.;
- **optimization of operational performance** thanks to a range of services for utility efficiency and waste recovery;
- **soil recovery and remediation**; site recovery;
- financial engineering.

Veolia offers customers its portfolio of technologies, operational experience and global network thanks to which it can deploy its best services around the world, coupled with its ability to operate at remote sites and to provide or propose funding:

The food and beverage and life sciences industries

The food and beverage industry, which is the world's largest industrial sector, needs to respond to population growth, especially in high water stress regions, and the increasingly stringent demands of consumers and industry stakeholders in terms of environmental and societal responsibility. It is a highly fragmented industry with tens of millions of producers worldwide. On May 20, 2020, the European Commission published its "Farm to Fork" strategy as part of the Green Deal. This strategy defines a new approach aimed at making the European food system more sustainable, while delivering economic, social and health benefits. It provides for the publication of recommendations and legislative proposals in the coming years (by 2024) for the production of "green" food and to encourage the consumption of more healthy food. It will also help promote energy recovery from biowaste and the reuse of wastewater, facilitate recycling of food packaging through requirements covering recycling and the ability to recycle and support the development of innovative solutions for sustainable farming.

Growth in the pharmaceutical and cosmetics market is being driven, in particular, by access to medicine in emerging countries (where the main players in the sector are creating new production capabilities). In mature countries, the companies in the sector are subject to efficiency constraints and cost reductions because of the ramp-up of generic drugs. The pharmaceutical sector is undergoing major transformation: supply chain reorganization, moves to relocate production facilities in Europe or the United States, growing demand for waste processing and recycling, massive R&I expenditure on vaccines. For Veolia, these changes offer new commercial opportunities tied, for example, to higher waste volumes, the construction of new plants and the transformation or outsourcing of industrial utilities.

In mature countries, the needs of industrial food and beverage, and pharmaceutical-cosmetics firms are focused on overhauling and optimizing existing assets, complying with environmental requirements, improving the traceability and quality of products, limiting operational risk, and brand recognition and image. In growing markets, companies in these industries need support with their development through the construction of the associated production plants and treatment facilities, but also through the use of resources that do not put them in competition with the community they serve (right to operate), for example through minimal water usage (particularly in the beverage sector), recycling of packaging and organic waste-to-energy recovery.

Veolia enables industrial farming, food and beverages, and life sciences firms to reduce their environmental impact by **improving their operational performance** for water and energy cycle management, and by recovering the by-products of their operations. Veolia has a real competitive advantage in this market, thanks to its comprehensive, integrated offerings (combining water, waste and energy management and treatment solutions), and its proprietary technologies (such as water reuse technologies or organic waste anaerobic digestion enabling energy recovery). Veolia therefore supports the growth of companies in these sectors by offering solutions that enable them to use water, materials and energy more efficiently. It brings together cross-functional solutions that safeguard these companies' right to operate, performance and brand image. As with the other industries, Veolia's strategy is to work with its customers to co-develop innovative solutions that help create economic, social and environmental value.

The circular economy

The circular economy aims primarily to implement solutions to extend the life of resources (materials, water and energy). This is a key issue for customers and a source of high expectations due to the pressure on resources, increasingly favorable regulation (in Europe, with the end of landfill and the enforcement of extended producer responsibility; in the United States, where there is a noticeable increase in uptake of new value creation models; and in China, a country that is moving its regulation towards fostering a sustainable economy), and the shift in society towards a circular, sharing and functional economy. Veolia has set itself the aim of strengthening its leadership in this area by deploying existing technologies, innovating and positioning itself as a stakeholder that creates shared value.

Cities and industrial firms are thus becoming producers of alternative resources and local supply loops are emerging.

Veolia helps its customers to create value by:

- **supplying materials and manufactured goods produced from waste, wastewater and waste energy**: technical and special waste (e.g. plastics, paper, cardboard, rare earth metals from electrical and electronic equipment, solvents, etc.) organic matter (e.g. compost, fertilizers, etc.), refuse-derived fuels (RDF), biogas, biomass, etc.;
- offering **bespoke solutions for preserving and renewing resources** in a circular economy model: comprehensive resource management, pooling of multi-customer platforms (regional ecology, green district heating, industrial wastewater reuse, etc.), and energy and electricity efficiency for buildings and industrial sites.

In the plastics sector,where production and consumption are increasing steadily, regulation is progressively moving toward recycling and a ban on putting plastic in landfills, particularly in Europe and Asia. The Group aims to develop an industrial **plastic recycling and recovery** activity to offer an alternative to virgin materials. Veolia has therefore set-up a plastic recycling industrial platform with European locations in France, the United Kingdom, Germany, Benelux and Spain and Asian locations in China, South Korea, Japan and Indonesia. Veolia is also working in partnership with industrial companies on the implementation of solutions to develop **plastic recycling** loops.

Hazardous waste processing and recovery

Some complex waste and effluent is hazardous to health and the environment, so it requires high levels of expertise and non-standard equipment. There is a general awareness of the risks (health, ecological, environmental, etc.) of difficult-to-treat pollutants, which are subject to increasingly restrictive regulation.

A limited number of operators are currently capable of **managing hazardous waste and complex effluent** (discharges and waste from the chemical, oil, metals and nuclear industries; electrical/electronic waste; hospital waste; soil remediation; etc.), and meeting customers' needs: cost optimization, reducing environmental liability risk, appropriate and complete processing facilities compliant with regulations, and improved ecological footprint.

The tightening of local regulations and the increase in the volumes of waste being produced (particularly waste produced by the chemical, oil, metallurgy and nuclear industries and electrical and electronic equipment waste) both support Veolia's decision to further **develop its position in processing difficult types of pollution and particularly hazardous waste,** a market with high growth potential. Veolia has a worldwide network of experts and resources that have been developed gradually over years and can be rapidly mobilized and a full range of technologies and services for processing difficult-to-treat effluents (Veolia Water Technologies) and hazardous waste, and for soil remediation (SARPI ThinkTech). They meet the highest standards and are supported by cutting-edge research.

The Group develops new facilities in developing countries (in Africa, the Middle East, Latin America and Asia) and consolidates its existing facilities (in Europe, the United States and China) by expanding its network of processing plants and saturating its assets.

Management of end-of-life industrial facilities and equipment

The increase in the number of industrial facilities and obsolete equipment that have either reached the end of their service life, sustained damage as a result of natural disasters or industrial accidents or pose a risk of contamination offers significant opportunities for growth for Veolia. Management of the end-of-life of these industrial assets (oil rigs, ships, trains, aircraft, power stations and brownfield sites) must comply with various restrictions or goals: preventing contamination risk (presence of asbestos, oil, chemicals, etc.), optimizing materials recycling and equipment reuse, and remediating polluted soil so the land can be put to new use.

The Group offers a full range of services, comprising waste processing (including hazardous waste), recycling to maximize asset value, soil remediation, minimizing safety and environmental risk (back fitting facilities), and turnkey management of projects to decommission facilities throughout the value chain (inventory and characterization of the elements to be decommissioned, demolition, and recovery or disposal of waste, including its traceability).

Industrial customers must prevent the risk of contamination, recycle materials and reuse equipment as much as possible, locally and at low cost and may even be required to decontaminate sites before new business activities can be started. Veolia is expanding its operations in this new area by focusing on key accounts and positioning itself throughout the entire value chain, from dismantling services to upgrading equipment to ensure that it complies with current regulations and materials recovery. The Group is renowned for its skills and cutting-edge technologies for soil decontamination, recycling waste and processing hazardous pollution (such as nuclear waste and asbestos), as well as for its ability to offer high-quality project management throughout the entire value chain, thereby guaranteeing, among other things, traceability and responsible waste management. In this area, Veolia is active in the dismantling of offshore oil platforms, trains and ships, as well as the characterization of nuclear waste.

1.3.4.2 Competition

Most markets for environmental services are very competitive and are characterized by increasing technological challenges due to changes in regulation, as well as by the presence of experienced competitors. The competitive landscape is very diverse, but there are few players that are comparable to Veolia at global level.

Veolia's competitors can be broken down into four broadly homogeneous categories, in terms of their geographic footprint and extent of their range of services.

1.3.4.2.1 Global multi-service companies

Global multi-service companies have both a global geographic footprint and an extensive range of services in the Water, Waste and Energy business lines. Veolia belongs to this category, as do Suez, FCC and Remondis, although none of these three have a presence outside Water and Waste. These different players share the same springboards for growth: emerging economies, industrial markets, the circular economy, new technologies and services with high added value. New players, primarily Chinese, are developing global activities in Water, Waste and Energy, through strategies founded on sustained external growth (Beijing Group, China Everbright Group). What sets Veolia apart are its larger geographic footprint; its more extensive range of services, including Energy; the synergies between its Water, Waste and Energy business lines; its portfolio of technologies enabling it to tackle all water treatment problems; and its huge portfolio of industrial customers.

1.3.4.2.2 Global specialists

Global specialists are companies that specialize in one of Veolia's business lines and have a worldwide geographic presence. This category includes, in particular, major players in the energy market, such as Engie and E.ON, global equipment manufacturers, such as Doosan and Schneider Electric, oil and gas specialists, and specialists in energy efficiency and facility management (Vinci FM, Sodexo, EQUANS):

- in a context of energy sector transformation, particularly in Europe, energy companies have been repositioning themselves in the renewable energy sector in recent years, as well as in energy efficiency services. Moreover, these companies are professionalizing their approach through digital innovations (control centers, network optimization, the Internet of Things, etc.) ;
- the major equipment manufacturers and suppliers of water packaging products, such as Xylem, Ecolab, Kurita, Solenis, Itron and Doosan, have a presence in both the municipal and industrial markets. Their growth strategies are mainly based on developing digital offerings, such as control centers and the Internet of Things. In emerging countries, Veolia faces off against Spanish and Brazilian civil-engineering firms (ACS, Sacyr, Acciona, Odebrecht), particularly in seawater desalination projects, or Asian equipment manufacturers, such as Hyflux (based in Singapore) and Wabag (based in India), which are gradually moving into operations ;
- in the field of oil and gas, the competition is relatively fragmented. In addition to the large equipment manufacturers cited above, the competition comprises engineering companies, service providers and equipment manufacturers (Ecosphere Environmental Services), as well as energy companies, especially in the United States, where we find oil service operators (Schlumberger, Halliburton, FracTech and Baker Hughes-GE) and engineering and construction companies (WorleyParsons, KBR, Wood Group, Bechtel, Technip, Aker Solutions, Fluor) ;
- many companies operate in the decommissioning market, owing to the variety of industrial infrastructure reaching the end of its working life: oil rigs (Stork, Cape, Hertel and Bilfinger), petrochemical plants (Amec, AF Group, Aker Stord, Able UK), nuclear reactors (Framatome, Onet, Bouygues, Vinci, Westinghouse, Amec, Nukem, Iberdrola, Ansaldo, Tractebel), and transportation, such as ships, trains and aircrafts (Tarmac Aerosave);
- in the energy efficiency field for the services sector, competition takes many forms, and comes from both specialized companies (cleaning, food services, etc.) seeking to expand their offering into energy, as well as technical maintenance companies focusing on areas such as electrical facilities which are increasingly forming partnerships with major construction and public works groups (Vinci Energies, Bouygues-Equans, Spier) and groups specializing in facility management (Sodexo, JLL.), or equipment manufacturers diversifying in digital and services (Schneider Electric, Johnson Controls, Honeywell).

Veolia sets itself apart from all these companies through its very broad positioning on the value chains of the Water, Waste and Energy business lines, through synergies between these three, and through its ability to guarantee its customers long-term reliability and performance, thanks to its combined engineering/construction and operational capabilities.

1.3.4.2.3 Local or regional specialists

Unlike global specialists, local or regional specialists have a geographic footprint limited to one country or region of the world. They set the standard in their market, with a range of expert offerings positioned in specific business lines. This category remains perhaps the largest in the market. In fact, Veolia faces a multitude of local specialists in the various countries of the world, such as:

- in the United States, Veolia's main competitors in Waste are: Waste Management and Republic Services, which are developing circular economy offerings; Clean Harbors, which specializes in services to industrial firms and hazardous waste treatment; Heritage, hazardous waste specialist; and Enviri, which specializes in soil decontamination ;
- in France, Idex and Dalkia (EDF group) are positioned in local energy loops and energy efficiency services; Saur concentrates on water activities; Paprec focuses on waste recycling and recovery ;
- in the majority of countries, there are municipalities managing water, waste or energy services within well-defined geographic boundaries.

An emerging category of new players is leveraging new digital technologies to optimize services to the end customer: broking platforms, advanced algorithm software solutions, for example, Rubicon Global (United States), BH Technologies, Trinov (France), Takadu (Israel).

Veolia sets itself apart from these companies through the effects of scale linked to its size, its ability to offer comprehensive services (multi-site and multi-business), the synergies between its business lines, and its ability to integrate construction and operation, thereby guaranteeing long-term reliability.

1.3.4.2.4 Local/regional multi-service companies

In some developing countries, private or public/private companies have a large local footprint and are the leading players in local markets where Veolia also operates. Accordingly, the Singapore-based Sembcorp Group is a competitor of Veolia in the Water and Energy businesses and focuses on construction and operation in emerging countries.

Veolia sets itself apart from these companies through the effects of scale linked to its size, its ability to offer comprehensive services (multi-site and multi-business) and the synergies between its business lines.

1.4 Research and Innovation

GreenUp: the strategic program accelerating the ecological transformation and spurring innovation

Veolia's GreenUp strategy is based on an approach that combines environmental ambition with practical solutions. The aim is to make the activities that are essential to our society greener in the long term.

It is built around three pillars of transformation:

- decarbonization: CO_2 emissions reduction and integration of renewable energy;
- depollution: removal of pollutants and preservation of ecosystems;
- regeneration of resources: optimized management of water, waste and raw materials.

To accelerate this transformation, GreenUp relies on three **growth boosters:**

- decarbonized local energy, including bioenergy and energy efficiency;
- Water technologies, and new solutions, to ensure access to and preservation of the resource;
- hazardous waste treatment, to remove pollutants and protect public health.

These levers of innovation are supported by **Veolia's core businesses** – municipal water, solid waste management and heating networks – which underpin this transformation.

The aim is to combine expertise and innovation to offer comprehensive, lasting solutions, while ensuring long-term economic and environmental performance.

Innovation at the heart of the ecological transformation

Innovation is an essential lever to respond to climate and environmental challenges. Through a collaborative approach involving customers, manufacturers, startups, scientists and citizens, it encourages the collective design of solutions and speeds up their implementation.

This dynamic is based on key focus areas – scientific, technological, commercial and societal – and on a structured ecosystem:

- **research centers** and operational units, dedicated to the development and industrialization of solutions,
- **Innovation Hubs**, accelerating the Group-wide rollout of innovations with their global reach,
- **strategic partnerships**, with academic, institutional and industrial actors and an increased commitment to startups.

With **GreenUp**, Veolia transforms environmental challenges into sustainable opportunities by leveraging **collective and open innovation** to accelerate the ecological transition.

1.4.1 RESEARCH AND INNOVATION SUPPORTING THE GROUP'S ECOLOGICAL TRANSFORMATION

Veolia uses its scientific and technological resources to drive innovation in support of the ecological transformation, in line with its GreenUp strategy. Innovation relies on a multidimensional approach to depollute, decarbonize and regenerate essential resources.

Priority research areas include:

- Decarbonization and energy conservation : reducing CO_2 emissions with solutions such as the production of bioenergy from non-recyclable waste, recovery of heat and cold, energy efficiency and CO_2 capture ;
- Climate change adaptation: developing resilient solutions to protect critical infrastructure and ensure the sustainability of essential resources;
- Natural resource regeneration: implementing solutions to preserve and restore ecosystems, while promoting reuse and recycling of materials and the circularity of resources ;
- Technologies and new solutions for water: reusing treated wastewater, treating pollutants (PFAS, microplastics, etc.), and producing drinking water using state-of-the-art technology ;
- Hazardous waste treatment: promoting the circular economy and scaling up lithium-ion battery recycling with innovative solutions.

Veolia's research and innovation actions are developed and coordinated within two key central departments :

- the strategy and innovation department (presently the Strategy, Innovation and Development Department), which supports the Business Units in rolling out custom solutions for local authorities and municipal, industrial and tertiary customers. Its aim is to anticipate future challenges and create new growth opportunities;
- the department of scientific and technological expertise, part of the Business Support and Performance Department, which is central to the Group's strategy and is Veolia's authority on science and technology.

This organizational structure promotes operational excellence by providing practical solutions to customers' environmental and economic challenges.

Research centers and technical resources

In 2024, Veolia had **14 research and development centers** worldwide. This infrastructure is equipped with advanced technologies and accompanied by industrial pilots to test innovations on the ground :

- in France, four centers specialize in research on wastewater, drinking water, industrial water and pure water; energy production and efficiency; and on waste management, in particular the sorting and characterization of secondary raw materials. These sites include 30 laboratories which specialize in analyzing solid, liquid and gas matrices ;
- in Spain (Barcelona, Andalusia and Galicia) and Chile, four research centers focus on topics such as ecofactories (which turn wastewater treatment plants into biofactories), critical infrastructure management and resilience, environmental, economic and social sustainability, as well as water resource management and water 4.0 ;
- in North America (Canada and the United States) and Switzerland, six centers are expanding Veolia's capabilities in critical resource management, advanced water treatment technologies and renewable energy solutions.

Innovation Hubs

Since 2022, Veolia has had an operational model consisting of **eight Innovation Hubs.** These research initiatives are designed to foster innovation and develop solutions that can be replicated across the Group, coordinated by the Strategy, Innovation and Development Department. The aims of these Hubs are to :

- design and manage a roadmap for innovation within the Group, while developing the first associated pilot projects ;
- act as incubators and developers for pilot projects, applying the "Copy & Adapt" method to meet market needs ;

- anticipate new trends and technologies by working closely with innovation ecosystems and local partners ;
- promote a culture of innovation, in particular through the Innov'Academy, and improve communication on innovation at a local level.

The Hubs cover topics aligned with the objectives of the ecological transformation: health and new pollutants (PFAS); new material and plastic loops; local energy, decarbonization and new material loops; metals, resource regeneration; water technologies.

Innovation ecosystems and startups

In addition, Veolia favors a collaborative and open innovation approach, relying on strategic partners, including startups, to work with it on developing innovative solutions and accelerating the ecological transformation by sharing expertise and resources.

Human resources and investments

Veolia's R&I activities involved more than 620 researchers and experts in 2024. The overall research and innovation budget was 186 million of euros, reflecting the Group's commitment to make research and innovation a decisive lever for the ecological transformation.

1.4.2 SCIENTIFIC AND TECHNOLOGICAL SOLUTIONS - SUCCESS AND PROGRESS

The achievements presented below are concrete actions of Veolia Research and Innovation serving customers and Group growth and contributing to Veolia's ecological innovation.

1.4.2.1 Innovating in our growth areas

Water technologies and new solutions

Tackling PFAS through innovation

Veolia is actively continuing its research into PFAS treatment technologies to respond to environmental and regulatory challenges.

Around the world, per- and polyfluoroalkyl substances (PFAS) are a major concern for Veolia. These persistent compounds pose complex environmental challenges. Veolia closely monitors regulatory and scientific developments to meet its customers' expectations and minimize its own exposure to PFAS risk.

As proof of this, in 2024 it launched the BeyondPFAS offer of integrated end-to-end PFAS management solutions, from detection to final treatment.

The Group is already rolling out mature treatment solutions and is continuing its research and innovation efforts to boost treatment efficiency. These efforts focus on improving treatment technologies, in particular by studying the degradation conditions of PFAS under different heat treatment regimes (sludge and waste), and on developing new technologies to concentrate and degrade PFAS in water (new adsorbents, advanced degradation processes, foam fractionation). Veolia works with partners in the public and private sectors to explore these innovations and prevent pollution transfer.

Veolia is also involved in the ALERT-PFAS project, funded by Interreg Sudoe, a European Union program that supports regional development in south-west Europe. The aim of this project is to develop a transnational strategy to detect, prevent and mitigate PFAS pollution of nature areas in Portugal, Spain and France. It uses advanced technologies such as optical sensors, nanotechnology and artificial intelligence to provide real-time monitoring of PFAS levels in the environment.

Microelectronics: pushing the boundaries of water purification

The microelectronics industry is facing growing challenges in terms of water quality. The constant miniaturization of components, driven by the insatiable demand for more powerful and more compact electronic devices, requires ultrapure water of unprecedented purity, reaching levels of parts per trillion (ppt) for certain impurities, the equivalent of one drop of water in 20 olympic-size swimming pools, and even parts per quadrillion (ppq). Even the slightest contamination can lead to significant defects in chips, impacting the efficiency, reliability and performance of electronic devices.

This quest for extreme purity requires not only the development of increasingly effective and innovative ultrapure water production technologies, but also the implementation of more accurate and sensitive real-time analysis methods for early detection of impurities and rigorous quality control.

In light of these crucial issues, Veolia, with over 40 years of experience and more than 390 major projects completed in the microelectronics sector worldwide, invests in research and development in North America and Asia to offer cutting-edge solutions tailored to the specific needs of this demanding market. A concrete example of Veolia's commitment to innovation is the development of the E-Cell ME5 PICO solution. This state-of-the-art electrodeionization (EDI) technology, tested in real-world conditions in the United States, includes two EDI passes to achieve sodium purity levels of less than 1 ppt, thereby pushing the boundaries of water purification. The results of pilot tests conducted in the United States showed higher ion performance than existing EDI and ion exchange configurations, making it possible to not only achieve the required production quality levels, but also accelerate the ultrapure water production process by three to four weeks, saving precious time for semiconductor manufacturers.

In addition to its ultrapure water production solutions, Veolia Analytical Instruments, at the forefront of TOC analyzer technology, has developed a next-generation online boron analyzer. Sievers Boron Ultra Online UPW Analyzer is a high-precision instrument that provides continuous real-time monitoring of boron up to ppt levels, thereby ensuring early detection of this critical impurity for semiconductor production and enabling rapid intervention if tolerance limits are exceeded.

Designing wastewater treatment processes without plastic

Veolia is developing plastic-free carriers to reduce the environmental impact of fixed biomass wastewater treatment processes.

The development of new wastewater treatment technologies is crucial for a sustainable response to growing urbanization. Fixed biomass technologies, such as moving bed biofilm reactors (MBBR), are promising because they increase treatment capacity and reduce footprint, but require the use of plastic carriers. Veolia's goal is to replace these carriers with plastic-free materials, thereby improving the technical and economic value of these systems.

Research and innovation efforts have identified alternative biosourced materials, which offer comparable performance to traditional carriers. This advance, which is now patented, guarantees increased process stability without compromising on the efficiency of treatment. The laboratory results are promising and new pilot studies are planned, illustrating Veolia's commitment to provide sustainable and economically viable solutions for wastewater treatment.

Decarbonized local energy

From the production of bioenergy from non-recyclable waste to heat and cold recovery, energy efficiency solutions and CO_2 capture, the Group produces local, affordable and low-carbon energy.

Using the residual cold from a regasification process as a sustainable energy source

In November 2024, Veolia, Enagás and Barcelona City Council inaugurated a groundbreaking residual cold recovery solution installed at the Enagás LNG terminal in the Port of Barcelona, Europe's 10th largest port. A world first, it can generate 131 GWh of low-carbon, affordable local energy per year, avoiding more than 32,000 metric tons of annual CO_2 emissions.

In the traditional regasification process, liquefied natural gas (LNG) gets the terminal by ship in a liquid state at -160 °C, and uses seawater to heat and transform the LNG into natural gas at ambient temperature. Thanks to this new regasification and transport solution based on innovation by Enagás and Veolia respectively, this residual cold is brought down at a temperature of -20 ºC, where it can be recovered and recycled to supply the South Barcelona and part of L'Hospitalet area with low-carbon energy.

This recovered energy is re-injected into the largest district cooling network in Southern Europe and directly benefits several major infrastructures located in that area, including the Fira de Barcelona, Generalitat de Catalunya offices, industrial and tertiary sites and public infrastructures. This project demonstrates the feasibility of local supply solutions that address the challenges of energy sovereignty and decarbonization, while improving the competitiveness of local infrastructure.

Capturing the CO_2: Veolia is exploring an alternative to amines for hazardous waste treatment

As part of the European project MOF4AIR, Veolia is trialing a carbon capture technology – metal-organic frameworks (MOFs) – at the industrial hazardous waste treatment site of its subsidiary SARPI.

The MOF4AIR project, funded by the European Union (Horizon H2020), is endeavoring to use MOFs for carbon capture in industry and energy sectors with high greenhouse gas emissions. The aim is to qualify and validate the most promising MOF materials for carbon adsorption, refine adsorption processes to maximize the performance of MOFs, and demonstrate their effectiveness in real-world conditions.

Following successful laboratory tests carried out by the consortium of MOF4AIR project partners, which allowed the most effective MOFs to be selected, MOF-VPSA technology is being tested at the SARPI hazardous waste treatment site in Fos-sur-Mer (France) to treat combustion gases in real-world conditions. After successful preliminary tests, a test campaign is underway to assess the effectiveness of MOFs in decarbonizing industrial emissions.

Hazardous waste treatment

Recycling batteries: a major challenge for electric mobility

With the rise of electric vehicles, the recycling of lithium-ion batteries is becoming a crucial issue. These batteries contain strategic metals such as lithium, cobalt and nickel. Conventional methods used to extract them are costly and polluting. It is essential therefore that they are recycled to ensure that electric mobility is sustainable.

Hazardous waste treatment is a strategic growth area for Veolia, which now operates several plants dedicated to the recycling of lithium-ion batteries in Europe (France, United Kingdom, Switzerland, Slovenia), Asia (China, Japan) and the United States. The processes carried out at these sites include crushing and mechanical separation of the black mass (rich in lithium, nickel, copper and cobalt). Since 2024, the Group has also had an industrial-scale black mass chemical processing plant. This uses the hydrometallurgical process to recover the strategic metals so that they can be put back on the market. The major challenge for research and innovation is to continue improving extraction processes, focusing on materials that are not yet recycled properly (electrolyte, graphite, brominated plastics) and preparing Veolia's plants for new battery chemistries, which are just a few years away.

1.4.2.2 Innovating in our strongholds

Municipal and regulated water management

Tracking emerging pollutants in the water cycle

Veolia uses advanced technologies to quantify and remove microplastics and micropollutants in water.

Faced with the environmental challenges posed by emerging pollutants in aquatic systems, Veolia is involved in three European projects to improve the quality of wastewater discharges, surface water and groundwater.

- The MEDITPLAST project was carried out by Veolia Eau, in association with the University of Aalborg, along the Mediterranean coast near Toulon (France). With funding from the Rhône Méditerranée Water Agency, it tested reliable methods for analyzing microplastics in wastewater and mapped their occurrence and emission sources. When the project ended in 2024, the results showed that Veolia's wastewater treatment processes remove more than 99% of microplastics.
- The BlueWWater project, co-financed by the European Union through the Interreg VI-A Spain-Portugal program, aims to improve the quality of water bodies by reducing emissions of microplastics and emerging pollutants. It uses automated methods and ecotoxicological tools to monitor these pollutants in accordance with the new EU directives.
- The MAR2PROTECT project, funded by Horizon Europe, uses artificial intelligence to improve the quality and quantity of groundwater. This project uses technological and societal data to prevent aquifer contamination in Europe and beyond.

Adapting sanitation systems to climate change

Veolia's Research and Innovation has developed a method to assess the impacts of climate change on water resources and drinking water production, in order to adapt the production system to these changes.

Climate change affects the quantity and quality of water resources, affecting the production of drinking water. To adapt, Veolia's scientific calculation and Research and Innovation modeling teams have devised an objective approach to assess these impacts. This consists of studying past and future weather events, analyzing asset vulnerability and assessing service continuity and cost impacts.

Applied to the services of Eau de Toulouse Métropole (France), this method has made it possible to construct scenarios for resource change, identifying vulnerabilities and assessing risks to optimize the size of infrastructure. The results, which indicate moderate climate variations with an increase in OpEx, will be replicated for other regions to make the approach more robust. The benefits include better climate risk preparedness and investment optimization.

Improving the resilience of water services to climate change: nature-based solutions

Nature-based solutions (NbS) are approaches that use natural processes to solve environmental and climate problems. For example, the creation of wetlands helps manage water flows by acting as a buffer and regulating stormwater flows or discharges. It also has an impact on quality, reducing some types of pollution before discharge into the environment or treated wastewater reuse. They can make water services more resilient both in the event of drought, by retaining water in the region and recharging groundwater, and in the event of heavy rainfall, by capturing the surplus water and reducing flood events. They thus strengthen the resilience of ecosystems in the face of extreme weather events. In addition, NbS are often more economical in the long term than conventional infrastructure.

Veolia is involved in the resilient management of the large water cycle and has developed over 25 NbS around the world in recent years, responding to the challenges of climate change adaptation. In 2024, Veolia was involved in four European research and innovation projects on this topic, aimed in particular at standardizing the identification of relevant sites in the catchment area and monitoring NbS performance. Veolia has shared its experience of nature-based solutions at international conferences, such as the 10th World Water Forum in Bali (Indonesia), World Water Week in Stockholm (Sweden), and the 16th Conference of the Parties (COP 16) to the United Nations Convention on Biological Diversity (CBD) in Cali (Colombia).

Validating fertigation business models

Veolia applies its expertise and knowledge of water treatment technologies to develop the reuse of treated wastewater model for agricultural use cases.

In a context of increasingly scarce water resources and the search for alternatives to synthetic fertilizers, Veolia is developing fertigation solutions for agricultural crops by reusing treated wastewater rich in nitrogen, phosphorus and potash. Studies were conducted in France and Spain in 2024 and pilot tests will be carried out in the coming year to validate the technologies and the governance and business models for such projects, which recover municipal wastewater for agricultural applications.

These practical solutions for saving water resources contribute to Veolia's commitment illustrated by a key metric – the volume of freshwater saved.

Optimizing the operation of the wastewater treatment plant and reducing phosphorus in treated water: digital twin

Digital twins, or digital replicas of physical systems, are essential for optimizing wastewater treatment plants. By modeling a treatment pathway, it is possible to significantly reduce the levels of pollutants such as phosphorus in discharges, thereby improving environmental compliance.

The Research and Innovation teams have developed a dynamic model using two years of operational data from a large-capacity wastewater treatment plant, serving a population equivalent of approximately 1.4 million inhabitants. This model allowed to simulate the daily operating conditions and predict the benefits of an effective sludge extraction strategy to deconcentrate basins, thus reducing total phosphorus levels in the treated water. Another scenario modeled the recovery of phosphorus and nitrogen from sludge treatment lines to prevent their accumulation and restore a treatment capacity margin to the plant, thereby futureproofing it (against stricter regulations, population growth, etc.).

The model developed is a valuable tool to understand the plant's internal processes, provide rapid flow characterization, test various scenarios and obtain an overview of the potential impacts. It is used for pre-design and comparison of strategies, with a level of complexity that can be adjusted as required.

Waste treatment and circular economy

Making mobility sustainable: Forvia and Veolia, pioneers in the use of recycled plastics for vehicle interiors

MATERI'ACT, a subsidiary of the Interiors division of the group Forvia, and Veolia are working together to develop recycled materials, aiming to incorporate more than 30% of recycled plastics into vehicle interior modules.

MATERI'ACT and Veolia are working together to create, develop, produce and market innovative materials for vehicle interiors. The aim is to maximize post-consumer recycled plastic content to support vehicle manufacturers in their decarbonization efforts, and comply with the objectives of the regulation on circularity requirements for vehicle design and end-of-life vehicles management, currently under preparation. This partnership has accelerated the rollout of sustainable solutions for dashboards, door panels and center consoles.

The companies' complementary expertise has helped accelerate innovation and co-develop two grades of high performance polypropylene (PP). The rPP matrix of NAFILean-R, is a PP compound composed of a 100% post-consumer recycled polypropylene (PCR). It is combined with natural fiber (hemp) to produce NAFILean-R - reinforced composite grade, intended for the non-visible structural parts of the vehicle interior. IniCycled VP34M Plastiloop is a hybrid grade (virgin and recycled PP) composed of 40% PCR PP. It is intended for the visible parts of the vehicles' interior and provides a 40% reduction in carbon footprint compared with the materials currently used in vehicles. These two grades have already been approved by several manufacturers. They have been industrialized and injected into Forvia's production lines since the last quarter of 2024.

The technical challenge was substantial and the results obtained in less than two years are very satisfactory. The rate of incorporation of PCR into these two compounds was maximized without compromising technical performance.

MATERI'Act and Veolia are working on a third grade, IniCycled-P VP24M Plastiloop, for which approval is currently being sought, which will add to the range of high PCR solutions offered for the vehicle passenger compartment.

Looking to the future, Forvia and Veolia, striving for a more circular economy in the automotive industry, are planning to extend the use of these materials to other automotive components and to increase their production capacity to meet the needs of the market.

1.4.2.3 Our scientific partnerships

To carry out its research and development programs, Veolia forges numerous scientific partnerships worldwide. The aim is to tap the best global expertise in disciplines that are strategic for the Group, to supplement its in-house areas of expertise and to steer academic research toward key issues for the industrial and ecological transformation.

- In **Singapore,** Veolia works with the university ecosystem, including the Public Utilities Board (PUB), National University of Singapore (NUS) and Nanyang Technical University (NTU), to optimize its biological intensification processes (ZeeDENSE) and make them even more effective.
- In **Spain,** Cetaqua collaborates with around 150 universities and research centers to boost its impact in the regions, including the University of Barcelona, University of Malaga and the Consejo Superior de Investigaciones Científicas (CSIC). Cetaqua is also a founding member of Aqua Research Collaboration (ARC), a European model for collaborative research on the water cycle, with the aim of jointly improving knowledge of water-related processes, conducting world-class research, promoting the application of scientific knowledge and supporting more effective and sustainable management of this resource.
- In **Canada,** a direct collaboration between Veolia and the Chair on Drinking Water of Polytechnique Montréal is also being implemented as part of a five-year research program (2021-2026). The key topics addressed include micropollutants (PFAS, micro and nano plastics) and the use of artificial intelligence in chemical tests.

1.4.2.4 Scientific outreach

Veolia is a key player in scientific research applied to the ecological transition through its publications and scientific events:

- The Veolia Institute organizes high-level conferences on major health and environmental issues. Attended by renowned international experts, these events address key issues such as antibiotic resistance – which is a real problem for public health – and the impact of climate change on the emergence of pandemics;
- in **France**, the Chair "Mathematical Modeling and Biodiversity", supported since 2009 by a partnership between the École Polytechnique, the École Polytechnique Foundation, the French National Museum of Natural History and Veolia, regularly organizes multidisciplinary scientific conferences. These events explore the role of mathematical modeling in developing solutions for major environmental challenges;
- Veolia's Research and Innovation also played a key role in the first international conference on Green Analytical Chemistry, bringing together a community of experts to explore more sustainable solutions and optimize laboratory analysis processes. This initiative is consistent with Veolia's commitment to more sustainable chemicals ;
- in the **United States**, Veolia participated in the Massachusetts Institute of Technology (MIT) Water, Food and Agriculture Innovation Prize, which helps American students, who develop sustainable solutions, to translate their research and ideas into businesses, through the access to mentors and resources, and to build networks in the water sector.

1.4.3 GENERATIVE ARTIFICIAL INTELLIGENCE TO BOOST DIGITAL INNOVATION

Introduction

Veolia saw this year a huge increase in awareness of the potential of generative artificial intelligence (GenAI), which was the main area of investment of the Digital Business & Technology Department in 2024. The emergence of GenAI is a real technological breakthrough for any company, with implications that are both profound and far-reaching. First, involving compliance and security, including cybersecurity, services that address the risks of data leaks, the protection of intellectual property and compliance with regulatory requirements, particularly at European level (General Data Protection Regulation – GDPR, EU Artificial Intelligence Act, etc.). They also involve the adaptation of operational processes, the transformation of business models and applications, environmental and ethical considerations, and even the need for appropriate governance to make applications more secure and maximize synergies within the Group, prioritize investments, facilitate the rollout of solutions at scale and limit the risk of duplication.

In light of this, Veolia has taken the strategic decision to invest heavily in the large-scale development and implementation of the “AI for GreenUp” program, making AI a key lever for achieving the environmental objectives of decarbonization, depollution and regeneration, as well as for the Group’s growth.

The program features an ambitious, proactive approach based on the acculturation of all our employees to the challenges and opportunities of AI, while teaching them how to use in-house tools. At the same time, Veolia has been working on an innovative global collaborative framework that capitalizes on the expertise and resources of the entire Group. It is based on the delegation of responsibilities, systematic capture of use cases, and strict adherence to compliance standards. This approach allows the Group to apply the subsidiarity principle, while facilitating surveys and the prioritization of investments.

AI is proving to be a real catalyst for Veolia’s digital transformation. It relies on a data culture embedded within our organization, which underpins the intelligence of our solutions. The Group’s algorithms and digital services, incorporating AI powered by global data generated by our activities, are a unique asset for Veolia, made possible by the synergies between the three businesses (Water, Waste and Energy) and the use of connected devices in the Group’s Hubgrade plants and centers.

Our approach to digital innovation is not limited to generative AI, Veolia is continuing to explore and harness the potential of technologies such as the Internet of Things (IoT), augmented reality, robotics and automation at industrial sites. Like AI, these technological advances are at the heart of the Group’s digital transformation strategy, which is built around three pillars: ***Augment Employees, Augment Operations and Augment Customers.***

Augment Employees: AI to augment employee performance

Veolia Secure GPT

The rollout of Veolia Secure GPT (secure internal chat) within the Group in 2024 was accompanied by a significant acculturation effort to ensure the mass uptake of this tool by employees in a way that meets our security standards and their professional needs.

By democratizing access to generative AI, Veolia empowers its employees to be more effective and creative in their day-to-day work in order to respond to pressing environmental challenges.

The usage figures from February 2025 demonstrate the mass uptake by our employees:

- +55,000 active users since September 2023;
- 2.5 connections per day per user on average;
- +130 specialized assistants created in 3 months.

With an average of 150,000 API calls per month, Veolia Secure GPT has quickly established itself as a core component of the Group’s technology infrastructure.

The success of its adoption is largely based on a global collaborative approach. Technical teams from different countries have worked together to develop the new features of the tool and ensure that it is adapted to Veolia’s overall needs.

To facilitate the uptake of this new technology, an international network of 400 generative AI champions was set up with the help of the Learning Department. Over a period of several weeks, the Digital Business & Technology Department hosted a series of MeetUp webinars based on testimonials from end users of Veolia Secure GPT.

Future developments will explore the vast possibilities offered by Agentic AI, which will radically transform human-machine interaction. This major breakthrough in artificial intelligence paves the way for more autonomous and proactive systems that can anticipate user needs and act independently to achieve complex goals.

Support functions

In addition to Veolia Secure GPT, Veolia deploys specific AI solutions for a variety of functions, including:

- health and safety: we use AI to detect risks from images and videos and suggest appropriate actions, thus enhancing the safety of our sites;
- human resources: an AI assistant now helps employees create personalized career paths, facilitating career development and talent retention;
- procurement: we work on AI assistants that will generate draft tender documents and automate supplier bid analysis, accelerating and optimizing our procurement processes.

These initiatives not only aim to improve the work experience of employees, but to enhance Veolia’s attractiveness as an innovative, forward-looking employer.

Augment Operations: AI to augment operational performance

For several years, Veolia has successfully embedded artificial intelligence in its digital service offerings. These are brought together under the umbrella brand Hubgrade by Veolia, which covers all historical businesses (Water, Energy and Waste), generating tangible, meaningful results for operations and customers.

Apart from the solutions already rolled out in several countries, Veolia is continuing to innovate and develop applications for AI to improve operational efficiency and reduce the environmental impact in our core businesses.

- **Water business.** Within Water Technologies, **Hubgrade Wastewater Plant Performance** optimizes wastewater treatment with a digital twin, reducing N_2O emissions by 90 % and energy consumption by 40 %. In 2024, we developed Talk to my Plant, a multimodal GenAI interface for managing complex tasks in operational plants. This solution enables voice, text and image-based interactions for decision-making, predictive maintenance and real-time monitoring, revolutionizing the management of water treatment installations.
- **Energy business.** For our Energy related activities, we prioritize working on AI solutions to optimize the energy efficiency of buildings. These intelligent systems analyze consumption data, weather and usage patterns in real time to optimize energy management, reducing our customers’ costs and carbon footprint. For example, as part of our **Hubgrade Energy Optimization** offering, the Eurekam solution uses real-time AI to optimize the energy efficiency of around 20 buildings, reducing their costs by 12 % and saving 4,682 metric tons of CO_2 per year.

- **Waste business**. In the Waste sector, we have focused on the development of algorithms based on operational data to improve the performance of energy recovery installations. This approach optimizes the waste recovery process, increasing energy efficiency and mitigating the environmental impact. The **Hubgrade Waste Quality Monitoring** solution enables real-time analysis of waste purity using an integrated camera system, improving the accuracy of waste sorting and reducing costs and environmental impact. Lastly, improving the performance of hazardous waste incineration with AI is also being studied.

Augment Customers: AI to augment sales performance

- **Business Hub.** Based on Veolia Secure GPT technology, our Business Hub platform consists of GenAI features and assistants based on reliable and accurate business data. These tools are used by sales and marketing teams, helping them accelerate their business development. For example, AI assistants can generate personalized business proposals, analyze market trends and provide valuable insights for our business strategies.
- **AI chatbots and intelligent agents.** We study advanced conversational systems that not only respond to customer requests, but can also perform tasks and execute actions on their behalf. These intelligent agents would significantly improve the customer experience by providing a fast, personalized service available 24/7, while reducing the workload of our support teams.
- **Hubgrade by Veolia services for customers.** Covering its three businesses, the Hubgrade by Veolia range of digital services is intended for municipal, industrial and tertiary customers and aligns with Veolia's decarbonization, depollution and regeneration goals. These services are powered by data from tens of thousands of service contracts and from thousands of Veolia plants worldwide. They are based on algorithms developed from the expertise that Veolia has built up throughout its long history. They align with Veolia's pursuit of excellence, from operational asset management to customer information. The considerable volume of data and the expertise already present within Hubgrade by Veolia services are naturally fertile ground for the introduction of generative AI. Several services, such as **Hubgrade Carbon Footprint,** for example, Veolia's carbon footprint measurement platform, have already integrated the technology efficiently. Other generative AI implementation projects are underway, covering all Hubgrade by Veolia services.

1.4.4 PRIVILEDGED ACCESS TO AN INNOVATION ECOSYSTEM

To uphold its position as the champion of ecological transformation and accelerate innovation processes in a constantly changing environment, Veolia relies not only on its internal expertise, but also on an ecosystem of players working together to promote innovation.

This ecosystem includes a network of more than 600 partners around the world : academics recognized for their scientific excellence, industrial customers, associations and public authorities at the forefront of their areas of activity.

Veolia organizes its open innovation around three complementary strategic roles:

- the **role of partner in Axeleo Capital's GreenTech Industry I fund.** In line with the GreenUp strategic program, the €30 million investment in this fund aims to accelerate the identification of innovative solutions and undertakings in the process of industrialization. This will enable us in future to ensure the development and rollout of practical, affordable, replicable solutions to depollute, decarbonize and regenerate resources;
- the **role in supporting Veolia's Business Units** and leading the open innovation community through sharing and feedback from Innovation Hubs on their respective initiatives (investments or partnerships with startups, participation in open innovation challenges or initiatives). The goal is also to capitalize more on the incubators in which the Business Units contribute: Imagine H2O for water-related topics in North America and Asia, C2V and Greentown Labs for decarbonization technologies, a partnership with Plug & Play in Asia ;
- the **role in Innovation & Technology intelligence in support of the Group's Business Units** and Functional Departments. Veolia's innovation & technology intelligence (INT) service has the task of helping Veolia's Business Units and functional departments better understand the technological, competitive and economic environments, in order to foster innovation and development. Among the main services offered by INT are the identification of new technologies to improve services and develop new offers, the monitoring and analysis of technological advances of potential and competing partners, the assessment of risks associated with the adoption of new technologies, and support for innovation strategies based on an understanding of market dynamics around innovation. Through these activities, INT seeks to inform and guide the strategic decisions of Veolia's innovation and development in a constantly evolving sector.

1.4.5 DEVELOPMENT OF THE INNOVATION CULTURE

The Innov'Academy remains an essential pillar of Veolia's strategy. Its role is to foster a culture of innovation within the Group and thus strengthen its innovation skills, while developing and supporting a dynamic, influential community of innovators.

Launched in 2023, the Innov'Academy continued to deliver training in 2024 around three distinct learning pathways:

1. Awareness-raising workshops for the executive and management committees of the Business Units or innovators within the BUs. These sessions are designed to create an environment conducive to innovation by fostering a common understanding, exploring key behaviors and identifying concrete actions to spur innovation ;
2. Training courses focused on the Design Thinking methodology, specifically designed for innovative project leaders and managers. These courses allow the four phases of this approach to be applied to Veolia's specific contexts ;
3. "Passport Innovation" e-learning program, consisting of ten concise modules. Intended for all Veolia managers and employees, this program is available in 13 languages, facilitating its rollout in all Business Units to reinforce the culture of innovation.

In addition, the Group's HR Talents programs are also important vehicles for establishing a culture of innovation and are an integral part of the Innov'Academy.

Lastly, the "Acculturation & Promotion" objective of the global collaboration framework "AI for GreenUp" involves the development of training content, learning situations, and communities of employees trained in AI applications and technology – generative AI champions – who act as local sponsors and points of contact.

- The Group's online training courses were enhanced in 2024 with the "Passport Data" e-learning module.
- More than 400 generative AI champions were trained by the Veolia Academy in 2024. These champions hosted local workshops on the introduction to generative AI, trialed at the Group's headquarters in 2023, with around 12,000 participants.
- The Group's leadership programs now include a series of generative AI awareness sessions based on our business use cases.

1.5 Organization of the Group and other information relating to its operations AFR

1.5.1 ORGANIZATIONAL CHART

The following organizational chart is a simplified chart of the main subsidiaries owned by Veolia Environnement, directly and/or indirectly, on December 31, 2024, categorized by geographic zone.

Its purpose is to present the organization of the Group by geographic zone through the main subsidiaries controlled directly and/or indirectly by Veolia Environnement, and not to reflect the Group's organizational structure in legal terms.

The list of the main companies included in the 2024 consolidated financial statements is presented in chapter 6, section 6.1, note 16 below.

The main changes in the consolidation scope and Group structure are presented in chapter 5, section 5.2.3 below.

Companies are included in the geographic zone where the majority of their activities are conducted.

VEOLIA ENVIRONNEMENT

Other French Holdings	*Veolia Energie International 99.9%	*Vigie Groupe 100%						
France and Europe Special Waste	*Veolia Eau-Compagnie Générale des Eaux 100%	*Veolia Propreté 100%	*Veolia Industries Global Solutions 100%	*Veolia Energie France 99.9%	*SARP 99.7%	*SARP Industries 99.86%	*Veolia Nuclear Solutions Europe 100%	*Veolia Agriculture France 100%
Central and Eastern Europe	*Veolia Central & Eastern Europe 100%	Veolia Energia Polska 59.9% (Poland)	Veolia Energie CR 83.05% (Czech Republic)	Veolia Energie Deutschland GmbH 100% (Germany)	Veolia Umweltservice GmbH 100% (Germany)	Veolia Energy Hungary 98.97% (Hungary)		
Northern Europe	Veolia Water UK Ltd 100%	Veolia Environmental Services Group (UK) Ltd 100%	Veolia Energy UK Ltd 99,99%	Veolia NV 100% (Belgium)	Veolia Nederland BV 99.99%	Veolia Nordic AB 99.9% (Sweden)		
Asia / Pacific	Veolia China Holding 100% (Hong-Kong)	Veolia Environmental Services Asia 100% (Singapore)	Veolia Energy Asia 99.9% (Singapore)	Veolia Environmental Services Australia 100%	Veolia Water Australia 100%	Veolia Recycling & Recovery Holdings ANZ 100%		
Iberia and Latin America	Agbar 100% (Spain)	Veolia España 99.9%	Veolia Portugal 99.9%	Veolia Holding America Latina 100%				
Italy and Africa / Middle East	Siram SpA 99.9% (Italy)	*Veolia Middle East 100%	*Veolia Africa 100%					
North America	Veolia North America Operating Services 100%	Veolia Environmental Services North America 100%	Veolia North America Paramus 100%					
Water Technologies	*Veolia Water Technologies 100%	*Veolia Water Technologies and Solutions 70 %						

Key:
* Company with its registered office in France
% Veolia Environnement 's direct and indirect percentage holding as of December 31, 2024

1.5.2 GEOGRAPHICAL ORGANIZATION

The following table sets out the geographic spread of Veolia's 2024 revenue by operating segment.

Following the application of IFRS 10, 11 and 12, the Group's joint ventures are consolidated using the equity method. Therefore, their revenue (and particularly the revenue of the main joint ventures, that is, the Chinese Water concessions) are not included in the table below.

2024 revenue

(€ million)	Total
France & Special Waste Europe	**9,145**
France Water	3,185
Waste Solutions (Recyclage et Valorisation des Déchets)	2,962
Other	2,998
Europe, excluding France	**18,619**
Central and Eastern Europe	10,594
United Kingdom and Ireland	3,025
Northern Europe	1,240
Iberia	2,798
Other Europe excluding France	962
Rest of the world	**11,945**
North America	3,329
Latin America	1,903
Asia	2,467
Pacific	2,112
Africa/Middle East	2,135
Water Technologies	**4,973**
Other	**9**
TOTAL GROUP	**44,692**

Comments on revenue trends and results for the various segments may be found in Chapter 5, Section 5.2 below.

1.5.2.1 France and Special Waste Europe

This zone groups together eight operational entities: Eau France, Waste Recycling and Recovery, SARPI, SARP, Veolia Énergie et Décarbonation, Veolia Agriculture France, VIGS and Veolia Nuclear Solutions (VNS).

As of December 31, 2024

Revenue *(€ million)*	**% Group revenue**	**EBITDA** *(€ million)*	**% Group EBITDA**
9,145	20.5%	1,392	20.5%

France Water

The Water France activity:

- is conducted by Veolia Eau - Compagnie Générale des Eaux and some of its French subsidiaries ;
- is the leading French operator in water services[(1)] ;
- supplies drinking water to around 23 million people and wastewater services to 21 million people ;
- reported revenue of €3,185 million in 2024[(2)], i.e. 7,1% of Group revenue for the year ended December 31, 2024.

In France, Veolia is a major player in the management of water and wastewater services on behalf of public authorities. Veolia Eau in France have significant expertise in the treatment and monitoring of water quality at all stages of the water cycle, from pumping from the natural resource to discharge into the environment. In addition to this expertise, Veolia Eau in France innovates daily to improve the performance of services, treatment processes and installations and ensure a high quality of water and wastewater services.

Through its various missions, Veolia Eau in France assists local authorities and companies with regional development respectful of people and the environment.

A range of integrated services also allows Water France to meet every requirement of the large water cycle :

- the resource and its conservation ;
- large-scale management and operation of water production and treatment plants ;
- recovery of materials or products contained in effluents ;
- reuse of treated effluents ;
- environment conservation.

The water sector undergoes major changes that modify the activities of all regional development and large water cycle players both in terms of quality (pollution) and quantity (drought, flooding). To meet the requirements of reactivity, transparency, performance and innovation, Veolia Eau in France wishes to continue to jointly build, through partnerships, new public-private relationship models.

Veolia Eau in France is rolling out its strategy, seeking to give Water its rightful place in ecological transformation. It aims to be the uncontested trusted partner of public authorities and support them with their ecological transformation plans.

Its local roots are reflected by its presence in all business regions, placing responsibility and decision-making as close as possible to field level. Water France's corporate project aims to sustainably create value and preserve resources.

(1) *According to the BIPE 2019 report.*
(2) *Comments on revenue trends and results for the various segments may be found in Chapter 5, Section 5.2 below.*

Main contracts signed in 2024 by the France Water delegated zone:

Municipality or company and location therefor	Month of signature of contract	New contract, or extension or renewal	Contract term (years)	Estimated cumulative revenue[1] (€ million)	Services provided
France Water					
Beauvaisis Conurbation Community	January	Renewal	15	89	Drinking water production and distribution
Syndicat des Eaux d'Ile-de-France (SEDIF)	January	Renewal	12	4,000	Drinking water production and distribution
Boulonnais Conurbation community	March	Renewal	8	119	Wastewater collection and treatment
Metropolis of Lyon	July	New contrat	6	96	Wastewater collection and treatment
Lens Lievin Conurbation Community	October	Renewal	9	192	Drinking water production and distribution
Esterel Côte d'Azur Conurbation	December	Renewal	18	330	Wastewater collection and treatment
Le Grand Narbonne Conurbation	December	Renewal	12	136	Drinking water production and distribution
Le Grand Narbonne Conurbation	December	Renewal	12	126	Wastewater collection and treatment
French Riviera Conurbation Community	December	Renewal	10	108	Drinking water production and distribution

(1) Revenue from the contracts indicated represents the portion due to Veolia under these contracts. Accordingly, the sums indicated may differ from the figures provided in the press releases issued by the Group.

Waste Solutions

The Waste Solutions activity:

- is conducted by Veolia Propreté and certain of its French subsidiaries;
- reported revenue of €2,962 million in 2024[1],i.e. 6,6% of Group revenue for the year ended December 31, 2024.

In a mature French waste market, legal and regulatory developments offer a favorable framework for the transition to a circular economy.

The circular economy roadmap, energy transition law, and green growth establish ambitious targets for reducing the tonnage of waste landfilled (-50% between 2010 and 2025) by recycling and the use of waste as a resource to recover energy.

In addition, in France, the law on the new territorial organization of the French Republic (the "NOTRe" law) led to the regrouping of public authorities and the overhaul of the scope of waste collection and treatment (public administrative area groupings (EPCI), metropolitan areas, urban communities, joint agencies, etc.). Therefore, while looking for economically efficient collection and recovery services, market players (local authorities and industrial companies) commit to production and consumption methods using less non-renewable resources.

The Waste Solutions business is implementing a new customer strategy to give effect to ecological transformation. It is prioritizing the development of recycling and the production of renewable energy, by placing collection activities at their service. This approach focuses on three defining objectives:

- Strengthening support to our customers to help them increase recycling and recovery and thereby reduce landfill waste: development of new eco-design services and full circular loops and strengthening of industrial management of material flows to improve traceability, produce higher quality recycled materials and promote the reuse of these materials in production cycles;
- Developing the production of green energy from waste that cannot be recycled, in particular through strengthening the industrial performance of installations and developing new energy production facilities powered by refuse-derived fuel with majority biogenic content;
- Developing new waste collection systems for our customers. Rail or water transport, or even more virtuous road transport could therefore meet industrial and municipal customer requirements depending on their region. New technologies, new performance-based contractual terms and innovative partnerships will renew collection services.

This strategy is reflected in the organizational structure, which aims to offer customers a local service and expertise. Veolia's waste recycling and recovery activities are organized into 3 business lines (Local Authority Services, Business Services and Industrial Facilities). Each business line is organized into 7 geographical regions (Nord Normandie, Île-de-France, Centre-Ouest, Grand Est, Bourgogne-Auvergne-Rhône Alpes, Sud-Ouest, Sud PACA).

Main contracts signed in 2024 for the Waste Solutions delegated zone:

Municipality or company and location therefor	Month of signature of contract	New contract, or extension or renewal	Contract term (years)	Estimated cumulative revenue [1] (€ million)	Services provided
Waste Solutions					
SITOM Sud Gard - Nîmes	March	Renewal	10	188	Incineration
SYTTOM 19 DSP UVE Saint-Pantaléon-de-Larche	June	New contract	25	440	Incineration
SMEDAR Rouen - UVE Grand-Quevilly	December	Renewal	11	259	Incineration
SEMOP Vierzon Sologne Berry - Household and similar waste management	December	New contract	15	54	Municipal solid waste collection

(1) Revenue from the contracts indicated represents the portion due to Veolia under these contracts. Accordingly, the sums indicated may differ from the figures provided in the press releases issued by the Group.

(1) Comments on revenue trends and results of this business unit may be found in Chapter 5, Section 5.2 below.

SARP Industries

SARP Industries (SARPI) specializes in the processing and recovery of hazardous waste, landfilling and soil decontamination.

A European leader operating in 10 countries through a network of more than 110 sites, comprising waste treatment platforms and sites, SARPI manages over the long term the sanitary and environmental risks arising from hazardous waste to sustain industrial activity and regional development.

SARPI possesses the technologies, know-how and unique organization necessary to drive its growth in the treatment of complex pollutants.

Hazardous waste treatment is a high growth potential market. A new kiln at the Evonik Chemical Park in Germany will enable SARPI to strengthen its ambitions in the country.

A pioneer in hazardous waste treatment, SARPI continues to innovate to address the technological, economic and environmental challenges of its clients and partners.

In 2024, SARPI commissioned in Amnéville, in the Grand Est region, the first industrial extraction and purification facility using a black mass hydrometallurgy process for electric vehicle battery recycling to produce industrial grade nickel, cobalt and lithium.

SARP

SARP, specializing in liquid waste management, conducts its business in wastewater treatment, building and air hygiene, waste collection and recovery and industrial maintenance.

With 6,500 employees across a network of 250 agencies in France, and specialized subsidiaries such as Sodi, Telerep, or SHB, SARP proposes a full range of high-quality local services and rolls out solutions to prevent pollution, improve public health and guarantee the economic and environmental performance of the assets of its public, tertiary and industrial clients.

With its strong local roots, SARP aims to be the reference in the performance and maintenance of wastewater networks and industrial facilities in the regions, in conjunction with the ecological transformation pillars: decarbonization, preservation and regeneration of resources, and decontamination.

SARP's activities are organized into five key segments:

- performance and asset management services for public service wastewater facilities: this segment aims to preserve and anticipate optimal operation of local authority public wastewater networks,
- performance and asset management services for non-public service wastewater facilities: this segment groups together private wastewater networks for which it conducts routine maintenance, repair and preventive management services,
- building hygiene and asset management services: maintenance and rehabilitation of wastewater facilities for collective, individual or tertiary housing, also including hygiene, air or water quality services,
- hazardous and non-hazardous waste depollution, collection and recovery: SARP's historical business, which capitalizes on a logistically optimized geographical and national network, from collection to processing. SARP's expertise in tracking waste extends from private individual fuel tanks or septic tanks, to the hydrocarbon separators of garage owners, from industrial process hazardous waste to the grease trays of restaurants,
- performance of industrial infrastructure and facilities: SARP has developed, through its subsidiary SODI, specific expertise in the petrochemical, metallurgy and nuclear industries, both in plant shutdowns and the environmental and energy optimization of customer processes.

Veolia Energy and Decarbonization

Veolia Energy and Decarbonization offers its tertiary and industrial clients and public authorities a comprehensive solution to decarbonize local energy focusing on three primary activities:

- networks and building energy performance: management of heating/cooling networks using low carbon solutions to assist public authorities in decarbonizing their territories (biomass, geothermal energy, heat recovery from wastewater , etc.) and overall management solutions for building energy performance. For example, since 2023 Veolia has operated the 5th generation heat and cold exchange network at the Paris-Saclay (Essonne) urban campus, the only one in Europe;
- development of renewable energy production and electricity/gas flow management projects, particularly to ensure that Veolia water and waste services in France are energy self-sufficient with the production over 5 years of more than 2 terawatt hours (TWh) of local energy to fully cover its current consumption equivalent. This is equal to the consumption of 430,000 French households. Veolia also develops photovoltaic panel installation projects at its post-operation landfills.

Veolia Agriculture France

Veolia Agriculture France (formerly SEDE Environnement) is the leading producer of organic fertilizers and soil improvers in France (over one million metric tons).

Derived from the circular economy (biowaste, sludge, by-products from the food industries), these fertilizers contribute to solutions for a sustainable food model.

The company creates a link between cities and fields through the recovery of industrial and municipal waste for use in fields to ultimately produce food.

In the same spirit of circularity in the regions and to meet decarbonization and energy self-sufficiency challenges, Veolia Agriculture France also offers a complete agricultural anaerobic digestion solution based on supply to facilities by returning digestate to the soil and capital-based partnerships.

Veolia Agriculture France confirms its role as a key partner in the farming world by supporting the ecological transformation of agriculture while helping it to address the dual challenge of food supply and decarbonization.

VIGS

VIGS is primarily involved in the management of energy and technical resources of buildings and industrial sites. Its approach consists of maximizing the ecological and energy performance of customer sites (energy and utility management, energy efficiency management, audits, installation and site energy improvements) and optimizing the performance of installations (optimization of technical performance through multi-technical maintenance, preventive and corrective regulation of steam, electricity, heat, HVAC, compressed air, electrical and mechanical engineering installations, etc.).

Thanks to its know-how in multi-technical maintenance, energy management and works installation, VIGS offers a comprehensive solution to its industrial customers, particularly in the pharmaceutical, metallurgy and steel, agri-food, paper, luxury goods, telecom, automotive and defense sectors.

VIGS acts as a catalyst for the ecological, economic and social transformation of sites, thus responding to the growing demand of industry for a more sustainable future.

Veolia Nuclear Solutions (VNS)

Veolia Nuclear Solutions (VNS) specializes in the nuclear sector and stands out for its expertise in waste management and complex installations, as well as its ability to develop innovative technologies and processes. VNS operates according to two value creation models: projects/studies and operating activities consisting of on-site services and operation.

The recent acquisition of Daher Nuclear Technologies (DNT), which has recognized expertise in nuclear services and radioactive waste management, marks an important step in the development of VNS and strengthens its position in the nuclear market by combining the strengths of both entities. DNT has an installation in Épothémont (Aube) which is classified under French environmental protection laws. This allows VNS to expand its capacity for testing, adapting and applying new processes, thereby offering its customers comprehensive, tailor-made solutions.

SADE-CGTH

SADE-CGTH, specializing in the construction and restoration of water and infrastructure networks, was sold by Veolia to NGE, an independent engineering group, in March 2024. SADE-CGTH's activities represented an annual revenue of around €1.1 billion in 2022 and a workforce of around 6,900 employees.

1.5.2.2 Europe excluding France

The Europe excluding France segment consists of two zones: Central and Eastern Europe, and Northern Europe. Spain, Portugal and Italy are included in "Other European countries".

As of December 31, 2024

Revenue *(€ million)*	**% Group revenue**	**EBITDA** *(€ million)*	**% Group EBITDA**
18,619	41.7%	2,642	38.9%

Central and Eastern Europe

For over twenty years, Veolia has been present in several Central and Eastern European countries, where its businesses had steady and sustained growth.

The Central and Eastern Europe zone includes the following former Suez activities: packaging recycling (Belland Vision environmental body) in Germany, non-hazardous and hazardous waste collection, recovery, processing and incineration in the Czech Republic, municipal waste in Serbia and a 5.5% stake in Eyath (Thessalonique water company) in Greece.

Mainly present in the water and energy markets, the Group manages municipal drinking water and/or wastewater systems for major cities including the capital cities Prague, Sofia, Budapest and Bucharest. Veolia teams also manage all water distribution activities in Armenia. In the energy market, the Group has a strong presence in the operation of heating networks (production and/or distribution), in particular in Poland (dominant position due to its presence in Warsaw, Poznan and Lodz), the Czech Republic (Prague and Ostrava), Slovakia (Bratislava and Levice) and Hungary (Budapest, Dorog, Pecs and Szakoly).

In Germany, the Group is present in the three businesses - Water, Waste and Energy - through partnerships with public authorities, industrial customers and service companies. Veolia actively participates in reducing CO_2 emissions in Germany, particularly through its subsidiary BS Energy, with the commissioning of a biomass and coal power plant in Braunschweig as part of the transformation of the Group's European coal assets. In 2023, Veolia acquired Schraden Biogas, specializing in biogas from waste.

In Poland and the Czech Republic, the number of connections to urban heating networks increased in a context of higher energy prices, notably for industrial and tertiary customers. In Uzbekistan, the Tashkent urban heating network management contract commenced in 2022.

Most of Veolia's activities are public service concessions for local authorities carried out under concession contracts, infrastructure leasing/operation contracts or institutionalized public/private partnerships at prices regulated by local authorities. Veolia also provides services to industrial companies in Central and Eastern European countries. For all customers, Veolia's involvement accelerates the improvement and modernization of services and infrastructures, notably through the development of digital solutions and the Internet of Things.

In Central Europe, the Group's actions are driven by European policies and associated regulations relating to the environment and energy (energy efficiency, support for renewable energies and high-efficiency cogeneration) and climate change mitigation or adaptation solutions.

Northern Europe

Following the Suez merger, the Northern Europe zone (United Kingdom, Belgium, Luxembourg, Netherlands, Ireland, Nordic countries) integrated municipal and industrial waste collection, recovery and processing activities in Belgium.

In the United Kingdom, despite budgetary pressure on local authorities (investment cut by 40% between 2010 and 2018), the 25-year environmental plan and the 2020 environmental law offer a favorable framework for the development of Veolia's activities. These texts define ambitious objectives to move towards a more circular economy and reduce CO_2 emissions in order to attain carbon neutrality by 2050.

As a long-term partner of UK local authorities, Veolia proposes bespoke waste processing solutions aimed at optimizing the use of resources and reducing waste. Under household waste infrastructure contracts (PPP - PFI), Veolia develops and operates innovative sorting and recycling facilities for recyclable household waste, waste-to-energy facilities producing electricity and heat from residual household waste and facilities transforming organic matter to compost to be applied to land. Veolia also provides waste collection services on behalf of local authorities as well as commercial customers, developing bespoke collection solutions aimed at minimizing waste sent to landfill.

Veolia offers a comprehensive range of innovative solutions to develop the circular economy and transform recycled materials into resources. These recovery activities generate high quality secondary raw materials from recycled plastic and glass.

Veolia also provides services to regulated water companies to reduce their water consumption and produce energy from wastewater.

Veolia provides industrial customers in the United Kingdom and Ireland with integrated energy, water and waste solutions, aimed at reducing resource consumption and CO_2 emissions, while securing supply in the context of demanding industrial processes. To achieve this, Veolia develops bespoke solutions focusing on resource efficiency, low carbon emissions and circular processes. Veolia also proposes industrial cleaning, decontamination and dismantling services, as well as the collection, processing and recovery of hazardous waste through a major network of dedicated infrastructure.

In Benelux, Veolia is active in the Energy, Water and Waste business lines as well as industrial services, particularly at the Antwerp petrochemical site. The Group is actively involved in the implementation of innovative solutions for energy management in buildings and local heating distribution networks, thereby contributing significantly to CO_2 emission reductions by its customers and partners.

In the Netherlands, Veolia's activities are divided equally between managing heating networks and utilities at industrial sites and plastic and paper recycling.

In Nordic countries, Veolia is primarily present in Finland through industrial ecology contracts: supply of steam and electricity to the Neste refinery and the Borealis petrochemical plant in Porvoo; construction and operation of a trigeneration plant (steam, water and compressed air) to deliver industrial utilities to the Harjavalta industrial park, where BASF has established a cluster to produce raw materials for electric vehicle batteries.

In Northern Europe, Veolia proposes a wide and varied range of offerings relating to the circular economy: recycling, waste-to-energy recovery, sludge recovery, biogas, Water and Energy performance contracts (for example, building energy efficiency), multi-business line contracts for municipalities or industrial sites intended to reduce their environmental footprint. Veolia's regional coverage enables the combination of the three businesses associated with Veolia Water Technologies' global businesses, which have a strong presence in the countries in this zone.

Other European countries

Veolia's activities in Portugal and Spain are managed by the Iberia and Latin America zone.

In Spain, Veolia operates in 3 Group business lines. Veolia is a leading player in water activities and operates across the entire water cycle: abstraction, transport, treatment and distribution of drinking water, collection, treatment and reuse of wastewater, recovery of wastewater sludge, customer relationship management as well as the design and construction of treatment networks and infrastructures. The company's main customers are local public authorities and industrial clients. In this segment, Veolia also offers a wide range of innovative technologies and solutions such as engineering & procurement projects, technologies & products, integrated services and chemical solutions & monitoring. Our main customers are local public authorities and industrial clients.

In the Energy segment, Veolia is the energy efficiency leader in Spain. Veolia offers an extensive portfolio of services and solutions: operation of heating and cooling networks, building energy efficiency, green energy production, waste-to-energy or waste-to-material recovery. Also, Veolia offers to industrial clients and municipalities energy services & decarbonizing solutions and green district heating networks with waste heat/cold recovery solutions. To guarantee its industrial and municipal customers the best possible performance, it has an energy management center in Spain. Veolia is strengthening its portfolio through an external growth strategy.

In the Waste business, Veolia Spain offers integrated services to manage all types of hazardous and non-hazardous liquid and solid waste. Veolia operates across the entire value chain covering waste collection, recycling and final recovery to our industrial and service sectors' clients and implementing circular economy directives and post-sorting waste incineration to municipalities. Specifically on plastic recycling, Veolia has a recycling capacity for PET, HDPE, PP, increasing waste recovery energy solutions.

To guarantee its industrial and municipal customers the best possible performance, Veolia opened an energy management center in Spain, Hubgrade, from which it can remotely control all its facilities on a real time basis. Veolia develops renewable energy solutions in Spain through its subsidiaries Veolia Solar (specialist in the installation and maintenance of solar panels) and Veolia Biomasse (specialist in the preparation of woodchips for biomass boilers). Hubgrade's portfolio also includes innovative solutions through the R&D centers for water and digital and transformation hubs which provide digital service and solutions.

Veolia has been operating in Portugal since 1992, managing water, energy, and waste for industrial, municipal, and tertiary sector clients.

In the Energy business, Veolia provides efficient energy management solutions, promotes decarbonization and digitalization, and offers carbon footprint calculation and roadmap implementation. Manages energy efficiency in public hospitals through ACE Such-Veolia, including cogeneration and technical services. HL Manutenção and Haçor M maintain hospital buildings and installations.

In the Water segment, Veolia serves key industrial markets, especially automotive and food & beverage. Supports water and sanitation management entities with engineering, construction, and technology implementation.

In the Waste business, it manages over 500,000 tons of waste annually. Key operations include LIPOR Energy Recovery Plant, industrial and commercial waste management through three operational centers, and urban waste collection, including bio-waste, street cleaning, and municipal recycling center management in Aveiro. The 2024 acquisitions of Micronipol and Ambitrevo strengthened plastic recycling and organic valorization capabilities.

Activities in Italy are managed by the Italy and Africa/Middle East zone.

In Italy, Veolia is active, through its subsidiary SIRAM, in energy efficiency integrated management services, water operation and waste management (sludge and medical waste) contracts. SIRAM manages over 5,000 thermal plants for public and private customers. Veolia offers energy performance and multi-service contracts for the service sector with a strong market presence in hospitals (e.g.: Bergamo, Udine, Florence Careggi hospitals), public administration (e.g. the University of Parma, public buildings in Milan) and the industrial sector (e.g. multi-technical contracts with Hitachi and Leonardo, EPC contracts with Leonardo, Marelli, Bolton Food). In the Water segment, Veolia manages 200 wastewater plants. In the waste segment, SIRAM manages hospital waste for around 100 customers (e.g. hospitals in Bergamo and Venice). It has also developed a decarbonization offering mainly integrating bioenergy (photovoltaic, biomass, hydrogen), water and waste services.

Main contracts signed in 2024 in Europe excluding France:

Municipality or company and location thereof	Month of signature of contract	New contract, or extension or renewal	Contract term (years)	Estimated cumulative revenue[(1)(2)] (€ million)	Services provided
Birmingham City Council *United Kingdom*	January	New contract	10	510	Municipal solid waste collection
Municipality of Ploiești, Prahova County *Romania*	May	Extension	13	487	Drinking water treatment and distribution
London Borough of Haringey *United Kingdom*	May	Renewal	2	52	Municipal solid waste collection
H.U.B. Erasme *Belux*	June	Renewal	12	51	Management of energy services for buildings
Utedeza *Spain*	July	Renewal	6	89	Wastewater collection and treatment
Polska Grupa Górnicza S.A. *Poland*	October	New contract	2	60	Electricity production and/or distribution

(1) Revenue from the contracts indicated represents the portion due to Veolia under these contracts. Accordingly, the sums indicated may differ from the figures provided in the press releases issued by the Group.
(2) Aggregate revenue is estimated based on the contract amount translated into euro at the 2024 average exchange rate.

1.5.2.3 Rest of the world

The Rest of the world segment consists of four zones or delegated zones: North America, Latin America, Asia, Pacific, Africa/Middle East.

As of December 31, 2024			
Revenue *(€ million)*	**% Group revenue**	**EBITDA** *(€ million)*	**% Group EBITDA**
11,945	26.7%	2,025	29.8%

North America

Veolia has established itself as a top-ranked environmental company across North America, with a century-long presence that has seen significant growth in recent years. The company provides comprehensive solutions in water, energy, and waste management to municipal, industrial, and commercial customers throughout the United States and Canada.

In North America, the Group's activity scope was extended in 2022 with the acquisition of Suez's water operations activities in the United States and hazardous and non-hazardous waste activities in Canada (Alberta and Quebec).

Veolia is a leading provider of operations management and maintenance services for drinking water and wastewater networks and plants in North America via public-private partnerships with municipalities, cities and public authorities. Veolia is the largest private company in water operations in the United States.

For industrial customers, Veolia is primarily involved in the water and hazardous waste management for microelectronics, pharmaceutical, oil and gas, chemicals, metals and mining and other industries.

Veolia operates incineration facilities: in Gum Springs in Arkansas, Port Arthur in Texas and Sauget in Illinois. In particular, a new high temperature incinerator is under construction in Gum Springs, due to open in 2026. Once completed, Veolia will be able to process more than 100,000 tons of waste per year on this site. The new facility will be outfitted with the most advanced technologies for flue gas contaminants capture.

Latin America

In Latin America, Veolia is present in the 3 business lines (Water, Waste and Energy). In 2013, Veolia consolidated its operations in Latin America with the acquisition of 100% of Proactiva Medioambiente, accompanied by a rebranding and integration strategy. The region includes 7 Business Units covering 9 countries (Aguas Andinas, Argentina and Uruguay, Brazil, Chile and Peru, Colombia and Panama, Ecuador and Mexico).

Veolia Latin America offers several services based on:

- Access to water and sanitation: strong track record in water concessions and a significant presence in Chile (Aguas Andinas), Ecuador and Colombia.The five-year price renegotiation with Aguas Andinas was finalized in 2024, with an initial price update scheduled for March 2025.
- Treatment, recycling and recovery of solid waste : our track record in solid waste is mainly found in Brazil, Chile, Colombia and Argentina;
- Liquid and hazardous waste treatment and recovery: this activity is present in all the countries in which we are positioned;
- On-site services for industry: this activity is also present in all countries with a "Key Accounts" strategy, targeting more than 80 industrial customers to support them in their water, waste and energy activities;
- Energy services for buildings: our track record includes several contracts (shopping centers, tertiary market and public sector), mainly in Argentina and Mexico.

Asia Pacific

Asia

In Asia, Veolia operates in its three major business lines. The main drivers of development in Asia are the growth of urban populations and support for traditional or emerging industrial channels in a long-term approach with regard to water footprints and pollution treatment.

In Japan, Veolia is primarily focused on concession-model water services and performance contracts, energy production from renewable resources and the production of recycled plastic. Since 2021, Veolia has also been a decisive player in hazardous waste treatment, a very fragmented sector in the country.

In China, the Group holds traditional concession contracts through joint ventures for drinking water production and wastewater services (e.g. Shanghai Pudong, Kunming, Changzhou). In the Waste segment, Veolia is one of the leading players in hazardous waste management throughout the region and has been developing emerging plastic recycling activities over the past few years. The Group is also highly involved in the energy sector through heating networks (Harbin, Jiamusi) and industrial utilities contracts.

In Hong Kong, the Group is historically present in waste processing (landfills, sludge, organic and hazardous waste treatment) and more recently in optimizing energy services for buildings.

In Taiwan, Veolia operates in waste processing (incineration), soil and water decontamination and more recently industrial services, particularly in the pharmaceuticals sector via its joint venture Framosa with the Taiwanese group SCI.

In South Korea, Veolia is primarily focused on the industrial services market, historically on water treatment and supply and more recently on the treatment of industrial waste (plastic, organic and hazardous waste recycling). Veolia also performs services for buildings.

In Singapore and South East Asia, Veolia mainly develops hazardous and non-hazardous waste processing activities (incineration) and industrial client services (process water and effluents, plastic recycling).

In India, Veolia is present in municipal water and industrial services, and notably hazardous waste treatment.

Veolia's traditional markets in Asia are based on its core business of municipal water treatment, waste storage and energy recovery, as well as energy production and distribution, sustained by a high level of urbanization. The growth of our business lines is also supported by the development of advanced export industries (microelectronics, pharmaceuticals, automobile), as well as the greening of traditional industries with a significant water impact that still depend on a highly carbonized energy mix, despite the looming climate emergency and water stress.

Australia and New Zealand

In Australia and New Zealand, Veolia's activities are mainly focused on waste collection, recycling and treatment, accounting for nearly 70% of our operations. This includes hazardous and non-hazardous waste treatment for municipal, commercial and industrial customers. The remaining 30% is split between municipal water services and industrial and energy services.

Australia is a key market for the Veolia Group's GreenUp plan, with most states and regions having clear goals in terms of energy transition, waste recovery and secure water supply.

Against this backdrop, Veolia is asserting itself as a growing player in all these areas, strengthening its position and accelerating the rollout of renewable energy production, waste-to-energy recovery, decontamination and remediation solutions, as well as wastewater desalination and recycling.

In New Zealand, Veolia is a leader in municipal water treatment. In a changing regulatory landscape, Veolia is looking to strengthen its long-term concession models in partnership with local authorities, with a view to making a significant contribution to the country's long-term vision and environmental objectives.

Africa/Middle East

Africa and the Middle East are dynamic regions driven by strong population growth and industrialization.

Improving the coverage of essential services remains necessary to the development of the African continent and therefore significantly structures the municipal market. Veolia's presence in Africa is focused in Morocco and two regional clusters, one in Western Africa (Ivory Coast and Ghana), and the other in Southern Africa (South Africa, Namibia and Botswana). In Morocco, Veolia provides electricity and water distribution services and wastewater treatment services for the agglomerations of Rabat, Tangier and Tetouan through three concession contracts. It is also developing solutions for reusing treated waste water.

In Ghana, Veolia treats the mining company AngloGold Ashanti's wastewater from its activities in the Obuasi region. In Ivory Coast, Veolia is producing drinkable water for the Abidjan area in the La Mé plant.

In Namibia, Veolia supplies water to the city of Windhoek from wastewater made fit for human consumption and treats industrial wastewater in a dedicated plant built under a BOT scheme. In South Africa, our activities include the supply of reuse water to industrial clients, hazardous waste management and on site services for industrial clients.

The Group is also particularly attentive to the emergence on the continent of new methods of accessing basic services, alongside traditional centralized network solutions.

In the Near & Middle East, one of the geographical Boosters of the GreenUp strategic program, the Group is present in its three business lines in all Gulf States, working with municipalities, industrial companies and the tertiary sector.

The scope also includes activities in Saudi Arabia (hazardous waste processing), the United Arab Emirates (commercial, industrial and medical waste collection, and industrial sites), Jordan (drinking water conveyance and wastewater treatment in Amman), Oman (operation of landfills, seawater desalination), Qatar (wastewater and drainage management), Lebanon (operation of wastewater treatment plants) and Turkey (municipal waste management).

Pressure on water demand remains high in the region, where desalination projects continue and are often for extremely high-capacity plants. The same is true for wastewater treatment plants. Sustainable operation and maintenance contracts for waste and wastewater services are also emerging.

Veolia has a historical presence in these market segments and recently strengthened its position as co-leader, notably in the United Arab Emirates, with the start of the commercial operation of the hazardous waste treatment site operated under a consortium treating the industrial waste of ADNOC Refining, a leading industrial group, their subsidiaries and joint ventures and in the Kingdom of Saudi Arabia (in the petrochemical complex of Jubail), where Veolia's new major hazardous waste treatment site is in the final stages of commissioning and is already receiving waste.

At the same time, Veolia continues to penetrate the industrial market targeting leading local petrochemical players, which call on the Group for the treatment of their effluents and hazardous waste, as well as the supply of process water.

The service sector accounts for over half Veolia's activities in the Middle East through its subsidiary ENOVA, a joint venture with Majid-Al-Futtaim. ENOVA develops inter alia Energy performance based contracts targeting significant reduction in its clients' buildings energy consumption, thanks to custom made digital monitoring tools (Hubgrade).

Main contracts signed in 2024 in the Rest of the world:

Municipality or company and location therefor	Month of signature of contract	New contract, or extension or renewal	Contract term *(years)*	Estimated cumulative revenue [(1)(2)] *(€ million)*	Services provided
Kiewit Corp *United States*	March	New contract	33	163	Energy efficiency services for buildings
New Orleans *United States*	March	Renewal	5	78	Wastewater collection and treatment
Eureciclo *Brazil*	March	New contract	15	60	Municipal waste sorting
Samyang Foods *South Korea*	October	New contract	15	110	Management of industrial energy services

(1) Revenue from the contracts indicated represents the portion due to Veolia under these contracts. Accordingly, the sums indicated may differ from the figures provided in the press releases issued by the Group.
(2) Aggregate revenue is estimated based on the contract amount translated into euro at the 2024 average exchange rate.

1.5.2.4 Water technologies

This segment brings together the activities of Veolia Water Technologies and Water Technologies & Solutions following the Suez merger.

As of December 31, 2024			
Revenue *(€ million)*	**% Group revenue**	**EBITDA** *(€ million)*	**% Group EBITDA**
4,973	11.1%	612	9.0%

Veolia Water Technologies

Veolia Water Technologies (VWT) is responsible for the Group's design and execution offerings dealing with water treatment. The subsidiary develops technology and designs drinking water production and wastewater treatment plants around the world for a range of industrial and municipal customers. VWT also offers solutions and services, equipment and technologies tailored to water treatment, as well as services including after-sales services for the installed equipment base, the supply of chemical products, mobile intervention solutions and digital monitoring solutions for water treatment equipment or installations.

Water Technologies & Solutions

Veolia Water Technologies & Solutions (VWTS) has a strong global presence with an extensive network of production and service centers and a wide portfolio of products (including membranes and water quality analyzers) and services (including chemical and mobile services) covering all industrial customer needs in the water sector.

VWTS generates recurring revenues with a balanced split between its two complementary divisions:

- the Chemical & Monitoring Solutions (CMS) division provides integrated chemical treatment solutions for industrial water and process infrastructures;
- the Engineering Systems (ES) division is a major supplier of technological solutions and equipment used in water and wastewater treatment, water reuse and service outsourcing.

Water technologies are one of the three growth accelerators of the GreenUp strategic program. The two organizations coordinate their efforts to develop a range of standardized solutions focused on our five priorities: the treatment of micropollutants (including PFAS); intensified wastewater treatment prior to reuse; the recovery of rare metals (including lithium) and brine salts; the supply of ultrapure water in the advanced pharmaceutical and microelectronics sectors; lastly, sustainable solutions for seawater desalination.

Main contracts signed in 2024 in the Water technologies segment:

Municipality or company and location therefor	Month of signature of contract	New contract, or extension or renewal	Contract term *(years)*	Estimated cumulative revenue [1][2] *(€ million)*	Services provided
ACWA Power					
Abu Dhabi	January	New contract	3	295	Desalination

(1) *Revenue from the contracts indicated represents the portion due to Veolia under these contracts. Accordingly, the sums indicated may differ from the figures provided in the press releases issued by the Group.*
(2) *Aggregate revenue is estimated based on the contract amount translated into euro at the 2024 average exchange rate.*

1.5.3 OTHER ACTIVITIES

1.5.3.1 Intellectual property

The Group is committed to protecting its intellectual property rights - particularly trademarks and patents - and its know-how, as they set it apart from the competition and contribute to its ambition of making Veolia a benchmark for ecological transformation.

The Company owns a number of trademarks including the "**Veolia**" **brand, which is protected in France and internationally.** The Group applies a brand strategy that brings together the Water, Waste and Energy businesses under a common brand name, "Veolia".

Innovation is a key factor in the development, growth and profitability of Veolia. Veolia capitalizes on its know-how by **developing innovative technologies, processes and devices, as well as creating tools combining the expertise of the Group's businesses and new technologies, including artificial intelligence.** Veolia seeks to protect these innovations by appropriate means.

Patented inventions demonstrate the Group's capacity for technological innovation and help differentiate its offerings. At the end of 2024, the **Group's global portfolio comprised more than 5,000 patents and patent applications worldwide. According to the study "Innovation in water-related technologies"**, published on July 18, 2024 by the European Patent Office, **Veolia was ranked as the world's leading patent applicant for water-related technologies** between 1992 and 2021.

In Veolia's opinion, its business is not dependent on the existence or validity of one or more of these patents, or on any contract covering one or more intellectual property right(s).

1.6 Environmental regulation

The Group's activities are subject to extensive, evolving and increasingly stringent environmental regulations. These regulations are generally technical and complex and impose significant constraints, the most important of which are presented below.

Most Group activities require operating permits or authorizations that define the rules governing the operation of installations. These operating permits are issued by public authorities pursuant to authorization procedures encompassing the performance of specific studies presenting, in particular, the environmental impact of the facilities.

1.6.1 INTERNATIONAL REGULATIONS

At international level, there are no binding general environmental regulations applicable to all countries, but rather a great many international agreements that are often sector-based as well as statements of principles. It was in this context that the draft Global Pact for the environment was proposed in 2017, seeking to assemble the principles of environmental law within a single regulation.

World Health Organization Directives on health and water are issued for countries to help them draft internal regulations governing water quality. They set guidelines for the quality of drinking water and emphasize the importance of the preventive management of health risks. The fourth edition of the Guidelines for drinking-water quality was published in March 2022. In September 2021, WHO published new air quality guidelines.

The right of access to water is recognized by the majority of countries, and access to clean water and sanitation was recognized by the United Nations as a human right on July 28, 2010.

1.6.2 EUROPEAN REGULATIONS

Environmental regulation in European Union (EU) countries is primarily tied to European Directives and regulations.

On December 11, 2019, the European Commission presented the European Green Deal in its communication to the European Parliament and the Council (ref. COM [2019] 640 final). This European Green Deal represents the new sustainable growth strategy in all EU areas of action, aimed at guaranteeing a just and inclusive transition. It provides a roadmap of actions aimed at promoting the efficient use of resources notably by moving to a circular economy, and reducing greenhouse gas emissions, biodiversity loss and air, water and soil pollution. It details the investment necessary and the financing instruments available.

The European Green Deal represents a new transversal framework for the adoption of concrete measures in the short to medium term. It has led to the revision of numerous European directives and regulations.

Directive (EU) 2024/1203 of April 11, 2024 on the protection of the environment through criminal law, also known as the Environmental Crime Directive, entered into force on May 20, 2024. The new directive is much more detailed than the previous directive of November 19, 2008. A notable development is the definition of a minimum threshold for penalties and the expansion of the scope of criminal offenses. Its purpose is to establish "minimum rules with regard to the definition of criminal offenses and penalties in order to protect the environment more effectively, as well as with regard to measures to prevent and combat environmental crime and to effectively enforce Union environmental law" (Article 1)

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Regulations common to the three business lines

- **Assessment of the effects of certain public and private projects on the environment**: Directive 2011/92/EU of December 13, 2011 revised. It introduced minimum requirements with regard to the type of projects subject to assessment, the main obligations of developers, the content of the assessment and the participation of the competent authorities and the public;
- **Reducing pollution**: Directive 2010/75/EU of November 24, 2010 on industrial emissions (known as the IED Directive). This directive recast the 1996 integrated pollution prevention and control directive (IPPC) and six sector-based directives. The scope of this directive was extended to new activities, and administrative permits should be issued based on the implementation of "best available techniques" (BAT) for reducing pollution and on an integrated approach, taking into account emissions into air, water and soil, waste management and energy efficiency. Obligations to monitor emissions likely to contaminate soil and groundwater have been introduced (new emission limit values). The IED Directive has been amended and version 2.0, Directive (EU) 2024/1785 of April 24, 2024, mainly provides for the enlargement of its scope, the strengthening of public access to information and new rules for emission limit values. This directive is associated with a new Regulation (EU) 2024/1244 of 24 April 2024 establishing an Industrial Emissions Portal. This portal will replace the current E-PRTR (European Pollutant Release and Transfer Register) from January 1, 2028;
- **Chemical products**: Regulation (EC) 1907/2006 of 18 December 2006 concerning the Registration, Evaluation, Authorization and Restriction of Chemicals (REACH). This regulation seeks to reduce the health and environmental risks associated with the manufacture and use of chemical substances and improve the management of these risks throughout the life cycle of the chemical products, in order to ensure better health, safety and environmental protection. For the Group, as a user and producer of such substances, this involves greater cooperation and a better exchange of information with suppliers and customers. With the same purpose as the REACH regulation, Regulation (EC) 1272/2008 of 16 December 2008 on Classification, Labeling and Packaging (CLP), harmonized the existing provisions and criteria concerning the classification, packaging and labeling of hazardous substances taking account of the adoption of the United Nations' Globally Harmonized System (GHS). As part of the Commission's strategy on sustainability in the area of chemical products, the CLP Regulation was amended by Regulation (EU) 2024/2865 of the European Parliament and of the Council of 23 October 2024. The relevant legal entities are in compliance with the schedule set by the REACH Regulation for chemicals requiring registration within the Group. After the systematic pre-registration of all substances that may be concerned, various deadlines are being monitored along with changes to the regulation and updates to its annexes. The regulations on persistent organic pollutants (POPs) (Stockholm Convention and Regulation (EU) 2019/1021 of 20 June 2019) also have an impact on the Group's activities. Some PFAS are regulated under the REACH and POP regulations;
- **Biocides**: Regulation (EU) 528/2012 of May 22, 2012 concerning the making available on the market and use of biocidal products. This regulation strengthened the control of biocides and harmonized authorization procedures;
- **Biodiversity**: the Rio Convention (1992) on Biological Diversity sought to protect the diversity and wealth of ecosystems. In 2010, the 10th Conference of Parties (COP) to this convention adopted the Nagoya Protocol. This protocol provides for the adoption of a strategic plan covering the 2011-2020 period and an agreement to create the IPBES (Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services). In order to guarantee the application of this protocol at European level, Regulation 511/2014 of 16 April 2014 established new rules governing compliance with obligations concerning access to genetic resources and the sharing of benefits arising from their utilization.; Hosted by Canada and chaired by China at the end of 2022, COP15 saw the adoption of a Global Biodiversity Framework for the period 2020-2030. This global framework is based on four objectives (enhanced integrity of ecosystems, species and genetic diversity; contribution by nature to development goals; sharing of genetic resources; financial means) accompanied by 23 targets to be achieved by 2030. Regulation (EU) 2024/1991 of the European Parliament and of the Council of 24 June 2024 on nature restoration has the objective of ensuring the long-term and sustained recovery of biodiverse and resilient ecosystems across the Member States' land and sea areas through the restoration of degraded ecosystems. It aims to put in place measures to restore at least 20% of land areas and sea areas in the EU by 2030, and all ecosystems in need of restoration by 2050;
- **Major risks**: Directive 2012/18/EU of July 4, 2012 on the control of major accident hazards involving hazardous substances (Seveso III). This directive repeals the Seveso II Directive and establishes new prevention rules primarily integrating the changes introduced by the Classification, Labelling and Packaging (CLP) regulation;
- **Fight against atmospheric pollution**: Directive 2016/2284 of December 14, 2016. The directive sets emission reduction commitments for sulfur dioxide, nitrogen oxides, non-methane volatile organic compounds, ammonia and fine particulate matter;
- **Greenhouse gases (GHG) in the atmosphere**: their increase has led certain countries, as well as the international community, to implement regulatory measures in order to limit this trend;
  - the Kyoto Protocol set a 2008-2012 greenhouse gas reduction target of 8% for the European Union, based on 1990 emission levels. Directive 2003/87/EC of October 13, 2003 created a community-wide emissions trading schemes (EU ETS) that came into force in 2005 and resulted in the creation of national allowance allocation plans (NQAPs) for the period 2005-2007 and then 2008-2012, corresponding to the commitment period of the Kyoto Protocol. Directive 2009/29/EC of April 26, 2009 extended the EU ETS to cover a third period (2013-2020), with a gradual reduction in allowances allocated and new allocation procedures in order to achieve a 20% greenhouse gas emission reduction by 2020 (compared with 1990 levels). The Kyoto Protocol was not extended by recent COPs (Conference of the Parties), with only an obligation to limit global warming to 2°C included in the 2015 Paris Agreement;

- Directive 2018/410/EU of March 14, 2018 extends and redefines European Union emission trading system rules for a fourth period (2021-2030 - phase IV). Combustion facilities with a thermal output greater than 20 megawatts and certain industrial companies falling within the scope of the directive are subject to the European Union emission trading system and registered in the national allowance allocation plans introduced since 2005 in all EU Member States. As from 2021, the allowances available in the European Union emission trading system will be reduced on a linear basis by 2.2% per year and Member States shall auction at least 57% of allowances. The free allocations stipulated for the heating sector will also be gradually reduced, except for urban heating networks which will still receive free allocations of 30% of their allowances until 2030. The calculation and benchmark methodologies for estimating required allowances based on past pollution levels were also adjusted for phase IV. A cross-sector correction factor may also be applied by the European Union to adjust any over or under allocation of allowances;
- To support a robust price signal, a stability reserve was implemented in early January 2019 in accordance with decision 2015/1814 and the revision of phase IV. This withdrew the surplus accumulated in previous periods that resulted in an excess supply in the European Union emission trading system. Between 2014 and 2020, 900 million allowances were also withdrawn from the market through a backloading scheme. The arrival of phase 4 and the reserve had a major impact on the European Union emission trading system, with early January 2020 prices of up to €25/t CO_2 and the participation of new speculative players,
- In July 2021, the European Commission unveiled its plan to reduce CO2 emissions by at least 55% by 2030 as compared to 1990 levels ("Fit for 55 package").
- The Council and the European Parliament reached an agreement on this reform of the ETS, which was adopted in April 2023, agreeing:
  - to increase the overall ambition for emission reductions by 2030 to 62% compared to 2005 levels;
  - to increase the annual reduction rate of the emission cap by 4.3% per year from 2024 to 2027 and 4.4% from 2028 to 2030 ("linear reduction factor");
  - to reduce free allowances for the sectors concerned until they are phased out in 2036,
  - to introduce a carbon tax at the EU borders (Carbon Border Adjustment Mechanism – CBAM),
  - to extend the ETS mechanism to the land transport and building sectors,
  - and to strengthen the Market Stability Reserve (MSR) by setting a threshold of 400 million allowances, with the surplus eliminated

With regard to the waste business, the Commission will assess the possibility of including the municipal waste incinerator sector in the ETS, with a view to including it from 2028 and the need for a possible opt out until December 31, 2030. A report on this issue will be presented no later than July 31, 2026.

A fall in prices was observed in the first two months of 2024, reaching their lowest level since summer 2021 (~€52/t for the December contract). This was mainly due to a mild winter, with low-carbon production (nuclear and renewable) playing a part. There was an uptick in CO_2 prices from March until May, driven by gas and coal prices. Prices then fell again until September, before stabilizing between €60 and €70 in the last quarter of the year:

- following the repeal of Regulation (EC) 2037/2000, Regulation (EC) 1005/2009 of 16 September 2009 requires the strict management of substances that destroy the ozone layer and, in particular, CFC and HCFC refrigerating fluids used in cold production plants;
  - Regulation (EC) No 842/2006 of 17 May 2006 imposed rigorous traceability and management of fluorinated greenhouse gases such as HFC refrigerants or SF6 electrical insulation. The new regulation on fluorinated greenhouse gases, Regulation (EU) 2024/573 of the European Parliament and of the Council of 7 February 2024 repealed Regulation (EU) No 517/2014 (which repealed Regulation (EC) No 842/2006); it aims to accelerate the reduction of fluorinated GHG emissions by introducing new measures to prevent emissions and restrictions on the placing on the market of these gases.
  - At the same time, Regulation (EU) 2024/590 of the European Parliament and of the Council of 7 February 2024 on substances that deplete the ozone layer, and repealing Regulation (EC) No 1005/2009, prohibits these substances from almost all possible uses and allows only a few limited exemptions.
  - **pressure equipment**: Directive 97/23/EC of May 29, 1997 (DESP) establishes design and manufacturing requirements for pressure equipment and imposes an inspection of the compliance of this equipment and their housing units since 2002;
  - **European Climate law**: Regulation (EU) 2021/1119 of 30 June 2021 establishes the European Union framework for reducing GHG emissions for the Union by 2050. It establishes two binding objectives: climate neutrality in the Union by 2050, with a view to achieving the long-term temperature objective set by the Paris agreement and reducing net greenhouse gas emissions in the Union by at least 55% by 2030 as compared to 1990;
  - **Fit for 55 package**: unveiled by the Commission on July 14, 2021, this contains proposals aimed at attaining the objectives set in the European Climate Law. These proposals have resulted in several directives and regulations (in particular Directive (EU) 2023/959 of the European Parliament and of the Council of 10 May 2023 amending Directive 2003/87/EC and Regulation (EU) 2023/956 of the European Parliament and of the Council of 10 May 2023 establishing a carbon border adjustment mechanism);
  - in addition, the **REPowerEu** plan presented by the Commission on May 18, 2022 aims to raise the targets proposed in the Fit for 55 package to increase Europe's independence from Russian fossil fuels. This plan aims to achieve energy savings, produce clean energy and diversify energy supply sources. The accelerated roll-out of renewable energies is one of the pillars of this plan.

Regulation (EU) 2024/1735 of the European Parliament and of the Council of 13 June 2024, also known as the Net Zero Industry Act (NZIA), establishes a framework to ensure the EU's access to a secure and sustainable supply of net-zero technologies, covering 19 green technologies.

Regulations specific to each business line

WATER

The objective underlying regulation is the availability of drinking water which complies with directives, and a satisfactory chemical, ecological and quantitative status for groundwater and surface water, and a wastewater treatment system that protects the receiving environment.

The objective of attaining a satisfactory chemical state of water is the result of several European legislative texts, particularly Directive 2000/60/EC of October 23, 2000, which establishes a framework for community action in the field of water policy (the **Water Framework Directive**) that concerns the quality of water (surface and groundwater) more generally. Directive 2006/118/EC of December 12, 2006 on the protection of groundwater (daughter directive of the framework directive) sets up oversight and restrictions on chemical substances in water by 2015.

The framework directive set objectives for 2015 but the implementation timetable covers the period to 2027.

Directive 2008/105/EC of December 16, 2008, amended by Directive 2013/39 of August 12, 2013, sets out environmental quality standards for 45 priority substances, including priority hazardous substances that present a major risk to the environment or to public health in the water sector. These texts provide for the elimination of priority hazardous substances in 2021 and other hazardous substances in 2028 from continental and coastal surface water.

To protect the receiving environment, the collection, treatment and discharge of urban, industrial and commercial wastewater is governed by Directive 91/271 of May 21, 1991, as amended, concerning **urban wastewater treatment**. The objectives of this directive were confirmed and extended by the Water Framework Directive. This directive was recast by Directive (EU) 2024/3019 of the European Parliament and of the Council of November 27, 2024, which provides for stricter rules, an enlarged scope, an obligation to ensure energy neutrality of wastewater treatment plants, encouragement of treated wastewater reuse and a new requirement to assess risks to health and the environment.

Wastewater treatment is also directly affected by Directive 2008/56/EC of June 17, 2008, which establishes a framework for community action in the field of marine environmental policy and Directive 2006/7/EC of February 15, 2006 concerning “bathing water” which imposes new restrictions on the monitoring and management of bathing water and information provided to the general public.

WASTE

Directive 2008/98/EC of November 19, 2008 (the **Waste Framework Directive**) establishes a hierarchy of different waste management measures and favors (i) the prevention of production, primarily by requiring Member States to draft national programs; (ii) reuse; (iii) recycling, by defining new objectives to be achieved by Member States by 2020; (iv) other forms of recovery; and (v) safe disposal.

It also clarifies the concepts of recovery, elimination, end-of-waste status and by-products. The aim of this directive is to promote recycling, composting and waste-to-energy recovery of household waste.

With respect to ship recycling, Regulation (EU) 1257/2013 of 20 November 2013 seeks to better monitor their recycling in accordance with hazardous waste standards.

With respect to the **cross-border transportation of waste**, Regulation 1013/2006 of 14 June 2006 sets out conditions for monitoring and inspecting waste transfers and clarifies current procedures for monitoring the transfer of non-hazardous waste for recycling. It was amended by the Regulation of 15 May 2014, which required Member States to implement inspection plans by January 1, 2017 at the latest, with a view to ensuring more effective inspections. This regulation was repealed with transitional provisions by Regulation (EU) 2024/1157 of the European Parliament and of the Council of 11 April 2024, which provides for stricter rules on the export of waste from the EU to third countries, applicable from May 21, 2026. It also establishes new traceability rules and strengthens the means of control.

In December 2015, the European Commission published the **Circular Economy Package** comprising (i) an action plan of measures aimed at “closing the loop” of product life cycles, from production and consumption to waste management and the development of a market for secondary raw materials from recycling, and (ii) proposed revisions to waste legislation.

Four directives of May 30, 2018 (2018/851, 2018/850, 2018/852 and 2018/849) amended the Waste Framework Directive, the Landfill Directive, the Packaging and Packaging Waste Directive, the End-Of-Life Vehicle Directive, the Waste Batteries and Accumulators Directive and the Waste Electrical and Electronic Equipment Directive. The new regulations seek to prevent waste production and its adverse impacts, promote waste reuse, recycling and recovery and gradually reduce landfill waste.

ENERGY

Large combustion plants (with a thermal output of 50 megawatts or more) have been governed since January 1, 2016 by the **IED Directive** of November 24, 2010 on industrial emissions, which imposes, inter alia, the systematic application of best available techniques (BAT). Directive 2015/2193 of November 25, 2015 regulating medium combustion plants (i.e. with a thermal output of between 1 and 50 megawatts) set emission caps for certain atmospheric pollutants.

In December 2018, the European Commission voted a **Clean Energy Package** revising European regulations on renewable energy, energy efficiency, the energy performance of buildings, electricity markets and consumer rights. It prioritizes energy efficiency and the development of renewable energy and promotes a fair deal for electricity consumers and flexible conditions.

With regard to **energy efficiency**, Directive 2012/27/EU of October 25, 2012 was recently amended by Directive (EU) 2018/2002 of December 11, 2018, which defines the EU energy saving targets for 2030. This directive was recast by Directive (EU) 2023/1791 of the European Parliament and of the Council of September 13, 2023 on energy efficiency.

With regard to **renewable energy**, a target of 32% renewable energy in the European energy mix by 2030 was set (with a clause for an upward revision by 2023). Directive 2018/2001/EU of December 11, 2018 was the primary legislative framework governing heating networks and recognizing waste heat. This review of renewable energy regulations enabled the adoption of a harmonized framework for biomass sustainability criteria.

Likewise, Regulation (EU) 2018/1999 on the Governance of the Energy Union of 11 December 2018 defines for member countries the ways and means of achieving the targets set for 2030 in the previous directives and requires them to draw up National Energy and Climate Plans (NECPs).

These developments supplement the agreements reached in December 2017 which resulted in the revision of the Building Energy Efficiency Directive by Directive (EU) 2018/844 of May 30, 2018.

In December 2021, the best available techniques conclusions for large combustion plants were published, extending, for procedural reasons the conclusions of July 31, 2017.

WATER *(continued)*

Regarding flood risks, Directive 2007/60/EC of October 23, 2007 on the assessment and management of flood risks requires Member States to identify and map high-risk river basins and coastal areas and to produce management plans.

In the face of increasing pressure on water resources leading to scarcity and a deterioration in quality, the reuse of treated water is a solution consistent with circular economy principles. Regulation (EU) 2020/741 of 25 May 2020 therefore seeks to promote the reuse of treated urban wastewater for agricultural irrigation.

The 1998 Directive on the quality of water intended for human consumption was revised and replaced by Directive (EU) 2020/2181 of December 16, 2020. This directive:

- confirms the right to access drinking water for all in all regions;
- revises the parameters to be monitored in water and includes new parameters, such as perfluorinated compounds;
- revises the quality requirements associated with these parameters;
- establishes water safety management plans, from abstraction to the consumer's tap, for all relevant stakeholders;
- provides for better information on the quality of drinking water for all users.

WASTE *(continued)*

In August 2018, the best available techniques conclusions for the waste treatment sector were published. These were obtained following a review of the EU Best Available Techniques reference documents on waste treatment.

2018 was marked by discussions on plastic: the Commission published its plastic strategy in January 2018 and Directive 2019/904/EU of June 5, 2019 on the reduction of the impact of certain plastic products on the environment imposed bans on the commercialization of certain single use plastics.

In December 2019, the decision establishing best available techniques for waste incineration was published.

In December 2021, the best available techniques conclusions for large combustion plants were published, extending, for procedural reasons the conclusions of July 31, 2017.

ENERGY *(continued)*

In addition to the REpowerEU plan, the Commission proposed and adopted an emergency regulation establishing a framework to accelerate the deployment of renewable energies (Regulation (EU) 2022/2577 of 22 December 2022). It has temporary application and contains administrative simplification measures to accelerate the rollout of renewable energy. Certain provisions of that regulation were extended by Council Regulation (EU) 2024/223 of 22 December 2023 until June 30, 2025, while taking into account the European Renewable Energy Directive (RED III).

In 2023, Directive (EU) 2023/2413 of the European Parliament and of the Council of 18 October 2023 (known as RED III) amended Directive (EU) 2018/2001, Regulation (EU) 2018/1999 and Directive 98/70/EC as regards the promotion of energy from renewable sources.

1.6.3 FRENCH REGULATIONS

European regulations significantly influence French law. They are enacted into law through legislative texts and regulations, codified in particular in the French Environmental Code, the French Public Health Code, the French Energy Code and the French General Local Authorities Code.

French regulations are constantly being reformed due to the enactment of European laws and the roll-out of national environmental policy.

In France, the administrative authorities (DREAL - Regional Departments for the Environment, Planning and Housing) are responsible for the monitoring and control of facilities.

For all the areas presented below, violation of most of these laws is punishable under both administrative and criminal law and a company may even be found criminally liable.

To strengthen the criminal justice response to environmental crimes, Law no. 2020-1672 of December 24, 2020 on the European public prosecutor's office, environmental justice and specialized criminal justice, set-up specialized environmental regional divisions, created an environmental public interest judicial convention and strengthened the powers of environmental inspectors.

In 2021, the Council of State (July 1, 2021, "Grande-Synthe" case) and the Paris Administrative Court (October 14, 2021, "Affaire du Siècle") issued major and unprecedented decisions ordering the French government to reduce GHG emissions by two different deadlines (March 31, 2022 and December 31, 2022, respectively). The "Climate and Resilience" law of August 22, 2021 was notably presented as a response to these injunctions.

In the Grande-Synthe case, the Council of State, by its judgment of May 10, 2023, ordered the government to take further measures by June 30, 2024, with an interim review at December 31, 2023. Acting as the enforcement court in the "Affaire du Siècle" case, the Paris Administrative Court, in its judgment of December 22, 2023, did not issue an enforcement measure such as a penalty payment against the State, considering the measures already taken.

Regulations common to the three business lines

- **Environment Charter**: promulgated by Constitutional law 2005-205 of March 1, 2005, this charter has constitutional standing. It forms part of the body of constitutional rules of French law, acknowledging the fundamental rights and duties relating to the protection of the environment;
- **Grenelle 1 law** (August 3, 2009) **and Grenelle 2 law** (July 12, 2010): the first is a planning law aimed at implementing the Grenelle de l'environnement decisions, supplemented by the second law comprising national environmental commitments. These laws seek to implement six major projects, which have significant implications for each of the Group's business line (construction, transport, health, waste, water and biodiversity, energy, environmental governance and information transparency);
- **Law of August 17, 2015 on energy transition for green growth**: significantly amends French environmental legislation and seeks to enable France to contribute more efficiently to combating climate change and to strengthen its energy independence through a better balance between supply sources. The eight chapters cover the main energy transition objectives: renovating buildings to save energy, clean and sustainable transport to reduce air pollution, waste recovery and the circular economy, renewable energies, nuclear energy, simplifying and clarifying procedures and empowering citizens, businesses, regions and the government; in application of this law, the National Low-Carbon Strategy (NLCS) contains guidelines for the implementation of the greenhouse gas emissions reduction policy. These documents apply to the government, local authorities and legal entities under public law which must take account of the NLCS in their planning and scheduling documents having a material impact on greenhouse gas emissions. Carbon budgets are national greenhouse gas emission caps set for the periods 2019-2023, 2024-2028 and 2029-2033. The objectives of the NLCS are presented by major sector (transport, construction, agriculture, industry, energy, waste). Another major energy policy document, Energy Multi-Annual Planning Document (EMAPD) defines priority actions for public authorities covering the management of different types of energy and sets objectives for the period 2019-2028;
- New **EMAPD, NLCS and national carbon budgets**:adopted by two decrees on April 21, 2020, these documents were revised with the aim of achieving carbon neutrality in 2050; A public consultation took place in 2024 on new projects under France's Multi-Annual Energy Program (MEP) and National Low-Carbon Strategy (NLCS);
- **Energy-Climate law of November 8, 2019**: this raises France's targets by aiming for carbon neutrality by 2050; (i) target decrease of 30% to 40% in fossil energy consumption compared with 2012 by 2030; (ii) ban on electricity production using coal by 2022; (iii) framework more favorable to the development of renewable energies and own use. In addition, it modifies the system introduced by the law of 2015 by providing for the adoption of a five-year law that will set the objectives and priority actions of the national energy policy and with which the EMAPD and NLCS will have to be compatible. Finally, the law institutionalizes the existence of the High Council for the Climate, which has a significant institutional role;
- **Biodiversity, Nature and Landscape law (August 8, 2016)**: amendment of environmental law and biodiversity protection principles (introducing principles of ecological solidarity and non-regression) and addition of remediation of ecological damage into the French Civil Code. It introduced a mechanism governing access to genetic resources and the fair and equitable sharing of benefits (in accordance with the Nagoya protocol) and a new compensation system for damage to biodiversity. The main change at institutional level after the creation of the French Agency for Biodiversity, was the merger of this agency with the National Agency for Hunting and Wildlife to create the French Office for Biodiversity on January 1, 2020. This agency contributes, in land, aquatic and marine environments, to the oversight, protection, management and restoration of biodiversity and to the balanced and sustainable management of water in coordination with the national policy to combat global warming;
- National plan to reduce emissions of atmospheric pollutants **(PREPA)** (Decree of May 10, 2017 and Order of December 8, 2022 for the period 2022-2025): these texts set the national emission reduction targets for 2020, 2025 and 2030 and the actions to be taken.

The majority of facilities operated by the Group fall under the scope of the "ICPE" regime (Facilities Classified for Environmental Protection). This central regime for environmental law lists facilities that are likely to present disadvantages or dangers to the environment as a result of their activities or the substances handled and subjects them to a range of different requirements (such as declarations, registration and authorizations);

- after environmental assessment reforms (impact study) and public information and consultation initiatives (public inquiry) launched in 2016 and implemented in 2017, the single environmental permit reform (Order no. 2017-80 and Decrees of January 26, 2017) substantially changed ICPE legislation; it merged the different environmental procedures and decisions concerning projects requiring permits pursuant to ICPE regulations or the Water Act (IOTA see below); the environmental assessment procedure is regularly revised to comply with European law;
- to learn the lessons of the Lubrizol fire in September 2019, a series of two decrees and five orders were issued on September 24, 2020 strengthening the regulations applicable to Seveso sites, as well those applicable to ICPE facilities with regards to the state of stored materials, warehouses and the storage of combustible materials and inflammable and combustible liquids. These measures were supplemented and strengthened by a whole series of ministerial decrees;
- **ASAP** law (Law 2020-1525 of December 7, 2020 on **accelerating and simplifying public action**): polluted soil and cessation of activity measures were overhauled by Decree 2021-1096 of August 19, 2021: a certified research office will now be required to attest to the implementation of safety control measures and the cessation of activities is redefined. Decree 2021-1000 of July 30, 2021 reduces environmental authorization procedures by making the public inquiry procedure exceptional and public participation by electronic vote the standard;
- "**Climate and Resilience**" law no. 2021-1104 of August 22, 2021: draws from the work of the Citizen Climate Convention and supplements provisions already introduced by the 2019 "Energy Climate" law and the 2020 "AGEC" law. It seeks to change lifestyles through its titles (consumption, production and work, transport, housing and food). It also introduces advances relating to the fight against soil artificialization and numerous measures to promote energy performance and creates new criminal offenses in the environment code: environmental endangerment, violation of natural environments and ecocide. The implementing texts for this law were published in 2022 (fight against soil artificialization, mining code reforms, regional development of areas exposed to shoreline retreat, etc.). With regard to polluted sites and soils, Decree 2022-1588 of December 19, 2022 defines types of use in the management of polluted sites and soils and defines a change of use, making it possible to qualify future use(s) when activity ceases;
- the management of the risk of Legionnaires' disease is governed at global level by the WHO, as well as at European level and within several countries. In France, for example, prevention primarily involves the regulation of cooling towers;
- "**PACTE**" law no. 2019-486 of May 22, 2019 **on company growth and transformation**: this law modifies the French Civil Code by establishing that "the company is managed in its corporate interest, taking account of the social and environmental issues of its business";
- it also introduces the ability for a company to adopt a purpose, with the objective of rethinking the place of companies in society. The Group has adopted a Purpose (see Chapter 1.1.2 above).
- The production and sale of biogas are strictly regulated by numerous texts. Law no. 2022-1158 of August 16, 2022 on emergency measures for the protection of purchasing power made changes enabling the development of the biogas sector.
- law on **accelerating the production of renewable energy** (n °2023-175 of March 10, 2023): first legal text wholly dedicated to renewable energies;
- law on **green industry** (2021/973 of October 23, 2023): sets three major objectives: finance green industry, facilitate and accelerate the installation of industrial companies and strengthen the inclusion of environmental issues in public procurement. Decree no. 2024-742 of July 6, 2024, adopted pursuant to the law on green industry, represents a major reform of the environmental authorization procedure. The main objective is to reduce the length of investigations by conducting the review and consultation phases in parallel.
- in terms of PFAS, the April 2024 interdepartmental plan replaced and supplemented that of 2023. Ministerial decrees require campaigns to measure PFAS in aqueous discharges of ICPEs (decree of June 20, 2023) or in atmospheric emissions of some incineration plants (decree of October 31, 2024).

Regulations specific to each business line

WATER

Many laws and regulations govern the production of drinking water, wastewater treatment and water pollution.

Certain discharges, disposals and other activities with a potentially negative impact on the quality of surface or groundwater sources require administrative authorization or notification. This is known as the "IOTA" (facilities, structures, works and activities) system and is subject to the water policy. For instance, public authorities must be notified of any facility that pumps groundwater in amounts that exceed specified volumes and of the discharge of certain substances into water.

Law no. 2006-1772 of December 30, 2006 on water and aquatic environments (LEMA) addressed EU requirements for high-quality water and significantly amended French water legislation. In addition, water development and management plans (SDAGE) take specific account of this water quality objective and the administrative order of January 25, 2010, as amended, sets out a water quality oversight program.

The Grenelle 2 law confirmed the responsibilities of municipalities with regard to drinking water distribution and sought to improve knowledge of networks and reduce network losses. The law on the modernization of territorial public action and affirmation of metropolitan areas of January 27, 2014 (known as the MAPAM law) gave municipalities and EPCIs (public establishments for cooperation between local authorities) new powers in relation to the management of aquatic environments and the prevention of flooding (known as "GEMAPI"), while providing them with new tools (taxes and easements). The law on the new territorial organization of the French Republic of August 7, 2015 (the NOTRE law) extends the responsibilities of inter-communal associations: from January 1, 2020, water and sanitation (wastewater treatment) are a mandatory responsibility of all EPCIs.

The Law no. 2019-1461 of December 27, 2019 on commitment to local life and proximity to public action, introduces social tariffs for water, relaxes the implementation of GEMAPI responsibilities and organizes the transfer of water and sanitation responsibilities to the EPCIs.

WASTE

The majority of hazardous and non-hazardous waste treatment facilities are subject to the regulations governing facilities classified for the protection of the environment (ICPE). A number of decrees and ministerial and administrative orders establish rules applicable to these sites (design, construction, operation, etc.).

Hazardous and non-hazardous waste is subject to strict monitoring (waste monitoring slips, BSD) and tracking (chronological waste register).

Energy recovery plants are subject to numerous restrictions, including limits on pollutant emission levels.

Ministerial orders clarify the technical requirements applicable to the various waste treatment facilities.

The Grenelle 2 law strengthened and widened the Extended Producer Responsibility (EPR) scheme and specific recovery and associated processing sectors. Finally, it provided for the planning of construction and public works waste management and the performance of a pre-demolition appraisal.

The Waste Framework Directive of November 19, 2008 was enacted by Order 2010-1579 of December 17, 2010. This enactment clarified certain definitions, introduced a hierarchy of waste treatment methods (reuse, recycling, recovery and disposal) and clarified the responsibilities of producers and holders of waste.

Chapter 4 of the law of August 17, 2015 on energy transition for green growth focuses on combating wastage and promoting the circular economy: it amends waste law principles by introducing new objectives with quantified targets into the national waste policy and enshrines the definition of the circular economy in the major principles of environmental law.

It amends the law governing environmental bodies and creates new Extended Producer Responsibility (ERP) sectors. The application texts for these new provisions, and particularly those concerning the ERP sectors, were subsequently published.

ENERGY

The French Energy Code and the French Environmental Code define the regulatory framework governing energy policy.

The majority of installations are subject to the regulations governing facilities classified for the protection of the environment (ICPE) set out in the French environment code.

The Grenelle 2 law boosted the development of energy efficiency and renewable energies.

This continued with the law of August 17, 2015 on energy transition for green growth which seeks to balance the different energy supply sources in France. Chapter 5 of this law on renewable energies introduces a new purchase contract regime for electricity produced by facilities using renewable energies, while slightly modifying the regime governing anaerobic digestion plants and the law governing hydroelectric concessions. Chapter 8 introduces two major documents for the energy policy: the National Low-Carbon Strategy and the energy multi-annual planning document. It modifies the steering and production of electricity and covers energy transition in the regions. Numerous application texts for these new measures were subsequently published.

Ministerial orders clarify the technical requirements applicable to combustion facilities according to their size.

Veolia also contributes to the French capacity market via its electricity production facilities in line with Decree 2012/1405 of December 14, 2012. Certain facilities are also impacted by Decree 2016/682 on the power purchase obligation and the market-based premium for renewable energies.

Similarly, the conditions for marketing, using, recovering and destroying substances used as refrigerating fluids in refrigerating and air-conditioning equipment are also regulated.

The legal arsenal of French regulations is completed by numerous other orders clarifying the means of quantifying and handling fluids and the set-up of training and recovery sectors.

WATER *(continued)*

Special attention is paid to protecting catchment areas and regulation covers pollutants such as nitrates, pesticides and micro-pollutants.

Autonomous wastewater treatment is subject to strict regulation to protect the quality of the receiving environment, sanitary conditions and public health.

Depending on their size, treatment plants are subject to increasing requirements and, particularly for the largest plants, reporting obligations such as an annual declaration of polluting emissions and waste.

Treated wastewater reuse was regulated to a limited extent and only with respect to the irrigation of crops and green spaces (Order of August 2, 2010, as amended). Decree no. 2022-336 of March 10, 2022 defines the rules regulating new uses of treated wastewater and introduces an authorization procedure. This decree was repealed by Decree no. 2023-835 of August 29, 2023, which simplifies the authorization procedure for treated wastewater reuse and defines the conditions for non-domestic use of rainwater.

To be used in agriculture, sewage sludge produced at wastewater treatment plants must comply with strict traceability regulations in respect of the organic materials and trace metals it is likely to contain (heavy metals such as cadmium, mercury or lead). To be recovered as biogas that is likely to be injected into natural gas networks, it must also comply with a list of authorized inputs in relation to sludge composition.

Decree no. 2020-828 of June 30, 2020 introduced major reforms concerning IOTA wastewater installations.

The December 2020 European drinking water directive was enacted by Order no. 2022-1611 of December 22, 2022, Decrees no. 2022-1720 and 2022-1721 of December 29, 2022 as well as 13 orders issued on December 30, 2022 and two orders issued in January 2023.

A new reform of water agency fees entered into force on January 1, 2025. This is intended to improve the performance of sanitation systems and drinking water networks, increase the tax on withdrawals in a context of water scarcity and reinforce the polluter pays principle.

Law 2025-188 of February 27, 2025 strengthens the health control of water intended for human consumption as regards PFAS and provides for better information to the public.

WASTE *(continued)*

Law no. 2020-105 of February 10, 2020 on fighting waste and the circular economy (the AGEC law) seeks to accelerate the change in production and consumption models in order to reduce waste and preserve natural resources, biodiversity and the climate. The AGEC law is a product of the circular economy roadmap published on April 23, 2018 and is part of a European framework strengthened by the adoption, on May 30, 2018, of Circular Economy Package directives.

It focuses on several objectives: (i) reducing waste and the end of disposable plastic; (ii) better consumer information; (iii) fighting waste and inclusive reuse; (iv) producer responsibility; and (v) fighting fly-tipping.

Order no. 2020-920 of July 29, 2020 on waste prevention and management further enacts the Circular Economy Package in French law and implements certain provisions of the circular economy roadmap.

The AGEC law focuses specifically on strengthening the traceability of waste, excavated soil and sediment. This gave rise to changes set out in Decree no. 2021-321 of March 25, 2021: dematerialization of waste monitoring slips, extension of the obligation to keep chronological registers and obligation to communicate the content of chronological registers.

As the AGEC law significantly modified the extended producer responsibility system and waste prevention and management provisions, numerous implementation decrees have been published since 2020.

A decree of August 7, 2023 identifies and prescribes Best Available Techniques (BAT) for non-hazardous waste storage installations.

ENERGY *(continued)*

Order no. 2020-866 of July 15, 2020 together with three decrees and six orders enact the energy efficiency, renewable energy and energy performance of buildings directives and group together building and heating and cooling network issues.

Three orders issued on March 3, 2021 (no. 2021-235, no. 2021-236 and no. 2021-237) enacted Directive 2018-2001 (known as "RED II") into French law by setting sustainability and GHG emission reduction requirements for bioenergy sectors and imposing provisions relating to guarantees of origin and self-consumption and setting new rules for the domestic electricity market.

The production and sale of biogas are strictly regulated by numerous texts.

Finally, with regard to the production of domestic hot water, the Group is particularly concerned by European Directive 2020/2181 of December 16, 2020 on the quality of water intended for human consumption, which now includes obligations regarding legionnaires' disease.

The year 2024 saw the publication of many texts regarding the growing number of solar panels installed.

1.6.4 AMERICAN, AUSTRALIAN AND MOROCCAN REGULATIONS

Outside Europe, the United States, Australia and China report the highest revenue. The relevant environmental regulations are therefore presented below.

United States

With regard to **water**, the main federal laws concerning water and wastewater quality are the Water Pollution Control Act (also known as the Clean Water Act), the Safe Drinking Water Act, and related regulations promulgated by the Environmental Protection Agency (EPA). These laws and regulations establish drinking water standards for public water systems and permitting requirements for pollutant discharges to surface waters subject to federal jurisdiction. EPA has delegated program management authority for most of the drinking water and wastewater regulations to the states, but retains oversight and enforcement authority. The federal standards establish the regulatory baseline, but states are free to establish criteria and standards that are stricter than those set by EPA, and a number of states have done so. States also have the authority under state law to regulate more broadly than the federal government, and can impose additional regulation on non-federal waters and groundwater within individual state geopolitical boundaries. Water quality regulation in the US is therefore a hybrid system of government and may impose different standards on similar operations depending on the geographic location of the regulated operation.

The main statutes governing the Group's **waste** management activities include the Resource Conservation and Recovery Act, the Toxic Substances Control Act, the Comprehensive Environmental Response, Compensation and Liability Act (also known as CERCLA or the Superfund law), the Clean Air Act, and the Clean Water Act. EPA is responsible for implementing these statutes at the federal level, but has delegated program management responsibility to the states for significant portions of the Resource Conservation and Recovery Act and Clean Air Act. Each state in which the Group operates also has its own laws and regulations governing the production, collection and processing of waste, including, in most cases, the design, operation, maintenance, closure and post-closure maintenance of landfill sites and other hazardous and non-hazardous waste management facilities.

With regard to **energy,** the federal government has jurisdiction over interstate commercial activities (involving parties from different federal states), including in the electricity wholesale market. Accordingly, as an owner of electricity production facilities, the Group is subject to Federal Energy Regulatory Commission (FERC) regulations pursuant to the Federal Power Act, the Public Utility Regulatory Policies Act, and the Public Utility Holding Company Act. With regard to its US thermal energy activities, the Group is subject to the laws of the several states in which it operates, including regulations issued by certain public service local commissions. Applicable local law varies from state to state and may comprise no specific regulations related to thermal energy or, conversely, set-out a precise regime including the setting of rates. Finally, energy activities involve atmospheric emissions, surface water discharges, and the consumption of water for industrial purposes and as such require the Group to comply with applicable federal and state air, water and waste management regulations.

Over the past decade, the contamination of drinking water and other environmental media by per- and polyfluoroalkyl substances (**PFAS**) has become a priority public and environmental health concern. EPA and other federal and state agencies have launched a multifaceted approach to combat exposure to certain PFAS and regulate specific PFAS compounds in consumer products, soil, groundwater, wastewater and drinking water. This holistic approach should, over time, reduce the likelihood of PFAS getting into drinking water and the food supply, but it also creates the risk that treatment residuals may end up being classified and regulated as materials containing hazardous substances.

In April 2024, EPA finalized new maximum contaminant levels for six PFAS compounds in drinking water under the Safe Drinking Water, and is currently conducting national water quality monitoring for a few dozen additional PFAS compounds under its Unregulated Contaminant Monitoring Rule authority. That same month, EPA also finalized the designation of two types of PFAS - perfluorooctanoic acid (PFOA) and perfluorooctanesulfonic acid (PFOS) - as "hazardous substances" under CERCLA. Under CERCLA, the federal government has statutory authority to investigate, monitor and respond to hazardous substances that have been released, or are under threat of release, into the environment. CERCLA also provides an enforcement mechanism for the government and private entities to hold parties responsible for cleanup costs if they are found to be liable for the release of substances (i) specifically designated as hazardous substances under CERCLA or (ii) determined to present an "imminent and substantial danger to the public health or welfare."

In September 2024, EPA finalized updates to the federal Lead and Copper Rule under the Safe Drinking Water Act, mandating removal of all remaining lead service lines within a decade. In 2024, EPA also continued to study updates to its microbial and disinfection byproducts drinking water rule; continued to make progress on its risk assessment for PFAS in biosolids that are land applied for agronomic or disposal purposes; and took public comment on proposed updates to its interim destruction and disposal guidance for PFAS.

Australia

Federal, State and local governments jointly administer environmental protection laws through bilateral agreements.

The 1999 Environment Protection and Biodiversity Conservation (EPBC) Act is the keystone of the Australian government's environmental legislation. It provides a legal framework protecting and controlling plants, wildlife and the environment in the widest sense, at national and international level. Nonetheless, the most critical environmental regulations are administered at State level by the Environmental Protection Authorities. State and regional laws apply to specific economic activities and are administered by the State and local authorities through licenses and permits.

Overall, Australia has more than 300 laws (and numerous associated application regulations) governing environmental issues. Environmental legislation regulates the way land may be acquired and used. Federal and State legislation also requires the performance of an environmental impact assessment for all major projects. The construction of buildings, pollution, contamination and waste production and tracking is also regulated. The authorities ensure compliance with legislation by applying fines and penalties or by imposing the strict liability of companies or management at a personal level.

Each State and region has legislation establishing an Environmental Protection Authority (EPA) which is the statutory decision-maker for environmental regulations and policy issues. The EPA administers legislation covering air and water quality, waste, contaminated land, noise, pesticides and hazardous waste. The EPA and industrial companies also play a role in the drafting of voluntary codes of practice concerning the impact of industry on the environment.

The 2007 **Water Act**, enacted at federal level, is the keystone of legislation governing the treatment of water and wastewater. However, in terms of controls on the quality of water, it is the EPA in each State or region that is responsible for enforcing water quality regulations. In New South Wales, for example, the 1997 Protection of the Environment Operations (POEO) Act defines the legal framework for the management of water pollution and quality. It is supplemented by the 2009 Protection of the Environment Operations Regulation, which among other things, lays down certain points for the definition of water pollution.

The EPA of each State and region is responsible for **waste** and landfill regulations. In New South Wales, waste is regulated by the Environment Protection Authority (NSW EPA) using tools and programs to prevent pollution, reduce the use of resources, improve material recovery from waste flows and ensure the appropriate elimination of waste. The NSW EPA also controls the regulatory framework which establishes a level playing field for waste and recycling operators. This framework includes the obligation to hold an environment protection license, if certain thresholds are reached and the obligation to register and inform the EPA of the type and quantity of waste that transits via the facilities.

The National Greenhouse and Energy Reporting Act 2007 (NGER) established the legal framework of the NGER scheme, a national framework for the reporting of greenhouse gas emissions and projects as well as energy consumption and production by Australian companies.

Morocco

In 2011, the Kingdom of Morocco enshrined equal access to water and a safe environment, as well as sustainable development, in its new constitution as a right for all citizens.

The legal framework for this commitment is based on various legislative and regulatory texts, including:

- law 11-03 on the protection and enhancement of the environment (2003);
- law 12-03 on environmental impact assessments (2003);
- law 28-00 on waste management and disposal (2006);
- law 13-09 on renewable energy (2010);
- law 36-15 on water (2016);
- law 49-17 on environmental assessment (2020);
- decree 2-19-721 establishing the National Climate Change and Biodiversity Commission (2020);
- law 13-03 on combating air pollution (2023).

Framework law 99-12 establishing the National charter for the environment and sustainable development (2014) also sets out the fundamental objectives of State action in the area of environmental protection and sustainable development. It aims to :

- strengthen the protection and preservation of natural resources and environments, biodiversity and cultural heritage, and prevent and combat pollution and nuisances ;
- integrate sustainable development into sectoral public policies and adopt a national sustainable development strategy ;
- harmonize the national legal framework with international conventions and standards on environmental protection and sustainable development ;
- strengthen measures to mitigate and adapt to climate change and combat desertification ;
- decide on institutional, economic, financial and cultural reforms in environmental governance ;
- define the commitments of the State, local authorities, public establishments, private companies, civil society and citizens in the field of environmental protection and sustainable development ;
- establish an environmental liability regime and an environmental control system.

Lastly, organic law 111-14 relating to the regions, 112-14 relating to prefectures and provinces and 113-14 relating to municipalities determine the respective competences and operating rules of these different local authorities, in particular as regards the decentralized management of public services for drinking water distribution, wastewater treatment and waste collection and treatment.

At the international level, since the 1970s, the Kingdom of Morocco has acceded to more than 100 multilateral environmental agreements on climate change, the marine environment, hazardous waste and chemical products, heritage protection, fauna and flora, and the protection of the atmosphere.

In 2016, it hosted the 22nd session of the Conference of the Parties (COP 22) to the United Nations Framework Convention on Climate Change, the 12th session of the Conference of the Parties to the Kyoto Protocol (CMP 12), and the first session of the Conference of the Parties to the Paris Agreement (CMA 1) in Marrakech, which 197 countries attended.

2

RISK FACTORS AND CONTROL AFR

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Information from the Annual Financial Report is clearly identified in the table of contents by the pictogram AFR

As a major player in the development, preservation and renewal of resources through the diversity of its activities, sites and development, Veolia is exposed to various types of risk (see section 2.2 below).

The Group operates in constantly changing environments, potentially generating exogenous risks with an impact on Veolia's risk profile.

The main risks presented below and developed in Section 2.2 are those identified by Veolia, at the date of this Universal Registration Document, as capable of materially impacting the Group's results, business activities, financial position or of generating a significant drop in the Company's share price.

However, other risks not considered material or as yet unidentified could also impact the Group, its financial position, reputation, outlook or the Company's share price.

Investors are therefore invited to closely consider the risks presented below before making their investment decision.

Category	Risk factors	Sections
Risks related to the business environment in which the Group operates	Geopolitical and political risks; risks related to climate change and natural disasters; risks related to market changes; economic risks.	2.2.2.1
Operational risks	Risks related to employee health and safety: environmental and industrial risks; risks related to tangible and intangible property, and information systems; risks related to changes in business lines; risks of skills availability; purchasing, supply and logistics risks; personal security risks; transformation risks related to multifaceted performance; risks related to the selection and integration of acquisitions.	2.2.2.2
Financial risks	Risks inherent to changes in energy prices and in the costs of commodities and raw materials ; counterparty risks related to operating activities; liquidity risks; risks related to tax developments; foreign exchange risk; risk related to meteorological effects.	2.2.2.3
Regulatory, ethical and legal risks	Risks related to regulatory changes, particularly in the areas of health or the environment; corruption and business integrity risks; human rights risks.	2.2.2.4

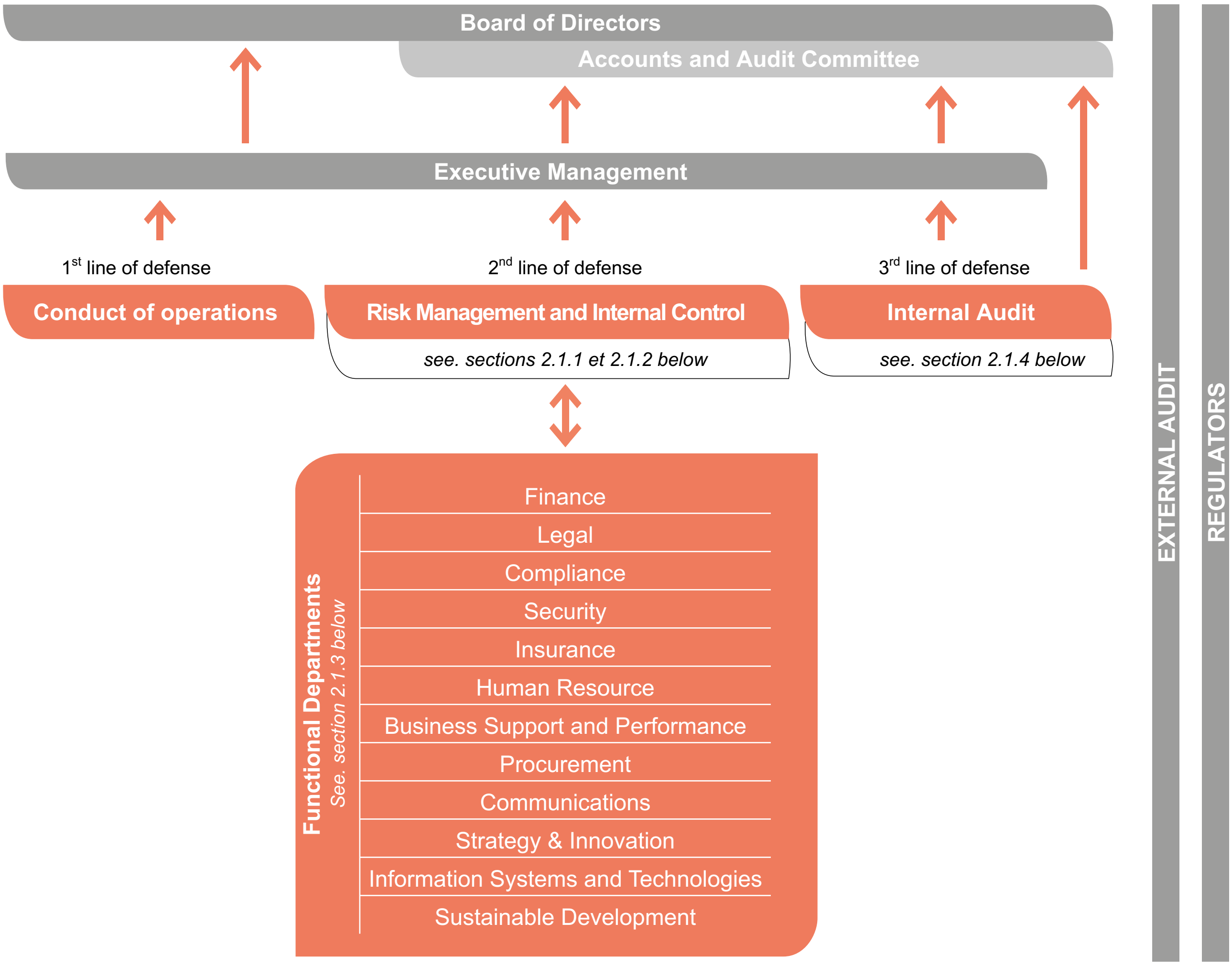
These risks are managed within the Group in accordance with the three lines of defense model (see section 2.1 below), through a coordinated risk management (see Section 2.1.1 below) and internal control (see section 2.1.2 below) process and internal audit (see section 2.1.4 below). Special attention is also given to compliance with ethical rules, which are constantly strengthened within the Group and the roll-out of compliance programs (see chapter 4, Section 4.1.4.1 below).

In 2024, the Group identified four priority actions in line with its strategy:

- the development of the new GreenUp strategic program in the Zones and Business Units;
- dialog with our stakeholders to accelerate the ecological transformation of activities and to achieve the multifaceted performance objectives;
- specific actions to strengthen information systems and the digital trajectory of acceleration of artificial intelligence in our businesses;
- updating and strengthening of compliance programs in view of regulatory changes (see chapter 4, section 4.1.4.1 below).

2.1 Risk management, internal control and internal audit

The various parties involved in managing and controlling Group risks are presented below and can be illustrated using the three lines of defense model defined by IFACI (French Institute of Auditors and Internal Controllers).



Systems supervision	• The board of directors defines the composition, roles and operating methods of the accounts and audit committee and approves the information required by Article L.225-100-1 of the French Commercial Code and contained in the management report. • The accounts and audit committee is notably responsible for monitoring the efficiency of the Company's risk management and internal control systems, in accordance with Article L.823-19 of the French Commercial Code. • Executive Management implements the Group's strategic direction and ensures the roll-out of risk management and internal control systems.
1st line of defense: conduct of operations	Consisting of **operational managers**, this first line of defense is responsible for assessing, avoiding and managing risks, notably by implementing an appropriate control system covering processes under their responsibility. The operating managers control activities and operations on a daily basis, by implementing the most effective risk management practices at process level.
2nd line of defense : risk management and internal control	Coordinated by the risk management and internal control system (see sections 2.1.1. and 2.1.2 below) and the functional departments (see section 2.1.3 below), responsible for their areas of expertise. Its aim is to structure and maintain the system controlling the organization's activities, particularly by : • assisting operating staff in the identification and assessment of the main risks within their scope of expertise ; • proposing Group policies and procedures by area of activity ; • contributing, with operating staff, to designing the most relevant controls ; • developing exchanges on best practice, by observing and reporting on the effectiveness of processes.
3rd line of defense : internal audit	The independent internal audit function is certified since 2006 and reports to the General Counsel while having access, as necessary, to the highest level of the organization. This third line of defense provides the Company's Board of Directors and Executive Management with reasonable assurance, through a risk-based approach (see section 2.1.4 below).

2.1.1 COORDINATED RISK MANAGEMENT SYSTEM

Objectives

The Group has established an integrated risk management policy aimed at providing a comprehensive overview of the risk portfolio, using the same tools and methodologies across all Business Units and functional departments. Veolia also builds long-lasting relationships with its customers based, in particular, on its ability to manage risks delegated by them. The Group responds to this challenge, which is of fundamental importance to its development, by setting up a coordinated risk prevention and management system.

The risk management system has the following objectives:

- identify and anticipate: ensure the constant oversight of the Group's major risks so that no risk is overlooked or underestimated, understand and monitor the environments in which the Group operates and anticipate changes in the nature or intensity of those risks;
- organize: ensure that the main identified risks are effectively addressed at the most appropriate level within the Group. Numerous operational risks are managed at Business Unit level. Others, which require specific expertise or are of a primarily transversal or strategic nature, are handled directly at head office;
- process: ensure that the structure and resources employed are effective so as to reduce, limit and control as best as possible the identified risks, in line with the Group's values and strategy;
- communicate: raise awareness, inform and develop the culture of risk and risk management methods within the Group, but also communicate about the risks, financial and non-financial, to the various stakeholders.

Organization

Within the risk and Insurance department that reports to the Group's general counsel, the risk department coordinates and serves as the entry point for the Group's strategic risks and facilitates the risk management system through its network of risk managers in the zones and Business Units. The risk department holds monthly meetings with its network of risk managers in the zones and Business Units. The aim of these meetings is to communicate key Group information, share feedback and consider issues in greater depth by setting up working groups on specific topics. In 2024, the network of risk managers also met during the annual risk seminar.

The risk committee is responsible for validating and monitoring the effectiveness of the action plans covering the major risks identified in the risk mapping. It ensures and supports the proper functioning of the risk management systems. It may also decide on which risks are unacceptable within the context of the business. The risk committee brings together the Veolia Executive Committee members, establishing a direct link between the Group's strategy and the risk management process. It is facilitated by the chief risk and insurance officer and chaired by the Group's general counsel.

The Group risk committee meets to examine the Group's risk mapping and the management systems to mitigate these risks. Risk committees by zone and/or country meet to monitor and approve the risk mappings for their scope of activities and the implementation of the related action plans.

The risk department works with all functional departments and more particularly with:

- the internal control department, to link up the identified risks and Veolia's organizational rules, processes and principles, and propose changes where appropriate (see section 2.1.2 below) ;
- the compliance department, to strengthen the Group's compliance programs (see chapter 4, section 4.1.4.1 below) ;
- the internal audit department, to contribute to defining its annual audit program. Audits carried out serve to enhance the risk assessments already conducted within the Group. By verifying the Company's key processes, the Internal Audit Department provides assurance that internal control and risk management procedures have been implemented and are effective. These procedures are regularly assessed within the Group to ensure that the Group has the appropriate risk management tools and processes: risk identification, implementation of action plans, updating risk mapping and deployment of the risk management function throughout the Group.

Main programs

Veolia's Risk Department has implemented an integrated risk management system covering far-reaching issues regarding (i) strategy; (ii) performance; and (iii) compliance. It is supported by a network of risk managers and deploys its risk management system in the functional departments and special-purpose committees, as well as in the zones and Business Units.

In 2024, the risk department primarily worked on:

- the ongoing roll-out of the common methodology to the network and with the functional departments, and in particular:
  - integrating new entities and supporting new risk managers in local risk mapping,
  - continued awareness-raising and support for the network of risk managers on the Group's major risks, primarily during monthly meetings,
  - enriching the list of Group risks (Veolia Risk Universe) which enables the use of a common language for risks and their description. This year the areas of procurement and cyber, in particular, were reviewed in the Veolia Risk Universe,
  - support for risk managers in the use of the new digital Governance Risk and Control (GRC) tool developed in 2023;
- specific risk analyses for the Group, to support the completion of the GreenUp strategic program;

Finally, in 2024, the Risk Department continued to contribute to the work of the Sustainable Finance and Sustainable Development Departments and the Governance division on implementing the new European sustainability reporting requirements.

The main activities of the risk department and its network are :

Risk mapping

Together with its network, the Risk Department has developed a common process designed to identify and prioritize events that may prevent the Group from reaching its objectives. It is founded on a common methodology and a Governance Risk and Control (GRC) digital tool, enabling the consolidation of major risks by zone and Business Unit. After consolidating the risks, interviews are held with head office functional departments to complete the identification and assessment of Group risks. Members of the Board of Directors also participate in the risk mapping, providing an external perspective of Veolia's risks.

The Group's risk mapping is updated each year in accordance with this methodology.

Zones and Business Units have a risk mapping, prepared in compliance with the main market benchmarks (notably COSO - Committee of Sponsorship Organizations of the Treadway Commission) and in accordance with ISO 31000 on risk management. The identified risks are assessed in terms of their impact and frequency, taking account of risk control measures. The "risk owners" are in charge of designing and implementing action plans in liaison with the risk managers for their zone and/or country and/or head office, so as to limit and manage exposure to risks. The network of risk managers contributes to defining the corresponding action plans and steering the overall process. It also plays a role of warning and coordination for emerging risks.

Country risk and opportunities program

The Risk Department conducts specific analyses by country, through its "country risk and opportunities" program (see section 2.2.2.1 below). This program assesses, in particular, political risks, economic risks, the risk of institutional instability and corruption risks using external metrics. This information is now hosted on a digital platform around four pillars: environmental, societal, economic and business, and political and geopolitical. Lastly, these elements provide the Commitment Committees with the information necessary to assess external factors potentially impacting Group and zone investment projects. In 2024, the country risk program continued its development and deployment within the Group.

Corruption risk mapping

The Group's first corruption risk mapping in 2018 and its update in 2020, were presented by the chief risk officer to the executive committee (meeting as the risk committee), the Management Committee and the Board of Directors' Accounts and Audit Committee. Since 2019, the roll-out of corruption risk mappings continues in new entities and several Business Units (see chapter 4, section 4.1.4.1 below). In 2022, the Risk Department was tasked by the Compliance Department with updating Veolia's corruption risk mapping methodology using a scenario-based analysis and considering the gross and net risk assessments. This new methodology was then deployed across the entire new Veolia scope in 2023, producing a consolidated overview of corruption risks for the Group which was presented to and validated by the Group Executive Committee in 2024.

Analysis of human rights risks

Since 2013, the Risk Department conducts risk analyses focusing on human rights issues. The conclusions of this work were used to adapt the Human Rights management system to take account of risk factors, with an approach founded on prevention and awareness-raising (see section 2.2.2.4 and chapter 4, section 4.1.3.5 below).

Contribution to the Sustainability Report - Corporate Sustainable Reporting Directive (CSRD)

The Risk Department contributes to sustainability reporting (see Chapter 4) in particular with regard to the determination of impacts, risks and opportunities (IRO), and the analysis of double materiality. Risk mapping evolves in its methodology and tools in order to contribute to the publication of sustainability information. Finally, the results of the risk mapping presented to the Executive Committee every year will contribute to the annual update of the double materiality study.

2.1.2 COORDINATED INTERNAL CONTROL SYSTEM

Objectives

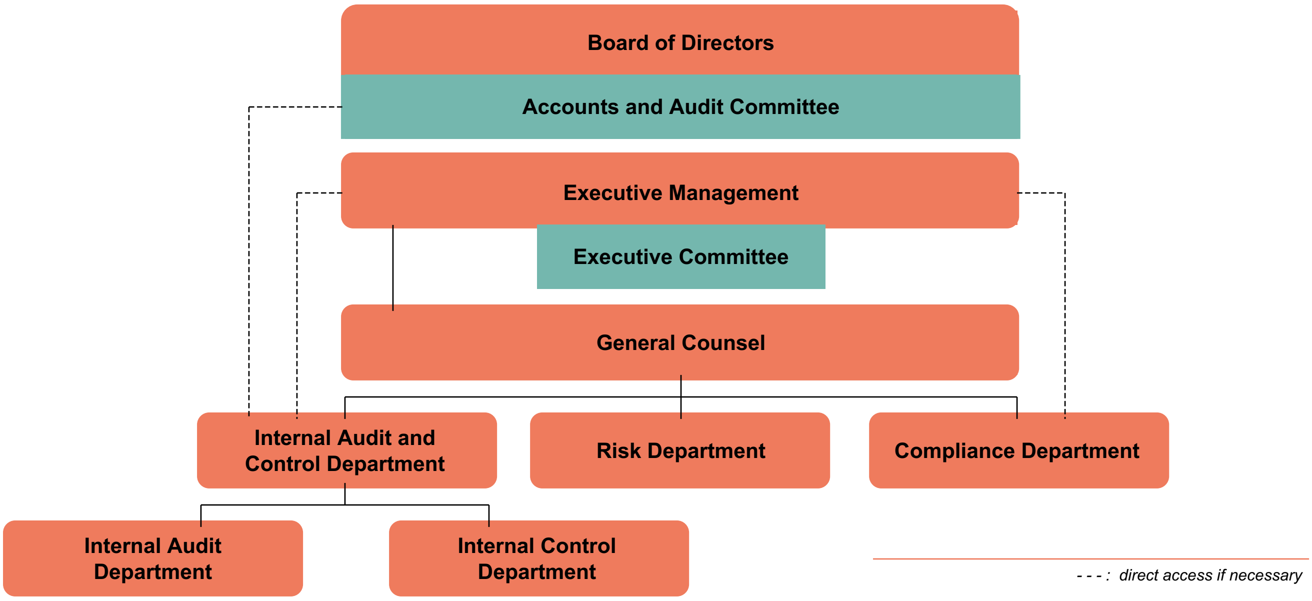
Internal control provides reasonable assurance that a company's primary financial, compliance and operational risks are contained within acceptable limits defined by general management and governing bodies. It ensures that management acts fall within the framework defined by applicable laws and regulations and the Group's values and rules, and that the accounting, financial and management information communicated to the corporate decision-making bodies fairly reflects the activity and position of the Group.

In addition, the internal control system implemented by the Group seeks to contribute to the efficiency of processes and improve the reliability of attaining strategic objectives and multifaceted performance objectives. It also enables the Group to create and protect value. Since end-2020, internal control is part of a wider approach encompassing all activities, beyond financial and transactional processes, and adopts an operational and continuous improvement rationale.

Organization

In line with the internal control reference framework, the application guidance recommendations published by the French Financial Markets Authority (AMF), and the principles of the Committee of Sponsoring Organizations (COSO), the Group's internal control organization evolved in 2020 to strengthen its transversal positioning and the consistency of the general process encompassing all Group functions and activities.

The Internal Control Department is organized as follows:



Internal control is coordinated as follows:

- **the Accounts and Audit Committee** ensures that the structures and processes are in place to provide reasonable assurance that the Group's objectives will be attained and risks controlled;
- **the Executive Committee** supervises the overall system. It reviews and validates progress with the internal control systems;
- **the Internal Control Department** coordinates and supports all functional departments in defining their control environment. It ensures the comprehensive nature of rules and procedures with regard to the main risks and the overall consistency of the system. It communicates on this system and coordinates its assessment, in particular through self-assessments conducted annually by the Business Units.

The Internal Control Department works closely with:

- **the Risk Department**, to ensure that control activities focus on identified risks;
- **the Internal Audit Department**, to share with it the results of self-assessment campaigns and to take into consideration areas of improvement identified by this department when verifying the application of the control environment.

To improve cooperation and consistency between the functional departments contributing directly to risk management, a coordination committee was set up at the end of 2020 by the Risk, Compliance, Internal Control and Internal Audit Departments, and with the Strategy Department in charge of multifaceted performance. The Financial Internal Control Department has participated since the outset in this committee and was joined, in 2022, by the internal control correspondents from other functional departments.

Main components of the internal control systems

The Internal Control Department organizes the control systems implemented by the functional departments, the zones and the Business Units, by ensuring their clarity, efficiency and consistency. It therefore interacts with all the Group's functions and Business Units, and runs a working group bringing together the zones' internal control managers to support the changes in the internal control systems.

During 2024, Internal Control coordinated a substantive update of Veolia's Essentials manual, which contains the Group's fundamental rules. It supported efforts to reinforce the reliability of social and environmental reporting in the context of the implementation of the CSRD (see section 4.1.1.4.5 below).

The Finance function has a strong internal control structure. It has defined, standardized and rolled out the control framework covering the preparation of financial information. Its scope encompasses the parent company and the companies consolidated in the Group's consolidated financial statements. Financial Internal Control and its network of internal controllers in the zones and Business Units ensure in particular the standardization and roll-out of key controls covering financial transaction processes and processes for the production of financial and accounting information.

In 2024, Financial Internal Control in particular:

- performed specific support assignments when occasionally requested by the entities;
- continued the roll-out of new accounting controls in the Business Units to rely on ERP systems deployed in the Group for internal control activities;
- updated the financial cycle self-assessment questionnaires with a focus on the main issues;
- continued to share best practices within its network of internal controllers.

Self-assessments are conducted annually by the Business Units to measure the efficiency of the internal control systems they have implemented. These self-assessments were deployed across a scope covering around 97% of the Group's revenue for the major cycles. This work is performed in conjunction with managers in the relevant functional departments and Business Units, who validate the results and define actions to strengthen risk management. The Internal Control Department presents a summary report to the Accounts and Audit Committee and the Group Management Committee.

In 2024, a principle of rotating operational questionnaires every two years was introduced in the internal control self-assessment campaign, in parallel with questionnaires at an annual frequency on financial and transactional activities, compliance and cybersecurity. The industrial and environmental risk management system completes the internal control systems on operational risks (discharges and emissions, fire and explosion, etc.).

Based on the results of the self-assessment, the Business Units define action plans, through discussion with the head office functional departments, in order to improve their control of processes and risks. In this way, Internal Control incorporates its actions in a continuous improvement process.

2.1.3 FUNCTIONAL DEPARTMENTS

Each functional department of the Group is responsible for its area of expertise and for the processes that contribute to mitigating risks and controlling their activities and notably:

- defining rules, processes and policies and Group procedures and updating them as required (all departments reviewed the main procedures in 2023);
- assisting their networks with complex issues or issues common to several Business Units;
- encouraging the sharing of best practices and developing appropriate training programs where necessary;
- analyzing failings and the results of internal control self-assessments and audits to improve existing processes.

Functional Department	Primary role
Finance Department	• protect the Group's assets • implement a financial control framework for transactions and financial operations • steer the Group's financial performance • prepare the financial statements (see chapter 6.1 and section 2.1.5 below) • ensure compliance with prevailing tax regulations and legislation
Legal Department	• serve : support the Group's commercial development while defining common key procedures • control : guarantee regulatory compliance • protect : provide legal protection for both the Company's assets and its employees
Compliance Department	• strengthen, roll-out and monitor compliance programs within the Group • control adherence to compliance principles and procedures and deal with non-compliance
Security Department	• identify and prevent threats • manage malicious acts against employees, tangible and intangible property, securities and information systems to help maintain the continuity of the Group's activities
Insurance Department	• protect the Group against insurable risks by taking-out centralized insurance policies • manage the various liability and property damage insurance policies protecting the Company, its agents, employees and assets • steer the management of insured claims and Group prevention measures
Human Resources Department	• manage and develop Veolia's human resources and social model to meet the needs of the activities • accompany the Group's growth by guaranteeing constant improvement in prevention, health and safety • define Group policies setting collective ambitions for the development and management of human resources
Business Support and Performance Department	• ensure technological development and the industrial scale-up of innovations • provide operational support to entities and monitor Group performance • assist with the implementation and better execution of the Group's strategic program by the Business Units, with regard to both growth and efficiency
Procurement Department	• define and deploy procurement strategies to optimize costs and ensure the continuity of the Group's business • share methods and procedures contributing to strengthened control of procurement processes and risks, and particularly risks relating to quality, supply, compliance and CSR
Stakeholders and Communications Department	• define, implement and steer the Group's overall communication strategy and dialogue with stakeholders, ensure its consistency and monitor compliance in all geographies
Strategy, Innovation and Development Department	• contribute to the definition, steering and application of the growth strategy in accordance with historical business models and also through the emergence and communication of innovative solutions, technologies and business models
Digital Business & Technology Department	• accompany digital transformation, while rationalizing IT structures and operations to improve service quality and operating performance within the Group • develop the capabilities of information, digital and data technologies to strengthen the Group's value creation, with particular attention to AI challenges and opportunities
Multifaceted Performance and Sustainable Development Department	• define and facilitate the roll-out of Veolia's sustainable development commitments • report and highlight the Group's CSR actions and performance • contribute to multi-actor dialogue on environmental and societal issues

2.1.4 INTERNAL AUDIT

The internal audit department comprises 30 individuals in 2024, and performs assignments throughout the entire Group, according to a charter and an annual program. It is certified by the French Audit and Internal Control Institute (IFACI) since 2006. This certification - which was formally renewed in December 2024 - is based on the new 2025 version of the international professional standards.

The objectives of the Internal Audit Department are:

- to assess the corporate governance, risk management and control processes;
- to help improve these procedures using a systematic and methodical approach.

This approach covers all aspects of internal control and in particular the accuracy and integrity of financial information, the effectiveness and efficiency of operations, the protection of assets and compliance with laws, regulations and contracts.

The Internal Audit Department implements an annual audit program approved by the Accounts and Audit Committee. It uses dedicated tools to prepare assignments upstream and to organize the assignments themselves, as well as to monitor recommendations after the audit. The department may also be tasked with occasional assignments, primarily to investigate suspected or identified frauds during the year.

The Audit Department reports to the General Counsel. The Audit Director:

- attends meetings of the Accounts and Audit Committee and periodically presents an activity report summarizing audit assignments performed, the follow-up of recommendations as well as the annual audit program;
- has direct access as is needed to the Chief Executive Officer and Chairman of the Audit and Accounts Committee.

The Internal Audit Department conducted 53 assignments in 2024. In this context, these assignments covered, in more or less equal parts, internal control efficiency, including with regard to cybersecurity, and the assessment of other risks and primarily risks relating to development and contractual models, strategy, governance and operations.

2.1.5 PROCEDURES RELATED TO THE PREPARATION AND PROCESSING OF FINANCIAL AND ACCOUNTING INFORMATION

Organization

The **Group Finance Department** is responsible for preparing the Group's forecast and actual consolidated financial statements and financial documentation, and for defining and implementing its accounting policies.

To this end, the Finance Department is supported by:

- the Zone Financial Supervision, that serves as a link between Zone Directors, the Group Finance Department, the Reporting, Analysis and Financial Planning Department and the Chief Financial Officers for each country (corresponding to the Business Units);
- the Reporting, Analysis and Financial Planning Department, that is responsible for preparing the forecast and actual consolidated financial statements, analyzing operating financial performance and Group strategic financial planning;
- the Financial Internal Control and Finance Transformation Departments, that assist the Business Units with the implementation of Group financial processes;
- the Standards and Balance Sheet Valuation Department, that ensures the correct valuation in the Group's balance sheet of all transactions impacting the Company's assets.

In addition, the Group's Tax Department contributes to the definition of consistent procedures for the management of taxes within the Group. Organized by zone, it is responsible for applying tax procedures.

The Financing and Treasury Department, which reports to the Group's Finance Operations Department, helps set up management rules and procedures for arranging financing, managing cash surpluses and managing interest and foreign exchange rates within the Group.

The Group's control structures are deployed by Business Unit, country and zone. Several Group procedures have been revised and implemented at country level.

Specific procedures may be implemented in each subsidiary, particularly with respect to the activity or the breakdown of the Company's share ownership.

Procedures

In addition to the Group processes manual covering the preparation and processing of Group financial information, an instruction memorandum is sent by the Group's Financial Reporting Department to the Finance Departments of the Business Units, entities and zones, prior to each accounts closing. It identifies all of the information necessary for preparing the published financial documents. It also sets out the new accounting regulations and texts and details their application procedures.

Upon receipt of the financial statements, review meetings are organized between the Group and Business Unit Finance Departments. Their purpose is to verify that the financial statements were prepared according to the rules, to understand changes in the main aggregates and indicators in relation to the previous accounting year and budget forecasts as well as to analyze the substantiation of the main balance sheet components. The Statutory Auditors also have access to the analyses performed by the Group Finance Department through attendance at review meetings at Group and operational level.

In addition, entity CEOs and CFOs submit representation letters to Veolia Environnement's Executive Management attesting, in particular, to the accuracy of the financial and accounting information communicated to the Company and to compliance with prevailing laws and regulations.

Furthermore, a finance manager Code of conduct was drawn-up by the Chief Financial Officer in November 2011. Under this Code, finance managers report to both functional and line management and the responsibility and autonomy of finance managers in the effective performance of their operational control function is formally reiterated. The Code was updated in 2018 to strengthen the detection and prevention of corruption risk and signed again by all finance managers. Each year, the Financial Internal Control Department confirms the signatories of this Conduct of Conduct are updated.

2.1.6 INSURANCE

2.1.6.1 Organization

The Insurance Department is responsible for protecting the Group's interests against insurable risks by :

- taking out common insurance policies to implement a consistent risk transfer and coverage policy designed to maximize economies of scale, while taking into account the specific characteristics of the Group's businesses and legal or contractual constraints;
- optimizing thresholds and the means of accessing the insurance or reinsurance markets through the use of appropriate deductibles.

The process of covering risks through insurance is implemented in coordination with Veolia's overall risk management policy. This takes into account the insurability of risks associated with the Group's activities, the availability of insurance and reinsurance coverage on the market and the premiums proposed compared with the level of coverage, exclusions, limits, sub-limits and deductibles.

The Risk Department and the Insurance Department are supported by a joint, international network of risk managers organized by country to take into account changes in the Group's organization.

2.1.6.2 Insurance policy

The insurance policy continues to be updated in response to the ongoing appraisal of risks, market conditions and available insurance capacity. Veolia Environnement ensures that the main accidental and operational risks brought to its attention are covered by the insurance market, when insurance is available on the market and it is economically feasible to do so.

The Group's insurance policy involves:

- defining the overall insurance coverage policy for the Group's business activities particularly based on the expression of needs of Business Units;
- selecting and entering into contracts with outside service providers (brokers, insurers, loss adjusters, etc.);
- managing the consolidated subsidiaries specializing in insurance or reinsurance services;
- facilitating and coordinating the network of insurance managers for the main Business Units.

2.1.6.3 Main insurance policies covering all Business Units and Group subsidiaries

2.1.6.3.1 Third-party liability

The international general third-party liability insurance program was renegotiated effective January 1, 2023. Initial coverage of up to €75 million per claim was subscribed outside the United States and Canada. In the United States and Canada, several contracts cover third-party liability and environmental damage for Group subsidiaries, up to a maximum of USD 50 million per claim and per year.

The international general third-party liability insurance program comprises a series of policies representing a total of €500 million, with sub-limits depending on the policy and guarantees.

This program encompasses liability resulting from environmental damage sustained by third parties as a result of a sudden and accidental event.

Certain activities, such as maritime transport, automotive and construction, have their own specific insurance policies. The Group may also be required to take out "political risk" insurance coverage for a project depending on its risk profile.

2.1.6.3.2 Property damage

All the Group's subsidiaries are covered by an international property damage insurance program, insuring the installations and equipment that they own as well as those that they operate on behalf of customers.

This program covers all Group businesses (Water, Energy, Waste). However, some sites, such as WTS sites (performing Chemical-related activities), acquired by the Group in the Suez scope are not covered by the program. It must be used in priority to any other solution for financing damage risk.

The program adopts an "all risks except" approach and provides either "business interruption" coverage or "additional operating cost" coverage depending, in particular, on each subsidiary's ability to implement rapid substitution solutions to ensure service continuity after an incident. The Group program comprises a "Master" policy and local policies reinsured by this policy (Fronting policies), issued on a "Good local standards" basis in accordance with obligations and practices in the insurance markets of the countries where the Group operates.

The Group's property damage insurance program was renewed on January 1, 2024.

The coverage terms and conditions (limits, sub-limits and deductibles), and particularly the conditions governing the coverage of exceptional or catastrophic events, such as natural disasters, as well as premium levels, reflect the structure of the program negotiated with the insurance and reinsurance market and the conditions proposed or sometimes imposed by these markets.

2.1.6.3.3 Self-insurance and retained risks

For any insured claim or loss, Group companies remain liable for the deductible amount set out in the policy. This amount may range from several thousand euro to more than one million euro. The Group's self-insurance scheme is mainly based on its reinsurance subsidiary, Veolia Environnement Services-Ré. For both property damage and third-party liability, Veolia Environnement Services-Ré has set up reinsurance contracts to optimize the conditions under which insurable risks are transferred to the insurance and reinsurance market.

2.1.7 DISCLOSURE COMMITTEE

Created in 2002, the Disclosure Committee has the following main duties:

- overseeing the implementation of internal procedures for gathering and verifying information to be made public by the Company;
- defining the procedures for preparing and drafting reports and communications;
- reviewing recent regulatory developments that could impact information intended for the market;
- reviewing information communicated and approving, in particular, the content of the Universal Registration Document to be filed with the French Financial Markets Authority (AMF).

It is assisted by a Proofreading Committee responsible for validating the draft Universal Registration Document.

It is chaired by the Chief Executive Officer and comprises certain members of the Company's Executive Committee, including the Deputy CEO Finance, Digital and Procurement, as well as several of the Group's main functional or operational managers.

The Committee meets once a year to launch the process of gathering information and drafting the annual reports.

2.2 Risk factors

2.2.1 SUMMARY AND METHODOLOGY

2.2.1.1 Main risk factors and management measures

The main risks that Veolia faces are mapped annually via a process involving all of the Group's subsidiaries and functions. In April 2024, Veolia updated this risk mapping, which is transcribed and summarized in the risk matrix presented below: risks are classified here according to their potential impact and probability of occurrence, and ranked within each unit.

This risk matrix reflects the Group's exposure to risks, integrating the control actions in place to reduce their impact and probability. Furthermore, the Group's internal rules and procedures are uncompromising with regard to the application of safety at work, ethics and compliance internal rules and standards. These rules and standards are qualified as "non-negotiable". The related risk factors are indicated in bold below. The Group strengthens its control system over the long-term, as part of an preventive approach, to minimize the probability of this type of risk occurring.

As defined at the head of this chapter, in each category, the risk factors are presented in decreasing order of importance as determined by the Company at the date of this Universal Registration Document. Veolia may change its assessment of this order of importance at any time, notably as a result of new external events or events specific to the Company.

Group risk matrix

IMPACT	Low (probability of occurrence)	Moderate (probability of occurrence)	High (probability of occurrence)
High	• **Corruption and business integrity risks** • **Human rights risks**	• **Risks related to employee health and safety** • Environmental and industrial risks	
Moderate	• Personal security risks • Transformation risks related to multifaceted performance	• Risks related to changes in business lines • Risks of skills availability • Purchasing, supply and logistics risks • Counterparty risks related to operating activities	• Geopolitical and political risks • Risks related to tangible and intangible property, and information systems • Risks related to climate change and natural disasters • Risks inherent to changes in energy prices and in the costs of commodities and raw materials • Risks related to market changes • Economic risks • Risks related to regulatory changes, particularly in the area of health or the environment
Low	• Risks related to the selection and integration of acquisitions • Currency risk	• Risks related to meteorological effects • Liquidity risks • Risks related to tax developments	

PROBABILITY OF OCCURRENCE

2.2.1.2 Methodology

Risk mapping process

The Group's risk mapping was updated using the methodology described in section 2.1.1 above.

The risk mapping process changes each year, in order to constantly improve the assessment and quantification of risks.

In 2020, the risk assessment methodology was changed to optimize the assessment of the level of risk control. Five criteria were defined (governance, organization, processes and controls, training, assessment) in order to prepare a more detailed appraisal of the net risk and strengthen the effectiveness of action plans.

Double materiality

Veolia's business model is built around the Group's multifaceted performance linking the financial and economic dimension to the issues of social, environmental and societal responsibility as an inseparable whole.

Thus, the risk factors mentioned in this Chapter 2 may have a twofold impact:

- a significant negative impact on the business, i.e. on the Group's financial situation and results, its image, its outlook or on the Company's share price;
- as part of the Group's impacts on its ecosystem and stakeholders.

Stakeholders

1. Since 2020, as part of its Impact 2023 strategic program, Veolia group has identified five categories of stakeholders: customers, employees, shareholders, the planet and society. The Group's commitments with and to these stakeholders are expressed in Veolia's multifaceted performance as described in section 4.1.1.6 below.
2. For each of the risk factors described below, and in line with the Corporate Sustainability Reporting Directive, the main stakeholders who may be positively or negatively impacted by the materialization of the risk have been specified in this chapter.

2.2.2 DESCRIPTION OF RISK FACTORS

2.2.2.1 Risks related to the business environment in which the Group operates (EXT)

Geopolitical and political risks (EXT-01)

Risk identification

Description of the risk	Potential effects for the Group
The Group operates in an uncertain geopolitical context where international tension is growing. Veolia generates a substantial part of its revenue outside France, in particular with activities located in the United States, Europe, Asia and Australia. Given the Group's activities and the duration of its contracts, the results may be partially dependent on external operating conditions and changes therein. This may include the geopolitical, economic, social and financial situation, but also the level of development and environmental and working conditions. The establishment of fees for public services and their structure may depend on political decisions that could impede increases in fees over several years. These fees could therefore no longer cover service costs and pay for the Company or its subsidiaries. Major changes to regulations or inadequate regulatory enforcement, political opposition to the conduct of the Group's activities in public contracts, local authority challenges to the application of contractual provisions or an unstable economic, political and security situation could stop the Group from executing certain terms of existing contracts and obtaining or renewing certain contracts. The Group may be unable to defend its rights before a court of law in certain countries, should it come into conflict with their governments or other local public entities.	• Challenge of contractual commitments • Economic balance of contracts compromised • Time needed to obtain operating permits or authorizations • Difficulty in gaining new market share • Decrease in existing market share • Renewal of municipal contracts • Decrease in sales volume **Correlated risks** • Risks related to tax developments • Corruption and business integrity risks • Risks inherent to changes in energy prices and in the costs of commodities and raw materials • Risks related to regulatory changes, particularly in the area of health or the environment **Stakeholders** • Society • Customers • Employees • Shareholders

Risk management

The Group's business model is based on the diversification of its geographic footprint, business models and contractual models, and is supported by a "Country risk and opportunities" program and contractual risk analysis and management, enabling it to proactively manage its exposure to geopolitical and political risks. For example, the Group's contract management processes contribute to the effective application of contractual mechanisms to mitigate the impact of these risks.

The Group has a diversified portfolio and is present in all major geographic areas. Potential operations in new countries are subject to prior in-depth country risk analyses.

Business models are also adopted based on exposure to geopolitical and political risks. In recent years, the Group's development has accelerated in the industrial and service sector markets, which are less exposed to the risks of political and regulatory instability. In its municipal activities, the Group works with local partners to reduce the risks associated with political instability.

In addition, the Group limits the use of its equity in countries with significant risks. The Group may also be required to take out "political risk" insurance coverage depending on the risk profile of the project.

Projects are evaluated by considering country risks, in particular on the basis of the country risks program, in order to inform the Group or Zone engagement committee in decision-making. The network of international risk managers allows an assessment of risks and their geopolitical management in the different regions.

The Group pays close attention to the jurisdiction clauses of all its major contracts. The purpose of these clauses is to designate the competent jurisdiction to settle a dispute with a customer or partner concerning the validity, performance or termination of a contract.

Where possible and warranted by the issues, the Group strives to use dispute resolution forums with strong guarantees of independence and impartiality, such as arbitration. In particular, these forums allow us to avoid the leverage that a customer or partner may exercise in a local jurisdiction.

Risks related to climate change and natural disasters (EXT-02)

Risk identification

Description of the risk

The Group's activities and those of its customers, due to their nature and geographic locations, may be exposed to risks related to climate change. These are likely to increase the frequency and magnitude of natural disasters.

Risks related to climate change, as defined by the TCFD (Task Force for Climate Financial Disclosures), fall into two categories according to their source:

- risks related to the physical impacts of climate change (so-called "physical risks");
- risks related to the transition to a lower-carbon economy (so-called "transition risks").

Physical risks

Climate change results in two kinds of physical events:

- an increase in the frequency and severity of extreme (or "acute") events such as floods, droughts, heat waves, etc. This implies an increase in the risks more traditionally associated with natural disasters;
- long-term shifts in average (or "chronic") weather conditions, that may cause, for example, a rise in sea levels, higher average temperatures, modified seasonal rain patterns or chronic water stress.

The services and assets operated by the Group are exposed to these acute and chronic physical climate risks, which may have operating consequences for all Veolia businesses (service interruption, material damage to infrastructure and equipment, reduced service and treatment quality, higher operating costs, etc.). The physical effects of climate change also alter the working conditions of Group employees involved in outdoor activities, such as during heat waves.

In addition to these operating and human impacts, some of the Group's activities are more particularly sensitive to physical risks. In the water business, in particular, droughts, chronic water stress or turbidity can affect the availability and quality of the resource. They can also adversely affect water production and treatment activities and relationships with local stakeholders. Similarly, the Energy business is highly sensitive to temperature and an increase in average temperatures could reduce the need for heat, leading to a loss in revenue.

Transition risks

Combating climate change requires the transition to a low-carbon economy. While generating significant business opportunities for the Group, this transition may also give rise to a number of risks. These transition risks can take many forms: regulatory, technological, market, reputation.

As a combustion plant operator in the Energy business, the Group is particularly exposed to the risks inherent to the greenhouse gas Emissions Trading Scheme (EU ETS) introduced by the European Union in 2005 (see chapter 1, section 1.6.2 above and section 4.1.2.1.5 below). The quantity of free allowances granted and the cost of carbon on this market could generate additional costs.

Potential effects for the Group

- Operational performance of facilities
- Change in production volumes (Water and Energy activities)
- Business continuity of facilities and services
- Group's image

Correlated risks

- Risks related to meteorological effects
- Risks related to regulatory changes, particularly in the area of health or the environment
- Environmental and industrial risks

Stakeholders

- Planet
- Society
- Customers
- Employees
- Shareholders

Risk management

Managing the risk of transition to a low-carbon economy

In 2020, the Group conducted a study on the resilience of its business model and its associated strategy, including two low-carbon transition scenarios (< 2°C) by 2030. This has made it possible to target the risks associated with the transition to a low-carbon economy (e.g. carbon markets, withdrawal from thermal coal, reduction in landfill, heat production, electrification, reduction in certain activities).

Veolia was very quick to adopt an active strategy to manage its greenhouse gas emissions and allowances, by implementing an appropriate structure and creating a special-purpose legal entity to purchase, sell and value different types of greenhouse gas emission allowances.

As part of its purpose and Greenup strategic program, Veolia has renewed its commitment to combating climate change. To illustrate this objective, the Group defined two targets, one to reduce GHG emissions, the other to increase avoided or offset GHG emissions thanks to its activities. Veolia also develops resource use models that are more restrained and efficient and primarily founded on circular economy principles.

Through its Energy businesses, the Group allocates a significant share of its investment each year to reducing greenhouse gas emissions. In particular, these investments are designed to modernize the Group's installations, which today are mostly either gas-fired or coal-fired, by transitioning to installations using biomass or combining gas and biomass so as to increase energy recovery and encourage reduced consumption.

Management of physical risks related to climate change and natural disasters

Veolia limits the impacts of the risk of natural disasters and the physical impacts of climate change on its results through its climate policy, actions taken (see chapter 4, section 4.1.2.1.5 below) and the geographic spread of its operations.

In order to identify the best adaptation strategies, the work to assess operational risks (direct and across the entire value chain) related to climate change is structured at all levels of the organization, around:

- the analysis of the exposure of operating assets;
- understanding the vulnerability of activities;
- identification of adaptation actions and their deployment.

This work is integrated into the Group's existing risk assessment processes and is led at a high level by a dedicated team from the Multifaceted Performance and Sustainable Development Department. It is carried out in coordination with the various head office departments and closely involves local teams (Business Units and operating sites).

Since 2020, Veolia has incorporated the IPCC's climate projections into its strategy, in particular the RCP 8.5 scenario, an overall warming of + 4 °C by 2100.

- In 2020, the Group studied the resilience of its business model. This study was conducted for two physical risk scenarios: RCP 2.6 (2 °C scenario) and RCP 8.5 (over 4 °C scenario), covering a time horizon that extends to 2030 and 2050. This has made it possible to target and characterize the physical risks associated with climate change for the Group (e.g. increase in average temperature, heat wave, flood, water stress).
- In 2022 and 2023, the Group conducted a global analysis of exposure to physical climate risks at more than 2,000 operating sites. This analysis, based on the RCP 8.5 scenario up to 2030 and 2050, focused on seven types of climate change that could potentially impact the Group. This work, carried out jointly by the departments of Internal Audit, Risk and Insurance and Sustainable Development, has made it possible to identify the Business Units where vulnerability studies and the deployment of action plans are a priority.
- Vulnerability studies are also conducted on site to strengthen understanding of operational risks related to climate change (direct and across the entire value chain). Based on the OCARA framework developed by Carbone 4, these studies contribute to the identification and deployment of targeted adaptation actions. They integrate local projection data. The climate-related hazards, time horizons and projection scenarios (minimum: the RCP 8.5 scenario) are defined according to the specific features and challenges of the site (particular climate risks, contract durations or lifespan of the installations). Since 2022, more than 20 on-site studies have been conducted. The aim is to extend these studies to all of the Group's activities and regions.

Capitalization on the work carried out since 2022 and the expertise of its teams contribute to the development of tools or benchmarks such as vulnerability profiles and adaptation solution catalogs, by activity. Currently, these benchmarks cover:

- drinking water production and distribution;
- wastewater collection and treatment;
- as well as the management of non-hazardous waste (sorting, incineration and landfill).

In 2025, the scope of these benchmarks will be expanded to include energy production and distribution, waste collection and hazardous waste treatment. These benchmarks provide a methodological basis for assessing the financial consequences of climate change. In 2025, the Group plans to begin work on risk quantification. They will build on the study of the phenomena already observed and the vulnerability of the installations by integrating short, medium and long-term climate projections.

These tools are resources for local entities (Business Units and operating sites) which will be able to identify adaptation measures and implement action plans to strengthen their resilience and that of their customers.

In addition, the residual risk of extreme weather events is transferred to insurance companies via the Damage program. Under this program, some assets are visited by insurance company prevention officers who assess their exposure, in particular, to current natural and climate risks.

Risks related to market changes (EXT-03)

Risk identification

Description of the risk	Potential effects for the Group
In a context of changing markets, the Group may face contract losses and difficulties in renewing existing contracts, with a potential loss of profitability. Declines in volume demand could reduce the size of the traditional market with increased competition and lower prices. Thus, in certain mature regions (in Europe for example), we are witnessing a change in household consumption behavior and habits in a bid to reduce energy consumption. The Group can also face competition risks embodied by large international companies, "niche" companies and companies whose overheads or profitability requirements are lower than those of Veolia (see chapter 1, section 1.3.4.2 above). In addition, the desire of certain public authorities to resume the direct management of water or waste services (particularly under management contracts) may lead to the non-renewal of certain contracts. In this context, the Group may be unable to defend its current market share and win new contracts. The Group may also encounter difficulties developing new services and prices encouraging resource optimization.	• Decrease in existing market share • Pressure on the selling price of services • Difficulty in gaining new market share • Loss of municipal contracts • Decrease in sales volume **Correlated risks** • Risks of skills availability • Risks related to the selection and integration of acquisitions • Risks related to climate change and natural disasters **Stakeholders** • Employees • Shareholders

Risk management

The Group has to carefully select its projects in its traditional markets, offer innovative business models and steer its activities towards the most dynamic industrial markets and regions. Its development strategy is based on anticipating and listening to its customers, concentrating on the best development opportunities in each region, innovation and the professionalization of its commercial activities.

The Group is continuing to transform its cost structure in order to increase its competitiveness compared to competitors, while limiting reorganization costs. The transformation of its structure and commercial activities has already enabled Veolia to leverage its competitive advantage in certain growth markets where its expertise sets it apart from its competitors and to become a growth partner for its customers. Veolia capitalizes on its size and multiple global references to provide customers with more innovative and unique offerings.

Its aim is to provide cutting-edge tailored solutions, through offerings based on attractive business models (remuneration based on the performance of its solutions, innovative financing, etc.). The strengthening of the Group's contract management processes contributes to anticipating the need for changing business models and to ensuring the effectiveness of contractual mechanisms aimed at mitigating the impact of risks related to market developments. Veolia's sales and marketing approach is also founded on the creation of industrial partnerships and a network of key account managers, mass roll-out of high-potential offerings, and the development of innovative business models, closely coordinated with the zones and operational teams.

The strategy and innovation department has a development plan to accelerate the Group's growth. Veolia is therefore strengthening and transforming its salesforce and has implemented a GreenUp strategic program, organized around priority markets identified by the Group and high added value service offerings, supported by Group research and innovation efforts (see chapter 1, section 1.2.1 above).

Economic risks (EXT-04)

Risk identification

Description of the risk	Potential effects for the Group
Current geopolitical tensions significantly impact the global economy. All the national elections held in 2024 have greatly destabilized the economic environment in which Veolia operates. Moreover, the consequences of the war in Ukraine continue to influence prices in Europe, particularly energy prices. Despite the gradual decline in inflation and interest rates, global growth is expected to remain stable at around 2.7 % for 2025 and 2026, a rate comparable to 2024, according to the World Bank. The growth outlook is also impacted by the overall slowdown in China's economy, which is due to lower domestic consumption. The IMF expects China to grow by 4.5% in 2025 (from 5.2 % in 2023 and 4.8 % in 2024). Economic slowdowns in many countries affect global trade. The impacts on production, investment, supply chains and consumer expenditure therefore affect the activities of the Group, as well as those of customers and counterparties. Certain Group businesses (especially Waste activities) are sensitive to this type of economic shock, which could have notable consequences for the Group's results.	• Decrease in investments by customers • Business continuity of facilities and services placed in jeopardy • Pressure on the selling price of services • Decrease in sales volume • Non-payment or late payment by customers • Economic balance of contracts compromised **Correlated risks** • Counterparty risks related to operating activities • Currency risk • Risks inherent to changes in energy prices and in the costs of commodities and raw materials • Liquidity risks **Stakeholders** • Society • Customers • Employees • Shareholders

Risk management

The Group's resilience to a global economic slowdown is managed through debt control actions, active management of efficiency efforts, management of investments and Group performance.

Veolia operates in a varied portfolio of activities, business models and regions, which supports its resilience to potential economic shocks. In order to anticipate such economic conditions, initiatives were taken in the context of favorable market conditions.

In the face of current global economic uncertainties, the Group pursued a prudent liquidity management policy in 2024. The Group thus has a commercial paper program capped at 6.5 billion of euros, and used in the amount of 6.0 billion of euros at the end of 2024. It also has a multi-currency syndicated credit facility for a total undrawn amount of 4.5 billion of euros as of December 31, 2024, and bilateral credit facilities for a total undrawn amount of 1.7 billion of euros.

Its gross liquidity is therefore 17.8 billion of euros as of December 31, 2024, (compared with 16.6 billion of euros at end-2023), and net liquidity is 8.3 billion of euros (compared with 8.5 billion of euros at end-2023).

The Group is also continuing its efficiency actions with a strong commitment to savings in the strategic program. Synergies and efficiency levers are anticipated in investment projects. Finally, Capex management and the monitoring of financial performance are ensured through monthly activity reviews between the Business Units and head office.

2.2.2.2 Operational risks (OPE)

Risks related to employee health and safety (OPE-01)

Risk identification

Description of the risk	Potential effects for the Group
Employee health and safety is a priority for the Group. Constant vigilance, particularly with regards to health and safety, is essential, given the range of business sectors, geographic zones and working environments in which Veolia operates. The management of employee health and safety is particularly important, considering the labor-intensive requirements of some of the Group's activities, their nature and the wide geographic spread of Veolia's employees in the field (in particular, on public roads and at customer sites). Furthermore, due to our activities, the operating conditions in which our employees work may be detrimental to their health (physical or mental), potentially making the jobs less attractive. Despite the Group's specific focus on these issues and regular progress (see chapter 4, section 4.1.3.1.3 below), there continues to be serious and fatal accidents and a potential increase in such accidents, as well as in the frequency and severity rates of workplace accidents, and an upsurge in occupational diseases remains a risk.	• Operational performance of facilities • Difficulty in gaining new market share • Business continuity of facilities and services • Group's image **Correlated risks** • Personal security risks • Environmental and industrial risks • Risks of skills availability • Risks related to climate change and natural disasters **Stakeholders** • Employees • Society • Customers • Shareholders

Risk management

The Group's most valuable resource and consequently its primary asset is the employees working at Veolia. Sustainably protecting the health and safety of employees, and all service providers, sub-contractors or third-parties present on its sites while protecting customers and communities served by the Group is an absolute priority.

The Health and Safety and Industrial Risk Prevention Policy aims to ensure the physical and mental integrity of people working for or under the control of Veolia. It is "non-negotiable" and is based on a demanding, caring and fair behavioral approach, in accordance with Essentials, Management Behaviors@Veolia and Veolia Cares. This policy is part of a process for continuous improvement in health and safety prevention performance. Health and safety are an integral part of Veolia's Purpose and the GreenUp 2024-2027 strategic program.

In 2023, strategic considerations led to the development of GreenUp's health and safety component:

- strengthening sharing and dynamics in health, and more broadly in well-being, taking into account stakeholders, with increased attention to temporary workers and subcontractors, and anticipating risks such as those related to chemical transition, climate change, as well as those related to Veolia's new business lines (e.g. battery recycling, etc.) and new ways of working (working from home, AI, etc.);
- a metric of Veolia's multifaceted performance: the lost time injury frequency rate (2024 target: 4.7; 2027 target: 4.1).

Veolia's health and safety prevention policy applies, is communicated and is broken down as follows :

- for all levels of the organization: employees, temporary workers and partners of the Group's joint ventures ;
- for the Group's subcontractors ;
- for all regions where the Group is present ;
- for all activities carried out.

The prevention, health and safety policy is supported at the highest level of the undertaking by the Chief Executive Officer, Mrs. Estelle Brachlianoff. It was formalized in a letter committing her and all Executive Committee members. It was updated in September 2024 as part of GreenUp to reflect the new lines of work.

Established in line with the International Labour Organization (ILO) Guidelines and compliant with national regulations and standards, the prevention policy incorporates additional requirements from the Group's best practices and feedback on accidents.

The policy is established by the Group Prevention, Health and Safety Department. The Group Prevention, Health and Safety Department is supported by the Health and Safety Center of Excellence, a body that brings together some 30 international experts from all the Group's regions and businesses.

Veolia's health and safety policy guidelines are illustrated through five cross-cutting pillars that are reflected in all Group approaches:

- involve the entire managerial line;
- mitigate health and safety risks ;
- communicate and discuss ;
- train and involve all employees ;
- monitor and control health and safety performance.

They are gathered in the "Management guidelines for health and safety at work" which structure and define clear requirements to enable the managerial line to create and implement the continuous improvement plan for each BU, formalized annually in the Health and Safety performance contracts between the management of each BU and the Group's Prevention, Health and Safety Director.

Environmental and industrial risks (OPE-02)

Description of the risk

Veolia can face environmental and industrial risks when operating its installations or those of its customers. The waste treatment sector is particularly exposed to these risks.

Several Group sites in France are classified “Installations Classées pour la Protection de l’Environnement” (ICPE or its equivalent outside France, e.g. IPPC/IED Directive in Europe). Certain Group subsidiaries operate or conduct activities at sites subject to tightened regulations, classified under upper-tier or lower-tier Seveso facilities in Europe or under their foreign equivalent (e.g. Directive 2012/18/EU, known as “Seveso III” in Europe, COMAH in the United Kingdom, OSHA 1910 in the United States, MHF in Australia). These industrial sites are closely monitored by the Group and the competent authorities.

In particular, when the Group provides services at a “Seveso” site, or its equivalent, it complies with the various health and safety and risk management measures implemented at these sites. Employees must comply with the Major Accident Prevention Policies (MAPP) implemented by industrial customers. In France, they must notably undergo appropriate training that encompasses the recommendations issued by the Health, Safety and Working Conditions Committees (CSSCT) of our industrial customers.

Seveso facilities are also subject to specific internal measures that seek to prevent major environmental and industrial accidents and to protect employees, the public and the environment. In addition to MAPPs, Internal Emergency Plans (IEP) also apply to these facilities, as well as emergency response measures coordinated with public authorities in the event of an incident (Emergency Response Plan, ERP).

The main environmental and industrial risks to which the Group may be exposed are fire, explosion, machinery breakdown, or the discharge of toxic substances that could impact the installation, employees, local residents and the environment, including biodiversity. The Group may also be exposed to a risk of chronic pollution.

In addition to the financial impacts of damages supported directly by the Group or resulting from business interruption, the Group may be held liable for third-party damages. The Group may be required to incur significant expenditure to increase the safety and security of its sites.

Potential effects for the Group

- Group’s image
- Loss of municipal contracts
- Difficulty in gaining new market share
- Renewal of municipal or industrial contracts
- Business continuity of facilities and services

Correlated risks

- Risks related to employee health and safety
- Risks related to regulatory changes, particularly in the area of health or the environment
- Risks related to changes in business lines

Stakeholders

- Planet
- Society
- Customers
- Employees
- Shareholders

Risk management

Protecting the environment and the health and safety of internal and external stakeholders are central to Veolia's Purpose. The Group therefore ensures compliance across all its installations with regulations and standards and particularly those relating to managing environmental and industrial risks.

In addition, the Group deploys in all its Business Units a Health and Safety and Industrial Risk Prevention Policy, the objective of which is to guarantee the physical and mental integrity of the people working for or under the control of Veolia. It is "non-negotiable" and is based on a demanding, caring and fair behavioral approach, in accordance with the "Essentials", Management Behaviors@Veolia and Veolia Cares. This policy is part of a process for continuous improvement in prevention performance. Finally, the prevention of health and safety and industrial risks is an integral part of Veolia's purpose and the GreenUp strategic program.

Faced with the risk of being held entirely or jointly liable with its customers in the event of serious environmental or industrial pollution or accidents, the Group strives to satisfy its own obligations while helping to ensure that its customers do the same. The Group's environmental and industrial risk management policy seeks to :

1. identify and analyze risks (i.e. annual risk mapping of environmental and industrial risks, hazard studies, HAZOP studies, feedback);
2. define, for all high-risk processes, tailored prevention and protection measures using prevention guidelines, drafted by internal technical experts in conjunction with insurance company prevention experts. When designing new installations, technical specifications are sometimes more demanding than current design regulations and/or standards;
3. roll-out action plans at site, Business Unit or Group level. When a major exposure has been identified, global investment plans may be rolled out directly by the Group or in conjunction with the owners (where they retain investment responsibility for installations operated by the Group). For example, a fire prevention and protection plan has been implemented at sorting centers since 2019 (sprinkler systems have been installed at 40 sorting centers since 2019 in France, for a total investment in excess of 25 million of euros). Additional action plans are currently in progress throughout the world to reduce the Group's exposure to the environmental and industrial risks generated by its liquid and hazardous waste treatment facilities, its solid fuel facilities, its energy recovery facilities and all Group facilities that receive, store or handle hazardous chemical materials or products (e.g. installation and maintenance of pollution prevention systems at these facilities);
4. control and audit residual exposure to these risks, particularly through prevention visits (fire, machinery breakdown) conducted by Group and insurance company experts (around one hundred sites audited on average each year, reflecting a representative sample of the Group's different activities).

The Group has implemented an Environmental & Industrial Management system in all Business Units to manage its environmental performance (see chapter 4, section 4.1.1.5.1 below), with the dual aim of measuring the achievement of their environmental objectives and their exposure to environmental and industrial risks generated by their activities. This framework common to all Group BUs is strengthened locally by environmental and industrial management systems recognized externally: for example ISO 140001 and ISO 50001 certification, Process Safety Management, labels, compliance with contractual commitments.

All environmental and industrial risk prevention actions resulting from the Group policy are deployed in the Group Business Units and coordinated with the various functional departments (Legal, Business Support and Performance, Sustainable Development, Prevention, Health and Safety, Risks and Insurance).

Under the Group Asset Management policy, these action plans also include an asset management component for priority sites and operations since 2020. This policy states that priority sites and operations must have an asset management program clearly aligned with the Group framework, particularly with regard to updating the asset register, work preparation and performance procedures, documentary management processes and spare parts management. The objectives identified for each of these categories become integral components of the site asset management plan. Any deviations identified in these areas from the objectives set by the Group are monitored in corrective action plans. These action plans for priority sites and operations are monitored and reviewed jointly by teams of experts from the Business Units and those of the Group to ensure their progress. Regular audits are also organized.

In conjunction with these audits, reliability centered maintenance plans are deployed for critical equipment, specifically to avoid machine breakdowns and ensure business continuity. Internal training sessions are available to help the Group Business Units take ownership of these methods. They allow preventive measures to be defined, from on-site management of spare parts inventory to back-up stock (to limit periods of immobilization), or the installation of redundancy or back-up equipment (to ensure the operation of the most critical systems even in the event of equipment breakdown).

The activities also benefit from the support of the Strategy and Innovation Department and Veolia Environnement's office in Brussels, which monitors changes in regulation. When the Group provides services at a "Seveso" site or its foreign equivalent, it complies with the different health and safety measures implemented at these sites.

Group employees are required to undergo mandatory training and participate in Health, Safety and Working Conditions Committee meetings at industrial customers' sites and comply with the Major Accident Prevention Policies (MAPP) implemented by its customers. Seveso facilities are also subject to specific internal measures that seek to prevent accidents and protect employees, the public and the environment. In addition to MAPPs, Internal Emergency Plans (IEP) also apply to these facilities, as well as emergency response measures coordinated with public authorities in the event of an incident (Emergency Response Plans, ERP).

Finally, the Group transfers the residual risk to insurance companies by taking out insurance policies covering these risks (property damage and business continuity policy, third-party liability policy (see section 2.1.6 above)).

A steering committee (Prevention Committee) comprising Group Executive Committee members is responsible for periodically monitoring these action plans, facilitates their implementation, and updates the Group's residual exposure to these risks as the plans advance.

Risks related to tangible and intangible property, and information systems (OPE-03)

Risk identification

Description of the risk

The protection of the Group's tangible and intangible property and information systems is subject to extremely strict constraints and particularly regulatory constraints, which could expose a Group company to liability. The Group may be the target of malicious or terrorist acts targeting tangible and intangible property and information systems, due to the nature of its activities (Water, Waste and Energy) and its geographic locations.

These risks may have a decisive impact on the continuity of its activities and for several stakeholders. In particular, the drinking water sector is an activity of vital importance due to the related public health considerations.

Information systems are indispensable tools for carrying out the Group's operating activities and managing its functional departments (Finance, Human Resources, etc.). Information system downtime resulting from a disaster or a malicious act involving one or more of its information systems could have major consequences for the quality or even the continuity of the service delivered and for the availability, integrity and confidential and strategic nature of the data hosted by the Group, and could thus potentially have an impact on the activity of its customers.

The deterioration of the international security environment and the proliferation of cyber attacks facilitated by new information and communication technologies, such as generative artificial intelligence, amplify the risks associated with cybersecurity.

Potential effects for the Group

- Operational performance of facilities
- Business continuity of facilities and services
- Data leakage, loss, theft
- Group's image

Correlated risks

- Environmental and industrial risks
- Geopolitical and political risks

Stakeholders

- Society
- Customers
- Employees
- Shareholders

Risk management

Due to the nature of its businesses and the scope and diversity of its sites, the Group pays close attention to the security of its tangible and intangible property and information systems.

The primary roles of the Security Department are to avert security threats potentially affecting the Group and its employees and to manage violations possibly impacting employees, tangible and intangible property (including information systems) and securities of the Group in France and abroad. The Security Department is also responsible for coordinating crisis management and whistleblowing systems. A network of security officers has been set up in all countries where Veolia operates, in order to tailor the management of these risks to specific local conditions. It provides advice and assistance to country managers on security-related issues within the framework of current laws and regulations. The organization of crisis management at Veolia revolves around two separate but complementary arrangements that come together to deal rapidly and efficiently with any deteriorated or critical situation that the Company or its entities may encounter.

A whistleblowing system that operates 24 hours a day and is deployed across all the Group's locations, escalates information quickly up the line to the Company's Executive Management on any critical or sensitive situation. This process is updated regularly, primarily to take account of changes in the Group's organizational structure. It then moves into crisis management mode and, if the situation is critical enough, operational cells can be quickly mobilized bringing together all the necessary functional skills and the departments concerned. Predetermined objective criteria are used to assess the seriousness of the situation. This process is constantly refined on the basis of feedback and post-crisis evaluations of each of the situations that have been managed.

A cyber security structure has been implemented since 2013. Led by the Cybersecurity Director, a member of the Group Security Department and in conjunction with the Group's headquarters and local management, it also relies on a network of local correspondents. There are cybersecurity managers in all the countries where the Group is present, responsible for implementing the cybersecurity directive issued by the Cybersecurity Director. These correspondents are the main contacts locally for cybersecurity issues, internally (with operational functions and support) and externally with local government agencies involved in cybersecurity activities (e.g. to share, retrieve best practices, alerts and feedback, etc.). The Group's cybersecurity strategy is based on a normative framework with risk reduction and Group business resilience objectives.

At Group level, the Cybersecurity Steering Committee validates and monitors the implementation of the cybersecurity directive. It meets once a month, chaired by the Group's General Counsel and brings together the central departments (finance, risk and insurance, internal control, technical, safety, information systems) and the Cybersecurity Officer. The General Counsel, Security Director and the Cybersecurity Director report twice a year to the Group Executive Committee and the Audit and Accounts Committee of the Board of Directors to present the Group's roadmap with regard to risks, the cybersecurity strategy and the follow-up of the actions implemented. During these committees, metrics are shared to track phishing campaigns and cyber crisis exercises, alerts from monitoring and supervision services, the program to secure industrial sites, vulnerabilities identified during intrusion tests and vulnerability scans, the evolution of the cyber maturity of the BUs and the cybersecurity budget.

In order to integrate the emergence of risks relating to increasingly connected industrial environments, the Cybersecurity Officer facilitates, together with the Business Support and Performance Director and the Information Systems Director, the Top Critical Industrial Sites program. The objective of this program is to secure the 100 most critical plants in order to protect them to the maximum extent, through support, tools and monitoring. These sites have been identified through a risk-based approach, and their evolution is tracked through a dashboard. This program also responds to geopolitical threats and regulatory developments, such as the NIS2 Directive and the equivalents in other regions.

Cybersecurity policies, including for the industrial sector, are implemented in all Veolia entities under the supervision of the Cybersecurity Director and local cybersecurity managers. To control the application of these policies, annual self-assessments, cross-checks, security reviews and internal audit missions are carried out on the basis of an internal cybersecurity repository called “Fix the basics” in all entities. In addition, audit and assistance missions are carried out by internal or external experts in accordance with international standards (e.g.: ISO, NIST) in the highest risk entities and on the most exposed systems. Action plans approved and validated by the Information Systems Department and the BU director are then defined and implemented. Monitoring and Assistance missions are organized every year to help low-maturity BUs and facilitate the deployment of best cybersecurity practice. The resulting action plans are presented to and monitored by the cybersecurity steering committee. In addition, several Group entities are certified ISO 27001, or equivalent. Regular campaigns for risk analysis and information system technical audits are organized locally by BU and supplemented by the Group cybersecurity department or external experts: vulnerability scans, cyber technical audits, intrusion tests and bug bounty campaigns. As part of our overall risk management strategy, we are also implementing a rigorous process for assessing the cybersecurity of our suppliers and analyzing vulnerabilities. This is to ensure the integrity and security of our supply chain.

The cybersecurity roadmap is supplemented by cyber awareness-raising initiatives and training actions, to support users and IT and OT experts across the Group in the implementation of IT hygiene and cybersecurity rules. An awareness-raising program for all employees and a training program for certain specific functions have been defined. These actions are carried out through IT charters disseminating information on best practices in cybersecurity and specific actions, such as specific events during the European Cybersecurity month created by the European Union Agency for Cybersecurity (ENISA) (in October of each year). Awareness-raising and e-learning training sessions are regularly provided and updated. Phishing campaigns are carried out frequently to test employees’ cybersecurity reflexes in a fun way, particularly identification and reporting. Finally, cybersecurity crisis exercises are carried out regularly to train management, IT and OT actors, and cybersecurity experts and to test the incident and activity recovery procedures.

In response to the resurgence of cyberattacks, including ransomware attacks, measures for detection and protection of information systems were supported by Endpoint Detection and Response (EDR) and other cyber defense tools and the deployment of a global Security Operation Center (SOC) system, 24/7, which includes support for industrial incident response, and the Computer Emergency Response Team (CERT), which allows for broader and faster identification and resolution of cyber threats and attempts. This was done within the framework of the cyber defense organization already in place, with several measures, such as: continuous monitoring of cybersecurity threats (for example, CTI), the cybersecurity alert, incident and crisis process, a security team trained and competent in information technology and operational technologies (for example, plants), ensuring Veolia has the ability to respond to cyberattack emergencies.

Risks related to changes in business lines (OPE-04)

Risk identification

Description of the risk

In 2024, with the launch of its new Greenup strategic program, the Group identified fundamental issues related to decarbonization, decontamination and regeneration. To meet these challenges, Veolia offers innovative solutions and service offerings around health, new pollutants, new material loops, water resources and the reduction of the carbon impact of its customers (see chapter 1, section 1.2.2 above).

Due to their strong potential for innovation, these fields are particularly subject to automation, digitization, the use of artificial intelligence, but also to the adaptation of certain skills. With a view to positioning itself as an effective and differentiated player on these areas, Veolia must continue to evolve and transform itself in relation to its sector of activity. This is particularly the case with regard to the skills of its employees, and also with regard to forecasting and the evolution of remuneration models of certain Business Units. Veolia must ensure a forward-looking monitoring of the evolution of offerings and services in the sector.

Potential effects for the Group

- Difficulty in gaining new market share
- Competitive pressure from certain sectors
- Operational performance of facilities
- Group's image

Correlated risks

- Risks of skills availability
- Risks related to market changes

Stakeholders

- Planet
- Society
- Customers
- Employees
- Shareholders

Risk management

The Group has set up a strategic program, GreenUP, in connection with the definition of new expertise and skills requirements for its new development challenges.

In a context of rapid change in business lines and subsequent working methods, Veolia has strengthened its ability to anticipate and analyze emerging markets and business lines, particularly in the context of the building of its new GreenUp strategic program.

In addition to this analytical work, the Group is strengthening its network of partnerships with companies in the industrial and service sectors, to identify innovative solutions to support the development of its business lines.

Risks of skills availability (OPE-05)

Risk identification

Description of the risk	Potential effects for the Group
The Group conducts a range of businesses, requiring a variety of constantly changing skills. To support this evolution, in conjunction with the boosters defined by the GreenUp strategy, the Group must acquire new expertise and encourage employee mobility. Also, the shortage of skilled labor in certain countries may have an impact on the Group's operating conditions. Accordingly, the need to constantly identify new profiles and be attractive, but also to continuously train existing staff, exposes the Group to risk if it is unable to harness in a timely manner the skills required at its locations.	• Difficulty in gaining new market share • Competitive pressure from certain sectors • Operational performance of facilities • Continuity of services **Correlated risks** • Risks related to the selection and integration of acquisitions • Risks related to changes in business lines **Stakeholders** • Employees • Customers • Shareholders

Risk management

The role of the Human Resources Development Department is to define and promote the Group's policies relating to mobility, career management, and talent identification and management at all of the Group's establishments.

Veolia strives to attract, train, develop and retain its staff at all levels of qualification and in all areas of employment in which it operates.

Through training, Veolia ensures that its employees, the vast majority of whom are manual workers and technicians, develop their skills. Veolia believes in the responsibility and autonomy of its employees at all levels of the organization and in all countries. This is why the Group has made a commitment to increase its training efforts with a target of 30 hours training on average per employee by 2027.

In a context of rapid changes in work techniques and organizations, Veolia ensures that there is a balance between the skills and expertise available and those needed in new business lines. This forms part of the provisional management policy for jobs and careers, in particular for the industrial market.

An agreement was therefore signed in the form of a letter of commitment with the Group European Works Council in 2018 (with an amendment signed in 2021), on changes in the businesses and skills, notably with regard to the Company's strategic direction. Through this agreement, Veolia focuses on anticipating changes in its businesses in line with the Group's transformation, supporting and encouraging career development and offering the right training solutions.

In addition, the work achieved by the Group's new Learning Department enables it to propose a new training offering (see chapter 4, section 4.1.3.1.4.1 below):

- supporting ecological transformation (particularly through the ecological transformation fresk, the 2 tonnes Workshop, the e-learning module on planetary limits, the Unlock Local Energies program, a workshop to learn more about the different decarbonized energy solutions available in a region, and more than 20 e-learning pathways in partnership with Climate School) ;
- accompanying changes in the businesses: energy solutions in the water and waste businesses, bioconversion, sustainable procurement, green finance, etc. ;
- developing strategic skills for the Group through Business Line Academies (Sustainability Academy, Energy Academy, Water Academy, Hazardous Waste Academy, Waste Academy, etc.) and cross-functional academies (sales and marketing, project management, innovation, digital, finance, human resources): the academies deliver, for example, new programs on hazardous waste and decarbonization, acculturation to generative AI, or the dissemination of Veolia's managerial culture and the appropriation of the GreenUp strategic plan.

The Group's considerable efforts in the area of talent management (identification, dedicated training programs, roll-out of the Management Behaviors@Veolia guidelines, manager engagement survey), and commitments to diversity and internationalization serve to strengthen the loyalty and professionalism of Group talents (see chapter 4, section 4.1.3.1.4 below).

Purchasing, supply and logistics risks (OPE-06)

Description of the risk

Given the extensive coverage of its activities and its necessarily global supply chain, the Group may encounter difficulties in obtaining the energy, equipment, consumables, commodities or services necessary to ensure the continuity of its activities.

The Group can be faced with a shortage of critical products and materials for procurement categories under pressure.

Certain procurement categories may be considered critical due to the limited number of suppliers available, which can affect the prices and/or availability of these products.

The supply chain is also subject to many external hazards (geopolitical, political, climate, etc.) that could result in a service interruption in our businesses and/or delays.

Potential effects for the Group

- Difficulty in ensuring business continuity
- The Group's image, compliance with regulations and operational performance
- The deterioration of the Group's financial performance

Correlated risks

- Economic risks
- Geopolitical and political risks
- Risks inherent to changes in energy prices and in the costs of commodities and raw materials
- Risks related to employee health and safety
- Environmental and industrial risks
- Risks related to tangible and intangible property, and information systems
- Corruption and business integrity risks
- Human rights risks

Stakeholders

- Society
- Planet
- Customers
- Shareholders

Risk management

The procurement function has sourcing and risk management procedures that allow, among other things, high-risk procurement categories to be identified. The processes defined therein, in particular Category Management, allow the Group's exposure to business interruption risks to be limited.

To limit dependency on critical suppliers and ensure continuity of supply, each procurement structure (local or global) implements procurement strategies for the categories for which it is responsible. These strategies are based on the Group Category Management policy and are adapted to the specific characteristics of each of the procurement categories (identification of needs, supplier market, geopolitical context, etc.). To ensure continuity of service, the entities implement locally appropriate inventory policies for the product categories that require it.

Furthermore, during the tender phase, the main critical risks to which the Group is exposed are analyzed. These are:

- compliance risks (ethics, fraud, competition, sanctions, regulatory compliance, etc.),
- risks related to corporate social and environmental responsibility (human rights, health & safety, environment),
- financial risks (solvency, dependence, inflation)
- operational risks (continuity of supply, quality, geopolitics, IT and cybersecurity).

The contract management sector, which contributes to the implementation of contractual risk management processes, is an additional line of defense against this risk.

Personal security risks (OPE-07)

Risk identification

Description of the risk	Potential effects for the Group
For business travelers or expatriate employees, occupational risks are potentially multiplied: health risks, physical attacks, theft, kidnapping and, more generally, workplace accidents or transport. The safety of Veolia's employees remains a major challenge for the Group, which has the duty to guarantee their protection, failing which, according to very strict regulations, the Group is liable. The response to these risks is multifaceted but cannot be ignored. Article L.4121-1 of the Labor Code lays the foundations for this: "The employer takes the necessary measures to ensure the safety and to protect the physical and mental health of workers". These are actions to prevent occupational risks and/or disseminate information, as well as the establishment of appropriate organization and resources. Although the geographical scope of these texts is not specified, some case law fills this gap. The scope of activities, particularly on the international scene, exposes the company and its employees to a multitude of risks of malicious actions. Due to the nature of their projects, Veolia employees are driven to work or travel to areas where political, geopolitical, economic or social instability can expose them to dangers such as crime, terrorism or other forms of violence. The overall deterioration of the security climate on the international scene, coupled with the proliferation of misinformation and media threats (facilitated by the evolution of communication technologies, particularly social media), increases the risks to employee safety. Faced with these challenges, Veolia must implement robust protection strategies. The objective is to ensure employee safety while allowing the company to continue its activities in complex and sometimes hostile environments.	• Group's image **Correlated risks** • Geopolitical and political risks • Risks related to employee health and safety • Environmental and industrial risks **Stakeholders** • Employees • Society • Shareholders

Risk management

The Group's Security Department constantly monitors the evolution of the geopolitical and security situations of countries on a global scale. It analyzes security conditions in depth and focuses particularly on high-risk areas where Group entities operate. This vigilance is reflected in the establishment of a monthly classification of countries at risk which dictates the instructions regarding protection and vigilance measures in respect of business travel.

A specific procedure applies to travel in sensitive areas. For the most critical destinations, the Security Department individually evaluates each travel request, providing recommendations tailored to the local context, type of assignment and employee profile. In 2024, 3,143 requests were processed. If necessary, it may refuse travel permission if it considers the security conditions inadequate.

An e-learning module has been created to help employees learn about best practices in prevention and protection when traveling to high-risk countries. This module is mandatory for the countries most at risk and recommended for others.

Face to face training sessions can also be provided depending on the specific needs of the teams and the duration of assignments.

Security plans are drawn up for the most sensitive countries where the Group operates, to facilitate the Group's responsiveness and that of local staff in the event of a crisis. A local security correspondent acts as a point of contact between the central management and the teams or staff on site. Upstream of projects in high-risk areas, the Security Department assesses and budgets the necessary security measures, thus ensuring a proactive approach to risk management.

This global strategy aims to create a safe working environment and enable the Group to continue its international activities by limiting exposure to risks for its employees.

Transformation risks related to multifaceted performance (OPE-08)

Risk identification

Description of the risk

As part of the implementation of its GreenUp strategic program, the Group adopted an ambitious multifaceted performance plan aligned with its Purpose. This multifaceted performance is founded on five performance pillars: human resources performance, corporate social performance, environmental performance, commercial performance and economic and financial performance.

A commitment is associated with each performance and broken down into objectives, with quantified metrics for 2027. In total, there are 15 objectives, 15 metrics and 15 targets that the Group must reach by 2027. The attainment of these targets is subject to the Group's ability to transform its organization and internal operating methods and processes. Applying the same level of requirement to the five performance pillars by 2027 is challenging for the Group. In addition, constant stakeholder engagement is a major factor in helping them appropriate these multifaceted performance principles. Failure to achieve the multifaceted performance targets could negatively affect the Group's credibility in deploying its Purpose, damaging its image with stakeholders and weakening employee commitment.

Potential effects for the Group

- Group's image

Correlated risks

- Risks related to the selection and integration of acquisitions
- Risks related to changes in business lines
- Risks related to climate change and natural disasters

Stakeholders

- Planet
- Society
- Customers
- Employees
- Shareholders

Risk management

To address its 2027 strategic challenges and, in particular, its multifaceted performance commitments, the Group implemented a management system at the highest level of the organization and launched a campaign for the appropriation of its Purpose and multifaceted performance challenges by all Group employees.

This system is supported by:

- the Board of Directors, which controls the proper implementation of the GreenUp strategic program ;
- a Purpose Committee, created in 2021 ;
- the Group's Executive Committee, which is responsible for its monitoring ;
- the ESG Committee, which ensures that these points are taken into account in the list of material IRO ;
- the Strategy and Innovation Department, which steers Veolia's strategy with a multifaceted performance approach, aligned with the Group's Purpose ;
- a two-person team comprising an Executive Committee sponsor and a Group "Objective Officer", responsible for steering each multifaceted performance objective ;
- a network of Purpose Officers in the BUs, supporting managers and accelerating the roll-out of Veolia's Purpose and multifaceted performance in their entities ;
- a bonus policy aligned with objectives for 16,000 Group managers.

Risks related to the selection and integration of acquisitions (OPE-09)

Risk identification

Description of the risk

The Group develops through both organic growth and external growth through acquisitions. In this context, it may acquire companies that are over-valued that could subsequently generate asset impairment.

Furthermore, the operational performance of companies acquired could also deviate from forecasts.

Finally, these acquisitions could encounter some difficulties in implementing expected synergies, in particular during the employee integration phase, the realization of savings from the pooling of purchases or the implementation of common information systems.

Potential effects for the Group

- Asset impairment
- Difficulty in gaining new market share
- Competitive pressure from certain sectors
- Operational performance of facilities

Correlated risks

- Risks of skills availability
- Risks related to tangible and intangible property, and information systems
- Risks related to market changes

Stakeholders

- Society
- Customers
- Employees
- Shareholders

Risk management

The Group is implementing an integrated acquisition strategy and is strengthening its system for selecting and integrating acquisitions (procedures, training, etc.).

The merger and acquisition process is part of the Group strategic approach. The relevant BU performs a detailed analysis of each acquisition project from both a strategic, commercial and financial point of view. Acquisition projects are reviewed and approved by the Country, Zone and Group Commitment Committees according to financial thresholds and particularly investment thresholds. These projects are subject to systematic, comprehensive review (strategic, technical, operational, financial, legal, human resources, compliance, etc.) in which all risks and opportunities are analyzed and assessed. Business development procedures have been strengthened to detail acquisition procedures, both upstream and downstream.

In addition, a procedure for integrating acquisitions and post-acquisition follow-up has been established and published on the Group's Intranet and is included in the Group's Essential guidelines. Post-acquisition audits are carried out to enable better monitoring of projects approved by the Commitment Committees and to encourage the sharing of experience within the Group. For projects that do not meet the objectives of the initial business plan, action plans are drawn up and new investments are deferred in the Business Unit concerned. The sharing of these practices within the community of development directors contributes to the appropriation of acquisition-related issues by operational teams in the upstream and downstream phases of acquisitions.

Veolia Suez merger

The Veolia and Suez merger completed in 2022 was a success, with synergies realized in many areas. The excellent implementation of the Suez merger demonstrates Veolia's ability to integrate acquisitions and even very large acquisitions. In particular, the 2023 and 2024 Voice of Resourcers barometers showed a high level of commitment among employees from all origins, and subscription rates to employee share ownership transactions are also a sign of confidence in the Group's future.

2.2.2.3 Financial risks (FIN)

Risks inherent to changes in energy prices and in the costs of commodities and raw materials (FIN-01)

Risk identification

Description of the risk

Purchases of energy, commodities and raw materials represent a major operating expense in the Group's activities.

In particular:

- diesel for waste collection activities;
- coal, gas and biomass for energy service activities;
- electricity for water treatment and distribution activities.

Despite a still uncertain geopolitical context, 2024 saw the overall price of raw materials decline compared to 2023.

Group contracts generally contain indexing mechanisms. However, these mechanisms do not always enable these costs to be covered (existence of time lags between price increases and the moment the Group is authorized to increase its prices to cover its additional costs or an inappropriate update formula given the cost structure, including taxes). Any steady increase in purchase prices and/or taxes could, by increasing costs and reducing profitability, undermine the Group's activities, insofar as it would be unable to increase its prices sufficiently to cover such additional costs.

The sorting, recycling and trading activities are particularly exposed to changes in the price of secondary raw materials (paper, plastic, scrap and non-ferrous metals). A significant and long-term drop in the price of these secondary raw materials, potentially combined with the impact of the economic environment on volumes, could affect the Group's results. Group activities also include electricity production in Central Europe, Asia, Germany, the United Kingdom and France. A significant portion of these sales concerns "waste" energy production, co-generated with heat. The Group is also exposed to price volatility in the electricity market and price changes imposed by the regulator, in countries where the price of electricity is regulated. A significant long-term decline in the market price of electricity in these countries could therefore impact the Group's results.

For further information, please refer to chapter 6.1, note 8.3.1.3 to the consolidated financial statements below.

Potential effects for the Group

- Economic balance of contracts compromised
- Change in consumption volumes (Water and Energy activities)

Correlated risks

- Economic risks
- Risks related to market changes
- Geopolitical and political risks
- Risk related to tax developments
- Purchasing, supply and logistics risks

Stakeholders

- Society
- Customers
- Shareholders

Risk management

Most contracts have clauses, including indexation formulas, that allow any changes in the price of energy, commodities and raw materials to be passed on.

The Group has a raw materials risk management policy, which aims to establish a progressive hedge over three years (where possible) in order to limit results volatility. For global procurement contracts most exposed to changes in energy prices and in the costs of commodities and raw materials, the procurement department negotiates update formula with suppliers, enabling a rational adjustment of prices and the sharing of risks.

Most of the contracts entered into by the Group companies include clauses aimed at passing on any fluctuations in energy, commodity and secondary raw material prices to the Group's revenue sources, particularly by means of indexation formulas. Furthermore, in certain countries and for certain energy sources, the supply of energy may be covered by long-term supply contracts.

Counterparty risks related to operating activities (FIN-02)

Risk identification

Description of the risk	Potential effects for the Group
The Group's financial and operating activities expose it to the risks of failure of its counterparties (customers, suppliers, partners, intermediaries, banks). Counterparty risk can arise at the time of payment or delivery of the services and supplies purchased. It can also concern losses on assets, such as financial investments or the bankruptcy of a customer or supplier. Finally, counterparty risk is the risk that a Group entity is unable to respect its financial commitments (debt repayment, breach of guarantees, offset under a derivative transaction, etc.). See chapter 5.3, Financing, below. The economic and geopolitical environment in which the Group is currently operating is a major risk factor.	• Non-payment or late payment by customers • Economic balance of contracts compromised • Decrease in investments by customers **Correlated risks** • Economic risks • Geopolitical and political risks **Stakeholders** • Society • Customers • Shareholders

Risk management

The Group anticipates the occurrence of counterparty risks related to its operating activities by assessing potential volumes of receivables.

The Group carries out an upstream analysis of the creditworthiness of its customers in order to assess potential volumes of receivables and anticipate the occurrence of risks. Credit risk on operating financial assets is appraised via the rating of primarily public customers. The risk on other operating receivables is assessed through the analysis of customer late payments/failures, taking into account their nature (public/private).

In addition, the Group limits its exposure to the risk of default by its counterparties through the diversity and number of its customers.

Finally, the Group has strengthened its contract management processes, which are aimed in particular at anticipating and managing the risk of default by its counterparties.

Liquidity risks (FIN-03)

Risk identification

Description of the risk	Potential effects for the Group
The Company's gross liquidity is defined as all available cash and confirmed bank lines. Net liquidity corresponds to gross liquidity less current financing requirements. The Group could be exposed to liquidity risk and not have sufficient financial resources to meet its contractual commitments.	• Difficulty repaying debt • Difficulty in gaining new market share **Correlated risks** • No correlated risks **Stakeholders** • Society • Customers • Shareholders

Risk management

The operational management of liquidity and financing is managed by the Financing and Treasury Department.

This management involves the centralization of major financing and material excess cash balances to optimize liquidity and cash.

To reduce liquidity risk and protect itself from temporary unavailability on the medium- and long-term financing markets, the Group has:

- a multicurrency syndicated loan facility with a total amount of 4.5 billion of euros undrawn as of December 31, 2024,
- bilateral credit facilities with a total amount of 1.7 billion of euros undrawn as of December 31, 2024,
- a commercial paper program capped at 6.5 billion of euros, which optimizes financing costs and ensures a flexible bond issue schedule, thereby capitalizing on the best possible market conditions. This program compares with net liquidity of €8.3 billion as of December 31, 2024.

In addition, the Group refinanced its significant bond maturities in order to reduce liquidity risk; in 2024, it made two issues of 500 million of euros each in September and December.

On April 19, 2024, the Group redeemed 203 million of euros of the balance of a 600 million of euros hybrid bond that had been refinanced in November 2023, and on August 2, 2024, repurchased 364 million of euros of its bonds convertible into and/or exchangeable for new or existing shares (OCEANE) maturing on January 1, 2025. Finally, 1.2 billion of euros of bond debt matured in January and July 2024.

Group gross liquidity is therefore 17.8 billion of euros as of December 31, 2024, (compared with 16.6 billion of euros at end-2023), and net liquidity is 8.3 billion of euros (compared with 8.5 billion of euros at end-2023).

For further information, please refer to chapter 6.1, note 8.3.2.2 to the consolidated financial statements below.

Risks related to tax developments (FIN-04)

Risk identification

Description of the risk	Potential effects for the Group
Veolia operates throughout the world in numerous countries with different tax regimes. Tax risk is the risk associated with changes in laws and regulations (potentially with retroactive effect), the interpretation of those laws and regulations and changes in case law concerning the application of tax rules. These rules in the different countries where the Group operates are constantly changing and the tax regimes and tax rates applicable may be subject to interpretation and/or amendment. The Group cannot provide an absolute guarantee that its interpretations will not be challenged, with negative consequences for its financial position or results. Furthermore, the Group is involved in standard tax audits and appeals. The main current tax audits and disputes are disclosed in chapter 6.1, note 11.3 to the consolidated financial statements below.	• Economic balance of contracts compromised • Pressure on the sales price of services **Correlated risks** • Risks inherent to changes in energy prices and in the costs of commodities and raw materials • Risks related to regulatory changes, particularly in the area of health or the environment • Geopolitical and political risks **Stakeholders** • Society • Customers • Shareholders

Risk management

In order to comply with local tax laws and regulations, Veolia calls on the Tax Department and a network of tax professionals to ensure compliance with tax obligations and thereby reduce the tax risk to a reasonable and normal level.

The tax authorities have carried out various tax audits in Group companies that are both consolidated and not consolidated for tax purposes. To date, none of these reviews have led to liabilities to the tax authorities materially in excess of amounts estimated during the review of tax risks. In estimating the risk as of December 31, 2024, the Group took account of the expenses that could arise as a consequence of these audits, based on a technical analysis of the positions defended by the Group before the tax authorities. The Group periodically reviews the risk estimate in view of developments in the audits and legal proceedings.

Currency risk (FIN-05)

Risk identification

Description of the risk	Potential effects for the Group
The Group presents its financial statements in euro and must translate certain of its assets, liabilities, income and expense items into euro at the applicable exchange rates. Consequently, fluctuations in the exchange rate of other currencies against the euro can affect the value of these items in the financial statements, even if their intrinsic value is unchanged in the original currency. An increase in the value of the euro may therefore result in a decrease in the reported value, in euro, of the Company's investments held in foreign currencies. Currency risk is linked to the Group's international business conducted outside the euro area, which generates cash flows in numerous currencies. A 10 % appreciation in the main currencies of the countries used by the Group against the euro would increase net assets by 1,670 million of euros, while a 10 % depreciation in these currencies would reduce net assets by -1,366 million of euros.	• Group's results and equity **Correlated risks** • No correlated risks **Stakeholders** • Society • Customers • Shareholders

Risk management

The Group Financing and Treasury Department manages currency risk centrally

Residual transaction foreign exchange risk can be hedged using derivatives (forward purchases or sales, swaps). With regard to net asset translation risk (also known as foreign exchange risk on the assets), for the most important assets, the Group favors the implementation of financing in foreign currencies or derivatives. For further information, please refer to chapter 6.1, note 8.3.1.2 to the consolidated financial statements below.

Risks related to meteorological effects (FIN-06)

Risk identification

Description of the risk	Potential effects for the Group
The Group's activities are, by nature, subject to the variability of the weather from one year to the next. Energy services are primarily delivered during periods of the year when people heat their homes. In Water activities, domestic water consumption and wastewater treatment are more significant during summer periods. The Group's activities and their uses are thus exposed to weather effects in the event that winters are milder or summers are cooler.	• Change in production volumes (Water and Energy activities) **Correlated risks** • Risks related to climate change and natural disasters **Stakeholders** • Shareholders

Risk management

The Group limits its exposure to the effects of the weather through the diversity of its locations and portfolio of activities as well as by the implementation of contractual models that include a sharing of value created for the customer.

The Group offers contractual models that are independent of volumes, such as performance contracts that include a sharing of value created for the customer, regardless of consumption, which may be influenced by the weather. In addition, the Group provides cutting-edge solutions to the most complex issues encountered by customers and offerings founded on attractive business models such as performance-based payment terms, to mitigate the risks related to meteorological effects.

In the same spirit, the Group favors, where possible, remuneration models that include a flat-rate share, independent of usage and consumption levels.

2.2.2.4 Regulatory, ethical and legal risks (REG)

Risks related to regulatory changes, particularly in the area of health or the environment (REG-01)

Risk identification

Description of the risk

The Group's activities are subject to extensive, evolving and increasingly stringent environmental regulations. These regulations sometimes impose significant constraints.

Most Group activities require operating permits or authorizations that define the rules governing the operation of installations. These operating permits are issued by public authorities pursuant to authorization procedures encompassing the performance of specific studies presenting, in particular, the environmental footprint of the installations. In particular, these regulatory compliance obligations concern water discharges, drinking water quality, waste treatment, the pollution of soil and ground water and the characteristics of atmospheric emissions.

Failure to meet these compliance obligations could be prejudicial to the Group and damage its reputation.

Furthermore, environmental laws and regulations are constantly changing. These amendments can generate significant compliance expenditure or investment for our installations.

While regulatory changes offer new market opportunities for the Group's activities, they also generate a number of risks. Veolia Group is constantly required to invest to ensure the continued compliance of installations under its responsibility. If it has no investment responsibility, Veolia advises its customers to ensure they undertake the necessary compliance work themselves.

In contrast, public authorities have the power to launch proceedings which could lead to the suspension or cancellation of permits or authorizations held by the Group or injunctions to suspend or cease certain activities, if they identify the slightest instance of non-compliance. These measures may be accompanied by fines and administrative or criminal sanctions which could have a significant negative impact on the Group's reputation, activities, financial position, results or outlook.

Finally, the field of finance is also impacted by regulations related to the environment. Indeed, the European regulation EU/2020/852 of June 18, 2020 "Taxonomy regulation" is part of the sustainable finance policy deployed by the European Union (EU). It defines a framework intended to promote sustainable investments through improved information for financial market players. The Group has therefore organized itself to qualify its activities.

Potential effects for the Group

- Difficulty in gaining new market share
- Time needed to obtain operating permits or authorizations
- Non-renewal of municipal contracts
- Difficulty of obtaining "sustainable" investments

Correlated risks

- Environmental and industrial risks
- Risks related to market changes
- Risks related to climate change and natural disasters

Stakeholders

- Planet
- Society
- Customers
- Employees
- Shareholders

Risk management

In accordance with legal, regulatory and administrative requirements (see chapter 1, section 1.6 above) or for specific preventive or protection measures, Veolia is constantly required to incur expenditure or invest in installations under the Group's responsibility to ensure their continued compliance.

Veolia continues to commit the necessary means to comply with its environmental, health and safety obligations and to manage sanitary risks. When the Group has no investment responsibility, Veolia advises its customers to ensure they undertake the necessary regulatory compliance work themselves.

Believing that mere compliance with regulatory requirements is not sufficient to ensure adequate control of health and environmental risks, Veolia has also voluntarily implemented a number of actions based on strict prevention and control procedures as part of a global approach, particularly with respect to its multi-service contracts (for example, hazard studies, impact assessments and checkpoint controls and inspections).

The Group also carries out active research monitoring on topics such as emerging biological parameters and the toxicity of mixtures. It develops research projects, alone or in partnership with research centers or French or foreign specialized bodies, on certain subjects that are deemed a priority.

To implement the taxonomy, Veolia took action from the end of 2020, under the impetus of the Executive Committee, so as to be able to provide all the required information. The technical and financial teams (at head office and in the Business Units, close to the installations) implemented a protocol aimed at defining the means of applying the Delegated Regulations to Veolia's activities (see chapter 4, section 4.1.2.6 below).

Corruption and business integrity risks (REG-02)

Risk identification

Description of the risk	Potential effects for the Group
Actions by employees, corporate officers or external stakeholders which contravene the principles set out by the Group in its compliance programs could expose Group companies to criminal and/or civil penalties as well as harm to its reputation. The prevention of corruption and other unethical business practices is a material issue for the Group and all its employees. The Group must be particularly vigilant regarding these risks, particularly due to the nature of its contracts, the investments made and the difficulties unique to certain countries where it operates. In addition, one or more Group companies may be accused of discriminatory practices toward certain suppliers or customers, or unfair commercial practices aimed at restricting competition. Such practices are contrary to competition laws and compliance programs deployed within the Group. They can lead to fines and legal action, reputational damage and loss of market share.	• Group's image • Difficulty in gaining new market share • Loss of public and industrial contracts • Renewal of public and industrial contracts **Correlated risks** • Geopolitical and political risks • Risks related to the selection and integration of acquisitions **Stakeholders** • Society • Customers • Employees • Shareholders • Planet

Risk management

The Compliance Department is responsible for strengthening the compliance culture within the Group and in its relations with third parties, detecting breaches and dealing with them in the most appropriate manner, so as to protect the Group against these risks.

The Group therefore implements compliance programs notably comprising norms, procedures, a whistleblowing system and training, as well as assessment and control actions.

Managing third parties (customers, suppliers, partners, etc.) represents a key compliance challenge, as they constitute a non-negligible potential source of exposure to compliance risks for the Group.

Veolia deals with this issue through a third-party comprehensive assessment process, implemented by key functions, such as the Security, Procurement and Compliance Departments.

The system for managing these business integrity and corruption risks is described in detail in chapter 4, section 4.1.4.1.2 below.

Human rights risks (REG-03)

Risk identification

Description of the risk	Potential effects for the Group
Due to the geographic scope of its activities, the Group is exposed to the risk of non-compliance by stakeholders with the principles set out in the Group's human rights policy, notably external stakeholders (subcontractors, suppliers, partners).	• Group's image • Difficulty in gaining new market share • Loss of public and industrial contracts • Renewal of public and industrial contracts **Correlated risks** • Risks related to employee health and safety **Stakeholders** • Society • Customers • Employees • Shareholders • Planet

Risk management

The Group has been working hard for years to uphold the human rights not only of its employees, subcontractors and suppliers, but also of the communities living in the regions where it operates.

The Veolia Human Rights program seeks, within the strict application of the Group's values, to retain the trust of internal and external stakeholders, reinforce appeal and commercial differentiation and protect the Group's reputation. This program is fully in line with Veolia's Purpose.

This dedication to human rights is reflected in its sustainable development commitments (see section 4.1.1.5 below) and its fundamental values and principles set out in its Ethics Guide (see section 4.1.4.1.2 below).

The system for managing Human Rights risks is described in detail in chapter 4, section 4.1.3.5.5 below.

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3.1 Members of the Board of Directors

3.1.1 MEMBERS OF THE BOARD OF DIRECTORS AND POSITIONS AND OFFICES HELD BY DIRECTORS

3.1.1.1 Profile of the Board of Directors as of December 31, 2024

14
Directors
1
Non-voting member *(censeur)*

64%
Independent Directors [(1)]

2
Directors representing employees
1
Director representing employee shareholders

62
Average age of Directors

5
Non-French Directors

54.5%
Female Directors [(2)]

With the exception of the Directors representing employees and the non-voting member (*censeur*), the members of the Board of Directors are elected individually by shareholders at Ordinary General Meetings at the recommendation of the Board, which, in turn, receives proposals from the Nominations Committee. Board members may be removed at any time pursuant to a decision of the General Shareholders' Meeting. With the exception of Directors representing employees and the Director representing employee shareholders, each director must hold at least 750 registered shares in the Company.

Finally, the Company's Board of Directors also includes a representative from the Veolia Environnement SA Social and Economic Committee, who attends the Board of Directors' Meetings in a non-voting advisory capacity.

Changes in the composition of the Board of Directors and its Committees are presented in section 3.2.1.2 below and in section 3.2.2 below.

(1) *Excluding Directors representing employees and Director representing employee shareholders in accordance with the AFEP-MEDEF Code.*
(2) *Excluding Directors representing employees and Director representing employee shareholders in accordance with Articles L. 225-27 and L. 22-10-7 of the French Commercial Code.*

3.1.1.2 Members of the Board of Directors as of December 31, 2024

	Age	Gender	Nationality	Number of shares	Number of mandates in non-VE listed companies[1]	Independence	Start of current office Expiry of current office	Number of years on the Board	Individual attendance rate at Board meetings	Committees: Accounts and Audit	Committees: Nominations	Committees: Compensation	Committees: Research, Innovation and Sustainable Development	Committees: Purpose
Antoine Frérot *Chairman of the board of directors*	66	M	French	191,147	0		05/07/2010 2026 GSM	14	100%		●			**●**
Estelle Brachlianoff *Chief Executive Officer*	52	F	French	42,184	1		06/15/2022 2026 GSM	3	100%					
Pierre-André de Chalendar *Senior Independent Director*	66	M	French	15,894	1	✦	04/22/2021 **2025 GSM**	4	90%[3]		**●**	●		●
Olivier Andriès	62	M	French	750	1	✦	04/27/2023 2027 GSM	2	80%[3]	●		**●**		●
Maryse Aulagnon	75	F	French	12,308[2]	0		05/16/2012 2027 GSM	12	90%[3]		●	●		●
Véronique Bédague	60	F	French	750	1	✦	04/27/2023 2027 GSM	2	90%	●				
Isabelle Courville	62	F	Canadian	1,000	1	✦	04/21/2016 2027 GSM	8	100%		●		**●**	●
Marion Guillou	70	F	French	1,390	1	✦	12/12/2012 **2025 GSM**	12	100%			●	●	
Franck Le Roux ✪ [4]	60	M	French	N/A	0		10/15/2018 10/12/2026	6	100%	●		●		●
Julia Marton-Lefèvre	78	F	French-American	750	0	✦	04/25/2024 2028 GSM	1	100%				●	
Agata Mazurek-Bąk ◆ [4][5]	47	F	Polish	2,126	0		06/15/2022 2026 GSM	3	100%	●				
Pavel Páša ✪ [4]	60	M	Czech	N/A	0		10/15/2014 10/15/2026	10	100%				●	
Francisco Reynés	61	M	Spanish	750	1	✦	04/27/2023 2027 GSM	2	90%[3]			●		
Guillaume Texier	51	M	French	894	1	✦	04/21/2016 2027 GSM	8	100%	**●**			●	●
Enric Xavier Amiguet I Rovira ▲	56	M	Spanish	N/A	0	N/A	06/15/2022 **October 2025**	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Number of meetings in 2024									**10**	**8**	**5**	**4**	**3**	**2**
AVERAGE ATTENDANCE RATE IN 2024									**96%[6]**	**95%**	**100%**	**79%**	**100%**	**100%**

● Chairman/woman ● Member ✪ Director representing employees ◆ Director representing employee shareholders ▲ Non-voting member *(censeur)*
✦ Independent pursuant to AFEP-MEDEF Code independence criteria, as assessed by the Board of Directors.
N/A: not applicable.

(1) VE: Veolia Environnement.
(2) Including 8,740 shares held by COMMA and S2C, companies chaired by Mrs. Maryse Aulagnon.
(3) Attendance rate 100%, excluding extraordinary meeting(s) of the Board of Directors, due to the commitments made before their appointment.
(4) The Directors representing employees and the Director representing employee shareholders are not taken into account when calculating the independence percentages pursuant to Article 10.3 of the AFEP-MEDEF Code (see Chapter 3, section 3.2.1.1 of the 2024 Universal Registration Document).
(5) Mr. Romain Ascione was appointed by the General Shareholders' Meeting of June 15, 2022 as Mrs. Agata Mazurek-Bak's replacement for a period of four years expiring at the end of the General Shareholders' Meeting called to approve the financial statements for the year ended December 31, 2025. He will carry out the duties of Mrs. Agata Mazurek-Bak in the event of her position becoming vacant.
(6) The option to participate by electronic means of communication was used eight times by directors in 2024.

3.1.1.3 Positions held by Directors

The positions and offices held by directors stated below are current as of December 31, 2024 based on updated or known information as of the date of filing of this Universal Registration Document with the French Financial Markets Authority (AMF):

ANTOINE FRÉROT

Chairman of the Board of Directors of Veolia Environnement*; Member of the Nominations Committee; Chairman of the Purpose Committee

66 years old
French

Date of first appointment:
May 7, 2010

Date of reappointment:
June 15, 2022

Expiry of current office:
2026 GSM

Number of shares held:
191,147

Qualifications:

Born on June 3, 1958 in Fontainebleau (France), **Antoine Frérot** is a graduate of the École Polytechnique (class of 1977) and the Ponts et Chaussées engineering school and holds a doctorate from the École Nationale des Ponts et Chaussées.

He started his career in 1981 as a research engineer at the Central Research Office for French Overseas Departments and Territories. In 1983, he joined the Center for Study and Research of the École Nationale des Ponts et Chaussées as a project manager and then served as Assistant Director from 1984 to 1988. From 1988 to 1990, he was Head of Financial Transactions at Crédit National. In 1990, Antoine Frérot joined Compagnie Générale des Eaux as a project manager and, in 1995, became Chief Executive Officer of CGEA Transport. In 2000, he was appointed Chief Executive Officer of CONNEX, the Transport Division of Vivendi Environnement, and a member of the Executive Committee of Vivendi Environnement. In January 2003, he was appointed Chief Executive Officer of Veolia Eau, the Water Division of Veolia Environnement*, and Senior Executive Vice-President of Veolia Environnement*. In November 2009, he was appointed Chief Executive Officer, and in December 2010, Chairman and Chief Executive Officer of Veolia Environnement*. On July 1, 2022, following the separation of duties of the Chairman and Chief Executive Officer, he became Chairman of the Board of Directors of Veolia Environnement*.

Principal positions held outside the Company – Other offices	Positions or offices expired in the last five years
In France: • Chairman of the Veolia Environnement Foundation[VE]; • Permanent representative of Veolia Environnement* on the Board of Directors of Institut Veolia Environnement[VE]; • founding member, member of the Board of Directors and Vice-Chairman of the Executive Committee of Terra AcademiaVE; • Director of the Société des Amis du Musée du quai Branly-Jacques Chirac; • Director of CNER, the Federation of French investment and economic development agencies.	**In France:** • Chief Executive Officer of Veolia Environnement*; • Co-Managing Director of Veolia Eau - Compagnie Générale des Eaux[VE]; • Director of Société des Eaux de Marseille[VE]; • Director of the non-profit organization Anciens élèves de l'École Polytechnique (l'AX). • Chairman of Institut de l'entreprise. • Chairman of the non-profit organization Anvie; • Chairman of the non-profit organization Centre d'Arts Plastiques de Royan.

GSM: General Shareholders' Meeting called to approve the financial statements for the year then ended.
**: listed company.*
VE: Group company.

Experience in Veolia's businesses · *International experience* · *Public affairs* · *Industry* · *R&D* · *Bank Finance* · *CSR*

ESTELLE BRACHLIANOFF

Chief Executive Officer and Director of Veolia Environnement

52 years old
French

Date of first appointment:
June 15, 2022

Expiry of current office:
2026 GSM

Number of shares held:
42,184

Qualifications:

Born on July 26, 1972, **Estelle Brachlianoff** is a graduate of the École Polytechnique and the Ponts et Chaussées engineering school. She joined the Val-d'Oise infrastructure department of the Paris metropolitan area in 1998 as head of the major infrastructure department. In 2002, she became advisor to the Prefect of the Ile-de-France region, in charge of transportation and development. She joined Veolia Propreté in 2005 as special advisor to the CEO. She became CEO of Veolia Propreté Nettoyage et Multiservices in 2008 and of Veolia Propreté Ile-de-France in 2010. In 2012, she became CEO of Veolia Propreté in the UK. She was also a member of the President's Committee of the Confederation of British Industry (CBI) from 2013 to 2018 and was President of the French Chamber of Great Britain from June 2016 to July 2018. A member of Veolia's Executive Committee since 2013 and Director of the UK and Ireland zone from 2013 to 2018, Estelle Brachlianoff was Chief Operating Officer of Veolia from September 1, 2018 to June 30, 2022 with responsibility for the digital and procurement departments. Since 2019, Estelle Brachlianoff has been a member of the Supervisory Board of Hermès International and a member of the Audit and Risk Committee and its CAG-CSR Committee. She was appointed as Director of Veolia Environnement on June 15, 2022 and succeeded Antoine Frérot as Chief Executive Officer of the Group from July 1, 2022.

Principal positions held outside the Company – Other offices

In France:

- Member of the Supervisory Board, the Audit and Risk Committee and the Compensation, Appointments, Governance and CSR Committee of Hermès International*;
- Chairwoman of the Board of Directors of Société des Eaux de Marseille [VE];
- Co-Managing Director of Veolia Eau - Compagnie Générale des Eaux [VE];
- founding member, member of the Board of Directors and Vice-Chairwoman of the Executive Committee of Terra Academia [VE];
- Vice-Chairwoman of Entreprises pour l'Environnement.

Principal positions held outside the Company – Other offices

In France:

- Director of SARP [VE];
- Director of SARP Industries [VE];
- Chairwoman of Veolia Énergie France [VE];
- Chairwoman of Veolia Propreté [VE];
- Chairwoman of Veolia Water [VE];
- Chairwoman and Chief Executive Officer and Director of Veolia Énergie International [VE];
- Member of the Supervisory Board of Veolia Eau - Compagnie Générale des Eaux [VE];
- Chairwoman and Chief Executive Officer and Director of Veolia Africa [VE].

Outside France:

- Director of the United Nations Global Compact – France Network;
- Member of the Business Council (USA);
- Member of the International Business Leaders' Advisory Council (IBLAC) (China);
- Chairwoman and Director of Veolia Holding America Latina SA (Spain) [VE];
- Director of Veolia Japan G.K. (Japan) [VE];
- Chairwoman and Director of Comgen (Australia) [VE];
- Chairwoman and Director of Veolia Environmental Services Australia (Australia) [VE];
- Chairwoman and Director of Veolia China Holding (Hong Kong) [VE];
- Chairwoman and Director of Veolia Environmental Services China (Hong Kong) [VE];
- Director of Veolia Energy UK Plc (United Kingdom) [VE];
- Director of Veolia Environmental Services UK (United Kingdom) [VE];
- Director of Veolia ES Holdings UK (United Kingdom) [VE];
- Director of Veolia UK Ltd (United Kingdom) [VE];
- Director of Veolia Water UK Limited [VE].

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**: listed company.*
VE: Group company.

Experience in Veolia's businesses · *International experience* · *Public affairs* · *Industry* · *R&D* · *Bank Finance* · *CSR* · *Digital*

PIERRE-ANDRÉ DE CHALENDAR

Independent Director of Veolia Environnement*; Senior Independent Director; Chairman of the Nominations Committee; Member of the Compensation Committee; Member of the Purpose Committee

66 years old
French

Date of first appointment:
April 22, 2021

Expiry of current office:
2025 GSM

Number of shares held:
15,894

Qualifications:

Pierre-André de Chalendar is a graduate of ESSEC Business School and École Nationale d'Administration. A former civil servant (Inspecteur des Finances), he served as deputy to the Director General for Energy and Raw Materials within the French Ministry of Industry. Mr. Pierre-André de Chalendar joined Compagnie de Saint-Gobain* in 1989 as Vice-President, Corporate Planning. He was subsequently Vice-President of Abrasifs Europe (1992-1996) and President of the Abrasifs division (1996-2000), before being appointed Senior Vice-President of Compagnie de Saint-Gobain* in charge of the Building Distribution sector in 2003. Appointed Chief Operating Officer of Compagnie de Saint-Gobain* in May 2005 and elected to the Board in June 2006, he was appointed Chief Executive Officer in June 2007 and Chairman and Chief Executive Officer in June 2010. He was appointed Non-Executive Chairman from July 1, 2021. Pierre-André de Chalendar is also a director of BNP Paribas* and Bpifrance. He has been Joint Chairman of La Fabrique de l'Industrie since July 2017 and Chairman of the ESSEC Business School's Supervisory Board since February 2019. He was appointed Chairman of Institut de l'Entreprise on January 1, 2023.

Principal positions held outside the Company – Other offices

Principal position held outside the Company:

- Chairman of Institut de l'entreprise.

Other offices and positions exercised in any company/ entity:

In France:

- Honorary Chairman of Compagnie de Saint-Gobain*;
- Director of Bpifrance;
- Joint-Chairman of La Fabrique de l'Industrie;
- Chairman of the Supervisory Board of ESSEC.
- Member of the Supervisory Board of Cercle des économistes.

Positions or offices expired in the last five years

In France:

- Chairman of the Board of Directors of Compagnie de Saint-Gobain*;
- Chief Executive Officer of Compagnie de Saint-Gobain*;
- Director of BNP Paribas*.

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**: listed company.*
VE: Group company.

Experience in Veolia's businesses — *International experience* — *Public affairs* — *Industry* — *R&D* — *Bank Finance* — *CSR*

OLIVIER ANDRIÈS

Independent Director of Veolia Environnement*; Chairman of the Compensation Committee; Member of the Accounts and Audit Committee; Member of the Purpose Committee

62 years old
French

Date of first appointment:
April 27, 2023

Expiry of current office:
2027 GSM

Number of shares held:
750

Qualifications:

In 1990, **Olivier Andriès** joined the Treasury Department at the French Ministry of Finance, where he worked in the aeronautics and defense sector, before becoming an advisor on industrial affairs to the Minister of the Economy and Finance in 1993. In 1995, he moved to the Lagardère* group as Deputy Director of Strategy and in 1998 was named personal advisor to Jean-Luc Lagardère. In 2000, Olivier Andriès joined Airbus*, as Product Policy Director before joining the executive committee in 2005 as Executive Vice President, Strategy and Cooperation. In 2008, he joined Safran* as Executive Vice President in charge of group strategy and development. He was then appointed Executive Vice President, Defense and Security, and became a member of the Safran* Executive Board in 2009. In 2011, he was appointed Chairman and Chief Executive Officer of Safran Helicopter Engines, and in 2015 he was named Chief Executive Officer of Safran Aircraft Engines. On January 1, 2021, he became Chief Executive Officer of Safran*.

Principal positions held outside the Company - Other offices

Principal position held outside the Company:

- Chief Executive Officer of Safran*.

Other offices and positions exercised in any company/ entity:

In France:

- Director of Safran*;
- 1st Vice-Chairman of Groupement des industries françaises aéronautiques et spatiales (Gifas);
- Chairman of the Board of Directors of the École national supérieure des Mines de Paris.

Positions or offices expired in the last five years

In France:

- Chairman of Safran Aircraft Engines;
- Chairman of Rafale International;
- Permanent representative of Safran Aircraft Engines on the Board of Directors of Powerjet.

Outside France:

- Chairman of Safran Aero Boosters (Belgium);
- Director of EP Europrop International GmbH (Germany);
- Director of Safran Aircraft Engines Mexico (Mexico);
- Director of CFM International Inc. (United States).

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**: listed company.*
VE: Group company.

International experience *Public affairs* *Industry* *R&D* *Bank Finance* *CSR* *Digital*

MARYSE AULAGNON

Director of Veolia Environnement*; Member of the Nominations Committee; Member of the Compensation Committee; Member of the Purpose Committee

75 years old
French

Date of first appointment:
May 16, 2012

Date of reappointment:
April 27, 2023

Expiry of current office:
2027 GSM

Number of shares held:
12,308**

Qualifications:

Maryse Aulagnon was the Founder and Chairman of Affine group, consisting of two property companies listed in Paris and Brussels specializing in commercial real estate. She currently manages MAB-Finances (Finestate), an investment company dedicated to investment in managed residential property (coliving). She holds a Master's degree in economics and is a graduate of the Institut d'Études Politiques (IEP) and of the École nationale d'administration (ENA). She is an honorary Maître des Requêtes of the Conseil d'État (1975 to 1979). After holding various positions at the French Embassy in the United States (1979-1981) and on the staff of several French ministers (Budget and Industry), she joined the Compagnie Générale d'Électricité group (now Alcatel) in 1984 as Director of International Affairs. She then joined Euris as Chief Executive Officer when it was created in 1987. She founded the Affine group (specialized credit institution) in 1990. She was a member of the Supervisory Board of BPCE, director of Air-France KLM* (Chairwoman of the Audit Committee) from July 2010 to May 2021 and has been Chairwoman of the Fédération des Sociétés immobilières et foncières (FSIF) since April 2019. Finally, she is active in a number of professional associations (including Club de l'immobilier, Université de la Ville de Demain, etc.), as well as cultural and university organizations (including Fondation des Sciences Po, Le Siècle, Groupe d'Acquisition pour l'Art Contemporain (GAAC), Théâtre national de l'Opéra-Comique, etc.).

Principal positions held outside the Company – Other offices	Positions or offices expired in the last five years
Principal position held outside the Company: • Chairman and CEO of MAB Finances (Finestate). **Other offices and positions exercised in any company/ entity:** **In France:** • Chairman of Fédération des Sociétés immobilières et foncières (FSIF); • Chairwoman of COMMA SAS (MAB Group); • Chairwoman of S2C SAS (MAB Group); • Director of the Théâtre National de l'Opéra Comique; • Member of the MEDEF Statutory and Ethics Committee. **Outside France:** • Director of Holdaffine BV, MAB-Finances group (Netherlands); • Managing Director of MAB Midi (Belgium).	**In France:** • Director of Air-France KLM*; • Member of the MEDEF Executive Board.

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**: listed company.*
***: Including 8,740 shares held by COMMA and S2C, companies chaired by Maryse Aulagnon.*
VE: Group company.

Experience in Veolia's businesses — *International experience* — *Public affairs* — *Bank Finance* — *CSR* — *Digital*

VÉRONIQUE BÉDAGUE

Independent Director of Veolia Environnement*; Member of the Accounts and Audit Committee

60 years old
French

Date of first appointment:
April 27, 2023

Expiry of current office:
2027 GSM

Number of shares held:
750

Qualifications:

Véronique Bédague has been Chairwoman and CEO of Nexity* since January 1, 2023, after being a Director and CEO (from May 19, 2021 to December 31, 2022). A graduate of Institut d'Études Politiques (IEP) Paris, ESSEC Business School and École Nationale d'Administration (ENA), Véronique Bédague joined the Nexity* group in 2017 as General Secretary and a member of the Executive Committee. She has been Chairwoman and Chief Executive Officer of Nexity Immobilier d'Entreprise since 2018 and Deputy CEO of the Nexity* group, in charge of the "Commercial and Local Authorities Clients" division since 2019, then of "Institutional Clients" since 2020. She has worked at the Ministry of the Economy and Finance, the International Monetary Fund, and the City of Paris. Before joining Nexity*, she was Chief of Staff to the French Prime Minister.

Principal positions held outside the Company – Other offices

Principal position held outside the Company:
- Chairwoman and Chief Executive Officer of Nexity*.

Other offices and positions exercised in any company/entity:
In France:
- Deputy Chief Executive Officer of VP Participations;
- Deputy Chief Executive Officer of Villes et Projets;
- Director of Nexity Immobilier d'Entreprise;
- Vice-Chairwoman of the Fédération des Promoteurs Immobiliers;
- member of the Integration Committee of the Council of State;
- Director of MEDEF.

Positions or offices expired in the last five years

In France:
- Chairwoman of SIG 30 Participations;
- Member of the Supervisory Board of Ægide;
- Legal representative of SIG 30 Participations, Director of SAS Eco-campus A Châtillon;
- Legal representative of Nexity, Vice-Chairwoman, Chief Executive Officer and Director of SAS Eco-campus A Châtillon;
- Legal representative of Nexity, Chairwoman of SAS Lilas Paul Meurice;
- Legal representative of Nexity, Chief Executive Officer of En Invalides Gestion SAS and Eco-campus A Châtillon;
- Chairwoman and Chief Executive Officer and Director of Nexity Immobilier d'Entreprise;
- Legal representative of Nexity Immobilier d'Entreprise, Chairwoman of Tereneo, F.I. Developpement, Iwood Gestion;
- Director of Édouard Denis Développement;
- Director of Électricité de France*;
- Director of the non-profit organization, BBCA;
- Chairwoman of Nexity Logement;
- Legal representative of Nexity, Chairwoman of SAS Nexity Franchises;
- Chief Executive Officer of SIG 30 Participations;
- Legal representative of SIG 30 Participations, Chairwoman of Neximmo 48, Neximmo 49, Neximmo 54, Neximmo 65, Neximmo 72, Neximmo 73, Neximmo 80, Neximmo 81, Neximmo 82, Neximmo 86, Neximmo 87, Neximmo 88, Terrae Novae 3, Neximmo 111, Neximmo 122, Neximmo 137, Neximmo 138, Fédération des assurances Nexity, Nexity Cockpit Investissement, Nexity Residences Gérées, SCI Boulogne Ville A3B, Bagneux Briand, Bagneux Victor Hugo, Neximmo 38, Neximmo 44, Neximmo 51, Neximmo 85, Neximmo 91, Neximmo 100, Nexity Clients Institutionnels, Valerdev, Nexity Retail 3, Neximmo 19, Neximmo 41, Neximmo 60, Neximmo 71, Neximmo 75, Neximmo 90, Neximmo 96, Neximmo 97, Neximmo 101, Neximmo 102, Neximmo 103, Neximmo 104, Neximmo 106, Neximmo 107, Neximmo 108, Neximmo 109, Neximmo 110, Neximmo 112, Neximmo 113, Neximmo 114, Neximmo 116, Neximmo 117, Neximmo 118, Neximmo 119, Neximmo 120, Neximmo 121, Neximmo 124, Neximmo 125, Neximmo 126, Neximmo 127, Neximmo 128, Neximmo 129, Neximmo 130, Neximmo 131, Neximmo 132, Nexprom, La Cité, Sari Investissement, Terrae Novae 1, Terrae Novae 2, SAS Porte de Montreuil;
- Legal representative of SIG 30 Participations, Chief Executive Officer of Aqueduc, SAS Bagneux Briand, SAS Bagneux Victor Hugo;
- Legal representative of SIG 30 Participations, Managing Director of Terrae Novae;
- Legal representative of Villes et Projets, Chairwoman of Presqu'Île Hérouvillaise;
- Legal representative of VP Participations, Chairwoman of Nexiville 1, Nexiville 2, Nexiville 4, Nexiville 5, Pontault Louvetière, Nexiville 8, Nexiville 9, Garenne Aménagement, Nexiville 11, Nexiville 14, Nexiville 19, Nexiville 20, Neximmo 42, Axioparc;
- Chairwoman of the Board of Directors and Director of Nexity Property Management;
- Chairwoman and legal representative of Neximmo 78, Chairwoman of Service Personnel, Accessite, Hiptown, Nexity Solutions Digitales, Costame, Moreau Experts, Nexity Contractant Général, L'Étoile Property Management, Maestro Ingenierie;
- Member of the Supervisory Board of Bureaux à Partager;
- Legal representative of VP Participations, Chairwoman of Immocash 1, Immocash 2, Immocash 3;
- Director of Nexity Immobilier d'Entreprise;
- Deputy Chief Executive Officer of Villes et Projets;
- Legal representative of Villes et projets, Manager of SNC Aménagement Charras;
- Legal representative of SAS Eco-campus A Châtillon, Chairwoman of SAS Mercedes;
- Legal representative of SARI Investissements, liquidator of SCI Boulogne Ville A3B.

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**: listed company.*
VE: Group company.

Experience in Veolia's businesses — *International experience* — *Public affairs* — *Bank Finance* — *CSR* — *Digital*

ISABELLE COURVILLE

Independent Director of Veolia Environnement*; Chairman of the Research, Innovation and Sustainable Development Committee; Member of the Nominations Committee; Member of the Purpose Committee

62 years old
Canadian

Date of first appointment:
April 21, 2016

Date of reappointment:
April 25, 2024

Expiry of current office:
2028 GSM

Number of shares held:
1,000

Qualifications:

Isabelle Courville graduated in engineering physics from École Polytechnique Montréal and in civil law from McGill University. She was active for 20 years in the Canadian telecommunications industry. She served as President of Bell Canada's Enterprise group and as President and Chief Executive Officer of Bell Nordiq. From 2006 to 2013, she joined Hydro-Québec where she served as President of Hydro-Québec TransEnergie and then President of Hydro-Québec Distribution. She was Chairman of the Laurentian Bank of Canada from 2013 to April 9, 2019 and was then appointed Chairman of the Board of Directors of Canadian Pacific Railway*. She also sits on the Board of Directors of the Institute for Governance of Private and Public Organizations.

Principal positions held outside the Company – Other offices

Principal position held outside the Company:

- Chairman of the Board of Directors of Canadian Pacific Kansas City* (Canada).

Other offices and positions exercised in any company/ entity:

Outside France:

- Member of the Audit and Finance Committee, the Corporate Governance, Nominating and Social Responsibility Committee, the Management Resource Planning and Compensation Committee, the Risk and Sustainability Committee and the Integration Committee of Canadian Pacific Kansas City* (Canada);
- Member of the Board of Directors and of the Human Resources Committee of the Institute for Governance of Private and Public Organizations (Canada).

Positions or offices expired in the last five years

Outside France:

- Director, Chairwoman of the Human Resources Committee and Member of the Governance and Ethics Committee of SNC Lavalin* (Canada);
- Member of the Board of Directors of the Institute of Corporate Directors (Canada).

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**: listed company.*
VE: Group company.

Experience in Veolia's businesses | *International experience* | *Public affairs* | *Industry* | *R&D* | *Bank Finance* | *CSR*

MARION GUILLOU

70 years old
French

Date of first appointment:
December 12, 2012

Date of reappointment:
April 22, 2021

Expiry of current office:
2025 GSM

Number of shares held:
1,390

Qualifications:

Director of Veolia Environnement*; Member of the Compensation Committee; Member of the Research, Innovation and Sustainable Development Committee

Marion Guillou is a graduate of the École Polytechnique (class of 1973), holds a Ph.D. in Food Sciences, and is a General Engineer in bridges, water and forestry engineering She is a member of the Academy of Technology and of the French Academy of Agriculture. She headed the Ministry of Agriculture food safety directorate from 1996 to 2000. She led the National Institute of Agronomic Research (INRA) for four years (2000-2004) before being appointed as its Chairman and Chief Executive Officer (2004-2012), where she helped guide research on agriculture, food, the environment and international openness. She also chaired the French National Consortium for agriculture, food, animal health and the environment (2010-2015) and Agreenium, the French Institute of Agronomics, Veterinary Science and Forestry (2015-2020). Finally, she was a Special State Advisor from June 2017 to 2020.

Principal positions held outside the Company – Other offices

Principal position held outside the Company:

- Independent Director.

Other offices and positions exercised in any company/ entity:

In France:

- Director, Member of the Corporate Governance, Ethics, Nominations and CSR Committee and the Compensation Committee of BNP Paribas*;
- Member of the Board of Directors of IFRI (French Institute of International Relations);
- Chairwoman of the Board of Directors of Care-France;
- Member of the French High Council for the Climate (Haut Conseil pour le Climat);
- Chairwoman of the Endowment Fund for the preservation of agricultural biodiversity;
- Chairwoman of the French Academy of Agriculture.

Outside France:

- Member of the Board of Trustees and Chairwoman of the Strategy Committee of Alliance (merger of Bioversity and CIAT);
- Member of the Board of Bioversity;
- Member of the Board of CIAT;
- Member of the Independent Steering Committee of AICCRA (climate change adaptation in Africa);
- Co-Chairwoman of the Africa-Europe Foundation's Sustainable Agriculture and Food Systems Strategy Group.

Positions or offices expired in the last five years

In France:

- Member of the National Council of the Legion of Honor;
- Special State Advisor;
- Director of Imerys*;
- Member of the Board of Directors of Universcience.

Outside France:

- Member of the Independent Steering Committee of the CCAFS program.

GSM: General Shareholders' Meeting called to approve the financial statements for the year then ended.
**: listed company.*
VE: Group company.

International experience *Public affairs* *R&D* *CSR*

FRANCK LE ROUX

Director representing employees of Veolia Environnement*; Social Protection Officer; Member of the Accounts and Audit Committee; Member of the Compensation Committee; Member of the Purpose Committee

60 years old
French

Date of first appointment:
October 15, 2018

Date of reappointment:
October 15, 2022

Expiry of current office:
October 15, 2026

Number of shares held (1):
N/A

Qualifications:

Franck Le Roux joined Compagnie générale des eaux as a drinking water network technician on August 31, 1983 for the Syndicat des Eaux d'Île-de-France (SEDIF) contract. He passed the inspector's examination in June 1986. In 1984, he joined the Confédération Générale du Travail (CGT) trade union and his first term as staff delegate was in 1985. Elected to the Executive Board of the public services CGT Federation and leader of the federal water collective section, he acted as negotiator on the collective agreement for water and sanitation between 1997 and 2009. He has been the central union delegate for the Compagnie Générale des Eaux and then the Veolia Eau economic entity since 1999. He has also been the Veolia Group CGT union representative since its creation (Vivendi Environnement) and negotiated the first agreement with the Group in 2002.

He currently works as Social Protection Officer within the Veolia Eau-Compagnie Générale des Eaux VE Human Resources Department.

Principal positions held outside the Company – Other offices	Positions or offices expired in the last five years
Principal position held outside the Company: • None **Other offices and positions exercised in any company/entity:** • None	• None.

*: listed company
VE: Group company.
N/A: not applicable.
(1) In accordance with legal and statutory provisions, Directors representing employees are not required to hold shares in the Company in their capacity as a director. Franck Le Roux holds units in company investment funds invested in Veolia Environnement shares (FCPE Sequoia Classique and the Plus 2020, Plus 2021, Plus 2022, Plus 2023 and Plus 2024 sub-funds of FCPE Sequoia Plus).

Experience in Veolia's businesses
CSR

JULIA MARTON-LEFEVRE

Independent Director of Veolia Environnement*; Member of the Research, Innovation and Sustainable Development Committee

78 years old
French/American

Date of first appointment:
April 25, 2024

Expiry of current office:
2028 GSM

Number of shares held:
750

Qualifications:

Julia Marton-Lefèvre is a graduate of Wilson College. An independent expert in sustainable development, she is a board member of NGOs, foundations and universities and sits on board committees of private companies. After starting her international career in Thailand as a university professor for the American Peace Corps association from 1970 to 1974, she became an expert for UNESCO's International Environmental Education Programme in France from 1974 to 1977. From 1978 to 1997, she was Executive Director of the International Council for Science, and from 1997 to 2005, Executive Director of LEAD (Leadership for Environment and Development) International. In 2005, she became Rector of the United Nations University for Peace before serving, between 2007 and 2015, as Director General of the International Union for Conservation of Nature (IUCN), the world's largest conservation and environmental protection network. She currently chairs several bodies, including the Board of Directors of the Bioversity International Alliance and the International Center for Tropical Agriculture (CIAT), the Executive Committee of the Tyler Prize for Environmental Achievement, the Donors' Council of the Critical Ecosystem Partnership Fund, and the Strategic Advisory Council of the French think tank Iddri.

Principal positions held outside the Company – Other offices	Positions or offices expired in the last five years
Principal position held outside the Company: • Chairwoman of the Board of Directors of the Villars Institute (Switzerland). **Other offices and positions exercised in any company/entity:** • Chairwoman of the Board of Directors of Bioversity International (Italy); • Member of the Board of Directors of the Wildlife Conservation Society (United States).	• None.

GSM: General Shareholders' Meeting called to approve the annual financial statements for the year then ended.
**: listed company.*
VE: Group company.

International experience *Public affairs* *R&D* *CSR*

AGATA MAZUREK-BĄK

Director representing employee shareholders* of Veolia Environnement; Member of the Accounts and Audit Committee

47 years old
Polish

Date of first appointment:
June 15, 2022

Expiry of current office:
2026 GSM

Number of shares held:
2,126

Qualifications:

Agata Mazurek-Bąk has a strong background in finance (she holds a Master's degree in economics and has five years' experience in audit and consulting, including auditing according to Polish and international accounting standards). She joined the Group in 2005 to implement control structures and a Shared Services Center for Poland, which she managed for almost ten years as Chief Executive Officer. Over the following years, she held various management positions within the Group in the areas of finance, procurement or strategic projects in operations. Since 2019, she is responsible for Human Resources. She holds a Green Belt Lean Six Sigma certificate and supervises CSR activities in Poland managed by the Veolia Foundation. She was appointed as a director of Veolia Environnement on June, 15, 2022.

Principal positions held outside the Company – Other offices

In France:

- Member of the Board of Directors of Veolia Environnement Employee Shareholders' Association (AAVE).

Outside France:

- Chairwoman and Chief Executive Officer of Veolia ESCO Polska Sp. z o.o.[VE];
- Member of the Supervisory Board of the Environmentalnych Sluzeb A.S. Institute. [VE].

Positions or offices expired in the last five years

Outside France:

- Member of the Board of Directors of Litesko LCC [VE];
- Member of the Board of Directors of Vilniaus Energija LLC [VE];
- Member of the Executive Committee of Technologia W Spódnicy (Stowarzyszenie TWS);
- Senior Executive Vice President, Human Resources of Veolia Polska and the PECO zone [VE];
- Member of the Executive Committee of Veolia Energia Polska [VE];
- Member of the Supervisory Board of Veolia Energia Warszawa [VE];
- Member of the Supervisory Board of Veolia Energia Poznan [VE];
- Member of the Supervisory Board of Veolia Energia Łódź [VE];
- Member of the Executive Committee of the Veolia Polska Foundation (Fundacja Veolia Polska) [VE];
- Member of the Supervisory Board of CCI France Poland.

VE: Group company.

* *Mr. Romain Ascione was appointed by the General Shareholders' Meeting of June 15, 2022 as Mrs. Agata Mazurek-Bąk's replacement for a period of four years expiring at the end of the General Shareholders' Meeting called to approve the financial statements for the year ended December 31, 2025. He will carry out the duties of Mrs. Agata Mazurek-Bąk in the event her position becoming vacant*

Experience in Veolia's businesses *Bank Finance* *CSR* *Digital*

PAVEL PÁŠA

Director representing employees of Veolia Environnement*; Member of the Research, Innovation and Sustainable Development Committee

60 years old
Czech

Date of first appointment:
October 15, 2014

Date of reappointment:
October 15, 2022

Expiry of current office:
October 15, 2026

Number of shares held (1):
N/A

Qualifications:

Pavel Páša has been a Veolia employee since 1995. He is the health and safety expert for the Czech company, Veolia Česka Republika a.s.[VE], a specialist in wastewater treatment.

Principal positions held outside the Company – Other offices	Positions or offices expired in the last five years
Principal position held outside the Company: • None **Other offices and positions exercised in any company/ entity:** • None	• None

*: listed company.
VE: Group company.
N/A: not applicable.
(1) In accordance with legal and statutory provisions, Directors representing employees are not required to hold shares in the Company in their capacity as a director. Pavel Páša holds units in company investment funds invested in Veolia Environnement shares (FCPE Sequoia Classique and the Plus 2020, Plus 2021, Plus 2022, Plus 2023 and Plus 2024 sub-funds of FCPE Sequoia Plus).

Experience in Veolia's businesses

CSR

FRANCISCO REYNÉS

Independent Director of Veolia Environnement*; Member of the Compensation Committee

61 years
Spanish

Date of first appointment:
April 27, 2023

Expiry of current office:
2027 GSM

Number of shares held:
750

Qualifications:

Francisco Reynés holds a degree in industrial engineering, as well as an MBA. After seven years as Managing Director of Uniland, one of the largest Spanish family-owned cement companies, he started his professional career in the automotive industry where he spent ten years, in the Volkswagen* Group and then with Johnson Controls Automotive He was then Chief Executive Officer of Criteria Caixa*, leading its IPO in 2007. He served from 2009 to 2018 as Vice-Chairman and Chief Executive Officer of Abertis, a worldwide motorways operator. In May 2015, he led as Chairman the IPO of Cellnex Telecom*, the largest European telecom tower operator, resigning in June 2018 after his appointment to Naturgy Energy Group*. Currently Chairman & Chief Executive Officer since February 2018, Naturgy is an international Spanish utility, listed on the Spanish Ibex.

Principal positions held outside the Company – Other offices	Positions or offices expired in the last five years
Principal position held outside the Company: • Chairman and Chief Executive Officer of Naturgy Energy Group, SL* (Spain). **Other offices and positions exercised in any company/ entity:** • Chairman of Abreygi, SL. (Spain).	**Outside France:** • Director of Frinvyco, SL. (Spain).

GSM: General Shareholders' Meeting called to approve the financial statements for the year then ended.
**: listed company.*
VE: Group company.

Experience in Veolia's businesses · *International experience* · *Public affairs* · *Industry* · *Bank Finance* · *CSR*

GUILLAUME TEXIER

Independent Director of Veolia Environnement*; Chairman of the Accounts and Audit Committee; Member of the Research, Innovation and Sustainable Development Committee; Member of the Purpose Committee

51 years old
French

Date of first appointment:
April 21, 2016

Date of reappointment:
April 25, 2024

Expiry of current office:
2028 GSM

Number of shares held:
894

Qualifications:

Guillaume Texier is a graduate of École Polytechnique and Corps des Mines engineering school. He started his career with the French civil service, notably as an Advisor to the Minister of the Environment and the Minister for Industry. He joined the Saint-Gobain group in 2005 as Vice-President of Corporate Planning in Paris and was successively appointed General Manager of gypsum activities in Canada, Vice-President of the roofing materials activity in the US and Vice-President of the ceramic materials activity worldwide. He was Chief Financial Officer of Compagnie de Saint- Gobain* from 2016 to 2018. From January 1, 2019 to September 2021, he was Senior Vice-President, CEO of the France, Southern Europe, Middle East and Africa Region at Saint-Gobain*. He is Chief Executive Officer of Rexel* since September 1, 2021.

Principal positions held outside the Company – Other offices

Principal position held outside the Company:

- Chief Executive Officer and Director of Rexel*.

Other offices and positions exercised in any company/ entity:

In France:

- None.

Positions or offices expired in the last five years

In France:

- Chairman of the Board of Institut Mines Telecom Atlantique;
- Senior Vice-President, CEO of the France, Southern Europe, Middle East and Africa Region at Saint-Gobain*.

GSM: General Shareholders' Meeting called to approve the financial statements for the year then ended.
**: listed company.*
VE: Group company.

Experience in Veolia's businesses · *International experience* · *Public affairs* · *Industry* · *R&D* · *Bank Finance* · *CSR* · *Digital*

ENRIC XAVIER AMIGUET I ROVIRA

Non-voting member (censeur) of Veolia Environnement*; Permanent guest of the Research, Innovation and Sustainable Development Committee

56 years old
Spanish

Date of first appointment:
June 15, 2022

Expiry of current office:
October 2025

Number of shares held:
N/A

Qualifications:

Enric Xavier Amiguet i Rovira holds a degree in Public Relations and Protocol from ESERP, a degree in Digital Marketing and a degree in Ecological Marketing, as well as an Executive MBA from EADA. He joined Agbar in September 1995 in the Presidency and Public Relations Office. He worked in the consumer department of Aigües de Barcelona and later in the marketing department, coordinating the different educational websites and ecological marketing topics. In the last eight years, he has been a member of the Suez Board of Directors, member of the CSR, Innovation, Ethics, Water and Sustainable Planet Committee and of the Strategic Committee. He was elected to this position by the Suez European Works Council. He currently supervises the projects of the Agbar Foundation. He was appointed a non-voting member (*censeur*) of the Veolia Environnement* Board of Directors on June 15, 2022, to contribute his experience to the integration of former Suez employees into Veolia.

Principal positions held outside the Company – Other offices	Positions or offices expired in the last five years
Principal position held outside the Company: • None **Other offices and positions exercised in any company/entity:** • None	**In France:** • Director representing employees and member of the CSR, Innovation, Ethics, Water and Sustainable Planet Committee and the Suez Strategy Committee.

**: listed company.*
VE: Group company.
N/A: not applicable.

Experience in Veolia's businesses *CSR*

3.1.2 RENEWALS AND APPOINTMENTS PROPOSED TO THE GENERAL MEETING OF APRIL 25, 2024

Preparations to renew the Board of Directors were initiated at a very early stage by the Nominations Committee. Based on the needs expressed during annual assessments of the activities of the Board of Directors and on shareholders expectations communicated during governance roadshows (see section 3.4.1.1.1 below), the Committee commissioned a specialist recruitment firm, which proposed a long list of candidates, from which a short list was selected. The same specialist firm carried out an assessment of promising candidates who were interviewed by the Committee Chairman and the Chairman of the Board of Directors

At the recommendation of the Nominations Committee, the Board of Directors' Meeting of March 11, 2025 decided to recommend the renewal by the Combined General Meeting of April 24, 2025 of the terms of office as Director of Mr. Pierre-André de Chalendar and the appointment of Mr. Philippe Brassac, M. Arnaud Caudoux and Mrs. Elena Salgado as independent Directors for a period of four years expiring at the end of the 2029 Ordinary General Meeting held to approve the financial statements for the year ending December 31, 2028.

In preparing its proposals to the General Meeting concerning its composition, the Board of Directors, at the recommendation of the Nominations Committee, took into consideration the needs expressed during the assessment of the activities of the Board of Directors: internationalization of the Board of Directors, knowledge of Veolia's businesses and the global sustainable development ecosystem including climate issues.

The proposed renewal of the term of office of Mr. Pierre-André de Chalendar and the appointments of Mr. Philippe Brassac, Mr. Arnaud Caudoux and Mrs. Elena Salgado will ensure the continuity of the Board of Directors and strengthen it according to the needs identified.

3.1.3 CONVICTIONS, BANKRUPTCIES, CONFLICTS OF INTEREST AND OTHER INFORMATION

Based on statements made by the members of the Board of Directors to Veolia Environnement, there are, to the best of the Company's knowledge, no family ties among the members of the Company's Board of Directors and, during the last five years: (i) no member of the Board of Directors of Veolia Environnement has been convicted of fraud; (ii) no member of the Board of Directors has been involved in a bankruptcy, receivership or liquidation proceedings; (iii) no authority (including professional organizations) has made any official public accusation and/or imposed a penalty on these persons; and (iv) no director has been forbidden by a court decision from holding a position as a member of a Board of Directors or of a Management or a Supervisory Body of a company or from participating in the management or business operations of a company.

To the best of the Company's knowledge, no member of the Board of Directors has an actual or potential conflict of interest with Veolia Environnement. In addition to the provisions of the French Commercial Code concerning regulated agreements, the Board of Directors' internal regulations provide that directors must inform the Board of Directors of any existing or potential conflicts of interest and abstain from voting in any situation where such a conflict of interest exists. No service agreement, financial relationship and/or business relationship providing for the grant of benefits exist between a director or the Chief Executive Officer and the Company or its subsidiaries.

To the best of the Company's knowledge, no arrangement or agreement has been signed by the members of the Board with the Company's principal shareholders, customers, suppliers or other party pursuant to which they would have been selected as director or to hold an Executive Management position in the Company.

Finally, to the best of the Company's knowledge, the members of the Board of Directors have not agreed to any restrictions on their ability to transfer any stake they may hold in the share capital of Veolia Environnement, with the exception of:

- the provision in the Articles of Association stipulating that, excluding the Directors representing employees and the Director representing employee shareholders, each director must own at least 750 registered shares of the Company;
- the decisions involving the retention of a portion of the share bonus vested to Mr. Antoine Frérot, as Chairman and Chief Executive Officer until June, 30, 2022, inclusive, under the long-term incentive plan known as the Management Incentive Plan (MIP), a portion of the shares vested under the performance share plans of May 2, 2018, April 30, 2019, May 5, 2020 and May 4, 2021;
- the decisions involving the retention of a portion of the shares vested to Mrs. Estelle Brachlianoff, as Chief Executive Officer from July 1, 2022, under the performance share plans of August 2, 2022 and May 3, 2023 (see section 3.4.1 below).

3.2 Activities of the Board of Directors and its Committees

3.2.1 ACTIVITIES OF THE BOARD OF DIRECTORS

3.2.1.1 Corporate Governance principles and the AFEP-MEDEF Code

The Company applies a Corporate Governance Code in accordance with the provisions of the French Commercial Code and as part of the listing of its shares on the Euronext Paris regulated market.

The Company's Board of Directors confirmed that the Company follows the AFEP-MEDEF Corporate Governance Code of listed corporations (hereinafter the "AFEP-MEDEF Code") (http://www.afep.com/publications/code-afep-medef/).

In accordance with the "comply or explain" rule introduced by the AFEP-MEDEF Code, the Company notes that no recommendations of this Code were disregarded in fiscal year 2024.

3.2.1.2 Change in the composition of the Board of Directors

In accordance with the AFEP-MEDEF Code, Article 11 of the Company's Articles of Association provides for a four-year term of office for directors and the renewal of the offices of one quarter of Board members.

Changes in 2024

The Board of Directors' Meeting of March 12, 2024, duly noted that Mrs. Nathalie Rachou did not seek the renewal of her term of office as director, which expired at the end of the General Meeting of April 25, 2024.

The Combined General Meeting of April 25, 2024 renewed the terms of office as director of Mrs. Isabelle Courville and Mr. Guillaume Texier and appointed Mrs. Julia Marton-Lefèvre as director for a period of four years expiring at the end of the 2028 Ordinary General Meeting held to approve the financial statements for the year ending December 31, 2027.

Date	End of term of office	Renewal	Appointment
April 25, 2024	Nathalie Rachou	Isabelle Courville	Julia Marton-Lefèvre
		Guillaume Texier	

Planned changes in 2025[(1)]

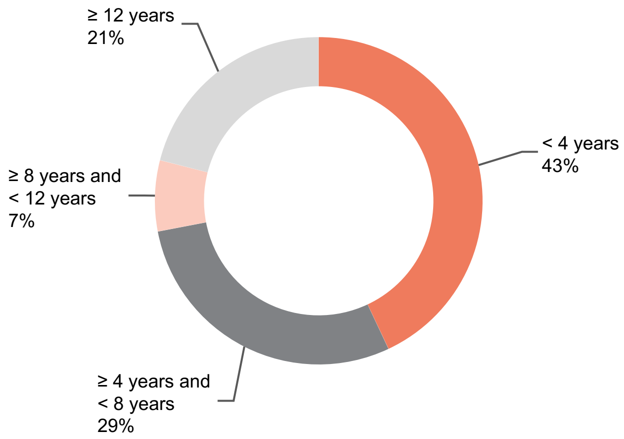
As part of the annual re-election of the Board, the Board of Directors' meeting of March 11, 2025 noted the expiration of the terms of office of two directors at the end of the General Meeting of April 24, 2025 (Mr. Pierre-André de Chalendar and Mrs. Marion Guillou) and that Mrs. Marion Guillou did not seek the renewal of her term of office at the end of that General Meeting.

Furthermore, the Board of Directors duly noted that the term of office of Mr. Francisco Reynès will be terminated, upon his request, at the end of the General Meeting of April 24, 2025.

At the recommendation of the Nominations Committee, the Board of Directors decided to recommend the renewal by the Combined General Meeting of April 24, 2025 of the terms of office as director of Mr. Pierre-André de Chalendar and the appointment of Mrs. Philippe Brassac, Mr. Arnaud Caudoux and Mrs. Elena Salgado for a period of four years expiring at the end of the 2029 Ordinary General Meeting held to approve the financial statements for the year ending December 31, 2028.

Following these proposed renewals and appointment, and subject to their approval by the General Meeting of April 24, 2025, the Board of Directors would have 15 members, including 2 Directors representing employees, 1 Director representing employee shareholders, 6 women (i.e. 50%[(2)]), and one non-voting member (*censeur*).

Length of service of directors as of December 31, 2024



(1) *Subject to the approval of shareholders at the Combined General Meeting of April 24, 2025.*
(2) *In accordance with Articles L. 225-18-1 and L. 22-10-3 of the French Commercial Code and excluding (i) the Directors representing employees pursuant to Articles L. 225-27-1 and L. 22-10-7 of the French Commercial Code and (ii) the Director representing employee shareholders pursuant to Article L. 225-23 of the French Commercial Code.*

Diversity policy - Selection criteria for directors

In addition to increasing the number of female directors, the Board is striving to diversify the profiles of its members, of both French and non-French nationality, while ensuring the balanced representation of the Company's various stakeholders. As of the date of filing of this document, the Board has five non-French directors (Mrs. Isabelle Courville, a Canadian citizen, Mrs. Julia Marton-Lefèvre, who has dual French/American nationality, Mrs. Agata Mazurek-Bąk, a Polish citizen, Mr. Pavel Páša, a Czech citizen and Mr. Francisco Reynés, a Spanish citizen), representing about 36 % of total Board members.

Using the following skills matrix, the Nominations Committee advises the Board of Directors on the selection of candidates, where appropriate with the assistance of an independent external firm, for the purpose of renewing the composition of the Board of Directors primarily based on the following criteria:

- management skills acquired in major French and non-French international corporations;
- familiarity with the Group and its industry;
- professional experience;
- financial and accounting expertise;
- CSR, R&D and digital skills;
- sufficient availability;
- any specific expertise identified during the annual assessment of the activities of the Board of Directors.

	Experience in Veolia's businesses	Inter-national experience	Public affairs	Industry	R & D	Bank Finance	CSR	Digital
Antoine Frérot	•	•	•	•	•	•	• (1) (2) (3)	
Estelle Brachlianoff	•	•	•	•	•	•	• (1) (2) (3)	•
Pierre-André de Chalendar	•	•	•	•	•	•	• (1) (2) (3)	
Olivier Andriès		•	•	•	•	•	• (1) (2) (3)	•
Maryse Aulagnon	•	•	•			•	• (1)	•
Véronique Bédague	•	•	•			•	• (1) (2) (3)	•
Isabelle Courville	•	•	•	•	•	•	• (3)	
Marion Guillou		•	•		•		• (1) (2) (3)	
Franck Le Roux, *Director representing employees*	•						• (2)	
Julia Marton-Lefèvre		•	•		•		• (1)	
Agata Mazurek-Bąk *Director representing employee shareholders*	•					•	• (1) (2)	•
Pavel Páša, *Director representing employees*	•						• (1) (2)	
Francisco Reynés	•	•	•	•		•	• (2)	
Guillaume Texier	•	•	•	•	•	•	• (1) (2) (3)	•
RATE PER CRITERION	**79%**	**79%**	**79%**	**50%**	**57%**	**71%**	**100%**	**43%**

(1) *Environment: Climate - Biodiversity - Management of water, energy and waste resources - Circular economy*
(2) *Social: human resources - social issues;*
(3) *Governance/social: Business conduct, including management of third parties/suppliers - Ethics and compliance.*

Mr. Enric Xavier Amiguet i Rovira (non-voting member - *censeur*) has experience in Veolia's businesses and expertise in CSR. These skills are not included in the present skills matrix.

Training and integration of directors

At the request of the Board of Directors, the Company organizes training for new directors on the specific aspects of the Group's businesses to facilitate their integration, particularly through site visits. Moreover, to facilitate their integration, new Board members may meet the Group's key executive officers.

Thus, in the context of the integration of two Directors representing employees at the end of 2014, the Company organized in 2014 and 2015 an internal training session for them and enrolled them in an outside training program designed by the French Institute of Directors (IFA) and Sciences Po which led to the issue of a Corporate Director's Certificate. This training program was repeated in 2019 for Mr. Franck Le Roux. Following her appointment as a director representing employee shareholders on June 15, 2022, Mrs. Agata Mazurek-Bąk commenced a training program with the IFA.

In addition, since 2015, the Company has organized meetings between directors and economic and political leaders and visits to operating sites, including exchanges with Group operating teams, notably in the Czech Republic, the United Kingdom, China, Hungary, the United States, Spain and Chile. These annual visits, which were interrupted during the health crisis, contribute to a better understanding of Veolia's businesses and their many challenges and particularly environmental and social (CSR) issues, in the different geographies.

The Company also regularly devotes an agenda item at Board of Directors' Meetings to the detailed presentation of one of its businesses and its environmental and social (CSR) issues. Also interrupted during the health crisis, these presentations restarted in 2021, with in particular presentations on building energy efficiency, waste recycling and recovery and the climate through the work of the Research, Innovation and Sustainable Development Committee. Finally, in June 2023, the Company created a media for a three-year sustainable development training program for directors, entitled "The sustainable company".

3.2.1.3 Independence of directors

Director independence criteria

According to the internal regulations of the Board of Directors, regularly updated to incorporate legal and regulatory changes, members are considered independent if they have no relationship with the Company, its Group or its management that might compromise their ability to exercise their judgment objectively. The internal regulations adopt the Independent Director criteria set-out in the AFEP-MEDEF Code :

Criterion 1	**Employee or Executive Officer during the course of the previous five years** Not to be and not to have been during the course of the previous five years : • an employee or executive corporate officer of the Company ; • an employee, executive corporate officer or director of a company consolidated by the Company ; • an employee, executive corporate officer or director of the Company's parent company or a company consolidated by this parent company.
Criterion 2	**Cross directorships** Not to be an executive corporate officer of any company in which the Company directly or indirectly holds a directorship, or in which an employee appointed as such or an executive corporate officer of the Company (current or within the past five years) is a director.
Criterion 3	**Significant business relationships** Not to be a customer, supplier, investment banker, commercial banker or consultant: • that is significant to the Company or its Group; • or for which the Company or its Group represents a significant portion of its business. The evaluation of the significance or otherwise of the relationship with the Company or its Group is debated by the Board, and the quantitative and qualitative criteria that led to this evaluation (continuity, economic dependence, exclusivity, etc.) explicitly stated in the annual report.
Criterion 4	**Family ties** Not have any close family ties with a director or corporate officer.
Criterion 5	**Statutory Auditor** Not have been a Statutory Auditor of the Company within the past five years.
Criterion 6	**Directorship of more than 12 years** Not have been a director of the Company for more than twelve years. Loss of the status of Independent Director occurs on the date when this period of twelve years is reached.
Criterion 7	**Status of non-executive corporate officer** A non-executive officer cannot be considered independent if he or she receives variable compensation in cash or in the form of shares or any compensation linked to the performance of the Company or the Group.
Criterion 8	**Status of major shareholder** Directors representing major shareholders of the Company or its parent company may be considered independent, provided these shareholders do not take part in the control of the Company. In the case of directors holding 10% or more of the Company's share capital or voting rights, the Board, based on a report from the Nominations Committee, shall systematically consider whether or not they are independent, taking into account the composition of the Company's share capital and the existence of any potential conflicts of interest.

The criteria are assessed and weighted by the Board of Directors, which may decide that a director who does not meet the criteria defined in the internal regulations may nevertheless be described as independent in light of his/her particular situation or that of the Company, given its shareholding structure or any other reason, or vice versa.

The internal regulations also stipulate that each year, before publishing the Universal Registration Document, the Board of Directors must assess the independence of each of its members based on the criteria set out in the aforementioned regulations, any special circumstances, the situation of the person in question, of the Company and of the Group and the opinion of the Nominations Committee.

Assessment of the independence of directors

The Board of Directors' Meeting of March 11, 2025 carried out its annual review of the independence of directors after hearing the opinion of the Nominations Committee. The Board strictly applies the independence criteria set out in the AFEP-MEDEF Code and particularly the criterion concerning the length of time a director has been on the Board of Directors.

By carrying out a quantitative and qualitative analysis of criterion 3 relating to significant business relationships with regard in particular to (i) the turnover achieved between the Company and/or the Group and the company or group to which the director concerned belongs, in both absolute and relative terms, (ii) the importance of the business relationship for the director concerned and the Company and/or the Group through possible economic dependence, exclusivity or preponderance in the sector subject to the business relationship, and (iii) the application of normal market conditions to the business relationship, the Board concluded that there were no significant business relationships and classified the following seven directors as independent (out of a total of 11, excluding the two directors representing employees and the director representing employee shareholders): Pierre-André de Chalendar, Olivier Andriès, Véronique Bédague, Isabelle Courville, Julia Marton-Lefèvre, Francisco Reynés and Guillaume Texier.

Accordingly, as of the date of filing of this document, the Company's Board of Directors therefore has seven independent members out of a total of 11 directors (the Directors representing employees and the Director representing employee shareholders are not taken into account when determining these percentages), representing a rate of 64%, above the AFEP-MEDEF Code recommendation[1].

The following table presents the compliance of each director with the independence criteria defined by the AFEP-MEDEF Code. The criteria corresponding to the numbers in the following table are presented on the preceding page in the section "Director independence criteria".

(1) *Pursuant to Article 10.3 of the AFEP-MEDEF Code, "the Independent Directors should account for half the members of the Board in widely-held companies without controlling shareholders. In controlled companies, Independent Directors should account for at least one third of Board members. Directors representing employee shareholders and directors representing employees are not taken into account when determining these percentages."*

	Criterion 1	Criterion 2	Criterion 3	Criterion 4	Criterion 5	Criterion 6	Criterion 7	Criterion 8	
	Employee or Executive Officer during the course of the previous five years	Cross director-ships	Significant business relationships	Family ties	Statutory Auditor	Directorship of more than 12 years	Status of non-executive corporate officer	Status of major shareholder	Classification
Antoine Frérot		◆	◆	◆	◆		◆	N/A	Not independent
Estelle Brachlianoff		◆	◆	◆	◆	◆	N/A	N/A	Not independent
Pierre-André de Chalendar	◆	◆	◆	◆	◆	◆	N/A	N/A	**Independent**
Olivier Andriès	◆	◆	◆	◆	◆	◆	N/A	N/A	**Independent**
Maryse Aulagnon	◆	◆	◆	◆	◆		N/A	N/A	Not independent
Véronique Bédague	◆	◆	◆	◆	◆	◆	N/A	N/A	**Independent**
Isabelle Courville	◆	◆	◆	◆	◆	◆	N/A	N/A	**Independent**
Marion Guillou	◆	◆	◆	◆	◆		N/A	N/A	Not independent
Franck Le Roux, *Director representing employees*	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Julia Marton-Lefèvre	◆	◆	◆	◆	◆	◆	N/A	N/A	**Independent**
Agata Mazurek-Bak, *Director representing employee shareholders*	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Pavel Páša, *Director representing employees*	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Francisco Reynés	◆	◆	◆	◆	◆	◆	N/A	N/A	**Independent**
Guillaume Texier	◆	◆	◆	◆	◆	◆	N/A	N/A	**Independent**

◆Indicates compliance with the AFEP-MEDEF Code in relation to the independence criteria.
N/A: Not applicable

At the end of the General Shareholders' Meeting :

(i) subject to approval of the renewal of the term of office as director of Mr. Pierre-André de Chalendar, proposed to the General Meeting of April 24, 2025, and

(ii) considering Mrs. Marion Guillou's decision not to seek renewal of her term of office as director, the end of the term of office of Mr. Francisco Reynès and subject to the appointment of Mr. Philippe Brassac, Mr. Arnaud Caudoux and Mrs. Elena Salgado, as independent directors, the Board of Directors would have 9 independent directors out of a total of 12 directors (excluding the two Directors representing employees and the Director representing employee shareholders), representing a rate of 75%, above the AFEP-MEDEF Code recommendation[1].

3.2.1.4 Powers and work of the Board of Directors

Powers of the Board of Directors

In accordance with the law, the Board of Directors establishes the policies concerning the Company's business and supervises their implementation. Subject to the powers expressly granted to General Shareholders' Meetings and within the limits of the corporate purpose, the Board of Directors has the authority to consider all matters concerning the proper operation of the Company and, by its deliberations, resolves matters that concern the Board.

In addition to the powers conferred on the Board of Directors by law, its internal regulations impose an internal requirement that certain major decisions of the Chief Executive Officer be submitted to the Board of Directors for prior approval. These internal limits on powers are detailed below (see section 3.3.2 below).

Meeting frequency, duration and attendance

According to its internal regulations, the Company's Board of Directors must meet at least four times a year.

In 2024, the Board of Directors met ten times. Board meetings lasted an average of around two hours and forty minutes. In addition, on December 12 and 13, the Board members attended a seminar dedicated to the Group's strategy during which they reviewed and discussed strategic issues presented by management over two half-days. Based on expectations expressed during the annual assessment of the Board's activities and those collected from directors, this seminar focused on implementing the 2024-2027 strategic program and primarily considered:

- the provisional assessment of the GreenUp 2024-2027 program ;
- ensuring the safe implementation of this program, which has been combined with an in-depth analysis of the main risks relating to the implementation of GreenUp and the associated action plans ;
- the future strategic opportunities of the Company up to 2030.

The average attendance rate at Board meetings in 2024 was approximately **96%**, unchanged from 2023. Electronic communication means were used eight times in 2024.

Individual attendance rates are presented in the list of members of the Board of Directors as of December 31, 2024.

Date of Board of Directors' meeting (Fiscal year 2024)	Planned Board meeting	Exceptionnal Board meeting
	Attendance rate	
February 8	-	93 %
February 28	93 %	- %
March 12	100 %	- %
April 25	93 %	- %
May 13	100 %	- %
June 13	- %	100 %
July 8	- %	93 %
July 31	100 %	- %
November 6	100 %	- %
December 11	- %	79 %
TOTAL	**98 %**	**91 %**

(1) *Pursuant to Article 10.3 of the AFEP-MEDEF Code, "the Independent Directors should account for half the members of the Board in widely held companies without controlling shareholders. In controlled companies, Independent Directors should account for at least one third of Board members. Directors representing employee shareholders and directors representing employees are not taken into account when determining these percentages".*

Work of the Board of Directors in 2024

In 2024, the Board of Directors examined the following points in particular:

Group financial and cash positions and commitments	• review of the 2023 annual financial statements and the 2024 first-half financial statements; • accounting information for the first and third quarters of 2024 ; • corresponding draft financial communications, including the GreenUp 2024-2027 strategic program ; • renewal of the financial and legal authorizations granted in 2022 to the Chief Executive Officer, notably with regard to financing operations and off-balance sheet commitments and authorization of the Group's significant guarantee transactions; • dividend policy, proposed appropriation of net income and payment of the dividend ; • Group financing policy ; • internal control self-assessment and review ; • examination of the summaries and reports issued by its Chairman on the work of the Accounts and Audit Committee concerning notably the tax review, legal reporting, the Group's insurance programs and fraud reporting and review of the Company's cyber security including, in particular, the cyber risk mapping (see section 3.2.2.1 of the Universal Registration Document).
Monitoring of the Group's strategic direction and major transactions and CSR policy	• review of the 2024 budget and the long-term plan ; • review of the program and action plan concerning the Group's compliance system with regard to the report of the Accounts and Audit Committee ; • review of the risk mapping and the materiality matrix of CSR issues ; • review of the Group's non-financial ratings and the extent of roll-out of its sustainable development commitments ; • review of the Group's human resources policy and in particular the management policy for executives and talent, the diversity and gender equality policy in management bodies, employee relations and the health and safety prevention policy; • examination of the summaries and reports issued by its Chairwoman on the work of the Research, Innovation and Sustainable Development Committee (see section 3.2.2.4 of the Universal Registration Document) ; • review of Group investment and divestment project ; • implementation of the new EU Corporate Sustainability Reporting Directive (CSRD) ; • follow-up on the GreenUp 2024-2027 strategic program.
Corporate governance	• assessment and monitoring of the Company's governance structure (separation of the duties of Chairman of the Board of Directors and Chief Executive Officer) ; • approval of the compensation policy and compensation of the Chairman of the Board of Directors, the Chief Executive Officer, and the directors ; • examination of an employee share ownership plan and a share grant plan ; • review of the selection of directors when renewing the composition of the Board ; • review of the Group's compliance and ethics actions ; • assessment of the independence of directors ; • review of the composition of Board committees ; • assessment of the organization and activities of the Board and each of its committees ; • review of succession plans for Executive Committee members and the executive corporate officer ; • examination of metrics monitoring the implementation of Veolia's Purpose (multifaceted performance indicators) ; • acknowledgment of the regular minutes and reports by their chairman of the work of the Nominations Committee (see section 3.2.2.2 of the Universal Registration Document), the Compensation Committee (see section 3.2.2.3 of the Universal Registration Document) and the Purpose Committee (see section 3.2.2.4 of the Universal Registration Document) ; • review of compliance with the corporate duty of care and the vigilance plan, regarding the avoidance of severe impacts on human rights and fundamental freedoms, on people's health and safety, and on the environment.
Other	• review of multi-year regulated agreements and commitments and related-party transactions and annual review of agreements in accordance with the everyday agreements procedure implemented pursuant to the PACTE law ; • monitoring of changes in the Company's share ownership and report by Executive Management on the roadshows held following publication of the financial statement.

In 2024, the Board of Directors was regularly informed of key commercial developments and the action plans proposed by Executive Management. The Board of Directors, mainly through the reports of the Accounts and Audit Committee, was periodically informed of changes in the Group's financial and cash position and off-balance sheet commitments, as well as changes in significant litigation. The Deputy Chief Executive Officer Finance and Procurement, the Deputy Chief Executive Officer in charge of Stakeholders and Communication and Advisor to the Chairman and the General Counsel regularly attended Board meetings in 2024. The directors receive a monthly report on the Company's share price and a review of analysts' recommendations. Every six months, Executive Management provides the directors with detailed documentation regarding the Group's business activities, research and innovation initiatives, internal matters (appointments and social policy), corporate activities (initiatives with various institutions in France, Europe and abroad, and updates on regulatory changes) and CSR and sustainable development actions.

In line with the expectations expressed during the 2017 annual assessment of the Board's activities, the directors have met, since their May 3, 2017 meeting, in an executive session without the attendance of the Chairman and Chief Executive Officer up to June 30, 2022 inclusive and without the attendance of the Chief Executive Officer since July 1, 2022. During these sessions, the directors hold informal discussions on specific topics and current affairs.

A digital platform is available to directors for the performance of their duties since 2014. This BoardVantage platform can be accessed via an application on tablets provided by the Company to all members of the board of directors. The platform provides secure access to documents for Board of Directors' and Committee meetings.

Assessment of the Board of Directors and Executive Management actions

Once a year, the Board devotes one point on its agenda to an assessment of how it operates, to be prepared by the Nominations Committee, and arranges a discussion about the way in which it operates in order to:

- improve its effectiveness;
- check that major issues are suitably prepared and discussed by the Board; and
- measure the effective contribution of each member to the Board's work.

Furthermore, the Board's internal regulations provide that a formal assessment be performed every three years by an external organization under the supervision of the Nominations Committee, with the aim of checking that the operating principles of the Board have been complied with and identifying possible improvements in its operation and effectiveness. Each year, the Nominations Committee produces an annual report for the Board of Directors, which the directors discuss, assessing how the Chairman and directors have performed, as well as the actions taken by Executive Management [(1)].

Each year, the Chairman of the Nominations Committee reports to the Board of Directors' Meeting on the **results of the assessment** of the Board's activities, its Committees and Executive Management action, conducted, every three years, with the assistance of an independent external firm and using a questionnaire sent to each director, completed by individual interviews.

(1) *In accordance with Article 10.3 of the AFEP-MEDEF Code, "a formal assessment must be performed at least every three years. It may be conducted under the leadership of the appointments or nominations committee or an independent director, with the assistance of an external consultant.*

Main conclusions of the assessments presented during Board Meetings between 2023 and 2025

It was generally considered each year that the conditions surrounding the Board's work clearly support the finalization of its operating conclusions.

Date of Board	Strengths	Improvements desired by directors
March 14, 2023	• quality of information provided on the integration of Suez into Veolia; • satisfactory composition of the Board in terms of the number of women and the independence of members; • good momentum and cohesion within the Board of Directors: the transition associated with the separation of duties went perfectly well thanks to its remarkable preparation; • quality of presentations made by the Chief Executive Officer to the Board and particularly those at the strategic seminar; • good involvement of the Board in the key decisions taken by Executive Management; • transparent and seamless discussions between directors and Executive Management particularly concerning Suez's integration into Veolia; • quality of the preparation of successions and in particular the Chief Executive Officer succession; • quality of the Chairman of the Board of Directors' leadership.	• improve international diversity and climate expertise in the Board's composition; • systematically reviewing decisions after they have been made; • spend more time on Human Resource issues.
March 12,2024 (formal assessment)	• satisfactory composition of the Board in terms of the number of women and the independence of members and in terms of the distribution of expertise, knowledge of Veolia's business and experience; • good Board culture: the Directors recognize that the Board operates as a team, with respect and freedom of expression; • satisfactory composition of the Committees: the Directors commend their efficiency and relevance; • satisfactory control of key processes (succession strategy, risk management); • successful transition tied to the separation of duties: the leadership of the Chairman of the Board, his knowledge of the Group and its customers, as well as his commitment and relationship with the Chief Executive Officer are assets for the Group.	• strengthen "financial markets - equity story" expertise on the Board to improve understanding of Veolia's stock market potential, as assessed by investors; • initiate, as of 2025, consideration of the succession of the Chairman of the Board whose term of office as director expires at the end of the 2026 General Shareholders' Meeting; • clarify the respective roles of the Accounts and Audit Committee, the Compensation Committee and the Purpose Committee with respect to multifaceted performance.
March 11, 2025	• satisfactory composition of the Board in terms of diversity and distribution of the skills of its members; • good momentum and strong cohesion within the Board: directors can express themselves freely and with confidence; • the Board operates efficiently, with excellent collaboration between the Chairman, the Chief Executive Officer and the members of the Board. In addition, the usefulness of the executive sessions, with and without the Chief Executive Officer, is recognized; • quality of discussions and presentations; • good involvement of the Board in the key decisions taken by Executive Management; • satisfactory composition of the Committees: the directors commend their efficiency.	• improve the international diversity of the Board's composition; • strengthen financial expertise and skills in artificial intelligence and new consulting technologies.

Role of the non-voting member (*censeur*)

The duties of non-voting members (*censeurs*) in public limited companies are not recognized by law. Within Veolia Environnement, the Board of Directors may appoint one or more non-voting members (*censeurs*) pursuant to Article 18 of the Articles of Association. Pursuant to the Articles of Association, the Board of Directors sets the duration of their term of office, which they may terminate at any time.

The role of a non-voting member (*censeur*) is to attend the Board of Directors' Meetings in an advisory capacity, and the Board may freely ask their opinion. In addition, this position also offers a way to integrate one or more director candidates before proposing their appointment to a General Shareholders' Meeting. This technique was adopted with Mrs. Isabelle Courville, who performed these duties prior to her appointment as a director by the General Shareholders' Meeting of April 21, 2016.

At the recommendation of the Nominations Committee, the Board of Directors' Meeting of April 5, 2022 decided to appoint Mr. Enric Amiguet i Rovira, a former director representing employees on the Suez Board of Directors, as a non-voting member (*censeur*). This appointment, effective as at June 15, 2022, is for a period of three and a half years.

3.2.1.5 Role of the Chairman of the Board of Directors

The internal regulations of the Board set out the role of the Chairman of the Board of Directors.

The Chairman of the Board of Directors organizes and directs the work of the Board, on which he reports to General Meetings of Shareholders. He is responsible for preparing reports on the organization of the Board's work, internal control and risk management. He chairs General Meetings of Shareholders.

More generally, the Chairman of the Board of Directors ensures the proper operation of the Company's corporate bodies and compliance with good governance principles and practices, in particular regarding the Board Committees. He ensures that the directors are capable of performing their duties and that they are adequately informed. He devotes the time necessary to questions concerning the Group's future and, in particular, those relating to the Group's strategy.

The Chairman of the Board chairs Board meetings and prepares and coordinates the Board's work.

In this regard, in particular, he:

- convenes Board meetings in accordance with the timetable of meetings agreed upon with the directors and decides if it is necessary to convene Board meetings at any other time;
- prepares the agenda for meetings, supervises the preparation of documentation to be provided to the directors and ensures that the information contained in them is complete;
- ensures that certain subjects are discussed by the Committees in preparation for Board meetings and ensures that the Committees perform their duty of making recommendations to the Board;
- leads and directs the Board's discussions;
- ensures that directors comply with the provisions of the internal regulations of the Board and of the Committees;
- monitors the implementation of the Board's decisions;
- prepares and organizes the periodic assessment of the Board's activities in conjunction with the Nominations and Compensation Committees;
- chairs, since July 1, 2022, the sessions bringing together the Board members without the attendance of the Chief Executive Officer (executive sessions), as well as discussions assessing the performance and setting the objectives and compensation of the Chief Executive Officer and potentially renewing her appointment. In 2024, the Chairman chaired, at the end of most Board meetings, five executive sessions attended by the Chief Executive Officer and five executive sessions not attended by the Chief Executive Officer (out of a total of ten Board meetings);
- may attend or be a member of any Board Committee.

In accordance with the internal regulations, the directors are required to promptly inform the Chairman and the Board of all conflicts of interest, even if only potential, and of all proposed agreements that may be entered into by the Company in which they may have a direct or indirect interest.

The Chairman has all the means required for the performance of his duties.

3.2.1.6 Role of the Chief Executive Officer

The Chief Executive Officer:

- has the widest powers to act in all circumstances in the Company's name;
- acts within the limits of the corporate purposes and within the limits of the internal regulations of the Board of Directors (see section 3.3.2 below) .

3.2.1.7 Senior Independent Director

Appointment of a Senior Independent Director

In strict accordance with the independence criteria of the AFEP-MEDEF code, the Board of Directors, at its meeting of March 12, 2024, and upon the recommendation of the Nominations Committee, **appointed, at the end of the General Meeting of April 25, 2024, Mr. Pierre-André de Chalendar, Independent Director, as Senior Independent Director, to replace Mrs. Maryse Aulagnon.**

Mr. Pierre-André de Chalendar, for his term of office as director and for the duration of his appointment as Independent Director, as determined by the Board, is responsible for performing duties relating to the smooth running of the Company's governance bodies.

The duties of the Senior Independent Director are presented in the internal regulations.

Role of the Senior Independent Director

The Senior Independent Director's duties include:

- helping the Chairman ensure that the Company's governance bodies are running smoothly. The Board can task him with specific governance assignments;
- considering conflicts of interest that may arise within the Board of Directors. He examines, in particular, conflicts of interest, including potential conflicts of interest that may concern the Chairman of the Board with regard to the interests of the Company, whether they arise in connection with operational projects, strategic directives or specific agreements. He submits recommendations to the Chairman and the Board, after any necessary consultation with the other independent directors;
- obtaining an understanding of the concerns of major shareholders not represented on the Board regarding governance matters and ensuring that such concerns are addressed;
- adding points to the agenda of Board meetings;
- assisting the Nominations Committee with its assessment of the performance of the Chairman of the Board as part of the assessment of the Board's activities in accordance with its internal regulations.

In addition to his duties as Senior Independent Director, Mr. Pierre-André de Chalendar chairs the Board of Directors when the Chairman is absent or unable to do so.

In January 2025, as in previous years and since the end of 2016, the Senior Independent Director held a series of annual meetings, in Paris, face-to-face and by video-conference, with proxy advisors and the governance departments of certain major investors. These meetings enabled the Senior Independent Director to identify the expectations of these advisors and investors, to discuss with them a range of issues concerning governance and the compensation policy and report back to the Board of Directors' Meeting of March 11, 2025.

3.2.1.8 Securities trading by corporate officers

Reporting obligations and ban on securities trading

According to the internal regulations of the Board, each director and non-voting member (censeur) must report all transactions in the Company's securities to the AMF (the French Financial Markets Authority) and to the Company and comply, in particular, with the provisions of Article L. 621-18-2 of the French Monetary and Financial Code and section 5 of the AMF's general regulations (a table detailing transactions in Veolia Environnement securities carried out by directors in 2024 is presented in section 3.5.1 below). The members of the Board of Directors and Company executives or key senior management, or any person with close ties to them, shall report all acquisitions, sales, subscriptions or trades in the Company's securities and financial instruments to the AMF, within three working days of completion.

Board members and executive corporate officers are also subject to French regulations on breach of duty and insider trading, which penalize the use or disclosure of insider information. In accordance with Regulation (EU) no. 596/2014 and Commission Implementing Regulation (EU) 2016/347 of March 10, 2016, the Company prepares and updates a list of insiders, which is made available to the AMF.

Board members and executive corporate officers are required to comply with the provisions of the Company's Code of conduct with respect to securities transactions. In that respect, the members of the Board of Directors and of the Executive Committee in particular, may not buy or sell the Company's securities, directly or through a third-party intermediary, during certain periods: during the five-week period up to and including the date of publication of the annual financial statements, the four-week period up to and including the publication of the interim financial statements, and the two-week period up to and including the date of publication of quarterly financial information, or even outside of those periods so long as they possess inside information. In order to prevent any difficulties relating to the application of the Code of conduct, the individuals in question should consult with the Group's Legal Department or the General Counsel and refer, where appropriate, to the decisions of the Inside Information Committee, whose role is to determine the classification of any event or information that could potentially be classified as inside information.

Obligation to hold shares and ban on hedging transactions applicable to executive corporate officers and members of the Executive Committee

Pursuant to the AFEP-MEDEF Code (see Article 24), which requires the Board of Directors to set a minimum quantity of shares to be held by executive corporate officers in registered form until the termination of their duties, and the provisions of Article L. 225-197-1 II, paragraph 4, of the French Commercial Code applicable in the event of performance share grants to executive corporate officers, the Board of Directors decided, at the recommendation of the Compensation Committee, from the implementation of the 2018 performance share plans, to apply a policy requiring the executive corporate officer and Executive Committee members to hold performance shares granted and vested. This policy is constant and intended to be applied unchanged to the proposed 2025 performance share plan (subject to the approval of the 21st resolution by the General Shareholders' Meeting of April 24, 2025). It is recalled that the shareholding obligations applicable to performance share plans are as follows:

- for the executive corporate officer, obligation to hold, until the end of her duties, 40% of total performance shares granted under this plan, net of applicable taxes and social security contributions, until a total shareholding corresponding to 200% of her gross fixed annual compensation is ultimately reached,
- for members of the Company's Executive Committee, obligation to hold, until the end of their duties on the Executive Committee, 25% of total performance shares granted under this plan, net of applicable taxes and social security contributions, until a total shareholding corresponding to 100% of their gross fixed annual compensation is ultimately reached.

In accordance notably with the AFEP-MEDEF Code to which the Company refers, the executive corporate officer and Executive Committee members receiving shares may not enter into risk hedging transactions until the end of the share retention period set by the Board of Directors.

3.2.1.9 Other information on the operation of the Board

This section summarizes mainly the corresponding sections of the Board of Directors' internal regulations.

Rights and obligations of directors

According to the Board's internal regulations, its members are subject to the following obligations:

- to act in the Company's best interests;
- to inform the Board of any conflict of interest, even potential, and to abstain from voting on any decisions in which they may have a conflict of interest;
- to perform their duties in accordance with statutory provisions, notably those concerning limits on the number of offices, and to regularly attend Board and Committee meetings;
- to stay informed in order to be able to deal effectively with the agenda items;
- to consider themselves bound by professional secrecy and by a duty of loyalty;
- to comply with the Company's Code of conduct with respect to securities transactions;
- to promptly report to the Chairman of the Board any agreement signed by the Company in which they have a direct or indirect interest or which was concluded through an intermediary on their behalf.

Information provided to directors

The Chairman provides directors, in a timely manner, with the necessary information for them to fully perform their duties. In addition, the Chairman provides the members of the Board with all significant information concerning the Company on an ongoing basis. Each director receives and has the right to request all necessary information to perform his/her duties, and may also request additional training concerning specific aspects of the Company and the Group.

In order to fulfill their duties, the directors may meet with the key management personnel of the Company and Group, subject to giving prior notice to the Chairman of the Board.

At the request of the Chairman or of a director, the heads of the Group's divisions may be invited to any Board meeting devoted to the outlook and strategy for their business sector.

Meeting attendance by electronic means of communication

Directors may participate in Board discussions by videoconference or other electronic means of communication, in the manner and on the terms set out in Articles L. 225-37 and R. 225-21 of the French Commercial Code and as provided for by the internal regulations of the Board of Directors. In such case, directors are deemed to be present for the purpose of calculating quorum and majority, except with regard to the vote on certain major decisions as provided by law and by the Board's internal regulations (in particular, the approval of the annual financial statements and the preparation of the management report and the consolidated financial statements).

Charter and procedure for assessing everyday agreements entered into at arm's length

Pursuant to the provisions of Article L. 22-10-12 of the French Commercial Code, the Board of Directors' Meeting of February 26, 2020 implemented a procedure to assess agreements concerning everyday transactions entered into at arm's length in order to identify any potential regulated agreements requiring prior authorization by the Board. This procedure (known as the "internal charter") (i) clarifies the concept of "everyday agreement entered into at arm's length" by referring notably to the study produced by the French Institute of Statutory Auditors (Compagnie Nationale des Commissaires aux Comptes, CNCC) in 2014; (ii) provides for the set-up of an internal assessment committee comprising representatives of the Company's Legal and Finance Departments, charged with collecting and analyzing the agreements that may enter into the scope of the regulation in order to issue an opinion and determine their classification and (iii) indicates that a report will be submitted to the Board (or one of its Committees) annually on the implementation of this procedure; the Board (or the appointed Committee) may, where applicable, instruct any internal or external audit measures and/or update the internal charter if necessary.

3.2.2 COMPOSITION AND ACTIVITIES OF THE BOARD COMMITTEES

The Company's Board of Directors is assisted by:

- an Accounts and Audit Committee;
- a Nominations Committee;
- a Compensation Committee;
- a Research, Innovation and Sustainable Development Committee;
- a Purpose Committee.

3.2.2.1 Accounts and Audit Committee

Members and activities

	Independence	Position	First appointment	Attendance rate	Number of meetings 2024
Guillaume Texier	⬩	Chairman	04/18/2019	100 %	8
Olivier Andriès	⬩	Member	04/27/2023	100 %	
Véronique Bédague	⬩	Member	04/27/2023	88%	
Franck Le Roux*	N/A	Member	11/06/2018	100 %	
Agata Mazurek-Bąk*	N/A	Member	08/02/2022	88%	
INDEPENDENCE RATE	**100 %**				

* *Director representing employees and Director representing employee shareholders, not taken into account when calculating independence percentages pursuant to Article 10.3 of the AFEP-MEDEF Code.*
⬩ *Independent pursuant to AFEP-MEDEF Code independence criteria, as assessed by the Board of Directors.*
N/A: not applicable

The Accounts and Audit Committee meets at the initiative of its Chairwoman or at the request of the Chairman of the Board of Directors at least four times a year to review the interim and annual financial statements before their submission to the Board of Directors and periodically assesses its own work. The Accounts and Audit Committee has between three and six members appointed by the Board of Directors from among the directors (excluding those in management positions) on the basis of recommendations made by the Nominations Committee. The Committee's Chairman is appointed by the Board.

According to the internal regulations of the Accounts and Audit Committee, its members are selected for their financial or accounting expertise, and at least one Committee member must have specific financial or accounting expertise and be independent according to the criteria specified in the Board of Directors' internal regulations. The Board considered that the majority of Accounts and Audit Committee members had the required financial expertise and experience, particularly with regard to risk management.

Changes in 2024

Date	End of term	Renewal	Appointment
April 25, 2024	Nathalie Rachou		Guillaume Texier (Chairman)

Planned changes in 2025

On March 11, 2025, the Board of Directors decided to appoint Mr. Arnaud Caudoux as member of the Accounts and Audit Committee, subject to the approval of his appointment as director by the General Shareholders' Meeting of April 24, 2025.

Duties of the Committee

The duties of the Accounts and Audit Committee, according to its internal regulations adopted by the Board, include the tasks assigned by the regulations governing the internal control of financial and accounting information stipulated by the Order of December 8, 2008 enacting into French law the Eighth Directive on the Statutory Audit of Accounts (Directive 2006/43/EC) and the AMF recommendations.

Furthermore, on the recommendation of the Accounts and Audit Committee, the Board of Directors, at its meeting on July 31, 2024, approved the amendment of the committee's internal regulations to include a sustainability remit, following the transposition of the Corporate Sustainability Reporting Directive (CSRD).

The Accounts and Audit Committee generally monitors issues relating to the preparation and control of accounting and financial information and sustainability information, including in digital form (Article L. 821-67 of the French Commercial Code); it is responsible in particular for monitoring :

(i) the integrity of the Group's financial statements and the process for preparing financial information and sustainability information ;

(ii) the effectiveness of internal control systems concerning financial and accounting information and sustainability information and the Group's management system for risks expressed in the accounting statements or identified by Executive Management that may affect the financial statements ;

(iii) the Group's compliance with statutory and regulatory requirements where these are relevant to financial reporting or internal control ;

(iv) the assessment of the skills and independence of the Statutory Auditors involved in the performance of the audit and sustainability information ; and

(v) the performance of their duties by the Group's internal audit and statutory audit (annual and half-yearly financial statements) and the certification of sustainability information by the sustainability auditor(s).

In this regard, the Committee monitors more particularly the following activities:

- **process of preparing accounting, financial and sustainability information, including in digital form:**
  - (i) defining the method and the process for calculating and auditing sustainability data ;
  - (ii) monitoring the financial and sustainability reporting process and, where appropriate, making recommendations to ensure the integrity of these processes ;
  - (iii) together with the Statutory Auditors, reviewing the sustainability information, the relevance and consistency of the accounting methods used to prepare the parent company and consolidated financial statements, examining whether major transactions are adequately processed on a Group-wide level ;
  - (iv) reviewing the scope of the consolidated companies and the procedures for collecting accounting and financial information and seeking the explanations and comments of the Statutory Auditors in this respect, where necessary ;
  - (v) giving an opinion on the draft interim and annual company and consolidated financial statements prepared by Executive Management before those statements are presented to the Board ;
  - (vi) consult with the Statutory Auditors, the members of the Executive Management and the Finance Department on the closing process and the accounting and financial information. These meetings may be held without the presence of the Company's Executive Management ; and
  - (vii) acquainting itself with, and expressing an opinion on the process of preparing press releases on the publication of the annual or interim financial statements and the quarterly information; and in the context of the Board's examination of the press releases concerning, in particular, the annual and interim financial statements, making sure that the presentation of this financial information to the market is consistent with the information in the financial statements, according to the information in its possession.
- **internal audit:**
  - (i) acquainting itself with the Company's Audit Charter ;
  - (ii) examining the Group's annual internal audit program on a yearly basis ;
  - (iii) periodically receiving information from the Company with regard to progress with the audit program and self-assessment of the internal control and risk management system, summaries of the audit assignments carried out and, once a year, an overall analysis of the main lessons learned from the auditing year ; and
  - (iv) interviewing the head of the Internal Audit Department and giving the Committee's opinion on the organization of the work of this department ;
- **effectiveness of internal control and risk management systems, particularly in the context of Article L. 823-19 and seq. of the French Commercial Code:**
  - concerning the monitoring of the effectiveness of internal control systems:
    - (i) periodically receiving information from the Company about the organization and procedures of internal control relating to financial and accounting information ;
    - (ii) interviewing the head of internal control and giving the Committee's opinion on the organization of the work of this department ; and
    - (iii) hearing an annual report from the Ethics Committee on the whistle blowing system available to employees with respect to accounting, finance, management control and audit and all ethics issues; having significant matters referred to it by the Ethics Committee in such fields and ensuring the follow-up of those cases with this Committee ;
  - concerning the monitoring of the effectiveness of the management system for risks expressed in the accounting statements or identified by Executive Management that may have an impact on the financial statements, financial reporting and, where appropriate, information on sustainability:
    - (i) periodically examining the mapping of the main risks identified by Executive Management that may impact the financial statements, including notably risks of an ethical and non-compliance nature ;
    - (ii) acquainting themselves with the main characteristics of the procedures for managing those risks and their results, based in particular on the work of the Risk, Insurance and Internal Control Coordination Department, the Compliance Department, the Internal Audit Department and the Statutory Auditors in relation to internal control procedures ; and
    - (iii) following up on the implementation of corrective actions in relation to any identified weaknesses that might have an impact on the financial statements.
- **Statutory Auditors and Sustainability Auditor(s):**

(i) generally monitoring the performance of the tasks entrusted to the Statutory Auditors and Sustainability Auditor(s) ;

(ii) annually examining the plan of activities of the Statutory Auditors and the Sustainability Auditor(s) ;

(iii) interviewing the Statutory Auditors, the Sustainability Auditor(s) and the executives in charge of finance, accounting and treasury, in certain cases without the attendance of members of the Company's Executive Management ;

(iv) supervising and making recommendations in respect of the Statutory Auditor and Sustainability Auditor selection process;

(v) expressing its opinion on the amount of the fees of the Statutory Auditors and the Sustainability Auditor(s) ;

(vi) giving its prior approval to the activities of the Statutory Auditors or the Sustainability Auditor(s) that are strictly ancillary or directly complementary to the audit of the financial statements and the certification of sustainability information ; and

(vii) being informed of the fees that the Company and the Group pay to the audit firm and its network, ensuring that the amount of these payments or the share of these payments in the firm's and the network's revenue does not call into question the independence of the Statutory Auditors and the Sustainability Auditor(s), and reviewing together with the Statutory Auditors and the Sustainability Auditor(s) the risks threatening their independence and the precautionary measures taken to reduce such risks.

Activities in 2024

The Accounts and Audit Committee organized its activities, as before, within the framework of a program drawn up for the year and approved by the Committee. Minutes are taken of the meetings and the Committee Chairman produces a report for the Board of Directors.

The Committee may interview persons outside the Company if it deems such interviews useful for the performance of its duties. In addition, the Committee may consult outside experts. It may also interview the Company's financial officers or the Statutory Auditors without the attendance of the Chief Executive Officer. During the past year, the Chairman of the Accounts and Audit Committee and/or the Committee members interviewed and met: the Chief Executive Officer, the Deputy Chief Executive Officer Finance, Digital and Purchasing, the General Counsel and secretary of the Committee, the Legal Director, the Group Audit Director, the Group Risk, Insurance and Internal Control Coordination Director, the Compliance Officer, the Information Systems Director, the Tax Director, the Chairman of the Ethics Committee, the Financing and Treasury Director, and the Company's Statutory Auditors.

In 2024, the Accounts and Audit Committee considered, in particular, the following issues:

Process of preparing accounting and financial information	• review of the main accounting options, the annual and interim half-year financial statements and the associated business reports; • review of impairment tests; • familiarization with financial information and business reports for the first and third quarters of 2024; • review of draft financial communications.
Internal audit	• examination of summaries of internal audits conducted in 2023 and the first half of 2024, and approval of the internal audit program for 2025; • review of the external auditors' report on the Group's savings program.
Effectiveness of internal control and risk management systems	• review of at-risk contracts and the main tax risks to which the Company is exposed; • review of the implementation of the tax policy; • familiarization with the summary of the internal control self-assessment for fiscal year 2023 and the Statutory Auditors' opinion; • review of reports on fraud and action plans, as well as the report on the activities of the Ethics Committee; • review of the risk management system including the risk mapping, the risk materiality matrix (including CSR issues) and the Group's insurance program; • examination of the Company's cybersecurity, including its place in Group policy, its organization, the cyber risk mapping and related actions plans and training programs; • review of the program and action plan for the Group's compliance system and the Compliance Department's report on its work.
Statutory Auditor	• review of the Statutory Auditors' assignments for 2024; • review of the Statutory Auditors' fee budget for 2024, non-audit services (NAS) and the distribution of assignments between the joint auditors, as well as of their independence, how they organized their tasks and their recommendations; • supervision of the process and conditions for the renewal of the offices of the Statutory Auditors on their expiry.
Other	• examination of the process of integrating companies acquired by the Group other than Suez and its subsidiaries; • familiarization with the planned divestitures and acquisitions and progress with Group restructuring transactions; • review with Company management of the following key processes contributing to its duties: the financial policy and planned financing operations, changes in internal control, investment and divestment procedures and processes, the legal reporting of major disputes; • review of the refinancing of the Group's syndicated loan facilities; • review of the proposed amendment to the Committee's internal regulations to incorporate the Committee's work on sustainability reporting following the transposition of the *Corporate Sustainability Reporting Directive (CSRD)*; • review of the GreenUp 2024-2027 strategic program.

The Committee's work is assessed annually as part of the annual assessment of the Board and its Committee.

3.2.2.2 Nominations Committee

Members and activities

	Independence	Position	First appointment	Attendance rate	Number of meeting in 2024
Pierre-André de Chalendar	◆	Chairman	04/22/2021	100%	5
Maryse Aulagnon		Member	03/25/2014	100%	
Isabelle Courville	◆	Member	11/06/2018	100%	
Antoine Frérot		Member	07/01/2022	100%	
INDEPENDENCE RATE	50%				

◆ *Independent pursuant to AFEP- MEDEF Code independence criteria, as assessed by the Board of Directors.*
N/A: not applicable.

In accordance with its internal regulations, the Nominations Committee is comprised of three to six members, who are appointed by the Board of Directors at the recommendation of the Nominations Committee. The Committee members are selected from among the directors who do not hold management positions. The Committee Chairman is appointed by the Board of Directors at the recommendation of the Committee.

Changes in 2024

Date	End of term	Renewal	Appointment
April 25, 2024		Isabelle Courville	

Planned changes in 2025

On March 11, 2025, the Board of Directors decided to appoint Mr. Philippe Brassac as member of the nominations committee, subject to the approval of his appointment as director by the General Shareholders' Meeting of April 24, 2025.

No other changes are currently envisaged, subject to the renewal of the term of office as director of Mr. Pierre-André de Chalendar by the General Shareholders' Meeting of April 24, 2025.

Duties of the Committee

The duties of this Committee are as follows:

- **nominations**: the Committee is charged with making recommendations regarding the future composition of the Company's management bodies and, more importantly, it is responsible for selecting the Company's corporate officers and developing a succession plan; it also recommends the appointment of directors and of the members, as well as the Chairman of each Board Committee, striving to ensure diversity in experience and points of view, while making certain that the Board of Directors retains the necessary objectivity and independence vis-à-vis any specific shareholder or group of shareholders. The Committee gives its opinion on the succession plan for the Company's key managers who are not corporate officers of the Company. The Nominations Committee strives to ensure that independent directors account for at least:
  - (i) the majority of directors,
  - (ii) two-thirds of the members of the Accounts and Audit Committee,
  - (iii) the majority of members of the Compensation Committee, and
  - (iv) the majority of members of the Nominations Committee.

  Each year, the Nominations Committee conducts a case-by-case assessment of each director with regard to the independence criteria set forth in the internal regulations of the Board of Directors and makes proposals to the Board of Directors for the Board's review of the position of each director in question;
- **assessment**: the Nominations Committee assists the Board in its periodic assessments. It prepares the Board's annual assessment of its organization and operation, and leads the formal assessment of the Board that is carried out every three years by an outside organization. Each year, the Committee provides the Board of Directors with a report assessing the performances of the Chairman and of the directors, as well as the actions of Executive Management.

Activities in 2024

In 2024, the work of the Nominations Committee focused on preparing proposals and recommendations for the Board of Directors on the following matters, in particular:

Appointment	• development and consideration of the composition of the Board and its committees: the committee has been working on the selection of a new director to replace a director whose term of office is coming to an end.
Assessment	• assessment procedures and report on the activities of the Board and its Committees; • review of the actions of the Chairman of the Board of Directors and the Chief Executive Officer; • review of the independence of directors.
Succession	• succession plan for key managers.

In addition to the Chairman of the Board of Directors, the Chief Executive Officer, acting as a Director, participates in the activities of the Committee with regard to the succession plan for key managers.

3.2.2.3 Compensation Committee

Members and activities

	Independence	Position	First appointment	Attendance rate	Number of meeting in 2024
Olivier Andriès	◆	Chairman	04/27/2023	100 %	4
Maryse Aulagnon		Member	12/01/2017	100%	
Pierre-André de Chalendar	◆	Member	04/27/2023	100 %	
Marion Guillou	◆	Member	11/05/2014	75 %	
Franck Le Roux*	N/A	Member	11/06/2018	100 %	
Francisco Reynés	◆	Member	25/04/2024	- (1)	
INDEPENDENCE RATE	60%				

* *Director representing employees, not taken into account when calculating independence percentages pursuant to Article 10.3 of the AFEP-MEDEF Code.*
◆ *Independent pursuant to AFEP- MEDEF Code independence criteria, as assessed by the Board of Directors.*
N/A: not applicable.
(1) Mr. Francisco Reynés joined the Compensation Committee at the end of the General Meeting of April 25, 2024. One meeting was held in the remaining part of the year, which he did not attend due to prior commitments.

In accordance with its internal regulations, the Compensation Committee has between three and six members, who are appointed by the Board of Directors at the recommendation of the Compensation Committee. The Committee members are selected from among the directors who do not hold management positions. The Chairman of the Committee is appointed by the Board of Directors at the recommendation of the Committee.

Changes in 2024

Date	End of term	Renewal	Appointment
April 25, 2024	None	None	Francisco Reynès

Planned changes in 2025

On March 11, 2025, the Board of Directors duly noted that Mrs. Marion Guillou did not seek the renewal of her term of office as director and that Mr. Francisco Reynès wished to end his term of office as director at the end of the General Meeting of April 24, 2025 and decided to appoint Mrs. Elena Salgado as member of the Compensation Committee, subject to the approval of her appointment as director by the General Shareholders' meeting of April 24, 2025.

No other changes are currently envisaged, subject to the renewal of the term of office as director of Mr. Pierre-André de Chalendar by the General Meeting of April 24, 2025.

Duties of the Committee

The duties of this Committee are as follows:

- **to study and make proposals regarding the overall compensation of the Company's executive corporate officers**, in particular with regard to the rules and criteria governing the variable portion of compensation consistent with the annual assessment of their performance and the medium-term strategy and performance of the Company and the Group, and with regard to the granting of in-kind benefits, share subscription or purchase options and the allocation of free shares, pension plans, termination compensation and any other benefits, ensuring that all such components are taken into account in assessing and setting their overall compensation;
- **to recommend to the Board of Directors a total compensation amount** for allocation to directors, as well as the rules for its distribution;
- to present its opinion to the Board of Directors on the general policy and terms and conditions for granting share purchase or subscription options and free shares and the setting-up of employee share ownership plans, as well as Company or Group employee profit-sharing measures;
- to make proposals to the Board concerning the granting of stock options and, if applicable, free shares to the Company's corporate officers, as well as with respect to the performance conditions applicable thereto;
- to make proposals to the Board concerning the obligation for the Company's executive corporate officers to hold shares obtained by exercising share purchase and subscription options or, if applicable, as a result of free share grants;
- to present its opinion on the compensation policy for key managers of the Company or of other companies in the Group who are not corporate officers.

As part of its duties, the Compensation Committee may request external technical studies. In this respect, it may notably seek the advice of companies specializing in executive compensation.

Activities in 2024

In 2024, the work of the Compensation Committee focused on preparing proposals and recommendations for the Board of Directors on the following matters, in particular:

Compensation of the executive corporate officer and the Group's top executives	• compensation of executive corporate officers paid or payable in respect of 2023; • 2024 compensation policies of the Chairman of the Board of Directors and the Chief Executive Officer; • definition of the terms and conditions of the 2024 share grant plan for the Chief Executive Officer and top executives.
Directors' compensation	• information on directors' compensation (excluding the executive corporate officer) in respect of 2023; • directors' compensation policy for 2024 i.e. review of the budget and allocation of 2024 compensation granted to directors.
Employee share ownership	• review of the proposed 2024 employee share ownership plan and consideration of a proposed 2025 employee share ownership plan.

3.2.2.4 Research, Innovation and Sustainable Development Committee

Members and activities

	Independence	Position	First appointment	Attendance rate	Number of meeting in 2024
Isabelle Courville	⬩	Chairman	04/20/2017	100%	3
Marion Guillou	⬩	Member	12/12/2012	100%	
Julia Marton-Lefèvre	⬩	Member	25/04/2024	100%	
Pavel Páša*	N/A	Member	11/05/2014	100%	
Guillaume Texier	⬩	Member	04/20/2017	100%	
INDEPENDENCE RATE	100%				

* *Director representing employees, not taken into account when calculating independence percentages pursuant to Article 10.3 of the AFEP-MEDEF Code.*
⬩*Independent pursuant to AFEP- MEDEF Code independence criteria, as assessed by the Board of Directors.*
N/A: not applicable.

According to its internal regulations, the Research, Innovation and Sustainable Development Committee meets when convened by its Chairwoman or at the request of the Chairman of the Board of Directors. It is required to hold at least three meetings per year. The Committee met three times in 2024 (as in 2023).

The Research, Innovation and Sustainable Development Committee has between three and five members, who are appointed by the Board of Directors at the recommendation of the Nominations Committee. The Committee Chairwoman is appointed by the Board of Directors at the recommendation of the Chairman of the Board.

Changes in 2024

Date	End of term	Renewal	Appointment
April 25, 2024	Francisco Reynès	Guillaume Texier	Julia Marton-Lefèvre

Planned changes in 2025

On March 11, 2025, the Board of Directors duly noted that Mrs. Marion Guillou did not seek the renewal of her term of office as director at the end of the General Meeting of April 24, 2025 and decided to appoint Mr. Arnaud Caudoux and Mrs. Elena Salgado as members of the Research, Innovation and Sustainable Development Committee, subject to the approval of their appointment as directors by the General Shareholders' Meeting of April 24, 2025.

No other changes are currently envisaged, subject to the renewal of the term of office as director of Mr. Pierre-André de Chalendar by the General Shareholders' Meeting of April 24, 2025.

Duties of the Committee

The main duty of this Committee is to assess the Group's strategy and policies with regard to research, innovation and sustainable development and to issue an opinion to the Board of Directors.

The Committee is informed of programs and priority actions undertaken in the areas within its remit and assesses the results thereof. In particular, it keeps abreast of the budgets and staff levels and gives its opinion regarding the allocation of means and resources and whether they are appropriate in light of the strategic choices made. As regards, more specifically, the Company's environmental policy and issues, the Committee is informed of the information, objectives, commitments and main indicators concerning sustainable development published by the Company in its management report and familiarizes itself with the non-financial ratings obtained by the Group.

The Committee's main contacts are the Chairman of the Board of Directors and the Company's Executive Management and Executive Committee, the Group's Strategy and Innovation, Business Support and Performance and Sustainable Development departments, as well as any other manager within the Company who has information or opinions that may be of use to the Committee.

The Committee may also interview persons outside the Company if it deems such interviews to be of use in the performance of its duties. In addition, the Committee may consult outside experts.

The Committee seeks to analyze the content of Veolia's service offerings, its potential customers, the size of markets, the Group's competitive advantages, its competitors, its research programs, technologies and the best economic balance for each area addressed.

Activities in 2024

In 2024, the Committee particularly focused on the following matters:

CSR	• Group's CSR performance and non-financial ratings; • extent of roll-out of the Group's sustainable development commitments; • overall innovation strategy to transform Veolia's business lines (water, waste, energy).
Ecological transition/ decarbonization	• annual progress report on Veolia's plan to stop coal-based energy production; • decarbonization and climate change adaptation innovation strategy (see sections 4.1.2 of the Universal registration document); • Veolia's positioning with regard to carbon neutrality.

3.2.2.5 Purpose Committee

Members and activities

	Independence	Position	First appointment	Attendance rate	Number of meeting in 2024
Antoine Frérot, Chairman		Chairman	07/01/2022	100 %	2
Olivier Andriès	⬩	Member	04/25/2024	100 %	
Maryse Aulagnon		Member	11/02/2021	100 %	
Pierre-André de Chalendar	⬩	Member	11/02/2021	100 %	
Isabelle Courville	⬩	Member	11/02/2021	100 %	
Franck Le Roux*	N/A	Member	11/02/2021	100 %	
Guillaume Texier	⬩	Member	04/25/2024	100 %	
INDEPENDENCE RATE	67%				

* *Director representing employees, not taken into account when calculating independence percentages pursuant to Article 10.3 of the AFEP-MEDEF Code.*
⬩ *Independent pursuant to AFEP- MEDEF Code independence criteria, as assessed by the Board of Directors.*
N/A: not applicable.

According to its internal regulations, approved by the Board of Directors' Meeting of April 5, 2022, the Purpose Committee meets when convened by its Chairman or at the request of the Chairman of the Board of Directors. It is required to hold at least two formal meetings per year.

The Purpose Committee comprises members of the Nominations Committee, the Committee Chairmen and one Director representing employees. The Chairman of the Committee is appointed by the Board of Directors at the recommendation of the Chairman of the Board.

Changes in 2024

Date	End of term	Renewal	Appointment
April 25, 2024	Nathalie Rachou	Isabelle Courville	Olivier Andriès Guillaume Texier

Planned changes in 2025

On March 11, 2025 the Board of Directors decided to appoint Mr. Philippe Brassac as member of the Purpose Committee, subject to the approval of his appointment as director by the General Shareholders' Meeting of April 24, 2025.

No other changes are currently envisaged, subject to the renewal of the term of office as director of Mr. Pierre-André de Chalendar by the General Meeting of April 24, 2025.

Duties of the Committee

The role of this Committee is to place the Board in the best possible conditions to assess the dissemination of Veolia's Purpose to all its stakeholders – employees, customers, suppliers, shareholders, partners and regions where the Group operates – so that they know what it means and can contribute to its practical application.

In this context, the Committee:

- reviews the dissemination of Veolia's Purpose to stakeholders and, more broadly, studies the measures for appropriating the multifaceted performance approach implemented to enable its roll-out;
- studies progress monitoring by the Group and advises the Board of its opinion on measures taken with regard to the Purpose and multifaceted performance;
- conducts an annual assessment of financial and non-financial indicators monitoring the implementation of Veolia's purpose (indicators of the multifaceted performance);
- gives its opinion and issues proposals to the Board regarding, where applicable, any adjustments to the Group's Purpose;
- examines any questions submitted by the Chairman regarding the above points.

In this context, the Committee receives all necessary information to perform its duties and issues all opinions within its scope.

Activities in 2024

In 2024, the Committee particularly focused on the following matters:

Dissemination of the Purpose	• review of the results of the 2024 engagement survey; • review of the multifaceted performance indicators in the GreenUp 2024-2027 strategic program; • outlook for development around the purpose, in particular in-depth reflection on its inclusion in the articles of association.

3.3 Executive Management and the Executive Committee

3.3.1 ORGANIZATION OF EXECUTIVE MANAGEMENT'S POWERS: SEPARATION OF THE FUNCTIONS

The law provides that the Board of Directors elects a Chairman from among its members, who must be a natural person. The duties of the Chairman are presented in section 3.2.1.5 of the Universal registration document. The Board of Directors entrusts the Executive Management of the Company to either the Chairman of the Board of Directors (referred to as the Chairman and Chief Executive Officer), or to another natural person, who may or may not be a director, referred to as the Chief Executive Officer.

As mentioned in the AFEP-MEDEF Code, the law states no preference between those two options. Accordingly, the Board of Directors may choose between these combined or separate forms of Executive Management in accordance with its specific requirements.

At the recommendation of the Nominations Committee, the Board of Directors' Meeting of January 10, 2022 decided to separate the duties of Chairman of the Board of Directors and Chief Executive Officer from July 1, 2022.

Mr. Antoine Frérot had expressed the wish to cease his duties as Chief Executive Officer, which he had exercised since 2009, on the expiry of his term of office. He therefore asked the Board of Directors to task the Nominations Committee with conducting, with the assistance of a recruitment firm, an in-depth review of the most appropriate governance structure to lead the company, which has changed scale and is continuing to expand internationally.

For Executive Management positions, the Nominations Committee collected internal applications and had them assessed by the recruitment firm. It then assessed them against a list of potential external candidates pinpointed by the specialist recruitment firm.

The Directors informed Mr. Antoine Frérot of their unanimous wish that he remain Chairman of the Veolia Environnement Board of Directors, to continue benefiting from his successful experience at the head of the Group and his commitment to Veolia's values. To this end, shareholders were asked to renew his term of office as a Director at the General Shareholders Meeting of June 15, 2022.

At the recommendation of the Nominations Committee, the Board of Directors also decided that Mrs. Estelle Brachlianoff, Chief Operating Officer up to June 30, 2022 inclusive, would succeed Mr. Antoine Frérot as the Chief Executive Officer of Veolia from July 1, 2022. As Chief Executive Officer, Mrs. Estelle Brachlianoff has the widest powers to act in all circumstances in the Company's name, under the conditions described in section 3.3.2 of the Universal Registration Document. In addition, shareholders were asked to appoint her to the Board of Directors as it is essential that the Chief Executive Officer takes part in the discussions and deliberations of the Board of Directors, which is responsible for defining the Company's strategic direction.

Mrs. Estelle Brachlianoff joined the Executive Committee of the Group in 2013 and was appointed Chief Operating Officer by Mr. Antoine Frérot in 2018. Since July 1, 2022 she is responsible for managing and leading Veolia which, in 10 years, has become the world champion of ecological transformation. In the conduct of her duties, she can count on the support of an Executive Committee and a renewed Management Committee, comprising some of the world's top experts in the water, waste and energy businesses.

The substantial counter-balances within the Board of Directors that existed prior to the change in the governance method remain unchanged:

- the existence of a Vice-Chairwoman and a Senior Independent Director, whose duties, means and prerogatives are presented in section 3.2.1.7 of the Universal registration document;
- the presence of a significant majority of Independent Directors, two Directors representing employees and one Director representing employee shareholders on the Board of Directors;
- the appointment of Independent Directors to chair the majority of Board Committees;
- the organization of an executive session at the end of each Board meeting, without the attendance of the Chief Executive Officer, led by the Chairman;
- the organization of governance roadshows by the Vice-Chairwoman and Senior Independent Director;
- in-depth assessments of the activities of the Board;
- limits on powers set-out in the internal regulations of the Board of Directors providing for approval by the Board of Directors of major decisions of a strategic nature or likely to have a material impact on the Company (see section 3.3.2 of the Universal registration document).

The separation of the duties of the Chairman and the Chief Executive Officer was largely motivated by the desire to retain the expertise and experience of the Chairman and Chief Executive Officer at a decisive moment in the Company's history. Notwithstanding the fact that this corporate governance approach is recognized by investors and proxy advisors as the best governance approach for listed companies to ensure transition during the necessary period in the context of the Chairman and Chief Executive Officer's succession, the Board of Directors examines the operation of this separated governance method each year and proposes, where appropriate, any useful changes to shareholders. During an executive session on March 11, 2025 focused on reviewing the operation of the separated governance structuring, the Board of Directors once again unanimously congratulated the excellent working of the non-executive Chairman - Chief Executive Officer duo.

3.3.2 LIMITS ON THE POWERS OF THE CHIEF EXECUTIVE OFFICER

In accordance with the law, the Chief Executive Officer has the widest powers to act in the name of the Company in all circumstances. She acts within the limits of the corporate purpose.

However, the powers exercised by the Chief Executive Officer are limited by the internal regulations of the Board of Directors. The following decisions of the Chief Executive Officer are therefore subject to the prior authorization of the Board of Directors :

- determining the Group's strategic direction ;
- Group transactions of an individual amount in excess of 300 million of euros, with the exception of financing operations ;
- Group investment or divestment transactions including a commitment of between 150 million of euros and 300 million of euros per transaction, with the exception of financing transactions, after consultation with and the recommendation of the Accounts and Audit Committee ;
- financing transactions, whatever their terms, (including the early redemption or repurchase of debt) amounting to more than 1.5 billion of euros per transaction if carried out in a single tranche and 2.5 billion of euros if the transaction is carried out in several tranches ;
- transactions in the Company's shares involving an overall amount in excess of 1 % of the Company's total shares and, by way of derogation, an overall number greater than 2 % of the total number of the Company's shares in the context of share buyback transactions for employee share ownership plans.

3.3.3 EXECUTIVE COMMITTEE

The Chief Executive Officer is assisted in the performance of her duties by an Executive Committee, a discussion, consultation and general policy decision-making body which seeks to implement the Group's strategic direction. The Committee is also consulted on major issues concerning the Group's corporate life.

The Executive Committee meets monthly.

As of the date of filing of this Universal Registration Document, the Company's Executive Committee comprises 14 members:

- Estelle Brachlianoff, Chief Executive Officer;
- Sébastien Daziano, Senior Executive Vice President, Strategy, Innovation and Development;
- Gavin Graveson, Senior Executive Vice President, Northern Europe;
- Philippe Guitard, Senior Executive Vice President, Central and Eastern Europe;
- Éric Haza, Chief Legal Officer;
- Anne Le Guennec, Senior Executive Vice President, Worldwide Water Technologies;
- Christophe Maquet, Senior Executive Vice President, Asia Pacific;
- Emmanuelle Menning, Deputy Chief Executive Officer Finance and Purchasing;
- Gustavo Migues, Senior Executive Vice President, Iberia and Latin America;
- Jean-François Nogrette, Senior Executive Vice President, France & Special Waste Europe;
- Laurent Obadia, Senior Executive Vice President, Stakeholders and Communications; Advisor to the Chairman;
- Helman le Pas de Sécheval, General Counsel;
- Isabelle Quainon, Senior Executive Vice President, Human Resources;
- Frédéric Van Heems, Senior Executive Vice President, North America.

In addition, Executive Committee meetings bring together, each quarter, all the Group's functions and regions to share and commit to the Group's challenges and outlook. As of the date of filing of this Universal Registration Document, this Committee has 38 members, including the 14 Executive Committee members; its composition can be viewed on Veolia's website (www.veolia.com).

3.4 Compensation and benefits

A summary of compensation paid during or awarded in respect of fiscal year 2024 to corporate officers, as well as the 2025 compensation policy submitted to shareholders' vote at the Combined General Meeting of April 24, 2025, are detailed in section 3.4.4 below.

The information required by Article L. 225-37 of the French Commercial Code in the Corporate Governance Report is presented in this section.

3.4.1 EXECUTIVE AND DIRECTOR COMPENSATION

The Company refers to the AFEP-MEDEF Code, particularly regarding executive corporate officer compensation.

The total compensation paid during or awarded in respect of fiscal year 2024 to corporate officers, directors and other senior executives by the Company and by controlled companies within the meaning of Article L. 233-16 of the French Commercial Code is detailed below.

This Universal Registration Document and, in particular, the tables in sections 3.4.1 and 3.4.3 below (share subscription and/or purchase options, free shares, performance shares) have been prepared in accordance with the format recommended by the AFEP-MEDEF Code and the AMF recommendation no. 2012-02.

3.4.1.1 Executive corporate officer compensation

3.4.1.1.1 Recap of 2024 executive corporate officer compensation policy

The principles and criteria for determining, allocating and awarding the fixed, variable and exceptional components of total compensation and benefits of all kinds that may be awarded to corporate officers in respect of their duties, representing the compensation policy for these individuals, are decided by the Board of Directors at the recommendation of the Compensation Committee and presented for shareholder approval at General Meetings of Shareholders ("ex ante vote on the compensation policy") in accordance with Article L. 22-10-8 of the French Commercial Code.

In addition, pursuant to Article L. 22-10-34 of the French Commercial Code, the General Meeting of Shareholders votes on: (i) the fixed, variable and exceptional components of total compensation; and (ii) benefits of all kinds paid during the fiscal year or awarded in respect of the same fiscal year to corporate officers ("ex post vote on compensation of the prior fiscal year"). Accordingly, the payment of variable or exceptional compensation components in respect of a period is contingent on their approval by the General Meeting of Shareholders called to approve the financial statements for this period. The resolutions on corporate officers' compensation components for fiscal year 2024 submitted to shareholders' ex post vote at the General Meeting of April 24, 2025 are presented in section 3.4.4 below.

In 2024, Veolia Environnement corporate officers were: Mr. Antoine Frérot, Chairman of the Board of Directors and Mrs. Estelle Brachlianoff, Chief Executive Officer.

General principles applicable to executive corporate officer compensation

In accordance with the provisions of the AFEP-MEDEF Code and at the recommendation of its Compensation Committee, the Board of Directors conducts an annual review of all the compensation components of the corporate officers.

It ensures in particular that the compensation policy is aligned with the Group's strategy and considers the appropriate balance between the different compensation components (fixed and variable annual compensation, long-term compensation plan and other benefits and additional compensation components). The review of the compensation components of the Chairman and Chief Executive Officer, the Chairman of the Board of Directors and the Chief Executive Officer also takes account of compensation studies and benchmarks covering companies comparable to Veolia Environnement and CAC 40 companies.

Shareholder dialogue

For a number of years, Veolia Environnement has organized annual discussion sessions between the Senior Independent Director, the Chairman of the Board of Directors and the main investors in its share capital as well as proxy advisors. The main questions and comments raised during these meetings are communicated to the relevant Board Committees, which analyze them with regard to market practice and taking account of the Group's governance principles. The committees then report to the Board of Directors.

In 2024, the proposed compensation policies were finalized and approved after a process taking into consideration the opinion of shareholders and proxy agencies.

At the recommendation of the Compensation Committee, the Board of Directors decided to reduce the number of quantitative variable compensation criteria from 10 to 9 for 2024. The compensation policy for the Chief Executive Officer was approved by over 90% of the voters at the General Meeting of April 25, 2024.

In line with shareholder expectations, the Board of Directors has continued in recent years to be more transparent on the level of achievement of performance conditions. In 2025, in the interest of continuity, the Board of Directors made no changes to the performance criteria, which are aligned with the GreenUp strategic program.

Chairman of the Board of Directors' compensation policy for 2024

The Chairman of the Board of Directors' compensation policy was adopted by the Board of Directors' Meeting of March 12, 2024 at the recommendation of the Compensation Committee and approved by the General Meeting of April 25, 2024. It consists solely of fixed compensation and benefits in kind, excluding all variable or exceptional compensation, grants of share subscription options or performance shares and compensation for his duties as a director.

Fixed compensation

At the recommendation of the Compensation Committee and in accordance with the compensation policy, the Board of Directors' Meeting of March 12, 2024 decided to retain the gross annual fixed compensation of the Chairman of the Board of Directors unchanged at 700,000 euros.

It is recalled that this compensation was set by a decision of the Board of Directors' Meeting of April 5, 2022, based on a study conducted by the firm Boracay and described in section 3.4.1.1.3 of the 2021 Universal Registration Document.

Annual variable compensation

None.

2024 long-term compensation

None.

Severance payments

None.

Compensation awarded as a director

Since 2012, Mr. Antoine Frérot has decided to waive the compensation awarded for his duties as a director paid by the Company and Group-controlled companies. This waiver remains applicable to his duties as Chairman of the Board of Directors.

Pension plan

Mr. Antoine Frérot benefits from a supplementary defined contribution pension plan applicable since July 1, 2014 and presented in section 3.4.2 below.

He is eligible for the defined benefit pension plan presented in section 3.4.2 below, with a theoretical annuity of nil.

Other benefits

Mr. Antoine Frérot benefits from the collective healthcare and insurance plan in force within the Company under the same conditions as those applicable for the employee category with which he is assimilated for the setting of employee benefits and other ancillary components of his compensation.

Mr. Antoine Frérot enjoys the use of a company car.

Chief Executive Officer compensation policy for 2024

As a reminder, this compensation policy, approved by the 2024 General Meeting, was set taking account of: (i) Mrs. Estelle Brachlianoff's experience and expertise; (ii) the change in the Group's size and the extension of its activities following the acquisition of Suez; and (iii) the compensation amount but also the positioning of these components compared with corporate officers with a comparable profile and in CAC 40 companies, while ensuring the consistency of the Chief Executive Officer's compensation with that of Executive Committee members and compensation practices within the Company.

Fixed compensation

At the recommendation of the Compensation Committee and in accordance with the compensation policy, the Board of Directors' Meeting of March 12, 2024 decided to retain the gross annual fixed compensation of the Chief Executive Officer unchanged at 1,030,000 euros.

As a reminder, this compensation was set following the Board of Directors' decision of April 5, 2022 based on the results of a study conducted by the firm Boracay on a group of comparable and rival companies comprising 13 listed European companies such as Centrica, EDP, Enel, Engie, ENI, EON, Iberdrola, Schneider Electric, Vinci, ABB, ACS, Air Liquide and Bouygues.

The companies in the peer group:

- share a common mission: employee and environmental quality with local authorities;
- conduct several businesses globally and are present on at least four continents;
- report revenue equal to between 50 % and 200 % of Veolia's revenue.

In addition to the peer group, the Compensation Committee also assessed the executive corporate officer compensation in comparison with CAC 40 companies.

Details of this study are presented in section 3.4 of the 2021 Universal Registration Documentation.

Annual variable compensation

In order to integrate the multifaceted performance indicators relating to the Company's Purpose, the Board of Directors' Meeting of March 12, 2024, at the recommendation of the Compensation Committee, determined the calculation method for variable compensation as follows:

- weight of the auditable quantitative portion (80 %) and weight of the qualitative portion (20 %) unchanged;
- split of the weight of the auditable quantitative portion (80 %) between financial quantitative objectives (50 %) and non-financial quantitative objectives (30 %) unchanged ;
- variable compensation capped (in the event objectives are exceeded) at 160 % of fixed annual compensation, or 1,648,000 euros.

In addition, the criteria for the 2024 variable compensation were set as follows :

- **with respect to the quantitative criteria**: in line with the outlook and objectives published on February 29, 2024, the criteria for the quantitative portion of variable compensation break down as follows. The quantitative portion is equal to the total of the components resulting from application of each of these criteria separately:
  - For the **50% financial quantitative portion**:
    - 20% based on the **Profitability indicator (CNIGS)**: Current Net Income, Group Share,
    - 15% based on the **Investment Capacity** indicator (free cash flow)[1]: before financial acquisitions/divestments and dividends but after financial expenses and taxes,
    - 15% based on the **Capital Return** indicator **(ROCE)**: Group ROCE after tax, including the return on capital employed of joint ventures and companies, after IFRS 16 lease adjustments.

The financial quantitative variable compensation portion will be determined based on the attainment of the 2024 budget objectives which are consistent with the outlook announced to the market on February 29, 2024:

  - for the **30 % non-financial quantitative portion**:
    - 5 % based on the **Health, Safety and Well-Being indicator**: improvement and reduction in the injury frequency rate,
    - 5 % based on the **Ethics and Integrity indicator**: % of positive answers to the engagement survey question "Are Veolia's values applied in my entity" across all respondents,
    - 5 % based on the **Decarbonization of our Assets indicator**: decarbonization investments, including the coal phase-out and methane capture,
    - 5 % based on the **Growth and Innovation Drivers indicator**: revenue growth in priority business segments (Energy, Water Technologies, Hazardous Waste),
    - 5 % based on the **Employee Commitment indicator**: commitment rate of employees measured by an engagement survey conducted by an external body (clear objectives, meaning and usefulness, work atmosphere, pride in the Group, willingness to recommend Veolia),
    - 5 % based on the **Biodiversity indicator**: progress rate of action plans improving the environmental footprint and biodiversity at sensitive sites.
- **with respect to the qualitative criteria**: the qualitative portion (20% of the target bonus) will be based on an overall assessment by the Board of Directors, at the recommendation of the Compensation Committee, based notably on the following individual objectives:
  - strategic aspects,
  - managerial performance,
  - equity story.

In addition, the Board of Directors reserves the right to exercise its power of discretion regarding the determination of the Chief Executive Officer's compensation, in application of legal provisions and in accordance with Articles L. 22-10-8 and L. 22-10-34 of the French Commercial Code. It may do so in the event of special and unforeseeable circumstances (such as the Covid-19 pandemic and its uncertainties) that could justify an exceptional adjustment, upward or downward, without exceeding the ceiling set in the compensation policy (i.e. 160 % of fixed annual compensation), to one or more criteria comprising the Chief Executive Officer's annual variable compensation to ensure that application of the criteria described above produces results reflecting the performance of both the Chief Executive Officer and the Group, as well the alignment of the interests of the Company and its shareholders with those of the Chief Executive Officer.

This adjustment may be made to the Chief Executive Officer's annual variable compensation by the Board of Directors at the recommendation of the Compensation Committee, after the Board of Directors has provided adequate reasoning for its decision. Any exercise of this discretion will be made public.

[1] *Target free cash-flow used to determine the bonus excludes discretionary and growth investments.*

Long-term compensation

In 2023, during discussions with investors and proxy advisors (governance roadshow), there was an expectation for overweighting to be applied to the Chief Executive Officer's long-term compensation. The Board of Directors was eager to achieve a balance between the three components (fixed, variable and long-term) of this compensation.

At the recommendation of the Compensation Committee, the Board of Directors decided that the Chief Executive Officer would receive a performance share grant capped at 133 % of her fixed annual compensation (if all performance conditions are met).

The Chief Executive Officer's compensation breaks down as follows:

- annual fixed compensation (€1,030,000) for 30 %;
- annual variable compensation (€1,030,000 if objectives are attained) for 30%;
- long-term variable compensation (€1,373,000 or 133 % of fixed annual compensation if objectives are attained) for 40 %.

In the event of outperformance leading to payment of the maximum amount of variable compensation (equal to the cap of 160% of fixed annual compensation), the breakdown is as follows:

- annual fixed compensation (€1,030,000) for 25 %;
- annual variable compensation (€1,648,000 if objectives are exceeded) for 41 %;
- long-term variable compensation (€1,373,000 if objectives are exceeded) for 34 %.

Compensation awarded as a director

Mrs. Estelle Brachlianoff waived the compensation awarded for her duties as a director by the Company and Group-controlled companies.

Retirement or other similar benefits

Information on pension plans, other benefits and severance payments due in the event of termination of the office of Chief Executive Officer and compensation under a non-compete clause is presented in section 3.4.2 below.

3.4.1.1.2 Compensation of the Chairman of the Board of Directors for 2024

The compensation components paid in 2024 or awarded for the same fiscal year to Mr. Antoine Frérot as Chairman of the Board of Directors comply with the compensation policy approved by the General Meeting of April 25, 2024 recalled above and presented in section 3.4 of the 2023 Universal Registration Documentation.

Fixed compensation

The gross annual fixed compensation of Mr. Antoine Frérot was set at €700,000.

Supplementary social protection plan

Mr. Antoine Frérot benefits from the collective healthcare and insurance plan in force within the Company under the same conditions as those applicable for the category of employee with which he is assimilated for the setting of social benefits and other ancillary components of his compensation.

Pension plan

Mr. Antoine Frérot benefits from a supplementary defined contribution group pension plan applicable since July 1, 2014 and presented in section 3.4.2 below.

Other benefits

Mr. Antoine Frérot enjoys the use of a company car.

Summary of compensation received by Mr. Antoine Frérot

The following tables notably present a summary of compensation of all kinds paid or awarded to Mr. Antoine Frérot in respect of fiscal years 2023 and 2024 and have been prepared in accordance with the formats recommended by the AFEP-MEDEF Code and AMF recommendation no. 2012-02. The tables presenting performance shares and share subscription and purchase options can be found in sections 3.4.3.2 and 3.4.3.3 below.

Summary of total compensation, options and shares awarded to Mr. Antoine Frérot (AFEP-MEDEF Code Table 1)

(in euros)	Fiscal year 2023	Fiscal year 2024
Compensation awarded for the fiscal year	702,125	702,125
Value of options granted during the fiscal year	-	-
Value of performance shares granted during the fiscal year	-	
Value of other long-term compensation plans	-	-
TOTAL	**702,125**	**702,125**

Chairman of the Board of Directors

	Fiscal year 2023		Fiscal year 2024	
(in euros)	Amount awarded	Amount paid	Amount awarded	Amount paid
Fixed compensation	700,000	700,000	700,000	700,000
Annual variable compensation	-	-	-	-
Exceptional compensation	-	-	-	-
Compensation awarded as director	-	-	-	-
Paid by Veolia Environment	-	-	-	-
Paid by controlled companies	-	-	-	-
Benefits in kind(1)	2,125	2,125	2,125	2,125
TOTAL	**702,125**	**702,125**	**702,125**	**702,125**

(1) Provision of a company car.

Summary of multi-year variable compensation paid or payable to Mr. Antoine Frérot (AFEP-MEDEF Code Table 10)

(in euros)	Fiscal year 2023	Fiscal year 2024
Antoine Frérot (Chairman of the Board of Directors)	-	-
TOTAL	**-**	**-**

Employment contract, supplementary pension plan and benefits as of December 31, 2024 (AFEP-MEDEF Code Table 11)

	Employment contract (1)		Supplementary pension plan		Compensation or benefits payable or likely to be payable in the event of termination or a change of position		Compensation pursuant to a non-compete covenant	
Executive corporate officer	Yes	No	Yes	No	Yes	No	Yes	No
Antoine Frérot, chairman of the Board of Directors Start date of term of office: July 1, 2022 End date of term of office: 2026 GSM		X	X(1)			X		X

(1) Mr. Antoine Frérot is a beneficiary of the supplementary defined benefit group pension plan set up for category 8 and higher executives of Veolia Environnement closed with effect from June 30, 2014. Since July 1, 2014, he is a beneficiary of the supplementary defined contribution group pension plan set up notably for category 8 and higher executives.

3.4.1.1.3 Compensation of the Chief Executive Officer in respect of 2024

The compensation components paid in 2024 or awarded for the same fiscal year to Mrs. Estelle Brachlianoff as Chief Executive Officer comply with the compensation policy approved by the General Meeting of April 25, 2024 recalled above and presented in section 3.4 of the 2023 Universal Registration Documentation.

Fixed compensation

The gross annual fixed compensation of Mrs. Estelle Brachlianoff was set at €1,030,000.

Annual variable compensation for fiscal year 2024

In accordance with the compensation policy approved by the General Meeting of April 25, 2024 recalled above and based on the attainment of the criteria determining the calculation of the variable portion, the amount of this variable portion for fiscal year 2024 was determined as follows:

(i) **with respect to the quantitative criteria**: in line with the outlook and objectives published on February 29, 2024, equal to the total of the components resulting from application of each of these criteria separately:

- the attainment level for each indicator of the financial and non-financial quantitative variable compensation portion was determined based on the attainment of the 2024 budget objectives which are consistent with the outlook announced to the market on February 29, 2024. The payment rate follows the payout rule established for each indicator based on the requirements defined in the GreenUp 2024-2027 strategic program;
- **the financial quantitative variable portion (50% of the target bonus) equals €716,674, representing an overall payment rate of 139.2%.** A breakdown of the attainment and payment rates for each of the indicators is presented in the summary tables below. These financial indicators are defined in Chapter 5, section 5.6 of the Universal Registration Document;
- **the non-financial quantitative variable portion (30% of the target bonus) equals €441,098 representing an overall payment rate of 142.8%.** A breakdown of the attainment and payment rates for each of the indicators is presented in the summary tables below. The non-financial quantitative variable compensation portion was determined based on the attainment of the 2024 objectives for the indicators concerned as detailed below:

(ii) **with respect to the qualitative criteria:** the Board of Directors' Meeting of March 11, 2025 decided to allocate €329,600 to Mrs. Estelle Brachlianoff in respect of the qualitative variable portion (20 % of the target bonus) of her 2024 compensation, representing a payment rate of 160 % of the qualitative portion based on an overall assessment founded on the attainment of the following individual objectives:

- strategic aspects, with a payment rate of 160 %;
- managerial performance, with a payment rate of 160 %;
- equity story, with a payment rate of 160 %.

The qualitative portion takes account of the following items:

- numerous business wins and in particular:
  - Veolia, through its Hungarian subsidiary, signed an agreement with Uniper for the acquisition of a power plant with an installed capacity of around 430 MW. Located in Gönyű, northwest Hungary, the combined cycle gas power plant is the most modern and efficient in the country. It plays a key role in regulating and balancing the Hungarian electricity grid thanks to state-of-the-art technology, which gives it flexible production capacity. With this transaction, Veolia continues to strengthen its position as European leader in this strategic growth market, while also expanding its portfolio, which now represents 2.4 gigawatts of managed flexible electricity, equivalent to the consumption of 2.6 million inhabitants,
  - At the end of its tender procedure, and by a vote held on January 25, the Greater Paris Water Authority selected Veolia for the management of its public drinking water service from 2025 to 2036, considering its offer as the best and most suitable for the challenges defined in their specifications. The contract, with a total value of €4 billion over 12 years, covers the water distribution for 4 million inhabitants in 132 municipalities in the Ile-de-France region,
  - Veolia won a $320 million contract for the world's most energy-efficient desalination plant, enhancing water security in the United Arab Emirates. With a capacity of 818,000 m^3 per day, this reverse osmosis desalination plant will provide drinking water to 2 million people. This new generation of plants at the forefront of energy efficiency is in line with Veolia's GreenUp strategic program, thanks to the accelerated roll-out of water conservation solutions,
  - Veolia is constructing a new district heating network in London that will deliver heat from the Group's SELCHP Energy Recovery Facility (ERF), working in partnership with Southwark Council. By using 75 GWh per year of low-carbon heat obtained from generating electricity from non-recyclable household waste, the network will supply nearly 5,000 homes across 11 social housing units and schools in the district,
  - The Kingdom of Morocco and Veolia joined forces for the largest seawater desalination project in Africa. Located near Rabat on the Atlantic coast, the project will be structured as a public-private partnership, involving the construction, financing and operation of a seawater desalination plant by Veolia, for 35 years. The plant will have a capacity of 822,000 m^3 of drinking water per day, or 300 million m^3 per year.
  - Veolia will build and operate a new energy recovery facility in Corrèze, France, over a 25-year period. The site will supply locally produced energy from waste to nearly 3,000 households with electricity and 6,500 households with district heating. In addition, 50,000 metric tons of steam per year will be generated, reducing the energy consumption of the regional plant specializing in baby food;
- pioneering initiatives, new models and results:
  - In January 2024, at its Deep Dive Energy event in London (see below), Veolia unveiled its innovative "vehicle-to-grid" (V2G) solution. A world first, this will enable waste collection trucks to power UK homes by feeding back stored energy from their batteries to the grid. The UK's largest waste collection fleet operator, Veolia plans to electrify all of its 1,800 vehicles in the country by 2040. This will enable the Group to provide the grid with around 200 MW of flexible power capacity daily, an equivalent of the evening peak energy demand of 150,000 homes, supporting the country's energy security,

- Veolia, the largest private operator of water services in the United States, has entered a new phase in the treatment of per- and polyfluoroalkyl substances (PFAS) in the country's drinking water, with more than 30 sites now reporting no detectable levels of regulated PFAS. These operations include new treatment processes at 17 drinking water wells in the state of New York, with construction underway on additional projects in four states,
- Veolia, Enagás and Barcelona City Council inaugurated the first urban cold recovery network from an LNG terminal. This pioneering innovation and energy efficiency project promotes decarbonization and is an effective example of collaboration between the public and private sectors. The project represents:
  - 131 GWh per year of local, decarbonizing, affordable energy produced, equivalent to the annual consumption of a city like Reus (Tarragona) with over 100,000 inhabitants,
  - 32,000 metric tons of CO_2 emissions avoided every year, equivalent to 110 round-trip long-haul flights between Barcelona and New York,
- Veolia is accelerating its roll-out of local decarbonized energy with the installation of solar panels at post-operation waste storage sites in France. This initiative is part of the Group's stated ambition to make its services in France energy self-sufficient. Veolia plans to start developing more than 40 solar projects on selected non-hazardous waste landfill sites. This will create installed capacity of 300 MW of renewable energy, equivalent to the consumption of 130,000 inhabitants, or around 400 hectares of solar panels. The first plants will be operational by 2027,
- As part of World Environment Day on June 5, 2024, Veolia reiterated its commitment to building a sustainable and desirable future with the launch of the "#Team 66" initiative. In a world marked by paradoxes, the second Ecological Transformation survey conducted by Veolia in partnership with Elabe revealed that 66% of the world's population prefers environmental action to inaction,
- Terra Academia, a school dedicated to accelerating ecological transformation, inaugurated its first campus in the northern French town of Arras in the presence of its Chairman, Jean-Michel Blanquer, alongside Antoine Frérot, Estelle Brachlianoff and Frédéric Leturque, Mayor of Arras. Terra Academia is an initiative of Veolia, the founding company, and aims to accelerate the development of training for professions linked to ecological transformation,
- Veolia announced that its nationwide analysis campaign launched in November 2023 to compile data on the presence of 20 regulated PFAS in drinking water in France, based on applicable quality thresholds, had come to an end. The campaign was carried out in view of the future requirement for health authorities to systematically include these parameters in their inspections from 2026. The analysis covered more than 2,400 drinking water sampling points managed by Veolia, serving more than 20 million inhabitants. At the end of the campaign, Veolia can confirm that the drinking water at more than 99% of its sampling points meets PFAS standards,
- The Sequoia 2024 plan was subscribed by nearly 80,000 employees, equivalent to a subscription rate of close to 45%, the highest ever recorded at Veolia. In the same way as the plans conducted annually since 2018, the Sequoia 2024 plan confirms Veolia's desire to involve its employees in the development of their Company and its value creation. By the end of Sequoia 2024, the Group's employees had strengthened their position as Veolia's largest shareholder, holding 8.9% of the Company's share capital at the end of 2024. This success testifies to the commitment of the Group's employees to the new objectives set out in the GreenUp 2024-2027 strategic program;

- with regard to the strategy and equity story:
  - On February 29, 2024, Veolia held a Strategy Day for the launch of GreenUp, its new strategic program for 2024-2027. GreenUp aims to make Veolia the missing link in ecological transformation. Veolia is paving the way for a more sustainable and desirable future, accelerating the roll-out of existing solutions and the innovation needed to invent those of the future. Drawing on its expertise in water, energy and waste, Veolia intends to decarbonize, decontaminate and regenerate resources via three growth boosters, supported by €2 billion in investment,
  - Veolia held a series of strategic meetings in 2024. Led by Estelle Brachlianoff and Executive Committee members, these Deep Dives allow Veolia's stakeholders (investors, media, analysts, customers and partners) to learn more about the Group's strategic approach through presentations and, through case studies (site visits and experimenting with the solutions put in place), how it is tackling environmental and growth challenges in partnership with local authorities and businesses. The following topics were covered:
    - Decarbonizing local energy (London, January 2024),
    - Veolia's strategy and combating PFAS in the United States (New York, April 2024),
    - New water solutions (Oroszlány, Hungary, October 2024).

After applying all these criteria, Mrs. Estelle Brachlianoff's total variable compensation (quantitative and qualitative) **for fiscal year 2024 is therefore €1,487,372,** i.e. 144.4% of her Target bonus base. It is recalled that the cap on variable compensation for 2024 was 160% of her Target bonus base, which in turn is equal to 100% of fixed compensation.

In accordance with Article L. 22-10-34, II of the French Commercial Code, the variable compensation will be paid to Mrs. Estelle Brachlianoff only after approval of the 12th resolution presented to the General Meeting of April 24, 2025.

Summary of the calculation of 2024 variable compensation

Criteria	Weight	Attainment rate	Percentage of the Target bonus base paid	Amount
Financial quantitative	50%	114.3 %	139.2 %	€716,674
Non-financial quantitative	30%	110.4 %	142.8 %	€441,098
Qualitative	20%	160.0 %	160.0 %	€329,600
TOTAL 2024 VARIABLE COMPENSATION	**100%**	**122.3 %**	**144.4 %**	**€1,487,372**

Criteria	Weight (base 50%)	Actual	Objective	Attainment rate	Percentage of the quantitative Target bonus base paid
Profitability (CNIGS)	20 %	1,530 M€	1,510 M€	101.3 %	107.9 %
Investment capacity (free cash flow)(1)	15 %	1,819 M€	1,288 M€	141.2 %	160.0 %
Capital return (ROCE)	15 %	8.8 %	8.4 %	104.8 %	160.0 %
TOTAL	50 %				139.2 %

(1) Target free cash-flow used to determine the bonus excludes discretionary and growth investments.

These calculations are based on the following thresholds:

Criteria	Lower limit (0% payment)	Central limit (100% payment)	Upper limit (160% maximum payment)
Profitability (CNIGS)	90 %	100 %	110 %
Investment capacity (free cash flow)(1)	90 %	100 %	130 %
Capital return (ROCE)	96 %	100 %	104 %

(1) Target free cash-flow used to determine the bonus excludes discretionary and growth investments.

Payment percentages for the 30% non-financial quantitative variable compensation

Indicator	Weight (base 30 %)	Actual	Objective	Attainment rate	Percentage of the quantitative Target bonus base paid
Health, safety and well-being	5 %	4.33	4.70	107.9 %	160.0 %
Ethics and integrity	5 %	86 %	83 %	103.6 %	122.5 %
Decarbonization of our assets	5 %	134 M€	110 M€	121.4 %	160.0 %
Growth boosters and innovation	5 %	6.6 %	6.0 %	110.0 %	118.0 %
Employee commitment	5 %	88 %	85 %	103.5 %	136.0 %
Biodiversity	5 %	73 %	63 %	115.9 %	160.0 %
TOTAL	30 %				142.8 %

These calculations are based on the following thresholds:

	Threshold attained		
Criteria	Lower limit (0% payment)	Central limit (100% payment)	Upper limit (160% maximum payment)
Health, safety and well-being	4.95 (unchanged vs. N-1)	4.7	4.5
Ethics and integrity	75% result	83% result	90% result
Decarbonization of our assets	80 %	100 %	120 %
Growth boosters and innovation	3 %	6 %	8 %
Employee commitment	75% result	85% result	90% result
Biodiversity	59 %	63 %	70 %

Long-term compensation

Performance share grant in respect of fiscal year 2022

Pursuant to the performance share plan authorized by the General Shareholders' Meeting of June 15, 2022 and at the recommendation of the Compensation Committee, the Board of Directors' Meeting of August 2, 2022 decided to grant 21,994 performance shares to Mrs. Estelle Brachlianoff as Chief Executive Officer (representing approximately 0.003% of the share capital compared with 0.02% authorized by the General Shareholders' Meeting), corresponding to 100% of her 2022 annual fixed compensation calculated on a time apportioned basis from July 1, 2022.

The detailed features and performance conditions of this plan are presented in section 3.4.3 below.

Performance share grant in respect of fiscal year 2023

Pursuant to the performance share plan authorized by the General Shareholders' Meeting of April 27, 2023 and at the recommendation of the Compensation Committee, the Board of Directors' Meeting of May 3, 2023 decided to grant 47,450 performance shares to Mrs. Estelle Brachlianoff as Chief Executive Officer (representing approximately 0.007% of the share capital compared with 0.02% authorized by the General Shareholders' Meeting), corresponding to 133% of her 2023 annual fixed compensation.

The detailed features and performance conditions of this plan are presented in section 3.4.3 below.

Performance share grant in respect of fiscal year 2024

Pursuant to the performance share plan authorized by the General Meeting of April 25, 2024 and at the recommendation of the Compensation Committee, the Board of Directors' Meeting of May 13, 2024 decided to grant 47,331 performance shares to Mrs. Estelle Brachlianoff as Chief Executive Officer (representing approximately 0.007 % of the share capital compared with 0.02 % authorized by the General Meeting), corresponding to 133% of her 2024 fixed annual compensation.

The detailed features and performance conditions of this plan are presented in section 3.4.3 below.

Obligation to hold the performance shares granted and vested

Mrs. Estelle Brachlianoff must hold, until the end of her duties, 40% of total performance shares granted under this plan, net of applicable taxes and social security contributions, until an overall shareholding corresponding to 200% of her gross fixed compensation is ultimately reached.

Compensation awarded as a director

Mrs. Estelle Brachlianoff waived the compensation awarded for her duties as a director by the Company and Group-controlled companies.

Supplementary social protection plan

Mrs. Estelle Brachlianoff, benefits from the collective healthcare and insurance plan in force within the Company under the same conditions as those applicable for the category of employees with which she is assimilated for the setting of social benefits and other ancillary components of her compensation.

Pension plan and other benefits

Information on pension plans, other benefits, severance payments in the event of termination of the office of Chief Executive Officer and non-compete compensation, is presented in section 3.4.2 below.

Summary of compensation received by Mrs. Estelle Brachlianoff, Chief Executive Officer

The following tables notably present a summary of compensation of all kinds paid or awarded to Mr. Estelle Brachlianoff and have been prepared in accordance with the formats recommended by the AFEP-MEDEF Code and AMF recommendation no. 2012-02. The tables presenting performance shares and share subscription and purchase options can be found in sections 3.4.3.2 and 3.4.3.3 below.

Summary of total compensation, options and shares awarded to Mrs. Estelle Brachlianoff (AFEP-MEDEF Code Table 1)

(in euros)	Fiscal year 2023	Fiscal year 2024
Compensation awarded for the fiscal year	2,492,343	2,517,372
Value of options granted during the fiscal year	-	-
Value of performance shares granted during the fiscal year	1,021,124(1)	1,175,702(2)
Value of other long-term compensation plans	-	-
TOTAL	3,513,467	3,693,074

(1) *Valuation of performance shares granted on May 3, 2023 based on the fair value of the share pursuant to IFRS 2, i.e. €21.52.*
(2) *Valuation of performance shares granted on May 13, 2024 based on the fair value of the share pursuant to IFRS 2, i.e. €24.84.*

Summary of compensation paid or payable to Mrs. Estelle Brachlianoff (AFEP-MEDEF Code Table 2) Chief Executive Officer

	Fiscal year 2023		Fiscal year 2024	
(in euros)	Amount awarded	Amount paid	Amount awarded	Amount paid
Fixed compensation	1,030,000	1,030,000	1,030,000	1,030,000
Annual variable compensation	1,462,343(1)	764,288	1,487,372(2)	1,462,343
Exceptional compensation	-	-	-	-
Compensation awarded as director	-	-	-	-
Paid by Veolia Environment	-	-	-	-
Paid by controlled companies	-	-	-	-
Benefits in kind	-	-	-	-
TOTAL	2,492,343	1,794,288	2,517,372	2,492,343

(1) *Variable portion for 2023 paid in 2024.*
(2) *Variable portion for 2024 payable in 2025 subject to approval by the General Meeting of April 24, 2025.*

Summary of multi-year variable compensation paid or payable to Mrs. Estelle Brachlianoff (AFEP-MEDEF Code Table 10)

(in euros)	Fiscal year 2023	Fiscal year 2024
Estelle Brachlianof, Chief Executive Officer	-	-
TOTAL	-	-

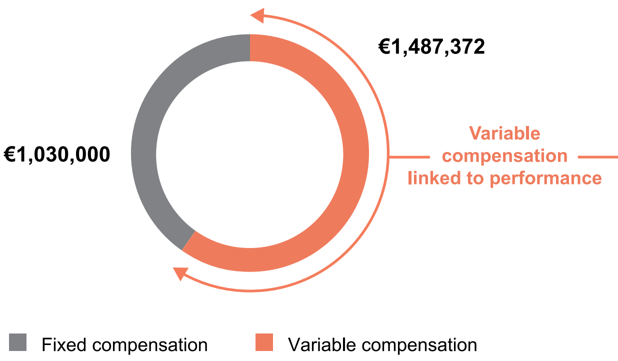
Employment contract, supplementary pension plan and benefits as of December 31, 2024 (AFEP-MEDEF Code Table 11)

	Employment contract		Supplementary pension plan		Compensation or benefits payable or likely to be payable in the event of termination or a change of position		Compensation pursuant to a non-compete covenante	
Executive corporate officer	Yes	No	Yes	No	Yes	No	Yes	No
Estelle Brachlianoff, Chief Executive Officer Start date of term of office: July 1, 2022 End date of term of office: 2026 GSM		X(1)	X(2)		X(3)		X(3)	

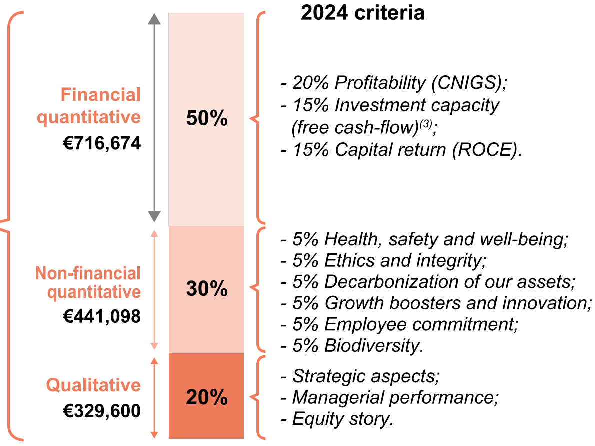
(1) *Mrs. Estelle Brachlianoff resigned her employment contract on July 1, 2022.*
(2) *Mrs. Estelle Brachlianoff is a beneficiary of the supplementary defined benefit group pension plan set up for category 8 and higher executives of Veolia Environnement closed with effect from June 30, 2014. In addition, she is a beneficiary of the supplementary defined contribution pension plan set up notably for category 8 and higher executives, as well as an "Article 82" supplementary pension plan. These plans are described in section 3.4.2 below.*
(3) *Pursuant to a decision adopted by the Board of Directors on April 5, 2022, Mrs. Estelle Brachlianoff is entitled to compensation in the event of termination of her term of office as Chief Executive Officer and non-compete compensation, in accordance with the provisions of the AFEP-MEDEF Code (see section 3.4.2 below).*

Overview and tables summarizing the compensation of the Chief Executive Officer, Mrs. Estelle Brachlianoff

Fixed and variable compensation[1]



Performance of the variable compensation[2]



€0 (Volontary renonciation)
Director's fees

"Article 82" supplementary benefit plan, leading to a gross payment €377,606 in respect of 2024.

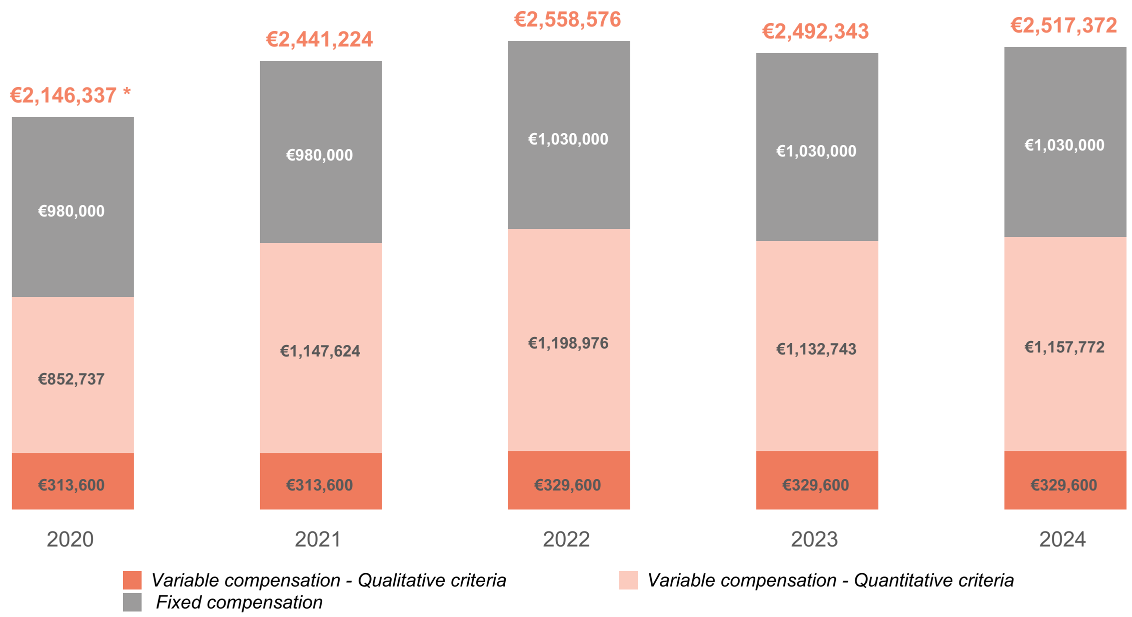
Long-term incentive plan with respect to 2024

2024 performance share plan (maturing May 2027)
Grant of 47,331 performance shares

(1) *Variable compensation for 2024 was capped at 160% of the target bonus base, that is €1,648,000*
(2) *The objective attainment rate and the amount of the variable compensation were approved by the Board of Directors' Meeting of March 11, 2025 at the recommendation of the Compensation Committee.*
(3) *The target free cash flow used to determine the bonus excludes discretionary and growth investments.*

Fixed and variable annual compensation trends over the past five years (in euros)

This graph shows the change, over the past five years, in executive corporate officer annual fixed and variable compensation (Mr. Antoine Frérot until June 30, 2022, then Mrs. Estelle Brachlianoff from July 1, 2022).



** After waiver by the Chairman and Chief Executive Officer of 30% of the financial quantitative portion of his variable compensation.*

Fairness ratio (executive corporate officer compensation/median and average compensation of Group employees in France)

The fairness ratios measuring the difference between total compensation paid to executive corporate officers (as presented in AFEP-MEDEF Code Table 2 in section 3.4.1.1.2 and 3.4.1.1.3 above) and the median and average compensation of employees are presented below.

The ratios were calculated taking account of employees paid directly by all French Group companies. In France, over 77 % of employees are non-management staff, 38 % of employees are operators/workers.

Account is only taken of permanent employees, that is employees present during the entire year. Full-time fixed equivalent annual compensation is determined for part-time employees.

Fairness ratio – Comparison with average employee compensation in France

	2020	2021	2022(1)	2023(1)	2024
Chairman and Chief Executive Officer (Antoine Frérot until June 30, 2022) (a)	56	53	46	17	N/A
Change Y/Y-1 (in %)		*(5.4)%*			
Chief Executive Officer (Estelle Brachlianoff from July 1, 2022) (b)	N/A	N/A	12	40	53
Change Y/Y-1 (in %)					
Executive corporate officers (a) + (b)	**56**	**53**	**58**	**57**	**53**
Change Y/Y-1 (in %)		***(5.4)%***	***+9.4%***	***(2.4)%***	***(7.0)%***
Chairman of the Board of Directors (Antoine Frérot from July 1, 2022)	**N/A**	**N/A**	**8**	**16**	**15**
Change Y/Y-1 (in %)					***(6.2)%***

(1) The separation of duties on July 1, 2022 led to fairness ratios being calculated for only a portion of 2022 (fixed compensation allocated between Chairman and Chief Executive Officer and Chief Executive Officer) and 2023 (variable compensation for 2022 allocated between Chairman and Chief Executive Officer and Chief Executive Officer). The "Executive corporate officer" consolidation provides a comprehensive view.

Fairness ratio – Comparison with median employee compensation in France

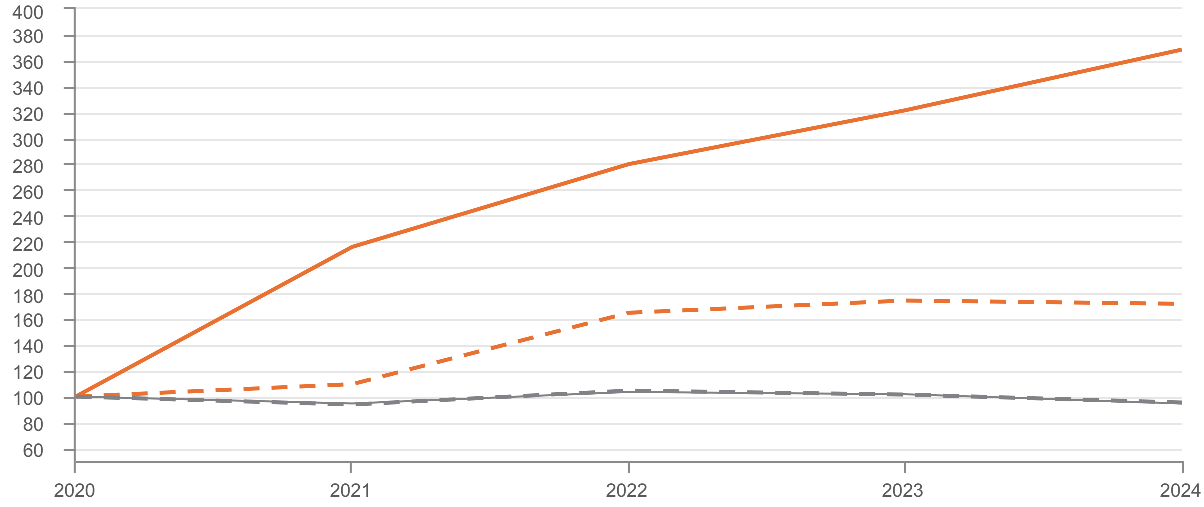
	2020	2021	2022(1)	2023(1)	2024
Chairman and Chief Executive Officer (Antoine Frérot until June 30, 2022) (a)	65	61	54	20	N/A
Change Y/Y-1 (in %)		*(6.2)%*			
Chief Executive Officer (Estelle Brachlianoff from July 1, 2022) (b)	N/A	N/A	14	46	62
Change Y/Y-1 (in %)					
Executive corporate officers (a) + (b)	**65**	**61**	**68**	**66**	**62**
Change Y/Y-1 (in %)		***(6.2)%***	***+11.5%***	***(2.5)%***	***(6.1)%***
Chairman of the Board of Directors (Antoine Frérot from July 1, 2022) (b)	**N/A**	**N/A**	**10**	**18**	**18**
Change Y/Y-1 (in %)					

(1) The separation of duties on July 1, 2022 led to fairness ratios being calculated for only a portion of 2022 (fixed compensation allocated between Chairman and Chief Executive Officer and Chief Executive Officer) and 2023 (variable compensation for 2022 allocated between Chairman and Chief Executive Officer and Chief Executive Officer). The "Executive corporate officer" consolidation provides a comprehensive view.

Company performance

	2020	2021	2022	2023	2024
Revenue (in € million)	26,010	28,508	42,885	45,351	44,692
Change Y/Y-1 (in %)		*+9.6%*	*+50.4%*	*+5.8%*	*(1.5)%*
Net current income - Group share (in € million)	415	896	1,162	1,335	1,530
Change Y/Y-1 (in %)		*+115.9%*	*+29.7%*	*+14.9%*	*+14.6 %*

Fairness ratio and Group performance (base 100 in 2020)



3

3.4.1.1.4 Chairman of the Board of Directors compensation policy for 2025

The Chairman of the Board of Directors' compensation policy was approved by the Board of Directors at the recommendation of the Compensation Committee. It is unchanged and consists solely of fixed compensation and benefits in kind, excluding all variable or exceptional compensation, grants of share subscription options or performance shares and compensation for his duties as a director.

Fixed compensation

At the recommendation of the Compensation Committee and in accordance with the compensation policy, the Board of Directors' Meeting of March 11, 2025 decided to retain the gross annual fixed compensation of the Chairman of the Board of Directors unchanged at €700,000.

It is recalled that this compensation was set by a decision of the Board of Directors' Meeting of April 5, 2022, based on a study conducted by the firm, Boracay, and described in section 3.4.1.1.3 of the 2021 Universal Registration Documentation.

Annual variable compensation

None.

2025 Long-term compensation

None.

Severance payments

None.

Compensation awarded as a director

Since 2012, Mr. Antoine Frérot has decided to waive the compensation awarded for his duties as a director paid by the Company and Group-controlled companies. This waiver remains applicable to his duties as Chairman of the Board of Directors.

Pension plan

Mr. Antoine Frérot benefits from a supplementary defined contribution group pension plan applicable since July 1, 2014 and presented in section 3.4.2 below.

He is eligible for the defined benefit pension plan presented in section 3.4.2 below, with a theoretical annuity of nil.

Other benefits

Mr. Antoine Frérot benefits from the collective healthcare and insurance plan in force within the Company under the same conditions as those applicable for the category of employees with which he is assimilated for the setting of social benefits and other ancillary components of his compensation.

Mr. Antoine Frérot enjoys the use of a company car.

3.4.1.1.5 Chief Executive Officer compensation policy for 2025

Fixed compensation

At the recommendation of the Compensation Committee and in accordance with the compensation policy, the Board of Directors' Meeting of March 11, 2025 decided to retain the gross annual fixed compensation of the Chief Executive Officer unchanged at €1,030,000.

As a reminder, this compensation was set following the Board of Directors' decision of April 5, 2022 based on the results of a study conducted by the firm Boracay on a group of comparable and rival companies comprising 13 listed European companies such as Centrica, EDP, Enel, Engie, ENI, EON, Iberdrola, Schneider Electric, Vinci, ABB, ACS, Air Liquide and Bouygues.

The companies in the peer group:

- share a common mission: employee and environmental quality with local public authorities;
- conduct several businesses globally and are present on at least four continents;
- report revenue equal to between 50 % and 200 % of Veolia's revenue.

In addition to the peer group, the Compensation Committee also assessed the executive corporate officer compensation in comparison with CAC 40 companies.

Details of this study are presented in section 3.4 of the 2021 Universal Registration Documentation.

Annual variable compensation

The 2025 quantitative objectives are in keeping with the 2025 financial outlook announced to the market on February 27, 2025 and the GreenUp 2024-2027 strategic program.

In order to integrate the multifaceted performance indicators relating to the Company's Purpose, the Board of Directors' Meeting of March 11, 2025, at the recommendation of the Compensation Committee, determined the calculation method for variable compensation as follows:

- weight of the auditable quantitative portion (80 %) and weight of the qualitative portion (20 %) unchanged ;
- split of the weight of the auditable quantitative portion (80 %) between financial quantitative objectives (50 %) and non-financial quantitative objectives (30 %) unchanged ;
- 2025 target variable compensation (in the event of attainment of the objectives set by the Board of Directors) set at 100 % of the annual fixed compensation ("Target bonus base") ;
- variable compensation capped (in the event objectives are exceeded) at 160 % of annual fixed compensation, or €1,648,000.

  To take into account the requests of certain investors and proxy agencies, at the governance roadshow, the Board of Directors, at the recommendation of the Compensation Committee, decided to reduce the number of quantitative criteria for 2024 by removing the criteria relating to the increase in revenue.

In addition, the criteria for the 2025 variable compensation were set as follows:

- **with respect to the quantitative criteria**: in line with the outlook and objectives published on February 27, 2025, the criteria for the quantitative portion of variable compensation break down as follows. The quantitative portion is equal to the total of the components resulting from application of each of these criteria separately:
  - **For the 50 % financial quantitative portion**:
    - 20 % based on the **Profitability indicator (CNIGS)**: Current Net Income, Group Share,
    - 15 % based on the **Investment Capacity indicator (free cash flow)**[1]: before financial acquisitions/divestments and dividends but after financial expenses and taxes,
    - 15% based on the **Capital Return indicator (ROCE)**: Group ROCE after tax, including the return on capital employed of joint ventures and companies, after IFRS 16 lease adjustments.

  The financial quantitative variable compensation portion will be determined based on the attainment of the 2025 budget objectives which are consistent with the outlook announced to the market on February 27, 2025:

  - **For the 30% non-financial quantitative portion**:
    - 5 % based on the **Health and Safety and Well-Being** indicator: improvement and reduction in the injury frequency rate,
    - 5 % based on the **Ethics and Integrity indicator**: % of positive answers to the engagement survey question "Are Veolia's values applied in my entity" across all respondents,
    - 5 % based on the **Decarbonization of our assets** indicator: decarbonization investments, including the phase-out of coal and methane capture,
    - 5 % based on the **Growth and innovation drivers** indicator: revenue growth in priority business segments (energy, water technologies, hazardous waste),
    - 5 % based on the **Employee commitment** indicator: commitment rate of employees measured by an engagement survey conducted by an external body (clear objectives, meaning and usefulness, work atmosphere, pride in the Group, willingness to recommend Veolia),
    - 5 % based on the **Biodiversity indicator**: progress rate of action plans improving the footprint of environments and biodiversity at sensitive sites.
- **with respect to the qualitative criteria**: the qualitative portion (20% of the target bonus) will be based on an overall assessment by the Board of Directors, at the recommendation of the Compensation Committee, based notably on the following individual objectives:
  - strategic aspects,
  - managerial performance,
  - equity story.

In addition, the Board of Directors reserves the right to exercise its power of discretion regarding the determination of the Chief Executive Officer's compensation, in application of legal provisions and in accordance with Articles L. 22-10-8 and L. 22-10-34 of the French Commercial Code. It may do so in the event of special and unforeseeable circumstances (such as the Covid-19 pandemic and its uncertainties) that could justify an exceptional adjustment, upwards or downwards, without exceeding the ceiling set in the compensation policy (i.e. 160 % of fixed annual compensation), to one or more criteria comprising the Chief Executive Officer's annual variable compensation to ensure that application of the criteria described above produces results reflecting the performance of both the Chief Executive Officer and the Group, as well the alignment of the interests of the Company and its shareholders with those of the Chief Executive Officer.

This adjustment may be made to the Chief Executive Officer's annual variable compensation by the Board of Directors at the recommendation of the Compensation Committee, after the Board of Directors has provided adequate reasoning for its decision. Any exercise of this discretion will be made public.

2025 Long-term compensation

Based on the principles and recommendations of the AFEP-MEDEF Code and at the recommendation of the Compensation Committee, the Board seeks to implement long-term compensation in addition to annual variable compensation, proportionate to annual fixed and variable components and subject to demanding performance conditions to be satisfied over several consecutive years. When drafting a new plan, the performance conditions reflect Veolia's long-term strategic priorities and can include performance conditions that are internal and/or external to the Group. This long-term compensation is not intended to concern only the executive corporate officer, but also senior executives and other employee categories of the Group (e.g. high potential employees and key contributors). The scope of beneficiaries is determined on the implementation of each long-term compensation plan. Should the executive corporate officer leave the Group before expiry of the performance criteria assessment period, the multi-year compensation will not be paid, in the absence of exceptional circumstances justified by the Board. In any case, the performance and acquisition conditions will remain unchanged.

In 2023, during discussions with investors and proxy advisors (governance roadshow), there was an expectation for overweighting to be applied to the Chief Executive Officer's long-term compensation. The Board of Directors was eager to achieve a balance between the three components (fixed, variable and long-term) of this compensation.

At the recommendation of the Compensation Committee, the Board of Directors decided that the Chief Executive Officer would receive a performance share grant equal to and capped at 133 % of her fixed compensation (if all performance conditions met).

(1) *Target free cash-flow used to determine the bonus excludes discretionary and growth investments.*

The Chief Executive Officer's compensation breaks down as follows:

- annual fixed compensation (€1,030,000) for 30 %;
- annual variable compensation (€1,030,000 if objectives are attained) for 30 %;
- long-term variable compensation (€1,373,000 or 133 % of fixed compensation if objectives are attained) for 40 %.

In the event of outperformance leading to payment of the maximum amount of variable compensation (equal to the cap of 160 % of annual fixed compensation), the breakdown is as follows:

- annual fixed compensation (€1,030,000) for 25 %;
- annual variable compensation (€1,648,000 if objectives are exceeded) for 41 %;
- long-term variable compensation (€1,373,000 if objectives are exceeded) for 34 %.

In this context, the last three long-term compensation plans and the share holding obligations are presented in section 3.4.3 below.

Proposed Performance Share Grant

At the recommendation of the Compensation Committee, the Board of Directors asks shareholders in the 21st resolution presented to the General Shareholders' Meeting of April 24, 2025 to approve an authorization, for a period of 26 months, to grant performance shares to a group of around 580 beneficiaries and comprising top executives, high potential employees and key contributors of the Group, including the Chief Executive Officer. This plan, which is intended to be launched in 2025 with an expiration date in 2028 following the publication of the 2027 financial statements, would succeed the plan granted in 2024.

The Board of Directors, when implementing this performance share plan, will set the number of performance shares that would be granted to the Chief Executive Officer.

The detailed features and performance conditions of this proposed performance share plan are presented in section 3.4.3 below.

Obligation to hold the performance shares granted and vested

At the recommendation of the Compensation Committee, the Board of Directors decided, in the context of implementing this performance share plan, to maintain as follows the holding obligations applicable to performance share plans of the Chief Executive Officer: obligation to hold until the end of her duties, 40% of total performance shares granted under this plan, net of applicable social security contributions and taxes, until she has ultimately reached a total shareholding equal to 200% of her gross annual fixed compensation.

Compensation awarded as a director

Mrs. Estelle Brachlianoff waived the compensation awarded for her duties as a director by the Company and Group-controlled companies.

Retirement or other similar benefits

Information on pension plans, other benefits and severance payments due in the event of termination of the office of Chief Executive Officer and compensation under a non-compete clause, is presented in section 3.4.2 below.

3.4.1.2 Compensation paid to directors[1]

Amount and allocation of compensation awarded to directors in 2024

The General Meeting of April 19, 2018, at the proposal of the Board of Directors and the recommendation of the Compensation Committee, set the maximum total annual amount of compensation awarded to directors at €1,200,000. This request to increase the maximum total amount of compensation was made for the following reasons: the change in the composition of the committees of the Board of Directors with the addition of members in 2017, the increase in compensation paid to members of the Accounts and Audit Committee from €8,400 to €16,800 in 2018 and the increase in the additional amount payable to Directors and, where applicable, non-voting members (*censeurs*) residing on another continent from €2,000 to €3,000 in 2018.

For 2022, the Board of Directors' Meeting of April 5, 2022, at the recommendation of the Compensation Committee, decided to keep unchanged the total amount and allocation of compensation awarded to its members, except for the additional compensation allocated to each of the members of the Sonate Commission which was not continued and subject to the following adjustments. The Board decided:

- to increase the additional amount for directors residing on another continent from €3,000 to €6,000 per trip (for one or more meetings of the Board and its Committees and for the Board strategic seminar) subject to the physical presence of the relevant Director;
- to maintain the additional amount for non-voting members (*censeurs*) residing on another continent at €3,000 per trip (for one or more meetings of the Board and its Committees and for the Board strategic seminar) subject to the physical presence of the relevant non-voting member (*censeur*);
- to allocate to directors residing in Europe but outside France an additional amount of €3,000 per trip (for one or more meetings of the Board and its Committees and for the Board strategic seminar) subject to the physical presence of the relevant Director;
- to allocate, where applicable, to non-voting members (*censeurs*) residing in Europe but outside France an additional amount of €1,500 per trip (for one or more meetings of the Board and its Committees and for the Board strategic seminar) subject to the physical presence of the relevant non-voting member (*censeur*);
- in the case of the Purpose Committee, the terms of which were approved by the Board of Directors during this meeting, to allocate to the Chairman and the other members of the Committee, in respect of fiscal year 2022, additional amounts identical to those allocated to the Chairman and other members of the Nominations Committee, the Remuneration Committee and the Research, Innovation and Sustainable Development Committee, that is €20,000 for the Chairman and €10,000 for the other members.

For 2024, the Board of Directors' Meeting of March 12, 2024, at the recommendation of the Compensation Committee, decided to keep unchanged the total amount and allocation of compensation awarded to its members. It did, however, make the following adjustments:

- allocate to director(s) an additional amount of €6,000 per trip for the Board's annual visit to one or more countries on a different continent to where they reside with in-person attendance of the relevant director;
- account for an extraordinary Board meeting as a quarter of a meeting and the strategic seminar as two Board meetings.

In addition, the Board of Directors duly noted that Mr. Antoine Frérot and Mrs. Estelle Brachlianoff waived the right to receive compensation for their duties as a director.

(1) *Non-executive corporate officers.*

The allocation of the basic compensation and the additional amounts for specific duties, based on an attendance rate of 100 % and including a fixed portion (40 %) and a variable portion (60 %), as of December 31, 2024, is as follows:

On a full annual basis	2024 allocation	
Directors (basic compensation)	**€42,000**	*
Additional amount for the Vice-Chairman	€50,000	
Additional amount for the Senior Independent Director	€50,000	
Additional amount for the Chairman of the Accounts and Audit Committee	€67,200	*
Additional amount for the Chairman of the Nominations Committee	€20,000	*
Additional amount for the Chairman of the Compensation Committee	€20,000	*
Additional amount for the Chairman of the Research, Innovation and Sustainable Development Committee	€20,000	*
Additional amount for the Chairman of the Purpose Committee	€20,000	*
Additional amount for members of the Accounts and Audit Committee	€16,800	*
Additional amount for members of the Nominations Committee	€10,000	*
Additional amount for members of the Compensation Committee	€10,000	*
Additional amount for members of the Research, Innovation and Sustainable Development Committee	€10,000	*
Additional amount for members of the Purpose Committee	€10,000	*
Non-voting member (*censeur*) (50% of the basic compensation)	€21,000	*
Additional amount payable to directors residing on another continent	€6,000 per trip (for one or more meetings of the Board and its Committees and for the Board strategic seminar) subject to the physical presence of the relevant director	
Additional amount payable to non-voting members (*censeur*) residing on another continent	€3,000 per trip (for one or more meetings of the Board and its Committees and for the Board strategic seminar) subject to the physical presence of the relevant non voting member *(censeur)*	
Additional amount payable to directors residing in Europe outside France	€3,000 per trip (for one or more meetings of the Board and its Committees and for the Board strategic seminar) subject to the physical presence of the relevant director	
Additional amount payable to directors	€1,500 per trip (for one or more meetings of the Board and its Committees and for the Board strategic seminar) subject to the physical presence of the relevant non voting member *(censeur)*	
Additional amount payable to non-voting members (*censeur*) residing in Europe outside France	€6,000 per trip for the Board's annual visit to one or more countries on a continent other than its place of residence subject to the physical presence of the relevant director	
A special Board meeting is counted as a quarter meeting, and the strategy seminar as two Board meetings.		

The amounts granted are calculated pro rata to the effective duration of the term of office during the fiscal year.

* *Amount subject to attendance rate.*

Table of compensation awarded to directors in 2023-2024 (AFEP-MEDEF Code Table 3)

The table below shows the amount of compensation paid in 2023 and 2024 to members of the Board of Directors of Veolia Environnement by the Company and by controlled companies.

Note that since fiscal year 2019, the variable portion of directors' compensation is paid annually in the first quarter of the following year and is no longer paid quarterly.

	2023				2024			
(in euros)	Amounts awarded for the fiscal year		Amounts[1] paid during the fiscal year		Amounts awarded for the fiscal year		Amounts[2] paid during the fiscal year	
Director	**By the company**	**By controlled companies**	**By the company**	**By controlled companies**	**By the company**	**By controlled companies**	**By the company**	**By controlled companies**
Olivier Andriès [3]	46,684	None	11,794	None	87,026	None	64,980	None
Maryse Aulagnon	162,992	None	153,292	None	111,629	None	138,342	None
Véronique Bédague [4]	36,960	None	10,080	None	62,840	None	50,520	None
Estelle Brachlianoff [5]	0	0	0	0	0	0	0	0
Pierre-André de Chalendar	77,760	None	65,704	None	115,366	None	101,622	None
Isabelle Courville	114,646	None	124,938	None	118,000	None	119,468	None
Antoine Frérot [6]	0	0	0	0	0	0	0	0
Clara Gaymard [7]	16,856	None	53,256	None	None	None	None	None
Marion Guillou	62,000	None	59,900	None	66,500	None	68,000	None
Franck Le Roux [8]	78,800	None	78,800	None	84,800	None	84,800	None
Julia Marton-Lefèvre [9]	None	None	None	None	41,427	-	14,971	-
Agata Mazurek Bak [10]	73,800	None	66,138	None	78,540	None	79,880	None
Pavel Páša [8]	70,000	None	70,000	None	76,000	None	76,000	None
Nathalie Rachou [11]	119,200	None	119,200	None	36,256	None	119,696	None
Francisco Reynés [12]	39,184	None	8,914	None	55,762	None	51,870	None
Louis Schweitzer [13]	46,032	None	122,932	None	None	None	None	None
Guillaume Texier	68,800	None	68,800	None	115,951	None	85,221	None
Enric Xavier Amiguet i Rovira [14]	31,500	None	29,723	None	32,750	None	37,500	None
TOTAL	**1,045,214**	**0**	**1,043,471**	**0**	**1,082,847**	**0**	**1,092,870**	**0**

N/A: not applicable

(1) Gross amount before tax deductions or withholding tax paid in respect of the fourth quarter of 2022 (fixed portion for the fourth quarter 2022 and annual variable portion for fiscal year 2022) and the first, second and third quarters of 2023 (fixed portion only).

(2) Gross amount before tax deductions or withholding tax paid in respect of the fourth quarter of 2023 (fixed portion for the fourth quarter 2023 and annual variable portion for fiscal year 2023) and the first, second and third quarters of 2024 (fixed portion only).

(3) Mr. Olivier Andriès was appointed a director by the Company's Combined General Meeting of April 27, 2023.

(4) Mrs. Véronique Bédague was appointed a director by the Company's Combined General Meeting of April 27, 2023.

(5) Mrs. Estelle Brachlianoff was appointed a director by the Company's Combined General Meeting of June 15, 2022. Her full compensation as Chief Executive Officer is presented in section 3.4.1.1 of the 2024 Universal Registration Documentation. At its meetings of March 14, 2023 and March 12, 2024, the Board of Directors took note of Mrs. Estelle Brachlianoff's decision to waive receipt of compensation for her duties as a director for fiscal years 2023 and 2024.

(6) His full compensation as Chairman of the Board of Directors is presented in section 3.4.1.1 of the 2024 Universal Registration Documentation. At its meetings of March 14, 2023 and March 12, 2024, the Board of Directors took note of the renewal of Mr. Antoine Frérot's decision to waive receipt of compensation for his duties as a director for fiscal years 2023 and 2024.

(7) Mrs. Clara Gaymard's term of office expired on April 27, 2023.

(8) Mr. Pavel Páša was nominated as a director representing employees by the Group's European Works Council on October 15, 2014. He joined the Board of Directors at its meeting on November 5, 2014. At its meeting of March 10, 2015, the Board of Directors recorded Mr. Pavel Páša's intention to transfer the compensation awarded for his duties as a director to an organization representing or assisting employees. Mr. Franck Le Roux was appointed by the Group France Works Council on October 15, 2018. Mr. Franck Le Roux's decision to transfer the compensation awarded for his duties as a director to his trade union was recorded.

(9) Mrs. Julia Marton-Lefèvre was appointed a director by the Company's Combined General Meeting of April 25, 2024.

(10) Mrs. Agata Mazurek-Bąk was appointed a director representing employee shareholders by the Company's Combined General Meeting of June 15, 2022. Mrs. Agata Mazurek-Bąk's decision to retrocede her compensation as a director to a charity in 2023 and to the Association of Veolia Environment Employee Shareholders ("AAVE") in 2024 was duly noted.

(11) Mrs. Nathalie Rachou's term of office expired on April 25, 2024.

(12) Mr. Francisco Reynés was appointed a director by the Company's Combined General Meeting of April 27, 2023.

(13) Mr. Louis Schweitzer's term of office expired on April 27, 2023.

(14) Mr. Enric Xavier Amigiet i Rovira was appointed a non-voting member (censeur) on June 15, 2022. Mr. Enric Xavier Amigiet i Rovira's decision to transfer the compensation awarded for his duties as a non-voting member to his trade union was recorded.

Amount and allocation of compensation awarded to directors in 2025

At its meeting on March 11, 2025, the Board of Directors, following the recommendations of its Compensation Committee, decided to increase the annual budget – which had not been amended since 2018 – from €1,200,000 to €1,500,000. This takes into account the change in the number of Board members, with a 10% increase in the allocation of basic compensation and additional amounts for specific duties for its members for 2025.

In addition, the Board of Directors duly noted that Mr. Antoine Frérot and Mrs. Estelle Brachlianoff waived the right to receive compensation for their duties as a director.

3.4.1.3 Compensation of executives excluding corporate officers (Executive Committee members)

All Executive Committee members in office on December 31, 2024 (see section 3.3.3 above), (excluding the Chief Executive Officer) received total gross compensation of €12,987,869 in 2024 (for an Executive Committee comprising thirteen members excluding the Chief Executive Officer), compared with €12,843,085 in 2023 (for an Executive Committee comprising thirteen members excluding the Chief Executive Officer).

The tables below show the total gross compensation paid to the Company's Executive Committee members as of December 31, 2023 and 2024 (with the exception of the Chairman and Chief Executive Officer and the Chief Executive Officer), including the fixed and variable compensation paid or payable by Veolia Environnement in respect of these fiscal years, benefits in kind and compensation received by Executive Committee members in respect of directorships held in Group companies in France and abroad.

The quantitative and qualitative portions of variable compensation of Executive Committee members (excluding the Chief Executive Officer) are generally determined based on the same weightings applied to their Target bonus base (quantitative portion of 80 % and qualitative portion of 20 %) and the same quantitative and qualitative criteria applicable to the Chief Executive Officer. Note, however, that a weighting of the attainment of zone-specific indicators to Group indicators is applied for Executive Committee members who are zone Senior Executive Vice-Presidents.

The average variable compensation of Executive Committee members for 2024 represents approximately 110 % of their fixed compensation.

	Fiscal year 2023 (13 members)	
(in euros)	**Amounts payable for the fiscal year**	**Amounts paid during the fiscal year**
Fixed compensation	5,930,423	5,971,737
Annual variable compensation	6,989,052	6,825,385
Compensation awarded for duties as director		
Paid by Veolia Environnement	-	-
Paid by controlled companies	-	-
Benefits in kind (1)	45,963	45,963
TOTAL	**12,965,438**	**12,843,085**

(1) These figures do not include any housing allowances, or bonuses paid for expatriation/returning home.

	Fiscal year 2024 (13 members)	
(in euros)	**Amounts payable for the fiscal year**	**Amounts paid during the fiscal year**
Fixed compensation	5,883,746	5,892,636
Annual variable compensation	6,472,004	7,059,106
Compensation awarded for duties as director		
Paid by Veolia Environnement	-	-
Paid by controlled companies	-	-
Benefits in kind (1)	36,127	36,127
TOTAL	**12,391,877**	**12,987,869**

(1) These figures do not include any housing allowances, or bonuses paid for expatriation/returning home.

3.4.2 PENSION PLANS AND OTHER POST-EMPLOYMENT BENEFITS

There is no contract between the members of the Board of Directors and the Company or its subsidiaries that provides for the payment of benefits or compensation that is due, or may be due, in the event of members ceasing or changing their duties within the Company or its subsidiaries, other than the Chief Executive Officer's severance payments and non-compete compensation and the supplementary group pension plans described below.

3.4.2.1 Supplementary group pension plan

3.4.2.1.1 Description

Pension plans applicable to corporate officers

Supplementary defined benefit group pension plan in place until June 30, 2014

The defined benefit group pension plan open to all executives of category eight and higher (and the Chairman and Chief Executive Officer) was modified, with effect from July 1, 2013, by the Board of Directors' Meeting of March 14, 2013, upon a motion by the Chairman and Chief Executive Officer and after a favorable opinion by the Works Council and the Nominations and Compensation Committee. The pension plan was capped at 10% of the reference compensation, in turn capped at eight times the annual social security ceiling.

In accordance with the provisions of Articles L. 225-38 and L. 225-40 of the French Commercial Code and on the basis of a special report prepared by the Statutory Auditors, the General Shareholders' Meeting of May 14, 2013 approved these changes to the extent that they concern the Chairman and Chief Executive Officer.

This plan was closed with a freeze on entitlements and closure of the plan to new members with effect from June 30, 2014.

Supplementary defined contribution pension plan in place from July 1, 2014

After a favorable opinion of the Works Council and the Nominations and Compensation Committee, the Board of Directors, decided, at its meeting of March 11, 2014, upon a motion by the Chairman and Chief Executive Officer:

- to close the supplementary defined benefit group pension plan for executives of category eight and higher (including the Chairman and Chief Executive Officer who does not hold an employment contract) with a freeze on entitlements and closure of the plan to new members, with effect from June 30, 2014;
- and to amend, effective July 1, 2014, the existing supplementary defined contribution group pension plan.

In accordance with the provisions of Articles L. 225-38 and L. 225-40 of the French Commercial Code and on the basis of a special report prepared by the Statutory Auditors, the General Shareholders' Meeting of April 24, 2014 approved these changes concerning the Chairman and Chief Executive Officer.

In accordance with the recommendations of the AFEP-MEDEF Code, the value of the benefits provided by the supplementary pension plan is taken into account when setting the total compensation of corporate officers. Furthermore, the group of potential beneficiaries is not limited to corporate officers, but also includes category eight and higher executives employed by the Company.

The reference period used to calculate benefits is the average compensation calculated over three years, excluding compensation paid at the time of employment termination or retirement, as well as any other type of extraordinary compensation.

Following the closure of the supplementary defined benefit group pension plan for executives of category eight and higher with effect from June 30, 2014, any entitlement accumulated under this plan will be calculated according to its value as of June 30, 2014. Accordingly, the reference compensation corresponds to the average of the last three calendar years prior to the closure of the plan and the seniority used for calculation purposes will be that as of June 30, 2014.

Defined contribution pension plan governed by the provisions of Article 82 of the French General Tax Code

When defining the Chief Executive Officer's compensation components and based on the study conducted by the firm Boracay (see section 3.4 of the 2021 Universal Registration Document), the Compensation Committee wished to improve the competitiveness of the supplementary pension plan proposed to the executive corporate officer. Accordingly, the Board of Directors' Meeting of April 5, 2022, at the recommendation of the Compensation Committee, decided to set-up a defined contribution pension plan governed by the provisions of Article 82 of the French General Tax Code for Mrs. Estelle Brachlianoff.

3.4.2.1.2 Features

Pension plans applicable to corporate officers

Defined benefit pension plan

Pursuant to the former Article D. 22-10-16 of the French Commercial Code, the main features of this plan were as follows:

1. title of the commitment: defined benefit pension plan;
2. legal provisions enabling the identification of the corresponding plan category: Article 39 of the French General Tax Code; Article L. 137-11 of the French Social Security Code;
3. conditions to benefit from the plan and other eligibility conditions:
   - at least five years' service,
   - completion of the beneficiary's career in the Company,
   - presence in the Company workforce at the time of voluntary or involuntary retirement,
   - settlement of the general plan at the full rate (including mandatory basic pensions or supplementary pensions);
4. method for determining the reference compensation under the relevant plan used to calculate the entitlement of beneficiaries: the reference compensation used to determine the amount of the pension was the average of the last three years' full compensation subject to a maximum of eight times the annual social security ceiling (€351,936 in 2023);
5. vesting features: the maximum annual increase in potential pension entitlements was estimated at 0.4 %;
6. existence of a ceiling and the amount and method of setting the ceiling: the pension amount was determined based on the number of years' service in the Group and capped at 10 % of the reference compensation for beneficiaries with more than 30 years' service (i.e. €37,094 in 2024);
7. financing terms and conditions: by the Company through insurance contracts subscribed with two external insurance companies;
8. estimated amount of the lifetime annuity at the period end: following the closure of the supplementary defined benefit group pension plan for executives of category eight and higher with effect from June 30, 2014, any entitlement accumulated under this plan will be calculated according to its value as of June 30, 2014. Accordingly, the reference compensation corresponds to the average of the last three calendar years prior to the closure of the plan and the seniority used for calculation purposes will be that as of June 30, 2014.
9. related tax and social security contributions borne by the Company:
   - premiums payable to external insurance companies are deductible for income tax purposes,
   - with respect to the special contribution introduced by the Fillon law and applicable to variable entitlement defined benefit pension plans, Veolia Environnement has elected to apply the tax rate of 32 % on annuities to annuities settled after January 1, 2013 (and the tax rate of 16 % to annuities settled before December 31, 2012).

Supplementary defined contribution pension plan

Pursuant to Article D. 22-10-16 of the French Commercial Code, the main features of this plan are as follows:

1. title of the commitment: defined contribution pension plan;
2. legal provisions enabling the identification of the corresponding plan category: Article 83 of the French General Tax Code (CGI) until March 31, 2021; mandatory retirement savings plan (Plan d'Épargne Retraite Obligatoire, PERO) from April 1, 2021;
3. conditions to benefit from the plan and other eligibility conditions: until March 31, 2023, the beneficiary category consisted of executives of the Company within the meaning of Article 4 of the AGIRC national collective agreement (the supplementary pension fund for executives), whose compensation is greater than or equal to three times the annual social security ceiling (€139,104 in 2024). As from April 1, 2023, the category of beneficiaries was extended to all Company employees with at least one year's service in the Group. Compensation includes all components subject to social security contributions (fixed salary, variable salary, bonuses, benefits in kind);
4. method for determining the reference compensation under the relevant plan, used to calculate the entitlement of beneficiaries: not applicable;
5. vesting features: not applicable;
6. existence of a ceiling and the amount and method of setting the ceiling: not applicable;
7. funding terms and conditions:
   - funding of the plan: contributions to the plan are equal to a percentage of the compensation of the relevant employees,
   - contribution payments break down as follows: 2.25% employer contribution for tranches A, B and C; 1.25% employee contribution for tranches A, B and C; 4.50% employer contribution above tranche C; 2.50% employee contribution above tranche C,
   - optional individual payments: these may be made up to the available tax and social security limits;
8. estimated amount of the lifetime annuity at the period end:
   - the amount of the supplementary pension is not defined in advance. For each employee, it is calculated on the liquidation date for all mandatory and optional pensions based on the reserves held by the insurance company and other parameters assessed on that date.
9. related tax and social security contributions borne by the Company:
   - employer social security contributions are deductible for income tax purposes, liable to a 20 % flat-rate social contribution and excluded from the tax base for social security contributions up to the higher of the following two amounts: 5 % of the annual social security ceiling and 5 % of the compensation adopted capped at five times the annual social security ceiling.

Defined contribution pension plan governed by the provisions of Article 82 of the French General Tax Code

Pursuant to Article D. 22-10-16 of the French Commercial Code, the main features of this plan are as follows:

1. title of the commitment: defined contribution pension plan;

2. legal provisions enabling the identification of the corresponding plan category: Article 82 of the French General Tax Code (CGI);
3. conditions to benefit from the plan and other eligibility conditions: plan for the sole benefit of Mrs. Estelle Brachlianoff;
4. method for determining the reference compensation under the relevant plan, used to calculate the entitlement of beneficiaries: not applicable;
5. vesting features: not applicable;
6. existence of a ceiling and the amount and method of setting the ceiling: not applicable;
7. funding terms and conditions:
   - plan financing: the Company pays an annual amount equal to 15% of the fixed compensation and the annual variable compensation paid to the Chief Executive Officer, it being stipulated that this amount is paid in cash in half to the insurance company managing the pension plan and in half to the Chief Executive Officer given the tax rules applicable to payments to this type of plan. This annual payment is linked to the performance of the Company in so far as the payment base includes the variable compensation linked to the Group's results;
8. estimated amount of the lifetime annuity at the period end:
   - the amount of the supplementary pension is not defined in advance. It is calculated on the liquidation date for all mandatory and optional pensions based on the reserves held by the insurance company and other parameters assessed on that date.
9. related tax and social security contributions borne by the Company:
   - The contributions paid by the Company are deductible for income tax purposes and fully subject to social security contributions and deductions.

3.4.2.1.3 Pension plans applicable to corporate officers

Pension plans applicable to the Chairman of the Board of Directors

Defined contribution pension plan

Mr. Antoine Frérot benefits from the supplementary defined contribution group pension plan applicable since July 1, 2014 and presented above.

Based on the estimated capital at 2024 year end, Mr. Antoine Frérot's defined contribution pension plan annual annuity payable when he reaches 67 years old and calculated without payment of survivor benefits, is estimated at approximately €70,000.

Defined benefit pension plan

Mr. Frérot is also eligible under the defined benefit pension plan described above, with a theoretical annuity of nil.

The theoretical annual amount of the lifetime annuity paid by the defined benefit pension plan could represent 6% of his annual reference compensation. This reference compensation is capped at eight times the annual social security ceiling. At 2024 year end, the defined benefit pension plan annuity payable to Mr. Antoine Frérot, calculated without payment of survivor benefits, is estimated at approximately €20,000.

This theoretical annual lifetime annuity would be reduced by the annuities paid by the Group defined contribution pension plan to which the Chief Executive Officer is entitled by virtue of his affiliation with the Group, calculated without payment of survivor benefits. Accordingly, in our example, given the estimated amount of the defined contribution annual annuity calculated without payment of survivor benefits of €70,000, at the age of 67 years old, the estimated amount of Mr. Antoine Frérot's defined benefit annual annuity would be nil.

Pension plans applicable to the Chief Executive Officer

Defined contribution pension plan

Mrs. Estelle Brachlianoff benefits from the supplementary defined contribution group pension plan applicable since July 1, 2014, described above.

Based on the estimated capital at 2024 year end, Mrs. Estelle Brachlianoff's defined contribution pension plan annual annuity payable when she reaches 64 years old and calculated without payment of survivor benefits, is estimated at approximately €44,000 per year.

Defined benefit pension plan

Mrs. Estelle Brachlianoff is also eligible under the defined benefit pension plan described above, with a theoretical annuity of nil.

Provided that she is still present in the Company at the time of retirement in accordance with legal requirements, the theoretical annual amount of the lifetime annuity paid by the defined benefit pension plan to the Chief Executive Officer, could represent 2% of her annual reference compensation. This reference compensation is capped at eight times the annual social security ceiling.

At 2024 year end, the defined benefit pension plan annuity payable to Mrs. Estelle Brachlianoff, calculated without payment of survivor benefits, is estimated at approximately €5,000.

This theoretical annual lifetime annuity would be reduced by the annuities paid by the Group defined contribution pension plan to which the Chief Executive Officer is entitled by virtue of her affiliation with the Group, calculated without payment of survivor benefits.

Accordingly, in our example, given the estimated amount of the defined contribution pension plan annual annuity calculated without payment of survivor benefits of €44,000, at the age of 64 years old, the estimated amount of Mrs. Estelle Brachlianoff's defined benefit annual annuity would be nil.

Defined contribution pension plan governed by the provisions of Article 82 of the French General Tax Code

Mrs. Estelle Brachlianoff benefits from the supplementary defined contribution group pension plan governed by the provisions of Article 82 of the French General Tax Code described above.

Based on the estimated capital at 2024 year end, Mrs. Estelle Brachlianoff's defined contribution pension plan annual annuity payable when she reaches 64 years old and calculated without payment of survivor benefits, is estimated at approximately €11,000 per year.

3.4.2.2 Other benefits

Mr. Antoine Frérot is also entitled to a company car and welfare benefits equivalent to those of employees (healthcare and insurance).

Mrs. Estelle Brachlianoff is entitled to welfare benefits equivalent to those of employees (healthcare and insurance).

3.4.2.3 Severance payments in the event of termination of the office of executive corporate officers

Severance payments in the event of termination of the office of the Chief Executive Officer

In accordance with the AFEP-MEDEF Code recommendation, Mrs. Estelle Brachlianoff resigned her employment contract on her appointment as Chief Executive Officer on July 1, 2022.

The Board of Directors' Meeting of April 5, 2022, recording the termination of Mrs. Estelle Brachlianoff's employment contract and, accordingly, the loss of legal provisions and rights under the collective bargaining agreement applicable in the event of dismissal and at the recommendation of the Compensation Committee, decided to grant a severance payment to Mrs. Estelle Brachlianoff in the event of forced departure from the office of Chief Executive Officer (notably in the event of resignation following a change in control or strategy of the Company or a dismissal not resulting from serious or severe misconduct).

In accordance with the AFEP-MEDEF Code, the maximum amount of this severance payment is capped at twice the total gross annual compensation, including the sum of the fixed portion of her compensation for the previous fiscal year ("Fixed Portion") and the average of the variable portions ("Variable Portion") paid or payable in respect of the last three fiscal years ending before the termination of her duties as Chief Executive Officer ("Reference Compensation").

The amount of this severance payment is based on the attainment of performance conditions, via the application of a performance rate corresponding to the objective attainment rate for the last two variable compensation portions paid (with a weighting of 60% for the objective attainment rate for the last variable portion paid and 40% for the objective attainment rate for the previous variable portion paid), it being stipulated that no payment will be made if the performance rate is below 75%.

Non-compete compensation of the Chief Executive Officer

The Board of Directors' Meeting of April 5, 2022, in consideration for Mrs. Estelle Brachlianoff undertaking, during a period of two years from the end of her duties as Chief Executive Officer, not to exercise, directly or indirectly, a competing activity to that of the Company and Veolia group companies, decided to grant her compensation equal to one year's compensation (fixed and variable components, the variable portion to be taken into account in calculating this compensation being the average annual variable compensation paid for the last two years), paid in 24 equal and successive monthly installments.

In accordance with the AFEP-MEDEF Code, the total of severance payments plus non-compete compensation cannot exceed two year's compensation (fixed and variable, with variable compensation for the purpose of calculating these payments equal to the average annual variable compensation paid for the last two years). Accordingly, in the event the Board should decide to implement the non-compete clause, severance payments would be capped at one year's compensation.

The Board of Directors may, on the departure of the Chief Executive Officer, waive application of this clause, in which case no compensation would be due.

3.4.3 LONG-TERM INCENTIVE PLANS

3.4.3.1 Company policy for share subscription or purchase options, free shares and performance shares

Long-term incentive plans are set-up each year to build loyalty and associate senior executives, managers and employees with the Group's performance. The grant policy, including holding obligations, the main features of current plans as of December 31, 2024 and adjustments to these plans are presented below.

When the plans concern performance shares, free shares or subscription options, grants are decided by the Board of Directors pursuant to resolutions voted by General Meeting.

Company policy with regard to holding obligations applicable to performance shares granted and vested

From the implementation of the 2018 performance share plans, the Board of Directors, at the recommendation of the Compensation Committee, decided to apply a policy requiring **executive corporate officers and members of the Company's Executive Committee** to hold performance shares granted and vested. This policy is constant and intended to be applied unchanged to the proposed 2025 performance share plan (subject to the approval by the General Meeting of April 24, 2025 of the 21st resolution). It is recalled that the shareholding obligations applicable to the performance share plans are as follows:

- for **corporate officers**, obligation to hold, until the end of their duties, 40 % of total performance shares granted under this plan, net of applicable taxes and social security contributions, until a total shareholding corresponding to 200 % of their gross fixed annual compensation is ultimately reached;
- for **the Company's Executive Committee members**, obligation to hold, until the end of their duties on the Executive Committee, 25 % of total performance shares granted under this plan, net of applicable taxes and social security contributions, until an overall shareholding corresponding to 100 % of their gross fixed annual compensation is ultimately reached.

Company policy for performance share grants in 2022 (Plan n° 5)

Exceptionally, to take account of the successful acquisition of the Suez group and pursuant to the authorization granted by the Veolia Environnement General Meeting of June 15, 2022, the Board of Directors decided on June 15, 2022, at the recommendation of the Compensation Committee, to grant 145,200 free shares, representing approximately 0.02 % of the share capital at that date, to around 20 beneficiaries.

The vesting of the free shares without performance conditions would be subject to the presence of beneficiaries in the Group until the end of the three-year vesting period i.e. until expiration of the plan scheduled for 2025.

Company policy for performance share grants in 2022 (Plan n° 6)

The Board of Directors' Meeting of April 5, 2022, at the recommendation of the Compensation Committee, set the Company's general policy with respect to incentive and long-term compensation arrangements for executives and managers of the Group for 2022.

In this context, the Board of Directors decided, for fiscal year 2022, to favor the grant of shares subject to a performance condition (with a three-year vesting period relating to fiscal years 2022, 2023 and 2024).

In accordance with the Group's compensation policy and the authorization granted by the Veolia Environnement General Meeting of June 15, 2022, the Board of Directors decided on August 2, 2022, at the recommendation of the Compensation Committee, to grant:

- 1,461,971 performance shares, i.e. 0.21% of the share capital at this date, to approximately 550 beneficiaries, including former Suez employees and comprising top executives, high-potential employees and key contributors of the Group.

In this context, 21,994 performance shares were granted to Mrs. Estelle Brachlianoff (i.e. approximately 0.003% of the share capital compared with 0.02% authorized by the General Meeting).

In addition, 1,439,977 performance shares (i.e. 0.21% of the share capital, with a fair value under IFRS 2 of €22,953,233) were granted to other employee beneficiaries as follows:

- key positions (282 beneficiaries including the Executive Committee and the Management Committee): 945,977 performance shares (i.e. 0.14% of the share capital);
- high potential employees (136 beneficiaries): 237,500 performance shares (i.e. 0.03% of the share capital);
- key contributors (135 beneficiaries): 256,500 performance shares (i.e. 0.04% of the share capital);

These performance shares will vest subject to the following conditions:

- beneficiaries must remain with the Group until the end of the three-year **vesting period** i.e. until expiration of the plan scheduled for 2025; and

- a **performance condition tied to the attainment of the following internal and external criteria assessed over fiscal years 2022, 2023 and 2024** (the "Reference Period"):
  - **financial criteria in the amount of 50%**,
  - **non-financial quantitative criteria in the amount of 50% linked to the Company's Purpose**.

All the criteria are calculated for a scope including Suez.

The **financial criteria** (50%) comprise:

- a **Profitability indicator (net income (loss) before non-recurring items – Group share, or "CNIGS") (economic performance criterion)** for **25%** of performance shares granted, assessed on expiration of the plan, based on average annual growth (CAGR) of 10% from 2021, in fiscal years 2022, 2023 and 2024 (the "Reference Period"), including Suez and the Synergies:
  - if CNIGS as of December 31, 2024 is less than or equal to €1.35 billion, no performance shares would vest under this indicator,
  - if CNIGS is equal to or more than €1.5 billion, 100% of performance shares will vest under this indicator;
  - between these two thresholds, the number of shares that vests under this criterion would be determined by linear interpolation (proportionality basis);
- a **relative TSR indicator** (stock market performance criterion) for **25%** of performance shares granted, measuring the relative performance of the total shareholder return (TSR) of the Veolia Environnement share (i.e. including dividends) compared with the Stoxx 600 Utilities (Price) SX6P (European Utilities) index ("the Index"). This performance will be determined as of December 31, 2024 and calculated over the Reference Period as follows. If the TSR of the Veolia Environnement share over three years:
  - is less than the Index: no shares would vest under this criterion,
  - increases in the same amount as the Index: 50% of the performance shares granted under this indicator would vest,
  - increases by 10% or more compared with the Index: all performance shares granted under this indicator would vest,
  - increases between the Index and 10% higher than the Index: the number of shares that vest under this criterion would be determined by linear interpolation (proportionality basis).

The **non-financial quantitative criteria (50%)** comprise:

- a **Climate indicator** (for **12.5%** of performance shares granted) corresponding at the end of 2024, to the annual contribution to avoided GHG emissions in metric tons of CO_2 equivalent:
  - if the indicator is less than or equal to 12,150 million metric tons, no performance shares would vest,
  - if the indicator is equal to or more than 14,250 million metric tons, all performance shares granted under this indicator would vest,
  - between these two thresholds, the number of shares that vests under this indicator is determined by linear interpolation (proportionality basis);
- a **Diversity indicator** (for **12.5%** of performance shares granted) corresponding to the proportion of women among executive officers at the end of 2024:
  - if the indicator is less than or equal to 22%, no performance shares would vest,
  - if the indicator is equal to 24%, 50% of performance shares granted under this indicator would vest,
  - if the indicator is equal to 26%, all performance shares granted under this indicator would vest,
  - between these thresholds, the number of shares that vests under this indicator would be determined by linear interpolation (proportionality basis);
- an **Access to Essential Services indicator** (for **12.5%** of performance shares granted) corresponding to the increase by 2024 in the number of inhabitants benefiting from inclusive systems to access or retain access to water and sanitation services under Veolia contracts at constant scope:
  - if the indicator is less than or equal to 6.7 million inhabitants, no performance shares would vest,
  - if the indicator is equal to 7.3 million inhabitants, all performance shares granted under this indicator would vest,
  - between these two thresholds, the number of shares that vests under this indicator would be determined by linear interpolation (proportionality basis);
- a **Circular Economy/Plastics indicator** (for **12.5%** of performance shares granted) corresponding at the end of 2024 to the volume of transformed plastic, in metric tons of products leaving plastic transformation plants:
  - if the indicator is less than or equal to 545 thousand metric tons, no performance shares would vest,
  - if the indicator is equal to or more than 640 thousand metric tons, all performance shares granted under this indicator would vest,
  - between these two thresholds, the number of shares that vests under this indicator would be determined by linear interpolation (proportionality basis).

Company policy for free share grants in 2023 (Plan n° 7)

The Board of Directors' Meeting of May 3, 2023, at the recommendation of the Compensation Committee, set the Company's general policy with respect to incentive and long-term compensation arrangements for executives and managers of the Group for 2023.

In this context, the Board of Directors decided, for fiscal year 2023, to favor the grant of performance shares (with a three-year vesting period relating to fiscal years 2023, 2024 and 2025).

In accordance with the Group's compensation policy and the authorization granted by the Veolia Environnement General Meeting of April 27, 2023, the Board of Directors decided on May 3, 2023, at the recommendation of the Compensation Committee, to grant:

- 1,006,109 performance shares, i.e. 0.14% of the share capital at this date, to approximately 510 beneficiaries including top executives, high-potential employees and key contributors of the Group.

In this context, 47,450 performance shares were granted to Mrs. Estelle Brachlianoff (i.e. approximately 0.007% of the share capital compared with 0.02% authorized by the General Meeting).

In addition, 958,659 performance shares (i.e. 0.13% of the share capital, with a fair value under IFRS 2 of €20,630,342) were granted to other employee beneficiaries as follows:

- key positions (250 beneficiaries including the Executive Committee and the Management Committee): 557,659 performance shares (i.e. 0.08% of the share capital);
- high potential employees (132 beneficiaries): 191,000 performance shares (i.e. 0.03% of the share capital);
- key contributors (132 beneficiaries): 210,000 performance shares (i.e. 0.03% of the share capital);

These performance shares will vest subject to the following conditions:

- beneficiaries must remain with the Group until the end of the three-year **vesting period** i.e. until expiry of the plan scheduled for 2026; and

- a **performance condition tied to the attainment of the following internal and external criteria assessed over fiscal years 2023, 2024 and 2025** (the "Reference Period"):
  - **financial criteria in the amount of 50%,**
  - **non-financial quantitative criteria in the amount of 50% linked to the Company's Purpose.**

The **non-financial criteria (50%)** comprise:

- a **Profitability indicator (CNIGS) (economic performance criteria)** for **25%** of performance shares granted, assessed on expiry of the plan, based on average annual growth (CAGR) of 10% per year from 2022, in fiscal years 2023, 2024 and 2025 (the "Reference Period"):
  - if CNIGS as of December 31, 2025 is less than or equal to €1.48 billion, no performance shares would vest under this indicator,
  - if CNIGS is equal to or more than €1.65 billion, 100% of performance shares will vest under this indicator;
  - between these two thresholds, the number of shares that vests under this criteria would be determined by linear interpolation (proportional basis);
- a **relative TSR** indicator (stock market performance criteria) for **25%** of performance shares granted, measuring the relative performance of the total shareholder return (TSR) of the Veolia Environnement share (including dividends) compared with the Stoxx 600 Utilities (Price) SX6P (European Utilities) index ("the Index"). This performance will be determined as of December 31, 2025 and calculated over the Reference Period as follows.

  If the TSR of the Veolia Environnement share over three years:
  - is less than the Index: no shares would vest under this criterion,
  - increases in the same amount as the Index: 50% of the performance share granted under this indicator would vest,
  - increases by 10% or more compared with the Index: all performance shares granted under this indicator would vest,
  - increases between the Index and 10% higher than the Index: the number of shares that vest under this criterion would be determined by linear interpolation (proportional basis).

The **non-financial quantitative criteria (50%)** comprise:

- a **Diversity** indicator (for **10%** of performance shares granted) corresponding to the percentage of women among executive officers at the end of 2025:
  - if the indicator is less than or equal to 25.3%, no performance shares would vest,
  - if the indicator is equal to 26%, 50% of performance shares granted under this indicator would vest,
  - if the indicator is equal to 27.3%, all performance shares granted under this indicator would vest,
  - between these thresholds, the number of shares that vests under this indicator would be determined by linear interpolation (proportional basis).
- an **Access to essential services** indicator (for **10%** of performance shares granted) corresponding by 2025 to the number of inhabitants benefiting from inclusive systems to access or retain access to water and sanitation services under Veolia contracts at constant scope:
  - if the indicator is less than or equal to 8.6 million inhabitants, no performance shares would vest,
  - if the indicator is equal to 9.1 million inhabitants, all performance shares granted under this indicator would vest,
  - between these two thresholds, the number of shares that vests under this indicator would be determined by linear interpolation (proportional basis).
- a **Circular economy/Plastics** indicator (for **10%** of performance shares granted) corresponding by 2025 to the revenue of entities that generate over 50% of their revenue (at constant recyclate/energy prices) from activities relating to the circular economy:
  - if the indicator is less than or equal to €8.4 billion, no performance shares would vest,
  - if the indicator is equal to or more than €9 billion, all performance shares granted under this indicator would vest,
  - between these two thresholds, the number of shares that vests under this indicator would be determined by linear interpolation (proportional basis).
- a **Climate** indicator representing **20%** of performance shares granted and comprising two sub-indicators:
  - GHG emissions avoided at Veolia customers due to its services (10% of performance shares granted) corresponding at the end of 2025 to the annual contribution to avoided GHG emissions, in millions of metric tons of CO_2 equivalent (14.1 million metric tons avoided in 2022):
    - if the indicator is less than or equal to 13.2 million metric tons, no performance shares would vest,
    - if the indicator is equal to or more than 14.8 million metric tons, all performance shares granted under this indicator would vest,
    - between these two thresholds, the number of shares that vests under this indicator is determined by linear interpolation (proportional basis);
  - GHG emissions reduction (scopes 1 and 2) (for 10% of performance shares granted) at the end of 2025, compared with emissions measured in 2021 at sites operated at that time by Veolia:
    - if the indicator is nil, no performance shares would vest,
    - if the indicator is equal to or more than 1.9 million metric tons, all performance shares granted under this indicator would vest,
    - between these two thresholds, the number of shares that vests under this indicator is determined by linear interpolation (proportionality basis);

Company policy for performance share grants in 2024 (Plan n° 8)

The Board of Directors' Meeting of May 13, 2024, at the recommendation of the Compensation Committee, set the Company's general policy with respect to incentive and long-term compensation arrangements for executives and managers of the Group for 2024.

In this context, the Board of Directors decided, for fiscal year 2024, to favor the grant of shares subject to a performance condition (with a three-year vesting period relating to fiscal years 2024, 2025 and 2026).

In accordance with the Group's compensation policy and the authorization granted by the Veolia Environnement General Meeting of April 25, 2024, the Board of Directors decided on May 13, 2024, at the recommendation of the Compensation Committee, to grant:

- 1,082,914 performance shares, i.e. 0.15% of the share capital at this date, to approximately 550 beneficiaries including top executives, high-potential employees and key contributors of the Group;

In this context, 47,331 performance shares were granted to Mrs. Estelle Brachlianoff (i.e. approximately 0.007 % of the share capital compared with 0.02 % authorized by the General Meeting).

In addition, 1,035,583 performance shares (i.e. 0.14 % of the share capital, with a fair value under IFRS 2 of €25,723,882) were granted to other employee beneficiaries as follows:

- key positions (280 beneficiaries including the Executive Committee and the Management Committee): 613,583 performance shares (i.e. 0.08% of the share capital);
- high potential employees (137 beneficiaries): 195,000 performance shares (i.e. 0.03 % of the share capital);
- key contributors (138 beneficiaries): 227,000 performance shares (i.e. 0.03 % of the share capital);

These performance shares would vest subject to the following conditions:

- beneficiaries must remain with the Group until the end of the three-year **vesting period** i.e. until expiration of the plan scheduled for 2027; and
- **a performance condition tied to the attainment of the following internal and external criteria assessed over fiscal years 2024, 2025 and 2026** (the "Reference Period"):
  - **financial criteria in the amount of 50 %**,
  - **non-financial quantitative criteria in the amount of 50% linked to the Company's Purpose**.

The **non-financial criteria (50%)** comprise:

- a **Profitability indicator (CNIGS)** (economic performance criteria) for **25 %** of performance shares granted, assessed on expiration of the plan, based on average annual growth (CAGR) of 9% per year from 2023, in fiscal years 2024, 2025 and 2026 (the "Reference Period"), at constant 2023 exchange rates:
  - if CNIGS over the reference period is less than 5%, no performance shares would vest under this indicator,
  - if CNIGS is more than 9 %, 100 % of performance shares would vest under this indicator;
  - between these two thresholds, the number of shares that vests under this criteria would be determined by linear interpolation (proportionality basis);
- a **relative TSR** indicator (stock market performance criteria) for **25 %** of performance shares granted, measuring the relative performance of the total shareholder return (TSR) of the Veolia Environnement share (i.e. including dividends) compared with the Stoxx 600 Utilities (Price) SX6P (European Utilities) index ("the Index"). This performance will be determined as of December 31, 2026 and calculated over the Reference Period as follows.

If the TSR of the Veolia Environnement share over three years:

- is less than the Index: no shares would vest under this criterion,
- increases in the same amount as the Index: 50 % of the performance shares granted under this indicator would vest,
- increases by 10% or more compared with the Index: all performance shares granted under this indicator would vest,
- increases between the Index and 10% higher than the Index: the number of shares that vest under this criterion would be determined by linear interpolation (proportionality basis).

The **non-financial quantitative criteria (50 %)** comprise:

- a **Diversity and inclusion** indicator (for **10 %** of performance shares granted) corresponding to the percentage of women among the Group's Executive Committee at the end of 2026:
  - if the indicator is less than 30 %, no performance shares would vest,
  - if the indicator is equal to or more than 30 %, all performance shares granted under this indicator would vest,
- a **Support to Local Communities** indicator (**5 %** of performance shares granted) corresponding by 2026 to the increase in the number of residents benefiting from inclusive solutions to access essential services (all activities) for the Group scope as of January 1, 2024:
  - if the indicator is less than to 7.8 million inhabitants, no performance shares would vest,
  - if the indicator is equal to or more than 8.3 million inhabitants, all performance shares granted under this indicator would vest,
  - between these two thresholds, the number of shares that vests under this indicator would be determined by linear interpolation (proportional basis).
- a **Freshwater savings and resource regeneration** indicator (for **10%** of performance shares granted) corresponding by 2026 to the annual value of freshwater saved, equal to the sum of (i) the annual volume of water reused after treatment, (ii) the annual value of water desalinated and (iii) the annual volume of water preserved by freshwater networks thanks to improvements in yield compared to 2023:
  - if the indicator is less than 1.35 billion cubic meters, no performance shares would vest,
  - if the indicator is equal to or more than 1.45 billion cubic meters, all performance shares granted under this indicator would vest,
  - between these two thresholds, the number of shares that vests under this indicator would be determined by linear interpolation (proportionality basis);
- a **Customer and Consumer Satisfaction indicator** (for **5 %** of performance shares granted), corresponding by 2026 to the customer satisfaction rate measured using the Extended Net Promoter Score methodology:
  - if the NPS is less than 20 or the coverage rate is less than 60% of revenue, no performance shares would vest,
  - if the NPS is equal to or more than 30 and the coverage rate is equal to or more than 75 % of revenue, all performance shares granted under this indicator would vest,
  - between these two thresholds, the number of shares that vests under this indicator would be determined by linear interpolation (proportional basis for the score and the coverage);
- a **Decarbonization** indicator representing **20 %** of performance shares granted and comprising two sub-indicators:
  - Decarbonization of our customers (scope 4*): customer GHG emissions erased thank to Veolia services (for 10% of performance shares granted) corresponding at the end of 2026 to the annual contribution to GHG emissions erased in metric tons of CO_2 equivalent (13.8[(1)] million metric tons erased in 2023):
    - if the indicator is less than 15 million[(1)] metric tons, no performance shares would vest,
    - if the indicator is equal to or more than 17 million[(1)] metric tons, all performance shares granted under this indicator would vest,
    - between these two thresholds, the number of shares that vests under this indicator is determined by linear interpolation (proportional basis);
  - Reduction in GHG emissions (scopes 1 and 2) (for 10 % of performance shares granted) at the end of 2026, compared with emissions measured in 2021 at sites operated at that time by Veolia :
    - if the indicator is less than 10%, no performance shares would vest,

* *Scope 4, also called erased emissions, is a concept specific to Veolia, to assess the GHG emission reductions of third parties thanks to Veolia's decarbonizing solutions. It is defined in point 4.1.2.1.4. Veolia ensures that scope 4 is recognized differently than its scopes 1, 2 and 3 emissions and may under no circumstances be subtracted from them.*

(1) *Assessed using the measurement protocol defined in the Global Report reporting tool*

- if the indicator is equal to or more than 14%, all performance shares granted under this indicator would vest,
- between these two thresholds, the number of shares that vests under this indicator is determined by linear interpolation (proportionality basis);

Company policy for performance share grants in 2025

At the recommendation of the Compensation Committee, the Board of Directors asks shareholders in the 21st resolution presented to the General Shareholders' Meeting of April 24, 2025, to approve an authorization, for a period of 26 months, to grant performance shares to a group of around 580 beneficiaries including top executives, high potential employees and key contributors of the Group, including the Chief Executive Officer. This plan, which is intended to be launched in 2025 with an expiration date in 2028 following the publication of the 2027 financial statements, succeeds the plan granted in 2024.

At the recommendation of the Compensation Committee, the Board of Directors stipulated that the Chief Executive Officer would receive a performance share grant equal capped at 133 % of her fixed annual compensation (if all performance conditions are met) (see section 3.4.1.1.5 above). In the same way as for annual variable compensation, the proposed performance conditions for this new plan seek to reflect Veolia's commitment to multifaceted performance under the GreenUp 2024-2027 strategic program, as detailed in Chapter 1, Profile, above and Chapter 4, below.

These performance shares would vest subject to the following conditions:

- beneficiaries must remain with the Group until the end of the three-year **vesting period** i.e. until expiration of the plan scheduled for 2028; and
- a **performance condition tied to the attainment of the following internal and external criteria assessed over fiscal years 2025, 2026 and 2027** (the "Reference Period"):
  - **financial criteria in the amount of 50 %**,
  - **non-financial quantitative criteria in the amount of 50 % linked to the Company's Purpose**.

The **financial criteria (50%)** comprise:

- a **Profitability** indicator **(CNIGS)** (economic performance criterion) for **25 %** of performance shares granted, assessed on expiration of the plan, based on average annual growth (CAGR) of 10 % per year from 2023, in fiscal years 2024, 2025, 2026 and 2027 (the "2024-2027 Period"), at constant 2023 exchange rates, in accordance with the objective of the GreenUp program:
  - if the CAGR for the period 2024-2027 is less than 5%, no performance shares would vest under this indicator,
  - if the CAGR for the period 2024-2027 is 10% or more, 100% of performance shares would vest under this indicator;
  - between these two thresholds, the number of shares that vests under this criterion would be determined by linear interpolation (proportionality basis);
- a **relative TSR** indicator (stock market performance criterion) for **25 %** of performance shares granted, measuring the relative performance of the total shareholder return (TSR) of the Veolia Environnement share (i.e. including dividends) compared with the Stoxx 600 Utilities (Price) SX6P (European Utilities) index ("the Index"). This performance will be determined as of December 31, 2027 and calculated over the Reference Period as follows.

  If the TSR of the Veolia Environnement share over three years:

  - is less than the Index: no shares would vest under this criterion,
  - increases in the same amount as the Index: 50% of the performance shares granted under this indicator would vest,
  - increases by 10% or more compared with the Index: all performance shares granted under this indicator would vest,
  - increases between the Index and 10% higher than the Index: the number of shares that vest under this criterion would be determined by linear interpolation (proportionality basis).

The **non-financial quantitative criteria (50 %)** comprise:

- a **Diversity and Inclusion indicator** (for **10 %** of performance shares granted) corresponding to the proportion of women among the Group's Executive Committee at the end of 2027:
  - if the indicator is less than 30 %, no performance shares would vest,
  - if the indicator is equal to or more than 33 %, all performance shares granted under this indicator would vest,
  - between these two thresholds, the number of shares that vests under this indicator would be determined by linear interpolation (proportionality basis);
- a **Support to Local Communities** indicator (**5 %** of performance shares granted), corresponding by 2027 to the number of residents benefiting from inclusive solutions to access essential services (all activities):
  - if the indicator is less than to 8.0 million inhabitants, no performance shares would vest,
  - if the indicator is equal to or more than 8.4 million inhabitants, all performance shares granted under this indicator would vest,
  - between these two thresholds, the number of shares that vests under this indicator would be determined by linear interpolation (proportionality basis);
- a **Saved Freshwater and Resource Regeneration indicator** (for **10%** of performance shares granted) corresponding by 2027 to the annual value of freshwater saved, equal to the sum of (i) the annual volume of water reused after treatment, (ii) the annual value of water desalinated and (iii) the annual volume of water preserved by drinking water networks thanks to improvements in yield compared to 2023:
  - if the indicator is less than 1.4 billion cubic meters, no performance shares would vest,
  - if the indicator is equal to or more than 1.5 billion cubic meters, all performance shares granted under this indicator would vest,
  - between these two thresholds, the number of shares that vests under this indicator would be determined by linear interpolation (proportionality basis);
- a **Customer and Consumer Satisfaction indicator** (for **5%** of performance shares granted), corresponding by 2027 to the customer satisfaction rate measured using the Extended Net Promoter Score methodology:
  - if the NPS is less than 25 **or** the coverage rate is less than 65% of revenue, no performance shares would vest,
  - if the NPS is equal to or more than 35 **and** the coverage rate is equal to or more than 80 % of revenue, all performance shares granted under this indicator would vest,
  - between these two thresholds, the number of shares that vests under this indicator would be determined by linear interpolation (proportionality basis for the score and the coverage);

- a **Decarbonization indicator** representing **20%** of performance shares granted and comprising two sub-indicators:
  - Decarbonization of our customers (scope 4*): customer GHG emissions erased thanks to Veolia services (for 10% of performance shares granted), corresponding by the end of 2027 to the annual contribution to erased GHG emissions in millions of metric tons of CO_2 equivalent, expressed as a percentage increase compared with the 2023 baseline [(1)]:
    - if the increase compared with the 2023 baseline is less than 13%, no performance shares would vest,
    - if the increase compared with the 2023 baseline is equal to or more than 30%, all performance shares granted under this indicator would vest,
    - between these two thresholds, the number of shares that vests under this indicator is determined by linear interpolation (proportionality basis);
  - GHG emissions reduction (scopes 1 and 2) (for 10% of performance shares granted) at the end of 2027, compared with emissions measured in 2021:
    - if the reduction in the volume of scope 1 and 2 greenhouse gas emissions relative to their 2021 level is less than 14%, no performance shares would vest,
    - if the reduction in the volume of scope 1 and 2 greenhouse gas emissions relative to their 2021 level is equal to or greater than 18%, the total amount of performance shares granted under this indicator would vest,
    - between these two thresholds, the number of shares that vests under this indicator is determined by linear interpolation (proportionality basis);

In the context of these plans, the Board of Directors may grant new or existing shares, on one or more occasions and up to a maximum of 0.35% of the share capital, assessed at the date of this General Shareholders' Meeting, subject to a sub-limit of 0.02% of the share capital for performance shares granted to Mrs. Estelle Brachlianoff, the executive corporate officer.

This authorization would be granted for a period of 26 months and cancel the authorization granted by the General Shareholders' Meeting of April 25, 2024 that was used in 2024 for an amount equal to 0.15% of the share capital.

3.4.3.2 Performance shares

Overview of performance share grants under current plans as of December 31, 2024 (AFEP-EF Code Table 9)

	Plan no. 5	Plan no. 6	Plan no. 7	Plan no. 8
Meeting date	06/15/2022	06/15/2022	04/27/2023	04/25/2024
Date of the Board of Directors' Meeting	06/15/2022	08/02/2022	05/03/2023	05/13/2024
Number of shares granted (before adjustment)	145,200	1,461,971	1,006,109.00	1,082,914.00
• of which total number of shares granted (before adjustment) to Mr. Antoine Frérot, Chairman and Chief Executive Officer until June 30, 2022	-	-	-	-
• of which total number of shares granted (before adjustment) to Mr. Antoine Frérot, Chairman of the Board of Directors from June 30, 2022	-	-	-	-
• of which total number of shares granted to Mrs. Estelle Brachlianoff, Chief Executive Officer from July 1, 2022	N/A	N/A	21,994	47,331
Share vesting date	06/16/2025	08/03/2025	05/04/2026	05/14/2027
End of lock-up period	06/16/2025	08/03/2025	05/04/2026	05/14/2027
Performance condition	See section 3.4.3.1 above	See section 3.4.3.1 above	See section 3.4.3.1 above	See section 3.4.3.1 above
Number of shares vested as of 12/31/2023	—	—	—	—
Total number of shares canceled or expired	0	35,132	20,814	26,668
Performance shares at the year-end	145,200	1,426,839	985,295	1,056,246

Performance share plan no. 4 was implemented on May 4, 2021 by decision of the Board of Directors. This plan expired on May 5, 2024. At the expiration date, 736,847 shares vested to plan beneficiaries, corresponding to a performance condition attainment rate of 85% (after adjustment for non-dilution following the share capital increase with preferential subscription rights (PSR) of October 8, 2021).

(1) *Assessed using the measurement protocol defined in the Global Report reporting tool.*
* *Scope 4, also called erased emissions, is a concept specific to Veolia, to assess the GHG emission reductions of third parties thanks to Veolia's decarbonizing solutions. It is defined in point 4.1.2.1.4. Veolia ensures that scope 4 is recognized differently than its scopes 1, 2 and 3 emissions and may under no circumstances be subtracted from them.*

3.4.3.3 Attainment of performance conditions by expired plans

Attainment of performance conditions by the 2022 performance share plan (Plan no. 6)

As the performance conditions of the 2022 performance share plan concern fiscal years 2022, 2023 and 2024, the attainment rates for these conditions could be determined with the following results:

Performance Indicator	Weight	Description of the indicator and payment thresholds Minimum threshold: no shares vest Target threshold: 100% of shares vest	Result	Payment rate
Profitability (CNIGS)	25%	2024 CNIGS Min.: €1.35 billion Target: €1.5 billion	€1,53 billion	100%
Relative TSR	25%	Performance over three years of Veolia TSR compared to the Stoxx 600 Utilities (Price) SX6P (European Utilities) index Minimum: change in Veolia TSR equal to the Index. Target: change in Veolia TSR 10% above the index.	The change in the TSR of the Veolia share was +0.46 points better compared with the reference index (-5.72% vs -6.18%).	52,3%
Climate	12,5%	At the end of 2024, annual contribution to avoided GHG emissions in Mt CO_2 eq. Min.: contribution ≥ 12.150 Mt CO_2 eq. Target: contribution ≥ 14.250 Mt CO_2 eq.	16.059 Mt CO_2 eq, or: • gross value of erased emissions from Global Report: 15.568 Mt CO_2 eq. • correction related to waste-to-energy recovery: +0.393 Mt CO_2 eq. • correction related to energy production (unchanged): +0.098 Mt CO_2 eq.	100%
Diversity	12,5%	At the end of 2024, proportion of women among executive officers Min.: ≤ 22% Target: ≥ 26%	30.7% (163 women for 368 men).	100 %
Access to essential services	12,5%	At the end of 2024, increase in the number of inhabitants benefiting from inclusive systems to access or retain access to water or sanitation services under Veolia contracts, at constant scope Min.: 6.7 million people Target: 7.3 million people	7.31 million people	100%
Circular economy/ plastics	12,5%	At the end of 2024, volume of transformed plastic (products leaving plastic transformation plants) Min.: indicator ≤ 545 thousand metric tons Target: indicator ≥ 640 thousand metric tons	491 thousand metric tons	0 %
TOTAL PAYMENT RATE				75,6%

Beneficiaries meeting the presence condition will receive 75,6% of the number of shares granted.

Attainment of performance conditions by previous plans

2018 performance share plan (Plan no. 1): plan performance conditions were attained with a payment rate of 100 %.

2019 performance share plan (Plan no. 2): plan performance conditions were attained with a payment rate of 100 %.

2020 performance share plan (Plan no. 3): plan performance conditions were partially attained with a payment rate of 87.5 %.

It is recalled that, for each of these three plans, an adjustment was applied to neutralize fiscal year 2020 for the CNIGS criteria, accompanied by a one-third reduction in the initial number of performance shares granted for this criterion.

2021 performance share plan (Plan no. 4): plan performance conditions were partially attained with a payment rate of 85.0 %.

3.4.3.3.1 Performance shares granted during fiscal year 2024 to executive corporate officers by Veolia Environnement and any other Group company (AFEP-MEDEF Code Table 6)

Executive corporate officer	Plan number and date	Number of shares granted during the fiscal year	Value of shares using the method adopted in the consolidated financial statements	Vesting date	Availability date	Performance conditions
Mrs. Estelle Brachlianoff, Chief Executive Officer	Plan no. 6 2024	47,331	1,175,702 (1)	5/14/2027	5/14/2027	See section 3.4.3.1 above

(1) Valuation of performance shares granted as of May 13, 2024 based on the fair value of the share pursuant to IFRS 2, i.e. €24.84.

3.4.3.3.2 Performance shares that became available during fiscal year 2024 to executive corporate officers (AFEP-MEDEF Code Table 7)

Executive corporate officer	Plan number and date	Number of shares that became available during the fiscal year
Mr. Antoine Frérot, Chairman of the Board of Directors (1)	Plan no. 4 2021 of 05/04/2021	34,797
Mrs. Estelle Brachlianoff, Chief Executive Officer (2)	Plan no. 4 2021 of 05/04/2021	10,651

(1) Shares granted to Mr. Antoine Frérot in connection with his duties as Chairman and Chief Executive Officer.
(2) Shares granted to Mrs. Estelle Brachlianoff in connection with her duties as Chief Operating Officer, and Executive Committee member.

To recap, at the recommendation of the Compensation Committee, the Board of Directors' Meeting of April 5, 2022 decided that share rights under the 2020 and 2021 performance share plans that vested in 2023 for the 2020 plan and will vest in 2024 for the 2021 plan, subject to performance conditions, will be retained in the context of the change in the Company's governance from July 1, 2022. These provisions were approved by the General Shareholders' Meeting.

The Board of Directors made this choice in light of Mr. Antoine Frérot's essential contribution to Veolia's transformation to a world champion of ecological transformation.

Mr. Antoine Frérot left his executive functions immediately following the successful completion of the largest transformational acquisition in Veolia's history, which has already created significant value for its shareholders and will continue to do so as the projected synergies are realized.

In accordance with AFEP-MEDEF recommendations, he will no longer receive performance share grants (or annual variable compensation) and will therefore no longer be associated with value creation despite being its instigator.

The Compensation Committee considered that it would be fair to leave him the benefit of all performance shares granted in prior years but not yet delivered.

These shares remain subject to the planned performance conditions and will only be paid after the attainment of the performance criteria. The presence condition will be considered to be met by Mr. Antoine Frérot's continued membership of the Board of Directors. As the performance criteria were set in the past by the Board of Directors, without the presence of Mr. Antoine Frérot, there is no conflict of interest.

3.4.3.3.3 Performance shares granted to the top ten employee beneficiaries other than corporate officers and shares vesting to them

Performance shares granted to the top ten employee beneficiaries other than corporate officers and performance shares vesting to them	Number of shares granted/vested	Value of shares using the method adopted in the consolidated financial statements	Plan number
Shares granted during fiscal year 2024 by Veolia Environnement and any company within the scope of the share grant, to the ten employees of Veolia Environnement and any other company included within this scope, having received the greatest number of shares	78,693	1,954,734 (1)	Plan no. 8
Shares vested during fiscal year 2024 to the ten employees of Veolia Environnement and the aforementioned companies, to whom the greatest number of shares vested *	61,190	1,806,329 (2)	Plan no. 4

(1) *Valuation of performance shares granted as of May 13, 2024 based on the fair value of the share pursuant to IFRS 2, i.e. €24.84.*
(2) *Valuation of performance shares vested as of May 5, 2024 based on the vesting price as of May 6, 2024 of €29.52, as May 5, 2024 was a public holiday on the Euronext Paris regulated market.*
* *Excluding shares vested to employees who have left the Group.*

3.4.3.4 Attainment of performance conditions by expired plans

Overview of share subscription and/or purchase option grants as of December 31, 2024 (AFEP- MEDEF Code Table 8)

None.

With regard to the share subscription or purchase option grant policy for Company executive corporate officers, as of the date of filing of this Universal Registration Document, it is recalled that the Company does not intend to grant any financial instruments of this nature to these individuals, nor to seek authorizations from the General Meeting to grant this type of financial instrument.

3.4.3.4.1 Share subscription or purchase options granted to and/or exercised by executive corporate officers in fiscal year 2024

Share subscription or purchase options granted during the fiscal year to executive corporate officers by Veolia Environnement and any other Group company (AFEP-MEDEF Code Table 4)

Executive corporate officer	Plan number and date	Number of options	Value of options	Number of options granted during the fiscal year	Strike price (in euros)	Exercise period
Mr. Antoine Frérot, Chairman of the Board of Directors	None	-	-	-	-	-
Mrs. Estelle Brachlianoff, Chief Executive Officer	None	-	-	-	-	-

Share subscription or purchase options exercised during the fiscal year by executive corporate officers (AFEP-MEDEF Code Table 5)

Executive corporate officer	Plan number and date	Number of options exercised during the fiscal year	Strike price (in euros)
Mr. Antoine Frérot, Chairman of the Board of Directors	None	-	-
Mrs. Estelle Brachlianoff, Chief Executive Officer	None	-	-

3.4.3.4.2 Share subscription or purchase options granted to the top ten employee beneficiaries other than corporate officers and options exercised by them

Share subscription or purchase options granted to the top ten employee beneficiaries other than corporate officers and options exercised by them	Total number of options granted/shares subscribed or purchased	Average weighted price **	Plan number
Options granted during fiscal year 2024 by Veolia Environnement and any company within the scope of the option grant, to the ten employees of Veolia Environnement and any other company included within this scope, having received the greatest number of shares	None	-	-
Options held in Veolia Environnement and the companies referred to above exercised during fiscal year 2024 by the ten employees of Veolia Environnement and the aforementioned companies, having exercised the greatest number of options*	None	-	-

* *Excluding options exercised by employees who have left the Group.*
** *Strike price after legal adjustments.*

3.4.4 COMPONENTS OF COMPENSATION SUBJECT TO SHAREHOLDER VOTE IN ACCORDANCE WITH ARTICLE L.22-10-34 AND ARTICLE L.22-10-8 OF THE FRENCH COMMERCIAL CODE

3.4.4.1 Approval of the fixed, variable and exceptional components of total compensation and benefits of all kind paid during 2024 or awarded in respect of the same fiscal year to Mr. Antoine Frérot, as Chairman of the Board of Directors ("Ex post vote")

(Resolution 11)

Pursuant to the provisions of Article L. 22-10-34 of the French Commercial Code, shareholders are asked in the 11th resolution to approve based on the Corporate Governance report, firstly, in application of Article L. 22-10-34, I of the French Commercial Code, the information mentioned in Article L. 22-10-9, I of the French Commercial Code which is presented therein and, secondly, in application of Article L. 22-10-34, II of the French Commercial Code, the fixed, variable and exceptional components of total compensation and benefits of all kind paid to Mr. Antoine Frérot in 2024 or awarded in respect of the same fiscal year by virtue of his duties as Chairman of the Board of Directors. Note that all these components are presented in Chapter 3, section 3.4 of the 2024 Universal Registration Document and some of them are summarized in the table below.

Compensation component	Amount	Comments
Fixed compensation	€700,000	In accordance with the compensation policy approved by the General Shareholders' Meeting of April 25, 2024 which provides for gross annual fixed compensation of €700,000. This amount will remain unchanged during his current term of office.
Variable compensation	None	Mr. Antoine Frérot does not receive any annual variable compensation.
Multi-year variable compensation	None	Mr. Antoine Frérot does not receive any multi-year variable compensation.
Exceptional compensation	None	Mr. Antoine Frérot does not receive any exceptional compensation.
Compensation awarded for duties as a director	None	Mr. Antoine Frérot does not receive compensation as a director of Veolia Environnement and in respect of the offices he holds in Group companies.
Grant of stock options and/or performance shares	None	No long-term compensation was granted to Mr. Antoine Frérot in 2024. In accordance with the compensation policy approved by the General Shareholders' Meeting of June 15, 2022, the provisions regarding share rights under the 2020 and 2021 performance share plans in the context of the change in the Company's governance from July 1, 2022, which vested in 2023 for the 2020 plan and which vested in 2024 for the 2021 plan, subject to performance conditions, have been applied (see section 3.4.3.3.2 of the 2023 Universal Registration Document).
Severance payment / Non-compete compensation	None	Mr. Antoine Frérot is not entitled to a severance payment or non-compete compensation.
Supplementary pension plan	€23,250 (Company contribution to the defined-contribution plan)	Mr. Antoine Frérot benefits from the supplementary defined contribution group pension plan applicable since July 1, 2014. His rights under this plan were maintained on the change in his corporate office. Mr. Frérot is also eligible under the defined benefit pension plan described above, with a theoretical annuity of nil.
Collective healthcare and insurance plans	€12,699 (Company contribution to the plans)	Mr. Antoine Frérot benefits from the collective healthcare and insurance plan in force within the Company under the same conditions as those applicable for the category of employees with which he is assimilated for the setting of employee benefits and other ancillary components of his compensation.
Benefits in kind	€2,125	Mr. Antoine Frérot enjoys the use of a company car.

Eleventh resolution – Vote on the compensation components paid during 2024 or awarded in respect of the same fiscal year to Mr. Antoine Frérot, Chairman of the Board of Directors

The General Meeting, acting in accordance with the quorum and majority requirements for Ordinary Shareholders' Meetings and having considered the report of the Board of Directors and the Corporate Governance report referred to in Article L. 225-37 of the French Commercial Code, approves, firstly, pursuant to Article L. 22-10-34, I of the French Commercial Code, the information mentioned in Article L. 22-10-9, I of the French Commercial Code which is presented therein and, secondly, pursuant to Article L. 22-10-34, II of the French Commercial Code, the fixed, variable and exceptional components of total compensation and benefits of all kinds paid to Mr. Antoine Frérot in 2024 or awarded in respect of the same fiscal year by virtue of his duties as Chairman of the Board of Directors, as set forth in Chapter 3, section 3.4 of the 2024 Universal Registration Document.

3.4.4.2 Approval of the fixed, variable and exceptional components of total compensation and benefits of all kind paid during 2024 or awarded in respect of the same fiscal year to Mrs. Estelle Brachlianoff, as Chief Executive Officer ("Ex post vote")

(Resolution 12)

Pursuant to the provisions of Article L. 22-10-34 of the French Commercial Code, shareholders are asked in the 12th resolution to approve based on the Corporate Governance report, firstly, in application of Article L. 22-10-34, I of the French Commercial Code, the information mentioned in Article L. 22-10-9, I of the French Commercial Code which is presented therein and, secondly, in application of Article L. 22-10-34, II of the French Commercial Code, the fixed, variable and exceptional components of total compensation and benefits of all kind paid to Mrs. Estelle Brachlianoff in 2024 or awarded in respect of the same fiscal year by virtue of her duties as Chief Executive Officer. Note that all these components are presented in Chapter 3, section 3.4 of the 2024 Universal Registration Document and some of them are summarized in the table below.

Compensation component	Amount	Comments
Fixed compensation	€1,030,000	In accordance with the compensation policy approved by the General Meeting of April 25, 2024 which provides for gross annual fixed compensation of €1,030,000.
Variable compensation	€1,487,372	The Board of Directors' Meeting of March 11, 2025, at the recommendation of the Compensation Committee, set and approved the total amount of Mrs. Estelle Brachlianoff's variable compensation (quantitative and qualitative components) for fiscal year 2024 at €1,487,372. The 2024 quantitative objectives are in keeping with the 2024 financial outlook announced to the market on February 29, 2024 and the GreenUp 2024-2027 strategic plan. In order to integrate the multifaceted performance indicators relating to the Company's Purpose, the Board of Directors' Meeting of March 12, 2024, at the recommendation of the Compensation Committee, determined the calculation method for variable compensation as follows: • weight of the auditable quantitative portion (80 %) and weight of the qualitative portion (20 %) unchanged; • split of the weight of the auditable quantitative portion (80%) between financial quantitative objectives (50 %) and non-financial quantitative objectives (30 %) unchanged; • target variable compensation (in the event of attainment of the objectives set by the Board of Directors) set at 100% of the fixed annual compensation ("Target bonus base"); • variable compensation is capped (in the event objectives are exceeded) at 160 % of fixed annual compensation for 2024, or €1,648,000. Using this method and based on the attainment of the criteria determining the calculation of the variable portion, the amount of this variable portion for fiscal year 2024 was determined as follows: i) **with respect to the quantitative criteria**: in line with the outlook and objectives published on February 29, 2024, equal to the total of the components resulting from application of each of these criteria separately. For the 50 % financial quantitative portion: • 20 % based on the Profitability indicator (CNIGS): net income (loss) before non-recurring items, Group Share; €1,530 million as of December 31, 2024, representing an attainment rate of 101.3% (objective of €1,510 million) and a payment rate of 107.9%; • 15 % based on the Investment Capacity indicator (free cash flow): before financial acquisitions/divestitures and dividends but after financial expenses and taxes; €1,819 million as of December 31, 2024(1), representing an attainment rate of 141.2 % (objective of €1,288 million) and a payment rate of 160 %; • 15 % based on the Capital Return indicator (ROCE): Group ROCE after tax and including the return on capital employed of joint ventures and companies and after IFRS 16 lease adjustments; 8.8 % as of December 31, 2024, representing an attainment rate of 104.8 % (objective of 8.4 %) and a payment rate of 160%. These financial indicators are defined in Chapter 5, section 5.5 of the Universal Registration Document. The attainment level for each indicator of the financial and non-financial quantitative variable compensation portion was determined based on the attainment of the 2024 budget objectives which are consistent with the outlook announced to the market on February 29, 2024. The payment rate follows the payout rule established for each indicator based on the requirements defined in the GreenUp 2024-2027 strategic plan.

(1) The target free cash flow used to determine the bonus excludes discretionary and growth investments.

Compensation component	Amount	Comments
Variable compensation	€1,487,372	The financial quantitative variable portion equals €716,674 reflecting an overall payment rate of 139.2 %. For the 30 % non-financial quantitative portion: • 5 % based on the Health, Safety and Well-being indicator: improvement and reduction in the injury frequency rate; 4.33 as of December 31, 2024 (objective of 4.7), representing an attainment rate of 107.9 % and a payment rate of 160 %; • 5 % based on the Ethics and Integrity indicator: percentage of positive answers from respondents across the whole Group to the engagement survey question "In my country, Veolia behaves ethically and adheres to compliance rules in its activities"; 86% as of December 31, 2024 (objective of 83 %), representing an attainment rate of 103.6% and a payment rate of 122.5 %; • 5 % based on the Decarbonization of our Assets indicator: decarbonization investments, including the coal phase-out and methane capture; €134 million as of December 31, 2024 (objective of €110 million), representing an attainment rate of 121.4 % and a payment rate of 160 %; • 5 % based on the Growth and Innovation Drivers indicator: revenue growth in priority business segments (Energy, Water Technologies, Hazardous Waste); 6.6% as of December 31, 2024 (objective of 6 %), representing an attainment rate of 110 % and a payment rate of 118 %; • 5 % based on the Employee Commitment indicator: commitment rate of employees measured by an engagement survey conducted by an external body (clear objectives, meaning and usefulness, work atmosphere, pride in the Group, willingness to recommend Veolia); 88% as of December 31, 2024 (objective of 85 %), representing an attainment rate of 103.5 % and a payment rate of 136 %; • 5 % based on the Biodiversity indicator: progress rate of action plans improving the environmental footprint and biodiversity at sensitive sites; 73% as of December 31, 2024 (objective of 63 %), reflecting a 115.9 % attainment rate and a 160% payment rate. The non-financial quantitative variable compensation portion was determined based on the attainment of the 2024 targets for the indicators concerned as detailed in chapter 3, section 3.4 of the 2023 Universal Registration Document and recalled in the Notice and information brochure to the General Meeting of April 25, 2024. The non-financial quantitative variable portion equals €441,098 reflecting an overall payment rate of 142.8 %. (ii) **For the qualitative criteria**: the Board of Directors' meeting of March 11, 2025 decided to allocate €329,600 to Mrs. Estelle Brachlianoff in respect of the qualitative variable portion (20 % of the target bonus) of her 2024 compensation, representing a payment rate of 160 % of the qualitative portion based on an overall assessment founded on the attainment of the following individual objectives: strategic aspects, with a payment rate of 160 %; managerial performance, with a payment rate of 160 %; equity story, with a payment rate of 160 %. The assessment of those criteria by the Board of Directors is detailed in Chapter 3 section 3.4.1.1.3 of the 2024 Universal Registration Document. Following the comments of certain of our shareholders, notably during the General Meeting, the level of transparency has been strengthened since 2023. Mrs. Estelle Brachlianoff's total variable compensation for fiscal year 2024 therefore amounts to €1,487,372, equal to 144.4 % of her Target bonus base. In accordance with Article L. 22-10-34, II of the French Commercial Code, the variable compensation will be paid to Mrs. Estelle Brachlianoff only after approval of the 12th resolution presented to the General Meeting of April 24, 2025.
Multi-year variable compensation	No payment	Mrs. Estelle Brachlianoff, did not receive any multi-year variable compensation in 2024.
Exceptional compensation	N/A	Mrs. Estelle Brachlianoff did not receive any exceptional compensation.
Compensation awarded as a director	N/A	Mrs. Estelle Brachlianoff has waived her right to receive compensation as a director of Veolia Environnement and in respect of the offices she holds in Group companies.

Compensation component	Amount	Comments
Grant of stock options and/or performance shares	Performance share grant to a group of around 550 Group top executives, high potential managers and key contributors, including the Chief Executive Officer	In accordance with the Group's compensation policy and the authorization granted by the Veolia Environnement Extraordinary General Meeting of April 25, 2024, the Board of Directors decided on May 13, 2024, at the recommendation of the Compensation Committee, to grant 1,082,914 performance shares (representing around 0.15% of the share capital out of a General Meeting authorization of 0.35%), to approximately 550 beneficiaries comprising top executives, high potential employees and key contributors of the Group. In this context, 47,331 performance shares were granted to Mrs. Estelle Brachlianoff as Chief Executive Officer (i.e. approximately 0.007 % of the share capital compared with 0.02 % authorized by the General Meeting). This allocation was capped at 133 % of her fixed compensation (if all performance conditions are met) in accordance with the compensation policy approved by the General Meeting of April 25, 2024. These performance shares will vest subject to the following conditions: • **beneficiaries must remain with the Group** until the end of the three-year vesting period i.e. until expiry of the plan scheduled for 2027; and • a **performance condition** tied to the attainment of the following internal and external criteria assessed over fiscal years 2024, 2025 and 2026: • **financial criteria in the amount of 50 %,** • **non-financial quantitative criteria in the amount of 50% linked to the Company's Purpose**. The performance and presence conditions governing the vesting of the performance shares are presented in Chapter 3, section 3.4.3 of the 2024 Universal Registration Documentation.
Obligation to hold the performance shares granted and vested		At the recommendation of the Compensation Committee, the Board of Directors' Meeting of May 13, 2024 decided, in the context of the implementation of this performance share plan, to renew the following holding obligations: • for the **Chief Executive Officer**, obligation to hold, until the end of her duties, 40% of total performance shares granted under this plan, net of applicable taxes and social security contributions, until an overall shareholding corresponding to 200% of her gross fixed compensation is ultimately reached; • for **members of the Company's Executive Committee**, obligation to hold, until the end of their duties on the Executive Committee, 25% of total performance shares granted under this plan, net of applicable taxes and social security contributions, until an overall shareholding corresponding to 100% of their gross fixed annual compensation is ultimately reached.
Termination benefits on forced departure		Mrs. Estelle Brachlianoff is entitled to a severance payment in the event of termination of her duties as Chief Executive Officer, applicable solely in the event of "forced departure". In accordance with the AFEP-MEDEF Corporate Governance Code, the maximum amount of this severance payment is capped at twice the total gross annual compensation (excluding compensation awarded for duties as a director (it being stipulated that she has waived all compensation of this nature) and benefits in kind), including the sum of the fixed portion of her compensation for the previous fiscal year ("Fixed Portion") and the average of the variable portions ("Variable Portion") paid or payable in respect of the last two fiscal years ending before the termination of her duties as Chief Executive Officer ("Reference Compensation"). The amount of this severance payment and its fixed and variable portions depends in both cases on the extent to which performance conditions were attained. The reference compensation is equal to the fixed compensation paid in respect of the last fiscal year plus the average of the variable compensation paid or payable in respect of the last two fiscal years; no payment will be made if the performance rate is below 75%. The severance payment is equal to the maximum amount multiplied by the performance rate, the performance rate being equal to 60% of the objective attainment rate for the last variable portion, plus 40% of the objective attainment rate for the previous variable portion. Mrs. Estelle Brachlianoff resigned from her employment contract on her appointment as Chief Executive Officer on July 1, 2022.
Non-compete compensation		The Board of Directors' Meeting of April 5, 2022, in consideration for Mrs. Estelle Brachlianoff undertaking, during a period of two years from the end of her duties as Chief Executive Officer, not to exercise, directly or indirectly, a competing activity to that of the Company and Veolia group companies, decided to grant her compensation equal to one year's compensation (fixed and variable components, the variable portion to be taken into account in calculating this compensation being the average annual variable compensation paid for the last two years), paid in 24 equal and successive monthly installments. In accordance with the AFEP-MEDEF Code, the total of severance payments plus non-compete compensation cannot exceed two year's compensation (fixed and variable, with variable compensation for the purpose of calculating these payments equal to the average annual variable compensation paid for the last two years). Accordingly, in the event the Board should decide to implement the non-compete clause, severance payments would be capped at one year's compensation. The Board of Directors may, on the departure of the Chief Executive Officer, waive application of this clause, in which case no compensation would be due.
Supplementary pension	€103,809 (Company contribution to the defined contribution plan)	Mrs. Estelle Brachlianoff benefits from the supplementary defined contribution group pension plan applicable since July 1, 2014. She is also eligible under the defined benefit pension plan described above, with a theoretical annuity of nil.

Compensation component	Amount	Comments
	€377,606 (15% gross contribution payable by the Company in respect of 2024)	Mrs. Estelle Brachlianoff benefits from an “Article 82” supplementary pension plan financed by payments by the Company into an individual account at a net contribution rate of 7.5%, or a gross rate of 15%, with the difference paid to the Chief Executive Officer due to the taxation on entry of contributions to this type of pension plan.
Collective healthcare and insurance plans	€12,896 (Company contribution to the plans)	Mrs. Estelle Brachlianoff, benefits from the collective healthcare and insurance plan in force within the Company under the same conditions as those applicable for the category of employees with which she is assimilated for the setting of social benefits and other ancillary components of her compensation.
Benefits in kind	None	None

Twelfth resolution – Vote on the compensation components paid during 2024 or awarded in respect of the same fiscal year to Mrs. Estelle Brachlianoff, as Chief Executive Officer

The General Meeting, acting in accordance with the quorum and majority requirements for Ordinary Shareholders’ Meetings and having considered the report of the Board of Directors and the Corporate Governance report referred to in Article L. 225-37 of the French Commercial Code, approves, firstly, pursuant to Article L. 22-10-34, I of the French Commercial Code, the information mentioned in Article L. 22-10-9, I of the French Commercial Code which is presented therein and, secondly, pursuant to Article L. 22-10-34, II of the French Commercial Code, the fixed, variable and exceptional components of total compensation and benefits of all kinds paid to Mrs. Estelle Brachlianoff in 2024 or awarded in respect of the same fiscal year by virtue of her duties as Chief Executive Officer, as set forth in Chapter 3, section 3.4 of the 2024 Universal Registration Document.

3.4.4.3 Vote on the Chairman of the Board of Directors’ compensation policy (“Ex ante vote”)

(Resolution 14)

Pursuant to the provisions of Article L. 22-10-8, II of the French Commercial Code, shareholders are asked in the 14th resolution to approve the Chairman of the Board of Directors’ compensation policy. Note that all these components are presented in chapter 3, section 3.4 of the Company’s 2025 Universal Registration Document and summarized in the table below.

The Chairman of the Board of Directors’ compensation policy was approved by the Board of Directors at the recommendation of the Compensation Committee. It consists solely of fixed compensation and benefits in kind, excluding all variable or exceptional compensation, grants of share subscription options or performance shares and compensation for his duties as a director.

The fixed annual compensation was set in 2022 at €700,000 based on a panel of comparable and CAC 40 companies. At this time, consideration was particularly given to the results of a study conducted by the firm Boracay and including (i) five comparable companies (ABB, Centrica, EDP, Enel, ENI) and (ii) CAC 40 companies that have separated the duties of Chairman of the Board of Directors and Chief Executive Officer.

2025 compensation policy	Amount	Comments
Fixed compensation	€700,000	In accordance with the recommendations of the Compensation Committee, the Board of Directors’ Meeting of April 5, 2022 decided that Mr. Antoine Frérot’s fixed compensation for his duties as Chairman of the Board of Directors would remain unchanged during his term of office. In application of this compensation policy, the gross annual fixed compensation of the Chairman of the Board of Directors would be €700,000.
Annual or multi-year variable compensation		None
Exceptional compensation		None
Shares/subscription options		None
Severance payments		None
Non-compete compensation		None
Compensation awarded for duties as a director		None
Pension plan		Mr. Antoine Frérot benefits from a supplementary defined contribution group pension plan applicable since July 1, 2014 and presented in section 3.4.4.1 above. He is eligible for a defined benefit pension plan with a theoretical annuity of nil, presented in section 3.4.4.1 above.
Other		Mr. Antoine Frérot benefits from the collective healthcare and insurance plan in force within the Company under the same conditions as those applicable for the category of employees with which he is assimilated for the setting of social benefits and other ancillary components of his compensation. Mr. Antoine Frérot enjoys the use of a company car.

Fourteenth resolution - Vote on the Chairman of the Board of Directors' compensation policy for 2025

The General Meeting, acting in accordance with the quorum and majority requirements for Ordinary Shareholders' Meetings and having considered the report of the Board of Directors and the Corporate Governance report referred to in Article L. 225-37 of the French Commercial Code describing the components of the compensation policy of the corporate officers, approves pursuant to Article L. 22-10-8, II of the French Commercial Code, the Chairman of the Board of Directors' compensation policy for 2025, as set forth in chapter 3, section 3.4 of the 2024 Universal Registration Document.

3.4.4.4 Vote on the Chief Executive Officer's compensation policy ("Ex ante vote")

(Resolution 15)

Pursuant to Article L. 22-10-8, II of the French Commercial Code, shareholders are asked in the 15th resolution to approve the Chief Executive Officer's compensation policy for fiscal year 2025. Note that all these components are presented in Chapter 3, section 3.4 of the Company's 2024 Universal Registration Document and summarized in the table below.

In addition to fixed, variable and exceptional compensation components, the Chief Executive Officer would be entitled to a supplementary defined contribution pension plan, a supplementary defined contribution pension plan governed by Article 82 of the French General Tax Code and a collective healthcare and insurance plan. In addition, she would be entitled to a severance payment and compensation under a non-compete clause as approved by the Board of Directors' Meeting of April 5, 2022 and detailed in Chapter 3.4.2.3 of the 2024 Universal Registration Document. Finally, she could receive grants of shares subject to performance conditions. She waived the right to receive compensation for her duties as a director, and does not benefit from multi-year cash compensation or have an employment contract within the Group.

The payment of the her variable compensation for fiscal year 2025 is subject to the approval of said compensation's components by an Ordinary General Meeting held after December 31, 2025, under the terms of Article L. 22-10-34, II of the French Commercial Code (Ex post vote).

In addition, the Board of Directors reserves the right to exercise its power of discretion regarding the determination of the Chief Executive Officer's compensation, in application of legal provisions and in accordance with Articles L. 22-10-8 and L. 22-10-34 of the French Commercial Code. It may do so in the event of special and unforeseeable circumstances (such as the Covid-19 pandemic and its uncertainties) that could justify an exceptional adjustment, upwards or downwards, without exceeding the ceiling set in the compensation policy (i.e. 160% of fixed annual compensation), to one or more criteria comprising the Chief Executive Officer's annual variable compensation to ensure that application of the criteria described above produces results reflecting the performance of both the Chief Executive Officer and the Group, as well the alignment of the interests of the Company and its shareholders with those of the Chief Executive Officer.

This adjustment may be made to the Chief Executive Officer's annual variable compensation by the Board of Directors at the recommendation of the Compensation Committee, after the Board of Directors has provided adequate reasoning for its decision. Any exercise of this discretion will be made public.

For 2025, the Board of Directors, at the recommendation of the Compensation Committee, decides to maintain the components of the Chief Executive Officer's compensation policy. This compensation policy was set taking account of (i) Mrs. Estelle Brachlianoff's experience and expertise, (ii) the change in the Group's size and the extension of its activities following the acquisition of Suez, and (iii) the compensation amount but also the positioning of these components compared with executive corporate officers with a comparable profile and in CAC 40 companies, while ensuring the consistency of the Chief Executive Officer's compensation with that of Executive Committee members and compensation practices within the Company.

At the recommendation of the Compensation Committee and in accordance with the compensation policy, the Board of Directors' Meeting of March 11, 2025 decided to retain the gross annual fixed compensation of the Chief Executive Officer unchanged at €1,030,000.

As a reminder, this compensation was set following the Board of Directors' decision of April 5, 2022 based on the results of a study conducted by the firm Boracay on a group of comparable and rival companies comprising 13 listed European companies such as Centrica, EDP, Enel, Engie, ENI, EON, Iberdrola, Schneider Electric, Vinci, ABB, ACS, Air Liquide and Bouygues.

The companies in the peer group:

- share a common mission: employee and environmental quality with local public authorities;
- conduct several businesses globally and are present on at least four continents;
- report revenue equal to between 50 % and 200 % of Veolia 's revenue.

Details of this study are presented in section 3.4 of the 2021 Universal Registration Documentation.

The Chief Executive Officer's compensation breaks down as follows:

- annual fixed compensation (€1,030,000) for 30 %;
- annual variable compensation (€1,030,000 if objectives are attained) for 30 %;
- long-term variable compensation (€1,373,000 or 133 % of fixed compensation if objectives are attained) for 40 %.

In the event of outperformance leading to payment of the maximum amount of variable compensation (equal to the cap of 160 % of annual fixed compensation), the breakdown is as follows:

- annual fixed compensation (€1,030,000) for 25 %;
- annual variable compensation (€1,648,000 if objectives are exceeded) for 41 %;
- long-term compensation (€1,373,000 if objectives are exceeded) for 34 %.

2025 compensation policy	Amount	Comments
Fixed compensation	€1,030,000	In application of this compensation policy, the gross annual fixed compensation of the Chief Executive Officer would be €1,030,000 (unchanged since 2022).
Variable compensation		The proposed 2025 quantitative objectives are in keeping with the 2025 financial outlook announced to the market on February 27, 2025 and the GreenUp 2024-2027 strategic program. On March 11, 2025, the Board of Directors, at the recommendation of the Compensation Committee, decided to set as follows the components of the Chief Executive Officer's compensation policy: • weight of the quantitative portion set at 80% and weight of the qualitative portion set at 20 %; • weight of the auditable quantitative portion (80%) consisting 50% of financial quantitative objectives and 30 % of non-financial quantitative objectives; • 2025 target variable compensation (in the event of attainment of the objectives set by the Board of Directors) set at 100 % of the fixed annual compensation ("Target bonus base"); • variable compensation capped (in the event objectives are exceeded) at 160% of fixed annual compensation for 2025, or €1,648,000. 1. **with respect to the quantitative criteria:** in line with the outlook and objectives published on February 27, 2025, the criteria for the quantitative portion of variable compensation break down as follows. The quantitative portion is equal to the total of the components resulting from application of each of these criteria separately: For the **50 % financial quantitative portion:** • 20 % based on the **Profitability indicator (CNIGS)**: net income (loss) before non-recurring items – Group share; • 15 % based on the **Investment Capacity indicator** (free cash flow)(1): before financial acquisitions/ divestitures and dividends but after financial expenses and taxes; • 15 % based on the **Capital Return indicator (ROCE)**: Group ROCE after tax and including the return on capital employed of joint ventures and companies, after IFRS 16 lease adjustments. These financial indicators are defined in Chapter 5, section 5.5 of the 2024 Universal Registration Document. The financial quantitative variable compensation portion will be determined based on the attainment of the 2025 budget objectives, which are consistent with the outlook announced to the market on February 27, 2025. For the **30 % non-financial quantitative portion**: • 5 % based on the **Health, Safety and Well-Being** indicator: improvement and reduction in the injury frequency rate; • 5 % based on the **Ethics and Integrity** indicator: % of positive answers to the engagement survey question "Are Veolia's values applied in my entity" across all respondents; • 5 % based on the **Decarbonization of our Assets** indicator: decarbonization investments, including the coal phase-out and methane capture; • 5 % based on the **Growth and Innovation Drivers** indicator: revenue growth in priority business segments (Energy, Water Technologies, Hazardous Waste); • 5 % based on the **Employee Commitment** indicator: commitment rate of employees measured by an engagement survey conducted by an external body (clear objectives, meaning and usefulness, work atmosphere, pride in the Group, willingness to recommend Veolia); • 5 % based on the **Biodiversity** indicator: progress rate of action plans improving the environmental footprint and biodiversity at sensitive sites. The non-financial quantitative variable compensation portion will be determined based on the attainment of the 2025 objectives for the indicators concerned as detailed in chapter 3, section 3.4 of the 2024 Universal Registration Document and recalled in the Notice and information brochure for the General Meeting of April 24, 2025: 2. **with respect to the qualitative criteria:** the qualitative portion (20% of the target bonus) will be based on an overall assessment by the Board of Directors, at the recommendation of the Compensation Committee, based notably on the following individual objectives: • strategic aspects; • managerial performance; • equity story.

(1) The target free cash flow used to determine the bonus excludes discretionary and growth investments.

2025 compensation policy	Amount	Comments
Planned grant of performance shares to a group of around 580 Group executives, high potential managers and key contributors, including the chief executive officer		At the recommendation of the Compensation Committee, the Board of Directors asks shareholders in the 21st resolution presented to the General Meeting of April 24, 2025, to approve an authorization, for a period of 26 months, to grant performance shares to a group of around 580 beneficiaries and comprising top executives, high potential employees and key contributors of the Group, including the Chief Executive Officer. This plan, which is intended to be launched in 2025 with an expiration date in 2028 following the publication of the 2027 financial statements, succeeds the plan granted in 2024. It would be subject to the following caps: an overall cap of 0.35 % of the share capital, assessed at the date of this General Meeting, including a maximum sub-cap of 0.02 % of the share capital for the grant of performance shares to the Chief Executive Officer. These performance shares would vest subject to the following conditions: beneficiaries must remain with the Group until the end of the three-year vesting period, i.e. until expiration of the plan scheduled for 2028; and a performance condition tied to the attainment of the following internal and external criteria assessed over fiscal years 2025, 2026 and 2027 (the "Reference Period"): financial criteria in the amount of 50 %, non-financial quantitative criteria in the amount of 50% linked to the Company's Purpose. The number of performance shares that vest under this plan will depend on the attainment of criteria as detailed in section 3.4.3.1 of the 2024 Universal Registration Documentation.
Obligation to hold performance shares granted and vested		At the recommendation of the Compensation Committee, the Board of Directors' Meeting of March 11, 2025 decided, in the context of the implementation of this performance share plan (subject to the approval by today's General Meeting of the 21st resolution), to maintain the holding obligations applicable to the previous performance share plans: for the executive corporate officer, obligation to hold, until the end of her duties, 40% of total performance shares granted under this plan, net of applicable taxes and social security contributions, until a total shareholding corresponding to 200% of her gross fixed annual compensation is ultimately reached; for the Company's Executive Committee members, obligation to hold, until the end of their duties on the Executive Committee, 25% of total performance shares granted under this plan, net of applicable taxes and social security contributions, until a total shareholding corresponding to 100 % of their gross fixed annual compensation is ultimately reached. In accordance with the provisions of the AFEP-MEDEF Code, the Board of Directors, when implementing this performance share plan expected in 2025, will set the percentage of compensation corresponding to the performance shares that would be granted, in particular, to the executive corporate officer. At the recommendation of the Compensation Committee, taking into account the expectations expressed by certain investors and proxy agencies (see section 3.4.1.1.5 of the 2023 Universal Registration Document), the Board of Directors stipulated that the executive corporate officer would receive a performance share grant capped at 133% of her fixed annual compensation (if all performance conditions are met).
Termination benefits on forced departure		Mrs. Estelle Brachlianoff is entitled to a severance payment in the event of termination of her duties as Chief Executive Officer, applicable solely in the event of "forced departure". In accordance with the AFEP-MEDEF Corporate Governance Code, the maximum amount of this severance payment is capped at twice the total gross annual compensation (excluding compensation awarded for duties as a director (it being stipulated that she has waived all compensation of this nature) and benefits in kind), including the sum of the fixed portion of her compensation for the previous fiscal year ("Fixed Portion") and the average of the variable portions ("Variable Portion") paid or payable in respect of the last two fiscal years ending before the termination of her duties as Chief Executive Officer ("Reference Compensation"). The amount of this severance payment and its fixed and variable portions depends in both cases on the extent to which performance conditions were attained. The reference compensation is equal to the fixed compensation paid in respect of the last fiscal year plus the average of the variable compensation paid or payable in respect of the last two fiscal years; no payment will be made if the performance rate is below 75 %. The severance payment is equal to the maximum amount multiplied by the performance rate, the performance rate being equal to 60% of the objective attainment rate for the last variable portion, plus 40% of the objective attainment rate for the previous variable portion. Mrs. Estelle Brachlianoff resigned from her employment contract on her appointment as Chief Executive Officer on July 1, 2022.
Non-compete compensation		The Board of Directors' Meeting of April 5, 2022, in consideration for Mrs. Estelle Brachlianoff undertaking, during a period of two years from the end of her duties as Chief Executive Officer, not to exercise, directly or indirectly, a competing activity to that of the Company and Veolia group companies, decided to grant her compensation equal to one year's compensation (fixed and variable components, the variable portion to be taken into account in calculating this compensation being the average annual variable compensation paid for the last two years), paid in 24 equal and successive monthly instalments. In accordance with the AFEP-MEDEF Code, the total of severance payments plus non-compete compensation cannot exceed two year's compensation (fixed and variable, with variable compensation for the purpose of calculating these payments equal to the average annual variable compensation paid for the last two years). Accordingly, in the event the Board should decide to implement the non-compete clause, severance payments would be capped at one year's compensation. The Board of Directors may, on the departure of the Chief Executive Officer, waive application of this clause, in which case no compensation would be due.

2025 compensation policy	Amount	Comments
Pension plan		Mrs. Estelle Brachlianoff is eligible to participate in the supplementary defined contribution group pension plan applicable since July 1, 2014, presented in section 3.4.2 of this Universal Registration Document. She is also eligible under the defined benefit pension plan described in section 3.4.2 of this Universal Registration Document, with a theoretical annuity of nil. In addition, the Chief Executive Officer benefits from an “Article 82” supplementary pension plan financed by payments by the Company into an individual account at a net contribution rate of 7.5%, or a gross rate of 15 %, with the difference paid to the Chief Executive Officer due to the taxation on entry of contributions to this type of pension plan.
Other		Mrs. Estelle Brachlianoff, benefits from the collective healthcare and insurance plan in force within the Company under the same conditions as those applicable for the employee category with which she is assimilated for the setting of employee benefits and other ancillary components of her compensation.

Fifteenth resolution – Vote on the Chief Executive Officer’s compensation policy for 2025

The General Meeting, acting in accordance with the quorum and majority requirements for Ordinary Shareholders’ Meetings and having considered the report of the Board of Directors and the Corporate Governance report referred to in Article L. 225-37 of the French Commercial Code describing the components of the compensation policy of the corporate officers, approves pursuant to Article L. 22-10-8, II of the French Commercial Code, the Chief Executive Officer’s compensation policy for 2025, as set forth in Chapter 3, section 3.4 of the 2024 Universal Registration Document.

3.5 Corporate officer and executive share ownership

Pursuant to Article L. 621-18-2 of the French Monetary and Financial Code and Article 223-22 of the AMF's general regulations, members of the Board of Directors and Company executives and key senior management, or any person with close ties to them, are required to notify the AMF of any acquisitions, sales, subscriptions or exchanges of Company securities or financial instruments, within three business days of completing the transaction.

In addition, directors and executives are also subject to French regulations on breach of duty and insider trading, which penalize the use or disclosure of inside information.

Finally, directors and executives are required to comply with the Company's Code of conduct governing trading in its securities (see chapter 3, section 3.2.1.8 above). This Code was updated for the provisions of Regulation (EU) no. 596/2014 of April 16, 2014 on market abuse and the positions-recommendations issued by the AMF and set out in its guidance on permanent reporting and the management of inside information and its guidance on periodic reporting. In this context, the Inside Information Committee created in November 2016, classified the Company's Executive Committee members as permanent insiders. They can therefore only purchase or sell Company securities, directly or through an intermediary, under certain conditions (notably after consulting the Inside Information Committee) and during specific, time-limited periods, in particular after the publication of the Company's annual, half-yearly and quarterly results.

3.5.1 DIRECTOR SHARE OWNERSHIP AND TRANSACTIONS IN VEOLIA ENVIRONNEMENT SHARES

To the Company's knowledge, on December 31, 2024, members of the Board of Directors held a total of 269,943 Veolia Environnement shares, representing 0.036% of the Company's share capital as of that date.

The table below details transactions in Veolia Environnement securities during fiscal year 2024 carried out by directors of the Company. To the best of the Company's knowledge, no other transactions involving the purchase or sale of Veolia Environnement securities by directors of the Company or any person with close personal links to them were reported during fiscal year 2024.

Director	Financial instrument	Type of transaction	Transaction date	Transaction location	Unit price (in euros)	Volume of securities	Total transaction amount (in euros)
Antoine Frérot	Shares	Acquisition(1)	05/05/2024	Outside a trading platform	-	34,797	-
	Shares	Disposal	05/27/2024	Euronext Paris	30.8976	7,488	231,361.23
Pierre-André de Chalendar	Shares	Acquisition	11/07/2024	Euronext Paris	28.9906	5,000	144,953.00
	Shares	Acquisition	11/27/2024	Euronext Paris	27.0000	5,000	135,000.00
Maryse Aulagnon(2)	Shares	Disposal	11/20/2024	Euronext Paris	27.9900	4,370	122,316.30
Julia Marton-Lefèvre	Shares	Acquisition	05/28/2024	Euronext Paris	31.0400	750	23,280.00

(1) Vesting of rights to performance shares granted on May 4, 2021 in his capacity as Chairman and Chief Executive Officer (acquisition price: €29.52).

(2) Transfers by MAB-Finances, as part of its asset restructuring, of 4,370 shares each to the companies Comma and S2C, which are chaired by Maryse Aulagnon

3.5.2 TRANSACTIONS IN VEOLIA ENVIRONNEMENT SECURITIES BY DIRECTORS

The table below details transactions in Veolia Environnement securities during fiscal year 2024 performed by the Company's Executive Committee members (see section 3.3.3 above). To the best of the Company's knowledge, no other transactions involving the purchase or sale of Veolia Environnement securities by Executive Committee members or any person with close personal links to them were reported during fiscal year 2024:

Name of Executive Committee member	Financial instrument	Type of transaction	Transaction date	Transaction location	Unit price *(in euros)*	Volume of securities	Total transaction amount *(in euros)*
Estelle Brachlianoff	Shares	Acquisition (1)	05/05/2024	Outside a trading platform	—	10651	—
Isabelle Calvez	Shares	Subscriptions	09/13/2024	Outside a trading platform	24.5400	603	14,797.62
Sébastien Daziano	Shares	Subscriptions	09/13/2024	Outside a trading platform	24.5400	603	14,797.62
	Shares	Acquisition (2)	05/05/2024	Outside a trading platform	—	4871	—
Gavin Graveson	Shares	Disposal	05/15/2024	Euronext Paris	29.7517	2290	68,131.39
	Shares	Disposal	10/23/2024	Euronext Paris	29.9200	660	19,747.20
Philippe Guitard	Shares	Acquisition (2)	05/05/2024	Outside a trading platform	—	5746	—
	Shares	Subscriptions	09/13/2024	Outside a trading platform	24.5400	603	14,797.62
Eric Haza	Shares	Acquisition (2)	05/05/2024	Outside a trading platform	—	4761	—
	Shares	Disposal	06/26/2024	Euronext Paris	28.7924	15000	431,886.00
	Shares	Subscriptions	09/13/2024	Outside a trading platform	24.5400	603	14,797.62
Claude Laruelle	Shares	Acquisition (2)	05/05/2024	Outside a trading platform	—	10651	—
Anne Le Guennec	Shares	Acquisition (2)	05/05/2024	Outside a trading platform	—	4100	—
	Shares	Disposal	05/20/2024	Euronext Paris	30.6200	2180	66,751.60
	Shares	Subscriptions	09/13/2024	Outside a trading platform	24.5400	603	14,797.62
Christophe Maquet	Shares	Acquisition (2)	05/05/2024	Outside a trading platform	—	3513	—
	Shares	Subscriptions	09/13/2024	Outside a trading platform	24.5400	603	14,797.62
Emmanuelle Menning	Shares	Subscriptions	09/13/2024	Outside a trading platform	24.5400	603	14,797.62
Gustavo Migues	Shares	Acquisition (2)	05/05/2024	Outside a trading platform	—	3221	—
	Shares	Subscriptions	09/13/2024	Outside a trading platform	24.5400	603	14,797.62
Jean-François Nogrette	Shares	Acquisition (2)	05/05/2024	Outside a trading platform	—	5090	—
	Shares	Subscriptions	09/13/2024	Outside a trading platform	24.5400	603	14,797.62
Laurent Obadia	Shares	Acquisition (2)	05/05/2024	Outside a trading platform	—	7389	—
	Shares	Subscriptions	09/13/2024	Outside a trading platform	24.5400	603	14,797.62
Helman le Pas de Sécheval	Shares	Acquisition (1)	05/05/2024	Outside a trading platform	—	6075	—
	Shares	Gift	06/27/2024	Outside a trading platform	—	11200	—
	Shares	Subscriptions	09/13/2024	Outside a trading platform	24.5400	603	14,797.62
Frédéric Van Heems	Shares	Acquisition (2)	05/05/2024	Outside a trading platform	—	6150	—
	Shares	Disposal	05/15/2024	Euronext Paris	29.7517	2728	81,162.64
	Shares	Subscriptions	09/13/2024	Outside a trading platform	24.5400	603	14,797.62

(1) Vesting of rights to performance shares granted on May 4, 2021 in her capacity as Chief Operating Officer as of that date (vesting price: €29.52).
(2) Vesting of rights to performance shares granted on May 4, 2021 (vesting price: €29.52).

3.6 Statutory Auditors' special report on regulated agreements

This is a translation into English of the statutory auditors' report on regulated agreements that is issued in French and it is provided solely for the convenience of English speaking users.

This report should be read in conjunction with, and construed in accordance with, French law and professional auditing standards applicable in France. It should be understood that the agreements reported on are only those provided by the French Commercial Code and that the report does not apply to those related-party transactions described in IAS 24 or other equivalent accounting standards.

General Meeting held to approve the annual financial statements for the year ended December 31, 2024.

To the General Meeting of Veolia Environnement S.A.,

In our capacity as Statutory Auditors of your Company, we hereby report to you on regulated agreements.

The terms of our engagement require us to communicate to you, based on information provided to us, the principal terms and conditions of those agreements brought to our attention or which we may have discovered during the course of our audit, as well as the reasons justifying that such agreements are in the Company's interest, without expressing an opinion on their usefulness and appropriateness or identifying such other agreements, if any. It is your responsibility, pursuant to Article R. 225-31 of the French Commercial Code (code de commerce), to assess the interest involved in respect of the conclusion of these agreements for the purpose of approving them.

Our role is also to provide you with the information stipulated in Article R. 225-31 of the French Commercial Code relating to the implementation during the past year of agreements previously approved by the General Shareholders' Meeting, if any.

We performed the procedures that we deemed necessary with regard to the professional guidelines of the French National Institute of Statutory Auditors (Compagnie Nationale des Commissaires aux Comptes) applicable to this engagement.

These guidelines require that we verify the consistency of the information provided to us with the relevant source documents.

1. AGREEMENTS PRESENTED TO THE GENERAL SHAREHOLDERS' MEETING FOR APPROVAL

Agreements authorized and entered into during the fiscal year

We hereby inform you that we have not been given notice of any agreement authorized and concluded during the fiscal year that needs to be presented to the General Meeting for approval in accordance with the provisions of Article L. 225-38 of the French Commercial Code.

2. AGREEMENTS PREVIOUSLY APPROVED BY ANNUAL GENERAL MEETING

Previously approved agreements that remained in force during the year

Pursuant to Article R. 225-30 of the French Commercial Code, we have been informed of the following agreements, previously approved by shareholders in prior years and having continuing effect during the year.

With Veolia Eau – Compagnie Générale des Eaux (99.99% - owned subsidiary)

1. Brand license

Board of Directors' meetings of November 5, 2014, February 24, 2016 and August 2, 2023.

Person concerned: Mrs. Estelle Brachlianoff, Director and Chief Executive Officer of Veolia Environnement and Joint Managing Director of Veolia Eau – Compagnie Générale des Eaux.

Your Group launched a transformation plan to simplify, structure and integrate its organizational set-up by country. This integration is reflected in particular by the use of a single "Veolia" brand (and a single logo) for the whole Group to ensure better convergence and readability of the customer offers and to ensure their cross-cutting nature.

To take account of this new organizational set-up and the roll-out of the single "Veolia" brand, on November 5, 2014 your Board of Directors authorized the signature, with the "head" entities designated by country or by geographic zone and with Veolia Eau – Compagnie Générale des Eaux in particular (it is their responsibility to break down these contracts locally), of a new usage license for the "Veolia" brands in accordance with the following key conditions:

- one-year term automatically renewable for one or several annual periods with retroactive effect as of January 1, 2014,
- royalty fee set at 0.30 % of the revenue of each of the license holders (or sub-license holders).

The Board of Directors' Meeting of February 24, 2016, duly noted and authorized as necessary, in accordance with the terms of an initial addendum to the agreement, the tacit renewal of this agreement for the period January 1 to December 31, 2015, as well as the amendment of the term of this agreement from one year to indefinite with effect from January 1, 2016.

On August 2, 2023, the Board of Directors duly noted and authorized a second addendum to the agreement, which establishes that the license fee granted to Veolia Eau – Compagnie Générale des Eaux would now be invoiced by your Company to the EIG Veolia Eau France, which will then rebill the corresponding amounts to Veolia Eau – Compagnie Générale des Eaux (in its capacity as licensee) and to the other Veolia Eau France companies that are members of the EIG (in their capacity as sub-licensees).

On February 18, 2024, the Board of Directors duly authorized a third addendum to the agreement (see "Agreements approved during the fiscal year" in this report).

2. Agreements concerning the remuneration of guarantees issued by your Company on behalf of its subsidiaries

Board of Directors' Meeting of May 17, 2011

Persons concerned: Mrs. Estelle Brachlianoff, Director and Chief Executive Officer of Veolia Environnement and Joint Managing Director of Veolia Eau – Compagnie Générale des Eaux.

The parties agreed on the need to ensure your Company is fairly remunerated for services rendered to Veolia Eau – Compagnie Générale des Eaux subsidiaries through the issue of endorsements and guarantees of any nature, granted to any third party.

The remuneration payable depends on the country in which the guarantee operates, the nature and the term of the guarantee issued as well as the amount of the commitment given. These contracts were entered into for an indefinite term.

For fiscal year 2024, your Company recorded income of €1,104,592 in respect of commitments issued on behalf of Veolia Eau – Compagnie Générale des Eaux subsidiaries.

With the Terra Academia non-profit organization

Board of Directors' Meeting of November 8, 2023

Persons concerned: Mrs. Estelle Brachlianoff, Director and Chief Executive Officer of Veolia Environnement, founder and member of the Board of Directors of Terra Academia and Mr. Antoine Frérot, Chairman of the Board of Directors of Veolia Environnement, founder and member of the Board of Directors of Terra Academia.

In addition to its membership of the non-profit organization, Terra Academia, for an amount of €100,000 excluding VAT paid in 2023, your Company wished to contribute to the start-up of its activities by providing it with the means to operate and develop in its initial years. To this end, your Board of Directors authorized the conclusion of two agreements:

1. Sponsorship agreement

A sponsorship agreement, motivated by the common objectives of your Company and Terra Academia with regard to ecological transformation, ecology and sustainable development. This agreement is in your Company's interest: (1) in terms of image, which as a champion of ecological transformation, realizes its ambition by accompanying and encouraging Terra Academia's program to mobilize a coalition of parties who share the conviction that ecological transformation requires a profound change in collaboration and training methods, and (2) in terms of action, as your Company will be able to benefit from certain training courses provided by Terra Academia for identified employees and access the organization's premises.

Amount: a maximum of €18,500,000, subject to an annual limit of €2,500,000, excluding VAT, in 2023, €5,000,000, excluding VAT, in 2024 and 2025 and €3,000,000, excluding VAT, in 2026 and 2027.

Your Company recorded sponsorship expenses towards Terra Academia for an amount of €3,500,000 excluding VAT for fiscal year 2024.

2. Assistance agreement

An assistance agreement, also motivated by the common objectives of your Company and Terra Academia with regard to ecological transformation, ecology and sustainable development. Your Company assists Terra Academia by performing on its behalf certain support services necessary to its operation, such as human resources services (including provision of one or more Veolia employees), real estate, IT and cybersecurity, communication, legal and tax services.

Amount: services other than IT and cybersecurity services (estimated to total approximately €112,000, excluding VAT, for hardware and equipment purchases in 2023 and approximately €46,000, excluding VAT, for annual recurring costs) are billed on a man/day basis at a rate of €200 to €600, excluding VAT, depending on the qualifications and seniority of the individuals. Your Company and Terra Academia may however agree a total fixed amount for certain services at the beginning of the year or per assignment.

Your Company recorded expenses assistance re-invoiced to Terra Academia for an amount of €1,078,525 excluding VAT for fiscal year 2024.

Agreements approved during the fiscal year

We have also been informed of the execution, during the fiscal year, of the following agreements, which had been approved by the General Meeting of April 25, 2024, on the basis of the Statutory Auditors' special report of March 18, 2024.

With Veolia Eau – Compagnie Générale des Eaux (99.99 %-owned subsidiary)

Third amendment to the brand license agreement

Board of Directors' Meeting of February 28, 2024

Person concerned: Mrs. Estelle Brachlianoff, Director and Chief Executive Officer of Veolia Environnement and Joint Managing Director of Veolia Eau – Compagnie Générale des Eaux.

The purpose of this third amendment to the brand license agreement between your Company and Veolia Eau – Compagnie Générale des Eaux is to modify the brand license fee and set it at 0.40% of revenue realized by Veolia Eau – Compagnie Générale des Eaux and its sub-licensees from January 1, 2024, to reflect the strengthened position of the Veolia brand with customers and end consumers with the acquisition of Suez's business.

Your Company recorded royalty fee income of €12,260,040 from Veolia Eau – Compagnie Générale des Eaux for fiscal year 2024.

The Statutory Auditors

Paris La Défense, March 20, 2025

KPMG S.A.		ERNST & YOUNG et Autres	
Eric Jacquet Partner	Alexandra Saastamoinen Partner	Charles-Emmanuel Chosson Partner	Quentin Séné Partner

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4.1 Sustainability statement

4.1.1 GENERAL DISCLOSURES (ESRS 2)

The content of the general disclosures has been established in accordance with ESRS 2 “General disclosures” of Commission Delegated Regulation EU 2023/2772 of July 31, 2023.

Veolia wishes to caution the reader about the limitations inherent in forward-looking statements as well as the correct understanding of the concepts of materiality or significance in the specific context of this sustainability statement (see “Disclaimer” below in the section 4.1.5 of this document).

4.1.1.1 Introduction

An undertaking oriented toward sustainability

“A company is successful because it is useful, not the other way around”. With these few words, Antoine Frérot sketches the portrait of Veolia which in 2019 was one of the first French groups to define its Purpose. It sets out the Group’s mission:

- ecological transformation, meaning acting to reconcile human progress and environmental protection;
- the development and implementation of regional solutions to decontaminate vital resources and preserve them from depletion, solutions to decarbonize our ways of living and producing and adapt them to the consequences of climate change;
- all over the world, attuned to local cultures, efforts to improve the health and quality of life of communities;
- tackling economic, social and environmental issues as an inseparable whole to the benefit of the largest number of people.

In addition, compliance with all aspects of ethical business conduct is clearly identified by Veolia’s management as a top priority, a “non-negotiable” rule.

Veolia’s commitment to environmental, social and governance (ESG) issues, which are the fundamental elements of sustainability, has been reflected for many years in the Universal Registration Document (URD), and more particularly in Chapter 4 Corporate social responsibility.

A new sustainability reporting framework

Directive (EU) 2022/2464 of December 14, 2022 on corporate sustainability reporting, known as CSRD (the Corporate Sustainability Reporting Directive; hereinafter the CSRD or “CSRD Directive”) introduced new sustainability reporting requirements, amending four existing European texts, including the directive on annual financial statements (Directive 2013/34/EU). The provisions of the CSRD Directive were transposed into French law by Order No. 2023-1142 of December 6, 2023 and Decree No. 2023-1394 of December 30, 2023.

The CSRD Directive provides for the creation of detailed European Sustainability Reporting Standards (ESRS), which provide a framework for and harmonize company publications. Twelve “all sector” ESRS standards were published in the Official Journal of the European Union on December 22, 2023 via Delegated Act (EU) 2023/2772 and are directly applicable:

- two cross-cutting standards: ESRS 1 (general principles) and ESRS 2 (General disclosures); and
- ten topical standards classified into three categories: environment (E), social (S) and governance (G).

In accordance with these regulations, Veolia Environnement is required to publish a sustainability statement in a specific section of its 2024 Universal Registration Document:

- environmental, social and governance (ESG) information that meets the Disclosure Requirements specified by the ESRS;
- metrics and information reflecting the level of environmental sustainability of economic activities, according to the European Taxonomy benchmark pursuant to Taxonomy Regulation (EU) 2020/852 of June 18, 2020, Delegated Regulation (EU) 2021/2178 of July 6, 2021 in particular Article 8 thereof, and various Delegated Regulations specifying eligible activities and associated criteria.

The ESG information to be published in this chapter must meet, unless there is an exception, the principle of double materiality, consequently including only the information deemed important with regard to the material impacts of Veolia on society and the environment (positive or negative), and with regard to external material financial risks or opportunities affecting Veolia.

This first publication of the sustainability statement best meets the new Disclosure Requirements, in the absence of established uses: the uncertainties, limits and imperfections that would be noted a posteriori will be integrated into a process of continuous improvement with a view to the following publications.

The sustainability statement is certified by the Statutory Auditors. Their report is provided in section 4.2 below.

4.1.1.2 General basis for preparation of sustainability statements

This section meets Disclosure Requirement BP-1 of ESRS 2:

- The scope taken into account when preparing the sustainability statement covers the entire consolidated scope of Veolia’s financial statements. The application of this rule requires the following clarifications:
  - Fully consolidated entities form the common base for the sustainability disclosures. The analysis carried out for the other entities, as required by the CSRD, led to the conclusion that:
    - this common base should be extended to the proportionally consolidated entities;
    - concerning the few entities controlled by Veolia but not financially consolidated because of their non-significant size, it has been verified that the impact of not taking these entities into account in sustainability reporting is non-material;
    - that the contribution made to environmental metrics by entities such as headquarters, which are financially consolidated but do not directly house operational activity, is non-significant. On the other hand, these entities have been taken into account in social and societal reporting.
  - Regarding the consideration of the divestments or acquisitions of companies that occurred during the financial year, the environmental and social information concerning them is difficult to establish precisely: the reporting collating this information is usually annual. A methodology was deployed to estimate the potential impact of the disposals and acquisitions of the fiscal year, which were reviewed. This made it possible to verify that all those likely to have a material effect were taken into account in the double materiality analysis and the calculation of the metrics presented in the sustainability statement.
  - The scope of the Green Taxonomy metrics was established in line with the financial statements.
- Regarding the specific subject of greenhouse gas emissions, in accordance with ESRS E1-6, Veolia conducted an analysis of the level of operational control of greenhouse gas emissions at emitting sites, to determine to which scope (1, 2 or 3) to allocate the emissions. This has resulted in changes to the methodology compared to the publications of previous years, the details and impacts of which are detailed in section 4.1.2.1 below. These new bases will give rise in 2025 to a new submission of Veolia’s decarbonization trajectory to the SBTi for validation;

- With regard to the specific performance indicator for preserved water (see section 4.1.2.3 below), it appeared necessary to also present the information over an extended scope including five Chinese joint ventures[1] in the field of municipal water, due to Veolia's particularly decisive involvement in the management of the corresponding IRO;
- Veolia's environmental services are closely linked to its value chain. With regard to the downstream value chain, the decarbonization and depollution activities of its customers are a clear example of the close relationship between Veolia's impacts and their contribution to those of the value chain. Upstream, suppliers and subcontractors are both a source of environmentally effective solutions and ESG risks (human rights, corruption etc.). Consequently, the material impacts, risks and opportunities (IRO) set out in section 4.1.1.7 below concern both Veolia and upstream and downstream value chains;
- Veolia used the option to omit sensitive information regarding the quantity and quality of a substance recently identified at one of its sites, which could be of concern (see section 4.1.2.2.2 below);
- Veolia confirms that it did not use the option for the 2024 financial year of exemption from disclosure of impending developments or matters in the course of negotiation provided for in paragraph 5(e) of ESRS 2 disclosure requirement BP1;
- Pursuant to point 69 of ESRS 2, Veolia sets a threshold of 1% compared to the Group's consolidated financial data for the year in question, beyond which Capex and Opex linked to action plans are considered significant, giving rise to financially quantified information on the means implemented.

4.1.1.3 Disclosures in relation to specific circumstances

This section meets Disclosure Requirement BP-2 of ESRS 2.

- Regarding the time-frames taken into account for the materiality analysis, Veolia complied with the time-frames defined by point 6.4 of ESRS 1. Note that:
  - the GreenUp strategic program sets objectives for the medium-term, to 2027,
  - some commitments are made over a long-term time-frame, such as climate change initiatives with a carbon neutrality target by 2050.
- Regarding sources of uncertainty with regard to estimates and results:
  - the majority of metrics stem from a direct count resulting from a collection process within the Group, with a limited amount of uncertainty not including significant estimates,
  - methodological clarifications are provided in the relevant data sections. The Group's main estimates concern:
    - Scope 3: The calculation of Scope 3 requires emissions of the value chain to be taken into account and is based on estimates detailed in Appendix 4.1.5.4 below.
    - Scope 4*: In the absence of a definition of place, a methodology was developed by Veolia to calculate erased emissions. It is also detailed in Appendix 4.1.5.5 below.
    - Mercury: in the energy business, data are estimated for almost half of the sites, based on regulatory values (data not available, conservative approach). For other sites, data are estimated on the basis of monthly or annual sampling at the installations.
    - Quantity of unrecovered incinerated waste: incinerated waste is classified by default as "unrecovered". Cautious approach in the absence of information on incineration method (with or without energy recovery), in particular for waste sent for incineration to third parties.
  - Such estimates are developed with the best models available at the time of publication and may subsequently be revised based on the new known information.
- Incorporation of information by reference:
  - For the purposes of the GOV-1 Disclosure Requirement, the reader is invited to consult the skills of directors with regard to the ESG topics in Chapter 3 Corporate Governance of the Universal Registration Document. More generally, the reader seeking details on certain topics that go beyond the contents of the sustainability statement, may refer to other parts of the Universal Registration Document, in particular,
  - for the purposes of Disclosure Requirement GOV-5, the reader is invited to consult Chapter 2 Risk Factors and Control of this document, with regard to the risk assessment method and risk management process, as well as the main risks identified.
- Use of provisions due to enter into force progressively in accordance with Appendix C of ESRS 1:
  - in this first publication of the sustainability statement, Veolia limits its disclosures on the anticipated financial effects of risks and opportunities related to climate change (ESRS E1), pollution (ESRS E2), water and marine resources (ESRS E3), biodiversity (ESRS E4) and resource use and circular economy (ESRS E5) to qualitative information. During the phase in period, Veolia will study appropriate quantitative assessment methods.
- Some information is unavailable for this first sustainability statement and is the subject of action plans for publication for fiscal year 2025:
  - the detailed energy mix, the calculation of which will be automated and directly integrated into the reporting platform so as to allow publication in the sustainability disclosures from fiscal year 2025 onwards;
  - supplier payment terms, with an action plan, the first step in which will be to obtain data for the main business units by the end of 2025, which represent a majority share of the Group's expenses. This plan will then continue with the objective of covering 80% of the expenditure for the fiscal year 2026;
  - water consumption of sites in water risk areas: the metric is calculated only for sites in high water stress zones, and does not take into account the wider list of sites with simple water risk.
- Disclosures stemming from other legislation: the detailed table is available in section 4.1.5.3 below.

4.1.1.4 Governance

4.1.1.4.1 The role of the administrative, management and supervisory bodies

This section meets Disclosure Requirement GOV-1 of ESRS 2.

The Board of Directors of the Company determines the strategic directions, including the multifaceted performance objectives, after consulting its committees, and on a proposal from Executive Management.

From its creation, Veolia's Purpose has been supported and steered at the undertaking's highest level. A source of inspiration and a tool for steering the previous Impact 2023 strategic program, it served as a compass for the development of the new strategic program, GreenUp.

In its Purpose, Veolia expresses its aim to take stakeholder expectations into account when creating and sharing wealth. Accordingly, it has committed to a multifaceted performance which is equally attentive to and has the same high standards for economic and financial, commercial, human resources, corporate social and environmental performance. This rigor can be found in all Group processes, so that the multifaceted performance objectives drive the management of activities.

(1) *Pudong Water ; Changzhou ; Kunming ; Tianjin Teda ; Tianjin Jinbin*

* *Scope 4, also called erased emissions, is a concept specific to Veolia, to assess the GHG emission reductions of third parties thanks to Veolia's decarbonizing solutions. It is defined in point 4.1.2.1.4. Veolia ensures that scope 4 is recognized differently than its scopes 1, 2 and 3 emissions and may under no circumstances be subtracted from them.*

Composition of administrative bodies, and sustainability expertise and skills

Antoine Frérot
Chairman of the Board of Directors

Estelle Brachlianoff
Chief Executive Officer

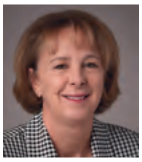
14
Directors and 1 Non-voting member (*censeur*)

7 Independent Directors

Pierre-André de Chalendar
Senior Independent Director

Olivier Andriès

Véronique Bédague



Isabelle Courville

Julia Marton-Lefèvre

Francisco Reynés

Guillaume Texier

1 Director representing employee shareholders

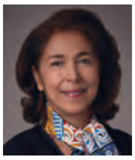
Agata Mazurek-Bąk

2 Directors representing employees

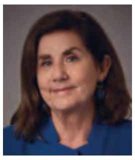
Franck Le Roux

Pavel Páša

2 Non-independent directors

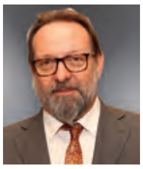


Maryse Aulagnon



Marion Guillou

1 Non-voting member (*censeur*)



Enric Xavier Amiguet i Rovira

** Chairman/Chairwoman*

Skills matrix

Skills and number of directors having the expertise

CSR	14
INTERNATIONAL EXPERIENCE	11
EXPERIENCE IN VEOLIA'S BUSINESSES	11
PUBLIC AFFAIRS	11
BANK, FINANCE	10
R&D	8
INDUSTRY	7
DIGITAL	6

Independence rate*	Proportion of women*	Non-French Directors	Average age
64%	54.5%	5	62

* Excluding the two Directors representing employees and the Director representing employee shareholders

Accounts and Audit · Nominations · Compensation · Research, Innovation and Sustainable Development · Purpose of the Company

The composition of the Board of Directors is detailed in Chapter 3, section 3.1.1 above.

For its composition and that of its committees, the Board of Directors has for several years applied a diversity policy which is regularly reviewed:

- balanced representation of women and men;
- ages;
- nationalities;
- expertise;
- independence;
- international experience.

Directors' skills are described in Chapter 3, section 3.2.1.2 above, which contains a skills matrix.

As such, eight skills (see skills matrix above), including one related to CSR issues, have been identified to enable directors to perform their duties at best as possible, given the nature and scope of the Group's activities and strategy.

In preparing its proposals concerning its composition, the Board of Directors, at the recommendation of the Nominations Committee, takes into consideration the needs expressed during the assessment of its activities: internationalization of the Board of Directors, knowledge of Veolia's businesses and the global sustainable development ecosystem including climate issues.

As such, it should be noted that Julia Marton-Lefèvre, an independent expert on sustainable development, was appointed as Independent Director at the General Meeting on April 25, 2024.

Thus, all Directors have a CSR skill. The following criteria enable the validation of CSR competence through knowledge and experience in the following areas:

- Environment: climate - biodiversity - management of water, energy and waste resources - circular economy;
- Social: human resources - social issues;
- Governance/social: Business conduct, including management of third parties/suppliers - ethics and compliance.

A description of the main areas of expertise and experience in CSR is contained in the individual Directors' Briefs in section 3.1.1.3 of Chapter 3 above. Therefore, the Board of Directors as a whole represents a wide range of CSR expertise.

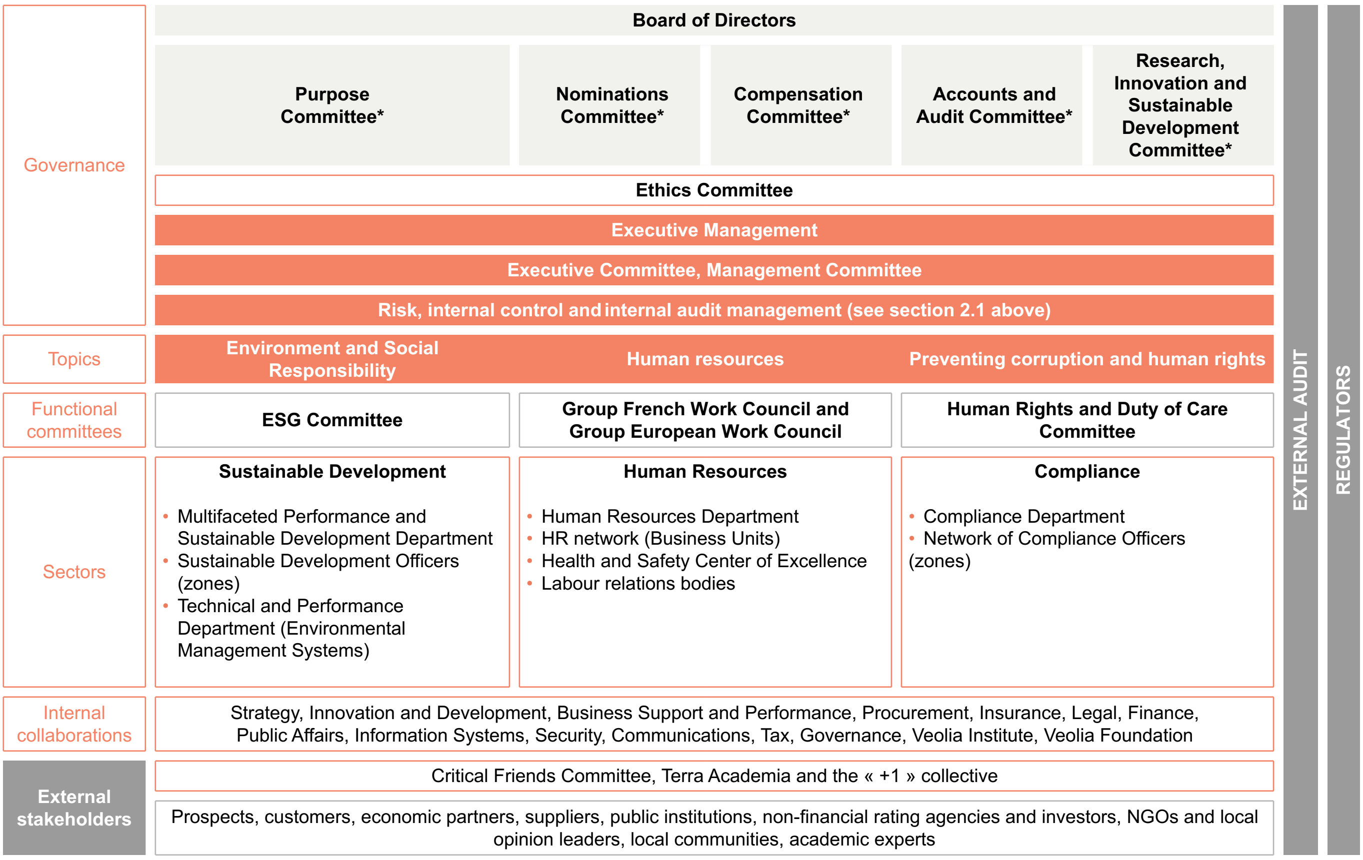
Thus, this diversity and the complementary nature of experiences and expertise enable the Board of Directors to quickly and thoroughly understand Veolia's strategic matters and those relating to sustainability.

Regarding the training of directors in sustainability matters, the Group has produced a publication for directors since 2023: The Sustainable Company. Each issue of The Sustainable Company magazine addresses a specific theme:

- in 2023: non-financial reporting, carbon neutrality;
- in 2024: human resources performance and stakeholder engagement, protecting populations from climate threats.

The Company also organizes meetings for the Directors with economic and political leaders as well as visits to operating sites, including exchanges with the Group's operational teams. These annual visits contribute to a better knowledge of Veolia's businesses and their multiple challenges, particularly environmental and social issues in the various geographical areas. In 2024, site visits were organized on the occasion of the annual visit of the Board of Directors to Chile.

Roles and responsibilities of administrative and management bodies in relation to sustainability



* *Committee of the Board of Directors.*

The Company's Executive Management is provided by the Chief Executive Officer, a member of the Board of Directors, assisted by an Executive Committee, a discussion, consultation and general policy decision-making body which seeks to implement the Group's strategic direction. The Executive Committee is also consulted on the major topics of the Group's life, including the sustainability statement. The implementation of the Purpose is the responsibility of the Group's Executive Committee, each member of which is a sponsor of at least one multifaceted performance objective.

In addition, Management Committee meetings bring together, each quarter, all the heads of the Group's functions and geographical areas to share and commit to the Group's challenges and outlook.

The committees of the Board of Directors are required to review different sustainability statements:

1. the Purpose Committee is responsible for monitoring the progress made by the Group and guiding the choices made in this area. It was called on for the review of multifaceted performance indicators of the GreenUp strategic program;
2. the Nominations Committee makes recommendations on the future composition of the Company's governing bodies and assists the Board in its periodic evaluation work;
3. the Compensation Committee shall make proposals to the Board on the overall pay of executive corporate officers and on the terms and conditions of the performance shares grant plan. As such, it relies in particular on the Group's multifaceted performance to define quantitative financial and non-financial sustainability criteria;
4. the Accounts and Audit Committee follows the accounting, financial and sustainability reporting process and makes recommendations, where appropriate, to ensure the integrity of these processes prior to their submission to the Board and periodically evaluates its own work. It monitors the effectiveness of internal control and risk management systems, which includes risk mapping, materiality matrix, sustainability statement and the Group's insurance program. It is also involved in the review of the program, the action plan concerning the Group's compliance system and the annual report of the work of the ethics committee;
5. the Research, Innovation and Sustainable Development Committee assesses Veolia's strategy and policies in this area.

In 2023, Veolia created an ESG Committee, co-chaired by the Group General Counsel, the Senior Executive Vice President for Strategy, Innovation and Development, and the Senior Executive Vice President for Human Resources. It brings together functional departments in charge of environmental, social, societal, compliance and governance matters and ensures their coordination. As such, it obtains an understanding of the strategic direction and the monitoring of the ESG policy.

Validation of IRO-related targets by management bodies

Material impacts, risks and opportunities (IRO) (see section 4.1.1.7.2 below) and associated targets (see the topical chapters by ESRS detailing the IRO), largely result from the work carried out on the definition of the new GreenUp strategic plan by the Board of Directors in February 2024.

The IRO and associated targets have been reviewed by the Accounts and Audit Committee and have been validated by the Board of Directors.

4.1.1.4.2 Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies

This section meets Disclosure Requirement GOV-2 of ESRS 2.

Executive Management presents to the Audit and Accounts Committee and the Board of Directors the methods for the implementation of its sustainability strategy, with an action plan and the time-frames in which these actions will be carried out. It shall inform the Board of Directors annually of the results obtained. In the area of climate, the strategy is accompanied by objectives defined for different time-frames.

In 2024, the Audit and Accounts Committee was informed on a quarterly basis of the progress of work on sustainability reporting. This reporting presents the impacts, risks and opportunities induced by Veolia's various businesses, in a double materiality approach: that of identifying the positive and negative impacts of the Group on society and the environment and that of identifying the financial risks and opportunities from external factors affecting Veolia. In early 2025, the Accounts and Audit Committee reviewed the sustainability statement, which was subsequently validated by the Board of Directors.

4.1.1.4.3 Integration of sustainability-related performance in incentive schemes

This section meets Disclosure Requirement GOV-3 of ESRS 2.

Two incentive schemes are in place:

- the annual variable compensation mechanism, which applies to the Executive Resourcers, and which extension to all managerial staff is recommended. A description of how this scheme works is provided in the bonus policy, which is updated annually;
- the long-term incentive scheme, which takes the form of a performance share plan and which, for 2024, benefited 550 Group managers and executives. A description of how this scheme works is provided each year in the rules of the plan set up. The performance shares awarded are subject to performance conditions that apply over three years and to the condition that the beneficiaries are employed during that same period.

Each of these two schemes incorporates sustainability criteria, selected from among the multifaceted performance objectives set in the GreenUp plan (see section 4.1.1.5.1 below). These objectives, together with the measurement metrics, are thus integrated into the remuneration policies:

- Annual variable component: sustainability targets (non-financial quantitative targets) represent 30% of all criteria. Of these 30%:
  - a criterion associated with the "Health, safety and well-being" multifaceted performance objective is mandatory and may represent up to 10% of all criteria,
  - the remainder is divided between 2 and 5 criteria chosen from among the other multifaceted performance objectives (the objectives selected and their weighting are adapted to the business line and the challenges of the executive concerned);
- Long-term incentive: sustainability targets (non-financial quantitative targets) represent 50% of all performance conditions. For example, the following criteria were selected for the 2024 plan: Diversity and inclusion (10% of performance shares granted), Support to local communities (5%), Saved freshwater and resource regeneration (10%), Customer and consumer satisfaction (5%), Decarbonization of our customers (10%), Reduction of GHG emissions (10%).

With regard to the Chief Executive Officer, who benefits from these schemes, it is recalled that the remuneration policy is approved by the Board of Directors and submitted to the shareholders' vote at the General Meeting.

4.1.1.4.4 Statement on due diligence

This section meets Disclosure Requirement GOV-4 of ESRS 2.

As requested by ESRS 2, Veolia gives in the table below the location of the essential elements of due diligence, for each of the ESRS standards:

a) Embedding due diligence in governance, strategy and business model	ESRS 2 GOV-2 – § 4.1.1.4.2 ESRS 2 GOV-3 – § 4.1.1.4.3 ESRS 2 SBM-3 – § 4.1.1.7 and § 4.1.1.8 For each material topic, in the corresponding paragraphs of the topical ESRS
b) Engaging with affected stakeholders in all key steps of the due diligence	ESRS 2 GOV-2 – § 4.1.1.4.2 ESRS 2 SBM-2 – § 4.1.1.6 ESRS 2 IRO-1 – § 4.1.1.7.1 For each material topic, in the corresponding paragraphs of the topical ESRS
c) Identifying and assessing adverse impacts	ESRS 2 SBM-3 – § 4.1.1.7 and § 4.1.1.8 For each material topic, in the corresponding paragraphs of the topical ESRS
d) Taking measures to address these negative impacts	In the respective sections of the topical ESRS relating to the action plans
e) Tracking the effectiveness of these efforts and communicating	In the respective sections of the topical ESRS related to the definition of targets and metrics

4.1.1.4.5 Risk management and internal controls over sustainability reporting

This section meets Disclosure Requirement GOV-5 of ESRS 2.

Risk management integrates and feeds the materiality analysis of sustainability issues

Veolia's Risk Department has for many years deployed a process of reviewing all events that could prevent the Group from meeting its commitments. As part of the CSRD deployment, this process has been identified as one of the key processes for identifying material IRO:

- the risk universe managed by Veolia, which is broader than the areas covered by the sustainability statement, clearly encompasses all the topics to be addressed in this report. For more information on Veolia's risk factors, refer to Chapter 2 of this document;
- the double materiality study was conducted by integrating the results of the last annual risk assessment campaign. The same will apply to the annual updates that will be made thereafter.

An internal process dedicated to the collection of information in the Business Units

To reliably collect sustainability data from its Business Units, Veolia relies on an internal process that benefits from the experience accumulated year after year, with an information system called Global Report, deployed in all regions and activities:

- Making it possible to collect social and environmental information, consolidate it and ensure the calculation of metrics;
- Integrating the Group benchmarks (activities, metrics, etc.) in order to ensure overall methodological consistency;
- With consistency checks to reduce the risk of error;
- Led by the Business Support and Performance Department and the Human Resources Department, and involving a network of contributors and validators in the Business Units.

Veolia strengthens its internal controls on sustainability information

Veolia is strengthening its monitoring and reporting procedures on sustainability issues to meet the increase in the level of requirement, which now calls for sustainability statements to be compatible, in their entirety, with a limited assurance level of audit, under the new guidelines issued in 2024 by the High Audit Authority (H2A). In this context, the Group began in 2024 to expand the scope of action of its internal control to the entire scope of the CSRD.

Validation at the highest level

Sustainability statements are reviewed by the Group's Executive Management and the Accounts and Audit Committee, and validated by the Board of Directors.

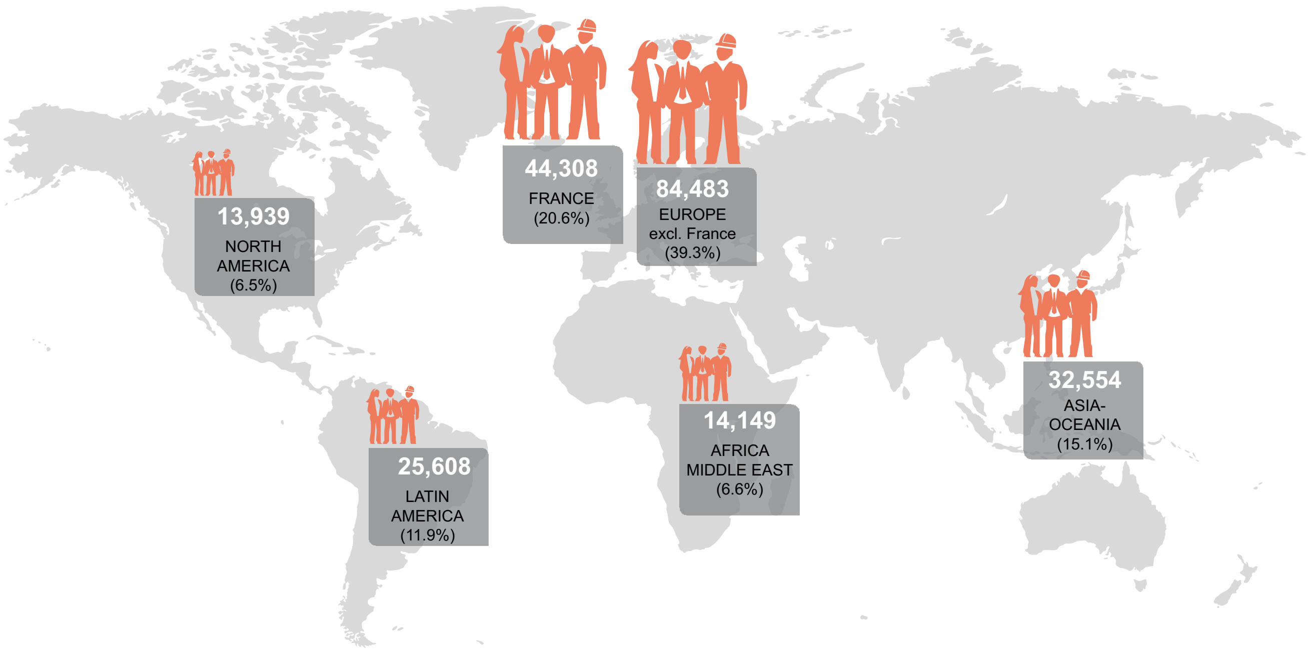
For additional detailed information, please refer to Chapter 2 above "Risk factors and control" of this URD.

4.1.1.5 Strategy, business model and value chain

This section meets Disclosure Requirement SBM-1 of ESRS 2.

The map below gives a summary view of the breakdown of Group employees by geographical area, as set out in section 4.1.3.1 Own workforce below.

Geographic breakdown of employees in the workforce as of December 31, 2024



In accordance with the financial statements, revenue for 2024 was €44.692 billion.

4.1.1.5.1 Strategy

A detailed presentation of Veolia's strategy is set out above in Chapter 1 of this document. This section summarizes the main elements regarding the sustainability statement.

2024: First year of implementation of the new GreenUp 2024-2027 strategic program

For Veolia, ecological transformation requires solutions which decarbonize, depollute and regenerate with a view to preserving health, purchasing power, the strategic autonomy and attractiveness of the regions and the performance of industrial customers.

Dedicating efforts to greening, transformation, and not just to what is already "green", Veolia is also accelerating its own decarbonization trajectory, with an emissions reduction (scopes 1 & 2) of -50% by 2032, compatible with the 1.5°C warming trajectory of the Paris Agreement, and a target of Net Zero in 2050. The corresponding plan was approved by the SBTi (Science Based Targets initiative) and obtained the NZ2 score from Moody's Net Zero Assessment in 2024. As indicated in section 4.1.1.2 above, this plan will be submitted to the SBTi again in 2025, following the application of the new methodology for allocating GHG emissions to scopes 1, 2 and 3.

The Group is also keen to have its employees as its leading shareholder. It is an employer of reference with an employee engagement rate of 89% and has got top rankings in the ESG classifications drawn up by non-financial rating agencies.

Three impact commitments for the planet: decarbonize, regenerate resources and depollute

Thanks to the combination of its different businesses – Water, Energy and Waste – Veolia aims to help its customers decarbonize, regenerate resources and depollute: 18 million metric tons of CO_2 erased, 1.5 billion m^3 of preserved water and 9 million metric tons [(1)] of hazardous waste treated by 2027.

To meet this ambition, the GreenUp program will enable Veolia to:

- strengthen its position as a world and European leader in its "**strongholds**": municipal water, recycling and recovery of solid waste and heating networks; and
- accelerate and step up the growth of its **boosters** with the greatest impact: technologies and new solutions for water, hazardous waste treatment and bioenergy, electrical flexibility and energy efficiency.

Spearheads of Veolia's growth, the boosters are strategic activities to which the Group will devote a major share of its resources, as part of its GreenUp plan and aims to achieve revenue growth of +50% by 2030. They already account for 30% of its revenue and will generate 70% of its 2024-2027 growth. Veolia will allocate half of its growth investments to these activities, i.e. €2 billion, as much as for all the activities in the previous strategic program, in order to:

- Produce **low-carbon local energy** for all municipal and industrial customers with the ambition to produce 8 gigawatts of bioenergy and achieve a flexible installed capacity of 3 gigawatts by 2030 (bioenergy from non-recyclable waste or wastewater, recovery of waste heat and cold, energy efficiency solutions, electricity flexibility and ancillary services, etc.);
- Propose **innovative solutions to treat wastewater and drinking water**, based on its technology portfolio, with a dual objective:
  - Eliminate new pollutants;
  - Preserve water resources.
- **Accelerate hazardous waste treatment,** including innovative and circular solutions for solvents, lithium batteries, etc.

(1) Scope impact related to the disposal of RGS (United States).

To do this, Veolia benefits from its ability to duplicate its proven solutions around the world, adapting them to the local context to benefit the 56 countries where it is present, and integrating the efficiency gains of digital technology and artificial intelligence.

Already a leading player in the research and development of environmental solutions, with 14 R&D centers worldwide and more than 5,000 patents, the Group will significantly boost its investments in innovation, doubling them with an additional €200 million.

A strategy embodied through multifaceted performance

GreenUp is fully in line with Veolia's 360° multifaceted performance system rolled out in 2020, guided by its Purpose. A veritable tool to monitor all aspects of performance (shareholders, customers, planet, employees, society), the multifaceted performance indicators were reviewed and simplified as part of GreenUp. All objectives have an Executive Committee member as a sponsor who ensures their achievement:

Three impact commitments for the planet: decarbonize, regenerate resources and depollute

Veolia participates in the implementation of all 17 UN Sustainable Development Goals (SDGs), with a direct impact on 14 SDGs:

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

15 priority objectives for multifaceted performance under GreenUp 2024-2027:

Aspect	Commitment	Objective	Indicator	2023 baseline	2024 Results	2027 target
Commercial performance	Guarantee results over the long-term through innovative services	**1. Customer and consumer satisfaction**	Customer satisfaction rate calculated using the "Extended Net Promoter Score" methodology (score and revenue coverage)	Not applicable	NPS = 55 out of 81% of revenue	Score ≥ 30 with 80% of revenue covered
		2. Decarbonization of our customers – Scope 4*	Erased GHG emissions* (new methodology)	13.45 million metric tons	+13% vs 2023	+30% vs 2023
		3. Growth boosters and innovation	Revenue growth in priority business segments (energy, water technology, hazardous waste)	€12.032 billion	+6.6 %	CAGR ≥5% at constant energy prices and exchange rates, excluding divestitures planned at 01/01/24
Environmental performance	Combat pollution and accelerate the ecological transformation	**4. 4. Decarbonization – scopes 1 and 2 reduction**	Scopes 1 and 2 GHG emissions reduction	24.4 million metric tons of CO_2 eq (2021 baseline)	-14.5 %	-18% vs 2021
		5. Decarbonization – transformation of our assets	Decarbonization Capex, including the phase-out of coal and methane capture (2024-2027 cumulative)	Not applicable	€133.5 million	€600 million (2024-2027 cumulative)
		6. Saved freshwater and resource regeneration	Saved freshwater (reuse, desalination, leakage reduction)	1.4 billion m3	1.45 billion m^3	≥ 1,5 billion m^3
		7. Depollution – biodiversity	Biodiversity preservation on sensitive sites	59% progress on action plans (new scope)	73% progress on action plans	≥ 85% progress on action plans
Human resources performance	Give meaning to our employees work and help them with career development and commitment	**8. Health, safety and well-being**	Lost time injury frequency rate (Veolia employees)	4.95	4.33	≤ 4.1
		9. Employee commitment	Employee commitment rate (Voice of Resourcers survey)	89 %	88 %	≥ 85 %
		10. Diversity and inclusion	Proportion of women in the Group Management Committee	25.6 %	32.4 %	≥ 30 %
Social performance	Support regional development through responsible means	**11. Ethics and integrity**	Positive answers to the ethics and compliance question in the "Voice of Resourcers" survey	88 %	86 %	≥ 83 %
		12. Support to local communities	Residents benefiting from inclusive solutions to access essential services (all activities)	7,8 M people	8.4 million people +8 % vs 2023	8.4 million people (at constant 2023 scope)
Economic and financial performance	Increase prosperity and results over time	**13. Profitability**	Current net income, Group share	€1,335 million	€1,530 million	CAGR ~10% (constant FX 2023)
		14. Investment capacity	Free Cash Flow (before discretionary growth investments)	€1,683 million	€1,819 million	Annual target
		15. Return on capital employed	Post-tax ROCE	8.3 %	8.8 %	Annual target

** Scope 4, also called erased emissions, is a concept specific to Veolia, to assess the GHG emission reductions of third parties thanks to Veolia's decarbonizing solutions. It is defined in point 4.1.2.1.4. Veolia ensures that scope 4 is recognized differently than its scopes 1, 2 and 3 emissions and may under no circumstances be subtracted from them.*

Beyond the 15 priority objectives, as part of its environmental policy, Veolia is proposing a guide consisting of a set of business themes associated with performance values to help local entities set improvement targets (see the EIMS point below):

Combating climate change - Decarbonization	2027 guide value
Methane capture rate at landfill sites	61 %
Energy performance of heat production and cogeneration plants (1)	75 %
Energy efficiency of drinking water production (2)	220 Wh/m^3
Energy efficiency of wastewater treatment (3)	790 Wh/kg DCO abattue
CO_2 emissions relating to waste collection	< 1.2 kg CO_2/km

(1) Thermal plants selling more than 100 GWh/year.
(2) Drinking water production plants exceeding 60,000m³/day.
(3) WWTP with a population equivalent capacity of over 100,000.

Depollution	2027 Guide value
Wastewater treatment: BOD5 treatment efficiency (3)	> 96 %
Wastewater treatment: COD treatment efficiency (3)	> 92 %
NOx emissions from waste incineration (mg/Nm^3)	< 110 mg/Nm^3
SOx emissions from waste incineration (mg/Nm^3)	< 20 mg/Nm^3
Dust emissions from waste incineration (mg/Nm^3)	< 3 mg/Nm^3
NOx emissions from power plants (1) (g/MWh of fuel consumed)	< 190 g/MWh
SOx emissions from power plants (1) (g/MWh of fuel consumed)	< 120 g/MWh
Dust emissions from power plants (1) (g/MWh of fuel consumed)	< 10 g/MWh
Hg emissions from power plants (1) (mg/MWh of fuel consumed)	< 5 mg/MWh

Saved freshwater and resource regeneration	2027 Guide value
Yield rate of drinking water distribution networks (4)	> 75 %
Percentage of end-customer smart metering solutions	30 %
Recovery rate of bottom ash, residues from waste incineration	> 90 %
Recovery rate for combustion waste in the Energy business (fly ash, bottom ash) (1)	> 70 %
Recovery rate (material, energy) of wastewater treatment sludge (3)	75 %

Biodiversity and ecosystems	2027 Guide value
Percentage of sites with "zero" use of phytosanitary products	95 %
Implementation rate of ecological management at sites with more than one hectare of green spaces	95 %
Percentage of biomass traceability (wood) for energy production (5)	100 %
Percentage of biomass (wood) certification for energy production (5)	100 %

(1) Thermal plants selling more than 100 GWh/year.
(2) Drinking water production plants exceeding 60,000m³/day.
(3) WWTP with a population equivalent capacity of over 100,000.
(4) Drinking water distribution plants exceeding 50,000 inhabitants.
(5) Covering the scope of operational control on the supply of biomass.

An operational policy integrating the Group's experience around the world

The Business Support and Performance Department provides all of the Group's Business Units with a documentary corpus for each of the businesses, consisting of:

- Operational standards developed and maintained by the Group's business experts;
- Sharing good practices, benchmarks, tools, scientific and technological references;
- Technical and commercial support on topics that present a challenge for the Group;
- Business community facilitation (webinars, business forums, training materials, etc.).

A Business Unit-level Environmental & Industrial Management System

Each Business Unit (BU) adapts with subsidiarity to its local context, the latter being very varied. Consistency is provided by the Environmental and Industrial Management System (EIMS), led by the Group Business Support and Performance Division, which allows each BU to define priorities and action plans adapted to Veolia's multi-local context, while taking into account the standard targets and operational policies as defined by the Group above.

The Business Units review their environmental and industrial risks annually and critically analyze their business performance, particularly in light of the guide values set out above, and in connection with risk mapping. This allows each BU Director to explicitly define, for each year, progress commitments and associated action plans, adapted to their particular local context.

4.1.1.5.2 Business model

Veolia's business model is based on multifaceted performance, with the creation of five types of value:

- environmental;
- commercial;
- economic and financial;
- social;
- societal.

OUR BUSINESS MODEL

Veolia's business model is rooted in its multifaceted performance, driving transformations aimed at creating balanced value across the environmental, commercial, financial, human resources and social spheres. A model based on solid foundations, it is guided by the strategic directions set out in GreenUp and fully aligned with the Group's purpose.

PURPOSE

MULTIFACETED PERFORMANCE

CLEAR STRATEGIC DIRECTION: GreenUp

SOLID FOUNDATIONS

1. Presence in 56 countries:
local roots with flexible organization and extensive regional networks.

2. Complementarities between our businesses:
combined services that decarbonize, depollute, and regenerate resources.

3. Balanced contract portfolio:
- contributes to financial solidity;
- water / energy / waste; short term and long term;
- municipal and industrial clients.

MULTIFACETED PERFORMANCE CREATES VALUE

1. Environmental performance

Decarbonization: transforming our assets (exiting coal, capturing methane) and cutting our GHG emissions; depolluting for our customers; protecting biodiversity; protecting freshwater resources, etc.

2. Commercial performance

Innovative services aligned to customer requirements; customer and consumer satisfaction (Net Promoter Score and Net Satisfaction Score); decarbonizing our clients.

3. Economic and financial performance

Profitability (current net income – Group share); free cash flow before investments; post-tax ROCE.

4. Human resources performance

Employee engagement; diversity and inclusion; health, safety and well-being.

5. Social performance

Support for local communities; ethics and integrity.

RECONCILE HUMAN PROGRESS AND ENVIRONMENTAL PROTECTION

CREATING VALUE

SHARED GLOBAL CHALLENGES

GROWTH BOOSTERS

STRONGHOLDS TO OPTIMIZE AND DEVELOP

4. Operational excellence:
solutions to complex problems; integrated risk management; roadmap for net zero by 2050.

5. Employee engagement:
in 2024, 86% of employees said they were proud to work for Veolia.

6. Mechanisms for regular stakeholder dialogue:
with customers, planet, employees, society, and shareholders.

STRATEGIC PLAN ALIGNS WITH OUR CHALLENGES

I. Three priorities: decarbonize, depollute, protect and regenerate resources

Issues such as climate change, resource scarcity, pollution, threats to biodiversity, health and safety... are driving demand from our stakeholders for solutions to protect their health, climate, resources, and the planet.

II. Growth boosters

1. Decarbonizing local energy
Develop production of bioenergy; provide solutions for flexibility in electricity grids; optimize energy efficiency.

2. Water technologies and innovative solutions
Regenerate strategic metals and salts; produce ultrapure water; reuse wastewater; treat micropollutants; desalinate seawater.

3. Hazardous waste processing
Support rising demand for hazardous waste treatment driven by industrial production and stricter regulations.

III. Strongholds to optimize and develop

4. Municipal water
Drinking water production and distribution; wastewater collection and treatment.

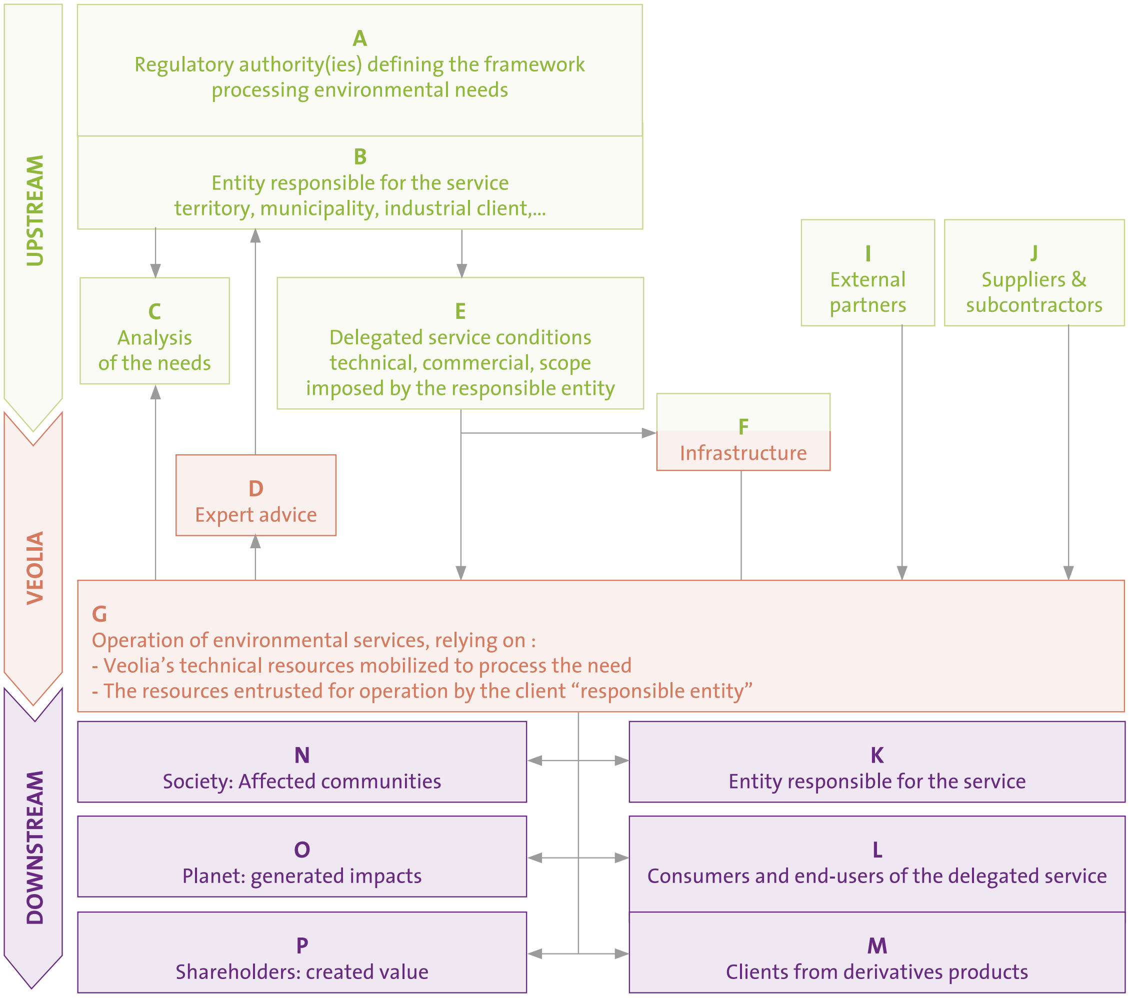
5. District heating and cooling networks
Distribution of heat or cold via collective district networks.

6. Non-hazardous waste
Collection; sorting and recycling; incineration; landfill.

4.1.1.5.3 Value chain

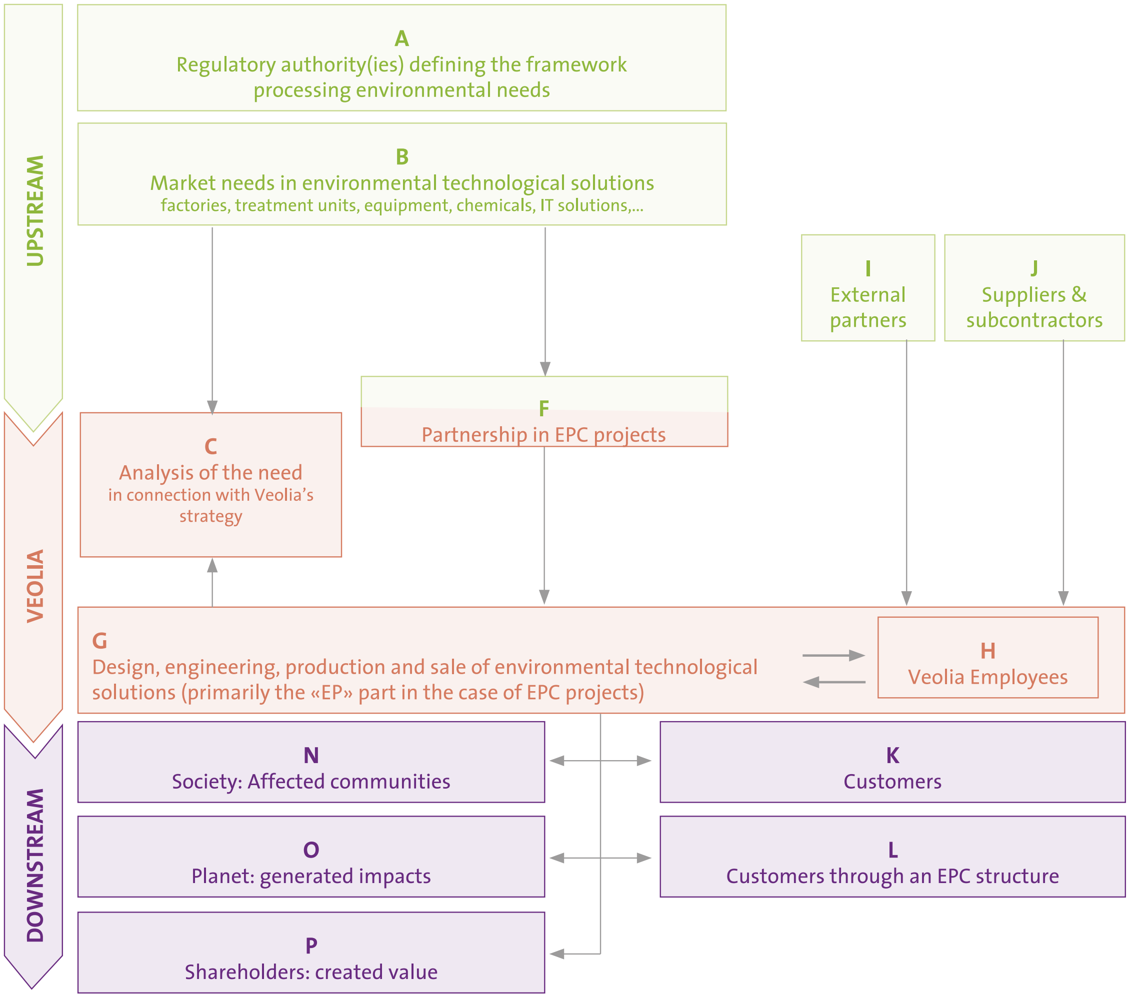
To describe Veolia's value chain, it is necessary to differentiate between two situations:

Situation 1: Veolia as environmental services operator



A	***Global regulatory authority*** *(legislator) or local (e.g. water agency): Defining the framework for processing needs of very diverse natures: drinking water to distribute, waste water to sanitize, waste to collect and treat, etc. sometimes materialized by a flow to be treated (e.g. waste water, waste).*
B	***Entity responsible for the service:*** *This may be a local authority for local public services (water, waste), an industrialist concerning treatments to be carried out on his factory, or Veolia itself on certain factories operated in a «merchant plant» scheme.*
C, D	***Analysis and advice:*** *The need is analyzed by the authority, but also by Veolia who plays a role as expert advisor.*
E	***Service features:*** *The authority defines the way the service is to be operated, with very various contractual and operational schemes, for example:* *- Environmental service specifications* *- Technological and operational options imposed or not by the authority, which can for example delegate the operation of an infrastructure (factory, network)* *- Accountability or not for a benefit or a level of performance*
F	***Infrastructure:*** *Production infrastructure (factory, network, equipment,...) which can in some cases be wholly or partially owned by the client or Veolia.*
G	***Service delivered:*** *Operated by Veolia with a performance depending both on the leeway defined at E and the intrinsic performance of Veolia. Some examples: drinking water service, urban heating, industrial water treatment, waste collection and treatment…*
I	***External partners:*** *A collaboration can relate to financing, access to a market, access to a qualification or know-how...*
J	***Suppliers & subcontractors:*** *Mainly energy, chemicals, equipment.*
K, L	***Customer of the service:*** *Mainly the responsible entity B but also when there are users of the service (subscribers to the drinking water or urban heat distribution for example).*
M	***Clients from derivatives products:*** *For example, material enhancement or heat reuse in the case of incineration.*

Situation 2: Veolia as supplier of environmental technology solutions



A ***Regulatory authority(ies):*** *Defining the framework and standards for the treatment of environmental services.*

B ***Market needs:*** *The market needs are various, for example :*
- Drinking water treatment units, desalination, sanitation, water reuse
- Basic equipment (filtration membranes for example).
- Chemical treatment products
- IT monitoring and optimization solutions.

C ***Analysis of the need:*** *Generic or specific (bid offer for example)*

F ***EPC Partnership:*** *EPC projects (engineering, procurement, construction) are a common form for large achievements. Veolia's strategy is to bring its engineering and procurement capabilities, while partnering with a builder as part of the global EPC project.*

G ***Veolia's Role:***
- Design, relying on internal R&D resources to which are added external partners depending on the subjects
- Production: internal resources and partly outsourced
- Sale: on catalog or in response to call for tenders
- Primarily engineering and procurement («EP») in the context of EPC projects

I ***External partners:*** *The collaboration can relate to*
- Additional design means provided by a company, a university, etc.
- Means of carrying out projects complementary to those of Veolia (civil engineering, installation,...)
- Means of financing

J ***Suppliers & subcontractors,*** *which mainly bring:*
- Chemical substances, for example, in the mixtures made by Veolia in the products sold
- Sub-assemblies and equipment included in the composition of the solutions sold
- Installation services for the solutions sold

K, L ***Various customers,*** *directly or through EPC partnerships, mainly*
- Environmental service operators (public or private),
- Industrials wanting to incorporate elements of environmental services into their production chain
- Laboratories

4.1.1.6 Interests and views of stakeholders

This section meets Disclosure Requirement SBM-2 of ESRS 2.

Veolia has identified five key stakeholder categories:

- customers;
- planet;
- employees;
- society;
- shareholders.

Their point of view has been integrated into the process of defining Veolia's strategy for a long time and the need to define new strategic directions for 2024-2027 has led to strengthening the listening system of stakeholders through different channels:

- **Critical Friends Committee:** A group made up of representatives of civil society from the associative, institutional, academic or corporate worlds, specialists in environmental, social or governance issues, and whose complementary experiences provide valuable insights from the perspective of stakeholders. Discussions are held regularly on important topics with this committee;
- **Veolia employees** who contribute through:
  - Annual "Voice of Resourcers" surveys, whose main theme is employees engagement
  - the collaborative approach "Inspire 24-27", devoted during its upstream phase to the co-construction of the draft strategic program 2024-2027.
  - the staff representation bodies, which were informed in 2024 within the Group's central structures (Group French Work Council, Group European Work Council, holding company Work Council), will be informed and consulted in 2025, according to the procedures defined within each of these bodies, on sustainability information from the time of its publication; this information and consultation will also concern the relevant central bodies representing the staff of the business units concerned. This will be done by focusing on the integration of this consultation in the context of information/consultation on the strategic priorities.
- **Collective "+1",** consisting of voluntary partners representing the views of the five types of stakeholders, with a diverse collective experience to share in order to get to know each other better and collaborate to imagine a common path toward ecological transformation. This collective, driven by an innovative methodology for dialog, aims to broaden the Group's capacity to listen and exchange with stakeholders close to its geographical areas and the regions in which the Group operates;
- **Specific analyses,** to gather expectations for ESG publications from:
  - financial players (investors, funds, banks),
  - as well as rating agencies;
- **Analysis of the main controversies involving Veolia,** which are carefully monitored and managed.

The feedback thus collected from stakeholders was taken into account, both in the development of GreenUp and in the CSRD's double materiality analysis process. The link of the material IRO with the main stakeholders involved is mentioned in the topical standards.

4.1.1.7 Disclosures in relation to specific circumstances

This section meets the following requirements of ESRS 2:

- IRO-1 on the process of identification and evaluation of material IRO;
- IRO-2 regarding the Disclosure Requirements covered by the sustainability statement;
- first part of SBM-3, which deals with the list of material IRO.

4.1.1.7.1 Method of identification and evaluation of IRO

The double materiality study was conducted in compliance with the principles defined by the CSRD by an internal team having a thorough knowledge of Veolia available, in terms of:

- diversity of activities;
- risk factors;
- environmental, social, societal and governance issues;
- financial aspects;
- views of different types of stakeholders.

The identification and assessment of impacts, risks and opportunities was based on:

- internal sources:
  - existing impact assessments and risk analyses,
  - work by experts in the various businesses and CSR aspects;
- external sources:
  - contributions from stakeholders mentioned in section 4.1.1.6 above,
  - industry studies and references, international standards and benchmarks,
  - main controversies involving Veolia;
- with the methodological support of an external firm.

Because of its activities and contracts, Veolia considered the five-year time-frame – corresponding to the short and medium terms according to the definition of the CSRD – to be predictable with a good level of assurance.

The time-frames of each of the material IRO are specified in the corresponding topical standards.

The identification of the material IRO has been conducted as follows:

- Establishment of a list of the main issues for Veolia regarding ESG aspects by integrating both internal aspects and the perspective of stakeholders;
- Identification of corresponding IRO for each of these issues, concerning Veolia and its value chain:
  - positive or negative external impacts,
  - financial risks or financial opportunities from external sources affecting Veolia
- materiality assessment of each of these IRO on a scale from 1 (minimum score) to 5 (maximum score), based on the following criteria:
  - positive impacts: scale[1] and probability over the next five years, geographical extent, anticipation or otherwise of a strengthening of the scale beyond the five-year time-frame.
  - negative impacts: same criteria as positive impacts, plus an assessment of remediation,
  - financial risks and opportunities: financial impact on the Group's net income (loss) according to a five orders of magnitude scale and probability of occurrence within and beyond a five-year time-frame respectively;
- Verification of the consistency of the list of IRO with the themes and the 15 priority objectives of GreenUp multifaceted performance (see section 4.1.1.5.1 above);
- Verification of the consistency of the identification and evaluation result described above, in relation to a materiality threshold set at three:
  - review of the list of material IRO with an extended circle of internal contacts,
  - review of the IRO' labelling in terms of impacts, risks or opportunities with external CSRD experts,
  - verification that no potentially material IRO have been excluded due to an assessment just below the threshold set at three on the rating scale.

This process of determining material IRO will be updated every year, to incorporate external and internal developments, as well as the results of risk assessment campaigns.

The list of material IRO for fiscal year 2024 was drawn up in a manner that was fully consistent, on the one hand, with the risk mapping approach and, on the other hand, with their translation in the financial statements (provisions, impairment, etc.). As such, Veolia does not expect any significant adjustments to its financial statements in relation to its material IRO.

4.1.1.7.2 List of material IRO

The approach outlined above led to a list of 41 material IRO presented below in table form for 2024.

In order to make it easier to read, it was decided to link it to the Group's strategy, according to the following six themes:

- decarbonization to limit climate change;
- depollution and preservation of nature;
- economical use and regeneration of resources;
- safe and resilient essential services for regions;
- stakeholder engagement in ecological transformation;
- attractiveness, safety and equity of the undertaking.

A color and column representation helps differentiate the different types of IRO, and to make it easier to find them in the rest of the sustainability statement. Their numbering starts with the relevant topical ESRS.

Veolia-specific topics

Some IRO correspond to disclosures outside those predefined in the CSRD. For example, the CSRD covers GHG emissions in ESRS E1, and pollution emitted in ESRS E2, but these same ESRS do not address decarbonization or decontamination as economic activities for third parties. This is due to the very nature of Veolia's activities as an environmental services undertaking and Veolia has therefore chosen to include in its sustainability statement specific publications in addition to the basic information predefined in the ESRS, as provided for in point 11 of paragraph 1.1 of ESRS 1.

For a clear reading of the list of IRO, it appeared necessary to identify those that fall under this type of situation: they are recognizable by an outline in the table below and their code includes the words "ES" (for "entity specific") between the ESRS standard reference and the IRO serial number.

The others IRO contain the letters "ST" (for "standard").

Example: IRO E4-ES-1 "Contribution by depollution to the preservation of biodiversity and ecosystems" is set out:

- In section 4.1.2.4 Biodiversity and ecosystems below, which deals with ESRS E4;
- And the letters "ES" indicate that the subject discussed is specific to Veolia.

(1) *Scale denoting consequences for stakeholders:*
1: low impact leading to no significant change;
2: moderate impact leading to limited and localized change;
3: significant impact leading to significant change over a broad perimeter;
4: major impact leading to deep and widespread change;
5: maximum impact leading to critical and global repercussions.

List of IRO 1/2

	VALUE CREATION FOR STAKEHOLDERS		MITIGATION OF NEGATIVE IMPACTS AND FINANCIAL RISKS		
Decarbonization to limit climate change					
Alignment of Veolia's GHG emissions trajectory with the 1.5°C target	**E1-ST-3** Attractiveness for financial players due to decarbonization	**E1-ST-5** Reduction of OpEx by increasing the energy efficiency of our installations	**E1-ST-1** Significant GHG emissions (scopes 1, 2 and 3) requiring the implementation of a transition plan	**E1-ST-4** Additional costs resulting from increased regulatory requirements for GHG emissions	**E1-ST-2** Gradual exclusion by the financial sphere If not exiting coal-based energy production
Increase in erased* GHG emissions for the value chain	**E1-ES-6** Increase in the volume of erased GHG emissions for our value chain: material recycling, decarbonization of clients, etc.	**E1-ES-7** Development of solutions to reduce clients' GHG emissions, in particular: energy efficiency, flexibility, local decarbonizing energy			
Depollution and nature preservation					
Development and deployment of depollution solutions	**E2-ES-2** Development of depollution activities for our clients in line with the new requirements (emerging pollutants in water, micropollutants, endocrine disruptors, etc.)		**E2-ST-1** Pollution generated by our own activities (air, water, soil, hazardous waste, etc.)		
Increase and improvement of hazardous waste (HW) treatment	**E2-ES-3** Increased capacity of hazardous waste treatment in the different treatment technologies, in order to meet the growing needs of clients	**E5-ST-3** Commercialization of innovative solutions to regenerate resources from hazardous waste (e.g. battery recycling)			
Preservation of biodiversity on our sites and in our value chain	**E4-ES-1** Contribution to the preservation of biodiversity and ecosystems through depollution		**E4-ST-2** Impact of our sites and value chain on ecosystems and biodiversity		
Resource sparing use and regeneration					
Sustainability of the water resource	**E3-ES-2** Development of activities to reduce freshwater withdrawals: seawater desalination, reuse of treated wastewater, reduction of leaks in municipal networks	**E3-ES-3** Support to industrial clients for a sustainable use of water resources	**E3-ES-4** Gap between customer expectations around responsible use of drinking water and current volume-based remuneration models	**E3-ST-1** Pressure exerted on the resource by water withdrawals	
Recovery of secondary raw material and/or energy in waste	**E5-ES-2** Development of activities for the recovery of certain materials due to pressure on resources and the need to limit the use of virgin resources	**E5-ES-4** Energy recovery of non-recyclable waste (SRF-RDF), contributing to decarbonization	**E5-ST-1** Adaptation to changes in the waste value chain, resulting in the need for technical and commercial innovation at Veolia		

Type of IRO : Positive impact | Financial opportunity | Negative impact | Financial risk

Boxes with entity-specific topics are branded with broad lines

**see the definition of "erased emission" in the standard ESRS E1, section 4.1.2.1*

List of IRO 2/2

	VALUE CREATION FOR STAKEHOLDERS		MITIGATION OF NEGATIVE IMPACTS AND FINANCIAL RISKS	
Safe and resilient essential services for territories				
Local development of territories through access to essential services and value creation	**S3-ST-1** Contribution to local wealth and employment in the territories (value chain)	**S3-ST-3** Inclusive measures adapted to different types of contexts, including access to essential local services such as water		
Resilience of environmental services	**S4-ST-2** Continuity and quality of essential services thanks to the safety of our operations	**S3-ST-4** Resilience to severe environmental crises (climate change, health crisis) in order to ensure an essential minimum service	**G1-ST-2** Cost of remediating a large-scale cyberattack (operational control systems and personal data), associated with image loss	**E1-ST-8** Operational risks related to climate change (direct and supply chain)
Stakeholders engagement in ecological transformation				
Dialogue with stakeholders in the service of a sustainable transformation	**S3-ES-6** Veolia's pedagogical role with stakeholders to proactively explain the respective levers of each of the players to achieve ecological transformation		**S3-ST-5** Risk of challenge and dispute by a stakeholder based on its perception of our activities	
Responsible management of the supply chain	**S3-ST-2** Contribution to develop the local economic fabrics through local purchasing and sourcing		**S2-ST-1** Reputational risk in the event of serious incidents in the supply chain (human rights, labour law, environmental damage, etc.)	
Satisfaction of clients and end-users	**S4-ST-1** Consumer and end-user satisfaction through the quest for quality in the services provided	**S4-ES-3** Renewal and gain of new contracts based on recognition of our operational know-how		
Ethical practices and proper business conduct			**G1-ST-1** Loss of contracts or defense costs related to controversies over unethical or non-compliant practices with our customers, suppliers, communities and employees	
Attractiveness, safety, and fairness of the company				
A healthy and safe work environment for employees	**S1-ST-2** Promotion of well-being at work through appropriate mechanisms		**S1-ST-1** Exposure of employees to physical or psychological risks incurred as a result of the activities carried out	
Attraction, retention, and development of competencies	**S1-ST-3** Base of minimum social guarantees for all Veolia employees	**S1-ST-4** Strengthening employees' engagement and attracting new talents by sharing our purpose, values and strategy with them	**S1-ST-5** Risk of high turnover which could lead to difficulties in fulfilling our contractual commitments	**S1-ST-6** Commercial risk which could be very costly in the event of failure to mobilize the special skills necessary to implement certain large-scale complex projects
Responsible social policy, promoting inclusion and diversity	**S1-ST-8** Promotion and enhancement of social dialogue around the world to encourage employees to adopt the collective project		**S1-ST-7** Potential exposure of employees to discrimination, harassment or prejudice in their workplace, by requiring the implementation of listening and whistleblowing systems	

Type of IRO : Positive impact | Financial opportunity | Negative impact | Financial risk

Boxes with entity-specific topics are branded with broad lines

**see the definition of "erased emission" in the standard ESRS E1, section 4.1.2.1*

4.1.1.8 Other general information to disclose

In addition to the previous information, ESRS 2 requires the publication of:

- SBM-3 on strategy and business model, the interactions of material IRO with strategy and business model;
- MDR-P, policies adopted to manage material sustainability matters, in order to prevent, mitigate and remedy the negative aspects of IRO and maximize their positive effects;
- MDR-A, the actions and resources implemented on material sustainability issues, in order to prevent, mitigate and remedy the negative aspects of IRO and maximize their positive effects;
- MDR-M, metrics related to material sustainability issues;
- MDR-T, the performance targets put in place to measure the effectiveness of policies and action plans on material sustainability matters

This information is detailed in each section devoted to a topical ESRS standard, partially or entirely depending on the requirements of the standard in question:

- sections 4.1.2.1, 4.1.2.2, 4.1.2.3, 4.1.2.4, 4.1.2.5 for environmental standards;
- sections 4.1.3.1, 4.1.3.2, 4.1.3.3, 4.1.3.4 for social and societal standards;
- section 4.1.4.1 for business conduct.

To meet these Disclosure Requirements, the sections devoted to topical standards are composed as follows:

1. Introduction: types of interactions between the theme of the ESRS standard and Veolia;
2. Material topics:
   - list of IRO concerned by the thematic standard,
   - detailed explanations for each IRO (nature, concrete illustration, time-frame, materiality, links with value chain and business model);
3. Management of material subjects:
   - policies adopted (MDR-P),
   - actions and resources committed (MDR-A),
   - performance targets set by Veolia (MDR-T);
4. Metrics:
   - metrics (MDR-M) to measure the situation and evolution of material topics,
   - including, if necessary, metrics in addition to those predefined in the ESRS standards, to characterize entity specific topics relating to Veolia information.

Finally, section 4.1.5.2 below specifies the list and location of the disclosure requirements, in accordance with IRO-2.

4.1.2 ENVIRONMENTAL INFORMATION

This section deals with environmental issues:

- ESRS E1 Climate change: section 4.1.2.1;
- ESRS E2 Pollution: section 4.1.2.2;
- ESRS E3 Water and marine resources: section 4.1.2.3;
- ESRS E4 Biodiversity and ecosystems: section 4.1.2.4;
- ESRS E5 Resource use and circular economy: section 4.1.2.5;
- EU green Taxonomy: section 4.1.2.6.

4.1.2.1 Climate change (E1)

As part of its GreenUp 2024-2027 strategic program, Veolia adopted the following objectives and targets:

	Commitment	Objective	SDG	Metric – definition	2023 baseline	2024 Results	2027 target
GreenUp	Combat pollution and accelerate the ecological transformation	Decarbonization – scopes 1 and 2 reduction	13 CLIMATE ACTION	• Scopes 1 and 2 GHG emissions reduction	24.4 Mt CO_2 eq. in 2021	-14.5 %	-18 % vs 2021
		Emmanuelle Menning		Member of the Executive Committee, Deputy CEO Finance and Purchasing			
GreenUp	Combat pollution and accelerate the ecological transformation	Decarbonization – transformation of our assets	13 CLIMATE ACTION	• Decarbonization Capex, including the phase-out of coal and methane capture (2024-2027)	Not applicable	€133.5 million	€600 million
	Sponsor	Philippe Guitard		Member of the Executive Committee, Senior Executive Vice President, Central and Eastern Europe region			

4.1.2.1.1 Introduction

Climate change creates different types of risks and opportunities on several levels. It involves physical risks to which Veolia and its customers must adapt. The necessary transition to a low-carbon economy generates risks, particularly financial risks linked to project costs, but also opportunities by allowing the Group to stand out from its competitors. These dynamics also bring commercial opportunities for the Group, particularly in the decarbonization of its customers.

Climate change occupies an important place in Veolia's material issues and the materiality analysis set out in section 4.1.1.7 above led to the identification of no fewer than eight material IRO concerning the ESRS E1 standard. This section addresses the issues of climate change in terms of its mitigation as well as adaptation to this change:

Climate change mitigation	Group GHG emissions: § 4.1.2.1.2 Aligning Veolia's trajectory with the 1.5°C target and § 4.1.2.1.3 Focus on coal phase-out and methane recovery plans
	Third Party GHG emissions: § 4.1.2.1.4 Helping customers decarbonize
Climate change adaptation	§ 4.1.2.1.5 Climate change adaptation

4.1.2.1.2 Aligning Veolia's trajectory with the 1.5°C target

Decarbonization to limit climate change

In July 2024, the SBTi approved Veolia's short-term emissions reduction targets for 2032 (-50% for scopes 1 and 2 and -30% for at least 67% of scope 3 by 2032 compared to 2021) and recorded the Group's commitment to reduce its long-term emissions to meet the target of zero net emissions by 2050. This commitment (Net Zero by 2050) is in line with the ambition of the 2015 Paris Climate Agreement, which aims to limit global warming to 1.5°C by the end of the century (IPCC SSP1-1.9 scenario). Veolia's transition plan has also obtained a NZ2 score according to Moody's Net Zero Assessment (NZA). Following the methodological changes in the accounting of emissions (see above), the Group will submit its new trajectory to the SBTi in the first half of 2025. The Group's commitments in terms of the percentage reduction of scopes 1, 2 and 3 by 2032 and 2050 remain unchanged.

Typology of greenhouse gases taken into account in Veolia's carbon footprint

Veolia mainly emits three greenhouse gases (GHGs) which are a counterpart of the essential services provided by the Group for human activities; for reference year 2021: carbon dioxide - CO_2 (73% of the GHG balance), methane - CH4 (26%) and nitrous oxide - N_2O (1%).

Only CO_2 of fossil origin is counted in the Group's carbon balance (e.g. incinerated non-recyclable plastics), unlike CO_2 of so-called "biogenic" organic origin (e.g. food residues), which is counted separately. Biogenic carbon emissions are derived from organic elements that initially captured CO_2 in the atmosphere, for example through photosynthesis. They are part of a short cycle (less than 100 years) considered to be carbon neutral. On the other hand, biogenic methane is counted because of its warming potential 28 times that of CO_2.

In 2024, the Group emitted 5.8 of million metric tons of scope 1 biogenic CO_2 and 0.2 million metric tons of scope 2 biogenic CO_2 from biomass combustion, biogas, organic waste treated in incineration, and wastewater treatment. These biogenic emissions are not included in the Group's scope 1,2 and 3 emissions.

Group activities emitting greenhouse gases (GHG)

Veolia decided to follow a materiality approach in terms of GHG emitting activities. Veolia only accounts for emissions related to the highest emitting activities. Thus, emissions related to office activities (for example, emissions from headquarters or those related to certain departments such as customer service) are not taken into account by Veolia, as they are considered non-significant. The issuing activities taken into account are as follows:

- District heating network management: The urban heating networks operated by the Group distribute heat to individual and industrial customers. They allow the introduction of more "decarbonable" heating overall due to concentrated energy consumption on a few installations;
- non-hazardous waste treatment:
  - waste-to-energy recovery plays a key environmental role by reducing the volume of waste to be stored, treating certain highly toxic pollutants and also treating organic waste that would produce methane, if sent directly to landfill sites. In many countries, the most recent environmental regulations tend to favor incineration over landfill. Despite these environmental benefits, incineration continues to generate significant GHG emissions,
  - storing waste in landfill sites prevents the waste from contaminating groundwater. The positive environmental, health and social impact of these installations is crucial. However, in some countries, the lack of sorting, incinerators and composting channels means that large volumes of organic waste are stored in landfills and emit large amounts of methane.
- Hazardous waste treatment: Some waste demonstrates toxicity or danger to human health or the environment. Strict regulations and traceability apply to this waste. For waste that cannot be stored or undergo physicochemical or biological treatment (hazardous waste), high-temperature incineration is a reliable and effective solution for the destruction of pollutants;
- Water treatment: By treating water to make it drinkable or by decontaminating it before it returns to the environment, Veolia provides an essential service to human activities while preserving biodiversity. Some of these treatments, especially for wastewater, are based on the replication of natural biological processes and can emit N_2O or CO_2.

Methodology used for the classification of emissions between scopes 1, 2 and 3

Historically, the GHG emission reporting carried out by the Group presented all the emissions from the sites owned or operated by the Group in scope 1 and 2, in application of the GHG Protocol, but without making a precise distinction for operationally controlled sites in the absence of clear criteria on the concept of operational control in the available texts.

As part of the implementation of the ESRS E1 standard, Veolia carried out a detailed analysis of its CO_2-emitting installations, in order to present, in accordance with paragraph 46 of ESRS E1, a clear allocation of GHG emissions according to the nature of the operational control exercised.

This analysis, which is consistent with the procedure principles described in Note 4.1.1.1, was led by a multidisciplinary team of operational, legal and financial staff,and was also part of the monitoring of the Group's decarbonization plan.

It relied on the regulatory reference text: the GHG Protocol, but also on specific guides such as the additional directives on operational control under the Australian National Greenhouse and Energy Reporting Act (NGER Act) and the Methodological Guide for the Evaluation of Greenhouse Gas Emissions From the Household Waste Management Service and Similar published by ADEME (2024).

It also considered connectivity with the accounting analyses carried out by the Group in order to draw up its consolidated financial statements in accordance with IFRS.

The objective of the analysis was to address a relevant definition of the concept of operational control for Veolia's activities. Indeed, the definition of operational control in the CSRD (in a similar way to the GHG) specifies that it exists in situations where "the company has the capacity to direct the operational activities and relationships of the entity, site, operation or asset".

Regarding Veolia, this definition appeared insufficient because it did not make it possible to take into account the particular nature of activities carried out in regulated environments, such as concession arrangements, or pursuant to operator contracts ("Operation and Maintenance contract") for example.

The result was the development of an operational control analysis grid, applicable to the Group's business models specifying the elements of operational control analysis and respecting existing texts (see below).

The application of this grid led to the conclusion, by type of high-emitting assets, that the emissions of:

- Merchant Plant assets (recognized as property, plant and equipment according to IAS 16) were to be classified as scope 1 and 2, with Veolia having full powers to choose policies to exploit the asset;
- Concession assets/contracts (recognized according to IFRIC 12 interpretation as either intangible assets or financial assets) were to be classified under scope 3.8 "Upstream leased assets", with final decisions on the operating and environmental policies belonging to the licensor;
- Pure operation and maintenance contracts (recognized as service contracts) were to be classified under 3.11 as "Use of sold products", with Veolia responding to the request of a treatment service for waste, water, etc. on the basis of a set of obligations defined and monitored by the public or private client;

4

- Entities not included in the consolidation scope had to be classified under scope 3.15 "Investments", since Veolia does not make the final decisions on operational and environmental policies.

As a result, in 2023, Veolia reallocated scope 1 and 2 emissions from non-operationally controlled assets, representing 11.9 million metric tons of emissions (scope 1 and 2), i.e. 35% of the Group's scope 1 and 2, to Scope 3. In addition, Veolia updated the 2021 baseline following this change in methodology, leading to a reallocation to scope 3 representing 10.9 million metric tons of emissions (scope 1 and 2).

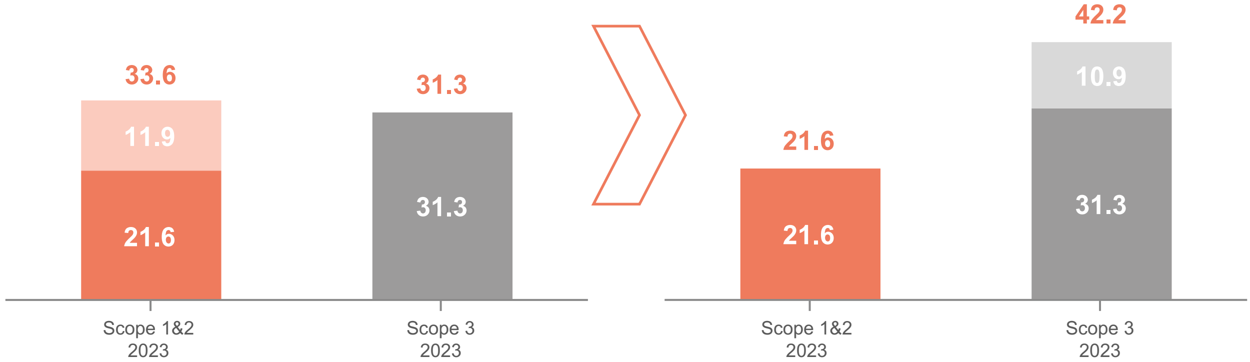
This methodology change does not call into question Veolia's commitments under its GreenUp strategic program, validated by the SBTi and Moody's: the Group is still pursuing its objective of reducing its scope 1 and 2 emissions by -18% by 2027 and by -50% by 2032, compared with 2021, as well as a -30% reduction across at least 67% of scope 3 emissions by 2032, and finally Net Zero (-90% for scopes 1, 2 and 3) by 2050.

Alongside SBTi, Veolia is preparing an update of the waypoints on its trajectory to take account of these changes in scope This new trajectory will be submitted before the summer of 2025.

Typology of business models for which Veolia does not have operational control

(in millions of metric tons of CO_2 eq.)	Corresponding emissions in 2023
Co-ownership via associates/Asset Co	1.1
Construction/operation on behalf of an industrial company (IFRS 16 "Lessor")	0.6
Concessionary models (IFRIC 12)	5.0
Operation and Maintenance (O&M) models	5.2

Explanation of the methodology change

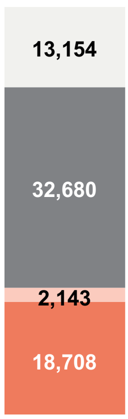


Historical data before change in methodology **Historical data after change in methodology**

The sum of scopes 1, 2 and 3 differs by 1 Mt CO_2, i.e. the emissions relative to the share of JVs not held by Veolia

Veolia carbon footprint in 2024 in Mt CO_2 eq.

66.7 million metric tons of CO_2 eq



Scope 3 downstream

Scope 3 upstream

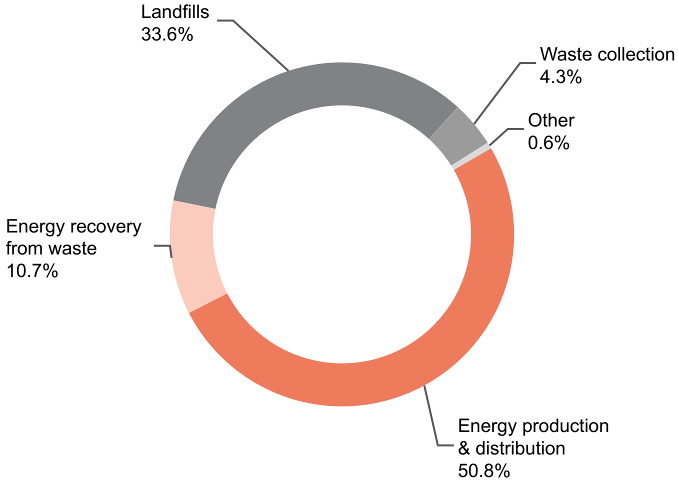
Scope 2

Scope 1

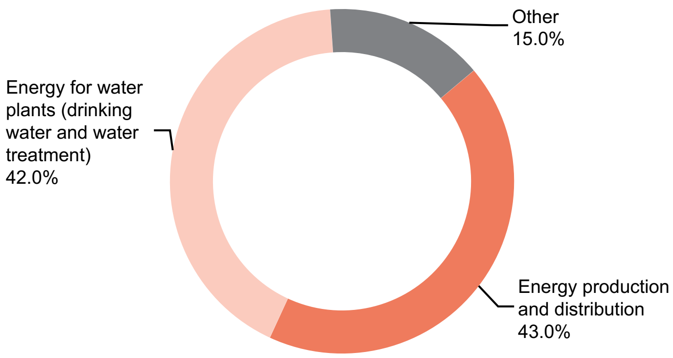
The activities making the highest contributions to the direct emissions of scopes 1 and 2 are among the activities carried out for municipal customers, district heating and waste treatment:

- Scope 1 (direct emissions) includes direct emissions from the Group's assets: methane emissions from landfill sites, and CO2 emissions from waste-to-energy recovery units, energy production plants or truck fleets;
- Scope 2 (indirect emissions) concerns the converted energy used by the Group. It therefore depends on the energy mix of the countries in which Veolia operates. In particular, it includes emissions linked to electricity purchased for water treatment and heat losses from heating networks. When presenting its carbon footprint, Veolia uses the market-based method. Scope 2 emissions are also calculated using the so-called location-based method. For scope 2 calculations, the emission factors of the IEA (International Energy Agency) were used.

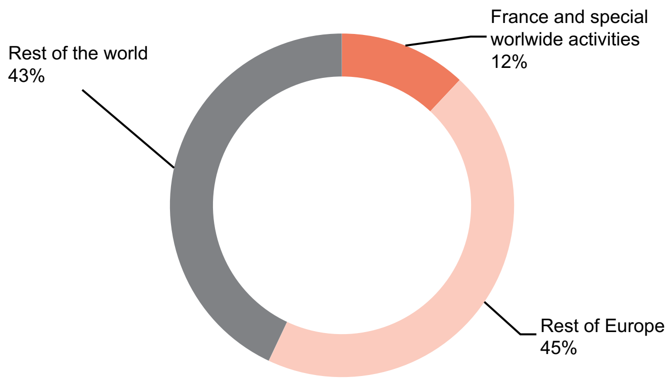
Sources of Scope 1 emissions in 2024



Sources of Scope 2 emissions in 2024



Geographical distribution of emissions from Veolia scopes 1 and 2 in 2024



Europe, and in particular Central and Eastern Europe, where the Group's major heating networks are located, accounts for the bulk of the Group's scope 1 and 2 emissions.

- Scope 3 represents 69% of the Group's emissions. It is divided into two parts:
  - Scope 3 upstream encompasses issues related to Veolia's purchases. For example, chemical products purchased for water treatment and fuels used for heat production. Emissions linked to assets under concession over which the Group has no operational control are also counted in scope 3 upstream (cat. 3.8).
  - Scope 3 downstream encompasses emissions related to the processing, use and end-of-life of products sold by the Group: sorted or recycled secondary materials and distributed gas. They also include emissions from operation and maintenance contracts, including those of the Hong Kong landfill sites counted in 3.11, as well as emissions related to joint ventures in 3.15.

For most scope 3 elements (83%), calculations are made from business data (internal or supplier) using physical emission factors. The residual share (17%), based on expenditure data and applying monetary emission factors, should be reduced thanks to Veolia's supplier engagement program, one focus of which is to refine the calculation of their emissions (see details of scope 3 emissions by category in section 4.1.2.1.7 Metrics).

Transition plan - Key policy principles on climate change mitigation

Veolia is committed to addressing the climate challenge, by acting to decarbonize Group companies and help them adapt to the changes already in place. This commitment is fully in line with its Purpose: acting to reconcile human progress and environmental protection.

As a result, in 2024, the Group published its emissions reduction ambition, the result of work integrated into the preparation of its GreenUp 2024-2027 strategic program: to achieve Net Zero by 2050 by reducing its direct and indirect emissions and without the use of offset mechanisms (i.e. -90% direct and indirect emissions reduction in 2050 vs. 2021). This plan and these emissions reduction targets are the result of a long assessment of emission reduction drivers carried out thanks to the mobilization of the Group's technical experts in all its businesses and in all its regions. It shall consider account sectoral realities, the degree of mastery of decarbonization techniques and local specificities in the countries where the Group operates. This plan is intended to be managed and enhanced beyond the GreenUp strategic program in future strategic plans that will follow after 2027.

In July 2024, the SBTi approved Veolia's short-term emissions reduction targets for 2032 (-50% for scopes 1 and 2 and -30% for at least 67% of scope 3 by 2032 compared to 2021) and recorded the Group's commitment to reduce its long-term emissions to meet the target of zero net emissions by 2050. This commitment (Net Zero by 2050) is in line with the ambition of the 2015 Paris Climate Agreement, which aims to limit global warming to 1.5°C by the end of the century (IPCC SSP1-1.9 scenario). Veolia's transition plan has also obtained a NZ2 score according to Moody's Net Zero Assessment (NZA). Following the methodological changes in the accounting of emissions (see above), the Group will submit its new trajectory to the SBTi in the first half of 2025. The Group's commitments in terms of the percentage reduction of scopes 1, 2 and 3 by 2032 and 2050 remain unchanged.

The Group's action plan to reduce direct and indirect emissions in practice

For nearly 10 years, the Group has committed to reducing greenhouse gas (GHG) emissions. Today, Veolia is intensifying its efforts by implementing a Net Zero strategy that involves all its businesses and regions to achieve carbon neutrality by 2050.

The material IRO concerned by this issue are listed below:

Positive impact	Negative impact	Financial opportunity	Financial risk
E1-ST-1 Significant GHG emissions (scopes 1, 2 and 3) requiring the implementation of a transition plan			

Veolia's climate change mitigation plan is described below. This plan impacts our value chain both upstream (purchases, etc.), in operations (modification of production tools, etc.), and downstream (provision of less carbon-intensive products: energy, drinking water, etc.). These impacts will be felt in the short term during the GreenUp plan (2024-2027) and in the medium and long term as the Group embarks on major transformations of its value chain until it achieves Net Zero in 2050.

Positive impact	Negative impact	Financial opportunity	Financial risk
E1-ST-3 Attractiveness for financial players due to decarbonization			

Veolia's decarbonization strategy, both at its own sites and those of its customers, is an attractive factor for investors looking for players with a positive impact on the climate.

Positive impact	Negative impact	Financial opportunity	Financial risk
E1-ST-4 Additional costs resulting from increased regulatory requirements for GHG emissions			

Increasing regulatory requirements for decarbonization means strengthening investments which may struggle to make a return on the basis of the activities concerned. Depending on the nature of the obligations, the financial risk may materialize in the medium or long term.

Positive impact	Negative impact	Financial opportunity	Financial risk
E1-ST-5 Reduction of OpEx by increasing the energy efficiency of our installations			

One of the decarbonization strategies implemented at sites belonging to Veolia and its customers aim to improve the profitability of the installations through the improvement of energy efficiency and the reduction of fuel or energy consumption. The associated cost reductions have a direct impact on OpEx.

Scopes 1 & 2: first reduction programs started

The Group is committed to achieving Net Zero by 2050 (-90% vs. 2021). To ensure the credibility of companies committing to a carbon neutrality target by 2050, the SBTi sets an intermediate milestone of 10 years from the base year (2021 for the Veolia Group). This 10-year milestone is used by the SBTi to verify the strength of commitments made by undertakings aiming for carbon neutrality by 2050. The Group has therefore built its reduction strategy within this framework with a milestone of -50% reduction in scope 1 and 2 emissions by 2032 compared to 2021[1]. The first reduction programs launched are aimed at reaching these targets and are scheduled to run until 2032.

An acceleration of the effects of the decarbonization levers is foreseeable within the framework of the next strategic plans, which will continue to reinforce the Group's ambition in this area. This is why the trajectory for reducing scopes 1 and 2 emissions is expected to be non-linear, with the following points of transition:

- -18% in 2027 (end of the GreenUp plan) on scopes 1 and 2 vs. 2021 - Commitment made before the validation of targets to 2032 by the SBTi;
- -33% (estimated) in 2030 on scopes 1 and 2 vs. 2021, milestone set by the CSRD. This point is calculated on the basis of the 2021-2032 trend;
- -50% in 2032 for scopes 1&2 vs. 2021, intermediate milestone toward Net Zero recorded by the SBTi.

To achieve its objectives, the Group is acting on several decarbonization levers listed below in order of importance to reach the target by 2032:

- Conversion of coal-fired power stations to supply heating networks in Europe with other lower-emissions energy sources (gas, biomass, SRF, waste heat and geothermal). Veolia controls the design, construction and operation of cogeneration infrastructures using alternative fuels to coal with increased efficiencies thanks to the Group's technologies, particularly heat pump technologies. Cogeneration allows us to make the most of primary energy consumption by simultaneously producing heat and electricity in an optimized way. Cogeneration units therefore have much higher yields than conventional installations, where heat and electricity are supplied by separate units. This results in significant primary energy savings: 15% to 30%, with a reduction in CO_2 emissions of 14%, 24% and 28%, respectively, compared to installations powered by gas, fuel oil or coal. Cogeneration thus guarantees better use of the fossil and non-fossil fuels used. It is a lever for energy efficiency and decarbonization. Finally, since the production of electricity from heating network plants can be controlled, it contributes to balancing the supply and demand for electricity, particularly in countries where a significant portion of production relies on intermittent renewable energy (solar and wind).
- Increased methane capture rate in non-recyclable waste landfills;
- Improved energy efficiency, enabling a reduction in fuel, heat and electricity consumption thanks to the transformation of installations and the improvement of production processes;
- Decarbonization of the energy mix of heating networks and electricity supplying the installations that Veolia operates;
- Increase in the sorting and removal of plastic before incineration for the Waste business;
- Use of vehicles with lower greenhouse gas emissions thanks to electric or hybrid engines and less carbon-intensive fuels.

A large part of the financing for the Group's decarbonization plan is already outlined in the GreenUp 2024-2027 plan, and over the following years:

- €1.6 billion accumulated by 2030 for the coal phase-out plan;
- €85 million by 2027 for the landfill methane capture plan.

In addition to these large multi-year Group budgets dedicated to types of joint actions in several countries, there are also dedicated annual budget lines to finance the deployment of other levers, and in particular to reduce the carbon footprint linked to the energy consumption of the sites, thanks to:

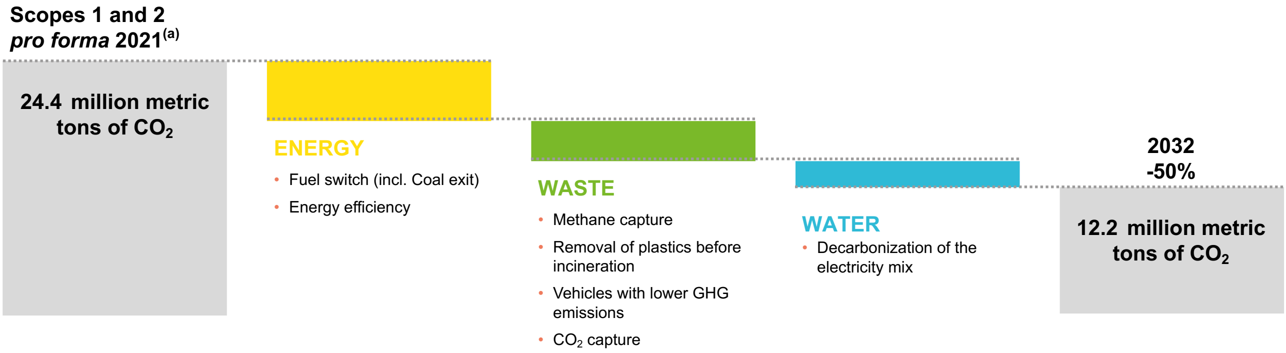
(1) *The 2021 baseline of the Group's emissions is calculated pro forma by combining Veolia's and Suez's integrated emissions at the time of the 2021 merger. It is representative of the Group's activities today.*

- the reduction in consumption (energy savings, energy efficiency gains, optimization of operations);
- the supply of less carbon-intensive energy through the production of renewable energy on Veolia's sites, as well as the overall decarbonization of national electricity production networks.

Thus, between 2023 and 2024, numerous additional projects for the phasing out of coal and methane capture were approved for a total amount of €120 million, thus contributing to the reduction of the Group's carbon footprint.

To select decarbonization projects, the Group relies on an in-depth multidimensional analysis involving the technical and financial services of the project-leading subsidiary and those of headquarters. In evaluating these projects, the Group requests a quantification of CO_2 emissions and an associated reduction plan. For some projects, the analysis takes into account an external cost of CO_2 (if it exists in the area of the project in question), but this criterion is not used systematically for all investment projects. The Group therefore does not use an internal CO_2 price to decide between its various projects.

Reduction driver to be implemented to divide the Group's scopes 1 and 2 emissions by two by 2032 (vs. 2021)



(a) The 2021 pro forma emissions presented here are the sum of Veolia scope emissions published in 2021 and 2021 emissions from the Suez scope acquired and retained as of the date of publication of this document. In addition, the 2021 emissions have been updated with the new method of accounting for emissions introduced in 2024 to better reflect Veolia's operational control over GHG emissions from operated assets. The reductions in emissions by leverage are presented net of the growth of the Group's activities.

4.1.2.1.3 Focus on coal phase-out and methane recovery plans

This section refers in particular to the material IRO below:

Positive impact	Negative impact	Financial opportunity	Financial risk
E1-ST-2 Gradual exclusion by the financial sphere if not exiting coal-based energy production			

Some investors are turning away from companies using coal as fuel. Veolia has made commitments to transform its coal-fired assets in Europe in order to change fuel.

The challenge of reducing GHG emissions as quickly as possible pushes governments to strengthen financial measures to encourage their sharp decrease. For about fifteen years, Veolia has been involved in the Emissions Trading Scheme (ETS) market for its heat production plants in Europe.

In addition, for several years, the financial market has gradually strengthened its policy of excluding investment and financing of assets involving coal-based energy production. The Veolia assets affected by this are largely heat production plants in Europe (Germany, Poland, Czech Republic), plus Harbin's heating network in China. Rather than getting rid of them, the Group has chosen to adopt a responsible policy for transforming these assets.

In 2018, Veolia launched a coal phase-out plan, which will enable it to fully exit this fuel in Europe by the end of 2030 and which consists of an extensive program to modify its district heating installations so as to no longer use coal as fuel. There are planned investments of €1.6 billion to exit coal in Eastern Europe between 2018 and 2030. These investments concern nine plants, three of which have already completed their transition: Braunschweig (Germany), Přerov and Kolín (Czech Republic). They will reduce the Group's carbon footprint by 3.5 million metric tons of CO_2 eq. by replacing coal with a less carbon-intensive mix including gas, biomass and heat pumps.

As regards China's heating networks, decarbonization is a real challenge given China's dependence on coal and Veolia is continuing its discussions with Chinese authorities to find solutions. Without waiting for this obstacle to be lifted, Veolia is actively working to activate all available decarbonization levers through optimization and performance action plans. Thus, on its main heating network in Harbin, the Group has already achieved significant results with a 30% reduction in carbon intensity between 2012 and 2024. The program implemented aims for a 25% GHG emissions reduction by 2032.

Progress of the coal phase-out plan in Europe

The investment budget by 2030 is €1.6 billion, of which €656 million had already been invested at the end of 2024. The expected emissions reduction is as follows:

- 200 kt CO_2 in Germany, in relation to the already completed Braunschweig project;
- 880 kt CO_2 in the Czech Republic: Přerov, and Kolín which started in 2023-2024;
- 2,435 kt CO_2 in Poland. 2024 saw the completion of the major Poznań project, which is scheduled to start up in 2025.

Progress of the GreenUp methane plan

In 2024, €7 million were invested and the Group's average capture rate increased from 58.5% in 2023 to 59.8% in 2024. Methane capture improvement is being deployed by the Group throughout its zones and in particular in Latin America, France and Australia.

	2021	2024	Target 2032
CH4: Average methane capture rate (in %) (current scope)	56.3 %	59.8 %	80.0 %

2050 target: the reduction drivers to be deployed between 2032 and 2050

Veolia has set itself the ambition to achieve Net Zero GHG emissions by 2050, which implies a reduction of -90% on scopes 1, 2 and 3. To achieve this objective, the Group intends to continue its investments in the energy transition of its activities after 2032:

- develop alternatives to natural gas and intensify the use of renewable energies (geothermal, biogas, biomass, solar energy, etc.) especially for heating networks;
- continue to improve methane capture on new landfills within the Group's scope;
- continue to improve the energy performance of installations operated in all businesses;
- deploy CO_2 capture and recovery on an industrial scale;
- Deploy new technologies that increase the removal and recovery of new plastics.

However, a fraction of the emissions will remain impossible to reduce (notably emissions from biological and chemical processes, residual capture emissions, etc.).

The Group also invests in innovative CO_2 neutralization solutions. For example, the Group is working on the development of CO_2 sequestration solutions in agricultural soils using biochars or crushed basaltic rocks. These solutions aim to sustainably store CO_2 in soils while improving their fertility. The experiments are conducted in France and the United Kingdom.

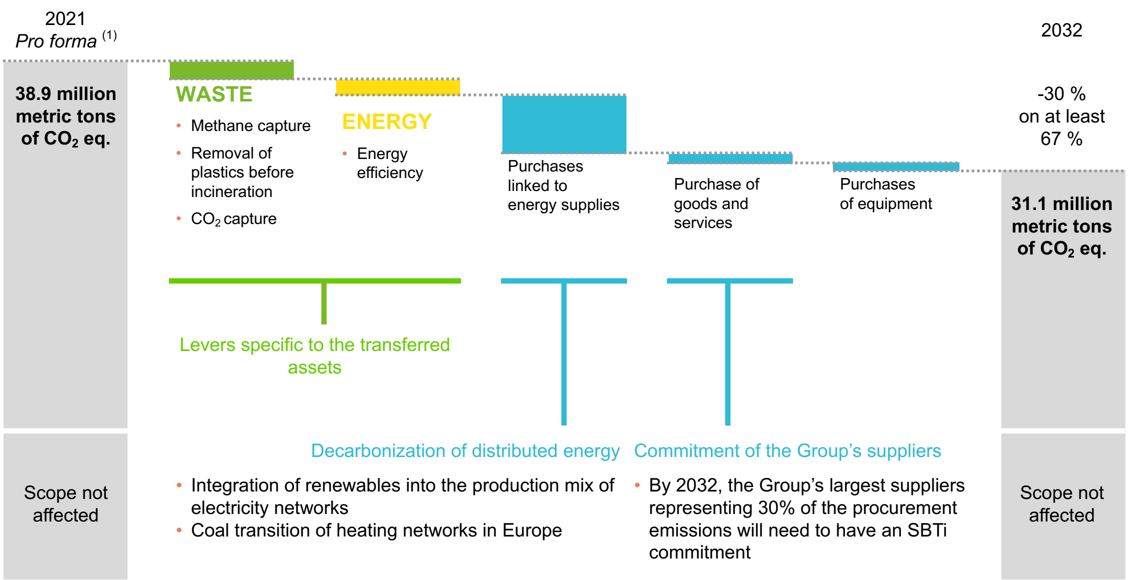
Scope 3: reduction actions taken

Veolia is committed to reducing its emissions by 30% across at least 67% of its scope 3 by 2032.

- The decarbonization levers specific to assets transferred to scope 3 due to the lack of operational control over these installations:
  - by supporting the development of methane capture on managed landfills, particularly in Hong Kong and Oman, the Group provides its customers with the know-how to significantly reduce their emissions,
  - on the heating networks, the Group is carrying out work to reduce heat loss and improve energy efficiency with the agreement of its customers,
  - on incinerators, the Group is promoting the development of sorting and the removal of plastics from waste flows destined for incineration and is preparing CO_2 capture solutions subject to the agreement of its customers.
- The decarbonization levers pre-existing the transfer of assets:
  - by modifying the energy mix at its own installations and those of its customers, the Group is acting directly on its scope 3 upstream. Thus, the transition from coal to biomass or CSR for its heating networks in Central Europe has the consequence of reducing scopes 1 & 2 emissions as well as scope 3 emissions related to extraction and fuel supply,
  - by having suppliers commit to reducing their emissions: by 2032, the Group's most important suppliers representing 30% of the procurement emissions will need to have an SBTi commitment,
  - By sending its customers emissions reduction plans for their sites operated by Veolia. However, it is the customers who remain in control of decarbonization decision-making and its implementation schedule.

Veolia is committed to reducing its emissions by 30% across at least 67% of its scope 3 by 2032

Veolia scope 3 reduction levers



(1) The 2021 pro forma issues presented here are the sum of Veolia scope issues published in 2021 and 2021 issues from the Suez scope acquired and retained as of the date of publication of this document. In addition, the 2021 emissions have been updated with the new method of accounting for emissions introduced in 2024 to better reflect Veolia's operational control over GHG emissions from operated assets. The reductions in emissions by leverage are presented net of the growth of the Group's activities. The baseline and the target at 2032 displayed here do not take into account future rebaselining linked to the variations in scope inherent in the Group's development.

Locked-in emissions

The trajectories of scopes 1, 2 and 3 presented above are intended to be realistic and include a portion of "locked-in" emissions in the short and medium term, which almost certainly result from investments made by Veolia (for example, natural gas cogeneration in order to immediately phase out coal in Central Europe) or its customers, for example in the case of concession contracts.

4.1.2.1.4 Helping customers decarbonize

	Commitment	Objective	SDG	Metric – definition	2023 baseline	2024 Results	2027 target
GreenUp	Guarantee results over the long-term through innovative services	Decarbonization of our customers – Scope 4*	13 CLIMATE ACTION	• Erased GHG emissions (new methodology)	13.45 million metric tons	+13% vs 2023	+30% vs 2023
	Sponsor	Christophe Maquet		Member of the Executive Committee and Senior Executive Vice President for the Asia-Pacific region			

List of IRO covered in this section:

Positive impact	Negative impact	Financial opportunity	Financial risk
E1-ES-6 Increase in the volume of erased GHG emissions for our value chain: material recycling, decarbonization of clients, etc.			

By developing decarbonization solutions for its customers and recycling, the Group allows them to eliminate some of their emissions. This contribution remains valid as long as our solution is more efficient than the baseline scenario. The convergence between the solution and the baseline scenario depends on the speed at which more efficient technologies and solutions for GHG reduction emerge and are implemented.

Positive impact	Negative impact	Financial opportunity	Financial risk
E1-ES-7 Development of solutions to reduce clients' GHG emissions, in particular: energy efficiency, flexibility, local decarbonizing energy			

Among the solutions developed by the Group to decarbonize its customers, some involve improving the energy efficiency of their assets or using energy from their industrial processes to reuse it in heat or power production. These solutions are deployable in the short, medium and long term.

Veolia's contribution to mitigating climate change goes beyond its action on its GHG emissions, and consists of providing services to its customers to help them reduce their own emissions; "erased emissions". This issue is fully material: 15.2 million metric tons of CO_2 emissions were erased by Veolia in 2024.

Erased emissions, falling under scope 4*, are the emissions reductions achieved by an organization's activities, products or services when these reductions occur outside its scope of activity. For example, Veolia supplies heat or electricity from renewable or low-carbon energy. In particular, the Group offers biogas and waste energy recovery solutions in countries with a carbon-intensive energy mix. Thus, thanks to Veolia the emissions that would have been generated by fossil fuels to produce the same amount of electricity or heat are avoided. By 2030, Veolia wants to increase its customers' erased emissions by 50% through its activities.

An example of the deployment of decarbonization solutions for Veolia customers: in Lille and Roubaix, Veolia operates a "heat highway". The heating network has been extended by 20km, up to the energy recovery unit. Waste is now recovered in heat and electricity.

scope 4[1]: An imperative to demonstrate the contribution made by customers and end users to decarbonization

To assess its positive impact, scope 4* is a relevant concept in measuring the emissions reductions achieved by an undertaking's activities, products or services when these reductions occur outside its scope of activity.

The more customers the Group has, the more its emissions increase. Indeed, when Veolia operates in factories belonging to its customers, the carbon they emit is integrated into Veolia's carbon footprint. Therefore, for the Group's carbon trajectory, long-term decarbonization efforts are masked by this correlation between the increase in the Group's revenue and the increase in its emissions.

Paradoxically, companies that decarbonize polluting activities, such as Veolia, are disadvantaged. Their emissions reduction trajectory is slower than that of other companies, especially those who decide to sell their highest-emitting activities.

Veolia calls for, beyond its own scope, the recognition of scope 4*, which would allow a fair consideration of the efforts made to contribute to the decarbonization of its customers and end users, and thus to encourage the actors most able to lead the ecological transformation to play their part. This is to encourage the reduction of the most difficult emissions.

The principle of erased emissions (also called scope 4*) consists of comparing the solution proposed by Veolia with a reference scenario corresponding to what would have happened in the absence of Veolia. This principle is the same as that used in avoided emissions. Work to standardize avoided emissions is underway, and to prevent any confusion between the Group's practices and those that will ultimately correspond to the standard, in particular in defining the reference scenario, Veolia decided to use a different term. Veolia also actively participates in the standardization work necessary to better take into account the positive impact that undertakings have on the climate, with the intention to align its practices with them.

In this context, scope 4* is a relevant concept, corresponding to the positive impact of decarbonization actions. **It should also be pointed out that scope 4* is the subject of separate measurement from scopes 1, 2 and 3 and cannot under any circumstances be subtracted from these**.

Calculation method

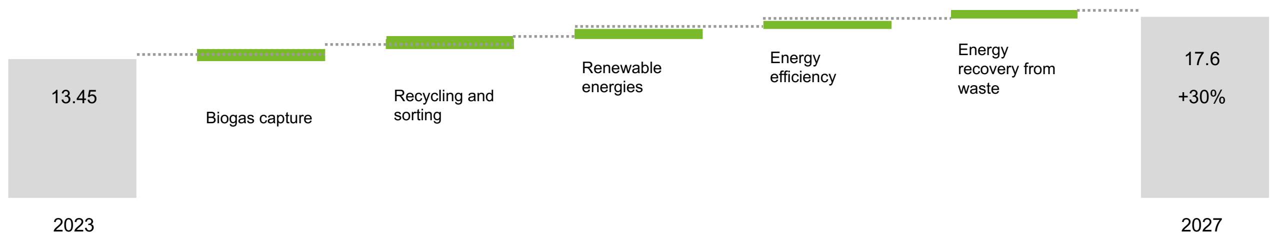
Veolia's scope 4* quantifies the CO_2 that would have been emitted into the atmosphere in the absence of the decarbonization solutions put in place. The method used since 2023 is guided by the current reference methods and this metric is subject to an external consultation. To calculate them, physical data (tonnage, megawatt hours, etc.) is multiplied by an avoidance factor. This is calculated using a country-specific reference scenario as regards energy. Details of the methodology for calculating erased emissions are available in section 4.1.5.5.

Levers for progress

The Group aims to achieve strong growth in its scope 4* by 2027, in line with the "decarbonization" pillar of the strategic program, which concerns over and above its own trajectory, that of its customers and end users. The key actions of this program are: biogas capture and recovery, waste recycling, the production of renewable and low-carbon energies, energy efficiency and waste-to-energy recovery.

* *Scope 4, also called erased emissions, is a concept specific to Veolia, to assess the GHG emission reductions of third parties thanks to Veolia's decarbonizing solutions. It is defined in point 4.1.2.1.4. Veolia ensures that scope 4 is recognized differently than its scopes 1, 2 and 3 emissions and may under no circumstances be subtracted from them.*

Veolia scope 4[1] trajectory (million metric tons of CO_2)



With the help of our waste and energy businesses, we aim to increase our scope 4* from 13.45 Mt CO_2 eq. to 17.6 Mt CO_2 eq. in 2027 (+30%)

2050 target: neutralize Veolia's residual emissions with effective solutions

Veolia is now working to develop solutions for neutralizing residual emissions. This approach is complementary to the action taken to reduce the Group's emissions and those of its customers.

In 2050, Veolia's activities will still emit residual emissions that cannot be physically reduced (some emissions from processes, residual emissions from capture, etc.). Neutralization of these residual emissions will be necessary to meet the 2050 Net Zero commitment. Solutions will thus have to neutralize Veolia's own emissions and/or issue quality carbon credits to contribute to the trajectory of other industries or regions.

With an estimated volume of several million metric tons eq. sequestered CO_2, Veolia would become an important player in the sequestration market, which is destined to grow significantly with the Net Zero commitments of many players.

Veolia is now developing carbon capture pilots at some of its incineration sites. The Group is also investing in innovative sequestration solutions aimed at sustainably storing CO_2 in soils while improving their fertility, such as biochar or rock dust.

Moreover, purchases of carbon credits are not material. Indeed, beyond its approach to anticipating the neutralization of its residual emissions, the Group does not make voluntary carbon contribution a priority since it is, by definition, optional in the transition to Net Zero.

4.1.2.1.5 Climate change adaptation

The essential climate change adaptation is reflected in the material IRO below:

Positive impact	Negative impact	Financial opportunity	Financial risk
E1-ST-8 Operational risks related to climate change (direct and supply chain)			

Climate change creates different types of risks and opportunities on several levels. Climate change leads to physical risks to which Veolia and its customers must adapt, and the necessary transition towards a low-carbon economy engenders transition risks.

Reducing physical risks and vulnerabilities

The services and assets operated by the Group are exposed to acute physical climate risks (floods, drought episodes, heat waves, etc.) or chronic physical climate risks (sea level rise, higher average temperatures, seasonal precipitation patterns, chronic water stress, etc.) which may have operating consequences for all Veolia businesses (service interruption, material damage to infrastructure and equipment, reduced service and treatment quality, higher operating costs, change in working conditions, etc.).

Some of the Group's activities are more particularly sensitive to physical risks:

- in the water business, in particular, droughts, chronic water stress or turbidity can affect the availability and quality of the resource;
- similarly, the Energy business is highly sensitive to temperature and an increase in average temperatures could reduce the need for heat, leading to a loss in revenue.

By anticipating physical climate impacts on its services through adaptation measures, Veolia also boosts the resilience of its clients and the regions where the Group operates.

Several tools and levers already reduce the risks related to climate change and natural disasters, which are set to intensify in the coming years:

- the choice of location of the site in order to limit its exposure or the integration of extreme events in the design of the plants;
- crisis management and continuity plans for essential services (water, energy, waste management, etc.) involving climate hazards;
- sharing recommendations and best practices, particularly on working conditions and climate change (see section 4.1.3.1.3 below);
- the deployment of local adaptation plans.

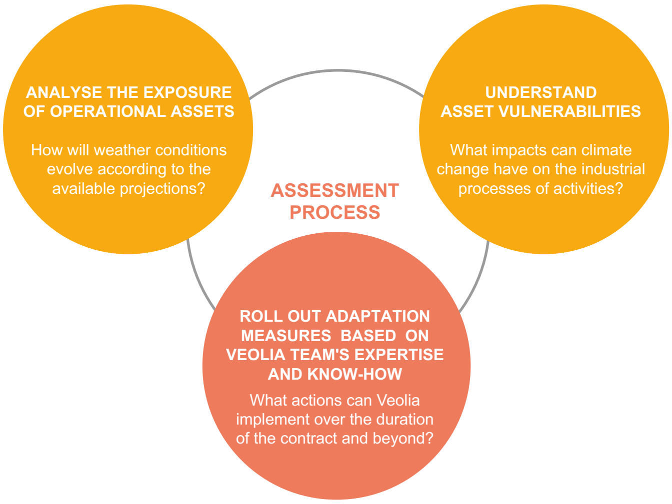
For example, the local subsidiaries, Agbar in Spain and Aguas Andinas in Chile, have been engaged for several years in a process of climate change adaptation:

- in Chile, Aguas Andinas has rolled out a plan for climate change adaptation investment (of US$300 million) to deal with drought, turbidity and the aging and degradation of infrastructure. Actions undertaken include, for example, the construction of water surface storage solutions enabling the city of Santiago to increase its water autonomy. Several citizen communication and awareness-raising campaigns supplement this system;
- In Spain, Veolia, through Aquatec, proposes a multi-risk assessment and warning system (wind, fire, snow, flooding, etc.), as well as support with defining measures and emergency protocols to help local authorities draft action plans.

* *Scope 4, also called erased emissions, is a concept specific to Veolia, to assess the GHG emission reductions of third parties thanks to Veolia's decarbonizing solutions. It is defined in point 4.1.2.1.4. Veolia ensures that scope 4 is recognized differently than its scopes 1, 2 and 3 emissions and may under no circumstances be subtracted from them.*

In addition to these initiatives and in a more systemic approach, the work to assess operational risks (direct and across the entire value chain) related to climate change is structured, at all levels of the organization, around:

- analysis of operating asset exposure;
- understanding activity vulnerabilities;
- identification and deployment of adaptation actions.



In 2022 and 2023, the Group carried out an analysis of exposure to physical climate risks at more than 2,000 operational sites[1]. This analysis, based on the RCP 8.5[2] scenario by 2030 and 2050, covered 7 types of potentially impactful climate hazards[3]: heatwaves and cold spells, drought, heavy rains, changes in the water cycle, rising average temperatures and rising sea level. The criteria of data availability and reliability were also considered in the choice of metrics studied. This work, carried out jointly by the internal audit, risk and insurance, and sustainable development departments, has made it possible to identify the geographical areas of priority operations for adaptation efforts: Australia/New Zealand, United States, Colombia/Panama, Chile/Peru, France, Czech Republic, Spain, Morocco, and countries in the Near and Middle East.

In addition, vulnerability studies are conducted on site to strengthen understanding of operational risks related to climate change (direct and across the entire value chain). Based on the Operational Climate Adaptation & Resilience Assessment (OCARA) framework developed by Carbone 4, these studies contribute to the identification and deployment of targeted adaptation actions. They include local climate projection data (e.g. Data from DRIAS and Météo France, in France). The hazards, time-frames and projection scenarios (at least the RCP8.5 scenario) studied are adapted to the challenges of the site (e.g. taking into account specific hazards such as high winds, shrinkage/swelling of clays, forest fires, etc. or time-frames defined in line with the duration of contracts or the lifetime of the installations).

Since 2022, more than 20 on-site studies have been carried out (including 10 in 2024), mainly in regions with priority operations (United States, Australia, Taiwan, France, Spain), and on the Water and Waste businesses. The aim is to extend these studies to all of the Group's activities and regions. A study lasts on average between two and six months.

Capitalization on the work carried out since 2022 and the expertise of Veolia's teams contribute to the development of tools or benchmarks such as vulnerability profiles and adaptation solution catalogs, by activity.

Currently, these benchmarks cover:

- drinking water production and distribution;
- wastewater collection and treatment;
- as well as the management of non-hazardous waste (sorting, incineration and landfill).

In 2025, the scope of these benchmarks will be expanded to include energy production and distribution, waste collection and hazardous waste treatment.

These tools are resources for local entities (Business Units and operating sites) which will be able to identify adaptation measures and launch action plans to strengthen their resilience and that of their customers.

The effective deployment of the Group's action plans faces two main challenges:

- the availability of the necessary resources and means from its clients for their implementation;
- and the time lag between long-term climate scenarios (2050, 2100) and shorter-term investment cycles.

Highlighting the concrete benefits of adaptation in terms of finance, personnel health and industrial safety remains key to facilitating decision-making and engaging all stakeholders.

In 2025, the Group plans to launch work on the methodology for assessing the financial consequences of climate change. They will build on the study of the phenomena already observed and the vulnerability of the installations by integrating short, medium and long-term climate projections.

(1) *Operations and contracts sites referenced in the Global Report reporting tool in 2022.*
(2) *Warming trajectory to +4°C by 2100.*
(3) *Aligned with the European Taxonomy*

The table below provides a frame of reference for translating the impacts of climate change into operational impacts for the Drinking Water business.

Climate Risk	Examples of operational vulnerabilities identified	Examples of adaptation measures for the water business
Heatwaves	• Maintaining indoor and outdoor working conditions (productivity, health, and safety risks); • Damage to sensitive equipment (electronic and electrical); • Delays to work schedules; • Degradation of water quality due to proliferation of algae; • Water demand pressures and worsening conflicts over use; • Rising costs of energy to maintain operating temperatures; • Increased risk of fires and explosions.	• Reorganize work schedules; • Improve insulation against cold/heat in buildings; • Systematically build redundancy into cooling equipment for critical applications; • Provide personal protective equipment (PPE) suitable for high temperatures; • Improve hydrogen sulfide monitoring.
Heavy rains	• Damage to sensitive equipment (electronic and electrical); • Pollution thresholds exceeded; • Disruption to supply chains and transportation services (preventing response to callouts); • Turbidity degrading water quality; • Facilities for treating wastewater and rainwater overwhelmed.	• Raise the height of equipment based on extremes; • Prioritize emergency warning systems; • Build redundancy into electrical supply equipment; • Improved waterproofing of critical equipment; • Work with sanitation services before heavy rains occur to clear traffic lanes.
Drought	• Scarcity of water resources impacting the production and distribution of drinking water, and cooling requirements; • Degradation of water quality creating the need for additional treatment and/or larger facilities; • Clay shrinkage and swelling causing infrastructure damage in clay soil areas.	• Ensure adequate reagent storage; • Install water reuse solutions; • Resize facilities to accommodate the additional treatments; • Prioritize redundancy in local resources and networking in collaboration with local stakeholders.

Management of transition risks

Combating climate change requires the transition to a low-carbon economy. While generating significant business opportunities for the Group, this transition may also give rise to a number of risks. These transition risks can take many forms: regulatory, technological, market, reputation.

In 2020, the Group conducted a study on the resilience of its business model and its associated strategy, including two low-carbon transition scenarios (<2°C) by 2030. This has made it possible to target the risks associated with the transition to a low-carbon economy (e.g. carbon markets, withdrawal from thermal coal, reduction in landfill, heat production, electrification, reduction in certain activities).

The Group is particularly exposed to the Emissions Trading Scheme (EU ETS) introduced by the European Union in 2005, due to the quantity of free allowances granted and the cost of carbon on this market.

Veolia therefore adopted an active strategy to manage its GHG emissions and allowances, by implementing an appropriate structure and creating a special-purpose legal entity to purchase, sell and price different types of greenhouse gas allowances.

In 2025, the Group plans to deepen its identification and analysis of transition risks, taking into account the most appropriate scenarios, in particular the IEA NZE 2050 scenario (1).

(1) *International Energy Agency - Net Zero Emissions by 2050 Scenario (NZE).*

4.1.2.1.6 Governance of the climate commitment

Governance (mitigation and adaptation)

The policy for combating climate change is coordinated at the highest Group level (see section 4.1.1.4.1 above).

The Board of Directors approves the Group's strategy and makes decisions that commit the Group, such as the transition plan. It monitors the Company's performance through the "Combating climate change" multifaceted performance indicators. Thus the emissions reduction plan targeting Net Zero with the intermediate milestone of -50% for scopes 1&2 emissions and -30% for 67% of scope 3 by 2032 was validated by the Board of Directors in December 2023. The order of deployment of the levers and the associated CapEx are validated by the Executive Management and monitored by the Finance Department.

The results of climate commitments to reduce Group GHG emissions are presented annually to its Research, Innovation and Sustainable Development Committee. It is also regularly informed of Veolia's climate change adaptation initiatives. Regarding the management of the associated climate risks, the Group's risk map in which they are incorporated is reviewed annually by the Accounts and Audit Committee.

At the Executive Committee level, two sponsors are appointed:

- Emmanuelle Menning, Deputy Chief Executive Officer in charge of Finance and Purchasing, sponsor of the Climate Change Mitigation commitment;
- Sébastien Daziano, Director of Strategy, Innovation and Development, sponsor of the Climate Change Adaptation approach.

The Finance Department is responsible for coordinating actions linked to Group commitments to climate change mitigation. The corresponding environmental performance metrics are included in the Group's Environmental and Industrial Management System.

The Climate Change Adaptation team in the Multifaceted Performance and Sustainable Development Department coordinates, with the Risk and Insurance Department, work related to climate change adaptation and climate risk management. Progress is presented and validated by the avoidance committee, in charge of monitoring such risks and the related action plans. It comprises two Executive Committee members, the Deputy Chief Executive Officer Finance and Procurement and the General Counsel as well as the Chief Risk and Insurance Officer, the Director of the Business Support & Performance department and the manager of Health and Safety Prevention for the Group.

At an operational level, each Business Unit Director is responsible for breaking down the Group strategy into business opportunities and risks inherent to their business lines and region. Climate risk is identified as one of the Group's main risks and in the Non-Financial Performance Statement.

Integration of climate change performance into incentive mechanisms, as indicated in section 4.1.1.4.3 above

The pay of the Group's executives, including that of the Chief Executive Officer, is partly indexed to climate performance:

- the pay of the Chief Executive Officer, as well as that of other senior executives – in particular geographic zone executives – is indexed to climate performance. For the 2024 financial year, the variable portion related to climate performance represented 9.5% of the Chief Executive Officer's total remuneration.
- performance shares for the Group's executives and key contributors are also awarded based on climate performance;
- the criteria used to determine "climate performance" are: the reduction of emissions from Veolia scopes 1 and 2; the achievement of erased emissions[1] targets; the progress rate of investments planned to reduce greenhouse gas emissions. It is therefore directly impacted by the speed of implementation of the 2030 coal exit plan.

4.1.2.1.7 Metrics

Energy consumption

Information on the details of the energy mix consumed and its breakdown between renewable and non-renewable energy is unavailable for this fiscal year as of the date of publication of this document. Work is underway to produce these data for the next fiscal year (see detailed explanation in section 4.1.1.3 above). The 2024 total is presented below:

KPIs	2024
Total energy consumption (scopes 1&2) in MWh	67,158,467

Relationship between energy intensity on the basis of net revenue and financial information

KPIs	2024
Net revenue from activities in high climate impact sectors used to calculate energy intensity (M€)	44,692
Total net revenue (financial statements) (€M)	44,692
Energy intensity per net revenue (MWh consumed/€M)	1,503

(1) *Scope 4, also called erased emissions, is a concept specific to Veolia, to assess the GHG emission reductions of third parties thanks to Veolia's decarbonizing solutions. It is defined in point 4.1.2.1.4. Veolia ensures that scope 4 is recognized differently than its scopes 1, 2 and 3 emissions and may under no circumstances be subtracted from them.*

Total GHG emissions divided between scope 1, scope 2 and scope 3 significant

KPIs	Retrospective data	
	2021 pro forma*	2024
Scope 1 GHG emissions		
Gross scope 1 GHG emissions [$ktCO_2eq$]	22,224	18,708
Percentage of scope 1 GHG emissions from regulated emission trading schemes (%)		40
Scope 2 GHG emissions		
Gross scope 2 GHG emissions location-based ($ktCO_2eq$)		2,364
Gross scope 2 GHG emissions market-based ($ktCO_2eq$)	2,169	2,143
Significant scope 3 GHG emissions		
Total gross indirect GHG emissions (scope 3) ($ktCO_2eq$)	38,871	45,834
1 Goods and services purchased	6,510	7,176
2 Capital goods	1,025	1,308
3 Activities in the fuel and energy sectors (not included in scopes 1 and 2)	7,803	9,532
4 Upstream transportation and distribution	859	1,127
5 Waste produced during operation	721	668
6 Business travel	35	47
7 Commuting by employees	723	254
8 Upstream leased assets	8,570	12,568
9 Downstream transportation	NA	NA
10 Processing of sold products	3,360	3,761
11 Use of products sold	7,781	7,760
12 End-of-life treatment of products sold	76	80
13 Downstream leased assets	814	696
14 Franchises	NA	NA
15 Investments	595	857
Total GHG emissions		
Total GHG emissions (location-based) ($ktCO_2eq$)		66,906
Total GHG emissions (market-based) ($ktCO_2eq$)	63,264	66,685

* *The 2021 pro forma emissions presented here are the sum of Veolia scope emissions published in 2021 and 2021 emissions from the Suez scope acquired and retained as of the date of publication of this document. In addition, the 2021 emissions have been updated with the new method of accounting for emissions introduced in 2024 to better reflect Veolia's operational control. over GHG emissions from operated assets (see section 4.1.2.1.2 above).*

Reconciliation of net revenue amounts used to calculate GHG intensity with the financial statements

KPIs	2024
Total net revenue (according to financial statements)	**44,692**
Carbon intensity of Veolia's revenue (scopes 1&2) in tCO_2eq/M€	**467**

Total energy production

KPIs	2024
Total energy production (MWh)	54,789,752

Anticipated financial effects

In accordance with section 4.1.1.3 above, Veolia is limited to qualitative information on this subject.

4.1.2.2 Pollution (E2)

4.1.2.2.1 Introduction

The topic of pollution is essential for the planet and the existence of all living beings.

It takes various forms, such as air, water, or soil pollution. Beyond the conventional pollutants, the development of human activities and the increasing vigilance with regard to pollution have raised awareness of the existence of new pollutants, which have only started to be analyzed and measured recently, such as microplastics, endocrine disruptors or PFAs (per- and polyfluoroalkyl substances). The topic of pollution is therefore diverse and concerns a high number of substances, the list of which continues to grow as studies are conducted.

Hazardous waste occupies a special place among the potential sources of pollution, and the Veolia group is particularly involved in its treatment. This type of waste is subject to numerous regulations, in an increasingly strict framework to regulate its handling and treatment:

- in all areas of the world where Veolia operates, a local regulatory framework defines the qualification of hazardous waste as well as the methods of traceability, transportation, treatment and disposal;
- these national regulations are supplemented in particular by the international conventions of Basel (1989), Rotterdam (1998), Stockholm (2001), Minamata (2013), and Montreal (1987);

- at European level, there are numerous texts governing hazardous waste: Commission Decision of May 3, 2000 establishing a list of hazardous and non-hazardous waste, Directive 2008/98/EU on hazardous waste treatment, Regulation n°2024/1157/EC for shipment, directives on electrical and electronic waste 2012/19/EU and batteries and accumulators 2006/66/EC, Directive 2012/18/EU, known as "Seveso", for the control of major-incident hazards, etc.

More than 90% of the hazardous waste generated worldwide comes from industrial activities and Veolia contributes to treating a significant part of this volume, in particular:

- chemical industries including pharmaceutical and agrochemical: acidic or basic cleaning products, halogenated solvents, contaminated sludge, contaminated packaging, etc.;
- mechanical manufacturing, automotive industry, metal industry: waste contaminated with heavy metals, solvents, paint residues, etc.;
- oil industry: tank sludge, used catalysts, etc.

In this context, Veolia has a dual role:

1. as an operator of industrial installations, Veolia is itself likely to generate pollution of air (e.g. energy production plants, incinerators, etc.), water and soil (e.g. discharge of industrial effluents, etc.);
2. at the same time, a significant part of Veolia's activities is to reduce the impact of pollution emitted by third parties, for example:
   - Wastewater treatment, which avoids discharging pollutants released into soil, groundwater, or rivers. Veolia contributes to this activity both as a treatment plant operator and as a designer and marketer of treatment solutions,
   - or hazardous waste treatment, mainly through its role in the collection of such waste as well as its treatment in specialized installations.

Point 1, above, is a central element of the ESRS E2 standard on the subject of pollution. It is addressed by IRO E2-ST-1 which is detailed in section 4.1.2.2.2 below.

Point 2, above, is not one of the predetermined subjects in ESRS E2. Its particularly material nature at Veolia makes it an entity-specific subject of additional disclosure. Two IROs illustrate this point: E2-ES-2 and E2-ES-3. They are detailed in sections 4.1.2.2.3.2 and 4.1.2.2.3.3 below, respectively.

Note that point 1 covers all Veolia's operating activities, including those that contribute to depollution, such as the wastewater treatment plants or hazardous waste treatment installations mentioned above. Such installations are therefore analyzed from two complementary points of view.

Other pollution-related topics are covered elsewhere in the sustainability statement:

- Emissions of pollutants in the form of GHG (carbon dioxide CO_2, methane CH_4, nitrous oxide N_2O) are dealt with in § 4.1.2.1 Climate change, above;
- IRO E4-ES-1 and E4-ST-2 concern the interactions of pollution and depollution with biodiversity and ecosystems and are therefore detailed in section 4.1.2.4 below;
- IRO E5-ST-3 addresses the place of hazardous waste treatment in the circular economy and thus contributes to reducing the volume of pollution. It is detailed in section 4.1.2.5 below.

4.1.2.2.2 Pollution emitted by Veolia

IRO E2-ST-1 is a negative impact, in assessing the gross risk represented by the installations operated by Veolia, and before taking into consideration the measures intended to ensure its control:

Positive impact	Negative impact	Financial opportunity	Financial risk
E2-ST-1 Pollution generated by our own activities (air, water, soil, hazardous waste, etc.)			

Veolia's value chain is involved at various levels:

	Key stakeholders involved
Value chain	Upstream value chain: • Regulatory authorities: Definition of the general framework of conditions to be respected; • Administrative authorities: Limits imposed on each Installation regarding the pollution emitted; • Where applicable, the third party (e.g. municipality) responsible for the installation at which Veolia is an operating service provider: definition of the type of treatment performed and performance objectives. Downstream value chain: • The planet; • Affected communities.
Business Model	This IRO contributes essentially to Veolia's business model through its environmental performance.

The time frame of this IRO is twofold:

- local regulations to be strictly enforced at all times: Pollution emitted by industrial installations is subject to strict local regulations by the authorities. Veolia complies with these regulations, which concern both the maximum pollution emission thresholds and the methods of control and information. For each operating permit, these subjects require daily mobilization of all operational teams to ensure operational control;
- regulations with regularly upgraded requirements: it is necessary to adapt to new and ever more stringent requirements worldwide, typically annually (regulatory changes and new customer demands).

These aspects play an even more significant role since very many sites operated by the Group are regulatory classified facilities, including at "Seveso" level in Europe or at equivalent level outside Europe.

The analysis shows that the main Veolia activities concerned are those detailed below:

Activity	Vector	Possible types of pollution
WATER **Wastewater treatment plant**	Wastewater discharged after treatment into the aquatic environment and soil	For pollutants the treatment of which is provided by the facility: • in normal operation: residual substances discharged after treatment and elimination of the majority of them; • exceptionally: untreated substances discharged as a result of saturation or installation failure. For pollutants present in the incoming water and for which treatment is not provided by the installation, discharge without treatment into the environment.
	Sludge from the treatment plant	The sludge produced by sewage treatment plants varies in composition depending on the case: • sludge whose composition complies with the standards can be used for agricultural spreading; • The remaining sludge is incinerated or placed in landfill to prevent any risk of downstream pollution.
	Odors emitted	The sludge produced is odorous and these odors are treated so as not to affect the immediate vicinity of the treatment plants. Odor treatments are installed according to the regulations, but also the proximity of the populations concerned and the sensitivity of the subject.
WASTE **Landfill sites for hazardous and non-hazardous waste**	Liquid discharges	The infiltration of rainwater into the waste stored in landfills generates, after maceration, polluting liquids called leachates, which are retained and treated to avoid infiltration into the soil and groundwater. The retention systems are: • geomembranes to contain these liquids; • leachate treatment installations.
	Odors emitted	Odors can affect the immediate vicinity of landfill sites. These odors are progressively contained by the cells covers, as the landfill site is filled.
WASTE **Waste incineration**	Gaseous discharge from combustion gases	Combustion gases contain SOx, NOx, dust, mercury, etc. and are treated before their discharge into the atmosphere to remove hazardous substances in accordance with regulatory thresholds.
ENERGY **Fossil fuel-based production plants**	Solid residues after combustion (incineration ash and bottom ash)	Solid residues after combustion are either recovered as part of the circular economy (e.g. metals) or placed in landfill to avoid any risk of downstream pollution.
WASTE **Physicochemical treatment of hazardous waste**	Solid and liquid residues from treatment processes	Part of the product of physico-chemical treatments is recovered as part of the circular economy (recycling of oils, for example). The remaining solid and liquid fractions are incinerated or placed in landfill to prevent any risk of downstream pollution.

The following two points relate to the subject of microplastics as well as to the subject of substances of concern and very high concern.

Microplastics: they are present at the stages of the water cycle, from groundwater to discharge into rivers. Their quantity depends entirely on the inputs to Veolia's installations, the ongoing measurement of their quantity is not realistic and their quantification method is not yet standardized. Certain technologies offered by Veolia to its customers make it possible to reduce their concentration (see "Depollution activities" below).

Substances of concern and very high concern

In the field of chemical risk, the Group conducted an analysis on the issue of substances of concern and very high concern, through a prevention group dedicated to this subject, involving the main concerned departments (scientific and technical studies, business support, health and safety risks, procurement). After examining whether Veolia is affected by such substances, it appears to date that:

- with one exception detailed below, Veolia is not concerned with the production or marketing of these substances, and to our knowledge Veolia does not use them as input substances in technical processes;
- These substances may be involved in Veolia's operations in the form of input materials in the context of waste treatment activities, with the objective of eliminating them.

Regular investigations conducted by the chemical risk prevention group have identified the use of a substance of potential concern at one site. In order to preserve manufacturing secrets, Veolia wishes to keep precise information confidential.

As a precaution, Veolia is taking steps to replace this substance as soon as possible. Lastly, the process is designed not to discharge this substance and its residues into the site's environment.

A Group operational policy supporting the *Business Units*

Veolia regularly assesses the pollution risks associated with its activities and applies a strict policy to ensure its prevention. As explained in section 4.1.1.5.1 above, Veolia makes available to its local teams all the experience gathered in the Group's many operations to ensure the control of discharges from the installations operated, through its global network of experts, business communities and its Business Support and Performance Department. It also makes the European BAT (best available techniques) available to all BUs.

This operational policy is translated locally into appropriate action plans

Given the decentralized organization of Veolia's operations, the local regulatory specificities and the terms and conditions specific to each contract, the action plans for pollution emitted by the installations can only be managed locally:

- verification by the Business Unit that the installation's technical capabilities comply with the local standards and regulations to be applied;

- analysis of exceptional situations that may result in threshold overruns, and where applicable, Veolia advising its client on measures that would limit both the risks of occurrence and the negative consequences;
- implementation by Veolia's local teams of operational monitoring of chemical and biological parameters, and detection of any deviations in order to address them if possible before exceeding the authorized thresholds;
- implementation of an operating strategy allowing a return to normal, in the event of a threshold overrun;
- informing the competent authorities of any overruns and analysis of situations.

The most significant of these action plans are formalized by the Business Units in their annual commitments to the Environmental and Industrial Management System (see section 4.1.1.5.1 above).

Standard targets defined for the level of pollution emitted

In addition to local regulations, Veolia has voluntarily identified 2027 guide values for the main pollution emitted by the Group's plants, as indicated in the Strategy paragraph 4.1.1.5.1 above. These values are listed below:

	Type of pollution	Unit of measurement	2027 guide value
Air pollution	**Waste incineration:**		
	• NO_X	mg/Nm^3	< 110
	• SO_X	mg/Nm^3	< 20
	• Dust	mg/Nm^3	< 3
	Energy production plants with more than 100 GWh/year of energy sold:		
	• NO_X	g/MWh of fuel consumed	< 190
	• SO_X	g/MWh of fuel consumed	< 120
	• Dust	g/MWh of fuel consumed	< 10
	• Mercury	mg/MWh of fuel consumed	< 5
Pollution of water	**Wastewater treatment plants with a population equivalent capacity of more than 100,000**		
	• BOD5 treatment efficiency	%	96 %
	• COD treatment efficiency	%	92 %

These issues are therefore considered to be priorities and are subject to annual review by the business units, within the framework of the Environmental and Industrial Management System (EIMS):

- assessment by BUs of issues requiring special attention;
- local action plans and associated progress targets, under the responsibility of the business unit.

The main parameters for pollution emitted are the subject of consolidated reporting at Group level, voluntarily published below:

Metrics (definition and unit)	2024
BOD 5 (biochemical oxygen demand) for discharges from wastewater treatment plants (millions of t)	**1.3**
COD (chemical oxygen demand) for discharges from wastewater treatment plants (millions of t)	**2.7**
NOx emitted by waste incinerators (t)	**9,731**
SOx emitted by waste incinerators (t)	**934**
Dust emitted by waste incinerators (t)	**143**
Mercury emitted by waste incinerators (kg)	**210**
NOx emitted by power plants with more than 100 GWh/year of energy sold: (t)	**7,720**
SOx emitted by power plants with more than 100 GWh/year of energy sold (t)	**4,074**
Dust emitted by power plants with more than 100 GWh/year of energy sold (t)	**415**
Mercury emitted by power plants with more than 100 GWh/year of energy sold (kg)	**187**

For mercury emitted from power plants, data are estimated by excess for almost half of the sites, based on regulatory maximum values, in a conservative approach. For all other mercury emitting sites, data are estimated on the basis of monthly or annual sampling.

Consolidated reporting on exceeded thresholds set by the European E-PRTR regulation is difficult to implement

Regarding the disclosure requirement of the consolidation, for each of the polluting substances listed in Annex II to European Regulation 166/2006:EU known as E-PRTR, of the quantities emitted by sites exceeding the annual thresholds, Veolia is in a position to disclose data concerning 6 of these substances, which correspond to the usual business metrics deployed in all regions, and for which unit monitoring of the installations is carried out:

Table of 2024 consolidated emissions from sites exceeding E-PRTR thresholds:

Metrics (definition and unit)	2024
NOx emitted by waste incinerators (t)	**7,197**
SOx emitted by waste incinerators (t)	**0**
Mercury emitted by waste incinerators (kg)	**98**
NOx emitted by power plants with more than 100 GWh/year of energy sold: (t)	**5,854**
SOx emitted by power plants with more than 100 GWh/year of energy sold (t)	**2,703**
Mercury emitted by power plants with more than 100 GWh/year of energy sold (kg)	**115**

Note: This information must be interpreted with caution, as sites with a very high level of activity automatically exceed the thresholds set in absolute terms by the E-PRTR regulation, while respecting the regulatory limits imposed on them by the local authorities. For example, for NOx emissions from incinerators, the 7,197 metric tons in the table above, which represent 74% of the Group's total NOx emissions, are emitted by 25% of incinerators belonging to those with the largest capacity,

More generally, the E-PRTR regulation to which the CSRD refers, which has been renamed Industrial Emission Portal Regulation, lists 91 substances associated with annual emission thresholds.

Outside the European system, some regions of the world have their own PRTR reporting system for recording the discharge and transfer of pollutants: discussions on the subject are taking place within the OECD to compare the methods and try to move toward harmonization, which is proving complex to achieve. Veolia, whose locations are spread around the world, is following the progress of this work with interest.

The difficult point requested by the CSRD is the publication of the consolidation at Group level of emissions for sites that exceed annual thresholds, by substance. For substances other than the three mentioned in the table above, this proved impossible for the 2024 financial year for the following reasons:

- The implementation of such consolidation outside the European Union is not applicable in practice, with local regulations, where they exist, defining substances and overruns differently;
- Within the European Union, the centralized collection of overrun data on a site-by-site basis is carried out by Member States and not by companies. The 2024 data is not yet available at the time of writing this report;
- The consolidated counting by Veolia of these site emissions exceeding the annual thresholds, which could be done on a limited number of sites, is not realistic at Veolia, with several thousand sites involved in the European Union region alone.

It seems it would be beneficial for clarifications to be provided by the European Commission so that practical application is possible for a Group such as Veolia or that, otherwise, the request is formulated differently.

Financial assessment of pollution risk: Veolia intends to take advantage of the possibility offered by the CSRD to postpone the quantitative disclosure obligation in the first year, in order to take the time to refine the method that will be followed to carry out this evaluation in a homogeneous way with other international groups with a similar profile, and by doing so, provide the financial market with usable information.

From a qualitative point of view, reference can be made to the annual risk assessment campaign. Among the environmental risks, accidental pollution of the environment by a site operated by Veolia appears to be the primary concern of the Business Units. These risks are identified and characterized, and, if necessary, they are the subject of an action plan identified within the annual framework of the EIMS (Environmental and Industrial Management System), at the initiative of the Business Units concerned.

4.1.2.2.3 Depollution activities

4.1.2.2.3.1 General aspects

Veolia has gained extensive experience in identifying and treating pollutants, which is one of the three main operational priorities of its new GreenUp strategic program.

Before detailing the specific aspects related to IRO E2-ES-2 and E2-ES-3 below, it is worth recalling the major role played by Veolia in the service of ddepollution through the operation of thousands of wastewater treatment plants of all sizes worldwide.

The metric that best reflects the efficiency of this depollution is the treatment efficiency of the wastewater treatment plants: Percentage ratio between the load eliminated by the wastewater treatment plant and the incoming load, expressed either in BOD5 or COD.

For wastewater treatment plants with a population equivalent capacity of more than 100,000, the Group has set, among the 2027 guide values referred to in section 4.1.1.5.1 above:

- over 96% for BOD5 treatment efficiency;
- over 92% for COD treatment efficiency.

The performance recorded in 2024 on these two metrics, for wastewater treatment plants with a population equivalent capacity of more than 100,000, which represent nearly 60% of the Group's wastewater treatment capacity, is as follows:

Metrics (definition and unit)	2024
Treatment efficiency in BOD5 (%): Ratio between the load eliminated by the wastewater treatment plant and the incoming load, both expressed as BOD5	**95.0**
Treatment efficiency in COD (%): Ratio between the load eliminated by the wastewater treatment plant and the incoming load, both expressed as COD	**91.1**

4.1.2.2.3.2 Treatment of emerging water pollutants

Beyond conventional wastewater treatment, as mentioned above, Veolia has gained extensive experience in the identification and treatment of water pollutants, whether they are the usual ones (carbon, nitrogen and phosphorus), or emerging ones such as endocrine disruptors, PFAs, microplastics, etc. Their treatment is a clearly stated priority in the new GreenUp strategic program.

The corresponding IRO E2-ES-2, which is mentioned below, is classified as a "financial opportunity" in so far as it drives developments in the business portfolio, and contributes to the development of the boosters mentioned in section 4.1.1.5.2 above and to the objective of revenue growth in priority multifaceted performance business segments detailed in section 4.1.1.5.1 above:

Positive impact	Negative impact	Financial opportunity	Financial risk
E2-ES-2 Development of depollution activities for our clients in line with the new requirements (emerging pollutants in water, micropollutants, endocrine disruptors, etc.)			

This IRO is fully topical, as shown for example by the determination of the United States to treat PFAs in drinking water, and we can predict that its scope will only increase over the next decade, as a result of growing awareness among the population and the progressive financing of projects.

The mobilization of investments will keep pace with the advancement of scientific knowledge, particularly epidemiological, regarding the impact of emerging pollutants on human health and environment.

The main interactions of this IRO with Veolia's value chain and business model are as follows:

Value chain	Upstream value chain: • regulatory authorities: Definition of the general framework of conditions to be respected; • administrative authorities: Limits imposed at each Installation on the pollution emitted; • where applicable, the third party (e.g. municipality) responsible for the installation at which Veolia is an operating service provider: definition of the type of treatment performed and performance objectives. Downstream value chain: • shareholders through the development of sustainable activities; • the planet and affected communities, through positive environmental impacts.
Business model	This IRO contributes to Veolia's business model mainly through its commercial performance, as well as its environmental performance.

Strong increase in the level of requirement for the treatment of water pollution

Regarding wastewater, we can see:

- the strengthening of the treatment requirements for the usual parameters already regulated, i.e. nitrogen and phosphorus: for example, the new EU Municipal Wastewater Directive will require a gradual shift from 1 to 0.6 mg/l for total phosphorus and from 10 to 8 mg/l for total nitrogen, in order to better protect the receiving environment from the risk of eutrophication;
- the introduction of new requirements for emerging pollutants;
- the growing obligation for industrials to recycle their process water and to very strongly limit pollution discharges into the environment.

Constantly evolving technologies to answer the needs

In its business model, Veolia is an operator of environmental services through its local entities, and a supplier of solutions enabling the treatment of complex pollutions through its technological branch.

Here are some examples of its corresponding products and services:

- 70% reduction in the energy consumed by nitrogen treatment systems in wastewater treatment plants, thanks to carefully selected bacteria;
- treatment of PFAS with activated carbon filter systems, high performance membranes or ion exchange systems to purify water. Veolia has a comprehensive offer up to the final treatment of the targeted PFAS and is currently working to define and test innovative solutions to optimize the process, for example to enable appropriate PFAS treatment in situ;
- proposal to treat a wide range of micropollutants, microplastics, bacteria and viruses, with membranes constituting barriers ranging from micrometers to tens of nanometers.
- assistance to industrials wishing to operate their sites in ZLD (Zero Liquid Discharge) mode, thanks to the combination of membrane technologies and evapo-concentration;
- provision of phosphate-free protection treatments for circuits in industrial cooling units and thermal power plants, thus stopping the eutrophication of the receiving environments.

Regarding the treatment of PFAS, Veolia set the following targets in 2024:

- Establish a strategic investment plan in the United States to bring all drinking water production plants in Veolia's regulated water activities into line with local authorities' PFAS treatment targets. In 2024, the initial deployment of this plan enabled Veolia to equip more than 30% of its sites requiring compliance, which represents a significant step forward in the treatment of PFAS;
- Assess the presence of PFAS in France in all water supply sources of the drinking water plants operated by Veolia. In cases of significant presence of PFAS, strategic action plans have been drawn up for discussion with the granting authorities, in order to decide on the deployment of investments to restore compliance and ensure the distribution of quality drinking water to end-users:
  - identification and development of alternative water sources,
  - interconnection of water networks,
  - deployment of advanced processing solutions.

4.1.2.2.3.3 Hazardous waste treatment capacity

Veolia is the world leader in hazardous waste treatment, with extensive experience of all available techniques and the ability to operate them in a fully controlled manner. As part of its GreenUp strategic program, the treatment of hazardous waste is one of the three boosters to accelerate the Group's development, thanks to the increase in industrial production and the increasingly stringent environmental regulation.

A review of the global hazardous waste treatment infrastructure shows that the treatment capacity does not meet the needs, including in Europe. It is therefore necessary to develop it in order to address the needs of the market.

The corresponding IRO E2-ES-3, which is mentioned below, is also classified as a financial opportunity in so far as it corresponds to a growth objective, and contributes to the development of the boosters mentioned in section 4.1.1.5.2 above and to the multi-faceted performance objective of revenue growth in the priority business segments detailed in section 4.1.1.5.1 above:

Positive impact	Negative impact	Financial opportunity	Financial risk
E2-ES-3 Increased capacity of hazardous waste treatment in the different treatment technologies, in order to meet the growing needs of clients			

The main interactions of this IRO with Veolia's value chain and business model are as follows:

Value chain	Upstream value chain: • regulatory authorities: definition of the general framework of conditions to be respected; • administrative authorities: limits imposed at each Installation on the pollution emitted; • hazardous waste producers: quantity and nature of waste to be treated. Downstream value chain: • shareholders through the development of sustainable activities; • the planet and affected communities, through the positive environmental impact of avoiding very problematic pollution.
Business model	This IRO mainly contributes to Veolia's commercial and environmental performance.

2024 was marked by continued development in the various sectors of hazardous waste treatment, corresponding to CapEx of €185 million. The table below gives some illustrations, which show both the diversity of modes of intervention and the operational complexity.

High temperature incineration	This processing sector continues to develop in areas where industrial development requires the construction of additional capacities. For example, pursuit in 2024 of the construction of high-temperature incinerators: • Jubail (Saudi Arabia); • Gum Springs (Arkansas, USA).
Solvent regeneration	In 2024, Veolia continued its expansion in the solvent recycling sector with the construction of new plants: • Garston (UK) for a new unit dedicated to solvents in the industry; • Taoyuan (Taiwan) for a site specializing in the recycling of pharmaceutical solvents.
Soil decontamination	In 2024, three major sites belonging to a key player in the French pharmaceutical industry were treated to address several types of underground contamination. The proposed solutions included: • dismantling, demolition and excavation up to 15m deep of contaminated areas, in a containment tent with ambient air treatment, • sorting of buried waste; • off-site treatment of soils and waste by incineration or stabilization, on-site reuse of non-impacted soils; • backfilling, site restoration, rehabilitation of ponds and waterways, groundwater treatment. Duration of work: approximately two years.

The quantities of hazardous waste processed by Veolia are as follows:

Metrics (definition and unit)	2024
Quantity of hazardous waste processed (kt)	**9,196**

4.1.2.3 Water and marine resources (E3)

4.1.2.3.1 Introduction

Veolia's mission, expressed through its tagline "Resourcing the world", is to conserve natural resources. The majority of Veolia's activities contribute, in various ways, to the conservation, protection, recovery and sustainable management of aquatic and marine resources. This ambition is reflected in the multifaceted performance objective, which includes the regeneration of water resources, measured by the volume of freshwater preserved through Veolia's operations.

Veolia's policy and levers of action for responsible management of water and marine resources, applicable to all the IRO of this standard, are detailed in section 4.1.2.3.2 below.

section 4.1.2.3.3 below presents an analysis of the impacts, around the IRO "E3-ST-1 Pressure exerted on the resource by water withdrawals" (negative impact). Water businesses interact with water and marine resources in the following activities:

- water production and distribution for domestic and industrial use;
- wastewater collection and treatment before discharge or reuse;
- desalination of seawater.

Water, once considered abundant in many regions, is becoming an increasingly rare and precious resource which is often degraded. This situation requires:

- innovative technology solutions;
- optimized technical management;
- contractual models adapted to local contexts and oriented toward responsible consumption.

This context offers Veolia the opportunity to showcase its experience and know-how, particularly in regions where water resources are scarce or of degraded quality. These issues are detailed in sections 4.1.2.3.4 and 4.1.2.3.5 below, around the IRO (financial opportunities):

- E3-ES-2 Development of activities to reduce freshwater withdrawals;
- E3-ES-3 Support to industrial clients for sustainable use of water resources.

The water sector is at the heart of Veolia's historical activities. The continuous innovation process aims to develop and exploit technologies that meet current challenges, including:

- reducing the pressure on freshwater resources;
- protecting human health.

The actions mainly consist of:

- the design, manufacture and sale of technological solutions;
- the operation of water treatment and distribution infrastructure.

Veolia may act at different levels depending on the responsibilities entrusted to it:

- directly, as an independent operator;
- indirectly, in an advisory role to the decision-makers involved.

The trend toward responsible water management requires Veolia to rethink its historical contractual model. This concept is discussed in section 4.1.2.3.6, around the IRO "E3-ES-4 Gap between customer expectations around responsible use of drinking water and current volume-based remuneration models" (financial risk).

Other topics related to water resources

It should be emphasized that wastewater treatment activities are covered by this chapter as a water source contributing to the regeneration of natural environments and through treatment solutions allowing its reuse, thereby contributing to better use of water resources and to the circular economy. The pollution prevention function is discussed in section 4.1.2.2 above relating to the standard ESRS E2 Pollution.

In addition, topics related to the quality of water distributed to users are covered in section 4.1.3.4 below relating to the standard ESRS S4 Consumers and end-users.

This information structure is designed to offer a comprehensive and coherent vision of our water-related activities, while complying with the different standards and their specific requirements.

4.1.2.3.2 Optimizing water resource management

The aim of this section is to outline Veolia's policy and levers of action for proper management of water resources, as a common factor of the IRO described later on.

A policy for good resource management

Water is essential for maintaining life, economic activity and the health of ecosystems on the planet. This resource is often limited at the local level and increasingly volatile as a result of climate change. The problems are local, both for climate and geographical reasons and as a result of socio-economic factors. In addition, the decision-makers in the water sector are the public authorities (communities, states, health and environmental authorities).

As part of the multifaceted performance approach, Gustavo Migues, Senior Executive Vice President, Iberia & Latin America and Executive Committee member, has been given responsibility for our water resource management policy. This policy translates as a quantifiable target for freshwater savings, applicable to all activities (see section 4.1.2.3.3 below). Its implementation, which is based on the essentials mentioned in section 4.1.1.5.1 above and its management within the various operational units, is carried out through the Environmental & Industrial Management System (EIMS) described in the same section. This system provides a structured framework to define environmental objectives adapted to the specific challenges and risks of each local context and to drive environmental performance, with a focus on water conservation and water resource regeneration.

Veolia has a three-part policy for good water and marine resource management:

- **Key principles** guiding choices and priorities for municipal and industrial customers, as well as for Veolia's own installations:
  - **compliance with regulatory requirements** defined by local, national and supranational authorities for water resource management, particularly with regard to water withdrawals and discharges into aquatic environments,
  - **contractual compliance**, by the delivery or discharge of water that meets the expected service level (quantity, quality, pressure, treatment efficiency, etc.), combined with regular monitoring and transparent customer information,
  - **promoting efficient and reasonable water use**, through solutions and services aimed at improving the hydraulic efficiency of networks and plants and encouraging users to moderate their consumption,
  - **conserving water resources and aquatic or marine environments**, by developing and proposing solutions to decontaminate wastewater before discharge to the natural environment and to develop alternative resources (reuse of treated water, desalination, aquifer recharge),
  - **reducing the water footprint of solutions** over their entire life cycle and offering customers solutions to reduce their water footprint;
- **The principle of subsidiarity**, which leads to empowering the local management of the Business Unit to adapt these principles to the situations encountered;

- **Duty of advice**: with the goal of applying expertise to analyze situations and proactively inform decision-makers (municipal and industrial clients) dealing with potential issues about the various possible options and their feasibility, cost and consequences for the planet.

Actions for water and marine resources

Protecting water resources is one of Veolia's key areas of expertise. Committed to optimizing water cycle management and sustainably managing this resource, Veolia offers solutions to its municipal and industrial clients to:

- protect water resources (IRO E3-ST-1);
- optimize the resources used (IRO E3-ST-1, E3-ES-2 and E3-ES-3);
- promote responsible water consumption (IRO E3-ST-1 and E3-ES-4);
- develop alternative water resources (IRO E3-ST-1, E3-ES-2 and E3-ES-3);
- improve the water footprint (IRO E3-ST-1, E3-ES-2 and E3-ES-3).

Clients select the solutions adapted to their needs and contractually define the operating framework within which Veolia operates (deadlines, means, performance objectives, monitoring methods).

Protect water resources (IRO E3-ST-1)

The protection of water resources intended for drinking water production involves several key actions:

- establishing protection zones around water sources and introducing measures to prevent pollution;
- setting up a resource monitoring and surveillance system and implementing protection measures;
- wastewater treatment before the water is discharged into the environment, allowing it to be reused for other purposes;
- working with local actors to identify sources of degradation and improve water quality.

Veolia, as an operator, is responsible for protecting most of the withdrawal points it operates. This responsibility involves:

- constant surveillance of the effectiveness of the protective measures;
- close monitoring of the quality of abstracted water.

This surveillance is carried out by:

- regular water quality analysis;
- inspection of installations;
- monitoring of risk activities in protected zones;
- the implementation of water quality monitoring stations to detect pollution early and to activate emergency procedures.

For example, since 2022 Veolia has been managing seven monitoring stations along the Daule River upstream of a major municipal water source as well as a control center for this monitoring network. This system makes it possible to anticipate risks to the quality of drinking water, to study the evolution of water quality in the catchment area, and to evaluate the effectiveness of the conservation measures put in place to improve the quality of the Daule River. This system thus improves the management and protection of water resources in the region.

For municipal and industrial wastewater treatment, Veolia offers a comprehensive range of solutions, including:

- primary treatment technologies (flocculation, coagulation, decantation, flotation);
- secondary treatment processes (biological removal of carbon, nitrogen and phosphorus);
- advanced treatment technologies (ozonation, activated carbon adsorption, ion exchange, membrane separation, chemical or UV disinfection).

At the regional level, Veolia enters into partnerships with local authorities, industry and farmers to protect water quality in catchment areas. Examples of these initiatives include the Santiago-Maipo Water Fund in Chile and Fondagua in Ecuador.

This global, multi-stakeholder approach allows Veolia to contribute effectively to the conservation and improvement of water resources, while meeting the specific needs of each region.

Optimize the resources used (IRO E3-ST-1, E3-ES-2 and E3-ES-3)

Three key pillars underpin the optimization of the water resources used:

- sustainably managing water abstraction in accordance with the permits;
- optimizing water treatment systems and promoting process water recycling;
- reducing water loss through improvements to distribution network efficiency.

These actions are essential to reduce the volumes of water abstracted, treated and transported, because every drop saved:

- protects the natural resource for other uses;
- reduces energy consumption and the quantity of chemical products used for treatment;
- limits greenhouse gas emissions and combats climate change;
- reduces operational and investment costs.

Veolia has made improving the efficiency of drinking water networks a major priority. Key actions include:

- repairing leaks;
- optimizing pressure management;
- replacing pipes.

The efficiency of a drinking water distribution network is a metric representing the ratio of volume of water consumed by end users to the volume of water pumped into the distribution network. This ratio measures the efficiency of the network in terms of water loss management and is a key indicator of the performance of water distribution systems. It is important to note that a water network efficiency of 100% is not realistic, either technically, environmentally and economically. The goal is to achieve an optimal and sustainable yield, which balances loss reduction with the promotion of responsible water use. This optimal level varies depending on the local context and network characteristics. It is also important to note that Veolia, which generally operates the networks rather than owning them, acts within the framework of its contractual commitments. Major decisions concerning resource conservation, including those involving significant investments, remain the responsibility of the customers who own the infrastructure.

Veolia uses state-of-the-art technology to meet its network efficiency commitments, including:

- detecting potential leaks by mobile acoustic correlation;
- detecting leaks by ground monitoring of acoustic signals;
- detecting leaks using tracer gas;
- detecting potential leaks by satellite coupled with artificial intelligence;
- detecting leaks from pipes using next-generation water meters;
- searching for leaks using dogs.

In March 2024, Veolia renewed its commitment to the Syndicat des Eaux d'Île-de-France (SEDIF) for a period of 12 years, thereby consolidating its management of the largest public water service in Europe. One of the key commitments of this contract is to achieve a network efficiency of more than 93%, thus limiting water losses to less than 7% on an underground network approximately 8,000 km in length. This performance target represents an unprecedented technical and operational challenge in the water management sector.

In 2023, Veolia also won a 12-year water production and sanitation contract with Perpignan Méditerranée Métropole. In this region, already affected by climate change and drought, Veolia has pledged to reduce abstraction by 36 million cubic meters (i.e. a saving of 13.4%) over the contract term by improvements to network efficiency and wastewater reuse.

These initiatives demonstrate Veolia's expertise in the sustainable management of water resources, adapted to the specific challenges of each region.

Encourage responsible consumption by users (IRO E3-ST-1 and E3-ES-4)

The conservation of water resources requires a holistic approach, including by actively encouraging users to moderate their consumption. Veolia deploys a range of innovative solutions to achieve this goal:

- targeted awareness-raising initiatives;
- incentive-based pricing policies;
- installation of individual water meters and remote meter-reading systems;
- alert notifications in the event of excessive consumption.

These initiatives aim to empower consumers and involve them directly in sustainable water management. Veolia also offers its municipal customers educational tools to raise awareness and support end consumers in managing their consumption.

In 2023, Veolia Eau France rolled out the “Eco d’Eau” initiative to support regions and industries in dealing with water resource scarcity using educational tools, a voluntary commitment charter and customized advice. A wide range of stakeholders have already adopted the approach: municipalities, undertakings, NGOs, schools and even the media.

Veolia Eau France also pledged in its water distribution contract for the Métropole Européenne Lilloise (MEL) to save 65 million cubic meters of abstracted water over 10 years, i.e. the equivalent of one year’s consumption. An innovative aspect of this contract, which began on January 1, 2024, is the specific support of 1,200 “large consumers” to achieve 15% water savings.

These examples demonstrate Veolia’s determination to achieve tangible and measurable results in water resource preservation.

Develop alternative resources (IRO E3-ST-1, E3-ES-2 and E3-ES-3)

Conserving aquatic resources in a context of climate change also requires diversifying sources of supply and developing alternative resources such as:

- treated wastewater reuse;
- rainwater harvesting;
- groundwater recharge; or
- desalination of seawater.

Treated wastewater reuse regenerates water resources. When it replaces abstraction from natural freshwater resources, it reduces the pressure on these local resources. It also reduces wastewater discharges to rivers and oceans, protecting aquatic and marine ecosystems. However, in some regions where such discharges are essential for the proper functioning of aquatic ecosystems, particularly during periods of low flow, treated wastewater reuse can be problematic from an environmental point of view. It is important therefore to carefully assess the environmental impact of this practice according to the local context.

In France, where wastewater reuse is still insufficiently implemented, Veolia has launched a new approach to develop this practice. The aim of the initiative is to equip all eligible wastewater treatment plants operated by Veolia with compact recycling units (called REUT box). This approach, targeting approximately 100 plants, is designed to save millions of cubic meters of drinking water. Pilot installations are already operational at the Rodez and Narbonne wastewater treatment plants.

Seawater desalination – with significantly improved performance over the last 10 years in terms of energy consumption – offers a crucial solution for producing drinking water in arid or coastal regions facing freshwater shortages. This technology meets the water needs for human consumption, agriculture and industry, while providing an alternative to the scarcity of freshwater resources due to climate change, population growth and pollution. By strengthening the water security of the regions concerned, desalination reduces the pressure on existing freshwater resources, often overexploited. This helps to preserve aquatic environments and the associated freshwater ecosystems. To minimize the environmental impact, impact studies are systematically carried out. These aim to establish surveillance protocols and mitigation measures adapted to the sensitivity of the local marine environment, including for seawater intakes and brine discharges. These measurements include, for example, the use of suction strainers and dispersion devices.

In 2024, Veolia won the contract for the Hassyan seawater desalination plant in Dubai. With a capacity of 818,000 cubic meters per day, this reverse osmosis desalination plant will provide drinking water to 2 million people and thus strengthen water security in the United Arab Emirates. Thanks to advanced reverse osmosis technologies combined with Veolia’s expertise, reducing the energy consumption of large-scale desalination to 2.9 kWh/m^3, this desalination plant will be the most energy-efficient in the world. This new generation of state-of-the-art energy efficient plants is thus accelerating the rollout of solutions to conserve water resources and is fully in line with GreenUp.

Alternative water resources, such as treated wastewater reuse and desalination, provide a sustainable solution to increase water availability, reduce pressure on natural resources and improve resilience to water stress. while supporting economic development in regions facing water shortages.

Improve the water footprint (IRO E3-ST-1, E3-ES-2 and E3-ES-3)

Improving the water footprint means reducing the negative impacts of human activities on the availability and quality of local water resources, while maximizing their positive effects. These include:

- complying with regulatory requirements for abstraction and discharges;
- prioritizing available, low-stress water resources;
- minimizing water consumption and increasing water circularity within installations;
- discharging treated effluents capable of regenerating the receiving environment.

Veolia offers a wide range of innovative solutions to improve the water footprint of human activities and contribute to sustainable water resource management:

- Water production from unconventional resources:
  - rainwater harvesting,
  - use of mine drainage water,
  - wastewater treatment and reuse;
- Optimization of water efficiency:
  - improved installation's efficiency,
  - reduced water consumption;
- Reuse and recycling:
  - recycling of process water,
  - wastewater treatment and reuse and cooling;
- Advanced technologies:
  - zero liquid discharge (ZLD) installations;
  - near-total purification and recycling of wastewater.

This approach to optimizing the water footprint has numerous benefits:

- conservation of water resources;
- environmental protection;
- financial savings;
- improvement of the social acceptability of activities.

By adopting these solutions, companies and local authorities can not only reduce their environmental impact, but also build resilience to water-related challenges and improve their overall performance. Veolia is thus positioned as a key partner in the transition to more sustainable and responsible water management.

For example, Veolia has developed a unique process to recycle water generated at Shell's Pearl GTL liquid gas processing plant in Qatar so that it can be fully reused on site. A total of twelve different water streams are treated by entering the effluent treatment plant at eight different locations and five different recycled water grades are produced to reuse the water. Wastewater is treated by ultrafiltration and reverse osmosis, with the aim of full reuse for the plant process. No liquid effluent is therefore discharged into the natural environment. The treatment of brine by reverse osmosis is carried out by evaporation and crystallization, a technology that results in zero liquid discharge where only salt crystals are produced.

As part of the GreenUp strategic program, Veolia Water Technologies & Solutions has launched *Hubgrade Water Footprint* (HWF), an innovative digital solution. This cloud-based SaaS offering is designed to help industrial customers optimize their water and associated energy consumption, while achieving their water sustainability goals through a systematic and structured approach. The HWF process consists of several key steps:

- complete audit of the water cycle at the industrial site level;
- installation of water quality metering and measuring equipment;
- real-time monitoring of the site water balance via the Hubgrade digital platform;
- definition of performance indicators and management objectives;
- water-related risk assessment;
- development and implementation of an action plan to improve the site's water footprint.

This offering, applicable to a comprehensive portfolio of industrial sites, offers a 360° vision of the water cycle, with numerous advantages:

- increased transparency of operations;
- regulatory compliance;
- improved resilience to water risks;
- contribution to the achievement of emissions reduction targets.

HWF is thus a powerful integrated solution for sustainable, efficient water resource management in the industrial sector, aligned with the environmental and economic objectives of Veolia's industrial clients.

4.1.2.3.3 Measuring our impact on water resources

The majority of Veolia's activities contribute to the protection, recovery and sustainable management of aquatic and marine resources. Our actions to preserve the resource, detailed in section 4.1.2.3.2, lead to avoiding freshwater withdrawals and thereby limiting withdrawals. Veolia's activities in the Municipal Water sector account for most of the Group's water withdrawals, mainly for drinking water production. Although withdrawals for domestic use only represents around 11% of total water withdrawals worldwide (compared with the manufacturing, agriculture and energy sectors), and although the withdrawn water is largely returned to the environment following treatment, its local impact should not be underestimated.

The corresponding IRO is provided below:

Positive impact	Negative impact	Financial opportunity	Financial risk
E3-ST-1 Pressure exerted on the resource by water withdrawals			

Although a priority when intended for human consumption and generally carried out under strict regulatory frameworks, withdrawals can create significant challenges, particularly in areas with high water stress:

- risk of degradation of local water resources;
- potential conflicts of use with other sectors or communities.

Climate change will inevitably exacerbate these issues, which are likely to emerge in most regions of the world sooner or later.

The IRO's interactions with Veolia's value chain and business model are as follows:

	Key stakeholders involved
Value chain	**Upstream chain:** withdrawals are managed responsibly and sustainably in accordance with the permits issued by the authorities in charge of managing water resources. It is vital therefore that we comply with them. In addition, in most of the regions where Veolia provides water distribution, the wastewater is collected and then treated before discharge to the environment, again in accordance with the discharge permit. **Downstream chain:** the main impact is on the planet, but the beneficiaries of these withdrawals are the affected communities who benefit from an essential and vital service (access to drinking water) by making the best use of resources and encouraging rational use.
Business model	This IRO contributes in particular to environmental and societal performance.

To minimize the impact on local water resources, Veolia is committed to responsible and sustainable management of its withdrawals, taking into account the specific requirements and constraints of each region (see section 4.1.2.3.2 above). The company implements innovative strategies to optimize water use, minimize its impact on local ecosystems and promote a collaborative approach with other river basin stakeholders. This approach is part of a broader vision of integrated management of water resources, aimed at reconciling essential human needs with environmental protection and a local ecological balance.

Under GreenUp, there is no point in setting quantitative targets for abstraction volumes directly related to Veolia's Water activities, as these activities are expected to grow in line with the development of Water activities. Nevertheless, these volumes are closely monitored via *Global Report.*

In 2024, Veolia abstracted 9.1 billion cubic meters of water, 81% of which was for municipal drinking water production and distribution, ensuring access to clean water for about 100 million people. This abstraction is governed by strict permits, setting the maximum volumes and the environmental conditions that must be met, in order to limit the impact on ecosystems. Veolia is particularly sought after in areas of significant water stress, where its expertise and innovative technologies are crucial. This demand in vulnerable regions underscores the Group's ability to provide sustainable solutions to complex water management challenges, combining technical performance and resource preservation.

Preserving the resource and avoiding abstraction through leak reduction, water recycling and desalination solutions are an integral part of our business. That is the reason why Veolia favors metrics and targets that reflect the positive impact of its activities on aquatic and marine resources, in particular those that conserve and regenerate freshwater resources in the face of climate change. As part of GreenUp and its commitment to regenerate resources, Veolia has set a target for freshwater conservation in consultation with its stakeholders. This target – one of the Group's 15 multifaceted performance targets – is managed by Mr. Gustavo Migues, sponsor and Executive Committee member and Senior Executive Vice President, Iberia and Latin America.

As part of its GreenUp 2024-2027 strategic program, Veolia adopted the following objective and target:

	Commitment	Objective	SDG	Metric - definition	2023 baseline	2024 Results	2027 target
GreenUp	Combat pollution and accelerate the ecological transformation	Fresh water saved and resource regeneration	6 CLEAN WATER AND SANITATION; 12 RESPONSIBLE CONSUMPTION AND PRODUCTION; 13 CLIMATE ACTION	• Saved freshwater (reuse, desalination, leakage reduction)	1.4 billion m^3	1.45 billion m^3	≥1.5 billion m^3
	Sponsor	Gustavo Migues		Member of the Executive Committee, and Senior Executive Vice President for the Iberia and Latin America region			

The selected metric measures, over the entire management scope, the volumes of freshwater saved through the reuse of treated wastewater, the production of desalinated water and the reduction of leaks in drinking water networks. This approach underlines Veolia's commitment to sustainable and innovative water resource management. The metric for saved freshwater is calculated as the sum of the following three components:

- volumes of treated wastewater that are recycled for internal use (process water, equipment cleaning, watering of green spaces, cooling) or external use (irrigation, industrial water, environmental use);
- volumes of desalinated water produced;
- reduction in the volume of leaks in drinking water networks relative to their 2023 level.

The data used to calculate the saved water metric are taken exclusively from Global Report. Details of the primary metrics used for the calculation are included in the reporting protocol. The target for 2027 is 1.5 billion cubic meters (compared with a 2023 baseline of 1.4 billion cubic meters), in order to sustain over the medium term the freshwater savings achieved in 2023 by leveraging the three components of the metric.

In 2024, the value of this metric stood at 1.45 billion cubic meters of saved fresh water, broken down into:

- 1.41 billion cubic meters on the integrated scope overall or proportionally,
- 0.04 billion cubic meters over the additional scope of the 5 Chinese joint ventures listed in section 4.1.1.2 above.

Water consumption

Total water consumption in cubic meters

Veolia's Municipal Water activities, despite the large volumes of water withdrawn and discharged, are not regarded as water-consuming under Delegated Regulation (EU) 2023/2772, since almost all the volumes transiting through drinking water supply and sanitation systems are either delivered to a third party, or discharged locally into the aquatic environment after treatment.

In the municipal drinking water cycle, the raw water withdrawn is transformed into drinking water and distributed to users. Process water, when not recycled, is treated before being discharged into the aquatic environment. The water distributed is supplied to consumers via the drinking water network. Any water losses on the network before reaching the user's meter are returned to the natural environment. For municipal sanitation, the collected wastewater is treated in wastewater treatment plants. Almost all of the volume is discharged into the natural environment after treatment, thus contributing to the local hydrological cycle.

Veolia's Industrial Water activities follow a similar pattern, since they are not water-consuming within the meaning of Delegated Regulation (EU) 2023/2772. These activities focus on the production and supply of industrial process water, using various water sources (natural water or wastewater), and on wastewater treatment for discharge into the environment or to third-party networks. Some innovative projects even aim for the total elimination of liquid waste by recycling all wastewater in "Zero Liquid Discharge" installations.

Lastly, it should be noted that the water used by Veolia staff on the sites represents a negligible proportion of the volumes treated and is systematically returned to the natural environment after collection and appropriate treatment.

As a result, only Veolia's Water Technologies (VWT/VWTS), Waste and Energy activities are regarded as water-consuming under Delegated Regulation (EU) 2023/2772. For these activities, water consumption is calculated in accordance with the definition in the regulation. The calculation method consists in determining the difference between total withdrawals (from the environment, water networks or third parties) and total discharges (to the receiving environment or third parties).

The data used for these calculations are taken exclusively from Veolia's Global Report system. The reporting protocol details the primary metrics used to calculate the water consumption of these activities. This reporting system was set up in 2023, anticipating the entry into force of Directive 2013/34/EU.

In 2024, the breakdown of water consumption by activity was as follows:

- **Energy activities:** 14.2 million cubic meters, mainly due to evaporation in the cooling systems of energy production plants;
- **Waste activities:** 9.1 million cubic meters in 2024, mainly due to the evaporation of water for extinguishing bottom ash, incinerator flue gas treatment systems, and sludge recovery, solvent regeneration and surface cleaning activities;
- **Water Technologies activities (VWT and VWTS):** 0.1 million cubic meters, mainly related to the incorporation of water in the production of chemical products and the cleaning of reagent storage installations.

The water consumption of Veolia's Energy, Waste and Water Technologies activities, namely 23.5 million cubic meters in 2024, is low compared with the volumes of freshwater saved thanks to the Group's other Water activities, namely 1.45 billion cubic meters. This illustrates Veolia's overall positive impact on water resources and the relevance of its commitment to resource regeneration under GreenUp. Therefore, Veolia has not set a target for water consumption, as increasing volumes of fresh water saved is the priority.

In accordance with its responsible water and marine resource management policy (see section 4.1.2.3.2 above), Veolia uses innovative means and solutions to measure and optimize water consumption across all its installations. A concrete example of this policy is the VWTS (Veolia Water Technologies & Solutions) Environment, Health and Safety management system. This system requires all manufacturing sites to have rigorous procedures in place to:

- ensure regulatory compliance of wastewater discharges;
- minimize the impact of wastewater and stormwater discharges on the receiving environment;

- systematically measure water consumption;
- identify and implement actions to improve water efficiency.

The effectiveness of this approach is illustrated by the rollout of the *Hubgrade Water Footprint* solution at the Veolia chemical products and membrane manufacturing site in Hoskote, India in 2023. This initiative has yielded significant results:

- saving around 3,000 cubic meters of water through rainwater recovery;
- reducing energy consumption by 72,000 kWh through the use of solar power.

These results demonstrate the effectiveness of Veolia's integrated approach, which combines responsible water management, energy efficiency and greenhouse gas emissions reduction. This strategy illustrates the Group's commitment to developing sustainable and innovative solutions, responding to environmental challenges while optimizing the operational performance of its installations.

Water consumption in areas of water stress

In order to quantify the water consumption of activities in areas of water stress, Veolia used data from the World Resources Institute (WRI), which produces and publishes a map of such areas (the *Water Risk Atlas*) on its Aqueduct platform. For this first publication, only sites with high water stress (classified as "high" and "extremely-high" by the WRI) were taken into account. Starting in fiscal year 2025, a more exhaustive analysis of water risk areas (significant problems with water availability, quality and quantity, problems with water accessibility, regulatory or reputation problems) will be integrated. Two approaches were used to account for the water consumption of Veolia's activities in areas of water stress depending on the reporting level available in Global Report for the different Veolia's activities.

For the operational entities of the Energy and Waste activities, Veolia uses the exact geographical coordinates of the sites. Longitudes and latitudes were added to the Aqueduct platform (version 4.0), which uses a geographical intersection to calculate the current water stress score (baseline water stress) of the catchment area in which each site is located. Water consumption was then consolidated for sites for which the WRI determines the water stress class to be "strong" and "extremely strong".

According to this method, Energy activities situated in areas of water stress consumed 3.0 million cubic meters, or around 21% of the amount of water consumed by all these activities. These sites are located in Europe and China.

Waste activities located in areas of water stress consumed approximately 2.5 million cubic meters, or around 27% of the raw water consumption (i.e. excluding water produced by waste storage activities) for all these activities. These sites are located in Europe, Asia and the United States.

For technology manufacturing or chemical production activities in the VWT and VWTS subsidiaries, the analysis was based on the current water stress (*baseline water stress*) values provided by the WRI at country level in Aqueduct. Water consumption was consolidated for countries for which the WRI considers the water stress class to be "high" and "extremely-high".

According to this method, Water Technologies activities located in areas of water stress consumed nearly 0.046 cubic meter, i.e. only 32% of the amount of water consumed by all VWT and VWTS activities. These activities are mainly located in the Middle-East and Europe.

This detailed analysis provides a thorough understanding of the water use in Veolia's various business units, underlining the Group's commitment to responsible and transparent management of water resources.

Total amount of water recycled and reused, in cubic meters

New solutions and technologies for the reuse and recycling of treated wastewater are a growth booster under the GreenUp strategic program. The volumes of reused water are an important component of the conserved water target in line with the commitment to regenerate resources.

Thus, the quantities of water recycled and reused have been measured for several years for our Municipal Water, Industrial Water and Waste activities. In 2024, Veolia recycled or reused more than 1 billion cubic meters, mainly in the Municipal Water activity (95.4%). The data used are taken exclusively from Global Report. Details of the primary metrics used to calculate the quantities of water recycled and reused are included in the reporting protocol. The total amount of water recycled and reused is a major component of our "volume of freshwater saved" metric. A target for 2027 has been set for this in GreenUp.

This performance illustrates the effectiveness of Veolia's sustainable water management strategy. It also demonstrates the Group's ability to turn environmental challenges into growth opportunities, while making a significant contribution to the conservation of water resources. This approach is perfectly in line with Veolia's long-term vision, combining economic performance and environmental responsibility.

Total amount of water stored and changes in storage, in cubic meters

The reporting of quantities of stored water and storage variations is neither material nor relevant for Veolia for several reasons. First of all, Veolia does not generally own the raw water storage facilities and has limited control over the quantities stored. In addition, the volumes stored are mainly influenced by weather conditions and the needs related to the different uses of water. Raw water storage is typically managed by local authorities, which set the rules for management and distribution among uses.

Nevertheless, raw water storage plays a crucial role in water supply management. It provides a buffer for seasonal variations in availability and ensures the supply of drinking water, especially during periods of drought. Drinking water supply systems generally have natural (lakes, aquifers) or artificial (dams, reservoirs) means of raw water storage, as well as drinking water storage capacities within distribution networks.

With regard to treated water, the storage infrastructure makes it possible to maintain network pressure and to balance water supply and demand, as well as accommodating daily fluctuations in demand, especially during peak periods. As part of its operations, Veolia uses storage level monitoring to manage abstraction and switch between the different resources available.

This is why the reporting of quantities of water stored in distribution networks is not considered relevant for Veolia, because these storage facilities are essential for continuity of service and represent relatively small volumes compared with the volumes of water transiting through drinking water systems over a reporting period.

This approach reflects the complexity of water management and Veolia's specific role as an operator, demonstrating the limits of its direct control over certain aspects of the water cycle while highlighting its expertise in optimizing available resources.

Water intensity

Total consumption in m^3/€ million of revenue.

The water intensity metric is not considered relevant for our activities, since Veolia is primarily a manager and operator of water services, rather than a direct consumer of water on a large scale. Most of the water treated is either distributed to consumers, or discharged to the environment after treatment, without being consumed by Veolia. The volumes of water treated depend largely on contracts and customer needs, rather than on own consumption.

In addition, water intensity aims to measure the efficiency of water use in relation to production or revenue, which is not representative of Veolia's business model. For the Group, the performance of water management is better reflected by other metrics, such as treatment efficiency, leak reduction, or the amount of water reused. Using this metric could lead to a misinterpretation of Veolia's actual impact on water resources.

In summary, the water intensity metric does not capture the complexity and specific nature of Veolia's water activities, and could even give a misleading picture of its environmental performance, unrelated to essential water and sanitation services.

4.1.2.3.4 Supporting the efforts of municipal customers

Climate change is putting increasing pressure on global water resources, making their availability increasingly variable and unpredictable. This situation is exacerbating water stress in many regions, posing major challenges for local authorities. In the face of these challenges, Veolia positions itself as a strategic partner, offering innovative and sustainable solutions to improve the water resilience of its customers.

The corresponding IRO is summarized below:

Positive impact	Negative impact	Financial opportunity	Financial risk
E3-ES-2 Development of activities to reduce freshwater withdrawals: seawater desalination, reuse of treated wastewater, reduction of leaks in municipal networks			

Climate change is now affecting virtually every region of the world, extending water stress to areas previously considered abundant in water, including countries like France. This general trend, combined with increasing societal and regulatory pressure to ensure universal access to essential water and sanitation services, creates an environment conducive to the development of Veolia's activities. As a result, water stress, resource degradation and changes in the regulatory framework, although challenging, are becoming real growth catalysts for Veolia. The Group is ideally positioned to capitalize on these trends, offering innovative solutions adapted to the new paradigms in global water management. This situation reinforces the relevance of Veolia's business model and underlines its crucial role in the transition to more sustainable and resilient management of water resources.

The interactions of this IRO with Veolia's value chain and business model are as follows:

	Key stakeholders involved
Value chain	The beneficiaries of our solutions are: customers, by using the services and solutions to help them fulfill their responsibilities, taking into account the new constraints on water resources; communities, by minimizing the impact of climate change on the essential services provided to them; the planet, by providing solutions to conserve freshwater resources and protect them from pollution.
Business model	This IRO contributes both to Veolia's business performance and to its environmental and societal performance.

Veolia's approach to developing its activities to reduce freshwater abstraction is based on two key pillars:

Increasing the available water resources:

- developing technologies for treated wastewater reuse;
- implementing seawater desalination solutions;
- exploring new sources of water supply.

Reducing the demand for water:

- optimizing distribution networks by detecting and repairing leaks;
- implementing water recycling systems;
- promoting more efficient water consumption practices.

This comprehensive approach allows Veolia to offer customized solutions tailored to the specific requirements of each region and the specific needs of each customer. In areas with high water stress or recurrent droughts, these combined solutions play a crucial role in securing access to water.

Veolia's expertise in the integrated management of water resources not only helps to mitigate the immediate impacts of water stress, but also strengthens the long-term resilience of communities faced with the challenges of climate change. By offering a range of advanced technologies and innovative management practices, Veolia is actively contributing to the transition to more sustainable and efficient use of water resources, essential for adapting to changing climate conditions.

Under its GreenUp program, Veolia seeks to maintain its leadership in the water sector. First, Veolia intends to consolidate its growth in the management of municipal water and sanitation services through technological and contractual innovations, enabling it to maintain its operational excellence and competitiveness. Second, Veolia plans to stimulate its growth in new water-related solutions and technologies, including wastewater reuse, desalination, treatment of new pollutants, ultra-pure water production and ZLD (zero liquid discharge) projects. Veolia thus intends to strengthen its offering to municipal customers to meet their water needs. The objective is to increase the revenue from new solutions and technologies by 50% by 2030.

4.1.2.3.5 Supporting the efforts of industrial customers

The growing pressure on global resources, especially water, is forcing industrial companies to fundamentally rethink their approach to water management. This trend is creating an environment conducive to the development of Veolia's innovative solutions, positioning the Group as a strategic partner in the transition to a more sustainable industry.

The corresponding IRO is summarized below:

Positive impact	Negative impact	Financial opportunity	Financial risk
E3-ES-3 Support to industrial clients for a sustainable use of water resources			

The scarcity of water resources, exacerbated by climate change and extreme weather events, is intensifying competition for access to water in most parts of the world. In this context, the ability to operate without significant impacts on local water resources has become not only an environmental imperative, but a prerequisite for the longevity of industrial activities and the sustainable economic development of regions. In this new landscape, water-related challenges are becoming a driving force of business opportunities for Veolia, and this on a global scale. This is apparent in the majority of industrial sectors, and is particularly evident in areas of water stress.

The interactions of this IRO with Veolia's value chain and business model are as follows:

	Key stakeholders involved
Value chain	The primary beneficiaries are industrial customers, who can continue to operate (license to operate), and the regions, which can continue to host these activities and remain economically attractive. The planet is also a beneficiary, because the solutions proposed help to conserve freshwater resources and protect them from industrial pollution.
Business model	This IRO contributes both to Veolia's business performance and to its environmental and societal performance.

Industrial clients are looking for advanced technological solutions to:

- reduce their water consumption;
- optimize wastewater recycling and reuse;
- improve the treatment of their discharges to meet increasingly stringent quality standards;
- progress toward water neutrality.

Veolia, with its expertise and diversified technology portfolio, is positioning itself as a key strategic partner in this transition to a more sustainable industry. The Group's solutions and technologies meet the specific needs of most industrial sectors, allowing individual support in the shift toward sustainable use of water resources.

As part of GreenUp, Veolia intends to strengthen its activities with industrial clients by actively contributing to the transformation of industrial models, making them more resilient to environmental and regulatory challenges, while contributing to the overall preservation of water resources. Veolia is thus positioned at the forefront of a fundamental transformation of industrial practices, where sustainable water management is becoming a competitive advantage and a key factor in sustainable economic development.

4.1.2.3.6 A Historical contractual model that needs to evolve

More and more municipal clients, faced with water scarcity, are asking to take action to reduce consumers' drinking water consumption. Veolia views this trend as a potential risk for the economic balance of water services and the contractual model, which involves a majority share of fixed costs and variable billing based on the volumes of water distributed. The IRO on this subject is summarized below:

Positive impact	Negative impact	Financial opportunity	Financial risk
E3-ES-4 Gap between customer expectations around responsible use of drinking water and current volume-based remuneration models			

The trend described is mainly observed in France and Spain, two strongholds for Veolia in municipal water, which confirms its materiality. It affects all water services, regardless of how they are managed. It is particularly risky in a context of climate change, which requires the adaptation of aging infrastructure and thus increased investment. In Veolia's other strongholds, such as the United States, Central and Eastern Europe, and Latin America, this trend is not yet noticeable. However, Veolia believes that with water resources becoming increasing scarce because of climate change, the downward trend in volumes consumed is likely to become widespread. This topic, identified with stakeholders and discussed with the Critical Friends Committee in 2024, is an opportunity to stand out through the development of innovative new business models.

The IRO's interactions with Veolia's value chain and business model are as follows:

	Key stakeholders involved
Value chain	Veolia and its customers are the primary beneficiaries, since it maintains the economic balance of the service and continues to invest in order to maintain continuity of service, while conserving water resources and thus the planet.
Business model	This IRO contributes mainly to Veolia's financial (margins) and commercial (differentiation) performance.

To mitigate the risk associated with the decrease in volumes, Veolia is developing innovative contracts to promote actions to reduce water consumption. These new contractual models, which are tailored to specific local characteristics in terms of pressure on resources and consumer profiles, are based on innovative pricing:

- a seasonal tariff encourages responsible use during periods of shortage;
- a tiered tariff ensures that large consumers contribute more to service revenues;
- a social tariff protects low-income users;
- the increase in the fixed share finances the adaptation of infrastructure.

These contracts also include conditions for updating and revising water prices to protect the remuneration structure from the financial risk associated with a significant decrease in volumes. This contractual and price engineering encourages more moderate consumption, while maintaining the economic balance of the service and protecting the purchasing power of consumers, thus providing a means of differentiation for Veolia.

Some real-life examples:

- Syndicat Mixte Garrigues Campagne (France, 2024): social, tiered and seasonal pricing models, with the first cubic meters free for households, a tiered tariff depending on consumption, and an increased summer tariff;
- Métropole de Toulouse (France, 2024): seasonal pricing model with an increase in summer offset by a decrease in winter.

These performance or water sobriety contracts reduce water consumption while maintaining the economic balance in the short and medium term. However, the long-term challenges of the sector, including climate change adaptation and the modernization of aging infrastructure, require a new financing model to support the massive investments needed. To that end, Veolia, in association with partner companies and authorities, conducted a study in 2024 on a new way of financing water and sanitation services in France. The study sets out the general principles for a new business model for the water industry. It makes 25 concrete proposals to ensure the economic sustainability of services, while reconciling environmental efficiency, economic balance and social equity.

This proactive approach demonstrates Veolia's commitment to anticipating future challenges in the water sector and to developing innovative and sustainable solutions, strengthening its position as a major player in the responsible management of water resources.

4.1.2.4 Biodiversity and ecosystems (E4)

4.1.2.4.1 Introduction

According to IPBES (Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services), global biodiversity is experiencing an **unprecedented decline**, mainly due to **five major pressure factors**:

- changes in land and sea use
- overexploitation of natural resources;
- climate change;
- pollution;
- invasive alien species.

Nature conservation is now a crucial issue for the future of the planet and humanity. Biodiversity, which encompasses the diversity of living species, ecosystems and genes, including the ecosystem services it provides, is a fundamental pillar of the health of the planet and, by extension, of the sustainability of economic activities and collective well-being.

Although the business world is partly responsible for the pressures on ecosystems, the undertakings' efforts are also decisive in inventing solutions that will preserve, safeguard and even regenerate them.

Because they depollute, decarbonize and regenerate resources, **Veolia's activities help to preserve natural environments (water, air and soil).** They also reduce three of the five aforementioned factors of biodiversity loss resulting from the activity of its municipal and industrial customers (overexploitation of natural resources such as water, climate change and pollution):

- waste collection and treatment reduces the pollution of soil, air, and bodies of water by urban and industrial pollution;
- wastewater treatment activities encourage the discharge of quality water into the natural environment, thus helping support the replenishment of watercourses, the achievement of good ecological status, and the protection of water resources from pollution;
- the development of centralized and strictly regulated urban heating networks that are continuously monitored, and the use of certified biomass to feed them, reduces the environmental impact in comparison to more polluting systems;
- the production and commercialization of recycled organic fertilizers is part of sustainable agriculture, which plays a key role in the balance of ecosystems.

➔ Veolia's contribution through depollution activities to nature conservation and the preservation of ecosystems is addressed by IRO E4-ES-1 as a positive impact, as detailed in section 4.1.2.4.3 below.

However, industrial activities carried out on sites operated by the Group may themselves have **negative impacts, whether direct or indirect,** on nature. Although these are on a much smaller scale than the reduction of its customers' impacts, the Group still takes them into account and adopts appropriate mitigation actions to reduce them as part of its environmental management system. Thus:

- The biodiversity footprint of "sensitive" sites with significant issues is measured to assess direct or indirect negative and positive impacts generated by site activities at local level. A tailored action plan enables each "sensitive" site to roll out the necessary actions.
- Veolia is committed to eliminating the use of phytosanitary products at all operational sites that it manages. Veolia also deploys ecological management at the sites to implement actions to protect nature.

➔ These negative impacts are addressed by IRO E4-ST-2, detailed in section 4.1.2.4.4 below.

Although the Group's activities reduce pressures on biodiversity, they are also potentially dependent on nature's ecosystem services functioning properly.

- Drinking water production is directly tied to a properly functioning large water cycle: the regularity of precipitation, plus storage capacity in catchment areas, ensure that the resource is available. The environment's self-treatment (self-purification) capacity helps to maintain good quality resources used for drinking water production and therefore limits the amount of treatment needed to ensure water is fit for consumption.
- Wastewater depollution is dependent on ecological factors: microbial activity, and the ability of aquatic environments to assimilate residual loads, are essential for wastewater treatment.
- Local decarbonizing energy production from biomass requires a sustainable supply of wood-energy or vegetable waste.
- Landfilling, composting and soil remediation all rely on the structure and nature of the soil and biological processes to break down organic material.

Among these dependencies, only the one related to biomass is considered material, which has led Veolia to set traceability and certification objectives for wood biomass used in the energy sector.

4.1.2.4.2 Veolia's commitment to nature

The Group responds to challenges linked to the protection and restoration of nature through its very activity or through operational methods adopted at the sites where it operates, but also more widely by making nature an integral part of its policy and processes.

Nature is integral to Veolia's strategy

In 2024, as part of its new GreenUp strategic program, Veolia is committed to limiting the erosion factors associated with human activities via its three pillars: decarbonize, depollute and regenerate natural resources.

The launch of GreenUp was an opportunity to reaffirm the importance of biodiversity in the Group's commitments. The depollution – biodiversity objective, which featured in the previous program, was retained in the new multifaceted performance objectives for the period 2024-2027. These will be taken into account in the remuneration of the Group's *Executive Resourcers.*

This objective is illustrated by a metric for monitoring the rollout of action plans to improve the impact on natural environments and the biodiversity of sensitive sites, and builds on the achievements of the previous program. Under the previous program, Veolia identified 123 sensitive sites out of the 1,453 main sites managed by the Group. In 2024, this figure was increased to 158, with a target of 85% action plan deployment by 2027.

The methodology used to identify sensitive sites takes into account the location of direct operations with regard to protected areas or areas of great importance for biodiversity using the Integrated Biodiversity Assessment Tool (IBAT), as well as the nature of the site activities.

In line with its environmental policy, Veolia has undertaken to introduce more sustainable methods (ecological management, discontinuation of phytosanitary products) at all other sites managed by the Group. The company's ambitious target is to apply these measures to 95% of its installations by 2027, in line with its deployment standards. In addition, the Group's deployment standards have also raised energy targets: by 2027, these measures aim to achieve 100% traceability and certification of the wood biomass used for energy within the Group's scope of operational control. With this certification, the Group can guarantee the non-deforestation and non-conversion of wood supply sectors, as well as the absence of provenance from areas of high environmental value. It also guarantees that the carbon impact of this supply chain is much lower than sourcing conventional fuels.

In line with target 2 of the Global Biodiversity Framework (GBF), Veolia has also set a target for renatured areas of 745 hectares by 2027 for all landfills.

In March 2024, the Group renewed its commitment to the initiative act4nature international. More than 70 leading French undertakings and their non-profit and academic partners have signed up to this initiative. Veolia has been a partner since 2018. In addition to the above mentioned actions (deployment of action plans, ecological management and non-use of phytosanitary products, traceability and certification of the wood energy supply chain), these new commitments for 2027 include new actions aimed at providing the Group's customers with conservation and restoration solutions derived from its performance and innovation policy, such as nature-based solutions, and at reinforcing the importance of nature within the Group's governance. These commitments, signed by Veolia's Chief Executive Officer, are structured according to the pillars of the Taskforce on Nature-related Financial Disclosures (TNFD). Their progress at the end of 2024 is presented in Appendix 8.10.1.

Example of a nature-based solution in Spain: the restoration of wetlands in the Ebro Delta

In Catalonia's largest wetland area, with high environmental value, the river basin ecological management project seeks to preserve biodiversity and improve the quality of water from the rice fields before it drains to the lagoons and bays of the Ebro Delta. This 140 hectare wetland is now home to 48 different species of waterfowl, 33 of which are listed as endangered. It was declared a nature reserve in 2020.

The new Act4nature international commitments are in line with the targets of the Global Biodiversity Framework (GBF), which emerged from COP15. The GBF sets global nature protection targets for 2030.

They were reviewed and validated by Act4nature international partners at a steering committee meeting. The steering committee is composed of representatives of business networks, NGOs, a public body (Office Français de la Biodiversité) and scientific partners.

In 2024, the Group also joined the twin initiative It's Now for Nature, led by the organization Business for Nature, which encompasses more than 100 business networks worldwide.

Veolia was one of the first undertakings to have used, in its 2023 Universal Registration Document, the nature-related impact reporting framework developed by the TNFD*. This is a common benchmark for issuers and investors in the evaluation of undertaking nature policies. Veolia was therefore singled out at the Davos Forum in January 2024 as being one of the TNFD's 19 French early adopters.

The summary information on the Group's nature and biodiversity protection policy, corresponding to the 4 pillars of the TNFD disclosure framework (Governance, Strategy, Risks and Opportunities, Metrics and Targets), is presented in the form of text boxes in Appendix 8.10.2 Furthermore, for more detailed information, a cross-reference table in Appendix 8.10.2 matches the 14 themes of the disclosure framework with the chapters of the Universal Registration Document.

Incorporating biodiversity within the Group's risk management policy

The main risks that Veolia faces are subject to an annual mapping process. Risks are classified according to their potential impact and probability of occurrence, and ranked according to importance. Among these risks are environmental and industrial risks.

In 2023, the analysis of direct operations and the value chain, conducted according to the LEAP approach advocated by the TNFD, identified issues at Veolia's sites and for certain raw materials, calling for more consideration to be given to nature in the value chain. As a result, by 2025 this will lead to a more extensive dialog with the main suppliers of the most affected procurement categories in order to incorporate environmental protection criteria into the supplier selection and assessment.

The results of this analysis also improved the Group's risk nomenclature (Veolia Risk Universe), which seeks to develop a common language for risks and their descriptions by integrating the risk of biodiversity loss. The analysis conducted covers physical and transition risks, but Veolia has not yet assessed systemic risks as the Group is in the learning phase of the TNFD framework and is waiting for methodologies to be proven.

A robust governance framework

To review the risks and opportunities relating to the nature-related impacts and dependencies of Veolia's activities, the Board of Directors primarily relies on two of its Committees (see section 4.1.1.4.1 above):

- the Purpose Committee, which performs an annual review of the multifaceted performance objectives, including the protection of natural environments and biodiversity, and related metrics;
- the Accounts and Audit Committee, which is in charge of reviewing the financial and non-financial risk mapping, including challenges relating to nature, understanding the management initiatives and corrective measures.

In addition, like all the multifaceted performance objectives, the objective of protection of natural environments and biodiversity is supported by a sponsor, Executive Committee member and Senior Executive Vice President for Strategy, Innovation and Development. Its progress, evaluated by an independent third-party organization, is taken into account in calculating the variable compensation of the Group's Executive Resourcers..

The sharing of objectives and the rollout of Veolia's biodiversity strategy in the Business Units takes place via a network of more than 40 contacts across the Group. Quarterly meetings are held to facilitate this information exchange. The biodiversity contacts are specifically tasked with implementing nature conservation action plans on sites that Veolia operates.

A stakeholder engagement policy for biodiversity

The Group raises awareness among internal (on-site personnel, support functions) and external (subcontractors, customers, general public, etc.) stakeholders in the protection of environments and biodiversity. Internally, the ultimate aim is to firmly establish the change of culture needed to transform operational practices at all of the Group's decision levels (ecological management, green infrastructures, etc.). E-learning content on biodiversity, designed specifically around the biodiversity issues raised by Veolia's activities, has been available since 2022.

The Group has been a partner of the French IUCN committee since 2008. This committee shares its expertise with the Group for implementing the Group's biodiversity strategy (formulating its commitment to *act4nature international*, designing operational tools, etc.). Veolia is also an active participant in the think tanks of leading French non-profit organizations, such as Entreprises pour l'environnement (EpE) and Orée, as well as Business for Nature, an international network.

In November 2023, following the publication of the National Biodiversity Strategy 2030, the Group was invited by the Ministry of Ecological Transition to participate in the Business and Biodiversity "Roquelaure" working group, aimed at formulating recommendations to reduce risks and identify opportunities with regard to biodiversity in the main business sectors in France. Roquelaure's findings were presented in November 2024.

In November 2024, the Group attended COP16 in Cali, and was invited to take part in the Business and Biodiversity Summit, part of the official COP program. To mark the occasion, Veolia published its first biodiversity report, entitled "Conserving and regenerating nature: from commitment to action". The report testifies to the contribution of Veolia's businesses and solutions to protecting biodiversity, as well as its commitment to exemplarity, reinforced under GreenUp.

Biodiversity Report URL: https://www.veolia.com/sites/g/files/dvc4206/files/document/2024/10/biodiversity-report-veolia-101624.pdf

4.1.2.4.3 Nature conservation through our depollution activities

With regard to the positive impact on ecosystems of Veolia's depollution activities, which tackle the causes of biodiversity loss, the corresponding IRO, which is classed as a positive impact, is summarized below:

Positive impact	Negative impact	Financial opportunity	Financial risk
E4-ES-1 Contribution to the preservation of biodiversity and ecosystems through depollution			

For example, the residual pollution released after treatment into the natural environment by municipal wastewater treatment plants managed by the Group is 10 times less than the pollution released into the environment in the absence of those plants.

A significant proportion of Veolia's activities (wastewater treatment plants, waste treatment including hazardous waste) contribute directly to this positive impact. In addition, the new GreenUp strategic program is accelerating the development of high-impact depollution activities, such as hazardous waste treatment and new water technologies.

Veolia's value chain is involved at various levels:

Upstream value chain	Upstream, the market in general and clients of environmental services are increasingly concerned about the state of nature and the commitment to preserve it. The implementation of this IRO covers Veolia's depollution activities, both in terms of the operational management of depollution installations and the provision of depollution solutions.
Downstream value chain	Downstream, the main direct beneficiaries of this IRO are the planet and local communities. Investors also benefit through the recognition of the positive impact of their investment on nature.

This IRO fits into our business model by contributing to multifaceted performance, especially environmental performance.

It is presented in more detail in the description of the IRO defined in section 4.1.2.2.3 Depollution activities above:

- E2-ES-2 Development of depollution activities for customers in line with the new requirements (emerging polllutants in water, micropollutants, endocrine disruptors, etc.);
- E2-ES-3 Increase in hazardous waste treatment capacity in different technology sectors to meet the growing needs of customers.

4.1.2.4.4 Protection and restoration of nature in Veolia's direct operations and the value chain

The corresponding IRO, classed as a negative impact, is summarized below:

Positive impact	Negative impact	Financial opportunity	Financial risk
E4-ST-2 Impact of our sites and value chain on ecosystems and biodiversity			

Veolia conducts industrial operations at approximately 1,800 significant sites. These may have direct negative environmental impacts locally, or indirect negative environmental impacts via their upstream value chain.

These impacts include the consumption of natural resources as part of the sites' activities, residual pollution contained in operating emissions, greenhouse gas emissions and the impact that the land footprint of sites can have on habitats.

Mindful of its potential impacts, the Group applies the mitigation hierarchy by prioritizing actions, aimed first at avoiding these impacts, then at minimizing them, and finally, as a last resort, at compensating for them where necessary (AMC: avoid, minimize, compensate).

The multifaceted performance approach for 2024-2027, associated with the new GreenUp strategic program, once again includes the monitoring of action plans to mitigate impacts at sites with significant issues regarding biodiversity and new standard targets associated with the topic "Biodiversity and Ecosystems". These bolster the Group's commitment to adopting the nature conservation practices illustrated in the previous plan, with actions continued over a broader scope following the acquisition of Suez and integrating more ambitious targets. The new standard targets are aimed at ecological management and the non-use of phytosanitary products on 95% of sites by 2027. They also set enhanced objectives of 100% for the traceability and certification of wood biomass used in the energy sector.

To support all operational entities, regardless of the issues at stake, various tools are available to them:

- The ecological management guide, developed in partnership with the IUCN French Committee, includes factsheets on how to maintain green spaces, ponds and watercourses; ecological development of roadways and buildings; and intrusion prevention and management of invasive alien species. A sector-specific version of the guide for landfill sites was produced in 2022;
- The "Green Spaces" charter is intended to support the transition of operational entities toward more ecological practices. It formalizes the commitments made by Veolia's sites and service providers in the ecological management of green spaces, and includes mandatory measures to ensure that this management complies with the charter's requirements;
- The "Zero Phytosanitary Products" charter (covering herbicides, fungicides, insecticides and biocides) lists the practices to be adopted for a site to be considered virtuous with regard to the management of its green spaces. In the same way as the "Green Spaces" charter, it applies to sites and their service providers.

Sites said to be "sensitive" because they present significant issues with regard to biodiversity are identified according to two major criteria:

- **issues related to the sensitivity and potential of the site:** the type of environment in which the site is located, the presence of protected natural areas or areas of great importance to biodiversity near the site, the potential presence of threatened or protected species, land and water surface areas and level of water stress.

  To this end, Veolia reconciles information extracted from the IBAT database (Integrated Biodiversity Assessment Tool) – developed by Birdlife International, Conservation International, the IUCN and the United Nations Environment Program – and site geo-location data. The natural areas defined by IUCN (categories I to VI), UNESCO (natural world heritage sites), the Ramsar Convention, MAB (Man and the Biosphere Programme), the Alliance for Zero Extinction, and Important bird and biodiversity areas (IBAs) are considered.
- **issues relating to the site's activity:** air and water discharges, treatment efficiency, abstraction of resources, potential past non-compliance (discharges to the environment), soil sealing.

The list, which was updated in 2024 under the GreenUp strategic plan to cover a broader scope following the acquisition of Suez, includes 158 sensitive sites with a total area of 21,290 hectares, including 103 sites located within five kilometers of a sensitive or protected area (source: IBAT). In 2024, 135 of these sensitive sites implemented biodiversity actions covering a total area of 17,655 hectares.

Table: Number of sensitive sites and surface area near sensitive/protected areas (103 out of 158 sensitive sites)

Area	Number of sensitive sites within 5 km of a protected area (source: IBAT)	Aggregate area (in ha)
Italy, Africa, Middle East	1	290
Asia Pacific	12	986
Central and Eastern Europe	12	659
France and Special Waste Europe	29	1,310
Iberia and Latin America	25	1,181
North America	10	2,063
Northern Europe	14	946
Grand total	**103**	**7,435**

The biodiversity footprint of the sensitive sites thus defined is measured to assess direct or indirect negative and positive impacts generated by site activities at local level. The footprint includes the analysis of metrics and data relating to:

- the site process such as consumption of energy, reagents, water and raw materials, discharges, waste production or energy and material recovery;
- site location and management of spaces such as the presence of protected natural areas or areas of great importance for biodiversity (on or near the site), management of green spaces, management of invasive species, lighting, etc.

It thus makes it possible to assess the level of impact for the following issues: land take, terrestrial and marine habitat fragmentation, damage to general biodiversity, proximity to a protected area, harm to rare or threatened species, water eutrophication, acidification through air discharges, light pollution, spread of invasive species, local water stress and greenhouse gas emissions due to fuel and natural gas consumption.

The involvement of an **ecologist expert in local biodiversity**, is needed to help the Business Units to measure their on-site footprint.

The ecologist also supports the site in defining its action plan, defined according to the major issues revealed by the biodiversity footprint. It is based on a list of predefined actions whose objectives are to reduce the impacts identified and conserve or restore nature. They are focused on reducing the impact on habitat fragmentation and artificialization, preserving rare or threatened species, managing green spaces ecologically, protecting water resources, tackling invasive alien species, reducing light pollution, preventing pollution, fighting climate change and raising awareness among stakeholders.

Each action may be the subject of a partnership with a local organization, in particular for awareness-raising initiatives.

Antanas Environmental Technology Park, Columbia

Located in the city of Pasto on a landfill and incineration site, the 98 hectare park has maintained three conservation areas totaling 73 hectares since 2021. The environmental protection association Viva el Planeta supports Veolia in the ecological management of rare species of trees such as oak, palm and Colombian pine, and rare species of birds such as the acorn woodpecker. The creation of a nursery ensures the availability of endemic species for regreening or reforestation of the area. Lastly, the site also seeks to raise awareness among its employees and local communities by organizing visits and conferences on biodiversity.

The deployment rate of a site's action plan measures the progress of the planned actions. This rate is calculated by dividing the number of actions actually carried out by the total number of actions required.

These actions include:

- 15 generic actions to be deployed at each site;
- additional actions recommended by the ecologist, based on the results of the biodiversity footprint analysis.

Veolia's value chain is involved at various levels:

Upstream value chain	Upstream, the market in general and clients of environmental services are increasingly concerned about the state of nature and the commitment to preserve it. The implementation of this IRO covers all of Veolia's activities at an industrial site.
Downstream value chain	Downstream, the main entities directly benefiting from this IRO are the planet and local communities. Investors also benefit through the recognition of the positive impact of their investment on nature.

This IRO fits into the business model by contributing to multifaceted performance, especially environmental performance.

For this IRO, a metric is monitored that has a target for 2027:

	Commitment	Objective	SDG	Metric - definition	2023 baseline	2024 Results	2027 target
GreenUp	Combat pollution and accelerate the ecological transformation	Depollution - biodiversity	14 LIFE BELOW WATER; 15 LIFE ON LAND	• Biodiversity preservation on sensitive sites (1)	59% (new scope)	73% progress on action plans	≥ 85 %
	Sponsor	Sébastien Daziano		Executive Committee member, Senior Executive Vice President, Strategy, Innovation and Development			

(1) *Rate of progress with action plans aimed at improving the impact on environments and biodiversity at sensitive sites (new 2023 scope, pro forma 2023-2027)*

In accordance with the requirements of the CSRD, the proximity of these sensitive sites to protected areas or key biodiversity areas was assessed.

Metric	2024	Comments
Number of sites owned, leased or managed within or near protected areas or key biodiversity areas that the undertaking negatively affects	103 sites 7,435 ha	Number and surface area of sensitive sites within 5 km of a protected area (source: IBAT)

4.1.2.5 Resource use and circular economy (E5)

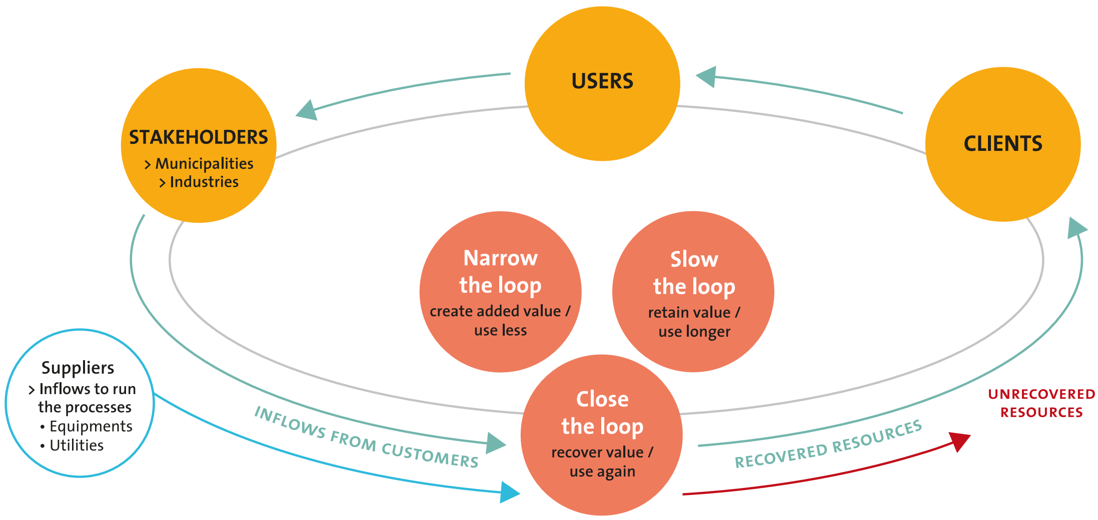
4.1.2.5.1 Introduction

The global economy is linear: it is based on a pattern of extraction, production, use and disposal. This leads to resource depletion, biodiversity loss and the generation of waste, including hazardous waste, which harms the planet's ability to continue to meet the needs of future generations. Of the nine planetary boundaries, six had already been reached or were exceeded in 2024.

The transition to an economy based on circular and responsible use of resources will essentially help to preserve virgin resources and reinforce the decarbonization of human activities. To do this, the development of activities such as material recovery from waste, followed by energy from waste, must be encouraged.

According to Veolia's purpose statement, the purpose of the Group is to "develop and implement locally solutions to depollute vital resources and preserve them from depletion, solutions to decarbonize ways of living and producing and adapt them to the consequences of climate change". ».

Veolia is mainly positioned on the "Closing the loop" part of the value chain proposed by the circular economy:



The GreenUp Strategic Program 2024-2027 centers its impact strategy around resource preservation and regeneration, along with decarbonization and depollution. Resource regeneration is also the subject of a multifaceted performance objective specifically for water, measured by the volume of freshwater preserved through the Group's activities (see Chapter 4.1.2.3 Water and marine resources above).

4.1.2.5.2 Develop material and energy recovery

Promote material recycling and resource regeneration

Veolia positions its circular economy strategy around resource regeneration. Indeed, the Group proposes specific offerings to its customers to protect natural resources: treating waste and complex pollution, waste and wastewater energy and material recovery and industrial and regional ecology services.

This strategy has been implemented with its partners every day for the past 170 years, serving regions by offering solutions that range from eco-design and the production of secondary materials (recycled glass, cardboard and plastics, rare metals from electronic waste, recovered solvents, compost, etc.), to treated wastewater reuse and renewable energy production. At the Executive Committee level, the strategy is managed by Gustavo Migues, Senior Executive Vice President Latin America.

The corresponding IRO is summarized below:

Positive impact	Negative impact	Financial opportunity	Financial risk
E5-ES-2 Development of activities for the recovery of certain materials due to pressure on resources and the need to limit the use of virgin resources			

The pressure on resources may lead to new regulations aimed at including more recycled materials in production processes, for example in the plastics sector.

Supported by more than 30 years of experience in recycling plastic, in 2023 Veolia created PlastiLoop, a leading brand and initiative which enables its customers to source recycled plastic resins from anywhere in the world, through a range of polymers sorted by application to meet each specific need. PlastiLoop therefore offers a concrete solution for industrial customers who wish to commit to a plastic recycling process in order to reduce their carbon footprint and help save resources.

The example of plastic illustrates the global dimension of the problem: the United Nations Environment Assembly is currently working on a global treaty to combat this pollution in conjunction with civil society. Veolia, through its infrastructure, helps to combat this pollution.

Veolia contributes to recycling many other resources, especially through its sorting centers, which prepare materials for recovery: paper, cardboard, scrap, non-ferrous metals and wood.

Numerous actions are presented in the table provided in 4.1.2.5.3.

The main interactions of this IRO with Veolia's value chain and business model are as follows:

Value chain	Upstream, Veolia's actions meet market expectations for increased sourcing of secondary raw materials and comply with the growing number of regulations that require the recycling of rare materials. They are based on increasingly advanced selective waste collection schemes. Downstream, Veolia provides its customers with secondary raw materials that contribute to their supply chain circularity policy.
Business model	This material recycling contributes both • to Veolia's commercial performance, in line with its purpose; and • to its environmental performance, helping to reduce the consumption of primary raw materials and the emission of greenhouse gases.

Energy recovery from non-recyclable waste

In addition to material recovery, for non-recyclable waste, energy recovery ensures a virtuous circle of decarbonization.

For example, solid recovered fuel (see the IRO below) is dry, non-hazardous waste that can be converted into energy by incineration at municipal sites (household waste incinerators) or high-capacity industrial sites (cement factories). It is made from waste that cannot be sorted or composted.

This type of energy recovery has the dual advantage of being a treatment solution for non-recyclable waste while extracting the energy it contains. It thus offers industry an alternative local energy source which is twice as low in carbon as coal and on a par with natural gas, without being subject to the geopolitical uncertainties of natural gas.

Positive impact	Negative impact	Financial opportunity	Financial risk
E5-ES-4 Energy recovery of non-recyclable waste (SRF-RDF), contributing to decarbonization			

Given the pressure on energy markets and the general need for decarbonization, solid recovered fuel has become an essential and ubiquitous solution. These trends will only strengthen in the years to come.

For example, Syensqo and Veolia have embarked on the construction of a low-carbon energy production plant based on cogeneration, replacing coal with SRF. An industrial ecology project called Dombasle Énergie.

The main interactions of this IRO with Veolia's value chain and business model are as follows:

Value chain	This IRO meets manufacturers' needs for local decarbonizing solutions with guaranteed sourcing.
Business model	This IRO contributes mainly to Veolia's environmental performance: • non-recyclable waste disposal; • local decarbonizing energy production. It also contributes to commercial performance with industrial customers.

Solid recovered fuels (SRF) are produced from non-hazardous household and industrial waste recovery. Also known as refuse-derived fuels (RDF), they are a high-yield energy source for electricity and heat production, and a credible alternative to landfill. SRF preparation lines process the material in different stages: crushing, sorting mechanically, by air-flow or by size (trommel screen), separation of ferrous metals, fine grinding depending on the end-user's requirements (cement industry for example), etc.

Using solid recovered fuels is one response to many governments' drive to shrink fossil fuels' share of the energy mix.

Currently, 30 % of non mineral and non hazardous waste is buried, representing a potential source for RDF production of nearly 70 million metric tons per year in Europe.

RDF consumption is important in a number of European countries, including England, the Netherlands and Germany. Industry demand is growing.

4.1.2.5.3 Researching innovative solutions

Pioneering circular solutions for hazardous waste

In line with its strategy, Veolia will step up its hazardous waste treatment activities with a view to processing 9 million metric tons[1] of polluting waste by 2027 (see 4.1.2.2).

As such, Veolia has been contributing for years to the treatment and recovery of used solvents, which are hazardous waste generated by the pharmaceutical, automotive, cosmetic, surface treatment and cleaning industries. Veolia is also a pioneer in the vehicle battery recycling market: as early as 1989, it developed considerable know-how in the management of batteries for recycling.

The challenge of recovering and recycling rare materials is vital for activities subject to major long-term global trends, such as electric vehicles. This creates a wealth of new business opportunities for Veolia. In addition, this type of waste can pose a major hazard for the public and the environment: Veolia's actions help to reduce these risks.

The corresponding IRO is summarized below:

Positive impact	Negative impact	Financial opportunity	Financial risk
E5-ST-3 Commercialization of innovative solutions to regenerate resources from hazardous waste (e.g. battery recycling)			

Veolia is currently expanding into the recycling of electric vehicle batteries. This requires specific dismantling and extraction techniques, via a hydrometallurgical process and innovative patents.

The main interactions of this IRO with Veolia's value chain and business model are as follows:

Value chain	Upstream, Veolia's actions comply with the growing number of regulations that require the recycling of rare materials. Downstream, Veolia supplies its customers with secondary raw materials such as the rare materials essential for electric battery production, thereby contributing to their policy on supply chain circularity.
Business model	This material recycling contributes both: • to Veolia's commercial performance, in line with the GreenUp approach; and • to its environmental performance, helping to reduce the consumption of primary raw materials and the emission of greenhouse gases.

With 4 sites already operational in France, Switzerland and China, Veolia is expanding its capacity by acquiring 2 other sites in the UK and Slovenia and other projects are under consideration. These sites mainly carry out the dismantling and refining of metals by hydrometallurgy.

Using innovation to boost the value chain

The circular economy strategy also involves the rollout of new business models, such as water management contracts to optimize consumption and adapt to new types of use, or the reuse of equipment to extend its lifespan and delay the generation of waste. The rollout of new business models may be hampered by the complexity of their implementation or the acceptability of new remuneration models with customers, who may own certain assets.

In a world with limited resources, remuneration models based on the volume of treated waste at the end of the chain will evolve. Since a significant share of Veolia's revenue is derived from waste, it must be involved in the reduction of the total amount of waste generated and in value creation, allowing new services to be developed that are focused on circularity. Veolia works with its partners in the public and private sectors, throughout the value chain, to support the circular economy and limit the volume of unrecovered waste.

The IRO concerned is as follows:

Positive impact	Negative impact	Financial opportunity	Financial risk
E5-ST-1 Adaptation to changes in the waste value chain, resulting in the need for technical and commercial innovation at Veolia			

The circular economy and related texts (e.g. CSRD, ISO standards, etc.) place the emphasis on a hierarchy of resource management strategies: refuse, rethink, reduce, reuse, repair, refurbish, remanufacture, repurpose, recycle, recover, remine.

These strategies have consequences for Veolia's businesses, hence the need for technical and commercial innovation to anticipate future developments.

First, consideration should be given to adapting the business models of contracts involving waste management on behalf of third parties. These have evolved from a volume metric to a performance metric, focused on reducing the volumes collected and possible alternative outlets. For example, incentive fees have been introduced in recent years, with promising results.

With its CircPack offering, Veolia has developed an eco-design service to support its industrial partners in their efforts to increase circularity. The twofold objective is to reduce the environmental footprint of products placed on the market and to ensure their end-of-life recyclability.

These new approaches are highly relevant and reflect the GreenUp priorities for the next few years, in line with a trend that will only increase.

The main interactions of this IRO with Veolia's value chain and business model are as follows:

Value chain	Veolia's actions meet the needs of local authorities and manufacturers keen to reduce the volume of final waste, promoting alternative recovery pathways from initial product design to recycling or energy recovery. The partners in the downstream value chain are varied, although many of them are consumer goods manufacturers, for example.
Business model	The performance related to this IRO is mainly commercial, economic and financial in nature.

[1] *Scope impact related to the disposal of RGS (United States).*

Although Veolia's core business remains recycling, initiatives linked to the prioritization of resources[1], as proposed by the various regulations and standards, are described here:

RETHINK	**Eco-design to optimize the recovery chain**	As part of its CircPack offering, Veolia enters into partnerships with industrial companies to act from the design phase and improve the ability to recycle products and the use of so-called secondary raw materials.**(IRO E5-ST-1)**. Faurecia, a FORVIA Group company, and Veolia signed a cooperation and research agreement to jointly develop innovative compounds for automotive interior modules, aiming to achieve an average of 30% recycled content by 2025. Through this partnership, the two companies will accelerate the deployment in Europe of innovative sustainable interior solutions implemented in dashboards, door panels and center consoles. Veolia will start producing these secondary raw materials at its existing recycling sites in France in 2023.
REDUCE	**Promote less water consumption and waste production**	In 2023, Veolia launched the Eco d'Eau initiative in France (see section 4.1.2.3 above). In waste management, Veolia manages public service delegation contracts where the objective is to reduce waste generation sources. This entails the use of various levers, such as incentive pricing and the conversion of waste collection sites to recycling centers, as well as preventive actions.
REUSE	**Reuse treated wastewater (covered by a GreenUp metric for freshwater conserved)**	See section 4.1.2.3 above.
	Life2Life, giving machinery and equipment a second life	In late 2022, the Group Purchasing Department, in partnership with the French business units, launched an internal second-hand resale and rental platform for equipment, machinery, supplies, rolling stock, office furniture and computer hardware, which can all be advertised and reserved on the platform. Three indicators are calculated: metric tons of CO_2 eq. erased*, waste tonnage avoided and savings achieved compared to the purchase of new equipment **(IRO E5-ST-1)**
	Conserve water in the lithium value chain	Lithium extraction requires large amounts of water: more than 1.5 million liters of water per metric ton of lithium extracted. Lithium residues are valuable in the extraction from the effluents from lithium processing facilities, geothermal brine or used batteries. Veolia uses clarification, evaporation and crystallization, and membrane technologies applied to various brines to recover metals and recycle the water.
REGENERATE	**Recover solvents**	By regenerating solvents, Veolia provides its customers with qualitative secondary raw materials. Veolia guarantees the quality and security of its expertise in solvent recovery and regeneration **(IRO E5-ES-2)**
	Developing phosphorus as an agricultural fertilizer	Veolia Agriculture supports farmers throughout France in their transition to sound and sustainable agriculture. A wide range of solutions dedicated to soil and plant fertility is available. The majority of products can be used in organic farming. Although phosphorus recovery has yet become an economic reality, it is nevertheless being increasingly discussed and new legislation in various countries, and even across Europe, is being studied to promote it. To help reduce environmental impacts and meet future directives on phosphorus recycling from wastewater, Veolia first developed the StruviaTM solution for phosphorus recovery from concentrated aqueous effluents, such as digester centrates, which paves the way for phosphorus recycling in Europe. New developments in the works also involve the recovery of phosphorous from sludge and ash from incinerated sewage sludge to achieve recovery rates of over 80% in order to meet regulations currently implemented in Germany in particular.
RECYCLE	**Organic waste recovery to regenerate soils or produce energy**	Wastewater treatment plant sludge and green waste as well as organic waste produced by households, restaurants, the food and beverage sector and agriculture, can be recovered for use in specific biological sectors. Processing involves either controlled composting or anaerobic digestion at anaerobic digestion installations. The compost produced can be used as an agricultural fertilizer **(IRO E5-ST-1, E5-ES-2)**.
	Producing biogas from waste storage sites	The use of landfill leads to significant production of methane, a greenhouse gas with a warming potential 28 times greater than CO_2. To limit the impact of this gas on climate change, Veolia captures and recovers it in the form of electricity, heat for district heating networks or biofuels.
	Produce recycled plastics	Thanks to the combination of a wide network of experts and years of experience, PlastiLoop offers a unique and structured range of grades, meeting the needs of industrial customers for many of their applications. even for the strictest standards applicable in their markets. This solution offers a customized approach for each industry **(IRO E5-ES-2)**.
	Producing solid recovered fuels	In Ludres, France, the materials contained in used upholstered furniture (steel, aluminum, wood) are recovered. Together with foam, plastic, fabrics and complex materials that cannot be recovered, SRFs are produced for a cement factory located 10 km from the site **(IRO E5-ES-4)**.
	Recycle batteries (covered by a GreenUp metric: hazardous waste treated)	Veolia is a pioneer in the emerging market for the recycling of electric vehicle batteries. As early as 1989, Veolia had developed know-how in battery management. Veolia has plants capable of extracting copper, nickel, cobalt and lithium from batteries, via the hydrometallurgical process and innovative patents **(IRO E5-ES-2, E5-ST-3)**.

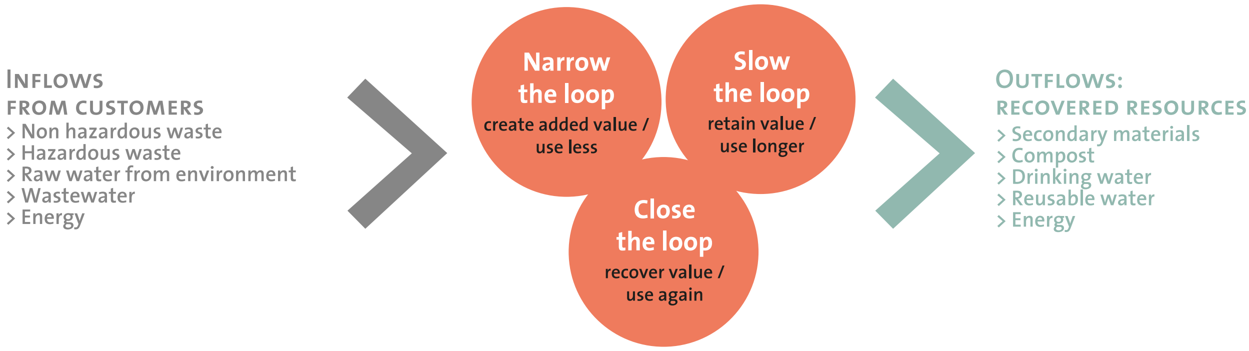
(1) *Prioritization of resources (adapted from ISO 59004:2024 and from Potting and al. 2017): refuse, rethink, reduce, reuse, repair, refurbish, remanufacture, repurpose, recycle, recover, remine.*

* *Scope 4, also called erased emissions, is a concept specific to Veolia, to assess the GHG emission reductions of third parties thanks to Veolia's decarbonizing solutions. It is defined in point 4.1.2.1.4. Veolia ensures that scope 4 is recognized differently than its scopes 1, 2 and 3 emissions and may under no circumstances be subtracted from them.*

4.1.2.5.4 Manage circular solutions using resource-related metrics

Producing drinking water from raw water, decontaminating wastewater for reuse, producing secondary materials and energy from waste, and optimizing input and energy consumption are all activities that use Veolia's circular solutions.

Apart from raw water, the inflows into Veolia's processes come from its customers. Outflows are alternative secondary materials, energy and water that reduce pressure on virgin resources:



The main quantitative target relating to the circularization of the economy concerns the objective of freshwater conservation.

In addition to this overarching objective, Veolia manages the metrics summarized in the tables below, taking into account the different situations and markets. These do not require quantitative targets to be set for Veolia as a whole: their primary aim is to provide details of operational situations to ensure the proper application of its circular economy strategy and operational monitoring of the solutions implemented.

In terms of resource inflows, these are divided into three main categories that reflect Veolia's three core businesses:

- municipal and industrial waste sent to treatment centers for recovery by applying the hierarchical principle of waste management: prevent its production, identify opportunities for reuse, recycling and recovery and, if recovery is not possible, ensure its treatment in accordance with applicable regulations;
- fuel used to produce energy (gas, coal, biomass): saving and conserving energy resources is a major lever in Veolia's contribution to combating climate change, notably by increasing energy efficiency at the installations operated, prioritizing the use of renewable energy and energy from waste, and exploiting the energy potential of waste and wastewater;
- water taken from natural environments to produce drinking water for communities, as well as domestic and industrial wastewater, which is collected and then treated before being either reused or returned to the natural environment.

As such, Veolia monitors several metrics for resource inflows:

- quantity of incoming waste (millions of metric tons);
- energy consumption (millions of megawatt-hours);
- water withdrawals for drinking water production (in billions of cubic meters);
- wastewater collected (in billions of cubic meters).

The metric "Quantity of incoming hazardous waste (in millions of metric tons)" is also monitored, with a GreenUp target for 2027 of 9 million metric tons[1].

In terms of resource outflows, Veolia helps to reduce the consumption of raw materials by third parties by providing secondary materials such as recycled plastic pellets or outflows from sorting centers (paper, cardboard, glass, etc.). The Group also seeks to reduce the raw material consumption of the installations it operates.

Veolia monitors several metrics for resource outflows:

- quantity of waste recovered (materials and energy) in millions of metric tons;
- quantities of bottom ash produced (Energy business) in kilotons;
- volume of drinking water produced in billions of cubic meters;
- volume of treated wastewater in billions of cubic meters;
- volume of sludge recovered in kilotons of dry matter;
- total energy produced for all businesses in millions of megawatt-hours.

Veolia's waste production should be viewed in a very different light from that of the waste production of other business sectors.

For its waste and wastewater treatment, Veolia's objective is to decontaminate flows that are extremely variable in nature and quantity. It also seeks to ensure – through infrastructure that the Group does not necessarily own – the most efficient management possible in the light of the applicable regulations and technologies.

As a result, its depollution actions and use of circular economy solutions increase the quantities of waste that Veolia produces, while being the driving forces of environmental protection and the ecological transformation.

Veolia monitors several metrics for waste produced:

- quantity of waste produced from the waste business in kilotons;
- quantity of waste produced from the sanitation business (sludge);
- quantity of waste produced from the energy business (bottom ash);
- quantity of unrecovered waste going to incineration (waste disposed of)
  - from the Water business,
  - from the Waste business,
  - from the Energy business;
- quantity of unrecovered waste going to landfill (waste disposed of): non-hazardous waste, sanitation and energy
  - from the Water business,
  - from the Waste business,
  - from the Energy business.

(1) *Scope impact related to the disposal of RGS (United States).*

KPIs		2024
Resource inflows		
Waste business: quantity of waste inflows (kT)		63,660
Drinking Water business: abstraction (in billions of m^3)		7.3
Wastewater business: wastewater inflows (in billions of m^3)		7.4
Energy business: fuel (in millions of MWh)		62.2
Resource outflows		
Waste business: quantity of waste recovered (energy) (kT)		29,458
Waste business: quantity of waste recovered (material) (kT)	**(A)**	9,797
Waste business: quantity of waste recovered (material and energy) (kT)		39,255
of which recovered bottom ash (kt)		1,058
Drinking Water business: water produced (in billions of m3)		6.4
Wastewater business: treated water (in billions of m^3)		7.4
Wastewater business: recovered sludge (kt)	**(B)**	835
All businesses: total energy produced (in millions of MWh)		54.8
Energy business: recovered waste: bottom ash (kt)	**(C)**	822
Quantity of waste produced from the waste business: total quantity of waste (kt)		5,416
Quantity of waste produced from the sanitation business: sludge produced (kt)		343
Quantity of waste produced from the energy business: bottom ash produced (kt)		189
Quantity of unrecovered waste going to incineration (from the three water, waste and energy businesses) (kt)		2,209
of which hazardous waste (kt)		725
of which non-hazardous waste (kt)		1,483
Quantity of unrecovered waste going to landfill (from the three water, waste and energy businesses) (kt)	**(D)**	3,739
of which non-hazardous waste (kt)		2,759
of which bottom ash (waste and energy businesses) (kt)		307
of which hazardous waste (kt)		980
Total recycled waste (A+B+C)		11,454
Total non-recycled waste (D)		3,739
% non-recycled waste D/(A + B + C + D)		24.6%

NB: The above data are taken from the reporting of the Group entities for the CSRD scope and are consolidated real data. As for the destination of non-recovered waste (landfill vs. incineration), Incinerated waste is classified by default in the non-recovered category when Veolia does not have information on its energy recovery. This is part of a prudent approach, in particular for waste sent to third parties for incineration.

The material and energy recovery rates of treated waste, the bottom ash recovery rate (waste incineration residue), the combustion residue recovery rate in the Energy business, and the recovery rate for wastewater treatment sludge are specified in 8.10.5. For the latter 3, 2027 targets are proposed in 4.1.1.5.1.

In addition, since 2016 Veolia has monitored changes in its circular economy revenue (2019 baseline of €5.2 billion), according to a Group-specific definition[1], which includes actions across the entire waste hierarchy and concerns its three business lines: Water, Waste, Energy.

	2024	2025 Target
The Group's circular economy revenue (in billions of euros)	9.5	9.0

4.1.2.6 European Union green taxonomy

The information (results and methodology), as required by article 8 of the EU Taxonomy Regulation, can be found in this section. An activity-by-activity breakdown is given for revenue, CapEx, OpEx and the calculation of the "multi-objective" alignment. The detailed tables, in accordance with Article 8, are available in section 4.1.5 below.

This section presents the main results of the 2024 fiscal year and the methodology applied.

4.1.2.6.1 Proportion of eligible and aligned activities

For the calculation of the overall eligibility and alignment ratios, double counting is avoided at all costs. An economic activity, even if it potentially corresponds to several activities of the Taxonomy, may only be allocated to one of them.

The table below lists the main eligible activities by major sector and shows:

- the eligibility and alignment ratios of revenue and CapEx in 2024, as well as those for 2023, which are in brackets;
- the contributions (in billions of euros) in terms of revenue and CapEx from each sector of eligible activities to the "eligible" and "eligible and aligned" totals.

(1) *Circular economy revenue is the revenue of Group entities that generate over 50% of their revenue from the following activities: the selective collection and recovery of hazardous solid and liquid waste, by-products and sludge, water reuse, energy performance contracts, heating, steam and cooling network operations using over 50% non-fossil energy, cogeneration, and multi-activity industrial service contracts.*

		Turnover			CapEx		
		Total Veolia	of which eligible	of which eligible & aligned	Total Veolia	of which eligible	of which eligible & aligned
Consolidated total (in billions of euros)	**2024**	**44.7**	**27.6**	**19.7**	**4.1**	**2.6**	**1.8**
	(2023)	*(45.4)*	*(26.2)*	*(18.2)*	*(4.4)*	*(3.3)*	*(2.0)*
% of the consolidated total		**100%**	**61.6%**	**44.0%**	**100%**	**65.4%**	**44.9%**
		(100)%	*(57.9)%*	*(40.2)%*	*(100)%*	*(75.1)%*	*(44.5)%*
Grouping of the main contributory eligible activities by major sector (in billions of euros)							
Water and wastewater CCM 5.01; CCM 5.02; CCM 5.03; CCM 5.04; WTR 2.01; WTR 2.02; CE 2.02			**10.9**	**6.9**		**1.2**	**0.6**
			(9.5)	*(5.8)*		*(1.3)*	*(0.6)*
Waste collection and treatment (incl. hazardous waste) for the circular economy CCM 5.05; CCM 5.07; CCM 5.08; CCM 5.09; CE 2.03; CE 2.05; CE 2.07			**4.3**	**3.6**		**0.5**	**0.4**
			(4.1)	*(3.4)*		*(0.5)*	*(0.4)*
Hazardous waste collection and treatment for pollution prevention and control PPC2.01; PPC 2.02			**2.4**	**1.4**		**0.3**	**0.2**
			(2.1)	*(1.4)*		*(0.4)*	*(0.3)*
Energy produced and distributed CCM 4 01; CCM 4 08; CCM 4 09; CCM 4.15; CCM 4.20; CCM 4.24; CCM 4.25; CCM 4.30; CCM 4.31			**6.3**	**4.8**		**0.5**	**0.5**
			(6.8)	*(4.7)*		*(0.7)*	*(0.5)*
Energy services to infrastructure CCM 7.02; CCM 7.03; CCM 7.04; CCM 7.05; CCM 7.06; CCM 7.07; CCM 8.02; CCM 9.03			**3.2**	**2.6**		**0.1**	**0.1**
			(3.2)	*(2.6)*		*(0.4)*	*(0.1)*
Other eligible activities			**0.4**	**0.3**		**0.0**	**0.0**
			(0.5)	*(0.4)*		*(0.1)*	*(0.0)*

These data show a positive trend between 2023 and 2024:

- The eligible turnover rate reached 61.6%, thanks to Water and Waste (vs. 57.9% in 2023);
- 44.0% of turnover is eligible and aligned (vs. 40.2% in 2023);
- 44.9% of CapEx is eligible and aligned (vs. 44.5% in 2023);
- The average alignment ratio within the eligible scope increased from 69% in 2023 to 71% in 2024, reflecting the environmental best practices of Veolia's operations, with reference to multiple criteria for Taxonomy alignment, for very varied activities and geographies.

The analysis of turnover and capital expenditure (CapEx) was carried out in alignment with the criteria of the EU Taxonomy:

- the turnover taken into account is the same as the revenue stated in the financial statements;
- the table below allows reconciliation between the CapEx taken into account by the Taxonomy and those stated in the financial statements.

(en millions d'euros)	Fiscal year 2023	Fiscal year 2024
A- Industrial investments	-4,049	-4,040
B- New operating financial assets (OFA, see section 6.1.4)	not applied *	225
C - Change in asset base related to mergers and acquisitions (excl. goodwill)	-401	-237
Taxonomy CapEx (A-B+C)	-4,450	-4,052

* *Non-accounting of operating financial assets was introduced in 2024. This change of method has not been restated in the 2023 CapEx figures in the tables above: The figures are therefore not directly comparable.*

Proportion of eligible and aligned activities by environmental objective

For the calculations of eligibility and alignment by environmental objective, an economic activity potentially contributing to several environmental objectives must be taken into account in the ratios of each of these objectives. Therefore, for such activities, the eligibility and alignment assessments had to be repeated several times, according to the respective criteria of each of the relevant activities eligible for the Taxonomy.

In the 2023 Universal Registration Document, the multi-objective assessment of the alignment of a given activity could not be carried out, hence the absence of values in the corresponding places in the table below. In 2024, the GreenGrideo application used for Taxonomy closure calculations was upgraded, enabling this calculation to be performed.

		Turnover		Capex	
		Eligible	Eligible & aligned	Eligible	Eligible & aligned
Climate change mitigation (CCM)	2024	51.4%	37.3%	52.1%	34.8%
Climate change adaptation (CCA)	2024	46.4%	0.0%	50.7%	0.0%
Sustainable use and protection of water and marine resources (WTR)	2024	23.6%	12.6%	28.5%	9.9%
Transition to a circular economy (CE)	2024	10.0%	3.7%	11.4%	3.8%
Pollution prevention and control (PPC)	2024	5.6%	3.5%	7.8%	6.2%
Protection and restoration of biodiversity and ecosystems (BIO)(1)	2024	0,0%	0,0%	0,0%	0,0%

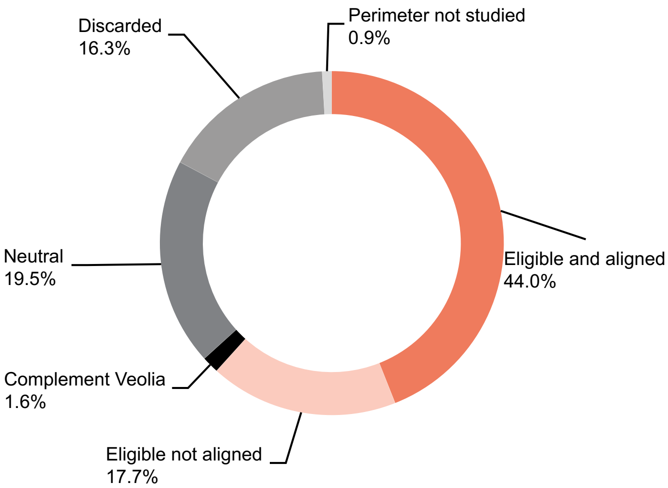
(1) *For this objective, Veolia has no directly eligible activities in the very limited list defined by the EU Taxonomy. For example, Veolia does not intend to manage the protection and restoration of the environment as a core activity. Nevertheless, Veolia makes a significant and active contribution to this objective, as explained in section 4.1.2.4 above.*

4.1.2.6.2 Analysis of activities not eligible for the EU Green Taxonomy

In order to give a complete overview of its activities, Veolia voluntarily discloses the breakdown of its non-eligible revenue according to four categories:

- **Additional activities** proposed by Veolia for a future extension of the lists of eligible activities;, in particular: industrial wastewater treatment before discharge; storage of certain hazardous waste; non-recyclable waste-to-energy recovery.
- **Environmentally-neutral activities:** activities with no negative impact on the environment and not covered by the Taxonomy at this stage include a large proportion of basic services provided by Veolia to third party operators (municipal or industrial customers).
- **Activities excluded from the green taxonomy** by the European Commission; as they are not part of priority ecological transformation financing:
  - either for reasons of selectivity regarding best practice, thereby excluding activities that nevertheless contribute to the smooth running of environmental services:
    - non-selective collection of waste and related downstream activities,
    - incineration of mixed non-hazardous waste,
    - non-hazardous waste landfills,
    - energy services for buildings with no optimization;
  - or for reasons of exclusion of certain “brown” activities:
    - energy production using coal.
- **non-analyzed activities.:** The non-analyzed scope was reduced as much a possible below the materiality threshold. It includes:
  - Ukraine and Russia;
  - a certain number of sites that could not be analyzed given their limited size.

The 38.4% of ineligible turnover is broken down as follows:



4.1.2.6.3 Methodology

Summary of the general principles

The European Taxonomy Regulation (EU) 2020/852 of June 18, 2020, setting out a green Taxonomy, forms part of the sustainable finance policy rolled out by the European Union (EU). It defines a framework to facilitate sustainable investment by providing better information to financial market participants and is supplemented by various texts clarifying its application:

- Commission Delegated Regulation (EU) 2021/2139 of June 04, 2021;
- Commission Delegated Regulation (EU) 2021/2178 of July 06, 2021;
- Commission Delegated Regulation (EU) 2022/1214 of March 09, 2022;
- Commission Delegated Regulation (EU) 2023/2485 of June 27, 2023;
- Commission Delegated Regulation (EU) 2023/2486 of June 27, 2023;
- interpretation documents published by the European Commission in December 2021, February 2022, December 2022 and June 2023.

The EU Taxonomy sets out a framework for determining whether an economic activity is considered sustainable on the basis of six environmental objectives:

1. Climate change mitigation (CCM);
2. Climate change adaptation (CCA);
3. Sustainable use and protection of water and marine resources (WTR);
4. Transition to a circular economy (EC);
5. Pollution prevention and control (PPC);
6. Protection and restoration of biodiversity and ecosystems (BIO).

To qualify as sustainable, an activity must be:

- eligible, *i.e.* listed as capable of contributing to at least one of the six objectives; and
- aligned, i.e. contributing substantially to one of the six objectives, doing no significant harm to the other five[1] and complying with the minimum safeguards associated with the Taxonomy (human rights, etc.).

Organization and principles applied

Veolia has mobilized technical and financial teams at Group and business unit level to define a **methodology for applying** delegated regulations to the operational context of its activities. This methodology, which has been validated by an external consultant, includes:

- Practical arrangements for the evaluation of substantial contribution and DNSH criteria, for each activity, for example:
  - for drinking water, the energy efficiency of its production and the efficiency of distribution networks,
  - for waste collection and downstream treatment, the selective nature of the collection,
  - for heating networks, the qualification of “efficient network” in accordance with the criteria set by the European Commission;
- Cross-cutting methodologies for generic DNSH criteria:
  - <u>Generic DNSH criteria for climate change adaptation:</u> identification of seven types of potential climate change impacts, associated with the vulnerabilities of activities and applied to IPCC projections on a global network of more than 2,000 sites for the extreme RCP 8.5 scenario; projection of these physical risks on the sites concerned and in the event of potential short-term and/or medium-term risks, verification that an appropriate action plan is planned. To find out more about the climate change adaptation policy, the reader may refer to section 4.1.2.1.5 above,
  - <u>Generic DNSH criteria for water resources:</u> evaluation of whether an activity has a material qualitative or quantitative impact on water resources; if so, it is ascertained whether the authority in charge of operating permits (general case) has taken the appropriate action, and if not, whether it has acted in accordance with ISO 14001 certification when there are no regulatory requirements,
  - <u>Generic DNSH criteria for pollution prevention</u>: this DNSH criterion, which requires that the activity does not lead to the manufacture, sale on the market or use of substances specified in Appendix C of the Delegated Acts of the Taxonomy, concerns only a very limited number of activities at Veolia (five in total). For several years, Veolia has mobilized a chemical risk prevention group, whose findings are set out in section 4.1.2.2.2 above: Veolia does not use such substances in the products it assembles or in the processes it operates (except in cases where these products are the input materials treated as hazardous waste). However, there are still uncertainties regarding the interpretation of the texts on criteria (a) to (f), the additional paragraph of this DNSH criterion, as well as the

(1) *i.e. complying with the DNSH (Do No Significant Harm) criteria associated with the activity.*

scope of the substances to be analyzed, and the limitations in our ability to collect all the required data. For financial year 2024, Veolia made its best efforts to conduct the analysis with the information it had at the reporting date when applying the Taxonomy, leading it to consider that this DNSH criterion is aligned for the activities concerned. Supported by its chemical risk prevention group, Veolia continues its efforts to refine its analysis and advance its processes for the coming years, in particular to improve the coverage of all substances potentially affected by criteria a) to f) as soon as possible as well as the additional paragraph of this DNSH criterion,

- Generic DNSH criteria for the preservation of biodiversity and ecosystems: when the activity is one of the potentially impactful activities listed by Directive EU/2011/92 (appendices I and II), the assessment focuses on whether or not an environmental impact including biodiversity has been assessed, and the resulting necessary actions have been undertaken. Note that in the European Union, operating permits take into account this issue;

- An analysis[(1)] of the "minimum safeguards" of the Taxonomy carried out as follows, which concluded that Veolia meets the minimum safeguards in 2024.

Human rights and workers' rights in accordance with the OECD Guidelines for Multinational Enterprises and the UN Guiding Principles on Business and Human Rights;	Veolia meets these conditions on account of its existing compliance, human resources and risk management systems, as outlined in sections 4.1.3.5 Human rights and 4.1.4 Governance below and in view of the absence of material deficiencies.
Fair competition, bribery and corruption	
Taxation	This issue is closely monitored at head office level by the Veolia Finance Department to ensure compliance with regulations and the absence of any major tax conflicts.
Violation of the United Nations Global Compact principles and the OECD Guidelines for Multinational Enterprises	Veolia has implemented appropriate due diligence and mitigation plans for these subjects of interest.
Lack of processes and mechanisms to monitor compliance with the United Nations Global Compact principles and the OECD guidelines for multinational enterprises	
Unadjusted gender pay gap	Veolia has implemented action plans for these subjects of interest.
Lack of gender diversity of the Board of Directors	
Exposure to controversial weapons (anti-personnel mines, cluster munitions, chemical and biological weapons)	Veolia is not exposed to these risks

The methodology described above has been integrated into the GreenGrideo application, developed specifically as a tool for taxonomic closure, in order to:

- identify for each economic entity the corresponding activities, whether eligible or not for the Taxonomy, avoiding any double counting;
- allocate to these activities the corresponding amounts of revenue, CapEx and OpEx, according to the data in the financial accounts;
- assess the eligibility and alignment of each of the activities listed according to the Taxonomy rules.

Veolia has a large number of highly decentralized economic entities. This has resulted in a network of financial and operational contacts for the Taxonomy in each of the Group's business units, in order to guarantee the quality and consistency of the information gathered and consolidated using GreenGrideo.

(1) *They will be extended to the value chain in line with the deployment of the CSRD, with two years to adapt the new reporting requirements (i.e. FY-2026 year end at the latest).*

Methods applied to calculate the Key Performance Indicators

General aspects	Accounting standard	• The analysis was carried out according to IFRS, in accordance with the financial reporting.
	Currency	• Figures are expressed in millions of euro, by applying the same exchange rate to local currencies as for the financial year end.
	Scope covered	• The scope covered is that of Veolia's consolidated entities as of December 31, 2024. • Entities were assessed and KPIs calculated without taking into account Ukraine and Russia, which were not therefore included in the KPI numerators due to their geopolitical situation over the entire period under review. • Certain activities representing less than 1% of revenue were also not assessed as they were considered to be immaterial.
Revenue KPI	Denominator	• The total revenue recognized for the denominator is the consolidated revenue in the financial report. • Revenue collected on behalf of third parties is not taken into account
	Numerator	• Break down contracts into basic activities The analysis was conducted at basic level, i.e. contracts and contract sub-components for multi-activity contracts. This enabled the identification of the basic lines of activity, corresponding, where applicable, for the same contract to different activities which may or may not be Taxonomy-eligible. • Allocate revenue to the basic lines of activity Group revenue is allocated at basic level to the various aforementioned contracts, after neutralization of internal sales to determine a contributory revenue consistent with the Group's consolidated revenue. In certain cases, the allocation of total revenue to basic activities required the use of a physical allocation, or, exceptionally in the absence of relevant criteria, a financial key, key selected for its availability and relevance. For example, in the case of collection, tonnages were used to separate Taxonomy-eligible selective collection and mixed collection. For water concessions that do not distinguish between drinking water and wastewater in their revenue, OpEx was used to allocate revenue to basic Taxonomy-related activities. Accordingly, all Group consolidated revenue is allocated with no double counting in eligible or non-eligible, aligned or non-aligned basic activities.
CapEx KPIs	Denominator	The CapEx used for the denominator are: • gross industrial investments as described in section 5.3.2.1 below, defined in the financial section of this document; • changes in the asset base due to mergers/acquisitions carried out in 2024, adjusted for changes in goodwill.

	Numerator	The CapEx used for the numerator are:
		• Among the gross industrial investments, those that correspond:
		  • to eligible (respectively aligned) activities,
		  • the creation of new aligned activities,
		  • the implementation, excluding eligible operating activities, of Taxonomy-aligned schemes, particularly related to light vehicles (CCM activity 6.05) and property (CCM activity 7.07);
		• Among the changes in the asset base due to mergers and acquisitions, the share of those corresponding to eligible (respectively aligned) activities in the acquired or merged companies less goodwill.

OpEx KPIs	General aspects	• The OpEx to be taken into account in the taxonomy is only a limited portion of OpEx: mainly maintenance and excluding current operations costs. This limited definition creates serious problems for Veolia due to the strong interconnection between the maintenance and operating processes with regard to activities performed which makes it difficult to mark out a clear boundary between the corresponding OpEx.
		• Based on the experience gained in previous years, Veolia calculated the OpEx of the Taxonomy in two stages:
		  • stripping out the costs of energy, water, chemical products and CO_2 certificates.
		  • applying an average ratio calculated on a representative sample of BUs, getting as close as possible to the restrictive scope defined by the Taxonomy.
		• Note: Individual OpEx, excluding operating activities, relating to the set-up of Taxonomy-aligned schemes was not assessed as it was immaterial (application of the materiality principle).

	Breakdown by activity	• As for revenue, the most relevant allocation keys were used to allocate OpEx, for which the current internal monitoring is not as detailed as the Taxonomy breakdown into basic activities.

4.1.3 SOCIAL INFORMATION

This section deals with disclosures on social and societal topics:

- ESRS S1 Own workforce: section 4.1.3.1;
- ESRS S2 Workers in the value chain: section 4.1.3.2;
- ESRS S3 Affected communities: section 4.1.3.3;
- ESRS S4 Consumers and end-users: section 4.1.3.4;
- Human rights: section 4.1.3.5.

4.1.3.1 Own workforce (S1)

4.1.3.1.1 Introduction

Employees are Veolia's most valuable resource and primary asset. Maintaining their health and safety in the long term, promoting their well-being and improving their working conditions is a priority for the Group.

Veolia deploys its activities in very diverse environments, across multiple sectors and geographic zones. This complex reality requires constant vigilance to ensure the physical and mental integrity of the teams.

To meet the ever more pressing environmental challenges and satisfy the expectations of public and private customers, the Group must constantly renew and enhance the skills of its teams.

Supporting developments and positioning itself in new growth markets are challenges that require Veolia to develop talent, promote internal mobility and attract the best profiles.

In this context, Veolia pays particular attention to social cohesion, respect for diversity, equal opportunities and the fight against discrimination, which are perceived as a valuable resource to stimulate collective performance and attractiveness. Non-compliance with human and social rights has a direct impact, leading to labor disputes, disengagement and damage to the employer brand. Consequently, Veolia aims for innovative and respectful social dialogue with its internal stakeholders, which allows it to provide collective solutions.

Under its GreenUp program and its commitment to multifaceted performance, Veolia reiterated its human resources performance policy around three objectives for 2027:

- health and safety at work;
- employee commitment;
- diversity and inclusion.

The implementation of GreenUp in terms of human resources makes it possible to focus the actions on priority and complementary topics:

- skills and training to make Veolia the employer of choice for the ecological transformation business lines;
- employee retention;
- the "Veolia Cares" program for all employees;
- promotion of a "Green HR" policy.

In this document, the term employee refers to Veolia employees.

4.1.3.1.2 Characteristics of own workforce

Characteristics of the undertaking's employees

Workforce as of December 31, 2024

The workforce and all social data that the Group uses come from a reporting tool, Global Report, which is supplied with information by each legal entity present in the global consolidation within the financial scope, on the basis of its local human resources tools, in particular payroll, time management or training tools. This annual social reporting covers employees of the company and for certain metrics reported in the text, temporary staff, self-employed people and subcontractors.

As of December 31, 2024, the Veolia Group had 215,041 employees, including 44,308 employees in France.

Among the countries where Veolia operates, only France represents more than 10% of the total number of Group employees.

Workforces of acquisitions in 2024 totaled 1,710 employees, including 900 employees in Germany for the Hofmann Group.

Geographic breakdown of the workforce as of December 31, 2024

	2024 (number)	2024 (%)
Europe excluding France	84,483	39.3 %
France	44,308	20.6 %
North America	13,939	6.5 %
Latin America	25,608	11.9 %
Africa - Middle East	14,149	6.6 %
Asia – Oceania	32,554	15.1 %
Total World	**215,041**	

Breakdown of total registered workforce by type of contract and by gender

	World		France	
	Men	Women	Men	Women
Workforce on permanent contracts	157,187	45,145	31,782	9,848
Workforce on fixed-term contracts	8,731	3,978	1,719	959
Total	165,918	49,123	33,501	10,807

Fixed-term contracts are contracts for which the duration is, with exceptions, determined in advance and generally does not exceed 2 years. Work-study contracts are included in this category.

In most cases, the payroll tools of Veolia legal entities do not allow tracking of the number of employees declared "other" or "undeclared" when authorized in the country of work.

These employees are then identified in a "male" or "female" category. It should be noted that of the countries that provided the option to follow this new category, less than 1% of the total workforce was concerned at the end of 2024.

Non-guaranteed hours contract: in 2024, the proportion of employees with a zero-hours' contract or an non-guaranteed hours contract was small (less than 1% of the workforce). Therefore, this category is not tracked and is treated as a permanent contract with a full-time equivalent workforce corresponding to their actual working hours.

At the end of 2024, the Group had 13,715 part-time employees.

The number of temporary and self-employed full-time equivalent employees is 13,759.

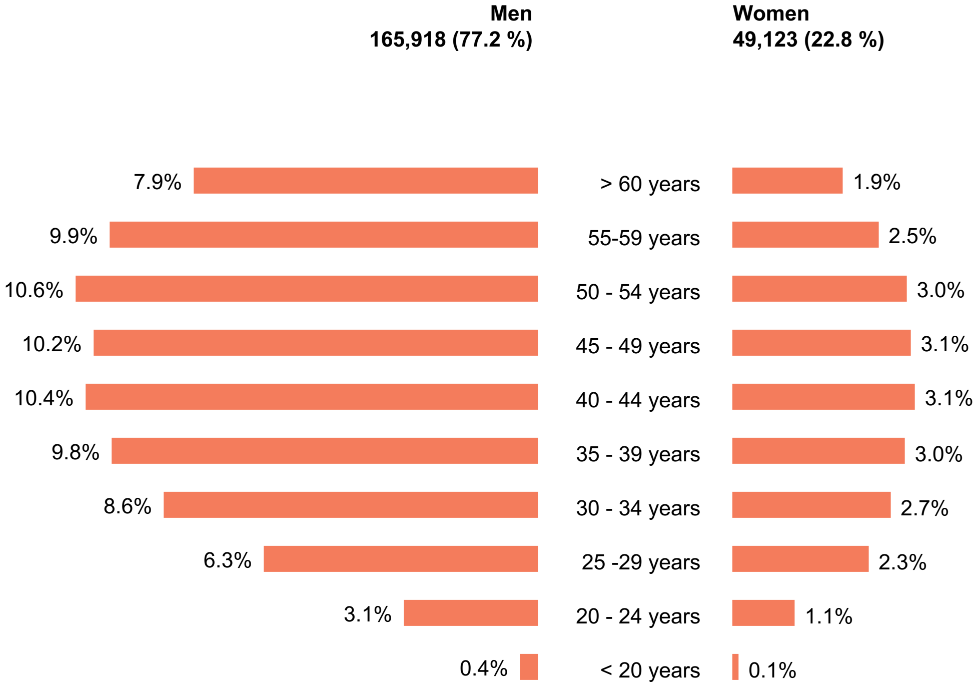
Employee movements

	2024
Departures from fixed-term contracts	8,966
Departures from permanent contracts	26,346
Turnover rate (permanent contracts)	13.7 %
Resignation rate (permanent contracts)	7.4 %

The employee departures mentioned above include, for permanent contracts, resignations, job abandonment, mutual terminations, individual redundancies, retirements and departures for other reasons, while for fixed-term contracts, all reasons for termination of contract are taken into account without distinction.

The turnover rate of employees with permanent contracts was 13.7% in 2024. This takes into account the departures mentioned above. The employee resignation rate is 7.4%. This was primarily due to a stretched labor market. A general downward trend was observed in 2024.

Workforce by gender and age in 2024



Employees aged 30 to 49 inclusive constitute 109,499 employees, or 50.9% of the total, and employees under 30 constitute 28,444 employees, or 13.2% of the total number of employees at the end of the year.

Crossing of workforce and financial statements

In the financial statements, Veolia discloses the weighted average workforce, which represents the annual average of the employees present at each month-end. The sustainability reporting shares the number of employees registered on December 31 of that year as well as the number of full-time equivalent employees. This includes the amount of work performed on the basis of contractual working time, taking into account arrivals and departures.

4.1.3.1.3 Guarantee a safe and healthy working environment and well-being at work

4.1.3.1.3.1 Health and safety at work

Veolia's businesses implement many operational positions involving dangerous situations such as working at height, working in confined spaces, electrical risks, etc. In addition, Veolia operates industrial installations that generate environmental and industrial risks. The risk exposure of Veolia employees through the high number of activities and the potential severity that may occur, justify the materiality of this subject:

Positive impact	Negative impact	Financial opportunity	Financial risk
S1-ST-1 Exposure of employees to physical or psychological risks incurred as a result of the activities carried out			

To improve the management of major risks, ten management standards for high-risk activities have been established and integrated into Veolia's "Non-negotiable essentials", to be applied across all geographic zones and by all employees. The initial version of this system was deployed between 2016 and 2020; it is enriched by year after year of experiences.

The main interactions of this IRO with Veolia's value chain and business model are as follows:

Value chain	Veolia: the stakeholders involved are Group employees and temporary staff; Upstream value chain: subcontractors and other external partners; Downstream value chain: users and end customers.
Business model	The policy and action plans resulting from this IRO mainly benefit Veolia's human resources performance, as well as its environmental and social performance.

A policy oriented toward "zero accidents"

The Health and Safety and Industrial Risk Prevention Policy aims to ensure the physical and mental integrity of people working for or under the control of Veolia. It is "non-negotiable" and is based on a demanding, caring and fair behavioral approach, in accordance with The Essentials, Management Behaviors@Veolia and Veolia Cares. This policy is part of a process for continuous improvement in avoidance performance. Health and safety are an integral part of Veolia's Purpose and the GreenUp 2024-2027 strategic program. Veolia's policy was updated in September 2024 to reflect new areas of work.

The strategic reflections carried out in 2023 regarding GreenUp's health and safety component remain relevant in 2024. These reflections include three major areas:

- strengthening sharing and dynamics in health and more broadly in well-being, taking into account stakeholders with increased attention to temporary workers and subcontractors, and anticipating risks such as those related to chemical transition, climate change, as well as those related to Veolia's new business lines (for example, battery recycling, etc.);
- a metric of Veolia's multifaceted performance: the lost time injury frequency rate (2024 target 4.7; 2027 target: 4.1).

Veolia's health and safety prevention and industrial risk policy applies. It is communicated and broken down as follows:

- for all levels of the organization: employees, temporary workers, freelancers and partners of the Group's joint ventures;
- for the Group's subcontractors;
- for all regions where the Group is present;
- for all activities carried out.

The health and safety prevention and industrial risk policy is carried at the highest level of the undertaking by the Chief Executive Officer, Mrs. Estelle Brachlianoff. It was formalized in a letter committing her and all Executive Committee members. This policy, addressed to all BU heads, must be communicated, implemented and applied to the staff categories and regions specified above.

Established in line with the International Labor Organization (ILO) Guidelines - (the parent company, Veolia Environnement, is a signatory, in the name of the Group, to the Seoul Declaration, which recognizes the fundamental human right to a safe and healthy working environment) and in accordance with national regulations and standards, the health and safety prevention policy incorporates additional requirements from the Group's best practices and feedback on accidents. In addition, Veolia promotes social dialogue by involving staff representative bodies on these subjects.

The policy is established by the Group's Health and Safety Prevention Department (Group HSPD) and the Business Support and Performance Department. These two departments are also supported by the Health and Safety Center of Excellence, a body that brings together some 30 international experts from all the Group's regions and businesses. Its members are chosen jointly by the Group Prevention, Health and Safety Department and the heads of each zone.

The role of the Health and Safety Center of Excellence is to:

- facilitate the deployment of the health, safety and industrial risk prevention policy;
- influence and accelerate the deployment of best practice at all levels of the organization;
- build and develop managerial and technical skills.

The health and safety prevention and industrial risk network is present at the level of each zone, BU, country and entity. The mission of these experts is to ensure the coherence, monitoring and coordination of approaches in their geography/business. This organization ensures a structured and flexible continuous improvement system which incorporates the cultural and regulatory dimensions specific to each country.

The application of the prevention policy can vary significantly depending on the regulations of the countries, businesses or specific agreements.

Veolia's health and safety and industrial risk policy guidelines are illustrated through five cross-cutting pillars that are reflected in all Group approaches:

- involve the entire managerial line;
- mitigate health and safety risks and industrial risks;
- communicate and discuss;
- train and involve all employees;
- monitor and control health and safety performance and industrial risks.

They are gathered in the "Management guidelines for health and safety at work" which structure and define clear requirements to enable the managerial line to create and implement the continuous improvement plan for each BU.

In addition, certain Group regions have taken the voluntary step to set up safety management systems (SMS) based on standards such as ISO 45001, ILO OSH 2001 and/or OHSAS 18001. Every year, entities throughout the world are certified, labeled or recognized for their procedures in prevention, health and safety. In 2024, Veolia's total workforce (employees, temporary workers and self-employed people) covered by an SMS (ISO 45001, ILO OSH 2001 or equivalent) was 205,074 full-time equivalents (FTEs), or 95% of the Group's FTEs.

For the period 2024-2027, the Group Prevention, Health and Safety Department is deploying the new Prevention, Health and Safety Policy in line with its guidelines by putting in place a roadmap that has been previously presented and validated by Veolia's Executive Committee.

A set of actions and measures serving the health and safety policy

Involve the entire managerial line

Veolia has implemented three key actions to involve the entire management line in health and safety: health and safety performance contracts, bonus calculation rules for managers, and safety management visits. These measures, implemented since 2023, cover all of the Group's Business Units (BUs) worldwide, involving top management and all other managers and support staff. They aim to significantly improve health and safety performance by 2027, with specific targets such as 80% of BUs achieving more than 100% progress in their performance contracts. Expected results include a reduction in the frequency rate of accidents at work and fatal accidents, as well as better management of psychosocial risks. These actions contribute directly to Veolia's overall objective of improving the safety and risk prevention culture. These measures are monitored throughout the year, with regular reports to the Comex of the BUs.

→ Health and safety performance contracts

Since 2023, performance contracts have been established to engage BU top management and health and safety channels in order to effectively deploy key transformation projects. These contracts bring together the concrete actions to be carried out by the BUs under six themes, four of which are mandatory (strengthening presence and managerial visibility at the sites, managing the 10 management standards for high-risk activities, deploying the 12 life-saving rules, managing best practices, near misses and HiPos – incidents of minor or significant severity which, realistically, under slightly different circumstances, could have reached a serious or very serious level of severity) and two of which are optional (action plan on mental health and psychosocial risks, training for managers and the PSS network). In 2024, 50 contracts were signed.

The progress of the performance contracts is monitored throughout the year by Group Prevention, Health and Safety Department contacts. The target is to achieve a progress rate of more than 100% for more than 80% of the BUs. In 2024, this target was exceeded, with 88% of BUs achieving progress of more than 100%.

→ Bonus calculation rules defined for all executives

Veolia's executive pay includes health and safety elements, including a variable portion based on:

- the BU's performance indicator,
- the workplace injury frequency rate,
- fatal accidents in the year;

In some geographic zones, these criteria are also taken into account in the variable portion for all executives in the company.

→ Managerial safety field visits

To communicate their involvement and commitment, the managers regularly conduct managerial safety field visits. These visits offer an opportunity to observe working situations in situ and promote discussions on best practices and areas for improvement with employees, and thus take action on certain behavior.

The number of managerial safety field visits for the members of executive and management committees of the BUs is defined for each BU in the health and safety performance contract and is the subject of a report presented to the BU's Executive Committee.

Mitigate health and safety risks

Veolia has implemented four key actions to control health and safety risks: the deployment of the 10 management standards for high-risk activities and the 12 life-saving rules, the systematic evaluation of risks, and the analysis of accidents and risky situations. These measures, initiated between 2016 and 2022, cover all of the Group's activities worldwide, including subcontractors and site visitors. They aim to significantly reduce serious and fatal accidents by 2027. Specific targets include 90% compliance with priority standards requirements by the end of 2027, full roll-out of the life-saving rules by the end of 2025, and analysis of more than 90% of HiPos and fatal accidents.

→ Implement the 10 management standards for high-risk activities in all of the Group's regions and businesses

To improve control of major risks, 10 management standards for high-risk activities have been defined (e.g. working in confined spaces, safeguarding of installations; excavation and trenching, hotwork, working at height, hazardous substances, electricity, traffic management, lifting operations, high pressure etc.) They were drawn up over a period of time by the Health and Safety Center of Excellence starting from 2016, after analyzing past events at Veolia. E-learning (see below) has been introduced to deliver basic training on the standards.

A cycle of Group webinars was launched in 2023 with an explication of the requirements and new components of each standard, while drawing attention to accidents and best practices. The webinars are reviewed each year according to a program in place. In 2024, four webinars were held.

Annual monitoring of the roll-out of standards and compliance of requirements is carried out within each BU. This is consolidated at Group level and discussed during reviews of specific performance contracts or focus areas, where appropriate.

The objectives are to:

- analyze the compliance of 100% of the revised standards in all BUs, including the new ones,
- achieve 90% compliance for priority requirements by the end of 2027.

For the first five revised standards, the level of compliance is 83% for priority requirements.

→ Apply the 12 Life-Saving Rules in all of the Group's regions and businesses

Since 2022, each standard has been associated with one or more "Life-Saving Rules". They are the last line of defense in preventing serious or fatal accidents. The 12 rules apply to everyone on the Group's sites. In 2024, a global webinar took place. By the end of 2025, the BUs are expected to have implemented all Life-Saving Rules at grassroots level through engagement meetings. The number is calculated and implementation is verified each year during performance contract reviews.

→ Risk assessment

A risk assessment of installations is carried out locally before operations commence to detect any risk situations and propose corrective measures. The risk assessment covers all activities, including emergency activities and subcontracted activities. It is repeated annually or in the event of a significant change (development impacting health and safety conditions). The Group's installation design and building activities incorporate risk prevention mechanisms as far upstream as possible, in order to eliminate risk situations and guarantee the health and safety of future operators.

→ Analyze accidents and risk situations

At Veolia, all workplace and industrial accidents are analyzed. They trigger a specific process to:

- prevent the repetition of these events;
- understand and clarify what actually happened;
- effectively identify the causes that led to the events;
- determine and implement action plans;
- continuously improve and monitor the working environment;
- avoid the costs (direct and indirect) associated with an accident, particularly in human and social terms;
- ensure compliance with applicable regulations.

For serious or fatal accidents related to the business (processes and driving), in addition to the analysis carried out by the BU, feedback is requested so that the BU director can update the Feedback Committee on the status of corrective and preventive actions.

The committee decides whether other actions need to be implemented locally or at Group level (review of standards, training, specific communication, etc.), in order to prevent the accident reoccurring elsewhere and to share the lessons learned with the entire Group.

The Group uses Bird's pyramid to analyze risk situations and near misses. Particular attention is paid to HiPos. The treatment of HiPos is key to reducing situations that lead to serious accidents.

The Group's objective is to analyze more than 90% of HiPos.

→ Medical check-ups and prevention of occupational diseases

All employees attend a regular medical check-up to detect and help prevent occupational diseases. In 2024, 100 occupational diseases were reported by Group employees (compared to 146 in 2023), which represents a reduction of 31.5%. However, the information on occupational diseases can vary due to differences in local practices and regulations.

The Group monitors occupational diseases by type. Musculoskeletal disorders represent over 91% of the occupational diseases recognized in the Group. The Health & Safety Center of Excellence also launched a project in 2024, due to be delivered by 2027, to produce job information sheets with best practices to prevent musculoskeletal disorders (MSDS), capitalizing on what already exists in the BUs. This project takes into account any shortcomings in terms of ergonomics (physical, cognitive, organizational) that might give rise to MSDS-related risks.

➔ Prevention of psychosocial risks (PSR)

Veolia incorporates psychosocial risk management into its occupational risk management approach. The objective is to gradually structure a Group management system, training courses and tools as well as a coordination system to bolster existing local actions and strengthen “Copy and Adapt” within the entities.

Counseling hotlines with external specialists help support employees and identify stressors, thus supplementing the risk analysis. By the end of 2027, all Group employees must have access to a counseling hotline.

“Leading with Care”, a training program for all Group managers, was set up and rolled out in 2024. The Group aims to train 4,000 managers by the end of 2027. 121 managers were trained in 2024.

➔ Climate change and working conditions

Faced with the reality of climate change, and particularly the rise in episodes of extreme heat, Veolia has launched an approach aimed at preparing the Group and its employees for these new challenges. The first phase of this ambitious, holistic health and safety initiative was completed in mid-2024.

A representative sample of 13 sites worldwide, covering Veolia’s different businesses, was selected for this study. Exposed workers and their management were consulted to gather information on the risk factors they are exposed to and the protective measures already in place. For each site, a factsheet was produced that included specific climate projections, a list of the protective measures in place, and recommendations on how they could be improved.

This approach identified best practices and enabled ten major recommendations to be drawn up. These will be implemented in the form of short, medium and long-term action plans, depending on the level of exposure of each site to extreme heat.

In some exposed regions, communal accommodation is available to employees. A “climate” component has been added to their audit checklist (access to fresh water, air-conditioned accommodation and means of transport). The 24 communal accommodation sites for 1,400 employees in the Middle East were audited and upgraded in 2024.

For the regions concerned, the challenge in 2025 is to finalize “climate” improvements to this communal accommodation. By 2027, they will need to have a formal “Climate Change basic kit”, covering all best practices.

This pioneering work has been showcased at various conferences.

Communicate and discuss

Veolia has set up five key actions to strengthen communication and dialogue on health and safety: sharing best practices, dialogue with labo representatives, International Health and Safety Week, safety alerts, and safety discussions. These initiatives, which have been implemented gradually since 2015, cover all of the Group’s activities worldwide, involving all employees, temporary workers and self-employed people. These measures are part of a continuous improvement approach, with varied time horizons ranging from immediate (safety alerts) to medium-term objectives (strengthening social dialogue). The effectiveness of these actions is regularly assessed, allowing continuous adjustments and improvements to meet the Group’s health and safety challenges.

The intranet site of the Group Health and Safety Prevention Department contains all the documents, best practices, procedures, safety alerts, standards and communication materials necessary for the Group’s health and safety prevention network. This intranet is available to all Group employees. In 2024, the entire site migrated to a new technology that incorporates artificial intelligence (AppSheet).

➔ Sharing best practices

Each employee, temporary worker and self-employed person of the Group is invited to suggest best practices, which, once approved by the Group Health and Safety Prevention Department, are shared within the Group via a dedicated platform. At the end of 2024, it featured 2,105 initiatives, including more than 679 best practices published in 2024. This initiative aims to promote the Copy & Adapt initiative, which encourages BUs to adopt and replicate best practices implemented within the Group.

Each year, the best initiatives are recognized by the Always Safe Awards, with trophies presented by the Group Executive Committee. In 2024, the theme of the competition focused specifically on the copy and adapt approach. The BUs had to identify and adopt a best practice present on the platform in order to resolve a high-risk situation. This enabled 467 new best practices to be recorded.

➔ Dialogue with labor and management representatives

For the Group as a whole, signed labor agreements relating to prevention, health and safety, which have steadily improved, represented 12.1% of agreements in 2024.

To strengthen collaboration with labor and management representatives, a working group on health and safety prevention was set up within the Group European Works Council in late 2022. The working group met seven times to discuss the current situation, European disparities and priorities for the 2024-2027 roadmap. This led to common resolutions being signed on April 3, 2024. In late 2024, the various signatory countries each identified a priority from among the resolutions to strengthen social dialogue, appointing a national health and safety officer in each instance to facilitate cross-functional communication.

➔ International Health and Safety Week

Veolia has organized an International Health and Safety Week since 2015, to help firmly establish a health and safety culture at work. This event, which covers all of the Group’s regions, is one of the Group’s main levers of change to achieve “zero accidents”. The theme of the 2024 edition was “Let’s break the routine”. A competition was launched on the replication of best practices within the Group.

➔ Safety alerts

Depending on the severity of the event, a specific communication (circumstances, consequences and corrective measures put in place - human, organizational and technical) is then developed and shared with the health and safety prevention network and on the Group’s intranet more widely. In 2024, 54 safety alerts were issued and published on the Group’s intranet, including serious and fatal accidents and HiPos. The BUs also issue local alerts.

➔ Safety discussions at grassroots level

Workshops or discussions between local managers and their teams are held regularly to remind people of the basics of health and safety at work. These short (15-30 minutes) but frequent sessions, often called “safety discussions”, play a crucial role in fostering a safety culture within the company. The interactive format encourages active participation and provides a framework for open communication and mutual learning through the sharing of experience and knowledge while developing collective responsibility.

Train and involve all employees

Veolia has implemented two key actions to train and involve all employees in health and safety: The OHS Leadership program and an e-learning program on the management standards for high-risk activities. These initiatives, which have been implemented gradually since 2021, cover all of the Group’s activities worldwide, involving all employees. The results are measurable and show continuous progress in training and employee involvement. These measures are part of an overall strategy to reduce accidents and improve hazard awareness, which contributes directly to the Group’s health and safety objectives.

In 2024, 174,596 Veolia employees received health and safety training, or 81% of the total FTE workforce. 2,578,796 hours of training were spent on health and safety, or 41.8% of the total training hours. Each year, Veolia aims to spend more than ten hours of health and safety training per employee per year. In 2024, this figure was 12.7 hours per employee in FTE.

➔ Development of the health and safety culture: the OHS Leadership program

Since 2023, Veolia has been implementing OHS Leadership training in parallel with the change in safety culture to improve the mainstreaming of health and safety at all levels of the organization. This program is intended for all managers, health and safety prevention functions to become a coach and for internal trainers to facilitate the program’s roll-out.

After the training, managers receive individual safety coaching to boost the impact of their managerial safety visits and their leadership in these topics. The health and safety performance contracts clearly define the roll-out objectives and priorities for this program each year.

The objective for 2024 is to have trained all the Management Committees of the Group's BUs and around 30% of managers of entities with the highest accident frequency rate (having a lost time injury frequency rate of 8.5 or more). At the end of 2024, 6,916 managers (including 883 members of executive committees), 517 safety coaches and 90 internal facilitators were trained in various BUs. For entities with the highest accident frequency rate, 100% of BU management committees and 26% of managers.

➔ E-learning program on the management standards for high-risk activities

To help assimilate the 10 management standards for high-risk activities and the 12 life-saving rules, a training program on each of these activities was launched in 2021. This course aims to strengthen safety at all levels of the organization, increase the perception of hazards for such activities, and ensure that the fundamental components of these standards are known and understood by all employees, including temporary staff and self-employed people.

Six available courses are being rolled out in all BUs. Course no. 1 "Introduction: health and safety culture at Veolia" and course no. 2 "Work traffic" concern all Veolia employees. They were already deployed to over 85% of employees at the end of 2024 and will be maintained for new hires in 2025.

All BUs have also selected two or three programs to train risk-exposed individuals (work at height, safeguarding of installations, confined spaces, hot works) in 2024. All the programs for the other five standards will be gradually produced and rolled out by the end of 2027.

These online courses supplement or are incorporated into local and/or regulatory training.

Monitor and control health and safety performance

Veolia has implemented several key actions to monitor and control health and safety performance: the PaTHS program, audits and internal control campaigns, the quarterly internal benchmark, and the monitoring of subcontractors and temporary workers. These initiatives, which have been implemented progressively since 2018, cover all of the Group's activities worldwide, involving employees, subcontractors and temporary workers. The results are measurable and show continuous progress in monitoring and controlling health and safety performance. These measures are part of an overall strategy to reduce accidents and improve compliance with the Group's safety standards, which directly contribute to Veolia's health and safety objectives.

➔ A global accident and non-accident management solution: the "PaTHS" program

Veolia's Prevention & Training on Health and Safety (PaTHS) program uses a collaborative tool and a mobile app to improve the management of health and safety incidents. It harmonizes practices, strengthens benchmarking between regions, and creates a reliable database for a predictive risk approach. PaTHS anticipates and manages employee health and safety training, permits and authorizations, with automatic alerts to prevent them from expiring. By standardizing processes and anticipating needs, PaTHS contributes to a safer and more compliant working environment.

Launched in 2021, the program aimed to achieve a BU coverage rate of 90% of the workforce by the end of 2024. The coverage rate was 87.4% of the workforce at the end of 2024 (75% in 2023).

➔ Audits and the internal control campaign

The BUs implement audit programs to develop their health and safety culture and/or to ensure that the minimum health and safety requirements defined by the country's regulations, Veolia's rules, the BUs or customers are applied. Corrective and preventive actions must be put in place once the findings of the audits have been analyzed. In addition, the members of the Group Prevention, Health and Safety Department carry out audits every year to assess the health and safety culture maturity level, audits following serious or fatal accidents and verify the level of standards implementation via the BU self-assessment.

In 2024, the Group's Health and Safety Prevention Division conducted more than 127 site visits and 5 comprehensive audits covering, as every year, a broad scope of the Group.

Since 2022, a dedicated system has been in place for the BUs with the highest accident frequency rate. These have a workforce of more than 500 FTE, with an initial frequency rate greater than ten. In view of the steady improvement in results in 2023, the threshold frequency rate was revised downward to 8.5 for the year 2024. The system consists of:

- an overview of their situation and a specific action plan, shared at strategic meetings with the Group Health and Safety Prevention Department.
- an improved performance contract to ensure differentiated and more qualitative monitoring;
- an annual strategic meeting with the BU's top management to analyze the action plan and discuss the ways forward.

Some BUs were also audited by experts from the Group Health and Safety Prevention Department to better assess the situation, understand the areas where progress is needed and if necessary adjust the initial action plan.

The Internal Control Department assesses the maturity of each BU in terms of prevention, health and safety through a questionnaire sent every two years to the BU's health and safety network. Each self-assessment is followed by one or more action plans to improve risk management.

The aim is to have 100% coverage of the BUs assessed by cross-functional internal control and a maturity of more than 80% (responses range between satisfactory and significant). At the end of 2023, the participation rate was 100%. The results indicate excellent maturity for the different pillars of the policy, with 88% maturity.

➔ Quarterly internal benchmarking of health and safety outcomes

Each quarter, a report is extracted from the database, presented first to the Executive Committee and then made available to all employees via the Group intranet. The report is used to monitor improvements in the accident rate and the fulfillment of performance contracts, as well as the implementation of action plans.

➔ Monitoring of subcontractors and temporary staff

Suppliers are also expected to take steps to guarantee the health, safety and well-being of their employees in accordance with the supplier charter. Accordingly, a preliminary risk analysis is performed of subcontracted activities to contractually define the prevention measures to be applied by all subcontractors. These measures are subject to audits.

Since 2018, the Group has been monitoring workplace accidents involving temporary staff and subcontractors in the same way as those involving its own employees. Subcontractors are approved on the basis of a scoring system, with the possibility of exclusion in the event of a serious breach.

These populations receive a special "safety induction" which explains the risks and hazards associated with their job, the prevention measures and the associated procedures.

In France, meetings were held with temp agencies and several projects were rolled out:

- creation of a temporary employment charter specifying the responsibilities of temp agencies and Veolia sites to better integrate temporary employees. Signed by the seven main temp agencies at the end of 2023, it was put into effect in 2024 by all HR and health and safety networks;
- launch of a satisfaction survey on the health and safety of temporary employees who have worked during the year at Veolia. Each temp agency completed the survey at the end of 2023 and the results were processed in 2024. They show a high level of satisfaction among respondents (92%), compared with the minimum target of 75% satisfaction. They also identify areas of improvement for Veolia entities and the various temp agencies. Veolia's temporary staff awarded a score of 7.9/10 for well-being.

Internationally, a working group led by the Group Procurement Department was appointed to create two initial global framework contracts and – like France – a charter for temporaries by the end of 2025. The contracts will be rolled out across the entire scope of consolidation by 2027.

Health and safety targets and outcomes

Consistent with the policy described above, and the detailed actions for each of the five pillars, Veolia is committed to continuous improvement in its performance in terms of health, safety and industrial risks through monitoring concrete and measurable objectives at all levels of the organization.

Health and safety outcomes are monitored closely by different governance bodies, i.e. the Board of Directors, the Executive Committee, the Management Committee, and the Ethics Committee. They are also shared with employee representative bodies at local and Group levels (Group French and European Works Councils) and are made available to all Group employees via the Veolia intranet.

As part of its GreenUp 2024-2027 strategic program, Veolia adopted the following objective and target:

	Commitment	Objective	SDG	Metric – definition	2023 baseline	2024 Results	2027 target
GreenUp	Give meaning to our employees work and help them with career development and commitment	Health, safety and well-being at work	3 GOOD HEALTH AND WELL-BEING; 8 DECENT WORK AND ECONOMIC GROWTH	• Lost time injury frequency rate (Veolia employees)	4.95	4.33	≤ 4.1
	Sponsor	Estelle Brachlianoff		Chief Executive Officer			

The "Lost time injury frequency rate for Veolia employees" metric is managed at the Executive Committee level by the Chief Executive Officer, with a target of ≤ 4.1 by 2027. This target was proposed jointly by the Group Prevention, Health and Safety Department, members of the Health and Safety Center of Excellence and the Multifaceted Performance Department. It was approved by the Executive Committee and the Board of Directors based on the trend for the last ten years, the growth investments presented in GreenUp and the Group programs put in place to reduce accidents.

Veolia closely monitors a comprehensive set of health and safety metrics to assess its performance and identify areas for improvement. These metrics cover not only employees, but also temporary workers, self-employed people and subcontractors, reflecting our commitment to the safety of all who work for or with Veolia.

The main metrics monitored are:

- workplace accidents:
  - number of lost time injury incidents (for employees, temporary workers, self-employed people and subcontractors);
  - lost time injury frequency rate (for the different categories of workers);
- severity of accidents:
  - calendar work days lost due to workplace accidents;
  - the severity rate of workplace accidents (including fatal accidents);
- work-related deaths:
  - number of process-related deaths (for different categories of workers)
- occupational diseases:
  - number of declared occupational diseases (employees)
- coverage of the health and safety management system:
  - employees covered by a health and safety management system (including temporary workers and self-employed people).

These metrics are analyzed quarterly. They make it possible to assess the effectiveness of health and safety policies and actions and to identify priority areas for improvement.

Metrics	2024
Lost time injuries for employees (excluding commuting)	1,612
Lost time injuries for employees, temporary staff and self-employed people (excluding commuting)	1,989
Calendar work days lost due to workplace accidents, including fatal accidents (excluding commuting) (permanent and fixed-term contracts) (employees)	116,976
Lost time injury frequency rate for employees (number of lost time injuries per million of hours worked)	4.33
Lost time injury frequency rate for employees, temporary staff and self-employed people	5.00
Injury severity rate including fatal accidents for employees (number of days lost per 1,000 hours worked):	0.31
Number of deaths among employees	6
Number of deaths among employees, temporary staff and self-employed people	6
Number of deaths among employees, temporary staff, self-employed people and subcontractors	13
Number of occupational diseases (employees)	100

In 2024, the Group suffered a total of thirteen deaths:

Among employees (6 deaths):

- 4 accidents related to business processes: 2 while working at a height (China, France) and 2 related to internal driving (Lithuania, Netherlands);
- 1 driving accident (United Arab Emirates);
- 1 accident involving an employee posted as a temporary worker to a third company (Germany).

Among sub-contractors (7 deaths):

- 6 accidents related to business processes: 1 while working at a height (China); 4 related to an explosion (India) and 1 related to internal driving (Panama);
- 1 driving accident (Morocco).

For the calculation of the workplace accident severity rate, including fatal accidents, the number of days lost due to a fatal accident was estimated at 365, or an entire working year. Veolia estimates that this is the time needed, taking into account the period of adaptation of the organization following the death, the new employee recruitment stage, training and familiarization with the role.

In 2024, 30 countries where the Group is active did not record any lost time injuries.

For entities that declare they are covered by a health and safety management system, the number of FTEs is added together to give the number of Group FTEs. The percentage of staff covered by a health and safety management system was 94.93% in 2024, including temporary workers and self-employed people.

4.1.3.1.3.2 Well-being at work

To improve employee well-being with a coordinated and cross-cutting Group approach, Veolia created the So'Well program in 2021. This was accompanied by a network of So'Well well-being officers for the business units, designed to enhance employees' physical, social and mental health. A pilot program began in 2021. This gradually became more structured in 2022 and 2023, ahead of its roll-out during the period 2024-2027.

In addition, the Group encourages actions to improve the quality of life at work (for example, the prevention of work-related stress, remote working where feasible, the promotion of sports activities, workstation ergonomics, etc.).

The sense of well-being at work is measured each year in the Voice of Resourcers internal engagement survey.

Quality of life at work is an important factor in continued employee retention, contributing both to their productivity and the Group's good reputation. However, the absence or inadequacy of actions to promote well-being at work can lead to significant negative consequences. These include:

- a deterioration of the employer brand, making it more difficult to attract new talent;
- disengagement of employees, which may lead to a decrease in productivity and quality of work;
- a higher turnover and loss of talent result in additional recruitment and training costs;
- an increase in absenteeism and sick leave, which impacts business continuity;
- an increase in psychosocial risks, which may affect the mental health of employees;
- a decrease in the capacity for innovation and creativity within the company;
- a negative impact on corporate culture and interpersonal relationships.

These risks, if not addressed, can have a significant impact on the overall performance of the company and its ability to achieve its strategic objectives.

This is why Veolia is actively engaged in promoting well-being at work, as shown by the IRO below:

Positive impact	Negative impact	Financial opportunity	Financial risk
S1-ST-2 Promotion of well-being at work through appropriate mechanisms			

The main interactions of this IRO with Veolia's value chain and business model are as follows:

Value chain	Veolia: the stakeholders involved are Group employees.
Business model	The policy and action plans resulting from this IRO mainly benefit Veolia's human resources performance, as well as its social performance.

Veolia's policy to promote employee well-being: a strategic priority

Veolia has developed a comprehensive and structured policy for well-being at work, rooted in its Purpose and rolled out through the So'Well program. This policy, initiated in 2021, is based on a holistic approach combining the physical, social and mental aspects of employee well-being.

The So'Well program is the core pillar of this policy. Its implementation is based on robust governance structured around a Group Health and Wellness Director and a network of 60 wellness officers across all regions. This structure ensures a coherent roll-out while adapting to specific local conditions through a "copy & adapt" approach.

The policy is rolled out through several priority areas of intervention: Work organization has been redesigned to offer more flexibility, including working from home where the activity permits. Particular attention is paid to the prevention of psychosocial risks and, more broadly, to the promotion of mental health, the prevention of musculoskeletal disorders as well as the prevention of addictions and cardiovascular diseases. The promotion of sports also occupies an important place, as illustrated by initiatives such as sports gatherings and the "Talents & Champions" program. These actions are complemented by a training and awareness-raising component, including thematic webinars on various topics around well-being at work.

This policy addresses major strategic challenges. It seizes significant opportunities to strengthen the employer brand, improve productivity and drive innovation. It also aims to prevent significant risks such as employee disengagement, increased absenteeism or loss of talent.

Targets related to the well-being policy

The policy aims to create a fulfilling and sustainable working environment. It focuses on improving the quality of life at work while increasing employee commitment and retention. Emphasis is placed on maintaining a positive corporate culture and preventing psychosocial risks, with particular attention paid to work-life balance.

Veolia has set itself the following specific targets by 2027:

- Achieve and maintain a well-being at work metric of at least 80/100 in the Voice of Resourcers survey.
- Achieve and maintain a work-life balance satisfaction rate above 80% (percentage of employees with a score above 6/10) in the Voice of Resourcers survey.
- Ensure the participation of at least 85,000 employees in well-being at work programs.
- Maintain the European Workplace Active Certification (WAC).

These targets are part of the So'Well program and will be monitored annually to measure progress achieved.

Concrete actions for employee well-being

The actions that illustrate the policy are:

- the launch of the So'Well program in 2021 to improve the quality of life at work;
- organization of four thematic webinars (emotion management, sleep, eco-anxiety, mental ecology) to train contacts, as well as HR and health and safety channels;
- promotion of sports and physical activity as vectors of wellness through annual sports events and the Talents & Champions program;
- implementation of the International E-Run for Diversity.

In 2024, the results obtained were:

- 81,685 employees participated in at least one well-being at work program;
- the well-being at work score was 74 out of 100 in 2024;
- the diversity race brought together 3,450 employees from 55 BUs and countries;
- 12,000 employees from more than 50 countries participated in national, European and global sports events;
- As part of the Paris Olympic Games, seven top athletes were integrated into the Talents & Champions program over a three-year period.

This structured approach demonstrates Veolia's concrete commitment to the well-being of its employees, with clear policies, specific actions, measurable objectives and tangible results.

The organization of work is a key factor in well-being

As part of its wellness policy, the Group is particularly focused on flexibility of the work pace and working conditions. The terms and conditions governing the organization of working time depend on the companies concerned, the nature of their business and where they are located.

31% of collective agreements signed in 2024 relate to the organization and working time.

In an attempt to increase agile working, the Group has introduced working from home in several BUs for jobs where this is possible. In France, in 2021, the Group negotiated with all the representative trade union organizations a framework agreement defining the terms and conditions for working from home for those who are able to do so and also defining the balance between working from home and working in the office to ensure team cohesion.

The number of part-time employees in 2024 was 6.4% (6.1% in 2023).

According to the Voice of Resources 2024 survey, 81% of employees are satisfied with their work/life balance.

Veolia follows the recommendations of the International Labour Organization with an average working week of 40 hours.

The total number of overtime hours worked was 18,912,478, i.e. an average per employee of 93 hours of overtime per year. The definition of overtime, however, varies from country to country, which can make it difficult to evaluate this indicator. Moreover, in a service business, a large number of overtime hours are due to emergency work performed by on-call or on-site personnel, to restore water supplies or heating within a reasonable time frame, for example. Depending on local legislation, the maximum working time recorded is 48 hours per week.

Veolia ensures that every employee is treated fairly and with dignity and that the labor laws and regulations applicable in each of the countries where the Group operates are respected: health and safety standards to ensure a safe and healthy working environment and conditions.

4.1.3.1.4 Attract, develop and retain employees

Veolia, a player in ecological transformation, acts daily to recruit in the ecological transformation professions in order to hold the necessary skills to guarantee the sustainability of its activities and the realization of its 2024-2027 GreenUp strategic program.

- In response to the increase in resignations experienced by most companies between 2021 and 2023, Veolia has strengthened its training actions to mitigate the risk of high staff turnover, which could lead to difficulties in upholding its customer commitments;
- to adapt to new business trends, and in line with the boosters defined by the strategy, Veolia's ambition is to develop its employees' skills to guarantee its position as a leader in the ecological transformation and to address staff shortages in certain business lines.
- in order to be competitive, improve employability and maintain the high level of technicality in the services it provides to industrial and municipal customers, the Group strives to develop its attractiveness and strengthen its employer brand. Veolia, a key player in ecological transformation, works daily to recruit in the water, waste management and energy trades. Nearly 26,000 employees on permanent contracts were recruited in 2024.

This results in the following IRO:

Positive impact	Negative impact	Financial opportunity	Financial risk
S1-ST-5 Risk of high turnover which could lead to difficulties in fulfilling our contractual commitments			

The main interactions of this IRO with Veolia's value chain and business model are as follows:

Value chain	Veolia: the stakeholders involved are Group employees.
Business model	The policy and action plans resulting from this IRO mainly benefit Veolia's human resources performance, as well as its societal performance, which are part of our business model.

Some key functions are essential for complex projects: aside from the general aspects of employee skills development, Veolia has identified several key competencies that are necessary for its GreenUp strategic program, relating to complex and large-scale projects.

Acquiring these new competencies requires the company to strengthen its efforts to attract and retain employees and develop their skills. The corresponding IRO is summarized below :

Positive impact	Negative impact	Financial opportunity	Financial risk
S1-ST-6 Commercial risk which could be very costly in the event of failure to mobilize the special skills necessary to implement certain large-scale complex projects			

The Group endeavors to promote its employer brand by showcasing employees who work in business lines delivering the ecological transformation.

Its aim is to attract the talent it needs in order to thrive. In addition, in order to retain its employees, the Group offers employee share ownership plans and incentive schemes (variable compensation, profit-sharing, long-term plan, etc.). Lastly, the social ladder is a strong driver of employee retention, since the Group encourages promotion and internal mobility.

The main interactions of this IRO with Veolia's value chain and business model are as follows:

Value chain	Veolia: the stakeholders involved are Group employees and potential candidates.
Business model	The policy and action plans resulting from this IRO mainly benefit Veolia's human resources performance, as well as its social performance.

The policies presented in 4.1.3.1.4.1 to 4.1.3.1.4.5 make it possible to address the two IRO mentioned above.

4.1.3.1.4.1 Training for personal development

A training policy which is integral to the strategy

The aim of the Group's training is to disseminate the Veolia culture among all its employees, develop the strategic skills necessary to achieve the strategic program and ensure access to training for all employees.

The training policy is delivered at the Group level by the Veolia Academy and at the local level by Learning & Development teams, attached to the regional and BU HR departments.

The Group's strategic training directions are defined by the Veolia Academy on the basis of the skills development needs identified by the Corporate departments and their business lines, as well as the needs of local HR departments. These directions and the annual training roadmap are approved by the Group Executive Committee.

In its Human Resources roadmap, the Group proposes to implement new offers and services. The Veolia Academy is key to supporting the development of employees' technical and digital skills. Launched in 2023, the Veolia Academy supports the Group's cross-functional training offer.

The Group training programs are organized within business academies (Leadership Academy, Digital Academy, Finance Academy, Waste Academy, etc.). Digital learning is based on the Group's training platform Learning@Veolia, which offers employees access to the Group's e-learning catalog. The catalog contains e-learning content which is specific to Veolia, but also provides access to the LinkedIn Learning course library (more than 20,000 courses in over 20 languages, covering various topics such as management, personal development, digital technology, innovation, etc.).

A wide range of training actions for skills development

➔ Developing employability through skills acquisition

Developing employability means access to training for all employees. The increase in training hours (excluding health and safety training) reflects the development of new technical competencies, expertise and know-how on top of the skills required to do the job.

The Group action plan to help continually develop employability involves management and leadership programs and an off-the-shelf Group e-learning catalog.

Group Management and Leadership programs enable the Group's talent to be supported at various key points in their career, with particular attention to the representation of women on these programs (see section 4.1.3.1.4.2 below). In 2024, more than 2,000 managers and executives attended a Group management or leadership training program.

Manager programs:

- **Veolia Induction Program (VIP):** the Veolia Integration Program for new managers is aimed at both newly hired managers and internal promotions to a managerial role. It seeks to build knowledge of the Group, in particular through the presentation of the GreenUp strategic program and Veolia's business lines, and to instill the Group's management culture by working on the behavior expected of managers at Veolia. In 2024, the VIP program welcomed 419 managers. At the same time, several areas (France, APAC) offer induction programs inspired by the VIP so more managers can benefit from them.
- **OHS Leadership:** this program aims to strengthen the safety culture within the Group by equipping all managers with the tools to create a caring and safe environment. The aim is to train all Group managers by 2027. In 2024, training was given to all Executive Committees and priority entities began rolling it out to operational managers. More than 1,500 managers received training.

Talent programs: Disrupt, Accelerate, Women In Leadership, Excellence.

These programs are aimed at Group employees chosen by local HR for their potential for development within the Group. The employees all have different levels of experience and responsibility and are at different stages of their career. The programs are designed to develop self-awareness, leadership, teamwork, knowledge of the Group and networking skills. Each program is different: Disrupt is a hackathon aimed at discovering innovation methods; Accelerate is focused on digital transformation; Women in Leadership is a career accelerator for women; Excellence reinforces the fundamentals of finance and business orientation for future leaders.

In total, 350 talents (grades 12 to 15) took part in one of these programs in 2024. The regions also offer their employees local talent programs.

Executive programs: Executive Seminar, Explore Tomorrow, Leading Teams in Crisis Times.

Intended exclusively for *Executive Resourcers*, these programs continue to expand their knowledge of the Group and develop collaboration between management teams, provide a better understanding of markets and external trends, and strengthen individual and collective resilience.

In 2024, more than 100 *Executive Resourcers* took part in one of these programs.

The goal is to maintain equivalent volumes in 2025 compared with 2024 for all these programs.

Access for a growing number of employees to an extensive catalog of off-the-shelf e-learning courses allows everyone the freedom to develop their skills in areas that interest them, according to their own preferences, at a time that suits them.

This means increasing the number of employees with access to the Group's training platform. In 2024, around 110,000 employees had access to the platform; the aim is to reach 120,000 users in 2025 and 150,000 in 2027.

Alongside the possibility of accessing the platform, the Veolia Academy and local training teams put in place communication actions advertising digital training and encouraging everyone to learn more about the subjects that interest them.

Examples of communication actions in 2024:

- *newsletters* for the HR community and information on the HR intranet;
- actions promoted by Group communication: GreenUp e-learning, campaign against sexism and sexual harassment, Climate Week, Cyberday, etc.;
- entity-level actions: *newsletters* to all employees to promote *e-learning* on specific subjects (well-being at work, AI, etc.).

These actions have resulted in more than 86,500 active users (users who have logged in to Learning@Veolia at least once a year) and around 20,000 employees having taken at least one course provided by our partner LinkedIn Learning. The aim is to continue engagement actions in 2025 with enhanced support for entities with the lowest uptake.

➔ Business risk in the event that the skills needed to develop our business cannot be mobilized

The role of the Veolia Academy is to develop the technical and digital skills necessary for the Group's strategy.

In 2024, priority was given to:

- technical skills for two strategic program boosters: Hazardous Waste and Energy (training related to the third booster, Water Technologies, will be developed in 2025);
- acculturation to generative AI for digital skills.

Technical skills for strategic GreenUp boosters

Hazardous waste

- A set of Group programs was designed in 2024 in partnership with BSP, SARPI and the France campus:
  - incineration course for technicians and operators of household waste and hazardous waste incinerators: around 20 hours of technical training based on e-learning in French and English,
  - Hazardous Waste training for Business Developers,
  - Learning Expedition for managers of sites/hazardous waste activities;
- The objective for 2025-2027 is to translate this training into the languages used by the BUs that need to develop expertise in hazardous waste (e.g. Spanish, Chinese, etc.) and to support entities in the roll-out of this training.

Energy and decarbonization

- The first Group programs were designed and rolled out in pilot entities in 2024:
  - Virage Energie: adaptation for the Group of a Veolia Belgium program on the energy efficiency of industrial sites,
  - GreenPath Zero Carbon: training in the sale of decarbonization solutions for sales professionals;
- The objective for 2025-2027 is to accelerate the roll-out of these programs by building on new partnerships established in France in 2024 with vocational training organizations and colleges, and the training centers of regions with trainers and the necessary technical equipment.

Digital skills: acculturation to generative AI

- In 2024, a large-scale plan was put in place for acculturation to generative AI. The plan consists of training generative AI Champions in all Group entities (more than 400 trained champions). The AI champions will organize a face-to-face workshop on the "Introduction to Generative AI", designed to foster a common understanding of what generative AI is, as well as explaining the Group's AI policy and how to get started with using these new tools. Around 12,000 Group employees were trained in 2024.

- In 2025, acculturation workshops will continue to take place in all Group entities, with the aim of training at least 30,000 employees. At the same time, more advanced training will be arranged for the most significantly affected businesses.

➔ Strengthening employee engagement and attracting new talent by sharing our purpose, values and strategy.

Sharing Veolia's Purpose, values and strategy with employees makes it possible to unite them and build loyalty around a common project. This also allows better ownership of the Group's strategy.

The key components of the Group's training action plan are as follows:

Dissemination of Veolia's management culture and adoption of the GreenUp strategic program

- Group executive, talent and manager programs: these programs, described above, help reinforce the sense of belonging to the Group and disseminate its management culture. All programs were aligned in 2024 with GreenUp's priorities through sessions dedicated to GreenUp boosters, digital technology and innovation.
- E-learning courses are available for all managers on Veolia's fundamentals (Essentials, Health and Safety Standards). In 2024, a new e-learning course on GreenUp's key messages was made available on the Learning@Veolia platform and incorporated into the onboarding courses for newcomers. It was completed by around 15,000 employees in 2024.

Dissemination of the Company Purpose and engagement of all employees as ambassadors of the ecological transformation

Apart from the Leadership and Group e-learning programs, the dissemination of the purpose and engagement actions for the ecological transformation are defined and implemented locally by the BUs.

The Veolia Academy provides a toolkit with different workshops and e-learning content that BUs can choose for their local events.

The aim is to allow each BU to define and implement its own strategy. As a result, there are no targets for the level of deployment of these resources made available by the Group.

This toolkit includes:

- **Ecological Transformation Fresk** (more than 8,000 participants and 350 in-house trainers): this educational workshop, based on the "Climate Fresk", explains environmental issues and the role and impacts of Veolia's activities in relation to them. This tool is designed to raise awareness and engage all employees as ambassadors of ecological transformation;
- **2 Ton workshop** (1,200 participants since 2023): measuring each person's carbon footprint and discovering the levers for individual and collective action to achieve the goal of carbon neutrality by 2050;
- **Unlock Local Energies** (700 participants in 2024): a workshop to learn more about the different decarbonized energy solutions available in a region.

"Climate School" e-learning content available on the Learning@Veolia platform: understanding environmental issues and levers for climate action.

The two items above contribute to the employee engagement referred to in section 4.1.3.1.6.1 below.

Development of an inclusive culture

- In 2024, priority was given to raising awareness of and combating sexism and sexual harassment. A Veolia e-learning course, in which employees shared their stories, was offered to all Group executives. More than 98% of them completed the course. The roll-out will continue in the different regions. The e-learning course was translated into 18 languages to make it accessible to all employees. In 2024, around 16,000 employees had completed this e-learning course.
- In 2025, the aim is to continue the campaign in the BUs so that the 40,000 employees registered at the end of 2024 complete the e-learning course.
- The item above contributes to the culture of inclusion and diversity referred to in section 4.1.3.1.4 below.

Quantitative training targets and outcomes

As part of Veolia's Human Resources strategy, the targets are discussed each year with French and European employee representatives. The Group's outcomes are also presented each year, with a breakdown by region and BU.

The Group has set itself a target for 2027: to deliver 30 hours of training per employee.

Training metrics

In 2024, the Group delivered 30.5 training hours per employee, compared with 29 hours in 2023, i.e. a 1.5-hour increase per employee. This result exceeds the objective set by Veolia at the end of 2027, which is 30 hours. This consists of business, health and safety and soft skills training.

In 2024, within the Voice of Resourcers survey, 84% of employees surveyed felt that they had strengthened their skills.

These good results were attributable to:

- improved tracking of learning situations (induction days, webinars, workshops, etc.) which, based on an educational objective, enables employees to develop their skills in the context of their activity;
- continuation of Group programs launched in 2022 to support the integration of management teams (more than 2,000 executives, talents and managers participated in a Group program in 2024);
- accelerating Digital Learning with an on-shelf catalog available to all 110,000 users of the Group Learning@Veolia platform, offering a wide range of e-learning courses in many languages through new partnerships with LinkedIn Learning and Climate School.

The aim in 2025 is to consolidate this excellent result and improve it further by refining the learning ambition of the strategic program, which is based on the following pillars:

- development of the strategic competencies identified in GreenUp 2024-2027;
- strengthening of the Veolia leadership and culture;
- further improvement in learning effectiveness through digital technology. This metric was not used as a main multifaceted performance metric at Group level for the new strategic program. However, it will continue to be steered and monitored to assess the Group's human resources performance.

In addition, this progress is reflected in the results of the 2024 Voice of Resourcers Engagement Survey, which highlights a high level of employee satisfaction with training. 84% of respondents consider that they have enhanced their skills in the past year.

Change in training metrics

Metrics	2024
Number of training hours per employee	30.5
Number of training hours per female employee	33
Number of training hours per male employee	30

4.1.3.1.4.2 Career management for professional development

The dual aim of the Group Talents Department is to meet the skills requirements of Group activities and provide career opportunities for employees. Employee career development is a major focus of the human resources management policy. Talent management, driven by the Group Human Resources Director, is performed by sector and comprises support for jobline mobility and the identification and development of experts, managers and the leaders of tomorrow. Its implementation relies on various measures described below.

A common job appraisal tool for all the Group's activities

A single classification tool is deployed and sustained for all executive positions (Global Grading System, developed by Willis Towers Watson) and even all employees in some Business Units. It is used to apply HR processes in a transparent and fair manner.

Grading is deployed across all Group regions and is used to apply HR processes in a transparent and fair manner.

Talent App: a new skills management digital app for executives

A pilot test of the Talent App was launched in January 2021 with 2,000 employees. Backed by artificial intelligence, this app is designed to accelerate the development of internal mobility and cooperation by mobilizing employees for short assignments. It is gradually being deployed, with 14,000 employees registered in 2024. It can also be used to actively implement a skills and career path matrix at all levels of the organization. Its roll-out will be continued in 2025. The Group aims to have a view of the skills and development aspirations of all its managers by 2027.

A simplified and scalable Group job library

In 2024 Veolia updated a simplified job map shared by all the Group's entities. The aim is to share a common language, to adapt to and anticipate changes in jobs and skills (notably through the organization of skills vision workshops), to improve clarity and promote mobility. This library is also shared to help employees explore the business lines they are interested in. Job descriptions are displayed in "Talent App" so that a manager's skills can be compared to those required for a job. This library also enables the Human Resources network to visualize career paths by presenting grade bands for generic jobs. It consists of approximately 130 jobs divided into two areas: business lines and support functions.

SmartRecruiters: the recruitment tool

The recruitment tool SmartRecruiters was rolled out in the last quarter of 2021 and in 2022 for all entities in France, the United States, Northern Europe and certain entities in Asia and Latin America. Its roll-out in Spain was completed at the end of 2023 while it continues to be deployed at WTS. To date, more than 800 recruiters share a platform ensuring enhanced tool usage, with the creation of talent pools and an improved applicant experience.

The Smart Recruiters tool allows a better sharing of job offers across the Group; it therefore promotes internal mobility and contributes to employee development and retention. It also supports the business by sharing expertise and strengthening competitiveness.

The current coverage rate is 74%. The aim is to cover all BUs by 2027.

Via Smart Recruiters, the Group publishes the 'Veolia Joblink' newsletter internally every fortnight, listing the latest job offers for executives, including both jobs published on the Group's career portal and executive offers advertised locally.

Talent Hub: the shared HR process management tool

A comprehensive and integrated human resources solution, Talent Hub is the Group tool for employees managing annual reviews (OneForm), salary reviews, people reviews and succession plans. This tool supports users in their HR and/or managerial activities, facilitates access to information through a single entry point, and assists managers in managing teams. It constitutes a reliable database and makes HR reporting more secure. At the end of 2024, more than 51 Business Units deployed the tool, covering all 38,000 managers and 53,000 non-managers. Deployment continues BU by BU as opportunities arise for the non-mandatory scope (non-managerial staff). The aim is to cover all employees connected to the Veolia IT environment in 2027.

A robust talent management process

Since 2017, staff reviews common to all entities have been organized for the Group's Executive Resourcers, key contributors and high-potential employees. They are used to systematically develop succession plans and implement development plans to retain current and future managers. They aim to consolidate organizations' sustainability and agility, and to help with the individual development of the most talented employees.

This annual process is carried out, zone by zone, and then by sector, ensuring thorough knowledge and management of the Group's talent. It also helps to address the challenges of diversity and internationalization within teams and in management positions, to enable Veolia to achieve its multifaceted performance targets in this regard.

In 2024, 1,359 employees were reviewed at Group level.

The Group therefore has succession plans for most Executive Resourcer positions and where this is not the case, action plans have been implemented:

In 2024, the number of women in the Veolia staff reviews has increased: 36.3% women in total and 53% among high-potential executives.

These reviews are also rolled out in zones and Business Units for other Group employee categories.

A common model for performance appraisal

In order to ensure managers' objectives are aligned with the Group's strategy and values, a single annual interview process, One Form, is used for all managers at our sites worldwide. The Group encourages the extension of this practice to non-managerial employees, for whom the Business Units adapt the form.

In 2023, the annual executive interview form was modernized. Each year, this form is used as part of the performance and career development interview process.

Following the optimized ergonomics proposed in 2022, the basic structure and reasoning behind the annual interview were questioned to provide a more tailored response to the expectations of the operational entities.

In a collective intelligence approach involving BU executives, the HR network and managers, the current version promotes dialogue between employees and management, while limiting data entry requirements.

While offering a simplified interface, this version defines individual objectives more clearly in line with the Group's multifaceted performance and strategy and addresses Veolia's values by enabling discussions on the behaviors expected to meet challenges (Management Behaviors@Veolia).

The "development" section leaves considerable scope for discussions on career aspirations and the support options offered by the Group.

Finally, this form is structured to promote discussions on well-being at work and support the assimilation of a feedback culture within the Group.

Development tool

Talent development programs

Talent development programs Veolia Excellence is the training program for Veolia talents. Sessions are organized in three primary areas: business models, value creation, and team management in a context of transformation. The program uses innovative training methods, with e-learning sequences, inter-session work, collaborative workshops and a post-seminar follow-up. It also includes a 360° evaluation that is debriefed by internally trained individuals.

In 2024, 125 participants were trained in the program, 30% of them women.

The Group has four other collective individual development programs, open to its internal employees in all its regions:

- Disrupt: aimed at young managers to accelerate their integration within the Group (68 participants in 2024);
- Accelerate: aimed at middle management as part of the digital transformation. This program allows participants to better understand the potential of this transformation and to develop the required interactions with Group businesses. It should help change behavior by allowing managers to become the business partner of other Veolia players and to see the bigger picture in order to better anticipate future challenges (79 participants in 2024);
- WIL (Women in Leadership) is designed to develop female leadership in relation to the Group's ambitious gender diversity targets (see section 4.1.3.5 below) (85 participants in 2024);
- Feedback: an individual and collective feedback development program. Three "pilot" sessions were launched in 2022: in the United States and within the VESA Procurement Department and the VESA BS&P department.

In 2024, 515 employees participated in the Group's talent programs, in line with the number of people defined per program per year.

The Group fully integrates personal development tools into these programs (MBTI, 360°, Self Management Leadership) so that its talents share a common strategic vision, in line with their own personal development.

Equivalent programs are offered in different zones, such as Impulsa in Latin America, Boost in Africa and the Middle East, "The Leadership Cadre" or "Step Up" in the UK, Omega in Benelux, Stream in Asia, or Relief in France.

Increased mentoring

The Group mentoring program, launched in 2021, continued in 2024 with around 50 employee pairings. With the involvement of mentors, members of the Group Executive Committee and Management Committee, as well as country/BU directors, mentoring helps develop competencies, accelerate career opportunities and expand the professional network of mentees, who are high-potential executives.

In 2023, two new aspects were introduced and were offered again in 2024:

- booster workshops were created. They were specially designed to provide practical tools, integrate apprenticeships and make the most of the mentoring relationship, strengthening the leadership and operational effectiveness of mentees;
- the mentoring program, exclusively reserved for women upon its creation, was also opened to men in 2023.

This program is scheduled to be renewed in 2025, with a launch in April that will welcome around 50 new pairings.

Executive development programs

To ensure retention and develop the skills of leaders on their missions, flagship programs are offered each year. These include:

- The Executive Seminar prepares individuals for corporate management by working on a changing world and its impact on our current and future activities, and the ability to carry the Group's values. It is based on four study trips spread over one year and offers training conferences, the discovery of Veolia's activities and numerous visits to external undertakings. Trainees complete the program with a project related to the Group's strategy, which they present to the Executive Committee. Veolia is particularly focused on including a significant portion of women in training schemes aimed at talents and executives. (32 participants in 2024);
- Explore Tomorrow: a learning expedition focused on innovation and digital transformation (44 participants in 2024);
- Leading Teams in Crisis Times: team management training focused on crisis and uncertainty management (28 participants in 2024).

In 2024, 104 Executive Resourcers participated in the Group's talent programs.

4.1.3.1.4.3 Compensation policy, employee savings and adequate wages

Veolia applies a comprehensive compensation policy that takes account of the following: wages, social protection, employee savings and retirement. This policy is based on the following general principles:

- offering competitive compensation in accordance with local markets;
- guaranteeing competitive fixed and variable compensation which reflects the undertaking's results;
- harmonizing the calculation bases and methods for the variable components of executive compensation across the Group, particularly by integrating Veolia's multifaceted performance indicator in the bonus calculation of all executives. This variable compensation policy is extended to Group managers across all geographical areas;
- optimizing coverage of healthcare and insurance costs in the main countries where the Group operates;
- harmonizing existing employee savings plans;
- securing existing pension plans in the various countries where the Group operates by privileging defined contribution plans.

Veolia's policy, implemented by the Group Senior Executive Vice President for Human Resources, is to respect wage equality between men and women who have the same employment conditions and qualifications. For this purpose, the Group is particularly vigilant regarding the application of a fair wage policy.

Total pay consists of a base salary and individual or collective performance-based variable compensation (depending on the professional category, countries and applicable regulations).

Gender pay gap

The annual average gross compensation for all Group employees was €41,651 in 2024. In 2024, the average gross compensation of men was €42,147 and €39,843 for women, a difference of €2,304 (-5.46 %). This compensation includes base salary, paid leave allowances, possible 13th month payments, bonuses and overtime.

This difference is mainly due to the distribution of men and women between different jobs. These averages are only indicative, however, and should be interpreted with an element of caution. They correspond to a wide diversity of situations due to the nature of the professions and jobs carried out and their geographic location. These values, converted into euro, are also impacted by fluctuations in exchange rates.

It is Veolia policy to respect equality between men and women who have the same employment conditions and qualifications. For this purpose, the Group is particularly vigilant regarding the application of a fair wage policy.

Veolia ensures that the compensation paid to employees complies with the legislation in force in the country (minimum wage, overtime etc.). Veolia ensures that the Group's base salaries, particularly blue collar workers (50% of the workforce), are systematically above national minimums or minimum wages paid on the labor market for a given job.

Adequate pay and wages

Veolia has used the statutory minimum wages or the local minimum wages established by the most relevant collective agreements as the adequate reference wage whenever possible. Countries in which a reference wage can be determined do not have an employee earning below the reference wage.

For 5 countries, these reference wages do not exist or are not applicable to Veolia's workforce (for reasons of nationality, for example). For these countries, representing less than 1% of the Group's employees, it was not possible to demonstrate that all employees were paid above an adequate wage. In 2025, additional research will be carried out to determine reference wages for these countries on the basis of a benchmark.

In addition, as part of its ESG policy, Veolia launched a pilot scheme on living wages in six countries representing a significant proportion of the group's workforce and covering all the main operating regions: France, United States, United Kingdom, Japan, Colombia, Poland. The Group considers living wage to be the minimum income that enables employees to cover their basic needs and those of their families, and to enjoy a decent standard of living. It can therefore be different from the country's minimum wage.

The work started at the end of 2023 but it is still not possible to report the results. A further and more detailed study is to be conducted in 2025.

Fairness of the executive pay ratio

The ratio measuring the gap between the total remuneration paid to the Chief Executive Officer and the average pay of Veolia employees is 60.

Sequoia: Employee share ownership

The annual capital increase offer reserved for Veolia employees aims to achieve, in the coming years, a 10% employee shareholding, aiming to:

- build a stable core group of shareholders,
- make it one of the instruments for sharing the gains of the Group's growth with its employees.

Hence, every year since 2018, Veolia has set up share ownership plans for the benefit of its employees. The geographical coverage has steadily increased, from 31 countries in 2018 to 54 countries in 2024. The change in geographical scope takes into account the Group's organization, the expectations expressed by the Management of the regions/countries, and the legal complexity of deployment in certain geographies.

The last transaction took place in 2024. Veolia wanted to provide the BUs with the most employees (which for 2024 means 178,561 employees in 54 countries) with a "leveraged" offer, in addition to a classic offer. With these two offers, employees benefited from:

- a secure offer guaranteeing a minimum return on capital invested of 4% per year (including the employer's contribution as part of the offering), as well as a multiple of 6.5 in the event of an increase in the Veolia share price;
- a standard offer with a discounted subscription price.

Subscriptions totaled 79,870, representing a 44.7% Group-wide subscription rate, up more than three points from 2023 (41.5%). This is also the highest rate ever achieved by Veolia since the launch of the first employee share ownership transaction in 2004.

The average personal contribution invested per employee fell: after reduction, it was €630 in 2024 (vs €830 in 2023). However, and given the success of Sequoia 2024, Veolia points out that a reduction in the highest 6% of the subscriptions was necessary in order to comply with the authorization to issue a maximum of 2% of Veolia's capital in the form of new shares.

If all requests had been honored, 2.36% of Veolia's capital would have been subscribed for by employees, corresponding to an average contribution of €795, much closer to the contribution recorded the previous year.

The total amount subscribed under Sequoia 2024 therefore amounts to €355.9 million, including leverage and contribution, compared with €222 million in 2023.

As of December 31, 2024, over 161,000 current and former Group employees were Veolia Environnement shareholders, holding 8.87% of its share capital (vs. 7.5% at the end of 2023). Veolia employees therefore remain the Group's leading shareholder.

As such, all of the Group's employee shareholders voted in 2022 to elect an employee director to represent them on Veolia's Board of Directors.

Profit-sharing and incentive schemes

The Group's French entities are generally covered by profit-sharing agreements when they fulfill the necessary employee and financial conditions.

Veolia favors extending incentive agreements in France to give employees a vested interest in the performance of the companies to which they are assigned, based on criteria tailored specifically to the business in question. At the end of 2024, nearly 96% employees of French entities were covered by an incentive agreement.

In 2024, gross profit-sharing and incentive payments for all French entities including Veolia Environnement, in respect of 2023, totaled €93.47 million. Gross amounts invested in 2024 by employees of French entities in respect of 2023 profit-sharing and incentive payments totaled €47.2 million, or 50.49% of the sums distributed.

Added to this is a contribution from the Group's French entities with a gross carrying amount of €3.38 million.

Employee savings and retirement savings

Since 2002, Group employees in France have been able to save in the medium term with the help of their company via the Group savings plan (PEG).

In addition, Veolia Environnement offers its employees and the employees of its French subsidiaries under an agreement signed with labor and management representatives (December 2012), access to a Group retirement savings plan ("PERCOL G"). This plan allows employees who so wish to prepare for retirement under advantageous tax and social security conditions. In 2020, a new amendment was signed changing the PERCO to a PERCOL and enabling Group employees to benefit from the advantages offered by the Pacte Law.

At the end of 2024, employee savings in France in the two Group savings plans totaled a net €824.08 million broken down as follows:

- €713.92 million in the PEG held by 73,032 current and former employees;
- €105.81 million in the PERCOL G held by 42,910 current and former employees;
- €4.35 million in Blocked Current Accounts (CCB) held by 5,506 current and former employees.

Company investment funds invested in Veolia Environnement shares (employee share ownership) total €475.79 million in 2023 and are held in the PEG.

The range of dedicated company investment funds (monetary, equity, bonds, and diversified) totaling €361.93 million is held in the PEG and the PERCOL.

Performance share plan

In 2024, Veolia deployed a performance share plan aimed at 556 beneficiaries, including Group Executive Resources, high potential staff and key contributors, including corporate officers. This plan benefits Executive Resources, high potential staff and key contributors equally. It is subject to the following conditions:

- a presence condition: beneficiaries must remain with the Group until the end of the three-year vesting period i.e. until expiration of the plan scheduled for 2027;
- a performance condition tied to the attainment of the following internal and external criteria:
  - an economic criterion,
  - a stock market criterion,
  - criteria relating to the Company's Purpose.

4.1.3.1.4.4 Social protection

4.1.3.1.4.4.1 Veolia Cares: minimum social protection floor

Since social protection systems vary according to the geographical areas in which Veolia operates, the Veolia Group, at the initiative of its Chief Executive Officer, has set itself the goal of offering all its employees long-term social guarantees to protect them against life's risks through a specific voluntary program called Veolia Cares:

- a comprehensive employee benefits program launched in 2022, fully deployed in all regions as of September 1, 2023;
- which seeks to improve the safety and well-being of employees;
- It makes the company more attractive and is a source of pride for employees and future employees.

The corresponding IRO is summarized below:

Positive impact	Negative impact	Financial opportunity	Financial risk
S1-ST-3 Base of minimum social guarantees for all Veolia employees			

The main interactions of this IRO with Veolia's value chain and business model are as follows:

Value chain	Veolia: the stakeholders involved are Group employees and their families.
Business model	The policy and action plans resulting from this IRO mainly benefit Veolia's human resources performance, as well as its social performance.

The Veolia Cares program is based on five pillars:

- parental leave: base salary maintained over ten weeks for the first parent, and over one week for the second parent. This measure can also be used in the event of adoption.
- death cover: capital equivalent to at least six months of salary is paid to beneficiaries, whatever the cause of death;
- health cover: guaranteed access to medical care for all employees, whatever the local organizational methods (legal life insurance and corporate schemes);
- support for our employee carers: all employees carers are given the necessary flexibility in the organization of working time;
- community charity work: possibility for each employee to devote one paid day-off per year to a charity or environmental protection organization in line with Group values.

Veolia Cares applies to all Group employees, without gender discrimination, and whatever their status from the first day of recruitment.

This program seeks to improve the safety and well-being of employees.

The impact of the implementation of Veolia Cares was measured for the period September 1, 2023 to August 31, 2024 in the form of a questionnaire completed by all BUs. The main results were as follows:

- Of 1,683 employees who went on maternity (or first parent) leave, 248, or 15%, saw an improvement in the benefit guaranteed by Veolia (ten weeks on the full base salary).
- Of 4,086 employees who went on paternity (or second parent) leave, 836, or 20%, saw an improvement in the benefit guaranteed by Veolia (one week on full base salary).
- Of the 323 deaths recorded over the same period, 131, or 40%, received better compensation than previously, in line with Veolia's commitment to provide beneficiaries with six months' base salary.
- Lastly, 4,593 employees signed up for the solidarity day.

4.1.3.1.4.4.2 Additional social protection measures

In addition to these five Veolia Cares program pillars, and specifically for France, two new measures were also adopted as of January 1, 2024:

- The extension of death cover in the event of a professional accident. Previously, this coverage was only offered to executives, via Veolia's insurance captive. Non-executives now also benefit from this coverage with the payment of 2.5 years of wages to the beneficiaries.
- A scheme to help eligible employees return to employment organized by a dedicated service provider. With this program, employees who have been off work for long periods due to a long- term illness are supported to enable them to easily resume a professional activity while limiting the risk of relapse or social exclusion. To date, this program covers ⅔ of Veolia employees in France and will be extended to all employees on January 1, 2025.

The objective was to implement measures, also in France, to strengthen our common social protection base, in line with Veolia Cares.

Work-life balance

	2024
Percentage of employees entitled to family-related leave	100 %
Percentage of employees covered who took family-related leave	4.7 %

4.1.3.1.4.5 Attract young talent

Recruitment campaign

Faced with a continuously tight job market, the Group is continuing its efforts to retain its employees by offering them career support and professional development opportunities.

At the same time, the Group initiated a process to optimize its employer brand: creation of a recruitment campaign launched in 2023, optimization and enhancement of career pages, improved applicant experience, support for recruiters to help them hire and attract talent.

In 2024, new internal and external job portals were launched to improve their attractiveness and performance.

Thus, for all entities using the recruitment tool recommended by the Group, SmartRecruiters, candidates will be able to benefit from a rich content offering, improved design, and better accessibility in the mobile version.

These two portals have been modified to improve accessibility to offers for everyone as well as for people with disabilities, to improve the ergonomics of the search process and to improve the mobile version, performance and attractiveness.

The new portals now offer optimized, more efficient search features, customized job offer suggestions, a location map to calculate work-home travel times and more content to better understand the Group.

At the same time, for Veolia employees, the in-house job offer portal provides all the tools for successful internal mobility: Talent App, JobLink, mobility policy, descriptive access to generic jobs, international mobility policy etc.

Relations with schools at Group level

A proactive approach reaches out to the public and local employment and training partners to raise awareness of environmental activities and services. It facilitates the recruitment of candidates for local jobs, including people with no prior experience.

Mobilizing and attracting the resources required by the company is a key priority: Veolia affirms its presence through events focused on environmental businesses, job and work-study fairs, and forums in schools and universities. The partnerships set up with schools and universities also contribute to the reputation of Veolia and its businesses among students completing strategic training for Group. Programs like the Ecological Transformation trophies and the Student Solidarity Prize are special opportunities that give international students an opportunity to discover Veolia's businesses and to adapt their course of study to the Group's challenges. These actions aim to consolidate Veolia's visibility with young graduates, and strengthen its appeal by positioning it as a responsible, innovative and meaningful business.

The Pangeo program

The program offers young talent under the age of 28 international experience for 12 to 24 months. It enables Veolia to create a multicultural pool of employees trained in its business lines. The program relies in large part on the International Business Volunteers (VIE) contract.

First edition of the Group Graduate Program

The first round of the Veolia Graduate Program was officially launched in January 2024. The eight young engineers of this first edition learned about the Group in all its diversity.

Hired on permanent contracts, they began their first year with two months at the recruiting entity's headquarters, before a ten-month assignment at an operational site in their BU. Next year, they will learn about the Group thanks to a 3-month innovation assignment (in a Hub or in the Strategy and Innovation Department), followed by a 6-month operational assignment abroad before returning to their original entity. In parallel, the Group will host the second batch of the Graduate program by the end of 2024 (eight new participants).

At the same time as their field experiences, the graduates complete an ad hoc training program, combining Group talent e-learnings and programs (VIP and Disrupt). The purpose of this program is to train young high-potential engineers and retain operational managers destined to progress rapidly within Veolia.

Work-study contracts

Work-study contracts are a key recruiting tool for helping young workers into stable employment, particularly in France, Colombia, Germany, Morocco and the UK. Work-study encourages the transfer of knowledge and key skills thanks to intergenerational exchanges between the tutor and their trainee, and develops corporate culture through professional promotion. By placing Group employees in a tutor role, it reinforces the feeling of belonging to the Group, while making the value of expertise more tangible.

The work-study policy is specifically implemented within regions and contracts through a significant number of partnerships with local employment and training players. To this end, Veolia is one of the partner companies in the FIPA network (Innovation Foundation for Apprenticeships) with which it has developed several innovative and inclusive programs.

- the !Ingénieuses project enabling young women aged 17-29 to complete technical work-study training and be qualified for acceptance to an engineering school;
- the Altern'Up project, which aims to showcase the entrepreneurial mindset of work-study students who wish to develop a business creation project.

A Talent Acquisition department at the Group level, serving the BUs

As part of its talent acquisition strategy, the Group HR department has set up a Talent Acquisition team within Talents and Executive development department.

The objective: to improve the recruiter and candidate experience, in particular through the optimization of existing tools and processes, as well as by promoting inter-BU dialogue (copy & adapt), and by identifying actions/tools to be developed and made available to Veolia recruiters.

4.1.3.1.5. Ensure respect for diversity and inclusion

A proactive approach to protect employees from discrimination

Failure to respect diversity would have a direct impact, leading to disengagement and damage to the employer brand. This fully justifies the materiality of the corresponding IRO, summarized below:

Positive impact	Negative impact	Financial opportunity	Financial risk
S1-ST-7 Potential exposure of employees to discrimination, harassment or prejudice in their workplace, by requiring the implementation of listening and whistleblowing systems			

Veolia views diversity and inclusion as a priority, as it ensures internal cooperation, commitment and employee loyalty. The diversity and inclusion action plan is based on four priorities: diversity; gender diversity in regions where this issue can be raised; disability; social and cultural diversity.

Each year, the Group measures the progress of its diversity actions through a diversity index measured in the Voice of Resourcers engagement survey.

The main interactions of this IRO with Veolia's value chain and business model are as follows:

Value chain	Veolia: the stakeholders involved are Group employees.
Business model	The policy and action plans resulting from this IRO mainly benefit Veolia's human resources performance, as well as its social performance.

A diversity and inclusion policy that supports the GreenUp strategy

Diversity and inclusion are an integral part of Veolia's Purpose and its GreenUp 2024-2027 strategic program. The increase in the number of women on the Executive Committee is one of Veolia's multifaceted performance metrics under its GreenUp 2024-2027 strategic program.

Veolia's diversity and inclusion policy is based on Group values of respect and solidarity that require employees to be treated with respect and fairness and without discrimination. This implies that they should feel recognized as an individual and full members of the collective system so that they can contribute fully to the Group's ambition to become the champion of ecological transformation.

The Group has therefore renewed its commitment to be a more diverse and inclusive undertaking, ensuring non-discrimination, equal opportunities and individual social promotion for all employees. Veolia's diversity and inclusion policy focuses on three fundamentals:

- guarantee fair and non-discriminatory HR and managerial practices, from recruitment until the end of careers, for all employee categories;
- guarantee non-discriminatory access to employment in Veolia (age, origin, disability, gender, sexual orientation, religion, etc.);
- guarantee the advancement of social dialogue and employee freedom of speech.

Accordingly, the Group wishes that all its entities to focus in particular on:

- pursue the implementation of action plans promoting diversity and gender equality;
- develop and create inclusion programs for people with disabilities;
- develop and create inclusion programs for LGBT+ people in accordance with local legislation;
- develop and create action plans to promote social and cultural diversity.

The diversity of the Group's employees and the recognition of all talents and competencies are key to overcoming the challenges of ecological transformation. This is why diversity and inclusion at Veolia must be part of an inclusive corporate culture based on HR and managerial processes that match the Group's ambition.

In accordance with applicable local laws and regulations, Veolia will not permit, practice or support any type of discrimination based on age, medical condition, sex, gender identity, sexual orientation, pregnancy, disability, ethnic origin, religion, political opinions, philosophical opinions, family status, morals, family name, trade union activities, place of residence, vulnerability resulting from one's economic situation, migrant status, belonging or not belonging, in reality or presumed, to an ethnic group, a nation or so-called race. This list of examples of discrimination was drawn up for the sake of clarity and is not exhaustive.

A diversity and inclusion policy led by the HR department

The Diversity and Inclusion Policy is led by the Group's Human Resources Director and a member of the ExCom. It is deployed by the Group's Diversity, Inclusion and Engagement department, which relies on a global network of local diversity and inclusion coordinators. At the end of 2024, the Group had nearly 100 correspondents and 36 local diversity and inclusion networks in the geographical areas where Veolia operates.

Their duties are to:

- implement commitments with regards to local issues;
- establish diagnoses and action plans adapted to contexts;
- measure results;
- promote innovative actions which support Veolia values.

The Group's Diversity and Inclusion department holds working meetings with the Group's Diversity and Inclusion coordinators where they share best practices on a bi-weekly basis. In 2024, the D&I department held eight meetings with the network of correspondents, including one specifically on the results of the D&I index of the Voice of Resources internal survey and another on the LGBT+ issue with the participation of an expert on the subject.

To measure the impact of its diversity and inclusion actions, Veolia monitors several metrics:

- professional equality: the employment rate for women, the percentage of women managers, the percentage of women in management recruitment, the percentage of women departures, the percentage of women Executive Resources, and the percentage of women on Group company Boards of Directors, including the Veolia Environnement parent company's Board;
- disability: the employment rate for employees with disabilities;
- the employment rate for employees over the age of 55;
- the employment rate for employees under the age of 30;
- training rate by age and gender.

An annual Diversity and Inclusion index produced in connection with the Group engagement survey is used to measure employee perception of this topic. In 2024, the index rose to 78 points out of 100.

Ongoing partnerships

The Group is a partner and/or a member of various organizations that promote diversity and equal opportunity, notably the UN Global Compact and the International Labor Organization. In France, Veolia has also partnered with several associations such as the French Association of Diversity Managers (AFMD) the "À Compétences égales" association, ANVIE and the Ile-de-France LGBTQIA+ center.

Concrete actions to develop diversity and inclusion

In 2022, an inventory on the subject of diversity and inclusion was proposed to the D&I correspondents, which allowed the D&I roadmap to be structured around a cross-functional approach and four priority areas:

- diversity;
- LGBT+ people (in regions where there is no anti-LGBT+ legislation);
- disability;
- social and cultural diversity.

Veolia's Diversity and Inclusion roadmap was set up to promote a culture of inclusion that guarantees each employee is treated without discrimination, recognized as an individual and is a full member of the company's collective system.

Work to identify D&I practices in the Group began in 2024. Its structure is based on the D&I roadmap (the four priority areas and the cross-functional approach), making it possible to bring the actions carried out by the Group's entities and countries into line with the Group's overall D&I policy. This digital and interactive notebook currently lists some 40 actions and aims to strengthen the Group's "Copy and Adapt" culture so that each entity can draw inspiration from existing actions.

The actions presented below, implemented as part of the Group's "diversity and inclusion" roadmap, aim for the long-term objective of developing and consolidating the Group's inclusive culture, which is based in particular on respect for people in their uniqueness. Respect is one of the Group's five values, translated into expected behaviors in the "management behaviors@veolia" guide.

The actions are sustainable and scalable over time and can be adjusted according to social, societal and/or regulatory developments in geographical areas/countries.

The diversity index of the annual Voice of Resourcers survey makes it possible to evaluate the impact of the actions implemented, and their evolution, both at the Group level and at the local level.

Diversity and inclusion training and awareness-raising

Since 2023, a comprehensive range of online training modules (LinkedIn Learning) has been made available to employees who have access to the Group's Learning@Veolia platform. This offer is part of the Diversity and Inclusion Academy of the Group's Learning program. Registered employees can therefore access around twenty online training courses covering gender diversity, disability, inclusive management, unconscious biases, cultural and social diversity and LGBT+ issues in regions where there is no anti-LGBT+ legislation. At the end of 2024, 913 people had access to these courses, including 262 employees who completed LinkedIn Learning courses. 42,000 employees had access to the "No to sexism and sexual harassment" training, which was designed in-house (and is not part of LinkedIn Learning), including close to 22,000 who followed the training at the end of 2024 (figures provided below). In 2024, 2,266 employees registered for the training module "Disability: together, let's build an inclusive environment" and 1,687 employees had completed it.

In addition, an in-person workshop on unconscious biases (in French, English and Spanish) is available to entities to raise employee awareness about stereotypes and prejudices. In 2024, 790 employees took part in this workshop, including 62 at head office (eight sessions in total). Six countries/entities set up a workshop on unconscious biases, or a workshop on related issues, in 2024.

On the occasion of the International Day of Diversity on May 25, 2024, an online self-assessment "Are you an inclusive colleague?" was offered to employees. 200 employees were able to participate in this self-assessment.

The fight against sexism and sexual harassment

An international mechanism to combat sexism and sexual harassment, led by the Group's Executive Management, was set up within the Group in 2024. This system, which references International Labour Organization (ILO) Convention No. 190, includes four HR tools and an internal communication campaign:

- e-learning available in 18 languages;
- a whistleblowing procedure for victims/witnesses and managers, translated into 18 languages and integrated into e-learning;
- a digital brochure integrated into e-learning;
- a set of cards in English, French and Spanish accompanied by a presentation pack in French and English. More than 1,000 games in French, English and Spanish were distributed to the countries and entities.

An internal poster campaign entitled "No to sexism and sexual harassment at Veolia" aims to get the attention of victims and witnesses in an impactful way and encourage them to denounce inappropriate behavior.

The e-learning module was made mandatory in July 2024 for the Group's 600 leaders. Since September 2024, this e-learning module has been rolled out to employees with access to Veolia's e-learning platform, representing 42,000 employees. By the end of 2024, 22,000 of them had completed it. The communication campaign was rolled out in around 40 Group countries and entities. The brochure and the whistleblowing procedure can also be distributed in printed formats and the posters help reach employees who do not have access to a digital tool. Thus, this action is part of the policy to combat sexism and harassment.

Veolia also takes action against sexism through its commitment since 2023 to the StOpE sexism initiative, whose objective is to promote and share best practices within a corporate collective to fight against everyday sexism in the undertaking. This commitment is made in the context of Veolia's membership in the AFMD (Association française des managers de la diversité – French Association of Diversity Managers). Veolia took part in two of the three sessions held to share best practices proposed by the initiative. It has achieved all the objectives required by membership, namely to launch at least one specific action targeting sexism and sexual harassment. The roll-out of the "No to sexism and sexual harassment " campaign perfectly addressed this requirement.

Actions promoting LGBT+ employees

In accordance with its CSR commitments, its human rights policy and its adherence to the Global Compact, Veolia supports the United Nations standards of conduct for business regarding the fight against discrimination against the lesbian, gay, bisexual, transgender and intersex community. These five standards were developed by the United Nations High Commissioner for Human Rights.

Train, inform, guarantee inclusive HR and managerial processes and showcase Veolia's commitment are lines of actions to promote LGBT+ employees.

In 2024, the Group formalized its LGBT+ policy, which is one of the four priority areas of the Group's D&I policy. The policy will be presented and disseminated in the first half of 2025 to the Group's international network of diversity and inclusion officers and to human resources departments, except in regions where there are anti-LGBT laws. This policy provides access to a dozen best practice sheets that raise employee awareness of LGBT-phobias and the discrimination that those affected may face, and support HR and managers in supporting LGBT+ employees on issues such as same-sex parenting and gender transition. This kit was created by the French Agency for Diversity Managers (AFMD), of which Veolia is a partner member.

In April 2024, a discussion with an expert on LGBT+ issues was proposed to the Group's diversity and inclusion network to better understand how to support LGBT+ employees in their gender transition. Nearly 60 coordinators were able to take part in this session.

In June 2024, a conference in English and French was offered to Group employees to try to better understand the reality of LGBT+ employees in the company. 276 people registered for this online conference.

A sponsorship agreement was signed on May 3, 2024 between Veolia's Human Resources Director and the LGBTQIA+ center in Île-de-France. This agreement, in the form of financial support, provides that:

- any Veolia employee may call upon this association for any question relating to LGBTQIA+ subjects (psychological, health, legal, coming out, trans identity, sexuality, parenting, employment etc.);
- The association is available to HR and diversity and inclusion departments for any resource these departments may need.
- The association can interact with Veolia in a conference-meeting setting, talking about LGBTQIA+ issues (face-to-face or via video conferencing) over the term of the agreement.

Gender equality

To attract talented people and ensure women are present at all levels of the Group and in all its businesses, the Group has implemented an action plan focusing on professional equality in the workplace so as to:

- develop gender equality in its jobs and operations;
- increase the number of women in the Group's executive bodies and management;
- promote gender equality in employee representative bodies.

The Group's actions to develop diversity in management focused on the following points:

- Recruitment: inclusive recruitment process and youth talent policy, creation of a pool of women executives;
- Identification: executive succession plan including at least one woman for each executive (Executive Resourcers), an annual target of 50% of women in high-potential people reviews, additional people reviews for women with a grade below Executive Resourcers;
- Development: development of mentoring by Executive Resourcers for high-potential women executives, target achieved of 50% women in the Talents and Executive programs;

- Coordination of the international diversity network called WEDO: numerous initiatives promoting professional equality in the workplace have been rolled out in the various countries where the Group operates with the support of the WEDO network. WEDO is Veolia's internal diversity network launched in 2016, bringing together Veolia's men and women who and seeking to promote diversity within the Group. At the end of 2024, this network had, in the Google Space community, nearly 3,500 employees from around 50 countries:
  - among the actions undertaken by the network, WEDO renewed the "Yes WEDO Week" which partially centered around the theme chosen by the UN for International Women's Rights Day on March 8, 2024: "Investing in women: Accelerating the pace". This week, dedicated to internal and external awareness-raising actions, was again very successful: 53 entities (+1 vs 2023) on five continents organized over 321 initiatives (+121 vs 2023): talks with young female pupils in schools, visits by female middle and high school students to Veolia sites to learn about Veolia's businesses, conferences and webinars with employees on gender equality issues, etc.,
  - at the Group level, two conferences on diversity were offered to employees (in French and English): a conference with an external speaker "the place of women in work, a turbulent history" and "Women in operational occupations" a round table discussion with five Veolia women from five continents. 681 employees registered for the conference and 416 for the round table;
- The new WEDO for Tech program: in 2023, Veolia set up the WEDO for Tech program to raise awareness the of young girls about technical sectors (IT, engineering, etc.). This program rolls out various initiatives including employee involvement in schools, welcoming students at Veolia under the Ma Ville en Vert program initiated in France or the Tech my Job day:
  - The day of March 8, 2024 was also an opportunity to renew Tech My Job as part of the WEDO for Tech program, set up for Veolia women engineers, technicians or IT specialists to welcome female students for a day to learn about their profession and spend valuable time with a professional. The aim is to inform young girls about technical professions and make them want to enter these sectors where women are under-represented. At the headquarters, 12 young girls were welcomed by Veolia female employees; Tech My Job was also set up in various countries and entities;
- The development program entitled "Women In Leadership - WIL": created by Veolia in North America, WIL was gradually deployed in other regions: Africa (Morocco), Latin America (Colombia, Mexico) and Asia-Pacific; WIL also has a Group program that is available to participants from all geographic areas. This seven-month coaching program seeks to create development opportunities for women managers in the organization. It coached 84 women in 34 different entities in 2024. This program alternates between group and individual face-to-face and online sessions. Digital coaching and online workshops are flexible and guaranteed to have an impact. They maximize interaction by organizing regular meetings between participants and their managers, who also benefit from the program. The success of WIL is demonstrated by its high satisfaction rate. In 2024, the program achieved a Net Promoter Score (NPS) of 97 from participants;
- The male/female professional equality index that companies with over 50 employees in France are required to disclose: the results of Veolia entities in France published in March 2024 are mostly above 75/100 (legal minimum), with an overall index at 89/100. This result reflects Veolia's efforts over many years to create appealing and adapted conditions to allow women to reach the same level of pay and career opportunities as men.

Employment and social integration of people with disabilities

As part of its policy of inclusion and diversity, Veolia is committed to transforming the perception of disability, changing societal representations and promoting the professional integration of people with disabilities. The Group aims to create an inclusive working environment where every employee, regardless of his or her abilities, can flourish and contribute fully to the success of the undertaking.

- **Engagement with the International Labour Organization (ILO)**

Veolia is pursuing its engagement with the ILO Business and Disability Network, strengthening its leadership in the inclusion of people with disabilities at the Group level. To mark the International Day of Disability on December 3, 2024, a conference was held focusing on mental disability and in particular neurodiversity in the workplace. Accessible in French, English and Spanish, it brought together more than 1,000 employees from around the world.

Veolia maintains its active engagement with the ILO network. In 2024, the Group continued to participate in network exchanges and meetings, thus contributing to the sharing of knowledge on the inclusion of people with disabilities in the world of work. This collaboration strengthens Veolia's position as a responsible and inclusive employer.

- **Inclusion of the Disability best practices handbook in the D&I Handbook**

In 2024, the disability best practices handbook, created in 2022, was incorporated into the new wider diversity and inclusion (D&I) best practices handbook. This integration helps maintain a strong focus on disability while integrating it into a more global approach to inclusion.

In this new format, the section on disability presents 11 key initiatives in the form of detailed information sheets. These sheets, inherited from the original Disability Handbook, provide clear objectives and internal contacts, thus facilitating the replication of actions across the Group.

Integrating the Disability Handbook into the D&I Handbook ensures continuity in Veolia's commitment to the inclusion of people with disabilities, while broadening its scope. The links to the 2022 and 2023 disability best practice handbooks are maintained in the new handbook, showing the evolution of disability-specific practices over the years.

This handbook is shared with all members of Veolia's human resources network worldwide.

- **Awareness campaign at the level of the October Rose Group**

On the occasion of the "October Rose" initiative, an online conference on the social and professional impacts of breast cancer was offered. This initiative aims to raise awareness of the inclusion challenges associated with this disease, recognizing its disabling effects during and after treatment. The campaign combines prevention and support actions, including the distribution of self-examination guides, practical workshops, and a conference on the social and professional issues related to cancer. Deployed internationally via the diversity and inclusion Coordinators' network, this conference had more than 1,100 participants in 2024. This approach was extended in November to address cancers in men.

These actions, carried out jointly by the Diversity and Inclusion and Health and Safety Prevention teams, illustrate Veolia's overall approach to employee well-being and inclusion.

Social and cultural inclusion and equal opportunities

Various programs drive social and cultural diversity globally and locally at Veolia. Below are few examples.

In 2023, "Ma Ville en Vert", a program enabling students aged 13 to 18 from disadvantaged backgrounds to learn about the professions of ecological transformation, was set up in several entities. It seeks to make them aware that they have a role to play in ecological transformation and there are different professions at Veolia to achieve this. Welcomed at Veolia by volunteer employees who accompany them throughout the day, students learn about Veolia's professions and are asked to imagine how their city could become greener based on the knowledge they have acquired about Veolia. At the end of the day, they present their project to an internal jury of employees. In France, the most motivated students are offered the chance to complete their ninth grade internship at Veolia.

In 2024, the program was repeated by the Seureca teams (around 20 students), as well as by the South African teams (around 20 students) and Colombian teams (ten sessions and 230 students). It is part of the Group's human resource and social approach, particularly in terms of diversity and inclusion and equal opportunity actions.

The program was also conducted, as a test, among a dozen young people entering the workforce, as part of the Terra Academia project.

Recruit without discrimination

In France, recruitment without discrimination is addressed by Veolia's partnership with the association À Compétence égale, renewed for 2024. This partnership enables Veolia recruiters to draw on best practices from other undertakings, receive legal advice or even participate in workshops on this topic. In 2024, the offering was again presented to HR players (recruiters, D&I correspondents) in France as part of an update on the French bill on testing and transparency of pay. The online guide "Recruit without discrimination" posted on the Intranet and made available to anyone likely to be recruiting has been updated.

Supporting the most vulnerable employees

To support the most vulnerable employees, the Group in France has deployed an active outreach plan in consultation with labor and management representatives. Alongside this, an employee listening and support system has been established under the name Allô Solidarité to offer assistance during difficult periods. Today, employees in France have access to a telephone platform that allows them to discuss their social challenges with professionals. The partnership with the Vivons solidaires association, since September 2010, helps to tackle social emergencies. The association receives many requests for assistance with emergency housing, food donations, and children's aid.

Negotiation of a Diversity and Inclusion Agreement

A diversity and inclusion agreement is being negotiated at the level of the Group European Works Council. A special negotiating group made up of staff representatives from the European countries of the Group and the European Federation of Public Service Unions (EPSU) is participating in these negotiations.

The agreement applies to all entities included in the scope of the Veolia Europe Group Committee, i.e. 17 European countries (France, United Kingdom, Spain, Germany, Czech Republic, Belgium, Poland, Italy, Hungary, Romania, Slovakia, Bulgaria, Netherlands, Portugal, Luxembourg, Denmark and Ireland) represented on the Europe Group committee, i.e. more than 120,000 employees in 2024 out of the Group's total workforce.

This draft agreement aims to consolidate the deployment of Veolia's D&I policy around a set of common guidelines and concrete actions. It is based on the priorities of Veolia's D&I roadmap: gender diversity/LGBT+ people, people with disabilities and cultural and social diversity.

Diversity and Inclusion clause in contracts with temporary work companies in France

As part of the renewal of its framework contracts with temp agencies in France, the Procurement Department and the D&I Department incorporated a diversity and inclusion clause in 2024. This initiative aims to integrate concrete and measurable targets for:

- non-discriminatory recruitment;
- promotion of diversity;
- increasing the employment of people with disabilities (target of 6%);
- social and cultural diversity.

The quantified targets are adapted to each temp agency depending on the starting point established in 2024 on the basis of the data provided to the procurement department by each agency.

This initiative provides training for temp agency recruiters and regular monitoring as well as the development of a specific commitment charter for people with disabilities.

Diversity & Inclusion quantitative targets and outcomes

Diversity within the Group

As part of its GreenUp 2024-2027 strategic program, Veolia renewed its commitment in favor of its employees and adopted the following objective and target:

	Commitment	Objective	SDG	Metric – definition	2023 baseline	2024 Results	2027 target
GreenUp	Give meaning to our employees work and help them with career development and commitment	Diversity and inclusion	5 GENDER EQUALITY	• Proportion of women in the Group Executive Committee	25.6 %	32.4 %	≥ 30 %
	Sponsor	Helman le Pas de Sécheval		Member of the Executive Committee, Group General Counsel			

To promote diversity and professional equality, Veolia has set new quantitative targets as part of the GreenUp 2024-2027 strategic program:

- 30% of women among the Group's senior executives (Executive Resourcers) in 2026 and 40% by 2029.

Proportion of women in the workforce at the end of 2024

Metrics	2024
Number of male Executive Resourcers	368
Number of female Executive Resourcers	163
Percentage of Executive Resourcers who are women	30.7 %
Percentage of Executive Resourcers who are men	69.3 %
Proportion of women on the Executive Committee	32.4 %

Executive Resourcers correspond to top management. In Veolia, this encompasses executive employees with a job position graded 16 and above according to the Willis Towers Watson Global Grading System.

Employment and social integration of people with disabilities

Percentage of employees with disabilities

	2024
Rate of employees with disabilities (Worldwide)[1]	2.10 %

(i) *Number of employees with declared disabilities compared to the total workforce as of 12/31 in countries where it is possible to declare disability (excluding subcontractors and the sheltered sector).*

At the end of 2024, 2.1% of Veolia employees worldwide had disabilities, i.e. 4,303 employees.

4.1.3.1.6 Ensure social cohesion

4.1.3.1.6.1 Engaged employees

Because the cultural dimension is a factor in attracting and retaining employees, the Group has adopted transparent and inclusive communication around its values, Purpose and strategy.

To address the risk of disengagement among Group employees, including staff representatives, with a potentially unfavorable social climate, the Group invited them to participate in building the strategy by gathering their opinions and ideas via the Inspire 24-27 questionnaire.

Since its implementation, the Group continues to share its strategy by offering various training courses, such as the GreenUp e-learning course, a 2027 strategic program, which includes a section dedicated to Veolia's Purpose.

In parallel, Veolia has set up Management Behaviors@Veolia, which is a cultural compass for all Group executives, to be rolled out to all employees: this guide translates Veolia's five values into 20 behaviors that must be adopted in employees' daily actions and decisions.

Finally, every year the Group ensures that it measures employee engagement via its Voice of Resourcers survey.

Commitment	Objective	SDG	Metric – definition	2023 baseline	2024 Results	2027 target
Give meaning to our employees work and help them with career development and commitment	Employee commitment	8 DECENT WORK AND ECONOMIC GROWTH	• Employee commitment rate (Voice of Resources survey)	89 %	88 %	≥ 85 %
Sponsor	Laurent Obadia		Member of the Executive Committee, Senior Executive Vice President, Stakeholders and Communications; Advisor to the Chairman			

The IRO corresponding to the desire to create a corporate culture which is attractive, participatory and aligned with its values is set out below:

Positive impact	Negative impact	Financial opportunity	Financial risk
S1-ST-4 Strengthening employees' engagement and attracting new talents by sharing our purpose, values and strategy with them			

The main interactions of this IRO with Veolia's value chain and business model are as follows:

Value chain	Veolia: the stakeholders involved are Group employees.
Business model	The policy and action plans resulting from this IRO mainly benefit Veolia's human resources performance, as well as its social performance.

In line with its Purpose, the GreenUp 2024-2027 strategic program and its human resources policy, led by the Group's Human Resources Director, Veolia is committed to giving meaning to our employees' work and helping them with career development and commitment, with the objective of maintaining the employee engagement score at more than 85% by 2027. The engagement index and the positive response rate to the ethics and compliance question are therefore included in Veolia's multifaceted performance indicators. The Voice of Resourcers 2024 engagement survey was conducted over three weeks in November on a panel of around 165,000 employees (5,000 more compared with 2023) based on a fully online questionnaire available in 31 languages and adapted to a wide audience which breaks down as follows:

- all Group managers in 55 countries;
- all employees in 37 Business Units/entities: Germany, Argentina, South Africa, Australia/New Zealand, Belux, Brazil, Canada, China, Ecuador, Water France, Enova, USA, Spain, Hong Kong, Hungary, Italy, Ireland, Macau, Morocco, Middle East, Nordics, Netherlands, Poland, Portugal, Czech Republic, Waste Solutions, Romania, United Kingdom, VESA, Veolia Water Technologies, WTS, SARP, SARPI-IWS, Seureca, Slovakia, VED, VIGS.

This panel represents 72% of the Group's workforce.

This engagement index corresponds to the simple average of the positive responses to the 5 questions that make it up and which relate to the clarity of the work objectives, the usefulness of the contribution, the working atmosphere, the pride of belonging, and the desire to recommend Veolia to friends and family as a place to work.

All responses and results are collected and processed by an external body (Ipsos) to ensure the confidentiality and impartiality of the information.

The 6th edition of Voice of Resourcers had a historical participation rate of 81% over an extended scope, demonstrating a desire for dialogue and exchange. More than 129,000 people responded to the questionnaire. This represents two points more than in 2023 and more than 8,000 additional employees.

The survey reflects the stability of metrics at very high levels compared to the sector benchmark, starting with the 88% engagement index. It was maintained at 91% for managers and 87% for non-managers. The overall index is 14 points above the sector benchmark.

Other metrics also remained high: quality of life and working conditions at 74% positive responses, diversity and inclusion at 78%, and ethics and compliance at 86%.

The perception of the Group's situation (75% of respondents feel that the situation of their entity has improved or remained stable) and confidence in meeting objectives (81%) remain just as good, with comments highlighting ongoing efforts in terms of digitization and modernization, as well as commitment to ecological transformation with an impact from GreenUp (especially in managerial lines).

The strengths identified since 2019 were once again confirmed: collaboration, feeling of usefulness, pride in belonging, performance and customer focus, health and safety.

Managerial practices are appreciated: 82% of respondents consider that the quality of their work is recognized verbally by their manager and 76% of them feel appreciated and valued for their work, which reflects a well-established feedback culture. 84% of respondents feel that they have developed their skills during the year (plus 14 points compared to the sector benchmark) and 72% feel that they can succeed and evolve at Veolia. In the first year of its deployment, the Veolia Cares program is already known to 66% of respondents.

This survey is conducted annually, demonstrating Veolia's interest in the employee experience and ascertaining employee expectations in the field, their perception of the business and their professional situation.

The 2024 "*Voice of Resourcers*" edition delivered an updated view of the social climate, providing key metrics and trends for employee commitment and their understanding of the Company's vision, policies and culture.

The 2024 "*Voice of Resourcers*" helped:

- supplement HR performance indicators at different levels of the organization (Group, zone, country);
- support managers by providing tools updated for interaction with and feedback from teams;

- demonstrate, once again, the importance of HR innovation and dialogue with employees at Veolia. The overall results of this survey were presented to the Group's Executive Committee and the Veolia Environnement Board of Directors. The results per zone were sent to zone directors and human resources directors, which organize feedback with the surveyed employees.

4.1.3.1.6.2 Proactive social dialogue

Non-compliance with human and social rights has a direct impact, leading to labor disputes, disengagement and damage to the employer brand. Veolia considers social cohesion as an asset and a driver of performance. The Group aims for innovative and respectful social dialogue with its internal stakeholders, which allows it to provide collective solutions.

Since 2015, management has met annually with members of the Group French and European Works Councils to discuss the Group's strategic direction and its HR-related impacts. Since 2022, members of the Group French and European Works Councils have also attended workshops – based on a collective intelligence methodology – to reflect on risks and opportunities and/or recommendations on major topics related to the strategic program (impact on employment and skills, AI and generative AI and business use cases, vigilance plan, etc.).

In countries where freedom of association and the right to collective bargaining are not legally recognized, Veolia proposes alternative actions, in compliance with the laws of the country in question, for listening and exchanging with management, communicating with employees or leading working groups on specific issues with a view to creating charters or resolutions.

Promoting and valuing social dialogue on a global scale is essential to ensure social cohesion, and to ensure that employees feel involved and valued in the company's collective project. This contributes to the operational efficiency of the company in a constantly changing global context. The corresponding IRO is summarized below:

Positive impact	Negative impact	Financial opportunity	Financial risk
S1-ST-8 Promotion and enhancement of social dialogue around the world to encourage employees to adopt the collective project			

The main interactions of this IRO with Veolia's value chain and business model are as follows:

Value chain	Veolia: the stakeholders involved are Group employees and their representatives.
Business model	The policy and action plans resulting from this IRO mainly benefit Veolia's human resources performance, as well as its social performance.

Veolia is particularly vigilant regarding social dialogue, as it contributes to greater workforce cohesion, the implementation of human resources policies, and the Group's economic and human resources performance.

As part of its Purpose, Veolia encourages social dialogue, particularly within employee representative bodies, which help employees to adopt the collective project.

This takes place at the highest level of the organization, with the two Directors representing employees appointed by the Group French and European Works Councils, respectively, and a non-voting member, who sit on the Board of Directors.

It forms an integral part of the Group's Purpose: "Veolia also promotes, particularly on staff representative bodies, social dialogue, which encourages employees to adopt our collective project as their own."

Veolia reiterated its commitments, objectives and vision in its social dialogue policy published in 2023. The commitments have been incorporated into the "Essentials", an internal document that sets out the rules, processes and policies that apply to all managers within the Group.

Veolia has prepared a certain number of metrics to assess and steer the policy and quality of its social dialogue to define its new objectives:

- social dialogue coverage rate (countries legally recognizing the freedom of association and collective bargaining);
- list of countries not covered and action plan;
- collective bargaining;
- thematic analysis of the signed agreements;
- monitoring of conflictuality rates;
- analysis of feedback or conclusions of mediations organized during major controversies or conflicts;
- analysis of Whispli alerts on social dialogue matters;
- number of employee representatives in the Group and by country.

To advance the quality and development of social dialogue, Veolia ensures that there is effective dialogue with employees at all levels of the organization:

- at company or site level, a place for negotiations on many issues that impact employees' daily lives;
- at country level, which includes the formal structures for consultation and dialogue that handle all transversal national issues;
- at Group level in the corporate offices and with the Group French and European Works Councils.

In collective bargaining negotiations, Veolia draws on both direct relationships with trade union and employee representatives, as well as the joint organizations created according to the rules of each country.

Veolia gives the same amount of attention to its various levels of local and national bargaining and, in 2023, initiated a process to build transnational agreements with the European Federation of Public Service Unions (EPSU).

Social dialogue is expressed in the employee representation bodies, through information and consultation processes or exchanges of views on key issues within local, country or Group bodies (Group French and European Works Councils). Executive Management systematically participates in Group bodies.

Role of the Group's Committees

Through an agreement, Veolia has implemented a Group French Works Council and a Group European Works Council. The Group European Works Council represents about two-thirds of Veolia employees. It is made up of 17 countries: Belgium, Bulgaria, Czech Republic, Denmark, France, Germany, Hungary, Ireland, Italy, Luxembourg, Netherlands, Poland, Portugal, Romania, Slovakia, Spain, United Kingdom.

The Group Works Councils are key players in Veolia's transformation. They receive information on the activity, the financial position and the employment situation. They must be informed or consulted in the event of restructuring, acquisition or disposal plans. They are also informed and consulted each year to exchange ideas on the Group's strategic direction and its social impacts.

The agreements signed with trade union representatives at Group France level and agreements in the form of joint commitments and common resolutions made within the Group European Works Council demonstrate the will of Executive Management to structure unique social dialogue with employee representatives and thus contribute to the Group's actions on behalf of all its employees.

Since 2015, management meets annually with members of the Group French and European Works Councils to discuss the Group's strategic direction and its human resource impacts. These annual discussions provide a shared understanding of the strategic and commercial challenges and their impacts on the workforce, employment and skills. The employee representatives of the joint office were consulted in the discussions that led to the development of the GreenUp 2024-2027 strategic program. The aim of this integration is to consider the priorities raised by the Councils when preparing the next strategic program, particularly regarding the main human resources issues in the context of ecological transformation.

The "+1" consultation process (see section 4.1.2, above) dedicated to employee representatives was set up to create a common dynamic to address ecological transformation and devise, with the help of stakeholders, solutions for the future.

The main recommendations of Group France and European Works Council members focused on the performance of an analysis of current competencies, the capitalization of competencies already present internally or even the development of internal and geographical mobilities, and on the transmission of know-how and investing in training in connection with the ecological transformation, the set-up of specific training assessment and monitoring metrics, encouraging and showcasing the sharing of know-how between peers (mentoring, joint development) and raising the awareness of managers about monitoring and upskilling their teams.

Members of the France and Europe joint office took part in an AI workshop to identify the risks (impact on employment, digital divide, loss of critical thinking) and opportunities (improved performance, time savings, decision support) in the context of Veolia. They emphasized the importance of training all employees in AI as close as possible to the realities on the ground. The priority use cases identified relate to health and safety prevention, operational improvement, and relations with internal and external customers.

In addition, at the start of each new term of office, members of the Group European Works Council receive at least two days' training on operating procedures within the Group European Works Council and the role of its members, as well as on the implementation procedures for the agreements or commitments and/or joint resolutions of the Group European Works Council via national forums for social dialogue.

Veolia - Member of the United Nations Global Compact

Veolia has adhered to the United Nations Global Compact since June 2003, committing the Group to promoting ten fundamental principles concerning in particular human rights, labor rights and the environment. Since 2014, Veolia has been at the "Advanced" level of the Global Compact Differentiation Program, which, based on 21 specific criteria, is the highest level of UN reporting and voluntary performance standard with respect to sustainable development.

Social dialogue actions

Overview of collective agreements

Pursuant to the employment protection law, two directors representing employees were appointed in 2014 by the Group French and European Works Councils, respectively, to sit on the Veolia Environnement parent company Board of Directors for four years. In May 2018, Mr. Pavel Pâša was reappointed by the Group European Works Council. In September 2018, Mr. Franck Le Roux was elected by the Group French Works Council. Their terms were renewed in 2022 for another four years and will expire on October 15, 2026. (see section 3.1.1.2 above).

Furthermore, Mr. Enric Amiguet i Rovira, a director representing employees on the Suez Board of Directors, was appointed as a non-voting member of the Veolia Environnement Board of Directors in 2022.

Date of signature	Purpose of the agreement
2017-2018	New Group France agreement on the forward management of jobs and skills.
	Agreement, in the form of a letter of undertaking with the Group European Works Council, on changes to skills and jobs, particularly with regards to the Company's strategic direction. This agreement supplements the Group's management commitments with the Group European Works Council on prevention, health and safety.
2020	Amendment changing the PERCO to a PERCOL and enabling Group employees to benefit from the advantages offered by the Pacte Law. (see section 4.1.3.1.4.3 above).
	Agreement on the quality and the development of social dialogue within Veolia in France. This Group France agreement replaces the 2010 agreement on the same topic and notably includes the implementation of a comprehensive support, promotion and recognition system as part of the trade union scheme.
2021	Amendment to the 2018 agreement regarding "support for changes to skills and jobs, particularly with regards to the Company's strategic direction" and integrating the "Diversity and Inclusion Policy within the Group". This amendment follows on from the priority actions with respect to diversity and the fight against discrimination identified by the Group European Works Council's dedicated working group.
	Group France agreement on working from home in normal times. This framework agreement defines a company-wide working from home scheme applicable according to the same guiding principles throughout the entire Group in France.
2022	2015 three-year agreement on the Group's strategic direction renewed in 2022. It provides for an annual discussion with the Group French and European Works Councils on the Group's strategic direction and its impact on staff, employment and skills. The themes of ethics, the Sapin 2 law and the corporate duty of care were also presented and discussed. Group European Works Council meeting in Agbar/learning expedition with labor and management representatives on ecological transformation solutions: during the Group European Works Council meeting organized in Barcelona, Spain, at the headquarters of Agbar, two site visits were organized for members of the council and the council's new Spanish delegation: one to the Aigües de Barcelona center in Collblanc on the theme of water reuse and another to the Biogas plant in Zona Franca on Veolia Énergie innovative solutions.
2024	Joint resolutions of the Group European Works Council on health, safety and well-being at work.

Social dialogue at European level

On April 3, 2024, members of the Group European Works Council signed common draft resolutions on health, safety and well-being at work, drawn up by a special working group. The resolutions are due to be implemented from June 2024. This working group on health and safety, launched at the end of 2022, comprised European Works Council members appointed from eight different countries and representing all Group activities in Europe (Water, Waste and Energy). These common draft resolutions comprise ten fundamentals which are consistent with the five Veolia Health & Safety pillars and applicable to all entities included in the scope of the Veolia European Works Council. Aligned with these ten fundamentals on health and safety at work, ten priority measures were defined to strengthen the prevention culture and performance in terms of the health, safety and well-being of all employees and external contributors working on Veolia sites within the Veolia European Works Council scope. They are in line with the health and safety performance contracts drawn up in early 2023 to help Veolia Group BUs and/or entities to roll out priorities and transform their safety culture. The first two years of implementation of these common resolutions are expected to be spent on their dissemination and adoption within the national forums for social dialogue, on training country officers appointed for that purpose, and on proper coordination and communication between those forums and the European Works Council's Health and Safety Monitoring Committee.

At the end of June 2023, further negotiations were launched on a draft European framework agreement on Diversity and Inclusion in collaboration with the EPSU (European Public Services Union). The aim of this framework agreement is to build momentum and outline with main principles of the Veolia diversity and inclusion policy in line with national and European requirements, particularly the European Sustainability Reporting Standards (ESRS). A Special Negotiation Group was set up comprising 19 trade union representatives from 13 European countries (France, UK, Spain, Germany, Czech Republic, Belgium, Poland, Italy, Hungary, Romania, Slovakia, Bulgaria and the Netherlands). The key discussions focused on:

- the widespread expansion of the diversity and inclusion culture, particularly through social dialogue and the challenge of cognitive biases;
- further action against any form of discrimination and exclusion in favor of equal opportunities based on four Veolia D&I policy pillars (diversity, respect for gender identities, integration and development of employees with disabilities and diversity of social and cultural bodies);
- prevention and strengthening of measures against any form of harassment and violence, including support for employees experiencing domestic violence;
- support for the living conditions of employees, including the Veolia Cares program, support for parental leave, help to family caregivers, etc.;
- training/awareness-raising (including the deconstruction of stereotypes and support to managers/HR to promote the roll-out of the Veolia D&I policy).

Under the 2010 Group France agreement, reviewed in 2020, trade union seminars were set up by each organization in order to improve their structure and define the priorities of the Group's employee policy. These seminars are renewed each year and are the subject of an open dialogue session with the Group's Human Resources Department. The new agreement on the quality and development of social dialogue signed in 2020 also includes a general system for union career management and to support representatives at the end of their mandates.

Adherence to the Global Deal

Veolia participates actively in Global Deal France working groups, notably on the future of work and changes to skills.

The Global Deal, through its composition, its members and its objectives, allows for benchmarking and a high-level contribution on social dialogue policies, in a changing international context. Through the topics raised and the working groups, it enriches the Veolia Group's social dialogue practices and enables the Group, through its participation, to fulfill the commitments set out in its Purpose and strengthen its usefulness for all its stakeholders.

Veolia's skills-based international social dialogue experience was presented in 2019 in the publication "Global Deal members commit to the G7 Social" and in 2021 upon the creation of a social dialogue quality index, currently being validated by the Global Deal bodies and its ILO and the OECD partners. In 2022, Veolia participated in the working group on duty of care issues.

Change in the rate of coverage by a social dialogue body

In 2024, 86.6% of Group employees were covered by a social dialogue body on the basis of a company agreement, a collective agreement, a national agreement or a branch agreement.. In France this rate is 100% and in countries outside the European Economic Area, it is 76.7%.

At Group level, there were 8,382 employee representatives worldwide.

Overview of collective agreements

In 2024, 1,577 new collective agreements were signed at entity or company level or with Group bodies in each country. All of these collective agreements impact the undertaking's human resources performance and therefore economic performance.

The agreements have been signed in 41 countries where Veolia operates. The five main countries are France, Japan, Spain, Germany and Brazil.

In countries where freedom of association and the right to collective bargaining are not legally recognized, Veolia proposes alternative actions, in compliance with the laws of the country in question, for listening and exchanging with management, communicating with employees or leading working groups on specific issues with a view to creating charters or resolutions.

Furthermore, each year Veolia examines whether the countries where it operates are covered by a social dialogue body. The results are presented to the Group France and European Works Councils as part of the review of strategic directives. Those countries which are not covered are discussed with council members. Veolia reiterated its commitments on the promotion of basic human and social rights including freedom of association and the importance of collective bargaining.

4.1.3.1.6.3 Ensuring the ethics and human rights of own workforce

WHISPLI whistleblowing system

See section 4.1.4.1.2 Line 4 below.

Ensure respect for human rights

Since it joined the United Nations Global Compact in 2003, Veolia has backed and promoted the principles in its sphere of influence, particularly the recognition of collective bargaining rights, and the fight against employment discriminations. Compliance with these fundamental rights and these commitments for sustainable development is naturally part of the human rights policy defined by the Group. Its formal documentation in 2016 led to the creation of the Human Rights and Duty of Care Committee, which is responsible for supervising the human rights framework within Veolia (see section 4.1.3.5 below).

The Group has been working hard for years to uphold the rights not only of its employees, subcontractors and suppliers, but also of the communities living in the regions where it operates. Veolia's dedication is reflected in its sustainable development commitments (see section 4.1.1.5 above) and its fundamental values and principles set out in its Ethics Guide (see section 4.4.1.2 below).

Veolia's human rights policy focuses on eight priority issues developed in the ESRS S2 standard (Veolia's approach to human rights).

Human rights actions

See Veolia's approach to human rights covered in section 4.1.3.5 below.

Human rights targets/outcomes

See Veolia's approach to human rights covered in section 4.1.3.5 below.

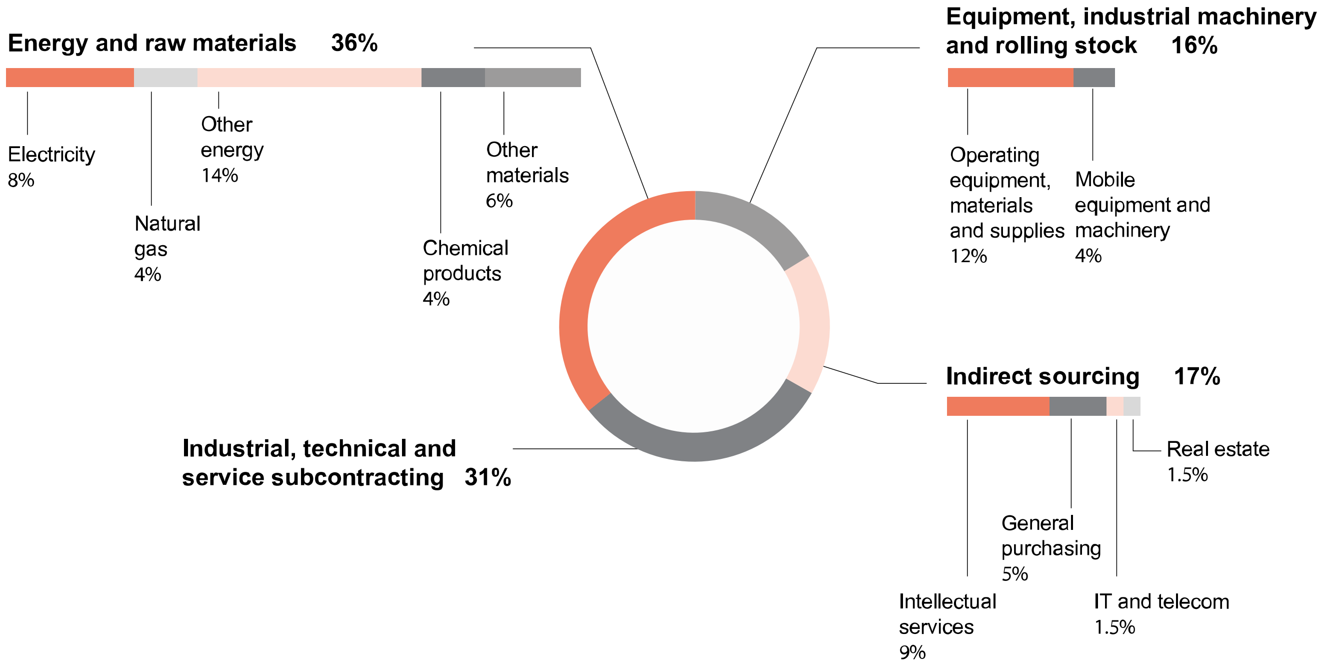
4.1.3.2 Workers in the value chain (S2)

4.1.3.2.1 Introduction

The chapter on Workers in the Veolia value chain essentially covers those in its supply chain, which is very extensive and involves a large number of actors.

Veolia's supply chain represents a volume of €24 billion in external expenses, of which 17 are addressable, and has more than 280,000 active tier 1 suppliers, spread across more than 55 countries. To date, the risk analyses carried out do not reveal any presumption of materiality for suppliers beyond tier 1. Consequently, this standard only covers tier 1 suppliers for 2024. The expense profile according to the purchase categories is broken down as follows:

Breakdown of Group 2024 expenditure



4.1.3.2.2 Responsible supply chain management

Veolia involves its stakeholders in ecological transformation, particularly with regard to suppliers through responsible supply chain management. Regarding workers in the value chain, Veolia is most closely involved with suppliers, with a potentially significant reputational risk.

In fact, Veolia's reputation as a leader in environmental services can be negatively impacted by serious supply chain incidents for several reasons:

- **damage to the image of sustainability and responsibility:** Veolia highlights its commitment to sustainable development. Any serious incident related to human rights violations, environmental damage or corruption among its suppliers or subcontractors would be contrary to this image of a responsible undertaking;
- **reputational and trust risks for stakeholders:** Veolia customers, investors, NGOs and other stakeholders expect the undertaking to exercise reasonable vigilance over its suppliers. Any major breach could erode Veolia's trust and credibility;
- **questioning sustainable procurement practices:** Veolia communicates its sustainable procurement policy. If deficiencies are revealed in the management of its supply chain, this could jeopardize the effectiveness of its practices;
- **media impacts and risk of brand damage:** Serious incidents have the potential for serious media consequences and can quickly turn into a reputation crisis for an undertaking of Veolia's size, damaging its brand image;
- **financial and operational consequences:** Beyond image, such incidents can lead to damaging financial consequences (fines, loss of contracts) and operational consequences (supply disruptions);

Thus, for a Group like Veolia, which highlights its social responsibility, any major uncontrolled incident in its supply chain represents a significant risk to its reputation as a committed undertaking.

Subjects that go beyond the ESRS 2 standard alone

- the subject of human rights, which is more general in scope than the S2 standard alone is developed in section 4.1.3.5 below;
- the subject of sustainable procurement, which goes beyond simply the aspects of interest to workers in the value chain, is developed in this section and contributes to ESRS G1.

The wording of the corresponding IRO is provided below:

Positive impact	Negative impact	Financial opportunity	Financial risk
S2-ST-1 Reputational risk in the event of serious incidents in the supply chain (human rights, labour law, environmental damage, etc.)			

The main interactions of this IRO with Veolia's value chain and business model are as follows:

Value chain	Veolia implements a sustainable procurement policy that aims, among other things, to identify and remedy serious incidents that may occur in the upstream part of its value chain.
Business model	Veolia provides economic and financial performance, through the preservation of the value of the undertaking, as well as social and environmental performance through the effects on workers in the value chain and the environment.

The recurrence of these interactions is considered permanent.

Listening to multiple stakeholders: In managing its supply chain, Veolia attaches great importance to taking into account the expectations of its various stakeholders:

- governments, which ensure compliance with labour, environmental and product safety regulations throughout the chain;
- NGOs, interested in the social and environmental impacts of supply chain activities;
- employees of suppliers and subcontractors, who are concerned with decent working conditions and safety in factories and operating sites;
- local communities, which are affected by the economic, social and environmental impacts of supply chain activities in their region;
- suppliers and subcontractors, who seek to establish lasting and fair relationships with client undertakings.

The Group's ambition is to integrate the expectations of its stakeholders through policies, charters and assessments in order to make its supply chain more sustainable and accountable as outlined below.

A sustainable procurement policy

Veolia has a sustainable procurement policy that aims, among other things, to prevent serious incidents within its supply chain and to promote positive ethical, environmental, social and societal practices among its suppliers and subcontractors. The implementation of this policy aims to reduce the risk of undermining the Group's reputation in connection with serious incidents occurring in its supply chain. The actions described under this standard are recurrent.

The human rights aspects are detailed in section 4.1.3.5 below.

The Supplier Charter titled "Our General Principle for Suppliers Relationship" embodies the Group's policy on sustainable procurement. This document, available at veolia.com, is always sent during consultations and signed by third parties. It helps engage and make suppliers accountable regarding Veolia procurement principles and standards, including their supply chain. In particular, the Group states in this text that it complies with its commitments to respect the fundamental principles of the International Labour Organization and the United Nations Global Compact. The Supplier Charter is articulated as follows:

- Objectives:
  - define the ethical, environmental and social principles that Veolia expects from its suppliers,
  - promote sustainable procurement practices throughout the supply chain;
- Ethical principles:
  - compliance with applicable laws and regulations,
  - prevention of corruption, conflicts of interest and unfair competition,
  - confidential data protection;
- Human rights and working conditions
  - prohibition of forced labour and child labour,
  - non-discrimination and freedom of association,
  - compliance with the conditions of pay and decent working time,
  - health and safety of workers;
- Environment
  - compliance with environmental regulations,
  - management of environmental impacts (emissions, waste, resources),
  - eco-design of products and services,
  - environmental management systems;
- Implementation
  - integration of the charter into supplier contracts,
  - regular supplier assessments,
  - corrective action plans in the event of non-compliance,
  - alert mechanism for reporting violations.

By signing this charter, suppliers are committed to respecting these fundamental principles and applying them in their own supply chain. This allows Veolia to promote responsible practices with its partners, directly for tier 1 and indirectly beyond that.

The Charter also provides for two points of contact for employees of the Group's suppliers, whom they can speak to if they want to inform Veolia of incidents affecting them as a result of their employer's actions.

With regard to inclusive procurement, in addition to monitoring a specific metric for France, the Group deploys actions on this topic around the world by adapting to the local context.

Sustainable procurement system and governance: the implementation of the Group's sustainable procurement policy is based on a specific system within the procurement function, under the responsibility of Veolia's Deputy Chief Executive Officer Finance and Procurement, a member of the Executive Committee. This system is based on a central team that runs a network of about fifty "sustainable procurement ambassadors" and which, to meet the ESG challenges of its supply chain, relies on a platform for evaluating its suppliers and subcontractors. In particular, this tool allows the implementation of annual evaluation campaigns at the Group level. The findings of these are subsequently exploited in the context of Veolia's sustainable procurement policy.

Additional resources (tools/data/audits) may be deployed to adapt the Group's system, in particular to cope with significant regulatory developments.

Management of categories of workers

The risk management system for workers in the value chain is not currently restrictive on a typology of suppliers or subcontractors:

- as such, the Group deploys a consistent approach to incidents that could affect workers in its supply chain;

- Veolia comprehensively maps its suppliers' CSR risks. This methodology allows different types of data to be cross-referenced:
  - procurement criteria such as the weight of the expenditure or the strategic dimension of the supply of goods and services, in order to ensure good operational continuity,
  - CSR topics, such as :
    - environment: energy consumption, greenhouse gas emissions, water, etc.
    - human rights: working conditions, social dialogue, forced labour, child labour,
    - sustainable procurement: suppliers' environmental and social practices.

Supplier evaluation and CSR performance of the supply chain

Each year, Veolia uses the EcoVadis assessment to measure the CSR performance of a significant proportion of its strategic and high-risk suppliers. This review consists of a documentary audit and the consideration of any controversies (news, adverse media, etc.). The analysis is performed by experts and covers 21 criteria across environmental, social, ethical and sustainable procurement matters. These assessments are performed during calls for tenders and through annual campaigns. The CSR performance of suppliers is taken into account when assessing bids during calls for tenders. The supplier selection grid must include environmental, social and societal criteria. This system thus contributes to improving the ESG performance of Veolia's supply chain and, consequently, to reducing the risk of negative impacts for workers in the Group's supply chain by directing the Group's purchases toward undertakings that are more virtuous from an ESG perspective.

Beyond these Group-led assessments, local entities are responsible for implementing the necessary measures to comply with their local regulatory obligations. Thus, in the France area, the Group has defined a system to control the risks associated with the obligation of vigilance. This system includes a clear definition of the roles and responsibilities of the various internal stakeholders. A group of the various subsidiaries has also identified a tool to monitor the compliance of mandatory documents in order to control the risk of illegal work.

Whistleblowing and incident handling system

Veolia relies on a specific system to manage issues related to whistleblower reports and ensure that they are processed. Any incidents that may occur within the Group's supply chain fall within the scope of these systems (for more information, see section 4.1.4.1.2 below - Ethics and Compliance). Human rights incidents are quantified in section 4.1.3.5.9 below.

In fiscal year 2024, Veolia was not convicted of breaching human rights laws in connection with its tier 1 suppliers.

Continuous improvement process

The Group's procurement department launched an update of its risk mapping in 2024 to identify and assess the major impacts, risks and opportunities of its supply chain. The expected outcomes of this work are:

- a new analysis grid to categorize suppliers according to their criticality;
- an updated supplier risk rating scale;
- an action framework for the implementation of remediation plans adapted to the level of supplier risk identified.

In an awareness-raising process, in 2024, the Group developed and deployed e-learning available in 14 languages to the buyers of 38 BUs. Composed of four modules, it aims to train buyers on how to manage CSR procurement risks.

Instruments/Tools

In order to prevent risks linked to compliance with ethical rules, employment law and the environment regulations (human rights, child labour, corruption, etc.), specific sustainable development and anti-corruption clauses are systematically included in new contracts or renewed contracts/amendments with suppliers and subcontractors, as well as Veolia's Purpose and the Group's health and safety commitments.

The Group's sustainable development clause commits the supplier on several points:

- complying with the Universal Declaration of Human Rights and the United Nations Convention on the Rights of the Child;
- complying with ethical, social and labour law requirements, particularly all applicable mandatory labour law regulations and International Labour Organization (ILO) conventions: concealed employment, child labour, forced labour, etc.;
- complying with the Group's health and safety prevention policy;
- complying with regulations concerning environmental protection and the implementation of necessary measures to reduce its impact on the environment;
- making sure that its own suppliers and subcontractors comply with the same obligations;
- making available and communicating its commitment policy to Veolia. Also, Veolia's whistleblowing process is open to suppliers and partners and allows breaches to be reported in complete confidentiality (corruption, discrimination, conflicts of interest, human rights violations, fraud, anti-competitive practices, psychological harassment, environmental law violations, health and safety, etc.).

With regard to interactions with supply chain workers, Veolia's system does not provide for a specific instrument or process beyond what is currently in place as part of the existing whistleblowing system piloted by the Group's Ethics Committee.

Performance monitoring process

The procurement function participates in an annual self-assessment campaign. This consists of checkpoints in the form of questions the BUs must answer (sustainable development clause added to supplier contracts, Supplier Charter signed and returned by the suppliers, suppliers' CSR assessment completion rate, etc.). The results of this campaign are used to structuring action plans.

Veolia does not have a system enabling it to assess the extent to which employees of its tier 1 suppliers are aware of how they can file complaints and have them dealt with satisfactorily.

As part of the review of its sustainable procurement roadmap, the Group decided to suspend its objectives related to workers in its supply chain, in order to be able to reassess its relevance.

Third-party assessment

Veolia has a third-party assessment system, comprising several components.

The Group evaluates the performance of its strategic and/or "at risk" suppliers, including in the fields of fundamental, social and environmental rights. Assessments cover 21 criteria including topics such as water, local contamination, social dialogue, child labour and forced labour. Assessments carried out as part of the so-called "Major Projects" process also take into account human rights issues.

Train and raise awareness of Veolia's employees and stakeholders

Deployment of the updated Ethics Guide

The Ethics Guide presents the values and principles the Group abides by. The most recent version underlines Veolia's commitment to comply with major international initiatives, such as the UN Global Compact, international human rights law and the OECD guidelines for multinational enterprises.

Raising supplier awareness

Veolia's Supplier Charter, "Our General Principle for Suppliers Relationship", as previously mentioned in this standard, aims to engage and make Veolia suppliers accountable, particularly in terms of labour law and environmental protection.

Furthermore, as part of the assessments, we ask suppliers to consider our recommendations, to implement corrective action plans if needed and to involve their own suppliers and subcontractors in this approach.

Implementation of the sustainable development clause

The sustainable development clause, as previously mentioned in this standard, is included in new contracts, renewed contracts and amended contracts with suppliers and subcontractors. It aims to prevent risks related to ethics and labour law rules (human rights, child labour, corruption, etc.).

4.1.3.3 Affected communities (S3)

4.1.3.3.1 Introduction

Given its activities, Veolia has varied and profound interactions with local communities. Each requires specific attention and strategies, linked to local expectations and contexts. These communities are:

- residents: they live close to sites operated by Veolia (water treatment or sanitation plants, incinerators, energy installations, etc.). These communities are affected by the operation of such facilities on an environmental level, because of their geographical proximity. Local residents are represented in local associations and residents' groups, but also at public authority level, through local and regional elected representatives. The dialogue with these communities is organized within the contractual framework, which defines the frequency and reasons for consultation;
- local communities: these include a large group of people and institutions in the area surrounding an operating site, including residents of the region, beyond the immediate residents, schools and universities, and the general public who frequent the region without necessarily living there (for reasons related to work, leisure, etc.). The development of Veolia's activities has an impact on these local communities. Indeed, Veolia, through its presence in the heart of the regions, participates in local economic development and employment. It ensures the resilience of these communities by delivering an essential minimum service in the face of environmental crises, particularly those due to climate change or health disruption. Local communities are represented in local associations and residents' groups, but also at public authority level, through local and regional elected representatives. The dialogue with these communities is organized within the contractual framework, which defines the frequency and reasons for consultation;
- local undertakings: these bring together representatives of the region's economic ecosystem, which is directly concerned by the economic impact of Veolia's activities. Veolia's local entities, which buy and source locally, impact these local economic players. The dialogue with undertakings is organized within the contractual framework, which defines the frequency and reasons for consultation;
- vulnerable populations: these are characterized by their economic uncertainty. These groups, faced with limited resources and chronic financial instability, often struggle to bear the costs associated with essential services. Their delicate situation compromises their regular and adequate access to drinking water, energy and waste management services. This socio-economic vulnerability exposes them particularly to the risks of exclusion from basic services, which are essential to a decent quality of life. Geographical isolation can also play a crucial role in the vulnerability of these populations. Indeed, certain groups, because they are located far from urban centers or in hard-to-reach areas, are sometimes deprived of connection to public networks. This increases their insecurity by physically excluding them from essential infrastructure, making access to basic services even more complex and costly.

Veolia pays particular attention to these populations by promoting their access to essential services such as water. Vulnerable populations are represented by local associations and residents' groups, but also at public authority level, through local and regional elected representatives. The dialogue is organized within the contractual framework, which defines the frequency and reasons for consultations:

- indigenous populations: this point concerns, for example, aboriginal Australians and Torres Strait Islanders. Veolia is present at more than 240 sites in Australia and New Zealand. These populations are historically marginalized indigenous communities, with rich cultures and deep ties to their ancestral lands. They face persistent socio-economic challenges and are particularly vulnerable to environmental change. These communities are a significant stakeholder in the Group's operating areas in Australia, having a direct impact on its social operating license. Veolia has an impact on these populations through job and wealth creation in the territories. Veolia's activities in these regions require special attention to respect their rights, preserve their cultural and natural heritage, and contribute positively to their sustainable development, in accordance with the principles of the United Nations Declaration on the Rights of Indigenous Peoples. Indigenous peoples are represented by local or national associations. The dialogue with these communities is organized within the framework of Veolia Australia's Reconciliation Action Plan, which defines the frequency and reasons for consultation.

Local communities are stakeholders directly impacted by Veolia's actions and should be integrated into the undertaking's stakeholder strategy (see section 4.1.1.6 above - Interests and views of stakeholders). They represent both risks and positive impacts:

- Veolia actively participates in the local economy by creating jobs and stimulating the value chain in the regions where it operates;
- Veolia develops inclusive solutions adapted to different contexts to ensure access to essential services such as access to drinking water, access to a waste collection service or an energy service, including in neighborhoods that are disadvantaged or far from urban centers;
- Veolia strengthens communities' resilience to environmental crises, particularly those related to climate change and pandemics, by proposing solutions that aim to maintain as much as possible the continuity of essential services;
- Veolia recognizes the risks of challenge or accusation from stakeholders, and works to minimize these risks by engaging in a transparent and proactive dialogue with the relevant communities;
- Veolia improves the acceptability of its projects locally by setting up systems for listening and stakeholder engagement, including in contract governance, and identifies the levers for improvement for better integration within the regions;
- Veolia favors local purchases and supplies, thus contributing to the development of local economies. This ambition is measured every year through the socio-economic footprint, which evaluates the percentage of local spending in the countries where Veolia is based.

This is mainly reflected in:

The implementation of adapted solutions: Design, implementation and operation of projects in collaboration with local authorities to meet the specific needs of communities;

The role of support and advice: support of local actors in the definition and implementation of sustainable development strategies.

Organization of dialogue with affected communities

Veolia's multi-local organization puts local teams at the forefront in organizing this dialogue with affected communities.

Faced with the increasingly high expectations of civil society and the strengthening of regulations, Veolia strives to go beyond mere dialogue and consultation with stakeholders. The challenge is to build a community that acts together to create value and build valuable solutions with a strong positive impact for all. Veolia is involved with the communities in a variety of ways, including through regional socio-economic analyses, the implementation of community link initiatives and methodology tools to organize stakeholder engagement at a regional level. (see section 4.1.3.3.5 Engage with regions and communities).

Veolia has therefore structured its stakeholder relations approach under the banner "Resourcing together", which focuses on three areas: listening and exchanging, co-construction and seeking solutions, commitment and sincerity with regard to the impacts created. An in-house methodology guide "Understanding, talking and acting with local stakeholders" enables each Group entity to embrace this commitment to dialogue and cooperation with its stakeholders, by proposing methodological tools and case studies to analyze, identify and prioritize its stakeholders and to implement this approach and the various means of engaging with them over the long term in line with objectives and local contexts.

Finally, local communities can benefit from the multilingual whistleblowing system, set up at the Group level, open to third parties and making it possible to ensure the reporting of situations that fall under the duty of care. In this context, whistleblowers have the opportunity to remain anonymous if they wish. For more information, please refer to section 4.1.4.1.2 Ethics and Compliance below.

4.1.3.3.2 A Group committed to the regions and local communities

Commitment

Veolia's social responsibility is an integral part of its Purpose and its GreenUp 2027 strategic program. As part of its social performance, the Group has thus made a commitment to support regional development through responsible means. To do this, it formalized a dedicated objective to support local communities. Some stakeholders were consulted upstream to develop this objective, so as to gain a better understanding of their expectations and align the Group's objectives.

This objective is accompanied by a metric to monitor progress. In this way, Veolia measures the number of people benefiting from inclusive measures for accessing essential services. Inclusive measures are financial or technical solutions that help vulnerable people access essential water, electricity or waste collection services. Each year, this metric measures the number of people who, under Veolia's contracts, have benefited from these solutions to allow access or maintenance to these services.

The objective is under the responsibility of a sponsor, Isabelle Calvez, Veolia Executive Committee member and Group Human Resources Director.

This objective is accompanied by a 2027 target[1]: Veolia has set the goal to reach 8.4 million people benefiting from these solutions.

	Commitment	Objective	SDG	Metric – definition	2023 baseline	2024 Results	2027 target
GreenUp	Support regional development through responsible means	Support to local communities	6 CLEAN WATER AND SANITATION; 17 PARTNERSHIPS FOR THE GOALS	• Residents benefiting from inclusive solutions to access essential services (all activities)[1]	7.8 million people	8,4 million people +8 % vs 2023	8.4 million people (at constant 2023 scope)
	Sponsor	Isabelle Calvez		Executive Committee member, Group Human Resources Director			

(*) Effective March 1, 2025, Isabelle Quainon replaced Isabelle Calvez.

Veolia's commitment is part of the undertaking's human rights policy, presented in more detail in section 4.1.3.5. Among the eight priority issues of this policy, three issues directly concern the rights of the populations concerned by Veolia's activities:

- right to a healthy environment and protection of resources: Veolia is committed to complying with national and international environmental legal requirements. The Group is constantly improving management systems and processes in order to preserve the right to a clean, healthy and sustainable environment, to prevent pollution and to ensure that the environmental impact of its operations on natural resources is minimized;
- The right to water and sanitation: Veolia is committed to deploying its activities to provide sustainable access to essential water and sanitation services. The Group implements policies specifically targeted at the most disadvantaged populations, in agreement with its public authority clients and public stakeholders;
- rights and lifestyles of local communities: Veolia recognizes the rights and lifestyles of the communities in which its activities are conducted. The Group promotes a commitment based on the principles of respect, cultural sensitivity, integrity, responsibility, transparency, good faith and non-discrimination. The Group is implementing initiatives to maintain a constant dialogue with local people in these regions. Veolia is particularly attentive to the rights of indigenous peoples.

The human rights policy is a key element of Veolia's governance. This framework applies to all Group entities. Local entities are responsible for its deployment and implement initiatives to monitor the Group's commitment to respecting the rights of communities in line with the specific context of each entity. To do this, local entities propose solutions adapted to the local context, in relation to the region, while respecting business ethics, human rights and, more generally, its duty of care vis-a-vis all the stakeholders involved in its activities.

Focus on indigenous populations

In 2022, Veolia reaffirmed its historic commitment to defending the rights of Aboriginal Australian and Torres Strait Islander peoples by launching the fourth Reconciliation Action Plan (see section 4.1.3.3.3, Establish responsible relationships with Group suppliers).

The Reconciliation Action Plan (RAP) is a voluntary strategic framework introduced in 2006 by Reconciliation Australia, the national body promoting reconciliation in Australia. It aims to guide organizations in their commitment to reconciliation with Aboriginal and Torrès Strait Islander peoples. The RAP allows undertakings to:

- define concrete actions to support reconciliation;
- promote inclusion and opportunities for Indigenous communities;
- align their practices with national inequality reduction targets.

[1] The metric records the number of people who have benefited from access to and maintenance of essential services (water, sanitation, waste and energy) under the undertaking's contracts. The objective is to measure Veolia's contribution to universal and equitable access to essential services by 2030, in line with the United Nations Sustainable Development Goals. Many people around the world do not have equitable access to essential services, due to financial, geographical or technical difficulties.
Veolia develops and implements tailor-made solutions to promote better access for all. These solutions can be financial (adapted pricing policies, innovative financial mechanisms, social connection programs, schedules, debt remittances, service checks) or technical (alternative modes of service to overcome geographical difficulties or problems with resource availability).
Methodology: the operating units report the number of customers who have benefited from these schemes during the year. The conversion into the number of beneficiaries is carried out at the central level, applying a coefficient based on an average of the number of people per household (UN DESA data).

Although not mandatory, the RAP is widely adopted by Australian organizations as a tool to demonstrate their social commitment and contribute to the national reconciliation process. The 2022-2025 RAP sets out Veolia's vision for a future in which all Aboriginal and Torres Strait Islander people are recognized as indispensable to contributing to a sustainable Australia. This plan has quantified targets:

- have 4% of Veolia employees from indigenous and island populations;
- spend at least 20 million dollars with suppliers from aboriginal or island undertakings over the plan period;
- raise cultural awareness among all employees and teach them about the culture of aboriginals;
- partner each year with at least five "First Nations" community organizations to achieve tangible results in employment, training, education and capacity building.

To ensure compliance with this plan, an adapted governance was also set up, with a member of Veolia Australia's ExCom as sponsor, a dedicated project manager and a steering committee involving representatives of Veolia's various departments.

Governance

Issues related to local communities involve several of Veolia's functional departments, each of which has specific responsibilities in terms of social performance:

- the Multifaceted Performance and Sustainable Development Department is responsible for defining the overall strategy for the support to local communities objective, organizing the monitoring and consolidation of metrics at Group level and identifying and sharing best practice implemented in the business units, to improve the achievement of this;
- the Compliance Department ensures that ethical and regulatory standards are met in interactions with local communities;
- the Human Resources Department ensures the strengthening of skills and the promotion of topics that impact policies to support local communities (diversity, equality, social protection, etc.);
- The Risk Department contributes to the identification and assessment of risks that may affect Veolia\s commitments to local communities in certain projects. It is also required to propose remedial or management actions.

These topics are discussed in the ESG Committee (co-chaired by the Director of Strategy, Innovation and Development, the Group's General Counsel and the Director of Human Resources), and in the Human Rights and Duty of Care Committee, under the responsibility of the General Counsel.

In fiscal year 2024, the Veolia group was not convicted of breaching the human rights of communities.

Social performance is integrated into the managers' annual objectives and is regularly reported to the Executive Committee, thus ensuring a commitment at the highest level of the undertaking.

Policy

The policy of support to local communities is structured around three main issues:

- contribution to responsible economic development (IRO S3-ST-1, Contribution to local wealth and employment in the regions (value chain); and IRO S3-ST-2, Contribution to the development of local economic fabrics through local purchases and sources of supply);
- ensure accessible and resilient essential services for the most vulnerable (IRO S3-ST-3 Inclusive measures adapted to different types of contexts, in particular for access to essential local services such as water; IRO S3-ST-4 Resilience to serious environmental crises (climate change, health crisis) in order to ensure a minimum essential service);
- engaging with regions and communities (IRO S3-ST-5 Risk of accusation or challenge by a stakeholder based on their perception of Veolia's activities; IRO S3-ES-6 Veolia's pedagogical role with regard to stakeholders to proactively explain the respective levers of each of the players to make the ecological transformation a reality).

The implementation of the (eminently local) support to local communities objective is carried out by the operational entities present on the five continents, in cooperation with the functional departments and through the Executive Committee and zone managers.

4.1.3.3.3 Contribute to responsible economic development

This issue directly covers IRO S3-ST-1 (Contribution to local wealth and employment in the regions) and S3-ST-2 (Contribution to the development of local economic fabrics through local purchases and local supply services).

Contribution to local wealth and employment in the regions

The development of Veolia's activities has a regional impact. Through its activities, the Group contributes to the economic vitality and social dynamism of the regions in which its operations, sites and teams are located. This leads to job creation, social inclusion initiatives, especially for the most vulnerable, added value for the local economic ecosystem and suppliers, through inclusive and solidarity-based purchases. Veolia's activities are also part of a long-term contractual framework (around ten years).

To understand and explain its impact, Veolia measures its global socio-economic footprint each year (see below *Actions and results*).

The corresponding IRO is provided below :

Positive impact	Negative impact	Financial opportunity	Financial risk
S3-ST-1 Contribution to local wealth and employment in the territories (value chain)			

As an environmental services supplier, Veolia operates in many geographical areas around the world. These operating locations oblige Veolia to take into account local requirements and expectations, developing solutions adapted to these specifications that are socially innovative and economically efficient, to boost and support regional development.

Its economic impact occurs through several aspects (investments in local infrastructure, purchases from local suppliers, creation of direct and indirect jobs).

These impacts will be felt in the short term during the GreenUp 2024-2027 strategic program but also in the medium and long term as Veolia's activities are part of a long-term contractual framework (around ten years).

The main interactions of this IRO with Veolia's value chain and business model are as follows:

Value chain	The development of Group activities creates impacts on the environment where it operates, society and all its stakeholders, including its supply chain.
Business model	This IRO contributes to Veolia's social performance

Development of local economic fabrics

To provide water, waste collection and recovery and energy services, Veolia relies on a strong local presence. Its teams are organized around sites and installations in the heart of the regions and require the support of a network of local suppliers to operate optimally. The existence of a strong local economic fabric thus contributes to the healthy development of Veolia. Conscious of this challenge, the Group has adopted a sustainable procurement policy, one of the pillars of which is to "create value in the regions and encourage inclusive sourcing". This commitment aims to promote the existence of an ecosystem of local suppliers capable of supporting Veolia over time and with a view to mutual benefits.

The corresponding IRO is provided below:

Positive impact	Negative impact	Financial opportunity	Financial risk
S3-ST-2 Contribution to develop the local economic fabrics through local purchasing and sourcing			

Due in part to the Group's significant purchasing expenses, and also to a business model based on value creation in the heart of the regions, Veolia is an important player in the development of local economic fabrics.

These impacts will be felt in the short term during the GreenUp 2024-2027 strategic program but also in the medium and long term as Veolia's activities are part of a long-term contractual framework (around ten years).

The main interactions of this IRO with Veolia's value chain and business model are as follows:

Value chain	Veolia's contribution to the development of local economic fabrics through its purchases has an impact on the upstream part of its value chain through the support given to suppliers who benefit from this expenditure. Some downstream players also benefit from this situation, in particular the Group's public customers, who benefit directly and indirectly from additional resources generated by a more dynamic economic fabric.
Business model	Support for local economic fabrics through the Group's purchases is fully in line with the Group's business model. Thus, through its largely decentralized socio-economic footprint, Veolia is a significant player in regional development.

Actions and results

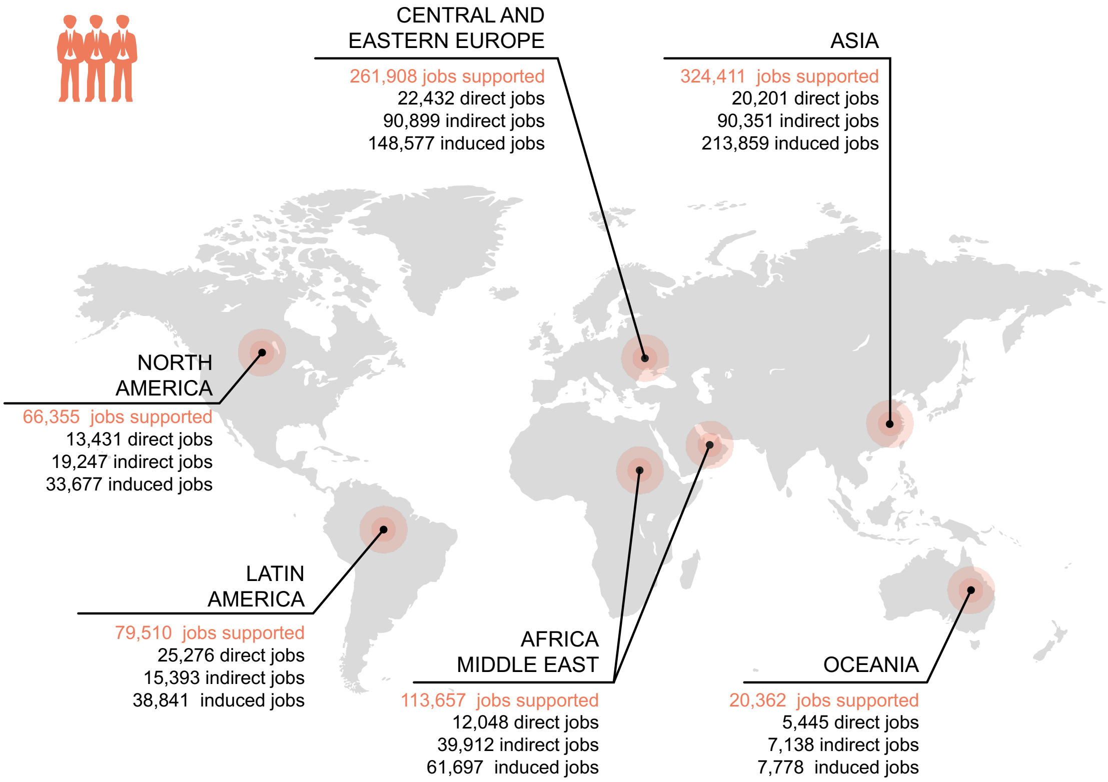
Understand and explain the socio-economic impact of Veolia

Every year, the Group measures its socioeconomic footprint worldwide in collaboration with the consultancy firm Utopies. Utopies' Local Footprint® model, which includes databases from tens of national and international statistical sources, helps reproduce the actual economy in the most realistic manner possible.

The study conducted in 2024 on fiscal year 2023 helped quantify the impacts of Veolia's activities beyond their direct impacts (employment and added value generated by the Group). The indirect impacts linked to the supply chain, and impacts caused by household consumption (Veolia's employees and suppliers) and public spending are also measured. The financial flows of 55 countries where Veolia operates, representing over 98% of the Group revenue, were analyzed.

The results of the worldwide study showed that Veolia's activities:

- supported over 1,275,349 full-time equivalent (FTE) jobs;
- generated around €84.6 billion in added value;
- have a job multiplier coefficient of 6.5: for every one direct Veolia job, 5.5 additional jobs are supported in the economy;
- have an added value multiplier coefficient of 3.6: for each euro of added value created by Veolia, an additional €2.6 of added value is generated in the economy.



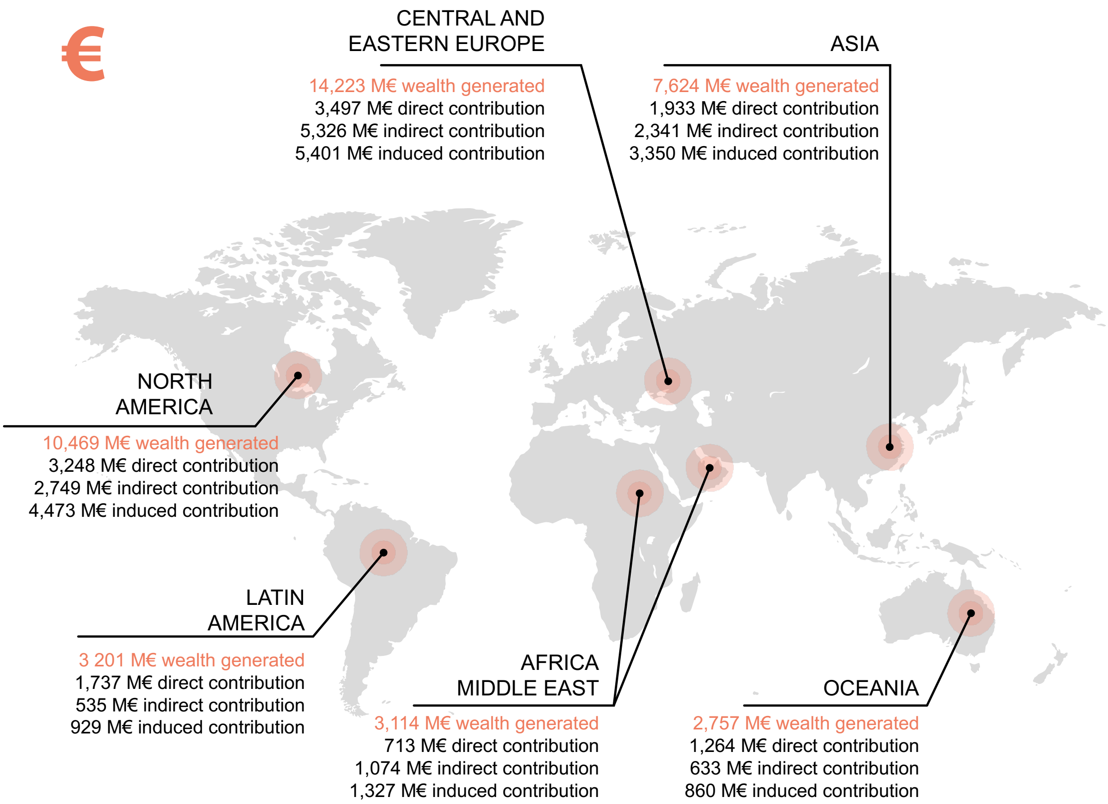
WORLD
1,275,349 jobs supported
196,395 direct jobs
371,084 indirect jobs
707,870 induced jobs

Northern Europe
103,767 jobs supported
16,105 direct jobs
25,359 indirect jobs
62,302 induced jobs

United Kingdom/Ireland
53,473 jobs supported
14,059 direct jobs
12,425 indirect jobs
26,989 induced jobs

France
184,198 jobs supported
48,927 direct jobs
54,836 indirect jobs
80,434 induced jobs

Southern Europe
67,709 jobs supported
18,470 direct jobs
15,523 indirect jobs
33,715 induced jobs



WORLD
84,584 M€ wealth generated
23,373 M€ direct contribution
24,287 M€ indirect contribution
36,924 M€ induced contribution

Northern Europe
14,404 M€ wealth generated
2,711 M€ direct contribution
3,898 M€ indirect contribution
7,795 M€ induced contribution

United Kingdom/Ireland
5,592 M€ wealth generated
1,42 M€ direct contribution
1,474 M€ indirect contribution
2,966 M€ induced contribution

France
15,882 M€ wealth generated
4,930 M€ direct contribution
4,248 M€ indirect contribution
6,703 M€ induced contribution

Southern Europe
6,926 M€ wealth generated
1,797 M€ direct contribution
2,009 M€ indirect contribution
3,120 M€ induced contribution

Veolia's socio-economic impact is reflected in its contribution to wealth and job creation, which is three-fold: (1) direct impact, corresponding to the added value and jobs generated by Veolia, including wages and profits; (2) indirect impact, resulting from Veolia's purchases from its suppliers, thus supporting their business activity and the related jobs; and (3) induced impact, which comprises both household consumption and public expenses through taxes and levies paid by Veolia and its ecosystem.

This study provides an overall estimate of Veolia's economic influence, while presenting some limitations to bear in mind. It focuses on the direct and indirect impacts of the Group's activities, without taking into account the possible repercussions on other economic players. The analysis is limited to local and national impacts, excluding possible consequences abroad. Moreover, it does not address the broader environmental or societal implications. The Local Footprint® model used provides a snapshot of the economy at a specific point in time, which does not allow us to anticipate future changes.

In order to improve and increase the accuracy of the methodology, a significant adjustment was made to the calculation of the socio-economic footprint. In view of the high inflation observed in recent years, a correction was made to take into account price increases in the various sectors and countries and to eliminate the effects of overestimation due to the simple increase in costs. Consequently, the results are now expressed as a constant value, allowing better comparability over time and between different regions. This methodological change may result in an apparent decrease in the number of jobs supported compared with previous studies. However, this decrease is purely technical and does not reflect a reduction in Veolia's activity or actual economic impact.

From now on, Veolia will use this new methodology when it assesses its socio-economic footprint.

Veolia's annual socio-economic footprint studies completed since 2020 are available on a dedicated platform, accessible from the Group's website.

Reinvest locally

The majority of the Group's spending is carried out in the regions where Veolia operates. This creation of wealth, including direct or indirect jobs linked to its activities, cannot be offshored and therefore contributes to regional development and economies and enhancing the value of their human potential.

In 2024, as part of its commitment to support regional development through responsible means, Veolia locally reinvested more than 90% of its spending.

Encourage social and professional integration

Veolia, a local employer

Through its management and its human resources and procurement policies, the Group contributes to employment in the regions where it operates. It promotes equal opportunities and social protection for its employees and employees of partner undertakings and organizations (suppliers, associations, etc.) with which it works in the regions where it operates, through:

- support for work-study (see section 4.1.3.1.4.5 above);
- insertion actions through economic activity, carried out by the Veolia Foundation in partnership with insertion organizations;
- creating pathways between the Group and partners involved in training, orientation and employment to prepare young people and those most alienated from the workplace for the Group's businesses: "Second Chance Schools", local community support networks in France, the "Elles Bougent" and "Sport dans la ville" associations, etc.;
- a diversity policy and actions: fighting discrimination, supporting the employment of people with disabilities;
- training support (schools, universities): hiring of student interns, Trophées de la Performance (performance awards), summer schools, student forums and fairs.

Terra Academia, a coalition of committed players

Supported by Veolia and its economic, academic, public and associative partners, the School of Ecological Transformation is deployed through a regional network of campuses, the first two of which opened in early 2024 in Arras and Paris, France. Terra Academia is aimed at young people with diploma training programs in green careers, active professionals or those undergoing a career change with training in the skills and occupations required for ecological transformation, and managers and executives, elected officials and directors of community services. The first training courses launched by Terra Academia together with its partners enable young people alienated from the workplace to discover the various occupations linked to ecological transformation. For professionals, they offer training in electromechanical maintenance, and for elected officials and managers from inter-communal associations, a program entitled: "Inter-communal associations: accelerator of the ecological transformation of regions".

Local entities implement initiatives adapted to a specific context in the different geographical areas:

- In 2024, Veolia Spain continued to roll out its social initiative strategy, focusing on three main themes: educational opportunities, such as apprenticeships in the water sector or training programs/scholarships with psychosocial support; improving employability, through programs such as OLA (Occupation, Leadership and Support), which has helped 630 people benefiting from subsidized water rates to find employment; and sustainable communities, promoted through volunteering, awareness-raising campaigns, etc., with a particular focus on vulnerable situations. To develop this strategy, the undertaking worked with strategic and local partners;
- In the Czech Republic, Veolia's STARTer programme supports the creation of new long-term jobs in three major regions where Veolia has a strong presence with its business services. Veolia is involved in the Moravia-Silesia, Olomouc, and Central Bohemia regions, particularly in projects related to traditional crafts that are scarce in the market and handicrafts that provide social benefits to the population. This programme is run by the Veolia Foundation in the Czech Republic, with strong involvement from Veolia employees as guarantors of the supported entrepreneurs. Communication and information are carried out in collaboration with local and regional partners, including local authorities, regional councils, employment offices, and chambers of commerce. Since 2000, 2,783 jobs have been created, including 408 for people with disabilities.

Taking account of the informal sector

The informal sector can represent a crucial challenge for Veolia's activity. This is the case with plastic collection, which in some countries involves informal collectors who recover and resell plastic waste. This activity represents an economic challenge for these populations, but it is often unstructured. It may present human rights risks (child labour, health and safety issues). This is why Veolia is developing programs to integrate existing informal collection systems into its sourcing of secondary raw materials, and to make them safer and more efficient, particularly through the use of digital technologies. Several examples illustrate this approach.

In Indonesia, plastic mostly comes from informal waste collection centers. Veolia is implementing various programs to ensure responsible and inclusive plastic collection. Veolia's PET recycling plant in Pasuruan has committed to achieving fully sustainable raw material sourcing by 2026. A joint project bringing together Veolia, Danone-AQUA, the Danone Ecosystem Fund and two local NGOs was launched in February 2019 to structure the value chain and make existing PET collection centers more efficient and sustainable. This objective gave rise to a series of activities in collection centers including skills development training sessions for informal collectors, improvements to existing infrastructure, PPE and improvements to working conditions and health and safety on the sites. The project aims to develop ten sustainable collection centers with traceability in the supply chain, to collect 5,400 metric tons of PET bottles per year. This program strengthens relations with suppliers.

The Veolia Sustainable Collection Centers (VSCC) project targets collection centers in the Indonesian archipelago and aims to achieve a 100% sustainable supply by 2025. Among the actions taken in 2024, Veolia's sustainability team documented and distributed to collection centers a booklet containing recommendations on best practices to implement covering health and safety, environmental management, child labour, discrimination and forced labour. Quarterly visits were organized, as well as training and regular discussions with employees of the collection centers.

Specific targets have been set for the period 2021 to 2025:

- support 25 collection centers;
- collect 2,400 tons of plastic waste per year;
- train 200 people by the end of 2025; and
- improve safety implementation by providing personal protective equipment to 200 people by the end of 2025.

Support for the transition to work and creating social cohesion with the Veolia Foundation

Support for the transition to work and social cohesion is one of the Veolia Foundation's three areas of action. In particular, it supports initiatives and structures that encourage the return to work of people outside mainstream society. Beyond just financial support, the Veolia Foundation aims to create pathways between supported projects and initiatives and the Veolia Business Units to encourage integration and a long-term return to work.

Through its multi-year contracts, the Veolia Foundation supports associations involved with the social and professional reinsertion of the most disadvantaged populations. The major partnerships are:

- Zero long-term unemployed region: this voluntary system allows accompanied persons to be employed on permanent contracts by social and solidarity economy undertakings; Specifically, jobs are created by employment creation undertakings (Entreprises à but d'emploi, EBE) assisted by the French State, which recruit long-term unemployed on permanent employment contracts. These employees are entrusted with work that is locally useful but abandoned by the traditional sector as not considered sufficiently profitable. The Veolia Foundation supports the national organization carrying the program and eight regions: Bouffémont-Attainville-Moisselle (Val-d'Oise), Vannes-Ménimur (Morbihan), Pontchâteau (Loire-Atlantique), Villeurbanne (Rhône), Joinville (Haute-Marne), Le Teil (Ardèche) and Livron sur Drôme (Drôme); Paris 19.
- Life Project for Youth in India, Indonesia and the Philippines: the NGO is opening entrepreneurship training centers to enable young people in very precarious situations to consider social and professional integration through the creation of a micro-economic activity.

Beyond these historic partnerships, each year the Veolia Foundation supports various associations and undertakings working to help the most underprivileged transition to work and to improve neighborhood social cohesion. In 2024, the Foundation supported nine projects aimed at helping people find employment and social integration, such as Télémaque throughout France and Moi Jeu Tri in Ivory Coast.

Supporting innovation and entrepreneurship (IRO S3-ST-1)

Veolia's involvement in regional economic development is reflected in different open innovation systems. They encourage the emergence of technical, social and environmental solutions with local entrepreneurs and constitute opportunities for joint development.

Since 2014, the Pop Up open social innovation program has strengthened the Group's local foothold by supporting social entrepreneurs and by bringing out innovative solutions with a high social impact. Locally, Veolia works with social entrepreneurship incubators and other partners – local authorities, undertakings and other regional social players – to detect, select and support entrepreneurs responding to regional challenges. The incubators facilitate experimental collaboration between these entrepreneurs and local Veolia entities, to develop new solutions linked to the Group's activities (improved access to services for users living in poverty or informal settlements, creation of new local outlets for product recovery, etc.).

Key figures for the Pop Up program in 2024:

- 12 partner incubators in France, India, Japan;
- around 200 social entrepreneurs incubated since the beginning of the program;
- over 20 collaborations between Veolia and social entrepreneurs.

Among the projects, Veolia Japan launched Hamamatsu POP UP in 2020, a program focused on social entrepreneurship and the circular economy. This initiative aims to raise local awareness of resource circularity issues while showcasing the benefits of public-private partnerships in fostering innovation. Collaborating with Hub Tokyo Co., Ltd. - a community and space for changemakers - the program supports entrepreneurs in their early stages, providing training, mentoring and networking opportunities. Since 2020, Hamamatsu Pop Up has supported 38 participants, creating a Hamamatsu-based community where alumni actively share their experiences. As participants' expertise grows, the program is adapting to include more practical aspects of entrepreneurship, such as business model development and funding strategies.

Establish responsible relationships with Group suppliers (IRO S3-ST-2)

Veolia, through its procurement policy, promotes the development of local purchases, and the development of local sources of supply.

The Group's socioeconomic footprint enables a better understanding of Veolia's impact on its supply chain. Purchases in 2023 supported over 371,084 indirect jobs in the supply chain and generated GDP of €24 billion. On average, 86% of purchases are sourced locally. In France, 71% of Veolia's suppliers are SMEs (i.e. more than 33,000 undertakings), 15% are mid-caps, and 2% belong to the social economy sector.

The sustainable procurement policy (see details in section 4.1.3.2.2 Responsible supply chain management) is implemented locally by the Group's various business units.

4.1.3.3.4 Ensure accessible and resilient essential services

The issue of access to essential services is an important topic for Veolia. The Group implements inclusive measures adapted to different contexts, for access to local services essential to the health and human development of vulnerable populations (IRO S3-ST-3). Veolia also ensures continuity of services and implements business continuity plans (IRO S3-ST-4), broken down by country, which aim primarily to:

- produce and distribute drinking water and ensure wastewater sanitation;
- maintain waste treatment activity, in particular waste collection and waste treatment installations;
- maintain its energy management activities, on its heating networks and for the industrial and tertiary sites that continue to operate.

Strengthen access to essential services for all, including vulnerable populations

Some groups of people have difficulty accessing or maintaining essential services. This can be for financial reasons (high initial connection costs, cost of work required for network connection or difficulties in paying the subscription), or administrative or physical reasons (remoteness, elderly persons, etc.). Veolia works with delegating authorities, partners and industrial customers to provide long-term access to essential services for the most vulnerable populations and to develop locally adapted solutions. Inclusive measures take a variety of forms:

- financial schemes related to the price of water: social tariffs, etc.;
- bill payment assistance schemes to respond to consumers' financial difficulties: payment plans, debt remission, water vouchers, etc.;
- technical solutions to promote access to the service: social connection programs, infrastructure, etc.

Veolia's activities are generally part of a long-term contractual framework (around ten years), allowing us to consider the implementation of the schemes, which require constant stakeholder engagement, particularly at the level of the community and its services.

The corresponding IRO is provided below:

Positive impact	Negative impact	Financial opportunity	Financial risk
S3-ST-3 Inclusive measures adapted to different types of contexts, including access to essential local services such as water			

Veolia works to provide and maintain services essential to health and human development. Its strong regional network is an opportunity to develop services adapted to specific contexts, and to launch development aid or emergency assistance activities for vulnerable populations.

These impacts will be felt in the short term during the GreenUp 2024-2027 strategic program but also in the medium and long term as Veolia's activities are part of a long-term contractual framework (around ten years).

The main interactions of this IRO with Veolia's value chain and business model are as follows:

Value chain	The provision of essential services generates impacts on society, particularly the populations who benefit from these essential services, but also in connection with local authorities, Veolia clients and subcontractors who organize the service.
Business model	This IRO contributes to Veolia's social performance

Actions and results

Developing access to services in access-deficient countries (IRO S3-ST-1)

Veolia works with public and private partners (public authorities, public bodies or delegating authorities, NGOs, local associations, industrial companies, etc.) to develop solutions providing new access to water and sanitation. Since the implementation of the SDGs in 2015, the Group has provided 9.2 million people with access to drinking water, and 10.1 million people with access to sanitation services[1]. In 2024, nearly 315,000 people gained access to sanitation, and nearly 728,000 to drinking water.

In February 2021, Veolia signed a partnership with the NGO 1001fontaines, Accenture and Danone Communities to accelerate the development of decentralized water access solutions, especially in rural areas of developing countries. This partnership, which covered the period 2021-2024, was intended to support 1001fontaines in structuring its business model, while improving access to water for local communities. This work led to the conceptualization of a new kiosk model in 2021, more efficient and carbon neutral for water production. It was trailed as part of a project supporting the internationalization of French undertakings funded by FASEP (Fonds d'études et d'aide au secteur privé – French government fund for private-sector aid and studies). The project was led by Veolia from 2021 to 2024 and involved French startups with the expertise to achieve the following three objectives:

- decarbonizing the drinking water supply chain with solar energy;
- optimizing maintenance using digital solutions;
- harnessing innovative technology to improve water quality and capacity.

In 2024, after the first year of operation, more than 45,000 people had regular access to water via these ten kiosks. For Veolia, this project improved understanding of decentralized systems, which can be complementary to the network in peri-urban areas. Following on from this pilot, other projects tackling issues around decentralized access are under consideration. The Veolia Foundation is also continuing its partnership with 1001fontaines for the period 2024-2027, aimed at testing new treatment solutions and a maintenance system for their 350 kiosks in Cambodia.

Implement inclusive measures for access to services for the most vulnerable communities (IRO S3-ST-3)

Veolia works with delegating authorities, partners and industrial customers to provide long-term access to essential services for the most vulnerable populations and to develop locally adapted solutions. Inclusive measures take a variety of forms:

- financial schemes related to the price of water: social tariffs, etc.;
- bill payment assistance schemes to respond to consumers' financial difficulties: payment plans, debt remission, water vouchers, etc.;
- technical solutions to promote access to water: social connection programs, infrastructure, etc.

These measures are accompanied by decentralized dialogue tools that are as close as possible to the beneficiaries, enabling these solutions to be promoted in particular among vulnerable populations.

In developed countries, the Group is also developing solutions to maintain access to services for the poorest populations, people in situations of financial uncertainty and the homeless. Regional diagnoses are conducted upstream of calls for bids in France to identify the regional profile and the service needs and expectations of the population. The introduction of local solidarity officers provides a single point of contact dedicated to these issues, in contact with consumers in payment default and local authority social services. They are responsible for implementing the program with all measures, trade union and employee representatives and mediators. This structuring of the approach and the introduction of solidarity officers helped improve effectiveness and enabled a more efficient roll-out of measures. In 2024, close to 200,000 people benefited from these inclusive measures in France, for a total amount in excess of €4.4 million.

Veolia North America is offering New York State's first-ever Water Affordability Program to assist its most financially vulnerable water utility customers in New York. Under this new program, qualified residential customers will be able to access bill discounts of up to 25% with additional benefits that include boosted rebates on certain water-saving appliances. In 2024, which was the first year of the program, 2,394 customers participated and Veolia funded $291,000.

In India, nearly 2,800,000 inhabitants benefit from social schemes by local water supply authorities for access to and maintenance of drinking water services. In Nagpur, through local non-governmental organizations (NGOs), specific actions for slum dwellers are carried out in favor of sanitary hygiene, education, skills development training and other awareness programs such as the preservation of natural resources. In Nangloi, the Social Welfare Team, a community liaison team, encourages the adoption of legal water connections, facilitates access to social benefits (initial cubic meters free of charge), and raises awareness about resource preservation.

In Morocco, since 1999, REDAL has been implementing a social welfare policy aimed at accelerating access to services by the population across the entire scope of the Rabat-Salé region's delegated management contract. The welfare connections are intended for households meeting specific social welfare criteria, offering a lump-sum payment and flexible payment terms over several years. They are defined and managed through agreements with the delegating authority. From 1999 to end-2024, 120,189 welfare connections have been provided for drinking water and sanitation and 56,190 for electricity. Also in Morocco, with the launch of the National Human Development Initiative (INDH) in 2005, and the signing of a framework agreement with the Moroccan authorities in 2006, Amendis is developing its welfare connections programs. By the end of 2024, more than 143,600 households had been equipped in Tangier and Tetouan within the scope of the delegated management contract.

Agbar (Spain) has implemented the Contigo program, an initiative focused on identifying barriers to accessibility and solutions to overcome them: video calls, chatbots, multilingual customer service, accessibility of premises welcoming users with disabilities. This project has been implemented in alliance with social entities.

(1) Distribution and new production/treatment units, without final distribution, in countries with limited access, where Veolia works to provide access to these services. For distribution, data is obtained from the number of connections by Veolia, multiplied by a coefficient based on the average number of inhabitants per household (UN DESA data). or production plants, the number of people with access to drinking water is estimated from the volumes produced, the average water network yield observed by Veolia and the average consumption ratio observed locally. For treatment plants, the number of people is estimated from plant treatment capacities and the average wastewater production ratio per person observed locally. The number of people supplied with sanitation services is calculated according to the same principle, using the capacity of depollution plants in terms of population equivalents when wastewater is collected by a third party.

Agbar also participates in the A-porta project. Initiated by the Confederation of Neighborhood Associations of Catalonia, it trains residents of neighborhoods to visit the most vulnerable and provide them with advice regarding measures to avoid energy poverty, and offers support to people in social isolation. During 2024 more than 370 homes were visited.

In Cartagena, Colombia, Veolia continued its “Mi Isla Limpia” program, focusing on the technical, environmental and social problems specific to waste management in this isolated area. Collections on foot or by electric scooter, as well as the establishment of temporary storage zones, provide fair access to waste collection services for more than 18,000 people in the Baru peninsula and the islands of the Rosario archipelago.

Crisis-resilient essential services (IRO S3-ST-4)

The following IRO addresses the need for resilience of environmental services, including in crisis contexts.

Veolia implements business continuity plans, broken down by country, which aim primarily to:

- produce and distribute drinking water and ensure wastewater sanitation;
- maintain waste treatment activity, in particular waste collection and waste treatment installations;
- maintain its energy management activities, on its heating networks and for industrial and tertiary sites.

As part of the management of the Covid-19 health crisis, Veolia had to adapt its working methods and the operation of sites around the world, which made it possible to test and improve the implementation of these business continuity plans. Avoidance of health crisis situations remains a priority at Veolia.

This experience also makes it possible to anticipate dysfunctions and crises linked to the consequences of climate change.

Veolia assists regional public authorities with decision-making, adopting a long-term vision to anticipate crisis situations, guarantee the performance of critical equipment and accelerate the return to normal after a crisis.

The corresponding IRO is provided below:

Positive impact	Negative impact	Financial opportunity	Financial risk
S3-ST-4 Resilience to severe environmental crises (climate change, health crisis) in order to ensure an essential minimum service			

The services provided by Veolia are essential water, energy and waste services. It is therefore crucial that they can continue to function. The increase in crises linked to the consequences of climate change poses a threat to the proper functioning of these activities. Veolia’s ability to organize and maintain continuity of service is an asset when it comes to resilience to these health crises and providing these essential services to people, communities and industry.

These impacts will be felt in the short term during the GreenUp 2024-2027 strategic program but also in the medium and long term as Veolia’s activities are part of a long-term contractual framework (around ten years).

The main interactions of this IRO with Veolia’s value chain and business model are as follows:

Value chain	This IRO impacts the entire value chain: upstream decision-makers from local authorities and entities responsible for water, energy or waste services; before and during crises, Veolia employees who must imagine and implement these resilience solutions; and downstream the customers, the local populations that are impacted by these phenomena
Business model	This IRO contributes to Veolia’s commercial and social performance

Integrate resilience to environmental or health crises to ensure continuity of service for all

The aim is to support cities and industries in order to make their infrastructure resilient, so that they anticipate natural disasters, are more resilient to shocks, and secure services.

As part of the management of the Covid-19 health crisis, Veolia had to adapt its working methods and the operation of sites around the world, which made it possible to test and strengthen the implementation of these business continuity plans. This experience was applied to dysfunctions and crises linked to the consequences of climate change. For example, in the event of high floods, Veolia’s local teams can anticipate and deploy the appropriate means to continue to provide people in the regions with these essential services, by mobilizing means of surveillance to anticipate the arrival of these phenomena, bottled water distribution to the affected people, but also experts to ensure the rapid rehabilitation of the impacted infrastructure.

Veolia advises regional public authorities in decision-making, to anticipate crisis situations, guarantee the performance of critical equipment and accelerate the return to normal after a crisis.

In 2023, Veolia conducted a study of exposure to physical risks related to climate change, based on a global warming scenario of 4°C by 2100. By adapting its operating methods to each region’s vulnerabilities and exposure to climate risks, Veolia ensures continuity and quality of service.

The Group thus preserves the infrastructure for which it is responsible (see section 4.1.2.1.5 Adapting to climate change).

Veolia implements local solutions to ensure a continuous supply to people who need constant access to essential services for medical reasons. In 2024, Agbar in Spain set up a comprehensive system to identify and manage critical installations, including hospitals, health centers and fire protection systems, to ensure that they are not affected by water cuts and to establish channels of communication and coordination to minimize the impact on their activities. This system includes categorization of priority sites, specific protocols for prevention and rapid response to incidents, constant monitoring of water consumption and effective communication procedures. A standard detailed work instruction standardizes response procedures and establishes a framework for collaboration between Agbar and various external partners.

As part of its district heating activities, Veolia UK is responsible for a register of priority services targeting vulnerable customers (the elderly, the chronically ill, the disabled and those with special needs). This register makes it possible to adapt services, such as the ‘Keep You Warm’ program, offering accelerated response times and alternative heating solutions in the event of an interruption, thus ensuring appropriate support for vulnerable populations.

The Veolia Foundation is committed to working alongside emergency actors to respond to essential needs in the event of a crisis or by deploying long-term solutions in regions without suitable infrastructure. The challenge is, in a humanitarian context, to ensure the fastest possible access to essential services, whether it be providing water to victims after an earthquake, hurricane, or tsunami; managing the sanitation of refugee camps after population movements; or fighting the consequences of climate change by finding access to water in areas affected by water stress. In 2024, the Veolia Foundation took part in 18 development aid or emergency humanitarian assistance projects. Around twenty Veoliaforce missions called upon some 36 volunteers for skill-based sponsorship, in addition to the 9 permanent staff members dedicated to the Foundation's support and sponsorship activities.

4.1.3.3.5 Engage with regions and communities

Ecological transformation can only succeed if all the actors in the value chain and more generally the stakeholders work in the same direction. The following IRO are part of this collective challenge.

The opportunities for dialogue that Veolia is putting in place give the various stakeholders the chance to express themselves, but they can also make themselves heard by taking positions against Veolia's activities.

The corresponding IRO is provided below:

Positive impact	Negative impact	Financial opportunity	Financial risk
S3-ST-5 Risk of challenge and dispute by a stakeholder based on its perception of our activities			

Communication made with regard to these different issues can take on a scale beyond the local area (television reports with a wide audience, press articles, social networks, etc.). Environmental issues are now important concerns for citizens, particularly in relation to health issues. These are sensitive subjects. In addition, the frequency with which these subjects arise is increasing, which exposes the Group all the more.

These impacts will be felt in the short term during the GreenUp 2024-2027 strategic program but also in the medium and long term as Veolia's activities are part of a long-term contractual framework (around ten years).

The main interactions of this IRO with Veolia's value chain and business model are as follows:

Value chain	The development of Group activities creates impacts on the environment where it operates, society and all its stakeholders, including its supply chain.
Business model	This IRO contributes to Veolia's financial, commercial and social performance

Listening and dialogue with residents, local communities and local decision-makers give Veolia the opportunity to improve the understanding and acceptability of its projects and to identify the levers for improvement for better integration within the regions and the acceleration of ecological transformation.

The corresponding IRO is provided below:

Positive impact	Negative impact	Financial opportunity	Financial risk
S3-ES-6 Veolia's pedagogical role with stakeholders to proactively explain the respective levers of each of the players to achieve ecological transformation			

Through listening and constructive stakeholder engagement, Veolia improves the acceptability of its projects locally and identifies the respective levers for improvement to speed up consideration and integration within the regions.

These impacts will be felt in the short term during the GreenUp 2024-2027 strategic program but also in the medium and long term as Veolia's activities are part of a long-term contractual framework (around ten years).

The main interactions of this IRO with Veolia's value chain and business model are as follows:

Value chain	This IRO engages the Group in extensive and regular exchanges in the upstream value chain, with affected communities and their representatives. In the downstream value chain, the main objective is to accelerate the implementation of effective solutions for the environment.
Business model	This IRO contributes to Veolia's environmental, social and commercial performance

Dialogue and mutual understanding are essential

The competition and rapid developments in the markets in which Veolia operates, associated with its multiple geographic locations, require dialogue and continual collaboration with all stakeholders, whether local, national or international. The need for a close relationship with public authorities, civil society, international organizations, multi-stakeholder platforms, local communities and consumers creates an opportunity for the Group to ascertain their expectations, establish itself locally in the long-term and create innovative solutions together with these different partners.

The Group's "multi-local" strategy is to address this topic locally, with solutions adapted to each situation. Indeed, these situations differ according to the regional, social, ethnic context, etc. based on a principle of subsidiarity.

Veolia implements initiatives to foster dialogue with local communities and residents: targeted information and awareness campaigns, including neighborhood meetings, meetings with elected officials and local associations, installation visits and open days to inform the general public, as well as volunteering. Lastly, each year, various sustainable development education programs and awareness campaigns are conducted in the regions where the Group operates through open days at installations. These help explain the sustainable development challenges closest to local concerns, supporting dialogue with communities to make them actors of ecological transformation.

Veolia Spain develops educational programs, teaching aids and recreational activities enabling students to understand the importance of water as a vital resource and learn about its natural cycle, responsible consumption and the challenges of sustainable management. Educational programs, such as EscolAQUA and Aqualogía, go beyond the classroom, extending to the entire community. The undertaking organizes activities involving children, young people and adults to promote water and the environment. It also works closely with local organizations to conduct awareness campaigns on the importance of preserving and protecting water resources and promoting sustainable water use practices.

The opportunities for dialogue that Veolia is putting in place give the various stakeholders the chance to express themselves, but they can also make themselves heard by taking positions against Veolia's activities. Some examples: disputes related to nuisances caused by or perceived by sites operated (odors, dust, atmospheric emissions, discharges), exacerbated in case of regulatory non-compliance, authorization procedures for the extension or opening of site, and the existence of dialogue committees. This is the case for projects involving incinerators (Arianeo in Nice), or in Illinois in the USA, and in the case of a waste storage facility in Woodlawn, Australia.

Communication made with regard to these different issues can take on a scale beyond the local area (television reports with a wide audience, press articles, social networks, etc.). This can result in serious consequences for the Group, in terms of reputation. Environmental issues are now important concerns for citizens, particularly in relation to health issues. These are therefore sensitive subjects. In addition, the frequency with which these subjects arise is increasing, which exposes the Group all the more.

To limit these risks, Veolia offers new governance models in its certain contracts that include representatives of local communities impacted by its activities. For example, the Arianeo project in Nice illustrates how local residents and stakeholders can be involved in the contract. Veolia and the Nice Cote d'Azur Metropolis have developed this new governance model for the Arianeo energy production center, which aims to produce energy from non-recyclable waste. Stakeholder integration is at the heart of the project at different levels:

- A High Environmental and Social Committee (HCES) has been set up, composed of one-third of representatives of the project partners and two-thirds of civil society actors. This committee participates in decisions concerning the management and performance of the project;
- neighbourhood committees are involved in the HCES, ensuring direct representation of local residents;
- the Bank of the regions, as a financial partner, is also included in the decision-making process;
- local initiatives have been put in place to involve the community of the Ariane neighbourhood where the site is located:
  - educational courses for schools,
  - 100 m² space dedicated to local associations and residents,
  - "Repair Café" to encourage repair and reuse.

This approach is inspired by Veolia's "+1, ecology in action" dialogue system, aimed at including stakeholders in environmental projects. The objective is to optimize the environmental and social performance of the project, which should be fully operational in 2026, while ensuring social acceptability and harmonious integration into the local fabric.

4.1.3.4 Consumers and end-users (S4)

4.1.3.4.1 Introduction

Consumers and end-users, within the meaning of ESRS-S4, are individuals who acquire, consume or use goods and services for personal use, either for themselves or for others, and not for resale or commercial purposes. Among Veolia's activities, those involving consumers and end-users[1] are mainly drinking water distribution and wastewater treatment services. District heating activities, mainly in Central Europe, and electricity distribution, mainly in Morocco, also include this interaction with consumers and end-users.

With regard to these consumers and end-users, Veolia has two priorities:

- listening to customers, interaction with them being an integral part of the service provided. section 4.1.3.4.2 "Services provided to consumers" details this point around the IRO "S4-ST-1 Consumer and end-user satisfaction through the quest for quality in the services provided";
- provide a high quality water, heating or electricity service. section 4.1.3.4.2. also details this point around the IRO "S4-ST-2 Continuity and quality of essential services thanks to the safety of operations".

Beyond consumers and end-users, a large majority of Veolia's activities are part of B2B (business to business) contracts often limited to a few years, with a strong challenge in terms of renewal or conquest of new contracts. These contracts may be signed:

- with public actors (subcontractors - public authorities) who need environmental services for the region they administer; these contracts are often the underlying framework for the relationships with the consumers and end-users referred to above;
- or with private actors (industrial, tertiary) who wish to integrate environmental services into their production process.

The tender documents produced by public agencies (local authorities) describe the objectives and means to meet the satisfaction of consumers concerned by the service. The call for tenders process is based on a regulatory procedure. The relationship with stakeholders upstream of the tender process is the responsibility of the delegating authority.

Challenges with regard to the quality of the relationship with these clients determine the sustainability and scope of the environmental services provided. This is why Veolia has chosen to add to the topics defined in the S4 standard a specific topic around the material IRO "S4-ES-3 Renewing and winning new contracts based on recognition of operational know-how", which is detailed in section 4.1.3.4.3 "Serving all customers" below.

GreenUp

Commitment	Objective	SDG	Metric – definition	2023 baseline	2024 Results	2027 target
Guarantee results over the long-term through innovative services	Customer and consumer satisfaction	8 DECENT WORK AND ECONOMIC GROWTH	• Customer satisfaction rate calculated using the "Extended Net Promoter Score" methodology (score and revenue coverage)	Not applicable	NPS = 55 with 81% of revenue	Score ≥ 30 with 80% of revenue covered
Sponsor	Frédéric Van Heems		Member of the Executive Committee, Senior Executive Vice President, North American region			

(1) *Includes end-users who subscribe, directly or not, to the service (e.g. water or district heating consumers paying their bill via an agent).*

4.1.3.4.2 Services provided to consumers

The materiality of topics related to consumers and end-users stems from their large number:

- Veolia supplies drinking water to around 100 million residents and around 100 million people are connected to sanitation;
- for heating, Veolia supplies 8.4 million people, mainly in Central Europe and China;
- for the electricity business, Veolia supplies 4.4 million people, mainly in Morocco.

Listening to consumers

Veolia has implemented an omnichannel interaction strategy with consumers, including: call centers, physical & virtual branches and mobile branches for remote areas. Customer service is provided 24 hours a day, 7 days a week for the term of the agreement.

The corresponding IRO is provided below:

Positive impact	Negative impact	Financial opportunity	Financial risk
S4-ST-1 Consumer and end-user satisfaction through the quest for quality in the services provided			

The main interactions of this IRO with Veolia's value chain and business model are as follows:

Value chain	The actors in the value chain involved upstream are mainly: • administrative and delegating authorities, which define the target for quality of service; • possible subcontractors, for example for call centers; • consumer associations. At Veolia, the stakeholders involved are: • the operational services delivering the service provided; • services that interface with consumers. Downstream, the main beneficiaries are the regions and their users
Business model	This IRO contributes to user satisfaction through service quality, for water and energy activities, as well as to financial performance through billing based on compliant service, limiting the risks of disputes.

These impacts have been evident since 2024, as shown by the improvement in the NPS, which is part of the Group's strategy, through the GreenUp program for 2024-2027 and beyond, in the multifaceted performance.

Continuity and quality of services

Example of the drinking water distribution contract in Shanghai Pudong:

- compliance with water quality objectives;
- 120% increase in pipeline linear in 10 years;
- 100 pipeline renewal projects completed in the last five years;
- 24-hour monitoring of water quality throughout the contract term.

Positive impact	Negative impact	Financial opportunity	Financial risk
S4-ST-2 Continuity and quality of essential services thanks to the safety of our operations			

The main interactions of this IRO with Veolia's value chain and business model are as follows:

Value chain	The actors in the value chain involved upstream are mainly: • administrative and delegating authorities, which define the target for quality of service; • some subcontractors providing sensitive services. At Veolia, the stakeholders involved are: • the operational services delivering the service provided; • services providing risk analysis and prevention. Downstream, the main beneficiaries are the regions and their users
Business model	This IRO contributes to customer satisfaction, for water and energy activities, through the proper functioning of the regions.

These impacts have been evident since 2024, as shown by the improvement in the NPS, which is part of the Group's strategy, through the GreenUp program for 2024-2027 and beyond, in the multifaceted performance.

A customer relationship management policy focused on listening to end-consumers

Veolia draws on a consumer management policy that has three main objectives:

- continuity and quality of essential services thanks to the safety of operations;
- consumer and end-user satisfaction through the quest for quality in the services provided;
- renewing and winning new contracts based on recognition of operational know-how.

Access to the service (water, electricity, heating) meets some essential principles that are based on the recommendations issued by various international bodies on human rights. For access to water, the five fundamental components relating to human rights (detailed in section 4.1.3.5 below), which are part of the requirements set by the delegating authorities, are listed below:

- availability;
- accessibility;
- affordability;

- quality and safety;
- acceptability.

To ensure consumer protection and satisfaction, Veolia draws on a systematic approach and some key principles:

- **Understanding consumer needs**: Surveys are conducted regularly to better understand their needs. These surveys also identify the main areas of dissatisfaction in order to improve the quality of service. Surveys are carried out locally to take into account very heterogeneous geographical areas, socio-economic diversity (rates, services), etc.;
- **Segmentation**: Veolia adapts the consideration of consumer demands according to their consumption, the nature of their activity and their vulnerability;
- **Customer Management Tools**: to manage its end-users, Veolia uses tools specifically tailored to the services offered. These tools allow for management of the complete relationship cycle, from subscription to termination. They make it possible to issue bills according to consumption and to collect them. These tools are interfaced with technical tools (for example with the geographic information system or with the action planning tool). To better manage consumers, their personal data is collected while complying with the regulations in place, in particular the GDPR in Europe: control of information about millions of consumers/customization adapted to context/robustness;
- **Omnichannel interaction and communication with consumers**: interaction with consumers takes place in person through reception agencies or remotely via the internet (website), via a mobile app or by telephone (call centers). In case of emergency (e.g. water quality problem), the customer can be alerted by SMS. Bills are sent either by post or by email when the consumer's email address is known (email address or telephone number: bill sent electronically by email or SMS). Social networks are also used to inform the consumer about the service provided;
- **Control of customer processes**: all the processes are designed to facilitate all the steps that consumers would have to take with Veolia. A procedure is applied for each process (connection request, subscription, meter reading, complaint handling, etc.). It is also possible to carry out certain procedures through the online branch or the mobile app (for example "Acuacar" in Colombia) to ensure that consumer requests are processed within the defined time limits;
- **Prioritizing consumer satisfaction**: in the "customers" component of Veolia's multifaceted performance, the NPS is the metric chosen to measure customer satisfaction. As part of the strategic program, the 2027 objective is an NPS > 30 covering 80% of revenue. This point is developed at the end of this section "**Measuring consumer satisfaction**";
- **Application of the subsidiarity principle**: consumer service obligations must meet different requirements imposed locally and are therefore subject to the principle of subsidiarity. First, the contract signed with the local authority customer will define Veolia's obligations and the expected level of service. In addition, a service regulation will define the reciprocal rights and duties between Veolia and the consumers and stems from local regulations. Finally, the contract will apply Veolia Group recommendations stemming from the shared experience and best practices promoted by the Group to improve customer satisfaction. Veolia is committed to producing an annual activity report which, in addition to charting the events of the year, includes proposals for improving the service. The areas to which this principle of subsidiarity applies are:
  - adapting the customer relationship to the local context (rates, billing frequency, payment method, etc.),
  - keeping local branches close to the consumer,
  - facilitating assistance for consumers in financial difficulty,
  - facilitating access to water and electricity (in Morocco) in recently urbanized places,
  - meeting with the consumers (surveys, community meetings, etc.),
  - ensuring the implementation of specific actions in the event of an interruption of service (Water Safety Plan for example);
- **Governance**: At the corporate level, Veolia sets recommendations, thresholds and targets, which are useful to the different local entities that are responsible for the commitments backed by each of the local contracts in line with local regulations. In addition, thanks to the efforts of expert communities from the various local organizations, Veolia identifies best practices, formalizes them and supports "Copy and Adapt" approaches.

All these principles are implemented in accordance with the Veolia Ethics & Values Guide.

Compliance with these local commitments is ensured by delegation of authority according to hierarchical level.

A system that optimizes impacts with consumers

Maximizing the positive impact on consumers: they contribute to the good image of the undertaking, and thus to the renewal of contracts and winning new contracts. The system deployed by Veolia, thanks to the safety of the operations, provides the consumer with:

- quality of products delivered to consumers in such a way as to ensure the best possible protection against health risks and health and safety risks, especially for the most vulnerable (children, hospitals). For example, for the production and distribution of drinking water, Veolia relies on the standards of the country concerned, and on internal best practices, to ensure that water quality complies with the defined criteria and that it is monitored. To do this, Veolia carries out sampling at different frequencies (continuous, daily, weekly) according to the chosen criteria. These monitoring actions may be part of a Water Safety Plan. In the event of contamination, Veolia implements a crisis management plan to trigger the necessary actions to protect end-consumers;
- 24/7 emergency operation: Veolia responds 24 hours a day, 7 days a week, to all technical emergencies. A technician intervenes within the deadlines set out in the contract in the event of water supply, water quality or wastewater drainage problems;
- viewing their account 24/7: the consumer account can be consulted on the website or on the App 24/7 via a username and password. In case of difficulties, the consumer can call the Customer Service Center accessible at extended hours;
- control of their consumption: an analysis of their consumption and a comparison with the previous year is made at the time of billing. The consumer may also seek advice from a customer representative to assess their level of consumption in relation to the size of their household and the equipment installed. Finally, the pricing structure can be done in such a way as to encourage the rational use of distributed water;
- warning in case of over-consumption/leaks: the consumer is warned in the event of overconsumption of drinking water by email or text message at the time of billing. If they have a smart meter, they can be alerted directly by the smart meter;
- payment facilities: in case of payment difficulties, Veolia undertakes to find a solution for the consumer, either by offering a payment schedule or by helping them find financial assistance according to the local context;
- facilitating access to services: in order to facilitate access to the service, municipalities can take over part of the work ("social connections"); this is the case in Morocco, for example.

Minimizing negative impacts on consumers: Such impacts are always possible and Veolia is keen to minimize and prevent them, in order to ensure good consumer satisfaction and thus reduce the risk of denigration, payment default and loss of contracts.

The main negative impacts that can affect a consumer individually or a group of consumers are:

- incorrect billing;
- error in taking into account the payment;
- insufficient temperature (for heating);
- water shortage/power outage;
- water quality;
- lack of pressure at the tap;
- grid stability (for electricity);
- incident with the meter;
- incident with the distribution network (leakage, breakage);
- problem with the sanitation network;
- the mishandling of a complaint (reason, time limits, etc.).

Negative impacts are usually the consequences of a malfunction or error in one of the operational management or customer relations processes. They may also be due to an unforeseen external factor, for example an exceptional climate event or an accidental intervention by a third party on the network.

Veolia's five promises

To fulfil its commitment to provide the best service to consumers, the undertaking relies on the "Five Veolia Promises" for all its contracts:

- 100% dedicated to water quality and the supply of electricity;
- responding and helping customers cope with incidents;
- supporting customers in managing their bills;
- being there to help, however and whenever the customer wants;
- helping customers manage their consumption.

In its activities related to the production and distribution of drinking water, Veolia disseminates its requirement standards and best practices through its operations and makes service commitments that reflect its expertise in production, network management and customer service. Communities of employees working in consumer services share their experiences and harmonize best practices among Veolia's global business units. For each of its contracts, together with its clients (local authorities), Veolia establishes service rules adapted to local issues and consumer expectations.

In order to respond to unforeseen water supply interruptions and/or to organize scheduled interruptions, Veolia deploys the following measures:

- **in case of unplanned supply interruption**: a Geographic Information System (GIS) is used to locate the incident and identify the consumers affected. This GIS system also locates the valves to be closed to isolate the incident and perform the repair. In addition, consumers are informed by telephone of the reason for the interruption (scheduled cuts, maintenance work, burst pipeline, network incident, water quality, etc.) and the expected time of restoration of the water supply or electricity service. If the water supply interruption has to exceed a certain time (usually six hours but this depends on local policy), an alternative water supply by trucks is implemented;
- **for scheduled interruptions**: a work order management tool is used to create and manage an intervention order; each work order is linked to property/equipment taken into account in the Geographic Information System. The consumer is informed by the online branches or by the customer relations center of the areas that are experiencing a water cut with the provisional date of re-launch.

Given the variety of situations, in application of the principle of subsidiarity, each contract has its own monitoring metrics and progress objectives. The metrics concerned at the contract level are generally:

- the progress and the rate of implementation of the actions identified with regard to negative impacts arising from the satisfaction surveys (time limit for completion of a connection, time limit for response to different types of complaints, time limit for intervention following a service interruption);
- highlighting the positive impacts through a specific communication campaign covering the results of the last satisfaction survey or covering the improvement of metrics linked to an action plan.

Targets to improve a negative impact are set taking into account contractual obligations, but also the outcome of satisfaction surveys (CSAT) which give an appreciation of the end-user's expectations. These metrics are then shared with the various stakeholders (regulators, public authorities, consumer associations) to assess their relevance and ensure that the objectives are met.

A multi-channel approach to communicating with all consumers

In order to reach the maximum number of customers, Veolia uses several communication channels to inform or exchange with its customers, such as:

- website;
- mobile app;
- customer bill;
- SMS;
- emailing campaign;
- customer branches;
- mobile branches;
- social networks;
- community meetings.

In terms of the contract, the existence of these channels is brought to the attention of end consumers through communication in the form of flyers, digital or paper signs within the agencies but also on the website or on the mobile application.

Although Veolia favours modern means of communication with consumers because of their speed and simplicity, it is always possible to visit a branch and meet a customer advisor. Physical reception makes it possible to deal with complex consumer complaints and to welcome consumers who are not used to digital tools.

SMS communication is mainly used to inform consumers of an incident (interruption of service or water quality) or to inform them of a change to their account (new bill, recording of a payment, etc.).

The website and mobile app allow consumers to view their account in real time, to consult any incidents on the service, to obtain general information (rates, quality of the water distributed, etc.) and make requests online.

The bill can also be used as a form of communication, for short messages addressed to all consumers or to a specific category.

The form of communication is also chosen according to the category of consumer; the consumer database is managed by a CRM, which allows the communication to be adapted according to the consumer.

In addition, Veolia implements omnichannel management based on the latest technological innovations to allow 24/7 contact and facilitate self-service, including:

- customer relations centers to support subscribers in all procedures with IVR technologies;
- local reception areas: branches or mobile branches with self-service kiosks;
- web portals;
- mobile applications that customers can download onto a smartphone and use to carry out key transactions relating to their water service;
- chatbots;
- social media contacts.

Some or all of these channels are set up depending on the contract and sociocultural context.

For example, in Ecuador, privileged access in branches for vulnerable people and the introduction of buses travelling around the more remote regions have allowed the teams to get closer to customers whose access to branches was more difficult.

Careful handling of consumer complaints

A specific procedure is put in place to facilitate the handling of complaints for all Veolia contracts covering more than 100,000 people or managing more than 30,000 subscribers; this principle is set out in the “Essential principles” of the internal consumer service framework.

In this regard, Veolia has implemented a formalized and accessible complaint handling system, with a detailed description of the procedures in the operational document entitled “Claims Management”. Depending on the country, independent companies can verify the undertaking’s claims management system, such as companies that carry out system quality audits.

Regarding the quality of service, Veolia undertakes to deal with complaints and to regularly inform the consumer of the progress of their file.

To do this, Veolia has committed to time limits for processing, according to the type of complaints, and also gives the end-consumer the opportunity to monitor the progress of their complaint. The complaint time limits are then analyzed by type to understand any discrepancies and propose corrective action plans to remedy them. A reminder system allows the consumer to check whether the complaint has been processed correctly and on time.

Veolia ensures that consumers are satisfied with the quality of responses, for each contact channel, thanks to ad hoc Customer Effort Score (CES) surveys. Each year, survey campaigns are also used to calculate the Net Satisfaction Score (NSS) to assess end-user satisfaction and propose corrective measures.

In the event of unresolved conflict or disputes with a consumer, a mediator can be contacted (water ombudsman in France, Whispli platform). This mediation is organized at the level of each Business Unit and can be done at the level of a trade union (in France, water mediation through the FP2E), by consumer associations or internally with a dedicated service.

A specific approach for vulnerable or disadvantaged consumers

Veolia makes sure to provide personalized answers according to the profiles of its consumers and in particular for the most vulnerable populations or those whose access to water or electricity is essential. For example, when a consumer visits a Veolia branch in Ecuador, a reception agent is responsible for directing them, according to their need for assistance, to an agent trained in this type of situation.

These specific support needs particularly apply to situations of vulnerability such as:

- physical and cognitive disabilities and impairments (visual or auditory);
- difficulties in using digital means.

Moreover, consumers such as people on dialysis, hospitals, or any activity where access to water is a priority are identified as such in the consumer base to guarantee continuity of service in the event of a serious crisis.

Economic vulnerability is taken into account locally, in accordance with what is stipulated in the contract. Veolia does not have leverage on its own initiative. The pricing policy, including in its social dimension, is the responsibility of the delegating authority.

Veolia implements initiatives to foster dialogue with local communities and residents: targeted information and awareness campaigns, including neighbourhood meetings, meetings with elected officials and local associations, installation visits and open days to inform the general public, as well as volunteering.

Veolia is involved with these communities in various ways, including through regional socio-economic analyses, community ties and the provision of methodological tools to organize stakeholder engagement at regional level.

Measuring consumer satisfaction

Each year, as part of its multifaceted performance, Veolia discloses a customer satisfaction metric, the Net Promoter Score (NPS) mentioned in section 4.1.3.4.3 “Serving all customers”, adapted to the clients with which Veolia enters into contracts (local authorities or industrials). When Veolia provides a service to end-consumers, for example in the case of concessions for the distribution of drinking water or electricity, there is an additional metric called NSS (Net Satisfaction Score) on the satisfaction of its end-consumers, which contributes 30% of the NPS metric. As mentioned in the introduction to this section, the term “end consumer” is used in reference to natural persons who acquire, consume or use goods and services for their personal use, either for themselves or for others, and not for resale or commercial purposes.

The NSS metric is based directly on the CSAT satisfaction survey, the raw material of the surveys is the same. The calculation principle of the NSS is similar to that of the NPS, which imposes a rating on a scale of 0 to 10. This method identifies dissatisfied consumers who give a score between 0 and 6, called detractors, and very satisfied consumers who give a score of 9 or 10, called promoters.

The analysis of the surveys received makes it possible to identify individual or collective dissatisfaction points. Action plans are then implemented on the ground in order to correct these sources of dissatisfaction.

This annual work increases the chances of contracts being renewed when they come to an end, but also the chances of widening the scope of the markets.

For example, for Morocco, investment in customer management, particularly on the quality of meter reading and the digitalization of the relationship with consumers, has lightened the demand on branches and allowed our consumers to get answers more easily and by themselves, thanks to the online branch and the dedicated mobile app. The growth in the NSS has been significant, going from 11 to 26 over three years for Rabat (REDAL contract).

For end-consumers, the NSS Annual Satisfaction Survey is outsourced to survey institutes that apply their own methodologies (IPSOS, etc.). For water activity, the survey topics are the different dimensions of the service and include, among other things:

- the quality of the water distributed (sanitary quality, taste, pressure, etc.);
- continuity of service (leak repair, faults, service disruptions);
- availability, assessed by contact channels, branch opening hours, etc.;
- reception, assessed by quality of reception, listening capacity and competence of agents;
- simplicity, assessed by the clarity of the bill, the diversity of payment methods, etc.;
- support, assessed by the measures proposed to help consumers in difficulty;
- advice assessed by the information provided, in particular in terms of control and limitation of consumption.

Based on this annual survey and to promote the consumer-centric attitude, a dedicated community coordinated at Veolia level, called "Voice of the Customer", organizes and leads meetings to share best practice and compare results. It also relies on a digital platform to have access to all resources.

To support this end-consumer satisfaction program, seven key success factors were identified:

1. leadership sponsorship and support;
2. conduct one survey per segment related to operational organization;
3. involve those in charge of the action plan in drawing up the questionnaire;
4. define the target with a reliably representative sample thanks to a subcontractor expert;
5. establish a customer-centric attitude among all employees;
6. ensure that the system has both stability and flexibility to adapt to changes in the business;
7. automate the survey process and integrate it into internal CRM systems.

In terms of targets, the NSS contributes 30% to the target set for the NPS and set out in section 4.1.3.4.3 below.

4.1.3.4.3 Serving all our customers

Veolia has acquired recognized know-how as an operator of complex environmental services and draws on this asset to renew expiring contracts and conquer new markets, for example:

- the 2024 renewal of its role as operator of the public drinking water service for the Syndicat des Eaux d'Île-de-France (SEDIF);
- award in January by Dewa (Dubai electricity and water Authority) of a contract, signed in May 2024, for the construction of the Hassyan desalination plant, one of the most energy-efficient desalination plants in the world, in order to strengthen water safety in the United Arab Emirates.

4

The corresponding IRO is provided below:

Positive impact	Negative impact	Financial opportunity	Financial risk
S4-ES-3 Renewal and gain of new contracts based on recognition of our operational know-how			

The main interactions of this IRO with Veolia's value chain and business model are as follows:

Value chain	The actors in the value chain involved upstream are mainly: • Veolia's B2B customers, in their assessment of which partners to retain for their outsourced environmental services. At Veolia, the stakeholders involved are: • operational entities through the provision of a high quality service; • commercial entities who interface with customers and prepare offers Downstream, the main beneficiaries are consumers and shareholders.
Business model	This IRO contributes mainly to commercial performance, through the contribution of customer satisfaction, for water and energy activities, to the maintenance and growth of the business portfolio.

These impacts have been evident since 2024, as shown by the improvement in the NPS, which is part of the Group's strategy, through the GreenUp program for 2024-2027 and beyond, in the multifaceted performance.

Veolia sends an annual satisfaction survey to all public or private B2B clients, according to the Net Promoter Score methodology. In addition to collecting satisfaction scores on the standardized scale of 0 to 10, four or five questions are asked in relation to contractual commitments. The analysis of the responses makes it possible to identify individual or collective dissatisfaction points. The action plans triggered on the basis of the results make it possible to deal with individual dissatisfaction but also, over a longer time, to decide on modifications or adaptations to the way the service is delivered. Veolia makes every effort to ensure a good level of satisfaction throughout the contract in order to give itself the best chance of renewing its contracts when they come to an end.

In addition, for all major contracts that are reopened to competition, the technical and marketing services at the headquarters are mobilized to maximize the chances of success.

Measuring customer satisfaction

Each year, as part of its multifaceted performance, Veolia discloses a customer satisfaction metric, the Net Promoter Score (NPS). Customers affected by the NPS are:

- 70% clients with which Veolia has contracts (local authorities or industrials), based on the results of the annual satisfaction survey referred to above;
- 30% consumers and end-users via the integration of the NSS as indicated in section 4.1.3.4.2 "Services provided to consumers".

The NPS metric development process is audited by an external body.

Veolia has set itself the target of an NPS of more than 30 for 80% of its revenue in 2027:

- the choice of an NPS above 30 each year, and therefore sustainably, is explained by the diversity of the customers, public subcontractors, service consumers or private customers, from countries with very different cultures;
- it should also be remembered that the range of the NPS value scale is between -100 and +100;
- finally, the customer can react in a given year to an increase in the price of the service as an example, even if it is contractual and justified, which can bring down the value of the NPS.

Customer satisfaction metrics

Veolia has decided to report two types of customer satisfaction data each year:

- the NPS value at Group level;
- the revenue coverage rate.

4.1.3.5 Human rights

4.1.3.5.1 Introduction

The issue of human rights is more general in scope than that of any other CSRD standard, and the systems implemented by Veolia cover all human rights topics. To allow for coherent presentation on this important subject, this section contributes across ESRS standards S1, S2, S3 and S4.

Veolia implements solutions for water, waste and energy management that help improve the daily lives of millions of people and organizations around the world. The Group ensures that its activities are carried out in accordance with a set of values, principles, standards and attitudes aimed at ensuring strict respect for human rights for and by its internal stakeholders (employees) and external stakeholders (suppliers, subcontractors, partners, local communities, consumers and end-customers, etc.).

To this end, Veolia implements a human rights program designed to maintain the trust of third parties, strengthen the Group's attractiveness and market differentiation and preserve its reputation. This system is fully in keeping with the Group's purpose.

4.1.3.5.2 Reference texts

The Veolia Group complieshas implemented measures aiming to comply with the highest standards imposed by international legal frameworks and takes the necessary steps to ensure and promote the protection of human rights alongside governments, non-governmental organizations and its peers. To do so, Veolia refers to the obligations and principles established by the following texts:

International principles

- International Covenant on Civil and Political Rights;
- International Covenant on Economic, Social and Cultural Rights;
- Convention on the Rights of the Child;
- United Nations Global Compact;
- United Nations Sustainable Development Goals;
- International Labour Organization's Declaration on Fundamental Principles and Rights at Work and ILO fundamental conventions on, inter alia, child labour, forced labour, non-discrimination, freedom of association and the right to organize and collective bargaining;
- OECD Guidelines for Multinational Enterprises;
- UN Guiding Principles on Business and Human Rights.

4.1.3.5.3 Eight priority issues

The Veolia human rights policy covers eight priority issues.

- Three issues relating to the rights of the people impacted by its activities:
  - right to a healthy environment and protection of resources,
  - right to water and sanitation,
  - rights and lifestyles of local communities;
- Five issues relating to fundamental labour rights:
  - elimination of forced labor: Veolia prohibits any form of forced or compulsory labour. These commitments are recalled in the Group's Ethics Guide, in particular, the requirement to comply with fundamental international labour standards and the prohibition on the use of forced labour in all its operations. This prohibition also applies to any form of modern slavery and human trafficking,
  - abolition of child labour: Veolia strictly prohibits child labour. Minors can work in certain special cases, particularly work-study apprenticeships, but only in compliance with all regulatory provisions. These commitments are listed in the Ethics Guide, particularly in regard to compliance with the fundamental international labour standards and the prohibition of child labour,
  - the elimination of discrimination: in particular respect for diversity and inclusion (covered in standard S1 in section 4.1.3.1.5 above),
  - the promotion of freedom of association and collective bargaining: in particular social cohesion (covered in standard S1 in section 4.1.3.1.6.2 above),
  - right to a safe and healthy working environment.

4.1.3.5.4 Define, steer and coordinate the Human Rights program

Program governance

The Human Rights and Duty of Care Committee is at the center of Veolia's approach to coordinating issues concerning human rights and fundamental freedoms. Chaired by the Group's General Counsel and led by the Compliance Department, it is responsible for the proper roll-out of Veolia's human rights policy and its appropriation by employees and monitors the implementation of action plans. In 2024, the committee met three times.

The Compliance Department performs its human rights role through a network of compliance officers covering the entire Group. This network is coordinated and facilitated by a human rights and duty of care manager reporting to the Compliance Department.

4.1.3.5.5 Identify and manage alerts and risks

Human rights risk mapping

The methodology for mapping human rights risks was overhauled in 2024.

As provided for in the law of March 27, 2017 on the duty of care of parent and subcontracting companies, the development of the mapping comprises three stages: risk identification, analysis and prioritization.

- Risk identification: a risk framework has been established covering human rights, health and safety and the environment. It is based on the main international treaties and conventions on the risks identified by the BUs and the Group's business experts.
- Risk analysis: the risks were analyzed according to their level of probability and severity. The level of control of each risk was also assessed.
- Risk prioritization: the risks were graded to highlight the most material risks.

The risk mapping will be updated annually, in the light of any legislative, regulatory or organizational changes.

4.1.3.5.6 Identify and evaluate whistleblowing reports

Whistleblowing system

The Group's whistleblowing system is used to handle incidents linked to violations of human rights and fundamental freedoms, issues carefully monitored by Veolia.

In accordance with the requirements of the law, Veolia has implemented a whistleblowing system, called "Whispli", open to both Group employees and third parties to ensure the reporting of situations that fall under the duty of care. In this context, reporters have the opportunity to remain anonymous if they wish, even if this method is not recommended because it does not guarantee the best possible processing of the alerts received. Responsibility for this mechanism has been entrusted to the Group's Ethics Committee.

The link to be used by third parties to refer a matter to the Ethics Committee is: https://veolia.whispli.com/fr/tiers-ethique.

Third-party assessment

Veolia has a third-party assessment system, comprising several components.

The Group assesses the performance of its strategic and/or “at risk” suppliers, including in the fields of fundamental, social and environmental rights. Assessments cover 21 criteria including topics such as water, local contamination, social dialogue, child labour and forced labour.

In 2020, the Procurement function enhanced its third-party assessment system with the introduction of a CSR questionnaire targeting the suppliers considered to be most at risk, in the context of calls for tenders launched by the Group.

Assessments carried out as part of the so-called “Major Projects” process also take into account human rights issues.

4.1.3.5.7 Train and raise awareness of our employees

Development of an online human rights training course

A “Human Rights” e-learning course has been offered since 2022. Its design follows the findings of the Human Rights Survey conducted in 2020. The purpose of the training is to better understand the organizational framework, develop the values of respect and responsibility and understand the role that everyone plays in ensuring human rights on a daily basis. This training course, which is not compulsory, was completed by over 40% of registered employees in 2024.

4.1.3.5.8 Control and improve processes

Control and assessment

As part of the annual assessment of the Group’s compliance system, compliance with requirements related to the duty of care (human rights, health and safety, environment) is subject to in-depth review. The results of this work are presented and discussed by the Human Rights and Duty of Care Committee.

4.1.3.5.9 Metrics

- **ESRS S1 17-100 to 104: Human rights cases, complaints and incidents.**
- **ESRS S2 4-36: Human rights incidents.**

Whistleblowing reports relating to the duty of care, submitted via the internal whistleblowing system

	2024
Total number of alerts	84
Human rights	33
Health and safety	37
Environmental damage	2
Suppliers and subcontractors	12

In fiscal year 2024, Veolia was not convicted of breaching human rights laws.

4.1.4 GOVERNANCE INFORMATION

4.1.4.1 Business conduct (G1)

4.1.4.1.1 Introduction

Among the important cross-functional topics, ethics and compliance are at the heart of Veolia's values and are essential elements of its policy. They are implemented by the Executive Management and apply to all Group employees and in all geographical regions. This topic is reflected in IRO G1-ST-1 detailed in section 4.1.4.1.2 below.

Another important cross-functional issue is cybersecurity, which guarantees the security of the information system. IRO G1-ST-2 echoes this in section 4.1.4.1.3 below.

As stated in its purpose, Veolia is committed to contributing to the development and progress of society. Due to the weight and scope of its supply chain, the Group can leverage a significantly positive effect on society. To this end, Veolia intends to promote responsible and sustainable business relationships with its suppliers and subcontractors. This covers the ethics and compliance issues referred to above. Beyond this, and in accordance with the aims of ESRS G1, this also concerns the settlement periods of suppliers, discussed in section 4.1.4.1.4 below.

GreenUp

Commitment	Objective	SDG	Metric – definition	2023 baseline	2024 Results	2027 target
Support regional development through responsible means	Ethics and compliance	8 DECENT WORK AND ECONOMIC GROWTH	• Positive answers to the ethics and compliance question in the "Voice of Resourcers" survey	88 %	86 %	≥ 83 %
Sponsor	Eric Haza		Member of the Executive Committee, Chief Legal Officer			

4.1.4.1.2 Ethics and Compliance

Business ethics is a subject which the management of the undertaking treats as an essential matter for everyone. It translates into the following IRO:

Positive impact	Negative impact	Financial opportunity	Financial risk
G1-ST-1 Loss of contracts or defense costs related to controversies over unethical or non-compliant practices with our customers, suppliers, communities and employees			

Preventing corruption and other unethical business practices is a major issue for the Group and all its employees. The Group must be particularly vigilant regarding these risks, particularly due to the nature of its contracts, the investments made and the difficulties unique to certain countries where it operates.

Actions by employees, corporate officers or external stakeholders which contravene the principles set out by the Group could expose it to loss of contracts as well as harm to its reputation.

The reputational and commercial (loss of contracts) consequences can be considerable and require a robust compliance program to prevent and manage these risks

The main interactions of this IRO with Veolia's value chain and business model are as follows:

Value chain	Veolia's actions meet expectations both upstream (regulatory authorities, regulations, local authorities, etc.) and downstream (customers, local communities, etc.).
Business model	The compliance program fosters a culture of transparency and integrity within the Group, thereby working to protect its reputation and the trust of internal and external stakeholders. It not only helps reduce risk in these areas, but also strengthens the Group's appeal and the uniqueness of its commercial offerings.

Line 1: Organization and governance

Veolia considers ethics and compliance to be inextricably linked; they both contribute to "ethical security". On these two topics, governance is provided by the Ethics Committee and the Compliance Department.

The Ethics Committee has six members appointed by the Executive Committee, who may be employees, former employees or individuals from outside the Company offering the necessary guarantees of independence and expertise. Independent in the conduct of their duties, Committee members cannot receive instructions from Executive Management or be removed during their renewable four-year term of office.

The Committee is responsible for ensuring the proper application of the values set out in Veolia's Ethics Guide, which have been embraced by the Group and all its employees.

In the course of its duties, the Ethics Committee interprets the Ethics Guide taking account of the diversity of companies comprising the Group, the specific nature of their activities and the regulatory, social and legal frameworks in the countries in which they operate.

It is vested with the authority necessary to perform its duties with regard to Veolia Group companies, both in France and abroad. On that basis, it can access any useful documents and hear any Group employee, the statutory auditors and third parties.

In the conduct of its duties, it can be supported by the Internal Audit Department and all other Group departments which it can ask to intervene on any issues within its remit. It can also call on the services of external experts or visit any Group sites or companies.

In addition, Veolia has a Compliance Department, which reports directly to the Group General Counsel. It is responsible for identifying and preventing compliance risks as well as compliance with procedures in the following areas:

- combating corruption and influence peddling;
- money laundering and terrorist financing;
- corporate duty of care;
- violations of human rights and fundamental freedoms;
- environmental breaches;
- anti-competitive practices;
- personal data protection;
- conflicts of interest;
- lobbying;
- insider trading;
- fraud.

The Compliance Department is responsible for strengthening the compliance culture within the Group and its relations with third parties to protect it against the risks of noncompliance. To this end, it uses all the tools at its disposal: standards, procedures, compliance programs, training and awareness campaigns, etc.

Specifically, the Compliance Department supervises the creation, updating and distribution of all standards: the required charters, guides, codes, policies and procedures linked to its compliance programs. It supports Business Units with a network of compliance officers in the zones and countries.

Along with other departments, the Compliance Department is also responsible for detecting cases of noncompliance, handling them appropriately and proposing potential corrective measures so that these events do not occur again.

Its scope covers the entire Group as well as its relations with customers, partners, intermediaries, suppliers and subcontractors.

The governing bodies (Executive and Management Committees) and the Board of Directors of Veolia Environnement are fully involved in the definition and application of the Group's compliance policy. The Chief Compliance Officer is a member of the Group Management Committee and:

- regularly attends Management Committee meetings, and at least once a year attends a meeting of the Accounts and Audit Committee. When needed, he is also consulted by the Board of Directors;
- reports directly to the Chief Executive Officer.

Compliance Department policies must be deployed by each functional department in relation to their respective activities and by all Business Units and zones, with the necessary adaptations at local level, where needed. Zone Compliance Officers are responsible for deploying the Group's policy at zone level.

Line 2: Define, steer and coordinate ethics and compliance programs

The Compliance Department is responsible for the governance of compliance programs concerning the topics of corruption, anti-competitive practices, fraud and lobbying.

The Group has numerous documents on the fight against corruption that reflect its commitments as well as its rights and obligations. These documents take different forms, they can be guides, codes of conduct and charters. The Group has also developed benchmarks and policies that set out its principles, general guidelines and operating methods (policies, benchmarks, etc.).

Internally, the Group has set up and implemented procedures to define and provide a framework for the rules that apply to all its employees. This set of rules constitutes the Group's internal procedures.

In addition, the document "The Essentials", drawn up in 2023 by the Group Internal Control Department, summarizes the main compliance rules (EC01 to EC10) and demonstrates, given the positioning of the "Compliance" rules, their importance in the hierarchy of the Group's rules.

An Ethics Guide sets out the Group's core values and the resulting rules of conduct that form the foundation of the Group's economic, social and environmental performance:

- responsibility: the Group is committed to promoting harmonious regional development and improving the living conditions of populations affected by its activities from a public interest perspective, as well as internally, by developing employee skills and improving health and safety at work;
- community spirit: as the Group serves collective and shared interests through its business activities, this value applies to relationships entered into with all stakeholders. Concretely, it involves developing solutions enabling the supply of essential services for everyone and compliance with a Code of conduct for managers to ensure the Group's core values are shared and complied with throughout the world;
- respect: guides the individual conduct of all Group employees through compliance with the law and the Group's internal rules and the respect shown to others;
- innovation: imagine, create and be audacious in order to develop the environmental services of the future. Veolia has placed research and innovation at the center of its strategy in order to develop sustainable solutions of service to its customers, the environment and society;
- customer focus: seek ever greater efficiency and quality in services, listen to customers and strive to fulfill their technical, economic, environmental and societal expectations through the capacity to provide appropriate and innovative solutions.

The Anti-corruption Code of conduct, which constitutes the sole appendix to the Ethics Guide, adopted by the Executive Committee in 2018, describes the principles and actions intended to respect the Group's commitment to absolutely prohibit any form of corruption and similar or equivalent behavior, and to comply with best practice and regulations in this field. It applies within all companies controlled directly or indirectly by Veolia, in France and all countries where they operate or are located, regardless of legal status. All zones and Business Units must deploy the Code in their respective areas. In France and certain countries, the implementation requires the integration of the Code in the internal regulations of the legal entities in question. Within Veolia Environnement, the modified internal regulations entered into force on July 15, 2018. For France, the Anticorruption Code of conduct was presented to the Works Council. Outside France, the Anticorruption Code of conduct disclosure and implementation processes depend on local legal requirements. This Anti-Corruption Code of Conduct was presented in sketches illustrating the corruption scenarios presented in the document, in order to help the Group's employees better assimilate the issues at hand. Each situation is supplemented with insights, references to the wording of the Anti-Corruption Code of Conduct and practical advice. This illustrated guide is an easy-to-share awareness and training tool that complements other initiatives deployed by the Group, such as e-learning modules or resources made available to employees primarily through the Compliance Department's intranet site.

In addition, political contributions are prohibited within Veolia. Veolia therefore made no financial or in-kind political contributions during the 2024 financial year.

To share ethics and compliance issues with all Functional Departments of the Veolia Group, a steering committee was created in 2018: the Veolia Ethics and Compliance Committee. Chaired by the Ethics Committee chairman, it brings together the functional departments the most interested in ethics and compliance matters and, especially, the Compliance, Finance, Legal, Human Resources, Internal Audit and Internal Control and Communication departments. The Committee fosters exchanges, the better understanding of ethics topics as well as the coordination of action plans rolled out to materialize the Group's ethics policy.

Line 3: Identify and evaluate non-compliance risks

Corruption risk mapping

Since 2017, the Group has been continuously strengthening its compliance systems, based on the results of its specific mapping of corruption risks using a common Veolia methodology, which combines internal and external data.

Corruption risks are mapped initially at Business Unit level. This then provides a consolidated view at Group level, which enables the Business Units to identify the risks at global level.

In 2023, the corruption risk mapping was updated, based on a new methodology, at both Business Unit and Group levels.

This methodology is consistent and integrated with the Group's overall risk mapping process. It is also in line with the best professional practice and recommendations issued by public authorities and professional associations.

Third party assessment (suppliers, partners, intermediaries, customers)

Based on its business risks, Veolia has chosen to prioritize the assessment of its suppliers, strategic customers and certain other particularly sensitive third parties, such as commercial intermediaries and partners in Group development projects. Veolia's system for assessing the integrity of its third parties is based on several components.

Firstly, large customers and suppliers are analyzed using a dedicated software solution, whose deployment began in 2021 and continued throughout 2022. This solution has been operational throughout the Group since 2023.

In addition, commercial intermediaries are subject to a specific process, governed by an internal procedure. The Compliance Department is in charge of the process with the support of the Security Department. The contracts regarding these intermediaries are subject to a systematic review. A dedicated team within the Security Department is responsible for the part of the third party assessment process designed to identify and assess the legal, commercial, financial and reputation risks associated with using commercial intermediaries.

Furthermore, when the Group considers contracting with third parties for project development purposes, an assessment of these third parties is performed based on the corresponding internal procedure. Significant projects are therefore systematically reviewed by the compliance chain.

Line 4: Identify and process alerts

Whistleblowing system

The Veolia Group provides its employees with **traditional whistleblowing channels**, allowing them to report failings and shortcomings, including through their line manager or internal auditors, internal financial control teams, the Legal Department, staff representatives and the Compliance Department.

In parallel with these conventional whistleblowing systems, the Veolia company has a global **ethical whistleblowing system**, administered by an independent body, the Ethics Committee. This is available in many languages 24/7 and meets the highest standards for the protection of whistleblowers under the Sapin II law, with cross-border scope, and the French law of March 21, 2022:

- a general whistleblowing system, protecting the whistleblower, enshrined in the Ethics Guide. Any breach of the values described in that document, which is divided into rules of conduct, can be reported to the Ethics Committee via a secure digital platform, by email (ethique.ve@veolia.com) or by any other means. In 2022, this system was extended to the scope of Suez companies that joined the Group. It is important to underline that this whistleblowing system represents an alternative to the existing hierarchical alert systems within the Business Units (BU), which continue to exist and the use of which is encouraged. This reporting system is managed by the Ethics Committee. This centralized tool for receiving whistleblowing reports – which are investigated locally – allows whistleblowers to remain anonymous, if they wish. It is available to both Group employees and third parties. However, all internal and external parties can still bring their concerns directly before the Ethics Committee, with a high level of confidentiality. Any reports received by the Ethics Committee via this system, which it administers, and which appear to relate to compliance issues, are immediately forwarded to the Compliance Department which will investigate on its behalf. Internal communications on the Veolia ethical whistleblowing system have been sent out regularly;
- the use of the whistleblowing system is specified in a Veolia Charter on Whistleblowing Rights (in its update of May 23, 2023), that can be consulted by all Veolia employees.

The protection of whistleblowers is the subject of the French law of March 21, 2022 (Waserman law) supplemented by the implementing decree of October 3, 2022, which transposed the European directive on "the protection of persons who report violations of the rights of the Union". This law aims to improve the protection of whistleblowers, which is now considered a true "democratic marker"; to do this, it has established the following, with which the Veolia whistleblowing system complies:

- Wider definition of whistleblowers: the previous note said the whistleblower could not be acting out of self-interest; this note has been replaced by "the absence of financial compensation" authorizing the admissibility of the whistleblowing, particularly in cases where the whistleblower is in conflict with their employer;
- A new status for the entourage of whistleblowers: the law extends certain protections to whistleblowers, in particular that against retaliation, to natural persons and non-profit legal persons (unions and associations) who/that are connected to the whistleblower and to facilitators who help to make the report (colleagues, friends and relatives etc.);
- Reporting channels are simplified, as the law has removed any hierarchy between them. Henceforth, the whistleblower will be able to choose between internal and external reporting, to the competent authority, the ombudsman, the legal system or the European bodies;
- External reporting may be made in the event of:
  - an internal report not being processed,
  - risk of retaliation or if the processing has no chance of success,
  - serious or imminent danger;
- Enhanced protection measures. The law reinforces the confidentiality guarantees in relation to whistleblowing and supplements the list of prohibited retaliation acts (intimidation, damage to reputation, blacklisting etc.);
- Whistleblowers' shield from responsibility in relation to their reporting is extensive. The whistleblower cannot be taken to task, neither in a civil case for the harm that their report, in good faith, has caused, nor in a criminal case for having intercepted confidential documents related to the whistleblowing, containing information to which they have had free access.

The Veolia whistleblowing system fully complies with the provisions of the Waserman Act and has proven to be in compliance with foreign legislation in this area.

It should be remembered that employees or third parties can use the Veolia whistleblowing system when they do not want to use or cannot use hierarchical whistleblowing systems. The Committee guarantees the strict confidentiality of the exchanges and ensures the protection of the whistleblower, any witnesses and the person against whom the report has been made if said person is exonerated at the end of the investigation. In 2023, a new communication campaign was conducted on the "Whispli Voice" add-on module, which can be used to call the Ethics Committee.

Investigations are conducted whenever necessary. Investigations into business conduct incidents are the responsibility of the Ethics Committee and the Compliance Department:

- Ethics Committee:
  - the Veolia whistleblowing system is centralized at Group level but largely decentralized when it comes to carrying out investigations, which the Committee can entrust to its country ethics delegates (more than 50), which it trains annually. They are usually in a better position to fully grasp the situation presented to them, particularly with regard to local realities and language,
  - once cases are referred to them, delegates act independently and confidentially, in particular in relation to their line managers, and report only to the committee,
  - they pass on the results of their investigations only to the Ethics Committee which decides on the next steps,
  - the Ethics Committee can also rely on Veolia's Internal Audit Department and can also use the services of external experts,
  - where the alerts received appear to have a "compliance" content (corruption and influence peddling, fraud, theft, abuse of company property, anti-competitive practices, serious breaches of environmental legislation, money laundering and terrorist financing, serious breaches of human rights legislation), they shall be immediately forwarded by the Committee for investigation, to the Compliance Department, via a dedicated connection within Whispli. The Compliance Department acknowledges receipt and then investigates within the platform with the resources available to it.

When the investigations are completed, it notifies the Ethics Committee which informs the whistleblower of the action taken,

- when it considers the alert justified, the Ethics Committee makes recommendations to the line managers and inquires about the follow-up actions taken by these managers,
- when several alerts appear to be systemic in nature, it groups them together to make common recommendations,
- the Ethics Committee reports annually on its activities to the Veolia Environnement Board of Directors,
- finally, the Ethics Committee acts entirely independently;

- Compliance Department:
  - the Group Compliance Department investigates reports that fall within its area of expertise and which are sent to it by the Ethics Committee. The investigations are carried out in accordance with the procedures described in the whistleblowing charter. This charter specifies, among other things, the protective regime for the whistleblower, the confidentiality rules to be respected when handling the alert and the conduct of investigations. For example, the investigations carried out and the follow-up to the report are always the subject of an investigation report,
  - at the end of the investigations, the conclusions are submitted for approval to the Ethics Committee, which will be responsible for notifying the whistleblower of the findings of the investigation or which will forward its recommendations, to the line manager, based on the conclusions of the Compliance Department,
  - depending on the incident, the reports may lead to disciplinary measures or action plans, the implementation of which will be monitored by the Compliance Department.

Fraud reporting

The facilitation and coordination of the fraud prevention system is founded on several components. The Whistleblowing system and fraud reporting mechanisms seek to facilitate the escalation and understanding of fraud patterns, thereby enabling the implementation of necessary protection measures. Cases of fraud identified within the group must be reported. They are broken down into three major categories: “misappropriation of assets”, “communication of fraudulent information” and “corruption and unethical behavior”. Fraud is assessed based on its severity determined according to the amount, as well as other risks such as reputation risk and commercial risk for the BU and the Group. Since 2020, a Fraud Prevention Committee has been set up within the Group. It brings together all stakeholder departments to continuously improve the fraud prevention process. In 2021, a new online training program on preventing wire transfer fraud was launched for all Group employees.

Since 2023, the corruption risk map has been produced using the lessons learned from fraud reporting. In 2024, the incident reporting methodology evolved to ensure more interactive and upstream sharing between head office and the BU concerned.

Convictions for corruption

In fiscal year 2024, the Veolia Group was not convicted of violating anticorruption and anti-bribery laws.

Line 5: Train and raise awareness of our employees and stakeholders

Anticorruption, fraud prevention and competition law compliance training program

- Veolia regularly organizes training sessions in ethics and compliance. These programs, which are regularly updated and improved, focus on the prevention of anticompetitive practices, criminal risk and fraud. They are delivered both through e-learning tools and face-to-face activities.
- The functions most exposed to the corruption risk are determined by each BU according to the risks identified by the corruption risk mapping.
- Specific training sessions on the Anti-Corruption Code of Conduct and anticompetitive practices, the content of which was defined by the Compliance Department, are regularly organized. These training sessions are mandatory. Jointly deployed by the HR and compliance departments in the form of e-learning, they are intended for all Group managers. In 2024, 38,259 Veolia employees attended mandatory e-learning courses. In a broader sense, the Zone Compliance Officers are responsible for defining a compliance training plan specific to each zone at BU level, in close collaboration with the Human Resources Department and based on a risk approach. Under this plan, additional training can be provided to employees in exposed roles.

Compliance training 2024

Training coverage	Functions-at-risk
Total	38,259 employees trained (100% of all functions-at-risk)
Delivery method and duration	
Delivery method and duration	E-learning* 45 minutes
How often training is required	
Frequency	Annual
Topics covered	
Anticorruption	X
Conflicts of interest	X
Basic elements of anti-competitive practices	X
Human rights and duty of care	X

* *Depending on the risks identified, face-to-face training is also organized within the BUs.*

Ongoing “Ethics and compliance” communication initiatives

Veolia communicates regularly on corruption prevention issues. Accordingly, in 2021, the Group conducted a communication campaign entitled “Ethics and Compliance”, to raise awareness of these issues among all the Group’s employees over a period of several months. It was disseminated in a variety of ways (videos, messages from management bodies, posters, presentations at team meetings, etc.) in order to reach and involve as many people as possible. This campaign gives concrete expression to the “non-negotiable” ethics and compliance commitments made by the Group within the context of its Purpose and more broadly.

In 2024, on World Anti-Corruption Day, there was a communication campaign including a message from the Chief Executive Officer and a video from the Director of Compliance. A booklet of illustrated corruption scenarios entitled “Action against Corruption!” has also been distributed to employees.

Line 6: Control and improve processes

Overall assessment of Veolia’s compliance system

The Group conducts an annual assessment campaign focusing on the main components of its compliance system.

Almost all Veolia entities participate in this campaign in which the BUs must firstly substantiate their replies (self-assessment phase). Subsequently, this information is reviewed by the Group Compliance Department which considers the system’s accuracy and maturity (assessment phase). As such, the compliance function performs a level two control of the existing system. Following the campaign, the results are presented to the Group Audit and Accounts Committee.

ISO 37001 certification initiatives

ISO 37001 is the international reference standard for anti-corruption management systems. A number of Group zones are currently or will soon be certified. In 2024, nearly 130 entities were certified across the Group. These initiatives reflect the Group’s efforts and commitment to prevent and fight against corruption.

Development of an anticorruption accounting and non-financial control system

In 2023, an anti-corruption control process was set up as part of an internal project involving several central departments of the risk and control functions. Its purpose is to provide the Group with the means to better understand corruption risks and satisfy regulatory requirements.

The effectiveness of these controls will be verified in annual assessment campaigns.

Line 7: Other compliance programs

Personal data protection

The Group applies the EU regulation on the protection of natural persons with regard to the processing of personal data (GDPR) and the national provisions relating to personal data protection in all countries where the Group operates. For the proper application of these texts and the principles of privacy protection required by the Group, the Group's Compliance Department defines the personal data protection policy and the guidelines that apply to all Business Units (BUs), designed to protect the personal data processed by Veolia. These guidelines are accompanied by specific instructions to ensure compliance with the GDPR. The BUs adapt them where necessary to comply with local legislation.

The Group's personal data protection function takes the form of a network, which handles the roll-out and implementation of these standards. This roll-out is being led by the Global Data Protection Officer (GDPO), who is also the DPO of Veolia Environnement S.A. and reports to the Group Compliance Director. The GDPO works with all departments concerned, including the Group's Information Systems (IS&T), Legal and Security Departments. The GDPO coordinates a network of Data Protection Officers (DPOs) and Data Protection Correspondents (DPC) covering all Group BUs, which also have Data Protection Managers in each entity.

Awareness sessions and mandatory training for employees on the subject of personal data protection are organized regularly.

The Group's rules include the obligation to conduct regular Data Protection Impact Assessments (DPIAs) on processing operations posing a high risk to individuals.

The Group is mindful of the principle of informing individuals about the processing of their personal data. It takes the necessary measures to respond efficiently and promptly to data subjects' requests, putting in place the appropriate organization through the DPOs and internal escalation processes. To the best of our knowledge, all requests from individuals exercising any of their rights have been addressed by the Group entity concerned without this giving rise to sanctions from the supervisory authorities.

To mitigate information system risks, the Group has introduced suitable technical and organizational measures, defined in its internal "Veolia GDPR Security Policy" and adapted by the BUs. These measures ensure a level of security for personal data that is appropriate to the risks at all times. For example, the Group has introduced a "Design and Legal Assessment" process, common to the IS&T, Security, Compliance and Legal Departments, to guarantee proper consistency and the best possible personal data protection by providers of IT tools. This process has enabled the assessment of several hundred IT tools annually (evaluation of the technical architecture, security standards, user experience and legal documents, particularly with regard to the protection of personal data, limitations on corresponding liability and licensing policies, etc.). Through this process, the Group ensures that the suppliers of these tools protect personal data according to the Group's requirements.

In accordance with the applicable regulations and in particular the GDPR, notification of a data breach is made if necessary.

The Group ensures that contracts with its suppliers comply with the GDPR and the laws of countries that are not part of the European Economic Area. Among other things, it has integrated the measures enacted by the European Commission relating to standard contractual clauses for the transfer of personal data to controllers and processors located in third countries.

As part of its compliance internal control, every two years Veolia assesses the application of the data protection rules by the BUs. This assessment process seeks to measure progress with the level of maturity of each BU and their ability to prevent risks of infringement to personal data protection. The results of this assessment are brought to the attention of the Board of Directors. In 2024, the relevant questionnaire was revised, reflecting the commitment to raise requirements in this area.

Under internal rules, breaches of personal data protection rules, if proven, can lead to disciplinary action against the employees at fault.

Lobbying

Veolia actively contributes to discussions, consultations and projects on changes in environmental services management initiated by international, European and French authorities, professional associations, think tanks and NGOs.

Pursuant to applicable regulations, these actions are implemented in the context of its adherence to the Global Compact and within the general framework of the Group's Ethics Guide and in accordance with its Anti-Corruption Code of conduct.

Veolia Environnement is listed on several transparency registers, including:

- the transparency register, the European Commission and European Parliament register of lobbyists (since 2009);
- the lobbying disclosure register in the United States;
- the public digital directory managed by the High Authority for public transparency (HATVP) in France. The Group is also registered in the Senate register in France, which records lobbyists on its own list.

Similarly, lobbying employees (or employees likely to lobby) have been made aware of the two objectives of respecting ethics rules and the duty to declare, in coordination with the Group Compliance Department.

In June 2019, Veolia issued an internal standard on the appropriate conduct of employees who are members of professional associations or participate therein. This procedure aims to ensure that lobbying is performed to the highest prevailing standards.

In accordance with strengthened reporting obligations in France and the extension of the system to include activities conducted with certain local public decision-makers that came into force in July 2022, Veolia adapted its internal system to satisfy its legal obligations in this area. In 2023, the Group expanded its reporting requirements to fully comply with the strengthened reporting framework.

Through these rules and initiatives, the Group is formally committed to adhering and ensuring adherence to the rules adopted by the various countries and institutions to guarantee transparency and compliance for lobbying actions.

Preventing insider trading

To help prevent insider trading, the Company has adopted a Code of conduct for Securities Trading. The Chief Executive Officer and Executive Committee members are deemed to be "permanent insiders" and trading by any of them in the Company's securities is prohibited, except during strictly defined periods and provided that they do not hold material inside information during such periods. These measures also cover so-called "occasional" insiders. The Company's Code of conduct for Securities Trading takes into account changes in regulatory requirements applicable to issuers and their executives and particularly those concerning the compilation and update of a list of named "insiders" and obligations to report transactions in the Company's securities by senior Company executives and closely-related persons.

Sensitive countries

Due to its global footprint, Veolia conducts business in certain countries in respect of which some national authorities and international bodies have issued restrictions. The Group may also have contact with individuals against whom restrictive measures have been issued.

To prevent risks arising from the potential breach of such restrictive measures, Veolia has set up a procedure to ensure the compliance of the Group's activities with prevailing regulations on sanction frameworks.

This procedure requires a prior risk assessment by the Compliance Department of any activity, new or existing, in countries or in connection with persons likely to be affected by sanction frameworks, and subsequent monitoring of validated projects.

Following the EU's adoption of the 14th and 15th packages of sanctions against Russia, the Group has strengthened the application of these rules with regard to its non-European subsidiaries. The measures taken are particularly aimed at dealing more effectively with the risks of circumvention of sanctions.

Finally, as part of the stakeholders' commitment to ecological transformation, the third IRO focuses on the role that suppliers must play in helping to more effectively address Veolia's sustainability matters through the sustainable procurement function.

Note: among the topics covered in ESRS G1 Business Conduct is the respect for animal welfare. This subject has been clearly identified as non-material, as Veolia does not interact with developed animals in the course of its activities. The only use of living creatures is that involving the bacteria used, for example, in sewage treatment plants.

Finally, as part of the stakeholders' commitment to ecological transformation, the third IRO focuses on the role that suppliers must play in helping to more effectively address sustainability matters through the sustainable procurement function.

Management of relationships with suppliers and supply chain

The supply chain is the subject of a detailed presentation in section 4.1.3.2 above.

The supplier charter, available at veolia.com, is always sent during consultations and signed by the partners chosen. It helps engage and make suppliers accountable regarding Veolia procurement principles and standards, including their supply chain. In order to prevent risks linked to compliance with ethical rules, employment law and the environment regulations (human rights, child labour, corruption, etc.), specific sustainable development and anticorruption clauses are systematically included in new contracts or renewed contracts/amendments with suppliers and subcontractors, as well as Veolia's Purpose and the Group's health and safety commitments.

In addition, 2023 was marked by greater use of the Group's high-risk suppliers assessment solution, which was widely adopted in 2022. In addition, Veolia uses an assessment system to measure the CSR performance of its strategic and high-risk suppliers. This involves a documentary audit and the consideration of controversial aspects (current affairs, news, inclusion on an international sanctions list, Politically Exposed Person in a supplier, etc.) by an independent service provider. The analyses are performed by experts and cover 21 criteria across environmental, social (human rights, etc.), ethical (corruption, etc.) and sustainable procurement issues. These assessments are performed during calls for tenders and through annual campaigns. The CSR performance of suppliers is taken into account when assessing bids during calls for tenders, with a weighting of 5% to 20%. The supplier selection grid must include environmental, social and societal criteria.

In accordance with the principles set out in the Veolia Ethics Guide, the Group's suppliers and subcontractors, as well as their employees, have the opportunity to use the Group's whistleblowing channels (see section 4.1.3.5.6 above).

4.1.4.1.3 Security of the information system

Regarding the security of the information system, which is a matter considered to be essential for everyone, Veolia has identified an IRO:

Positive impact	Negative impact	Financial opportunity	Financial risk
G1-ST-2 Cost of remediating a large-scale cyberattack (operational control systems and personal data), associated with image loss			

A large-scale cyber attack targeting operational control systems and personal data can lead to significant remediation costs. These costs include repairing damaged IT systems, recovering lost data, implementing enhanced security measures, and legal and regulatory costs associated with data breaches.

The reputation of the undertaking can be affected, resulting in a loss of confidence on the part of customers, investors and the public. This can result in lower sales, a fall in share price and difficulties in attracting new customers or retaining existing customers. Restoring the brand often requires costly communication campaigns and sustained public relations work.

The undertaking continues to strengthen its IT security, train its staff, and work to restore its reputation. Continuous efforts are needed to ensure the secure collection, processing or storage of information, gain customer trust and stabilize business relationships. Veolia maintains a high level of cybersecurity vigilance to prevent further attacks. The complete restoration of the brand image can also take several years, requiring a continuous commitment to transparency and quality of service.

In summary, the costs and impacts of a large-scale cyber attack are material and require a coordinated and sustained response over multiple time-frames to effectively address damage and prevent future incidents.

The main interactions of this IRO with Veolia's value chain and business model are as follows:

Value chain	Impacted communities like end customers are probably the most common data form. But suppliers and tenders can also be sensitive data.
Business model	Economic and financial performance as well as commercial performance would be affected.

Due to the nature of its businesses and the scope and diversity of its sites, the Group pays close attention to the security of its tangible and intangible property and information systems.

Recent cybersecurity attacks, which have become recurrent worldwide, are increasingly targeting undertakings providing services of vital importance, particularly in the water and energy sectors. These incidents illustrate the current state of the cyber threat. This trend is confirmed by ANSSI (National Agency for Information Systems Security), which, in its cybersecurity outlook document, highlights a constant increase in the level of threat.

A security organization has been implemented from 2013. Led by the Cybersecurity Director, a member of the Group Security Department and in conjunction with the Group's headquarters and local management, it also relies on a network of local correspondents. Cybersecurity managers in all the countries where the Group is present, responsible for implementing the cybersecurity directive issued by the Cybersecurity Director. These correspondents are the main contacts locally for cybersecurity issues, internally (with operational functions and support) and externally with local government agencies involved in cybersecurity activities (e.g. to share, retrieve best practices, alerts and feedback, etc.). The Group's cybersecurity strategy is based on a normative framework with risk reduction and Group business resilience objectives.

At Group level, the Cybersecurity Steering Committee validates and monitors the implementation of the cybersecurity directive. It meets once a month, chaired by the Group's General Counsel and brings together the central departments (finance, risk and insurance, internal control, technical, safety, information systems) and the Cybersecurity Officer. The General Counsel, Security Director and the Cybersecurity Director report more than twice a year to the Group Executive Committee and the Audit and Accounts Committee of the Board of Directors to present the Group's roadmap with regard to risks and cybersecurity strategy and the follow-up of the actions implemented. During these committees, metrics are shared to track phishing campaigns and cyber crisis exercises, alerts from monitoring and supervision services, the program to secure industrial sites, vulnerabilities identified during intrusion tests and vulnerability scans, the evolution of the cyber maturity of the BUs and the cybersecurity budget.

In order to integrate the emergence of risks relating to increasingly connected industrial environments, the Cybersecurity Officer facilitates, together with the Business Support and Performance Director and the Information Systems Director, the Top Critical Industrial Sites program. The objective of this program is to secure the 100 most critical plants in order to protect them to the maximum extent, through support, tools and monitoring. These sites have been identified through a risk-based approach, and their evolution is tracked through a dashboard. This program also responds to geopolitical threats and regulatory developments, such as the NIS2 Directive and the equivalents in other regions.

Cybersecurity policies, including for the industrial sector, are implemented in all Veolia entities under the supervision of the Cybersecurity Director and local cybersecurity managers. To control the application of these policies, annual self-assessments, cross-checks, security reviews and internal audit missions are carried out on the basis of an internal cybersecurity repository called "Fix the basics" in all entities. In addition, audit and assistance missions are carried out by internal or external experts in accordance with international standards (e.g.: ISO, NIST) in the highest risk entities and on the most exposed systems. Action plans approved and validated by the Information Systems Department and the BU director are then defined and implemented. Monitoring and Assistance missions are organized every year to help low-maturity BUs and facilitate the deployment of best cybersecurity practice. The resulting action plans are presented to and monitored by the cybersecurity steering committee. In addition, several Group entities are certified ISO 27001, or equivalent. Regular campaigns for risk analysis and information system technical audits are organized locally by BU and supplemented by the Group cybersecurity department or external experts: vulnerability scans, cyber technical audits, intrusion tests and bug bounty campaigns. As part of the overall risk management strategy, Veolia is also implementing a rigorous process for assessing the cybersecurity of suppliers and analyzing vulnerabilities. This is to ensure the integrity and security of the supply chain.

The cybersecurity roadmap is supplemented by cyber awareness-raising initiatives and training actions, to support users and IT and OT experts across the Group in the implementation of IT hygiene and cybersecurity rules. An awareness-raising program for all employees and a training program for certain specific functions have been defined. These actions are carried out through IT charters disseminating information on best practices in cybersecurity and specific actions, such as specific events during the European Cybersecurity month created by the European Union Agency for Cybersecurity (ENISA) (in October of each year). Awareness-raising and e-learning training sessions are regularly provided and updated. Phishing campaigns are carried out frequently to test employees' cybersecurity reflexes in a fun way, particularly identification and reporting. Finally, cybersecurity crisis exercises are carried out regularly to train management, IT and OT actors, and cybersecurity experts and to test the incident and activity recovery procedures.

In response to the resurgence of cyberattacks, including ransomware attacks, measures for detection and protection of information systems were supported by Endpoint Detection and Response (EDR) and other cyber defense tools and the deployment of a Global Security Operation Center (SOC) system, 24/7, which includes support for industrial incident response, and the Computer Emergency Response Team (CERT), which allows for broader and faster identification and resolution of cyber threats and attempts. This was done within the framework of the cyber defense organization already in place, with several measures, such as: continuous monitoring of cybersecurity threats (for example, CTI), the cybersecurity alert, incident and crisis process, a security team trained and competent in information technology and operational technologies (for example, plants), ensuring Veolia has the ability to respond to cyberattack emergencies.

4.1.4.1.4 Supplier payment terms

Preventing the risk of late payment to suppliers

Veolia pays particular attention to all its stakeholders and in particular its suppliers.

For many years there has been a Group internal policy on the "Procurement" process, implemented locally in each country, which aims to disseminate best practices, streamline the process to ensure payment of invoices within the deadlines contracted with suppliers, comply with local regulations in each country and control risks.

For example, Veolia has implemented:

- ways of improving relations and communications with suppliers with access to information relating to their invoices;
- tools for digitizing supplier invoices;
- regular payment campaigns to reduce processing times;
- and the monitoring and prioritization of the suppliers' aging balance.

In addition, a charter on "good invoicing" is provided and purchase order forms include all the information suppliers need to raise an invoice.

A "procure to pay" project has been launched. In particular, it should help measure supplier payment performance:

- relevance, given the diversity of local regulations, of Group level metrics;
- methods of calculating these metrics.

Veolia needs the conclusions of the Procure to Pay project, specifically regarding the measurement of payment practice performance, before publishing information on this matter. Therefore, for the 2024 fiscal year, Veolia has not disclosed any key performance indicators concerning:

- The average number of days to pay an invoice from the start date of the contractual or legal term of payment;
- The percentage of payments that comply with the standard payment terms;
- The number of legal proceedings pending for late payment.

Finally, a robust and mature internal control framework ensures compliance with the Group's policies.

4.1.5 APPENDICES OF THE SUSTAINABILITY STATEMENT

Disclaimer

This document contains certain statements and other information that constitute forward-looking statements within the meaning of applicable securities laws. These forward-looking statements are not historical data and should not be construed as guarantees that the stated facts and figures will materialize. These forward-looking statements are subject to numerous risks and uncertainties, which are difficult to predict, generally outside the control of the Veolia Group or even unknown, and which may lead to results or events that differ materially from those expressed, implied or anticipated by these forward-looking statements.

Given the significant uncertainties inherent in these forward-looking statements, and even though they reflect the Veolia Group's intentions, they should not be considered an absolute statement or guarantee by the Veolia Group or anyone else, that the Veolia Group will achieve its goals, objectives, aspirations, metrics, plans or targets, and in particular with regard to sustainability issues. Furthermore, it cannot be ruled out that certain statements relating to sustainability issues, whether they relate to the past, present or future, are based on standards still being developed, on internal controls and processes that continue to evolve, or on assumptions that may change in the future.

As such, it is specified that Chapter 4.1 of this document has been prepared in accordance with the regime imposed by European Directive 2022/2464/EU as regards corporate sustainability reporting (the "CSRD"). This document uses certain specific terms that may result in the qualification of certain information or data points as "material" in order to reflect certain specific impacts, risks or opportunities or other issues identified as "material" or "significant" to the Veolia Group or its stakeholders in accordance with such initiatives or standards.

However, these terms as used in this report are distinct from, and should not be confused with, these terms as defined or interpreted under various securities laws and regulations or other laws and regulations, and in particular with regard to Regulation (EU) No. 596/2014 of the European Parliament and of the Council of 16 April 2014 on market abuse, or in the context of financial statements. In particular, for the purposes of the CSRD, these terms are used in the context of double materiality analysis, a concept which applies, for the purposes of the CSRD, a specific standard and regime that are completely distinct from the concepts of materiality referred to in other laws and regulations in force.

The forward-looking statements contained in this document are valid only as of the date of publication.

4.1.5.1 Detailed tables of taxonomy

4.1.5.1.1 Revenue

4.1.5.1.1.1 Proportion of turnover from products or services associated with Taxonomy-aligned economic activities

				Substantial contribution criteria						DNSH criteria ("Does Not Significantly Harm")									
Turnover (1)	Code (2)	Turnover (M€)(3)	Proportion of Turnover, year N (4)	Climate Change Mitigation (5)	Climate Change Adaptation (6)	Water (7)	Pollution (8)	Circular Economy (9)	Biodiversity (10)	Climate Change Mitigation (11)	Climate Change Adaptation (12)	Water (13)	Pollution (14)	Circular Economy (15)	Biodiversity (16)	Minimum Safeguards (17)	Proportion of Taxonomy-aligned (A.1.) or -eligible (A.2.) turnover, year N-1 (18)	Category enabling activity (19)	Category transitional activity (20)
A. TAXONOMY-ELIGIBLE ACTIVITIES																			
A.1 Environmentally sustainable activities (Taxonomy-aligned)																			
Solar Photovoltaïc electricity production	**CCM 4.01**	2	0.0 %	Yes	No	N/EL	N/EL	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.0 %	N/A	N/A
Electricity generation from bioenergy	**CCM 4.08**	248	0.6 %	Yes	No	N/EL	N/EL	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.7 %	N/A	N/A
Transmission and distribution of electricity	**CCM 4.09**	589	1.3 %	Yes	No	N/EL	N/EL	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	1.3 %	H	N/A
Manufacture of biogas and biofuels for use in transport	**CCM 4.13**	0	0.0 %	Yes	No	N/EL	N/EL	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.1 %	N/A	N/A
District heating/cooling distribution	**CCM 4.15**	2,971	6.6 %	Yes	No	N/EL	N/EL	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	6.9 %	N/A	N/A
Cogeneration of heat/cool and power from bioenergy	**CCM 4.20**	249	0.6 %	Yes	No	N/EL	N/EL	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.7 %	N/A	N/A
Production of heat/cool from bioenergy	**CCM 4.24**	60	0.1 %	Yes	No	N/EL	N/EL	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.2 %	N/A	N/A
Production of heat/cool using waste heat	**CCM 4.25**	80	0.2 %	Yes	No	N/EL	N/EL	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.1 %	N/A	N/A
High-efficiency co-generation of heat/cool and power from fossil gaseous fuels	**CCM 4.30**	471	1.1 %	Yes	No	N/EL	N/EL	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.2 %	N/A	T
Production of heat/cool from fossil gaseous fuels in an efficient district heating and cooling system	**CCM 4.31**	151	0.3 %	Yes	No	N/EL	N/EL	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.3 %	N/A	T
Construction, extension and operation of water collection, treatment and supply systems	**CCM 5.01** WTR 2.01	3,716	8.3 %	Yes	No	Yes	N/EL	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	8.4 %	N/A	N/A
Construction, extension and operation of water collection, treatment and supply systems	**CCM 5.01**	773	1.7 %	Yes	No	No	N/EL	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.0 %	N/A	N/A
Renewal of water collection, treatment and supply systems	**CCM 5.02**	0	0.0%	Yes	No	N/EL	N/EL	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.0 %	N/A	N/A
Construction, extension and operation of wastewater collection and treatment	**CCM 5.03** WTR 2.02	989	2.2 %	Yes	No	Yes	N/EL	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	3.0 %	N/A	N/A
Construction, extension and operation of wastewater collection and treatment	**CCM 5.03**	409	0.9 %	Yes	No	No	N/EL	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.0 %	N/A	N/A
Renewal of wastewater systems	**CCM 5.04**	0	0.0 %	Yes	No	N/EL	N/EL	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.0 %	N/A	N/A
Collection and transport of non-hazardous waste in source segregated fractions	**CCM 5.05** CE 2.03	751	1.7 %	Yes	No	N/EL	N/EL	Yes	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	3.8 %	N/A	N/A
Collection and transport of non-hazardous waste in source segregated fractions	**CCM 5.05**	1,060	2.4 %	Yes	No	N/EL	N/EL	No	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.0 %	N/A	N/A
Anaerobic digestion of sewage sludge	**CCM 5.06**	1	0.0 %	Yes	No	N/EL	N/EL	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.0 %	N/A	N/A
Anaerobic digestion of separately collected bio-waste	**CCM 5.07**	37	0.1 %	Yes	No	N/EL	N/EL	No	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.0 %	N/A	N/A

Turnover (1)	Code (2)	Turnover (M€)(3)	Proportion of Turnover, year N (4)	Substantial contribution criteria: Climate Change Mitigation (5)	Climate Change Adaptation (6)	Water (7)	Pollution (8)	Circular Economy (9)	Biodiversity (10)	DNSH criteria ("Does Not Significantly Harm"): Climate Change Mitigation (11)	Climate Change Adaptation (12)	Water (13)	Pollution (14)	Circular Economy (15)	Biodiversity (16)	Minimum Safeguards (17)	Proportion of Taxonomy-aligned (A.1.) or -eligible (A.2.) turnover, year N-1 (18)	Category enabling activity (19)	Category transitional activity (20)
Composting of separately collected bio-waste	**CCM 5.08**	220	0.5 %	Yes	No	N/EL	N/EL	No	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.5 %	N/A	N/A
Material recovery from separately collected non-hazardous waste	**CCM 5.09** CE 2.07	406	0.9 %	Yes	No	N/EL	N/EL	Yes	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	1.3 %	N/A	N/A
Material recovery from separately collected non-hazardous waste	**CCM 5.09**	857	1.9 %	Yes	No	N/EL	N/EL	No	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.0 %	N/A	N/A
Landfill gas capture and utilization	**CCM 5.10**	71	0.2 %	Yes	No	N/EL	N/EL	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.2 %	N/A	N/A
Transport by motorbikes, passenger cars and light commercial vehicles	**CCM 6.05**	0	0.0 %	Yes	N/EL	N/EL	N/EL	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.0 %	N/A	N/A
Renovation of existing buildings	**CCM 7.02**	0	0.0 %	Yes	No	N/EL	N/EL	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.0 %	N/A	T
Installation, maintenance & repair of energy efficiency equipment	**CCM 7.03**	672	1.5 %	Yes	No	N/EL	N/EL	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	1.0 %	H	N/A
Installation, maintenance & repair of charging stations for electric vehicles in buildings	**CCM 7.04**	0	0.0 %	Yes	No	N/EL	N/EL	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.0 %	H	N/A
Installation, maintenance & repair of instruments and devices for measuring, regulation and controlling energy performance of buildings	**CCM 7.05**	7	0.0 %	Yes	No	N/EL	N/EL	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.0 %	H	N/A
Installation, maintenance & repair of renewable energy technologies	**CCM 7.06**	91	0.2 %	Yes	No	N/EL	N/EL	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.2 %	H	N/A
Acquisition and ownership of buildings	**CCM 7.07**	0	0.0 %	Yes	No	N/EL	N/EL	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.0 %	N/A	N/A
Data driven solutions for GHG emissions reductions	**CCM 8.02**	425	1.0 %	Yes	N/EL	N/EL	N/EL	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.8 %	H	N/A
Professional services related to energy performance of buildings	**CCM 9.03**	1,381	3.1 %	Yes	N/EL	N/EL	N/EL	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	3.5 %	H	N/A
Desalination	**CCA 5.13**	15	0.0 %	N/EL	Yes	N/EL	N/EL	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.1 %	H	N/A
Software enabling climate risk management	**CCA 8.04**	0	0.0 %	N/EL	Yes	N/EL	N/EL	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.0 %	N/A	N/A
Consultancy for climate risk management	**CCA 9.03**	0	0.0 %	N/EL	Yes	N/EL	N/EL	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.0 %	N/A	N/A
Manufacture, installation and associated services for leakage control technologies enabling leakage reduction and prevention in water supply systems	**WTR 1.01**	45	0.1 %	N/EL	N/EL	Yes	N/EL	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.1 %	H	N/A
Water supply - operation of an existing water supply system	**WTR 2.01**	0	0.0 %	N/EL	N/EL	Yes	N/EL	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.1 %	N/A	N/A
Urban Waste Water Treatment	**WTR 2.02**	863	1.9 %	N/EL	N/EL	Yes	N/EL	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	1.1 %	N/A	N/A
Sustainable urban drainage systems (SUDS)	**WTR 2.03**	0	0.0 %	N/EL	N/EL	Yes	N/EL	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.0 %	N/A	N/A
Nature based solutions for floods and droughts risks prevention and protection	**WTR 3.01**	1	0.0 %	N/EL	N/EL	Yes	N/EL	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.0 %	N/A	N/A
Phosphorus recovery from waste water	**CE 2.01**	0	0.0 %	N/EL	N/EL	N/EL	N/EL	Yes	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.0 %	N/A	N/A
Production of alternative water resources for purposes other than human consumption	**CE 2.02**	169	0.4 %	N/EL	N/EL	N/EL	N/EL	Yes	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.1 %	N/A	N/A

				Substantial contribution criteria						DNSH criteria ("Does Not Significantly Harm")									
Turnover (1)	**Code (2)**	**Turnover (M€)(3)**	**Proportion of Turnover, year N (4)**	**Climate Change Mitigation (5)**	**Climate Change Adaptation (6)**	**Water (7)**	**Pollution (8)**	**Circular Economy (9)**	**Biodiversity (10)**	**Climate Change Mitigation (11)**	**Climate Change Adaptation (12)**	**Water (13)**	**Pollution (14)**	**Circular Economy (15)**	**Biodiversity (16)**	**Minimum Safeguards (17)**	**Proportion of Taxonomy-aligned (A.1.) or -eligible (A.2.) turnover, year N-1 (18)**	**Category enabling activity (19)**	**Category transitional activity (20)**
Collection and transport of non-hazardous and hazardous waste (Circular economy)	**CE 2.03**	35	0.1 %	N/EL	N/EL	N/EL	N/EL	Yes	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.1 %	N/A	N/A
Treatment of hazardous waste (circular economy)	**CE 2.04**	180	0.4 %	N/EL	N/EL	N/EL	N/EL	Yes	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.3 %	N/A	N/A
Recovery of bio-waste by anaerobic digestion or composting	**CE 2.05**	38	0.1 %	N/EL	N/EL	N/EL	N/EL	Yes	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.0 %	N/A	N/A
Depollution and dismantling of end-of-life products	**CE 2.06**	3	0.0 %	N/EL	N/EL	N/EL	N/EL	Yes	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.0 %	N/A	N/A
Sorting and material recovery of non-hazardous waste	**CE 2.07**	59	0.1 %	N/EL	N/EL	N/EL	N/EL	Yes	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	1.5 %	N/A	N/A
Collection and transport of hazardous waste (Pollution prevention & control)	**PPC 2.01**	529	1.2 %	N/EL	N/EL	N/EL	Yes	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	1.1 %	N/A	N/A
Treatment of HW (pollution prevention)	**PPC 2.02**	882	2.0 %	N/EL	N/EL	N/EL	Yes	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	1.9 %	N/A	N/A
Remediation of contaminated sites and areas	**PPC 2.04**	154	0.3 %	N/EL	N/EL	N/EL	Yes	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.3 %	N/A	N/A
Turnover of environmentally sustainable activities (Taxonomy-aligned) (A.1)		**19,658**	**44.0 %**	**37.3 %**	**0.0 %**	**2.0 %**	**3.5 %**	**1.1 %**	**0.0 %**								**40.2 %**		
Of which enabling		**3,223**	**7.2 %**	**7.1 %**	**0.0 %**	**0.1 %**	**0.0 %**	**0.0 %**	**0.0 %**								**7.1 %**		
Of which transitional		**621**	**1.4 %**	**1.4 %**													**0.6 %**		
A.2 Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)																			
Solar Photovoltaïc electricity production	**CCM 4.01**	0	0.0 %	EL	EL	N/EL	N/EL	N/EL	N/EL								0.0 %		
Electricity generation from bioenergy	**CCM 4.08**	100	0.2 %	EL	EL	N/EL	N/EL	N/EL	N/EL								0.1 %		
Transmission and distribution of electricity	**CCM 4.09**	912	2.0 %	EL	EL	N/EL	N/EL	N/EL	N/EL								2.2 %		
Manufacture of biogas and biofuels for use in transport	**CCM 4.13**	58	0.1 %	EL	EL	N/EL	N/EL	N/EL	N/EL								0.0 %		
District heating/cooling distribution	**CCM 4.15**	232	0.5 %	EL	EL	N/EL	N/EL	N/EL	N/EL								0.7 %		
Cogeneration of heat/cool and power from bioenergy	**CCM 4.20**	28	0.1 %	EL	EL	N/EL	N/EL	N/EL	N/EL								0.1 %		
Production of heat/cool from bioenergy	**CCM 4.24**	3	0.0 %	EL	EL	N/EL	N/EL	N/EL	N/EL								0.0 %		
Production of heat/cool using waste heat	**CCM 4.25**	0	0.0 %	EL	EL	N/EL	N/EL	N/EL	N/EL								0.0 %		
High-efficiency co-generation of heat/cool and power from fossil gaseous fuels	**CCM 4.30**	163	0.4 %	EL	EL	N/EL	N/EL	N/EL	N/EL								1.4 %		
Production of heat/cool from fossil gaseous fuels in an efficient district heating and cooling system	**CCM 4.31**	19	0.0 %	EL	EL	N/EL	N/EL	N/EL	N/EL								0.2 %		
Construction, extension and operation of water collection, treatment and supply systems	**CCM 5.01**	1,372	3.1 %	EL	EL	EL	N/EL	N/EL	N/EL								4.4 %		
Renewal of water collection, treatment and supply systems	**CCM 5.02**	1	0.0 %	EL	EL	N/EL	N/EL	N/EL	N/EL								0.0 %		
Construction, extension and operation of wastewater collection and treatment	**CCM 5.03**	2,374	5.3 %	EL	EL	EL	N/EL	N/EL	N/EL								2.9 %		
Renewal of wastewater systems	**CCM 5.04**	3	0.0 %	EL	EL	N/EL	N/EL	N/EL	N/EL								0.0 %		
Collection and transport of non-hazardous waste in source segregated fractions	**CCM 5.05**	123	0.3 %	EL	EL	N/EL	N/EL	EL	N/EL								0.1 %		
Anaerobic digestion of sewage sludge	**CCM 5.06**	6	0.0 %	EL	EL	N/EL	N/EL	N/EL	N/EL								0.0 %		

				Substantial contribution criteria						DNSH criteria ("Does Not Significantly Harm")									
Turnover (1)	**Code (2)**	**Turnover (M€)(3)**	**Proportion of Turnover, year N (4)**	**Climate Change Mitigation (5)**	**Climate Change Adaptation (6)**	**Water (7)**	**Pollution (8)**	**Circular Economy (9)**	**Biodiversity (10)**	**Climate Change Mitigation (11)**	**Climate Change Adaptation (12)**	**Water (13)**	**Pollution (14)**	**Circular Economy (15)**	**Biodiversity (16)**	**Minimum Safeguards (17)**	**Proportion of Taxonomy-aligned (A.1.) or -eligible (A.2.) turnover, year N-1 (18)**	**Category enabling activity (19)**	**Category transitional activity (20)**
Anaerobic digestion of separately collected bio-waste	**CCM 5.07**	17	0.0 %	EL	EL	N/EL	N/EL	EL	N/EL								0.1 %		
Composting of separately collected bio-waste	**CCM 5.08**	5	0.0 %	EL	EL	N/EL	N/EL	EL	N/EL								0.0 %		
Material recovery from separately collected non-hazardous waste	**CCM 5.09**	117	0.3 %	EL	EL	N/EL	N/EL	EL	N/EL								0.1 %		
Landfill gas capture and utilization	**CCM 5.10**	83	0.2 %	EL	EL	N/EL	N/EL	N/EL	N/EL								0.2 %		
Transport by motorbikes, passenger cars and light commercial vehicles	**CCM 6.05**	0	0.0 %	EL	N/EL	N/EL	N/EL	N/EL	N/EL								0.0 %		
Renovation of existing buildings	**CCM 7.02**	1	0.0 %	EL	EL	N/EL	N/EL	N/EL	N/EL								0.0 %		
Installation, maintenance & repair of energy efficiency equipment	**CCM 7.03**	2	0.0 %	EL	EL	N/EL	N/EL	N/EL	N/EL								0.1 %		
Installation, maintenance & repair of charging stations for electric vehicles in buildings	**CCM 7.04**	0	0.0 %	EL	EL	N/EL	N/EL	N/EL	N/EL								0.0 %		
Installation, maintenance & repair of instruments and devices for measuring, regulation and controlling energy performance of buildings	**CCM 7.05**	0	0.0 %	EL	EL	N/EL	N/EL	N/EL	N/EL								0.0 %		
Installation, maintenance & repair of renewable energy technologies	**CCM 7.06**	1	0.0 %	EL	EL	N/EL	N/EL	N/EL	N/EL								0.0 %		
Acquisition and ownership of buildings	**CCM 7.07**	0	0.0 %	EL	EL	N/EL	N/EL	N/EL	N/EL								0.0 %		
Data driven solutions for GHG emissions reductions	**CCM 8.02**	0	0.0 %	EL	N/EL	N/EL	N/EL	N/EL	N/EL								0.0 %		
Professional services related to energy performance of buildings	**CCM 9.03**	670	1.5 %	EL	N/EL	N/EL	N/EL	N/EL	N/EL								1.4 %		
Desalination	**CCA 5.13**	245	0.5 %	N/EL	EL	N/EL	N/EL	N/EL	N/EL								0.3 %		
Software enabling climate risk management	**CCA 8.04**	0	0.0 %	N/EL	EL	N/EL	N/EL	N/EL	N/EL								0.0 %		
Consultancy for climate risk management	**CCA 9.03**	0	0.0 %	N/EL	EL	N/EL	N/EL	N/EL	N/EL								0.0 %		
Manufacture, installation and associated services for leakage control technologies enabling leakage reduction and prevention in water supply systems	**WTR 1.01**	0	0.0 %	N/EL	N/EL	EL	N/EL	N/EL	N/EL								0.0 %		
Water supply - operation of an existing water supply system	**WTR 2.01**	0	0.0 %	EL	N/EL	EL	N/EL	N/EL	N/EL								0.0 %		
Urban Waste Water Treatment	**WTR 2.02**	0	0.0 %	EL	N/EL	EL	N/EL	N/EL	N/EL								0.5 %		
Sustainable urban drainage systems (SUDS)	**WTR 2.03**	0	0.0 %	N/EL	N/EL	EL	N/EL	N/EL	N/EL								0.0 %		
Nature based solutions for floods and droughts risks prevention and protection	**WTR 3.01**	0	0.0 %	N/EL	N/EL	EL	N/EL	N/EL	N/EL								0.0 %		
Phosphorus recovery from waste water	**CE 2.01**	0	0.0 %	N/EL	N/EL	N/EL	N/EL	EL	N/EL								0.0 %		
Production of alternative water resources for purposes other than human consumption	**CE 2.02**	0	0.0 %	N/EL	N/EL	N/EL	N/EL	EL	N/EL								0.0 %		
Collection and transport of non-hazardous and hazardous waste (Circular economy)	**CE 2.03**	55	0.1 %	N/EL	N/EL	N/EL	N/EL	EL	N/EL								0.1 %		

Turnover (1)	Code (2)	Turnover (M€)(3)	Proportion of Turnover, year N (4)	Substantial contribution criteria: Climate Change Mitigation (5)	Climate Change Adaptation (6)	Water (7)	Pollution (8)	Circular Economy (9)	Biodiversity (10)	DNSH criteria ("Does Not Significantly Harm"): Climate Change Mitigation (11)	Climate Change Adaptation (12)	Water (13)	Pollution (14)	Circular Economy (15)	Biodiversity (16)	Minimum Safeguards (17)	Proportion of Taxonomy-aligned (A.1.) or -eligible (A.2.) turnover, year N-1 (18)	Category enabling activity (19)	Category transitional activity (20)
Treatment of hazardous waste (circular economy)	CE 2.04	336	0.8 %	N/EL	N/EL	N/EL	N/EL	EL	N/EL								1.1 %		
Recovery of bio-waste by anaerobic digestion or composting	CE 2.05	21	0.0 %	N/EL	N/EL	N/EL	N/EL	EL	N/EL								0.0 %		
Depollution and dismantling of end-of-life products	CE 2.06	0	0.0 %	N/EL	N/EL	N/EL	N/EL	EL	N/EL								0.0 %		
Sorting and material recovery of non-hazardous waste	CE 2.07	0	0.0 %	N/EL	N/EL	N/EL	N/EL	EL	N/EL								0.0 %		
Collection and transport of hazardous waste (Pollution prevention & control)	PPC 2.01	668	1.5 %	N/EL	N/EL	N/EL	EL	N/EL	N/EL								1.3 %		
Treatment of HW (pollution prevention)	PPC 2.02	282	0.6 %	N/EL	N/EL	N/EL	EL	N/EL	N/EL								0.4 %		
Remediation of contaminated sites and areas	PPC 2.04	1	0.0 %	N/EL	N/EL	N/EL	EL	N/EL	N/EL								0.1 %		
Turnover of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		**7,897**	**17.7 %**	**14.1 %**	**0.5 %**	**0.0 %**	**2.1 %**	**0.9 %**	**0.0 %**								**17.7 %**		
A. Turnover of Taxonomy-eligible activities (A.1+A.2)		**27,555**	**61.7 %**	**51.4 %**	**0.6 %**	**2.0 %**	**5.6 %**	**2.0 %**	**0.0 %**								**57.9 %**		
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES																			
Turnover of Taxonomy-non-eligible activities		**17,137**	**38.3 %**														**42.1 %**		
Total (A + B)		**44,692**	**100.0 %**														**100.0 %**		

4.1.5.1.1.2 Multi-objective dashboard on revenue

Proportion of Turnover / Total Turnover	Taxonomy- aligned per objective	Eligible per objective
Climate Change Mitigation: CCM	37.3 %	51.4 %
Climate Change Adaptation: CCA	0.0 %	46.4 %
Water and Marine Resources: WTR	12.6 %	23.6 %
Circular Economy: CE	3.7 %	10.0 %
Pollution Prevention and Control: PPC	3.5 %	5.6 %
Biodiversity and ecosystems: BIO	0.0 %	0.0 %

4.1.5.1.2 OpEx

4.1.5.1.2.1 Proportion of OpEx from products or services associated with Taxonomy-aligned economic activities

				Substantial contribution criteria						DNSH criteria ('Does Not Significantly Harm')									
Economic Activities (1)	**Code (2)**	**OpEx (M€) (3)**	**Proportion of OpEx, year N (4)**	**Climate Change Mitigation (5)**	**Climate Change Adaptation (6)**	**Water (7)**	**Pollution (8)**	**Circular Economy (9)**	**Biodiversity (10)**	**Climate Change Mitigation (11)**	**Climate Change Adaptation (12)**	**Water (13)**	**Pollution (14)**	**Circular Economy (15)**	**Biodiversity (16)**	**Minimum Safeguards (17)**	**Proportion of Taxonomy-aligned (A.1.) or -eligible (A.2.) turnover, year N-1 (18)**	**Category enabling activity (19)**	**Category transitional activity (20)**
A. TAXONOMY ELIGIBLE ACTIVITIES																			
A.1 Environmentally sustainable activities (taxonomy-aligned)																			
Solar Photovoltaïc electricity production	**CCM 4.01**	0	0.0 %	Yes	No	N/EL	N/EL	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.0 %	N/A	N/A
Electricity generation from bioenergy	**CCM 4.08**	42	0.4 %	Yes	No	N/EL	N/EL	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.7 %	N/A	N/A
Transmission and distribution of electricity	**CCM 4.09**	57	0.6 %	Yes	No	N/EL	N/EL	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.4 %	H	N/A
Manufacture of biogas and biofuels for use in transport	**CCM 4.13**	0	0.0 %	Yes	No	N/EL	N/EL	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.2 %	N/A	N/A
District heating/cooling distribution	**CCM 4.15**	225	2.3 %	Yes	No	N/EL	N/EL	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	3.2 %	N/A	N/A
Cogeneration of heat/cool and power from bioenergy	**CCM 4.20**	54	0.6 %	Yes	No	N/EL	N/EL	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.6 %	N/A	N/A
Production of heat/cool from bioenergy	**CCM 4.24**	14	0.1 %	Yes	No	N/EL	N/EL	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.2 %	N/A	N/A
Production of heat/cool using waste heat	**CCM 4.25**	24	0.2 %	Yes	No	N/EL	N/EL	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.2 %	N/A	N/A
High-efficiency co-generation of heat/cool and power from fossil gaseous fuels	**CCM 4.30**	102	1.0 %	Yes	No	N/EL	N/EL	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.2 %	N/A	T
Production of heat/cool from fossil gaseous fuels in an efficient district heating and cooling system	**CCM 4.31**	24	0.2 %	Yes	No	N/EL	N/EL	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.5 %	N/A	T
Construction, extension and operation of water collection, treatment and supply systems	**CCM 5.01** WTR 2.01	564	5.8 %	Yes	No	Yes	N/EL	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	5.5 %	N/A	N/A
Construction, extension and operation of water collection, treatment and supply systems	**CCM 5.01**	122	1.2 %	Yes	No	No	N/EL	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.0 %	N/A	N/A
Renewal of water collection, treatment and supply systems	**CCM 5.02**	0	0.0%	Yes	No	N/EL	N/EL	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.0 %	N/A	N/A
Construction, extension and operation of wastewater collection and treatment	**CCM 5.03** WTR 2.02	179	1.8 %	Yes	No	Yes	N/EL	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	2.0 %	N/A	N/A
Construction, extension and operation of wastewater collection and treatment	**CCM 5.03**	60	0.6 %	Yes	No	No	N/EL	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.0 %	N/A	N/A
Renewal of wastewater systems	**CCM 5.04**	0	0.0 %	Yes	No	N/EL	N/EL	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.0 %	N/A	N/A
Collection and transport of non-hazardous waste in source segregated fractions	**CCM 5.05** CE 2.03	211	2.2 %	Yes	No	N/EL	N/EL	Yes	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	3.9 %	N/A	N/A
Collection and transport of non-hazardous waste in source segregated fractions	**CCM 5.05**	179	1.8 %	Yes	No	N/EL	N/EL	No	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.0 %	N/A	N/A
Anaerobic digestion of sewage sludge	**CCM 5.06**	0	0.0 %	Yes	No	N/EL	N/EL	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.0 %	N/A	N/A
Anaerobic digestion of separately collected bio-waste	**CCM 5.07**	21	0.2 %	Yes	No	N/EL	N/EL	No	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.0 %	N/A	N/A
Composting of separately collected bio-waste	**CCM 5.08**	62	0.6 %	Yes	No	N/EL	N/EL	No	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.7 %	N/A	N/A

				Substantial contribution criteria						DNSH criteria ('Does Not Significantly Harm')									
Economic Activities (1)	**Code (2)**	**OpEx (M€) (3)**	**Proportion of OpEx, year N (4)**	**Climate Change Mitigation (5)**	**Climate Change Adaptation (6)**	**Water (7)**	**Pollution (8)**	**Circular Economy (9)**	**Biodiversity (10)**	**Climate Change Mitigation (11)**	**Climate Change Adaptation (12)**	**Water (13)**	**Pollution (14)**	**Circular Economy (15)**	**Biodiversity (16)**	**Minimum Safeguards (17)**	**Proportion of Taxonomy-aligned (A.1.) or -eligible (A.2.) turnover, year N-1 (18)**	**Category enabling activity (19)**	**Category transitional activity (20)**
Material recovery from separately collected non-hazardous waste	**CCM 5.09** CE 2.07	96	1.0 %	Yes	No	N/EL	N/EL	Yes	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	1.6 %	N/A	N/A
Material recovery from separately collected non-hazardous waste	**CCM 5.09**	203	2.1 %	Yes	No	N/EL	N/EL	No	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.0 %	N/A	N/A
Landfill gas capture and utilization	**CCM 5.10**	9	0.1 %	Yes	No	N/EL	N/EL	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.1 %	N/A	N/A
Transport by motorbikes, passenger cars and light commercial vehicles	**CCM 6.05**	0	0.0 %	Yes	N/EL	N/EL	N/EL	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.0 %	N/A	N/A
Renovation of existing buildings	**CCM 7.02**	0	0.0 %	Yes	No	N/EL	N/EL	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.0 %	N/A	T
Installation, maintenance & repair of energy efficiency equipment	**CCM 7.03**	178	1.8 %	Yes	No	N/EL	N/EL	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	1.3 %	H	N/A
Installation, maintenance & repair of charging stations for electric vehicles in buildings	**CCM 7.04**	0	0.0 %	Yes	No	N/EL	N/EL	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.0 %	H	N/A
Installation, maintenance & repair of instruments and devices for measuring, regulation and controlling energy performance of buildings	**CCM 7.05**	2	0.0 %	Yes	No	N/EL	N/EL	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.0 %	H	N/A
Installation, maintenance & repair of renewable energy technologies	**CCM 7.06**	29	0.3 %	Yes	No	N/EL	N/EL	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.4 %	H	N/A
Acquisition and ownership of buildings	**CCM 7.07**	0	0.0 %	Yes	No	N/EL	N/EL	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.0 %	N/A	N/A
Data driven solutions for GHG emissions reductions	**CCM 8.02**	29	0.3 %	Yes	N/EL	N/EL	N/EL	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.3 %	H	N/A
Professional services related to energy performance of buildings	**CCM 9.03**	340	3.5 %	Yes	N/EL	N/EL	N/EL	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	3.7 %	H	N/A
Desalination	**CCA 5.13**	4	0.0 %	N/EL	Yes	N/EL	N/EL	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.1 %	H	N/A
Software enabling climate risk management	**CCA 8.04**	0	0.0 %	N/EL	Yes	N/EL	N/EL	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.0 %	N/A	N/A
Consultancy for climate risk management	**CCA 9.03**	0	0.0 %	N/EL	Yes	N/EL	N/EL	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.0 %	N/A	N/A
Manufacture, installation and associated services for leakage control technologies enabling leakage reduction and prevention in water supply systems	**WTR 1.01**	14	0.1 %	N/EL	N/EL	Yes	N/EL	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.1 %	H	N/A
Water supply - operation of an existing water supply system	**WTR 2.01**	0	0.0 %	N/EL	N/EL	Yes	N/EL	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.1 %	N/A	N/A
Urban Waste Water Treatment	**WTR 2.02**	152	1.6 %	N/EL	N/EL	Yes	N/EL	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	1.1 %	N/A	N/A
Sustainable urban drainage systems (SUDS)	**WTR 2.03**	0	0.0 %	N/EL	N/EL	Yes	N/EL	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.0 %	N/A	N/A
Nature based solutions for floods and droughts risks prevention and protection	**WTR 3.01**	0	0.0 %	N/EL	N/EL	Yes	N/EL	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.0 %	N/A	N/A
Phosphorus recovery from waste water	**CE 2.01**	0	0.0 %	N/EL	N/EL	N/EL	N/EL	Yes	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.0 %	N/A	N/A
Production of alternative water resources for purposes other than human consumption	**CE 2.02**	16	0.2 %	N/EL	N/EL	N/EL	N/EL	Yes	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.1 %	N/A	N/A
Collection and transport of non-hazardous and hazardous waste (Circular economy)	**CE 2.03**	7	0.1 %	N/EL	N/EL	N/EL	N/EL	Yes	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.1 %	N/A	N/A

Economic Activities (1)	Code (2)	OpEx (M€) (3)	Proportion of OpEx, year N (4)	Substantial contribution criteria						DNSH criteria ('Does Not Significantly Harm')							Proportion of Taxonomy-aligned (A.1.) or -eligible (A.2.) turnover, year N-1 (18)	Category enabling activity (19)	Category transitional activity (20)
				Climate Change Mitigation (5)	Climate Change Adaptation (6)	Water (7)	Pollution (8)	Circular Economy (9)	Biodiversity (10)	Climate Change Mitigation (11)	Climate Change Adaptation (12)	Water (13)	Pollution (14)	Circular Economy (15)	Biodiversity (16)	Minimum Safeguards (17)			
Treatment of hazardous waste (circular economy)	CE 2.04	43	0.4 %	N/EL	N/EL	N/EL	N/EL	Yes	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.4 %	N/A	N/A
Recovery of bio-waste by anaerobic digestion or composting	CE 2.05	10	0.1 %	N/EL	N/EL	N/EL	N/EL	Yes	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.0 %	N/A	N/A
Depollution and dismantling of end-of-life products	CE 2.06	1	0.0 %	N/EL	N/EL	N/EL	N/EL	Yes	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.1 %	N/A	N/A
Sorting and material recovery of non-hazardous waste	CE 2.07	17	0.2 %	N/EL	N/EL	N/EL	N/EL	Yes	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	1.8 %	N/A	N/A
Collection and transport of hazardous waste (Pollution prevention & control)	PPC 2.01	150	1.5 %	N/EL	N/EL	N/EL	Yes	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	1.4 %	N/A	N/A
Treatment of HW (pollution prevention)	PPC 2.02	264	2.7 %	N/EL	N/EL	N/EL	Yes	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	2.6 %	N/A	N/A
Remediation of contaminated sites and areas	PPC 2.04	48	0.5 %	N/EL	N/EL	N/EL	Yes	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.5 %	N/A	N/A
OpEx of environmentally sustainable activities (Taxonomy-aligned) (A.1)		**3,550**	**36.3 %**	**28.9 %**	**0.0 %**	**1.7 %**	**4.7 %**	**1.0 %**	**0.0 %**								**34.3 %**		
Of which enabling		**652**	**6.7 %**	**6.5 %**	**0.0 %**	**0.1 %**	**0.0 %**	**0.0 %**	**0.0 %**								**1.4 %**		
Of which transitional		**125**	**1.3 %**	**1.3 %**													**0.2 %**		
A.2 Taxonomy-eligible but not environmentaly sustainable activities (not taxonomy-aligned activities)																			
Solar Photovoltaïc electricity production	CCM 4.01	0	0.0 %	EL	EL	N/EL	N/EL	N/EL	N/EL								0.0 %		
Electricity generation from bioenergy	CCM 4.08	22	0.2 %	EL	EL	N/EL	N/EL	N/EL	N/EL								0.1 %		
Transmission and distribution of electricity	CCM 4.09	219	2.2 %	EL	EL	N/EL	N/EL	N/EL	N/EL								2.5 %		
Manufacture of biogas and biofuels for use in transport	CCM 4.13	19	0.2 %	EL	EL	N/EL	N/EL	N/EL	N/EL								0.0 %		
District heating/cooling distribution	CCM 4.15	22	0.2 %	EL	EL	N/EL	N/EL	N/EL	N/EL								0.3 %		
Cogeneration of heat/cool and power from bioenergy	CCM 4.20	8	0.1 %	EL	EL	N/EL	N/EL	N/EL	N/EL								0.1 %		
Production of heat/cool from bioenergy	CCM 4.24	0	0.0 %	EL	EL	N/EL	N/EL	N/EL	N/EL								0.0 %		
Production of heat/cool using waste heat	CCM 4.25	0	0.0 %	EL	EL	N/EL	N/EL	N/EL	N/EL								0.0 %		
High-efficiency co-generation of heat/cool and power from fossil gaseous fuels	CCM 4.30	21	0.2 %	EL	EL	N/EL	N/EL	N/EL	N/EL								1.6 %		
Production of heat/cool from fossil gaseous fuels in an efficient district heating and cooling system	CCM 4.31	5	0.1 %	EL	EL	N/EL	N/EL	N/EL	N/EL								0.2 %		
Construction, extension and operation of water collection, treatment and supply systems	CCM 5.01	249	2.5 %	EL	EL	EL	N/EL	N/EL	N/EL								4.1 %		
Renewal of water collection, treatment and supply systems	CCM 5.02	0	0.0 %	EL	EL	N/EL	N/EL	N/EL	N/EL								0.0 %		
Construction, extension and operation of wastewater collection and treatment	CCM 5.03	343	3.5 %	EL	EL	EL	N/EL	N/EL	N/EL								3.1 %		
Renewal of wastewater systems	CCM 5.04	1	0.0 %	EL	EL	N/EL	N/EL	N/EL	N/EL								0.0 %		
Collection and transport of non-hazardous waste in source segregated fractions	CCM 5.05	28	0.3 %	EL	EL	N/EL	N/EL	EL	N/EL								0.1 %		
Anaerobic digestion of sewage sludge	CCM 5.06	2	0.0 %	EL	EL	N/EL	N/EL	N/EL	N/EL								0.0 %		
Anaerobic digestion of separately collected bio-waste	CCM 5.07	6	0.1 %	EL	EL	N/EL	N/EL	EL	N/EL								0.1 %		

				Substantial contribution criteria						DNSH criteria ('Does Not Significantly Harm')									
Economic Activities (1)	Code (2)	OpEx (M€) (3)	Proportion of OpEx, year N (4)	Climate Change Mitigation (5)	Climate Change Adaptation (6)	Water (7)	Pollution (8)	Circular Economy (9)	Biodiversity (10)	Climate Change Mitigation (11)	Climate Change Adaptation (12)	Water (13)	Pollution (14)	Circular Economy (15)	Biodiversity (16)	Minimum Safeguards (17)	Proportion of Taxonomy-aligned (A.1.) or -eligible (A.2.) turnover, year N-1 (18)	Category enabling activity (19)	Category transitional activity (20)
Composting of separately collected bio-waste	**CCM 5.08**	3	0.0 %	EL	EL	N/EL	N/EL	EL	N/EL								0.0 %		
Material recovery from separately collected non-hazardous waste	**CCM 5.09**	43	0.4 %	EL	EL	N/EL	N/EL	EL	N/EL								0.1 %		
Landfill gas capture and utilization	**CCM 5.10**	21	0.2 %	EL	EL	N/EL	N/EL	N/EL	N/EL								0.2 %		
Transport by motorbikes, passenger cars and light commercial vehicles	**CCM 6.05**	0	0.0 %	EL	N/EL	N/EL	N/EL	N/EL	N/EL								0.0 %		
Renovation of existing buildings	**CCM 7.02**	0	0.0 %	EL	EL	N/EL	N/EL	N/EL	N/EL								0.0 %		
Installation, maintenance & repair of energy efficiency equipment	**CCM 7.03**	7	0.1 %	EL	EL	N/EL	N/EL	N/EL	N/EL								0.1 %		
Installation, maintenance & repair of charging stations for electric vehicles in buildings	**CCM 7.04**	0	0.0 %	EL	EL	N/EL	N/EL	N/EL	N/EL								0.0 %		
Installation, maintenance & repair of instruments and devices for measuring, regulation and controlling energy performance of buildings	**CCM 7.05**	0	0.0 %	EL	EL	N/EL	N/EL	N/EL	N/EL								0.0 %		
Installation, maintenance & repair of renewable energy technologies	**CCM 7.06**	0	0.0 %	EL	EL	N/EL	N/EL	N/EL	N/EL								0.0 %		
Acquisition and ownership of buildings	**CCM 7.07**	0	0.0 %	EL	EL	N/EL	N/EL	N/EL	N/EL								0.0 %		
Data driven solutions for GHG emissions reductions	**CCM 8.02**	0	0.0 %	EL	N/EL	N/EL	N/EL	N/EL	N/EL								0.0 %		
Professional services related to energy performance of buildings	**CCM 9.03**	96	1.0 %	EL	N/EL	N/EL	N/EL	N/EL	N/EL								1.4 %		
Desalination	**CCA 5.13**	35	0.4 %	N/EL	EL	N/EL	N/EL	N/EL	N/EL								0.4 %		
Software enabling climate risk management	**CCA 8.04**	0	0.0 %	N/EL	EL	N/EL	N/EL	N/EL	N/EL								0.0 %		
Consultancy for climate risk management	**CCA 9.03**	0	0.0 %	N/EL	EL	N/EL	N/EL	N/EL	N/EL								0.0 %		
Manufacture, installation and associated services for leakage control technologies enabling leakage reduction and prevention in water supply systems	**WTR 1.01**	0	0.0 %	N/EL	N/EL	EL	N/EL	N/EL	N/EL								0.0 %		
Water supply - operation of an existing water supply system	**WTR 2.01**	0	0.0 %	EL	N/EL	EL	N/EL	N/EL	N/EL								0.0 %		
Urban Waste Water Treatment	**WTR 2.02**	0	0.0 %	EL	N/EL	EL	N/EL	N/EL	N/EL								0.6 %		
Sustainable urban drainage systems (SUDS)	**WTR 2.03**	0	0.0 %	N/EL	N/EL	EL	N/EL	N/EL	N/EL								0.0 %		
Nature based solutions for floods and droughts risks prevention and protection	**WTR 3.01**	0	0.0 %	N/EL	N/EL	EL	N/EL	N/EL	N/EL								0.0 %		
Phosphorus recovery from waste water	**CE 2.01**	0	0.0 %	N/EL	N/EL	N/EL	N/EL	EL	N/EL								0.0 %		
Production of alternative water resources for purposes other than human consumption	**CE 2.02**	0	0.0 %	N/EL	N/EL	N/EL	N/EL	EL	N/EL								0.1 %		
Collection and transport of non-hazardous and hazardous waste (Circular economy)	**CE 2.03**	20	0.2 %	N/EL	N/EL	N/EL	N/EL	EL	N/EL								0.1 %		
Treatment of hazardous waste (circular economy)	**CE 2.04**	59	0.6 %	N/EL	N/EL	N/EL	N/EL	EL	N/EL								0.9 %		

				Substantial contribution criteria						DNSH criteria ('Does Not Significantly Harm')									
Economic Activities (1)	**Code (2)**	**OpEx (M€) (3)**	**Proportion of OpEx, year N (4)**	**Climate Change Mitigation (5)**	**Climate Change Adaptation (6)**	**Water (7)**	**Pollution (8)**	**Circular Economy (9)**	**Biodiversity (10)**	**Climate Change Mitigation (11)**	**Climate Change Adaptation (12)**	**Water (13)**	**Pollution (14)**	**Circular Economy (15)**	**Biodiversity (16)**	**Minimum Safeguards (17)**	**Proportion of Taxonomy-aligned (A.1.) or -eligible (A.2.) turnover, year N-1 (18)**	**Category enabling activity (19)**	**Category transitional activity (20)**
Recovery of bio-waste by anaerobic digestion or composting	**CE 2.05**	5	0.0 %	N/EL	N/EL	N/EL	N/EL	EL	N/EL								0.1 %		
Depollution and dismantling of end-of-life products	**CE 2.06**	0	0.0 %	N/EL	N/EL	N/EL	N/EL	EL	N/EL								0.0 %		
Sorting and material recovery of non-hazardous waste	**CE 2.07**	0	0.0 %	N/EL	N/EL	N/EL	N/EL	EL	N/EL								0.1 %		
Collection and transport of hazardous waste (Pollution prevention & control)	**PPC 2.01**	151	1.5 %	N/EL	N/EL	N/EL	EL	N/EL	N/EL								1.4 %		
Treatment of HW (pollution prevention)	**PPC 2.02**	72	0.7 %	N/EL	N/EL	N/EL	EL	N/EL	N/EL								0.4 %		
Remediation of contaminated sites and areas	**PPC 2.04**	0	0.0 %	N/EL	N/EL	N/EL	EL	N/EL	N/EL								0.2 %		
OpEx of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		**1,457**	**14.9 %**	**11.4 %**	**0.4 %**	**0.0 %**	**2.3 %**	**0.9 %**	**0.0 %**								**18.3 %**		
OpEx of Taxonomy eligible activities (A.1+A.2)		**5,006**	**51.3 %**	**40.3 %**	**0.4 %**	**1.7 %**	**7.0 %**	**1.8 %**	**0.0 %**								**52.6 %**		
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES																			
OpEx of Taxonomy-non-eligible activities		**4,761**	**48.7 %**														**47.4 %**		
Total (A + B)		**9,768**	**100.0 %**														**100.0 %**		

4.1.5.1.2.2 Multi-objective dashboard on OpEx

Proportion of OPEX / Total OPEX	Taxonomy- aligned per objective	Eligible per objective
Climate Change Mitigation: CCM	28.9 %	40.3 %
Climate Change Adaptation: CCA	0.0 %	35.9 %
Water and Marine Resources: WTR	9.3 %	17.2 %
Circular Economy: CE	4.1 %	10.5 %
Pollution Prevention and Control: PPC	4.7 %	7.0 %
Biodiversity and ecosystems: BIO	0.0 %	0.0 %

4.1.5.1.3 CapEx

4.1.5.1.3.1 Proportion of CapEx from products or services associated with Taxonomy-aligned economic activities

Economic Activities (1)	Code (2)	CapEx (M€) (3)	Proportion of CapEx, year N (4)	Substantial contribution criteria: Climate Change Mitigation (5)	Climate Change Adaptation (6)	Water (7)	Pollution (8)	Circular Economy (9)	Biodiversity (10)	DNSH criteria ("Does Not Significantly Harm"): Climate Change Mitigation (11)	Climate Change Adaptation (12)	Water (13)	Pollution (14)	Circular Economy (15)	Biodiversity (16)	Minimum Safeguards (17)	Proportion of Taxonomy-aligned (A.1.) or -eligible (A.2.) turnover, year N-1 (18)	Category enabling activity (19)	Category transitional activity (20)
A. TAXONOMY-ELIGIBLE ACTIVITIES																			
A.1 Environmentally sustainable activities (Taxonomy-aligned)																			
Solar Photovoltaïc electricity production	**CCM 4.01**	2	0.0 %	Yes	No	N/EL	N/EL	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.1 %	N/A	N/A
Electricity generation from bioenergy	**CCM 4.08**	78	1.9 %	Yes	No	N/EL	N/EL	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.9 %	N/A	N/A
Transmission and distribution of electricity	**CCM 4.09**	22	0.6 %	Yes	No	N/EL	N/EL	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.6 %	H	N/A
Manufacture of biogas and biofuels for use in transport	**CCM 4.13**	0	0.0 %	Yes	No	N/EL	N/EL	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.0 %	N/A	N/A
District heating/cooling distribution	**CCM 4.15**	269	6.6 %	Yes	No	N/EL	N/EL	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	5.0 %	N/A	N/A
Cogeneration of heat/cool and power from bioenergy	**CCM 4.20**	32	0.8 %	Yes	No	N/EL	N/EL	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.6 %	N/A	N/A
Production of heat/cool from bioenergy	**CCM 4.24**	11	0.3 %	Yes	No	N/EL	N/EL	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.6 %	N/A	N/A
Production of heat/cool using waste heat	**CCM 4.25**	1	0.0 %	Yes	No	N/EL	N/EL	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.7 %	N/A	N/A
High-efficiency co-generation of heat/cool and power from fossil gaseous fuels	**CCM 4.30**	60	1.5 %	Yes	No	N/EL	N/EL	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	2.2 %	N/A	T
Production of heat/cool from fossil gaseous fuels in an efficient district heating and cooling system	**CCM 4.31**	2	0.0 %	Yes	No	N/EL	N/EL	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.1 %	N/A	T
Construction, extension and operation of water collection, treatment and supply systems	**CCM 5.01** WTR 2.01	232	5.7 %	Yes	No	Yes	N/EL	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	8.0 %	N/A	N/A
Construction, extension and operation of water collection, treatment and supply systems	**CCM 5.01**	173	4.3 %	Yes	No	No	N/EL	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.0 %	N/A	N/A
Renewal of water collection, treatment and supply systems	**CCM 5.02**	0	0.0 %	Yes	No	N/EL	N/EL	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.0 %	N/A	N/A
Construction, extension and operation of wastewater collection and treatment	**CCM 5.03** WTR 2.02	65	1.6 %	Yes	No	Yes	N/EL	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	5.8 %	N/A	N/A
Construction, extension and operation of wastewater collection and treatment	**CCM 5.03**	15	0.4 %	Yes	No	No	N/EL	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.0 %	N/A	N/A
Renewal of wastewater systems	**CCM 5.04**	30	0.7 %	Yes	No	N/EL	N/EL	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.0 %	N/A	N/A
Collection and transport of non-hazardous waste in source segregated fractions	**CCM 5.05** CE 2.03	46	1.1 %	Yes	No	N/EL	N/EL	Yes	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	2.5 %	N/A	N/A
Collection and transport of non-hazardous waste in source segregated fractions	**CCM 5.05**	48	1.2 %	Yes	No	N/EL	N/EL	No	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.0 %	N/A	N/A
Anaerobic digestion of sewage sludge	**CCM 5.06**	0	0.0 %	Yes	No	N/EL	N/EL	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.0 %	N/A	N/A
Anaerobic digestion of separately collected bio-waste	**CCM 5.07**	2	0.1 %	Yes	No	N/EL	N/EL	No	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.0 %	N/A	N/A
Composting of separately collected bio-waste	**CCM 5.08**	33	0.8 %	Yes	No	N/EL	N/EL	No	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.6 %	N/A	N/A

Economic Activities (1)	Code (2)	CapEx (M€) (3)	Proportion of CapEx, year N (4)	Substantial contribution criteria						DNSH criteria ("Does Not Significantly Harm")									
				Climate Change Mitigation (5)	Climate Change Adaptation (6)	Water (7)	Pollution (8)	Circular Economy (9)	Biodiversity (10)	Climate Change Mitigation (11)	Climate Change Adaptation (12)	Water (13)	Pollution (14)	Circular Economy (15)	Biodiversity (16)	Minimum Safeguards (17)	Proportion of Taxonomy-aligned (A.1.) or -eligible (A.2.) turnover, year N-1 (18)	Category enabling activity (19)	Category transitional activity (20)
Material recovery from separately collected non-hazardous waste	**CCM 5.09** CE 2.07	52	1.3	Yes	No	N/EL	N/EL	Yes	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	4.1 %	N/A	N/A
Material recovery from separately collected non-hazardous waste	**CCM 5.09**	140	3.5 %	Yes	No	N/EL	N/EL	No	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.0 %	N/A	N/A
Landfill gas capture and utilization	**CCM 5.10**	4	0.1 %	Yes	No	N/EL	N/EL	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.1 %	N/A	N/A
Transport by motorbikes, passenger cars and light commercial vehicles	**CCM 6.05**	1	0.0 %	Yes	N/EL	N/EL	N/EL	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.3 %	N/A	N/A
Renovation of existing buildings	**CCM 7.02**	0	0.0 %	Yes	No	N/EL	N/EL	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.0 %	N/A	T
Installation, maintenance & repair of energy efficiency equipment	**CCM 7.03**	5	0.1 %	Yes	No	N/EL	N/EL	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.0 %	H	N/A
Installation, maintenance & repair of charging stations for electric vehicles in buildings	**CCM 7.04**	0	0.0 %	Yes	No	N/EL	N/EL	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.0 %	H	N/A
Installation, maintenance & repair of instruments and devices for measuring, regulation and controlling energy performance of buildings	**CCM 7.05**	0	0.0 %	Yes	No	N/EL	N/EL	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.0 %	H	N/A
Installation, maintenance & repair of renewable energy technologies	**CCM 7.06**	4	0.1 %	Yes	No	N/EL	N/EL	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.1 %	H	N/A
Acquisition and ownership of buildings	**CCM 7.07**	39	1.0 %	Yes	No	N/EL	N/EL	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.4 %	N/A	N/A
Data driven solutions for GHG emissions reductions	**CCM 8.02**	6	0.1 %	Yes	N/EL	N/EL	N/EL	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.0 %	H	N/A
Professional services related to energy performance of buildings	**CCM 9.03**	39	1.0 %	Yes	N/EL	N/EL	N/EL	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	1.8 %	H	N/A
Desalination	**CCA 5.13**	0	0.0 %	N/EL	Yes	N/EL	N/EL	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.0 %	H	N/A
Software enabling climate risk management	**CCA 8.04**	0	0.0 %	N/EL	Yes	N/EL	N/EL	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.0 %	N/A	N/A
Consultancy for climate risk management	**CCA 9.03**	0	0.0 %	N/EL	Yes	N/EL	N/EL	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.0 %	N/A	N/A
Manufacture, installation and associated services for leakage control technologies enabling leakage reduction and prevention in water supply systems	**WTR 1.01**	4	0.1 %	N/EL	N/EL	Yes	N/EL	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.1 %	H	N/A
Water supply - operation of an existing water supply system	**WTR 2.01**	0	0.0 %	N/EL	N/EL	Yes	N/EL	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.0 %	N/A	N/A
Urban Waste Water Treatment	**WTR 2.02**	101	2.5 %	N/EL	N/EL	Yes	N/EL	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.5 %	N/A	N/A
Sustainable urban drainage systems (SUDS)	**WTR 2.03**	0	0.0 %	N/EL	N/EL	Yes	N/EL	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.0 %	N/A	N/A
Nature based solutions for floods and droughts risks prevention and protection	**WTR 3.01**	0	0.0 %	N/EL	N/EL	Yes	N/EL	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.0 %	N/A	N/A
Phosphorus recovery from waste water	**CE 2.01**	0	0.0 %	N/EL	N/EL	N/EL	N/EL	Yes	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.0 %	N/A	N/A
Production of alternative water resources for purposes other than human consumption	**CE 2.02**	1	0.0 %	N/EL	N/EL	N/EL	N/EL	Yes	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.1 %	N/A	N/A
Collection and transport of non-hazardous and hazardous waste (Circular economy)	**CE 2.03**	2	0.0 %	N/EL	N/EL	N/EL	N/EL	Yes	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.0 %	N/A	N/A

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				Substantial contribution criteria						DNSH criteria ("Does Not Significantly Harm")									
Economic Activities (1)	Code (2)	CapEx (M€) (3)	Proportion of CapEx, year N (4)	Climate Change Mitigation (5)	Climate Change Adaptation (6)	Water (7)	Pollution (8)	Circular Economy (9)	Biodiversity (10)	Climate Change Mitigation (11)	Climate Change Adaptation (12)	Water (13)	Pollution (14)	Circular Economy (15)	Biodiversity (16)	Minimum Safeguards (17)	Proportion of Taxonomy-aligned (A.1.) or -eligible (A.2.) turnover, year N-1 (18)	Category enabling activity (19)	Category transitional activity (20)
Treatment of hazardous waste (circular economy)	**CE 2.04**	46	1.1 %	N/EL	N/EL	N/EL	N/EL	Yes	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	1.4 %	N/A	N/A
Recovery of bio-waste by anaerobic digestion or composting	**CE 2.05**	3	0.1 %	N/EL	N/EL	N/EL	N/EL	Yes	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.0 %	N/A	N/A
Depollution and dismantling of end-of-life products	**CE 2.06**	2	0.1 %	N/EL	N/EL	N/EL	N/EL	Yes	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.0 %	N/A	N/A
Sorting and material recovery of non-hazardous waste	**CE 2.07** CCM 5.09	4	0.1 %	N/EL	N/EL	N/EL	N/EL	Yes	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	1.3 %	N/A	N/A
Collection and transport of hazardous waste (Pollution prevention & control)	**PPC 2.01**	27	0.7 %	N/EL	N/EL	N/EL	Yes	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.9 %	N/A	N/A
Treatment of HW (pollution prevention)	**PPC 2.02**	217	5.4 %	N/EL	N/EL	N/EL	Yes	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	5.6 %	N/A	N/A
Remediation of contaminated sites and areas	**PPC 2.04**	6	0.1 %	N/EL	N/EL	N/EL	Yes	N/EL	N/EL	Yes	Yes	Yes	Yes	Yes	Yes	Yes	0.2 %	N/A	N/A
CapEx of environmentally sustainable activities (Taxonomy-aligned) (A.1)		**1,820**	**44.9 %**	**34.8 %**	**0.0 %**	**2.6 %**	**6.2 %**	**1.4 %**	**0.0 %**								**44.5 %**		
Of which enabling		**80**	**2.0 %**	**1.9 %**	**0.0 %**	**0.1 %**	**0.0 %**	**0.0 %**	**0.0 %**								**2.6 %**		
Of which transitional		**61**	**1.5 %**	**1.5 %**													**2.3 %**		
A.2 Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)																			
Solar Photovoltaïc electricity production	**CCM 4.01**	0	0.0 %	EL	EL	N/EL	N/EL	N/EL	N/EL								0.0 %		
Electricity generation from bioenergy	**CCM 4.08**	1	0.0 %	EL	EL	N/EL	N/EL	N/EL	N/EL								0.0 %		
Transmission and distribution of electricity	**CCM 4.09**	10	0.2 %	EL	EL	N/EL	N/EL	N/EL	N/EL								2.9 %		
Manufacture of biogas and biofuels for use in transport	**CCM 4.13**	3	0.1 %	EL	EL	N/EL	N/EL	N/EL	N/EL								0.0 %		
District heating/cooling distribution	**CCM 4.15**	11	0.3 %	EL	EL	N/EL	N/EL	N/EL	N/EL								0.6 %		
Cogeneration of heat/cool and power from bioenergy	**CCM 4.20**	0	0.0 %	EL	EL	N/EL	N/EL	N/EL	N/EL								0.1 %		
Production of heat/cool from bioenergy	**CCM 4.24**	0	0.0 %	EL	EL	N/EL	N/EL	N/EL	N/EL								0.0 %		
Production of heat/cool using waste heat	**CCM 4.25**	3	0.1 %	EL	EL	N/EL	N/EL	N/EL	N/EL								0.4 %		
High-efficiency co-generation of heat/cool and power from fossil gaseous fuels	**CCM 4.30**	5	0.1 %	EL	EL	N/EL	N/EL	N/EL	N/EL								0.2 %		
Production of heat/cool from fossil gaseous fuels in an efficient district heating and cooling system	**CCM 4.31**	0	0.0 %	EL	EL	N/EL	N/EL	N/EL	N/EL								0.0 %		
Construction, extension and operation of water collection, treatment and supply systems	**CCM 5.01**	460	11.4 %	EL	EL	EL	N/EL	N/EL	N/EL								12.0 %		
Renewal of water collection, treatment and supply systems	**CCM 5.02**	47	1.2 %	EL	EL	N/EL	N/EL	N/EL	N/EL								0.0 %		
Construction, extension and operation of wastewater collection and treatment	**CCM 5.03**	106	2.6 %	EL	EL	EL	N/EL	N/EL	N/EL								2.3 %		
Renewal of wastewater systems	**CCM 5.04**	0	0.0 %	EL	EL	N/EL	N/EL	N/EL	N/EL								0.0 %		
Collection and transport of non-hazardous waste in source segregated fractions	**CCM 5.05**	8	0.2 %	EL	EL	N/EL	N/EL	EL	N/EL								0.0 %		
Anaerobic digestion of sewage sludge	**CCM 5.06**	0	0.0 %	EL	EL	N/EL	N/EL	N/EL	N/EL								0.0 %		

Economic Activities (1)	Code (2)	CapEx (M€) (3)	Proportion of CapEx, year N (4)	Substantial contribution criteria						DNSH criteria ("Does Not Significantly Harm")									
				Climate Change Mitigation (5)	Climate Change Adaptation (6)	Water (7)	Pollution (8)	Circular Economy (9)	Biodiversity (10)	Climate Change Mitigation (11)	Climate Change Adaptation (12)	Water (13)	Pollution (14)	Circular Economy (15)	Biodiversity (16)	Minimum Safeguards (17)	Proportion of Taxonomy-aligned (A.1.) or -eligible (A.2.) turnover, year N-1 (18)	Category enabling activity (19)	Category transitional activity (20)
Anaerobic digestion of separately collected bio-waste	CCM 5.07	0	0.0 %	EL	EL	N/EL	N/EL	EL	N/EL								0.0 %		
Composting of separately collected bio-waste	CCM 5.08	0	0.0 %	EL	EL	N/EL	N/EL	EL	N/EL								0.0 %		
Material recovery from separately collected non-hazardous waste	CCM 5.09	14	0.4 %	EL	EL	N/EL	N/EL	EL	N/EL								0.2 %		
Landfill gas capture and utilization	CCM 5.10	9	0.2 %	EL	EL	N/EL	N/EL	N/EL	N/EL								0.0 %		
Transport by motorbikes, passenger cars and light commercial vehicles	CCM 6.05	0	0.0 %	EL	N/EL	N/EL	N/EL	N/EL	N/EL								2.6 %		
Renovation of existing buildings	CCM 7.02	0	0.0 %	EL	EL	N/EL	N/EL	N/EL	N/EL								0.0 %		
Installation, maintenance & repair of energy efficiency equipment	CCM 7.03	0	0.0 %	EL	EL	N/EL	N/EL	N/EL	N/EL								0.0 %		
Installation, maintenance & repair of charging stations for electric vehicles in buildings	CCM 7.04	0	0.0 %	EL	EL	N/EL	N/EL	N/EL	N/EL								0.0 %		
Installation, maintenance & repair of instruments and devices for measuring, regulation and controlling energy performance of buildings	CCM 7.05	0	0.0 %	EL	EL	N/EL	N/EL	N/EL	N/EL								0.0 %		
Installation, maintenance & repair of renewable energy technologies	CCM 7.06	2	0.0 %	EL	EL	N/EL	N/EL	N/EL	N/EL								0.0 %		
Acquisition and ownership of buildings	CCM 7.07	13	0.3 %	EL	EL	N/EL	N/EL	N/EL	N/EL								5.3 %		
Data driven solutions for GHG emissions reductions	CCM 8.02	0	0.0 %	EL	N/EL	N/EL	N/EL	N/EL	N/EL								0.0 %		
Professional services related to energy performance of buildings	CCM 9.03	11	0.3 %	EL	N/EL	N/EL	N/EL	N/EL	N/EL								0.6 %		
Desalination	CCA 5.13	0	0.0 %	N/EL	EL	N/EL	N/EL	N/EL	N/EL								0.0 %		
Software enabling climate risk management	CCA 8.04	0	0.0 %	N/EL	EL	N/EL	N/EL	N/EL	N/EL								0.0 %		
Consultancy for climate risk management	CCA 9.03	0	0.0 %	N/EL	EL	N/EL	N/EL	N/EL	N/EL								0.0 %		
Manufacture, installation and associated services for leakage control technologies enabling leakage reduction and prevention in water supply systems	WTR 1.01	0	0.0 %	N/EL	N/EL	EL	N/EL	N/EL	N/EL								0.0 %		
Water supply - operation of an existing water supply system	WTR 2.01	0	0.0 %	EL	N/EL	EL	N/EL	N/EL	N/EL								0.0 %		
Urban Waste Water Treatment	WTR 2.02	0	0.0 %	EL	N/EL	EL	N/EL	N/EL	N/EL								0.3 %		
Sustainable urban drainage systems (SUDS)	WTR 2.03	0	0.0 %	N/EL	N/EL	EL	N/EL	N/EL	N/EL								0.0 %		
Nature based solutions for floods and droughts risks prevention and protection	WTR 3.01	0	0.0 %	N/EL	N/EL	EL	N/EL	N/EL	N/EL								0.0 %		
Phosphorus recovery from waste water	CE 2.01	0	0.0 %	N/EL	N/EL	N/EL	N/EL	EL	N/EL								0.0 %		
Production of alternative water resources for purposes other than human consumption	CE 2.02	0	0.0 %	N/EL	N/EL	N/EL	N/EL	EL	N/EL								0.0 %		

				Substantial contribution criteria						DNSH criteria ("Does Not Significantly Harm")									
Economic Activities (1)	**Code (2)**	**CapEx (M€) (3)**	**Proportion of CapEx, year N (4)**	**Climate Change Mitigation (5)**	**Climate Change Adaptation (6)**	**Water (7)**	**Pollution (8)**	**Circular Economy (9)**	**Biodiversity (10)**	**Climate Change Mitigation (11)**	**Climate Change Adaptation (12)**	**Water (13)**	**Pollution (14)**	**Circular Economy (15)**	**Biodiversity (16)**	**Minimum Safeguards (17)**	**Proportion of Taxonomy-aligned (A.1.) or -eligible (A.2.) turnover, year N-1 (18)**	**Category enabling activity (19)**	**Category transitional activity (20)**
Collection and transport of non-hazardous and hazardous waste (Circular economy)	**CE 2.03**	6	0.1 %	N/EL	N/EL	N/EL	N/EL	EL	N/EL								0.0 %		
Treatment of hazardous waste (circular economy)	**CE 2.04**	56	1.4 %	N/EL	N/EL	N/EL	N/EL	EL	N/EL								1.4 %		
Recovery of bio-waste by anaerobic digestion or composting	**CE 2.05**	0	0.0 %	N/EL	N/EL	N/EL	N/EL	EL	N/EL								0.0 %		
Depollution and dismantling of end-of-life products	**CE 2.06**	0	0.0 %	N/EL	N/EL	N/EL	N/EL	EL	N/EL								0.0 %		
Sorting and material recovery of non-hazardous waste	**CE 2.07**	0	0.0 %	N/EL	N/EL	N/EL	N/EL	EL	N/EL								0.1 %		
Collection and transport of hazardous waste (Pollution prevention & control)	**PPC 2.01**	22	0.6 %	N/EL	N/EL	N/EL	EL	N/EL	N/EL								0.4 %		
Treatment of HW (pollution prevention)	**PPC 2.02**	44	1.1 %	N/EL	N/EL	N/EL	EL	N/EL	N/EL								1.3 %		
Remediation of contaminated sites and areas	**PPC 2.04**	0	0.0 %	N/EL	N/EL	N/EL	EL	N/EL	N/EL								0.0 %		
CapEx of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		**830**	**20.5 %**	**17.3 %**	**0.0 %**	**0.0 %**	**1.6 %**	**1.5 %**	**0.0 %**								**30.6 %**		
CapEx of Taxonomy-eligible activities (A.1+A.2)		**2,650**	**65.4 %**	**52.1 %**	**0.0 %**	**2.6 %**	**7.8 %**	**2.9 %**	**0.0 %**								**75.1 %**		
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES																			
CapEx of Taxonomy-non-eligible activities		**1,402**	**34.6 %**														**24.9 %**		
Total (A + B)		**4,052**	**100.0 %**														**100.0 %**		

4.1.5.1.3.2 Multi-objective dashboard on CapEx

Proportion of CAPEX / Total CAPEX	**Taxonomy- aligned per objective**	**Eligible per objective**
Climate Change Mitigation: CCM	34.8 %	52.1 %
Climate Change Adaptation: CCA	0.0 %	50.7 %
Water and Marine Resources: WTR	9.9 %	28.5 %
Circular Economy: CE	3.8 %	11.4 %
Pollution Prevention and Control: PPC	6.2 %	7.8 %
Biodiversity and ecosystems: BIO	0.0 %	0.0 %

4.1.5.1.4 Taxonomic Information for Nuclear and Fossil Gas Activities

Template 1: Nuclear and fossil gas related activities

Line	**Nuclear energy related activities**	
1	The undertaking carries out, funds or has exposures to research, development, demonstration and deployment of innovative electricity generation facilities that produce energy from nuclear processes with minimal waste from the fuel cycle.	NO
2	The undertaking carries out, funds or has exposures to construction and safe operation of new nuclear installations to produce electricity or process heat, including for the purposes of district heating or industrial processes such as hydrogen production, as well as their safety upgrades, using best available technologies.	NO
3	The undertaking carries out, funds or has exposures to safe operation of existing nuclear installations that produce electricity or process heat, including for the purposes of district heating or industrial processes such as hydrogen production from nuclear energy, as well as their safety upgrades.	NO
	Fossil gas related activities	
4	The undertaking carries out, funds or has exposures to construction or operation of electricity generation facilities that produce electricity using fossil gaseous fuels.	NO
5	The undertaking carries out, funds or has exposures to construction, refurbishment, and operation of combined heat/cool and power generation facilities using fossil gaseous fuels.	YES
6	The undertaking carries out, funds or has exposures to construction, refurbishment and operation of heat generation facilities that produce heat/cool using fossil gaseous fuels.	YES

Revenue

Template 2: Taxonomy-aligned economic activities (denominator)

		Amount and proportion *(in € million and %)*					
		CCM + CCA		Climate change mitigation (CCM)		Climate change adaptation (CCA)	
Line	Economic activities	Amount	%	Amount	%	Amount	%
1	Amount and proportion of taxonomy- aligned economic activity referred to in Section 4.26 of Annexes I and II to Delegated Regulation 2021/2139 in the denominator of the applicable KPI	NA		NA		NA	
2	Amount and proportion of taxonomy- aligned economic activity referred to in Section 4.27 of Annexes I and II to Delegated Regulation 2021/2139 in the denominator of the applicable KPI	NA		NA		NA	
3	Amount and proportion of taxonomy- aligned economic activity referred to in Section 4.28 of Annexes I and II to Delegated Regulation 2021/2139 in the denominator of the applicable KPI	NA		NA		NA	
4	Amount and proportion of taxonomy- aligned economic activity referred to in Section 4.29 of Annexes I and II to Delegated Regulation 2021/2139 in the denominator of the applicable KPI	NA		NA		NA	
5	Amount and proportion of taxonomy-aligned economic activity referred to in Section 4.30 of Annexes I and II to Delegated Regulation 2021/2139 in the denominator of the applicable KPI	470.6	1.1 %	470.6	1.1 %	0	NA
6	Amount and proportion of taxonomy-aligned economic activity referred to in Section 4.31 of Annexes I and II to Delegated Regulation 2021/2139 in the denominator of the applicable KPI	150.5	0.3 %	150.5	0.3 %	0	NA
7	**Amount and proportion of other taxonomy-aligned economic activities not referred to in rows 1 to 6 above in the denominator of the applicable KPI (turnover)**	**19,036.9**	**42.6 %**	**19,036.9**	**42.6 %**	**0**	**NA**
8	Total applicable KPI (turnover)	44,692.2	100.0 %	44,692.2	100.0 %	0	NA

Template 3: Taxonomy-aligned economic activities (numerator)

		Amount and proportion *(in € million and %)*					
		CCM + CCA		Climate change mitigation (CCM)		Climate change adaptation (CCA)	
Line	Economic activities	Amount	%	Amount	%	Amount	%
1	Amount and proportion of taxonomy-aligned economic activity referred to in Section 4.26 of Annexes I and II to Delegated Regulation 2021/2139 in the numerator of the applicable KPI	NA		NA		NA	
2	Amount and proportion of taxonomy-aligned economic activity referred to in Section 4.27 of Annexes I and II to Delegated Regulation 2021/2139 in the numerator of the applicable KPI	NA		NA		NA	
3	Amount and proportion of taxonomy-aligned economic activity referred to in Section 4.28 of Annexes I and II to Delegated Regulation 2021/2139 in the numerator of the applicable KPI	NA		NA		NA	
4	Amount and proportion of taxonomy-aligned economic activity referred to in Section 4.29 of Annexes I and II to Delegated Regulation 2021/2139 in the numerator of the applicable KPI	NA		NA		NA	
5	Amount and proportion of taxonomy-aligned economic activity referred to in Section 4.30 of Annexes I and II to Delegated Regulation 2021/2139 in the numerator of the applicable KPI	470.6	2.4 %	470.6	2.4 %	0	NA
6	Amount and proportion of taxonomy-aligned economic activity referred to in Section 4.31 of Annexes I and II to Delegated Regulation 2021/2139 in the numerator of the applicable KPI	150.5	0.8 %	150.5	0.8 %	0	NA
7	**Amount and proportion of other taxonomy-aligned economic activities not referred to in rows 1 to 6 above in the numerator of the applicable KPI (turnover)**	**19,036.9**	**96.8 %**	**19,036.9**	**96.8 %**	**0**	**NA**
8	Total amount and proportion of taxonomy-aligned economic activities in the numerator of the applicable KPI (turnover)	19,658.0	100.0 %	19,658.0	100.0 %	0	NA

Template 4: Taxonomy-eligible but not taxonomy-aligned economic activities

		Amount and proportion (in € million and %)					
		CCM + CCA		Climate change mitigation (CCM)		Climate change adaptation (CCA)	
Line	Economic activities	Amount	%	Amount	%	Amount	%
1	Amount and proportion of taxonomy eligible but not taxonomy-aligned economic activity referred to in Section 4.26of Annexes I and II to Delegated Regulation 2021/2139 in the denominator of the applicable KPI	NA		NA		NA	
2	Amount and proportion of taxonomy eligible but not taxonomy-aligned economic activity referred to in Section 4.27 of Annexes I and II to Delegated Regulation 2021/2139 in the denominator of the applicable KP	NA		NA		NA	
3	Amount and proportion of taxonomy eligible but not taxonomy-aligned economic activity referred to in Section 4.28 of Annexes I and II to Delegated Regulation 2021/2139 in the denominator of the applicable KPI	NA		NA		NA	
4	Amount and proportion of taxonomy eligible but not taxonomy-aligned economic activity referred to in Section 4.29 of Annexes I and II to Delegated Regulation 2021/2139 in the denominator of the applicable KPI	NA		NA		NA	
5	Amount and proportion of taxonomy eligible but not taxonomy-aligned economic activity referred to in Section 4.30 of Annexes I and II to Delegated Regulation 2021/2139 in the denominator of the applicable KPI	163	0.4 %	163	0.4 %	0	NA
6	Amount and proportion of taxonomy eligible but not taxonomy-aligned economic activity referred to in Section 4.31 of Annexes I and II to Delegated Regulation 2021/2139 in the denominator of the applicable KPI	19	0.0 %	19	0.0 %	0	NA
7	**Amount and proportion of other taxonomy-eligible but not taxonomy-aligned economic activities not referred to in rows 1 to 6 above in the denominator of the applicable KPI (turnover)**	**7,715**	**17.3 %**	**7,715**	**17.3 %**	**0**	**NA**
8	**Total amount and proportion of taxonomy eligible but not taxonomy-aligned economic activities in the denominator of the applicable KPI (turnover)**	**7,897**	**17.7 %**	**7,897**	**17.7 %**	**0**	**NA**

Template 5: Taxonomy non-eligible economic activities

Line	Economic activities	Amount	%
1	Amount and proportion of economic activity referred to in row 5 of Template 1 that is taxonomy-non-eligible in accordance with Section 4.26 of Annexes I and II to Delegated Regulation 2021/2139 in the denominator of the applicable KPI	NA	
2	Amount and proportion of economic activity referred to in row 5 of Template 1 that is taxonomy-non-eligible in accordance with Section 4.27 of Annexes I and II to Delegated Regulation 2021/2139 in the denominator of the applicable KPI	NA	
3	Amount and proportion of economic activity referred to in row 5 of Template 1 that is taxonomy-non-eligible in accordance with Section 4.28 of Annexes I and II to Delegated Regulation 2021/2139 in the denominator of the applicable KPI	NA	
4	Amount and proportion of economic activity referred to in row 5 of Template 1 that is taxonomy-non-eligible in accordance with Section 4.29 of Annexes I and II to Delegated Regulation 2021/2139 in the denominator of the applicable KPI	NA	
5	Amount and proportion of economic activity referred to in row 5 of Template 1 that is taxonomy-non-eligible in accordance with Section 4.30 of Annexes I and II to Delegated Regulation 2021/2139 in the denominator of the applicable KPI	0	0.0 %
6	Amount and proportion of economic activity referred to in row 6 of Template 1 that is taxonomy-non-eligible in accordance with Section 4.31 of Annexes I and II to Delegated Regulation 2021/2139 in the denominator of the applicable KPI	0	0.0 %
7	**Amount and proportion of other taxonomy-non-eligible economic activities not referred to in rows 1 to 6 above in the denominator of the applicable KPI (turnover)**	**17,137**	**38.3 %**
8	**Total amount and proportion of taxonomy-non-eligible economic activities in the denominator of the applicable KPI' (turnover)**	**17,137**	**38.3 %**

Opex

Template 2: Taxonomy-aligned economic activities (denominator)

		Amount and proportion (in € million and %)					
		CCM + CCA		Climate change mitigation (CCM)		Climate change adaptation (CCA)	
Line	Economic activities	Amount	%	Amount	%	Amount	%
1	Amount and proportion of taxonomy-aligned economic activity referred to in Section 4.26 of Annexes I and II to Delegated Regulation 2021/2139 in the denominator of the applicable KPI	NA		NA		NA	
2	Amount and proportion of taxonomy-aligned economic activity referred to in Section 4.27 of Annexes I and II to Delegated Regulation 2021/2139 in the denominator of the applicable KPI	NA		NA		NA	
3	Amount and proportion of taxonomy-aligned economic activity referred to in Section 4.28 of Annexes I and II to Delegated Regulation 2021/2139 in the denominator of the applicable KPI	NA		NA		NA	
4	Amount and proportion of taxonomy-aligned economic activity referred to in Section 4.29 of Annexes I and II to Delegated Regulation 2021/2139 in the denominator of the applicable KPI	NA		NA		NA	
5	Amount and proportion of taxonomy-aligned economic activity referred to in Section 4.30 of Annexes I and II to Delegated Regulation 2021/2139 in the denominator of the applicable KPI	101.9	1.0 %	101.9	1.0 %	0.0	NA
6	Amount and proportion of taxonomy-aligned economic activity referred to in Section 4.31 of Annexes I and II to Delegated Regulation 2021/2139 in the denominator of the applicable KPI	23.5	0.2 %	23.5	0.2 %	0.0	NA
7	**Amount and proportion of other taxonomy-aligned economic activities not referred to in rows 1 to 6 above in the denominator of the applicable KPI (opex)**	**3,424.5**	**35.1 %**	**3,424.5**	**35.1 %**	**0.0**	**NA**
8	**Total applicable KPI (opex)**	**9,767.6**	**100.0 %**	**9,767.6**	**100.0 %**	**0.0**	**NA**

Template 3: Taxonomy-aligned economic activities (numerator)

		Amount and proportion (in € million and %)					
		CCM + CCA		Climate change mitigation (CCM)		Climate change adaptation (CCA)	
Line	Economic activities	Amount	%	Amount	%	Amount	%
1	Amount and proportion of taxonomy-aligned economic activity referred to in Section 4.26 of Annexes I and II to Delegated Regulation 2021/2139 in the numerator of the applicable KPI	NA		NA		NA	
2	Amount and proportion of taxonomy-aligned economic activity referred to in Section 4.27 of Annexes I and II to Delegated Regulation 2021/2139 in the numerator of the applicable KPI	NA		NA		NA	
3	Amount and proportion of taxonomy-aligned economic activity referred to in Section 4.28 of Annexes I and II to Delegated Regulation 2021/2139 in the numerator of the applicable KPI	NA		NA		NA	
4	Amount and proportion of taxonomy-aligned economic activity referred to in Section 4.29 of Annexes I and II to Delegated Regulation 2021/2139 in the numerator of the applicable KPI	NA		NA		NA	
5	Amount and proportion of taxonomy-aligned economic activity referred to in Section 4.30 of Annexes I and II to Delegated Regulation 2021/2139 in the numerator of the applicable KPI	101.9	2.9 %	101.9	2.9 %	0	NA
6	Amount and proportion of taxonomy-aligned economic activity referred to in Section 4.31 of Annexes I and II to Delegated Regulation 2021/2139 in the numerator of the applicable KPI	23.5	0.7 %	23.5	0.7 %	0	NA
7	**Amount and proportion of other taxonomy-aligned economic activities not referred to in rows 1 to 6 above in the numerator of the applicable KPI (opex)**	**3,424.5**	**96.5 %**	**3,424.5**	**96.5 %**	**0**	**NA**
8	**Total amount and proportion of taxonomy-aligned economic activities in the numerator of the applicable KPI (opex)**	**3,549.9**	**100.0 %**	**3,549.9**	**100.0 %**	**0**	**NA**

Template 4 Taxonomy-eligible but not taxonomy-aligned economic activities

Line	Economic activities	Amount and proportion (in € million and %)					
		CCM + CCA		Climate change mitigation (CCM)		Climate change adaptation (CCA)	
		Amount	%	Amount	%	Amount	%
1	Amount and proportion of taxonomy-aligned economic activity referred to in Section 4.26 of Annexes I and II to Delegated Regulation 2021/2139 in the denominator of the applicable KPI	NA		NA		NA	
2	Amount and proportion of taxonomy-aligned economic activity referred to in Section 4.27 of Annexes I and II to Delegated Regulation 2021/2139 in the denominator of the applicable KPI	NA		NA		NA	
3	Amount and proportion of taxonomy-aligned economic activity referred to in Section 4.28 of Annexes I and II to Delegated Regulation 2021/2139 in the denominator of the applicable KPI	NA		NA		NA	
4	Amount and proportion of taxonomy-aligned economic activity referred to in Section 4.29 of Annexes I and II to Delegated Regulation 2021/2139 in the denominator of the applicable KPI	NA		NA		NA	
5	Amount and proportion of taxonomy-aligned economic activity referred to in Section 4.30 of Annexes I and II to Delegated Regulation 2021/2139 in the denominator of the applicable KPI	21	0.2 %	21	0.2 %	0	NA
6	Amount and proportion of taxonomy-aligned economic activity referred to in Section 4.31 of Annexes I and II to Delegated Regulation 2021/2139 in the denominator of the applicable KPI	5	0.1 %	5	0.1 %	0	NA
7	**Amount and proportion of other taxonomy-eligible but not taxonomy-aligned economic activities not referred to in rows 1 to 6 above in the denominator of the applicable KPI**	**1,430**	**14.6 %**	**1,430**	**14.6 %**	**0**	**NA**
8	**Total amount and proportion of taxonomy eligible but not taxonomy-aligned economic activities in the denominator of the applicable KPI**	**1,457**	**14.9 %**	**1,457**	**14.9 %**	**0**	**NA**

Template 5 Taxonomy non-eligible economic activities

Line	Economic activities	Amount	%
1	Amount and proportion of economic activity referred to in row 1 of Template 1 that is taxonomy-non-eligible in accordance with Section 4.26 of Annexes I and II to Delegated Regulation 2021/2139 in the denominator of the applicable KPI	NA	
2	Amount and proportion of economic activity referred to in row 2 of Template 1 that is taxonomy-non-eligible in accordance with Section 4.27 of Annexes I and II to Delegated Regulation 2021/2139 in the denominator of the applicable KPI	NA	
3	Amount and proportion of economic activity referred to in row 3 of Template 1 that is taxonomy-non-eligible in accordance with Section 4.28 of Annexes I and II to Delegated Regulation 2021/2139 in the denominator of the applicable KPI	NA	
4	Amount and proportion of economic activity referred to in row 4 of Template 1 that is taxonomy-non-eligible in accordance with Section 4.29 of Annexes I and II to Delegated Regulation 2021/2139 in the denominator of the applicable KPI	NA	
5	Amount and proportion of economic activity referred to in row 5 of Template 1 that is taxonomy-non-eligible in accordance with Section 4.30 of Annexes I and II to Delegated Regulation 2021/2139 in the denominator of the applicable KPI	0	0.0 %
6	Amount and proportion of economic activity referred to in row 6 of Template 1 that is taxonomy-non-eligible in accordance with Section 4.31 of Annexes I and II to Delegated Regulation 2021/2139 in the denominator of the applicable KPI	0	0.0 %
7	**Amount and proportion of other taxonomy-non-eligible economic activities not referred to in rows 1 to 6 above in the denominator of the applicable KPI**	**4,761**	**48.7 %**
8	**Total amount and proportion of taxonomy-non-eligible economic activities in the denominator of the applicable KPI**	**4,761**	**48.7 %**

Capex

Template 2 Taxonomy-aligned economic activities (denominator)

		Amount and proportion (in € million and %)					
		CCM + CCA		Climate change mitigation (CCM)		Climate change adaptation (CCA)	
Line	Economic activities	Amount	%	Amount	%	Amount	%
1	Amount and proportion of taxonomy-aligned economic activity referred to in Section 4.26 of Annexes I and II to Delegated Regulation 2021/2139 in the denominator of the applicable KPI	NA		NA		NA	
2	Amount and proportion of taxonomy-aligned economic activity referred to in Section 4.27 of Annexes I and II to Delegated Regulation 2021/2139 in the denominator of the applicable KPI	NA		NA		NA	
3	Amount and proportion of taxonomy-aligned economic activity referred to in Section 4.28 of Annexes I and II to Delegated Regulation 2021/2139 in the denominator of the applicable KPI	NA		NA		NA	
4	Amount and proportion of taxonomy-aligned economic activity referred to in Section 4.29 of Annexes I and II to Delegated Regulation 2021/2139 in the denominator of the applicable KPI	NA		NA		NA	
5	Amount and proportion of taxonomy-aligned economic activity referred to in Section 4.30 of Annexes I and II to Delegated Regulation 2021/2139 in the denominator of the applicable KPI	59.5	1.5 %	59.5	1.5 %	0	NA
6	Amount and proportion of taxonomy-aligned economic activity referred to in Section 4.31 of Annexes I and II to Delegated Regulation 2021/2139 in the denominator of the applicable KPI	1.8	0.0 %	1.8	0.0 %	0	NA
7	**Amount and proportion of other taxonomy-aligned economic activities not referred to in rows 1 to 6 above in the denominator of the applicable KPI**	**1,758.5**	**43.4 %**	**1,758.5**	**43.4 %**	**0**	**NA**
8	**Total applicable KPI**	**4,052.3**	**100.0 %**	**4,052.3**	**100.0 %**	**0**	**NA**

Template 3 Taxonomy-aligned economic activities (numerator)

		Amount and proportion (in € million and %)					
		CCM + CCA		Climate change mitigation (CCM)		Climate change adaptation (CCA)	
Line	Economic activities	Amount	%	Amount	%	Amount	%
1	Amount and proportion of taxonomy-aligned economic activity referred to in Section 4.26 of Annexes I and II to Delegated Regulation 2021/2139 in the denominator of the applicable KPI	NA		NA		NA	
2	Amount and proportion of taxonomy-aligned economic activity referred to in Section 4.27 of Annexes I and II to Delegated Regulation 2021/2139 in the denominator of the applicable KPI	NA		NA		NA	
3	Amount and proportion of taxonomy-aligned economic activity referred to in Section 4.28 of Annexes I and II to Delegated Regulation 2021/2139 in the denominator of the applicable KPI	NA		NA		NA	
4	Amount and proportion of taxonomy-aligned economic activity referred to in Section 4.29 of Annexes I and II to Delegated Regulation 2021/2139 in the denominator of the applicable KPI	NA		NA		NA	
5	Amount and proportion of taxonomy-aligned economic activity referred to in Section 4.30 of Annexes I and II to Delegated Regulation 2021/2139 in the denominator of the applicable KPI	59.5	3.3 %	59.5	3.3 %	0	NA
6	Amount and proportion of taxonomy-aligned economic activity referred to in Section 4.31 of Annexes I and II to Delegated Regulation 2021/2139 in the denominator of the applicable KPI	1.8	0.1 %	1.8	0.1 %	0	NA
7	**Amount and proportion of other taxonomy-aligned economic activities not referred to in rows 1 to 6 above in the numerator of the applicable KPI**	**1,758.5**	**96.6 %**	**1,758.5**	**96.6 %**	**0**	**NA**
8	**Total amount and proportion of taxonomy-aligned economic activities in the numerator of the applicable KPI**	**1,819.7**	**100.0 %**	**1,819.7**	**100.0 %**	**0**	**NA**

Template 4 Taxonomy-eligible but not taxonomy-aligned economic activities

		Amount and proportion (in € million and %)					
		CCM + CCA		Climate change mitigation (CCM)		Climate change adaptation (CCA)	
Line	Economic activities	Amount	%	Amount	%	Amount	%
1	Amount and proportion of taxonomy-aligned economic activity referred to in Section 4.26 of Annexes I and II to Delegated Regulation 2021/2139 in the denominator of the applicable KPI	NA		NA		NA	
2	Amount and proportion of taxonomy-aligned economic activity referred to in Section 4.27 of Annexes I and II to Delegated Regulation 2021/2139 in the denominator of the applicable KPI	NA		NA		NA	
3	Amount and proportion of taxonomy-aligned economic activity referred to in Section 4.28 of Annexes I and II to Delegated Regulation 2021/2139 in the denominator of the applicable KPI	NA		NA		NA	
4	Amount and proportion of taxonomy-aligned economic activity referred to in Section 4.29 of Annexes I and II to Delegated Regulation 2021/2139 in the denominator of the applicable KPI	NA		NA		NA	
5	Amount and proportion of taxonomy-aligned economic activity referred to in Section 4.30 of Annexes I and II to Delegated Regulation 2021/2139 in the denominator of the applicable KPI	5	0.1 %	5	0.1 %	0	NA
6	Amount and proportion of taxonomy-aligned economic activity referred to in Section 4.31 of Annexes I and II to Delegated Regulation 2021/2139 in the denominator of the applicable KPI	0	0.0 %	0	0.0 %	0	NA
7	**Amount and proportion of other taxonomy-eligible but not taxonomy-aligned economic activities not referred to in rows 1 to 6 above in the denominator of the applicable KPI**	**825**	**20.4 %**	**825**	**20.4 %**	**0**	**NA**
8	**Total amount and proportion of taxonomy eligible but not taxonomy-aligned economic activities in the denominator of the applicable KPI**	**830**	**20.5 %**	**830**	**20.5 %**	**0**	**NA**

Template 5 Taxonomy non-eligible economic activities

Line	Economic activities	Amount	%
1	Amount and proportion of economic activity referred to in row 1 of Template 1 that is taxonomy-non-eligible in accordance with Section 4.26 of Annexes I and II to Delegated Regulation 2021/2139 in the denominator of the applicable KPI	NA	
2	Amount and proportion of economic activity referred to in row 2 of Template 1 that is taxonomy-non-eligible in accordance with Section 4.27 of Annexes I and II to Delegated Regulation 2021/2139 in the denominator of the applicable KPI	NA	
3	Amount and proportion of economic activity referred to in row 3 of Template 1 that is taxonomy-non-eligible in accordance with Section 4.28 of Annexes I and II to Delegated Regulation 2021/2139 in the denominator of the applicable KPI	NA	
4	Amount and proportion of economic activity referred to in row 4 of Template 1 that is taxonomy-non-eligible in accordance with Section 4.29 of Annexes I and II to Delegated Regulation 2021/2139 in the denominator of the applicable KPI	NA	
5	Amount and proportion of economic activity referred to in row 5 of Template 1 that is taxonomy-non-eligible in accordance with Section 4.30 of Annexes I and II to Delegated Regulation 2021/2139 in the denominator of the applicable KPI	0	0.0 %
6	Amount and proportion of economic activity referred to in row 6 of Template 1 that is taxonomy-non-eligible in accordance with Section 4.31 of Annexes I and II to Delegated Regulation 2021/2139 in the denominator of the applicable KPI	0	0.0 %
7	**Amount and proportion of other taxonomy-non-eligible economic activities not referred to in rows 1 to 6 above in the denominator of the applicable KPI**	**1,402**	**34.6 %**
8	**Total amount and proportion of taxonomy-non-eligible economic activities in the denominator of the applicable KPI**	**1,402**	**34.6 %**

4.1.5.2 ESRS Disclosure Requirements

The table below gives the reader the location in the sustainability statement of the different disclosure requirements, identified by their code as published the CSRD directive:

ESRS	Disclosure Requirement	section concerned
ESRS 2 General disclosures	BP-1 — General basis for preparation of sustainability statements	4.1.1.2 General basis for preparation of sustainability statements
	BP-2 — Disclosures in relation to specific circumstances	4.1.1.3 Disclosures in relation to specific circumstances
	GOV-1 — The role of the administrative, management and supervisory bodies	4.1.1.4.1 The role of the administrative, management and supervisory bodies
	GOV-2 — Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies	4.1.1.4.2 Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies
	GOV-3 — Integration of sustainability-related performance in incentive schemes	4.1.1.4.3 Integration of sustainability-related performance in incentive schemes
	GOV-4 — Statement on due diligence	4.1.1.4.4 Statement on due diligence
	GOV-5 — Risk management and internal controls over sustainability reporting	4.1.1.4.5 Risk management and internal controls over sustainability reporting
	SBM-1 — Strategy, business model and value chain	4.1.1.5 Strategy, business model and value chain
	SBM-2 — Interests and views of stakeholders	4.1.1.6 Interests and views of stakeholders
	SBM-3 — Material impacts, risks and opportunities and their interaction with strategy and business model	4.1.1.7 Disclosures in relation to specific circumstances
	IRO-1 — Description of the process to identify and assess material impacts, risks and opportunities	4.1.1.7 Disclosures in relation to specific circumstances
	IRO-2 — Disclosure requirements in ESRS covered by the undertaking's sustainability statement	4.1.1.8 Other general information to disclose
ESRS E1 Climate change	ESRS 2 GOV-3 — Integration of sustainability-related performance in incentive schemes	4.1.2.1.6 Governance of the climate commitment
	E1-1 — Transition plan for climate change mitigation	4.1.2.1.2 Aligning Veolia's trajectory with the 1.5°C target
	ESRS 2 SBM-3 — Material impacts, risks and opportunities and their interaction with strategy and business model	4.1.2.1.2 Aligning Veolia's trajectory with the 1.5°C target 4.1.2.1.3 Focus on coal phase-out and methane recovery plans 4.1.2.1.4 Helping customers decarbonize 4.1.2.1.5 Climate change adaptation
	ESRS 2 IRO-1 — Description of the processes to identify and assess material climate-related impacts, risks and opportunities	4.1.2.1.2 Aligning Veolia's trajectory with the 1.5°C target 4.1.2.1.3 Focus on coal phase-out and methane recovery plans 4.1.2.1.4 Helping customers decarbonize 4.1.2.1.5 Climate change adaptation
	E1-2 — Policies related to climate change mitigation and adaptation	4.1.2.1.2 Aligning Veolia's trajectory with the 1.5°C target 4.1.2.1.4 Helping customers decarbonize 4.1.2.1.5 Climate change adaptation
	E1-3 — Actions and resources in relation to climate change policies	The Group's action plan to reduce direct and indirect emissions in practice
	E1-4 — Targets related to climate change mitigation and adaptation	2050 target: the reduction drivers to be deployed between 2032 and 2050
	E1-5 — Energy consumption and mix	4.1.2.1.7 Metrics
	E1-6 — Gross Scopes 1, 2, 3 and Total GHG emissions	4.1.2.1.7 Metrics
	E1-7 — GHG removals and GHG mitigation projects financed through carbon credits	4.1.2.1.4 Helping customers decarbonize
	E1-8 — Internal carbon pricing	4.1.2.1.2 Aligning Veolia's trajectory with the 1.5°C target 4.1.2.1.4 Helping customers decarbonize
	E1-9 — Anticipated financial effects from material physical and transition risks and potential climate-related opportunities	4.1.2.1.5 Climate change adaptation
ESRS E2 Pollution	ESRS 2 IRO-1 — Description of the processes to identify and assess material pollution-related impacts, risks and opportunities	4.1.2.2.1 Introduction
	E2-1 — Policies related to pollution	4.1.2.2.2 Pollution emitted by Veolia / A Group operational policy supporting the Business Units
	E2-2 — Actions and resources related to pollution	4.1.2.2.2 Pollution emitted by Veolia / This operational policy is translated locally into appropriate action plans
	E2-3 — Targets related to pollution	4.1.2.2.2 Pollution emitted by Veolia / Standard targets defined for the level of pollution emitted
	E2-4 — Pollution of air, water and soil	4.1.2.2.2 Pollution emitted by Veolia / Consolidated reporting

ESRS	Disclosure Requirement	section concerned
	E2-5 — Substances of concern and substances of very high concern	4.1.2.2.2 Pollution emitted by Veolia / Substances of concern and very high concern
	E2-6 — Anticipated financial effects from pollution-related risks and opportunities	4.1.2.2.2 Pollution emitted by Veolia / Financial assessment of pollution risk
ESRS E3 Water and marine resources	ESRS 2 IRO-1 — Description of the processes to identify and assess material water and marine resources-related impacts, risks and opportunities	4.1.2.3.1 Introduction
	E3-1 — Policies related to water and marine resources	4.1.2.3.2 Optimizing water resource management
	E3-2 — Actions and resources related to water and marine resources	4.1.2.3.2 Optimizing water resource management
	E3-3 — Targets related to water and marine resources	4.1.2.3.3 Measuring our impact on water resources
	E3-4 — Water consumption	4.1.2.3.3 Measuring our impact on water resources
	E3-5 — Anticipated financial effects from water and marine resources-related impacts, risks and opportunities	4.1.2.3.4 Supporting the efforts of municipal customers 4.1.2.3.5 Supporting the efforts of industrial customers 4.1.2.3.6 A Historical contractual model that needs to evolve
ESRS E4 Biodiversity and ecosystems	E4-1 — Transition plan and consideration of biodiversity and ecosystems in strategy and business model	4.1.2.4.2 Veolia's commitment to nature / Nature is integral to Veolia's strategy
	ESRS 2 SBM-3 — Material impacts, risks and opportunities and their interaction with strategy and business model	4.1.1.7 Disclosures in relation to specific circumstances 4.1.2.4.2 Veolia's commitment to nature / Incorporating biodiversity within the Group's risk management policy
	ESRS 2 IRO-1 - Description of processes to identify and assess material biodiversity and ecosystem-related impacts, risks, dependencies and opportunities	4.1.1.7 Disclosures in relation to specific circumstances 4.1.2.4.4 Protection and restoration of nature in Veolia's direct operations and the value chain
	E4-2 — Policies related to biodiversity and ecosystems	4.1.2.4.2 Veolia's commitment to nature / Incorporating biodiversity within the Group's risk management policy
	E4-3 — Actions and resources related to biodiversity and ecosystems	4.1.2.4.4 Protection and restoration of nature in Veolia's direct operations and the value chain
	E4-4 — Targets related to biodiversity and ecosystems	4.1.2.4.4 Protection and restoration of nature in Veolia's direct operations and the value chain
	E4-5 — Impact metrics related to biodiversity and ecosystems change	4.1.2.4.4 Protection and restoration of nature in Veolia's direct operations and the value chain
	E4-6 — Anticipated financial effects from biodiversity and ecosystem-related risks and opportunities	4.1.2.4.4 Protection and restoration of nature in Veolia's direct operations and the value chain
ESRS E5 Resource and circular economy	ESRS 2 IRO-1 — Description of the processes to identify and assess material resource use and circular economy-related impacts, risks and opportunities	4.1.2.5.1 Introduction
	E5-1 — Policies related to resource use and circular economy	4.1.2.5.2 Develop material and energy recovery
	E5-2 — Actions and resources related to resource use and circular economy	4.1.2.5.4 Manage circular solutions using resource-related metrics
	E5-3 — Targets related to resource use and circular economy	4.1.2.5.4 Manage circular solutions using resource-related metrics
	E5-4 — Resource inflows	4.1.2.5.4 Manage circular solutions using resource-related metrics
	E5-5 — Resource outflows	4.1.2.5.4 Manage circular solutions using resource-related metrics
	E5-6 — Anticipated financial effects from resource use and circular economy-related impacts, risks and opportunities	4.1.2.5.4 Manage circular solutions using resource-related metrics
ESRS S1 Own workforce	ESRS 2 SBM-2 — Interests and views of stakeholders	4.1.3.1.1 Introduction
	ESRS 2 SBM-3 — Material impacts, risks and opportunities and their interaction with strategy and business model	4.1.3.1.3 Guarantee a safe and healthy working environment and well-being at work 4.1.3.1.4 Attract, develop and retain employees 4.1.3.1.5. Ensure respect for diversity and inclusion 4.1.3.1.6 Ensure social cohesion
	S1-1 — Policies related to own workforce	4.1.3.1.3 Guarantee a safe and healthy working environment and well-being at work 4.1.3.1.4 Attract, develop and retain employees 4.1.3.1.5. Ensure respect for diversity and inclusion 4.1.3.1.6 Ensure social cohesion
	S1-2 — Processes for engaging with own workforce and workers' representatives about impacts	4.1.3.1.6 Ensure social cohesion
	S1-3 — Processes to remediate negative impacts and channels for own workforce to raise concerns	4.1.3.1.6 Ensure social cohesion
	S1-4 — Taking action on material impacts on own workforce, and approaches to managing material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions	4.1.3.1.3 Guarantee a safe and healthy working environment and well-being at work 4.1.3.1.4 Attract, develop and retain employees 4.1.3.1.5. Ensure respect for diversity and inclusion 4.1.3.1.6 Ensure social cohesion

ESRS	Disclosure Requirement	section concerned
	S1-5 — Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	4.1.3.1.3 Guarantee a safe and healthy working environment and well-being at work 4.1.3.1.4 Attract, develop and retain employees 4.1.3.1.5. Ensure respect for diversity and inclusion 4.1.3.1.6 Ensure social cohesion
	S1-6 — Characteristics of the undertaking's employees	4.1.3.1.2 Characteristics of own workforce
	S1-7 — Characteristics of non-employees in the undertaking's own workforce	4.1.3.1.2 Characteristics of own workforce
	S1-8 — Collective bargaining coverage and social dialogue	4.1.3.1.6 Ensure social cohesion
	S1-9 — Diversity metrics	4.1.3.1.5. Ensure respect for diversity and inclusion
	S1-10 — Adequate wages	4.1.3.1.4.3 Compensation policy, employee savings and adequate wages
	S1-11 — Social protection	4.1.3.1.4.4 Social protection
	S1-12 — Persons with disabilities	4.1.3.1.5. Ensure respect for diversity and inclusion
	S1-13 — Training and skills development metrics	4.1.3.1.4.1 Training for personal development
	S1-14 — Health and safety metrics	4.1.3.1.3 Guarantee a safe and healthy working environment and well-being at work
	S1-15 — Work-life balance metrics	4.1.3.1.4.4.2 Additional social protection measures
	S1-16 — Remuneration metrics (pay gap and total remuneration)	4.1.3.1.4.3 Compensation policy, employee savings and adequate wages
	S1-17 — Incidents, complaints and severe human rights impacts	4.1.3.5 Human rights
ESRS S2 Workers in the value chain	ESRS 2 SBM-2 — Interests and views of stakeholders	4.1.3.2.2 Responsible supply chain management
	ESRS 2 SBM-3 — Material impacts, risks and opportunities and their interaction with strategy and business model	4.1.3.2.2 Responsible supply chain management
	S2-1 — Policies related to value chain workers	4.1.3.2.2 Responsible supply chain management
	S2-2 — Processes for engaging with value chain workers about impacts	4.1.3.2.2 Responsible supply chain management
	S2-3 — Processes to remediate negative impacts and channels for value chain workers to raise concerns	4.1.3.2.2 Responsible supply chain management
	S2-4 — Taking action on material impacts on value chain workers, and approaches to managing material risks and pursuing material opportunities related to value chain workers, and effectiveness of those action	4.1.3.2.2 Responsible supply chain management
	S2-5 — Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	4.1.3.2.2 Responsible supply chain management
ESRS S3 Affected communities	ESRS 2 SBM-2 — Interests and views of stakeholders	4.1.3.3.1 Introduction
	ESRS 2 SBM-3 — Material impacts, risks and opportunities and their interaction with strategy and business model	4.1.3.3.1 Introduction
	S3-1 — Policies related to affected communities	4.1.3.3.2 A Group committed to the regions and local communities
	S3-2 — Processes for engaging with affected communities about impacts	4.1.3.3.3 Contribute to responsible economic development
	S3-3 — Processes to remediate negative impacts and channels for affected communities to raise concerns	4.1.3.3.3 Contribute to responsible economic development 4.1.3.3.4 Ensure accessible and resilient essential services
	S3-4 — Taking action on material impacts on affected communities, and approaches to managing material risks and pursuing material opportunities related to affected communities, and effectiveness of those actions	4.1.3.3.4 Ensure accessible and resilient essential services
	S3-5 — Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	4.1.3.3.5 Engage with regions and communities
ESRS S4 Consumers and end-users	ESRS 2 SBM-2 — Interests and views of stakeholders	4.1.3.4.1 Introduction
	ESRS 2 SBM-3 — Material impacts, risks and opportunities and their interaction with strategy and business model	4.1.3.4.1 Introduction 4.1.3.4.3 Serving all our customers
	S4-1 — Policies related to consumers and end-users	4.1.3.4.2 Services provided to consumers / A customer relationship management policy focused on listening to end-consumers

ESRS	Disclosure Requirement	section concerned
	S4-2 — Processes for engaging with consumers and end-users about impacts	4.1.3.4.2 Services provided to consumers / A multi-channel approach to communicating with all consumers
	S4-3 — Processes to remediate negative impacts and channels for consumers and end-users to raise concerns	4.1.3.4.2 Services provided to consumers / A system that optimizes impacts with consumers & Careful handling of consumer complaints
	S4-4 — Taking action on material impacts on consumers and end-users, and approaches to managing material risks and pursuing material opportunities related to consumers and end-users, and effectiveness of those actions	4.1.3.4.2 Services provided to consumers / Measuring consumer satisfaction
	S4-5 — Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	4.1.3.4.2 Services provided to consumers / Measuring consumer satisfaction
ESRS G1 Business conduct	ESRS 2 GOV-1 — The role of the administrative, supervisory and management bodies	4.1.4.1.1 Introduction
	ESRS 2 IRO-1 — Description of the processes to identify and assess material impacts, risks and opportunities	4.1.4.1.1 Introduction
	G1-1 — Business conduct policies and corporate culture	4.1.4.1.2 Ethics and Compliance
	G1-2 — Management of relationships with suppliers	4.1.4.1.2 Ethics and Compliance / Management of relationships with suppliers and supply chain
	G1-3 — Prevention and detection of corruption and bribery	4.1.4.1.2 Ethics and Compliance
	G1-4 — Incidents of corruption or bribery	4.1.4.1.2 Ethics and Compliance
	G1-5 — Political influence and lobbying activities	4.1.4.1.2 Ethics and Compliance / Lobbying
	G1-6 — Payment practices	4.1.4.1.4 Supplier payment terms

4.1.5.3 List of datapoints in cross-cutting and topical standards that derive from other EU legislation

Disclosure Requirement and related datapoint	SFDR reference	Pillar 3 reference	Benchmark Regulation reference	EU Climate Law reference
ESRS 2 GOV-1 Board's gender diversity paragraph 21 (d)	Indicator number 13 of Table #1 of Annex 1		Commission Delegated Regulation (EU) 2020/1816, Annex II	
ESRS 2 GOV-1 Percentage of board members who are independent paragraph 21 (e)			Delegated Regulation (EU) 2020/1816, Annex II	
ESRS 2 GOV-4 Statement on due diligence paragraph 30	Indicator number 10 Table #3 of Annex 1			
ESRS 2 SBM-1 Involvement in activities related to fossil fuel activities paragraph 40 (d) i	Indicators number 4 Table #1 of Annex 1	Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 (6)Table 1: Qualitative information on Environmental risk and Table 2: Qualitative information on Social risk	Delegated Regulation (EU) 2020/1816, Annex II	
ESRS 2 SBM-1 Involvement in activities related to chemical production paragraph 40 (d) ii	Indicator number 9 Table #2 of Annex 1		Delegated Regulation (EU) 2020/1816, Annex II	
ESRS 2 SBM-1 Involvement in activities related to controversial weapons paragraph 40 (d) iii	Indicator number 14 Table #1 of Annex 1		Delegated Regulation (EU) 2020/1818 (7), Article 12(1) Delegated Regulation (EU) 2020/1816, Annex II	
ESRS 2 SBM-1 Involvement in activities related to cultivation and production of tobacco paragraph 40 (d) iv			Delegated Regulation (EU) 2020/1818, Article 12(1) Delegated Regulation (EU) 2020/1816, Annex II	

Disclosure Requirement and related datapoint	SFDR reference	Pillar 3 reference	Benchmark Regulation reference	EU Climate Law reference
ESRS E1-1 Transition plan to reach climate neutrality by 2050 paragraph 14				Regulation (EU) 2021/1119, Article 2(1)
ESRS E1-1 Undertakings excluded from Paris-aligned Benchmarks paragraph 16 (g)		Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 Template 1: Banking book-Climate Change transition risk: Credit quality of exposures by sector, emissions and residual maturity	Delegated Regulation (EU) 2020/1818, Article12.1 (d) to (g), and Article 12.2	
ESRS E1-4 GHG emission reduction targets paragraph 34	Indicator number 4 Table #2 of Annex 1	Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 Template 3: Banking book – Climate change transition risk: alignment metrics	Delegated Regulation (EU) 2020/1818, Article 6	
ESRS E1-5 Energy consumption from fossil sources disaggregated by sources (only high climate impact sectors) paragraph 38	Indicator number 5 Table #1 and Indicator n. 5 Table #2 of Annex 1			
ESRS E1-5 Energy consumption and mix paragraph 37	Indicator number 5 Table #1 of Annex 1			
ESRS E1-5 Energy intensity associated with activities in high climate impact sectors paragraphs 40 to 43	Indicator number 6 Table #1 of Annex 1			
ESRS E1-6 Gross Scope 1, 2, 3 and Total GHG emissions paragraph 44	Indicators number 1 and 2 Table #1 of Annex 1	Article 449a; Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 Template 1: Banking book – Climate change transition risk: Credit quality of exposures by sector, emissions and residual maturity	Delegated Regulation (EU) 2020/1818, Article 5(1), 6 and 8(1)	
ESRS E1-6 Gross GHG emissions intensity paragraphs 53 to 55	Indicators number 3 Table #1 of Annex 1	Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 Template 3: Banking book – Climate change transition risk: alignment metrics	Delegated Regulation (EU) 2020/1818, Article 8(1)	
ESRS E1-7 GHG removals and carbon credits paragraph 56				Regulation (EU) 2021/1119, Article 2(1)

Disclosure Requirement and related datapoint	SFDR reference	Pillar 3 reference	Benchmark Regulation reference	EU Climate Law reference
ESRS E1-9 Exposure of the benchmark portfolio to climate-related physical risks paragraph 66			Delegated Regulation (EU) 2020/1818, Annex II Delegated Regulation (EU) 2020/1816, Annex II	
ESRS E1-9 Disaggregation of monetary amounts by acute and chronic physical risk paragraph 66 (a) ESRS E1-9 Location of significant assets at material physical risk paragraph 66 (c).		Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 paragraphs 46 and 47; Template 5: Banking book - Climate change physical risk: Exposures subject to physical risk.		
ESRS E1-9 Breakdown of the carrying value of its real estate assets by energy-efficiency classes paragraph 67 (c).		Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 paragraph 34;Template 2:Banking book - Climate change transition risk: Loans collateralised by immovable property - Energy efficiency of the collateral		
ESRS E1-9 Degree of exposure of the portfolio to climate- related opportunities paragraph 69			Delegated Regulation (EU) 2020/1818, Annex II	
ESRS E2-4 Amount of each pollutant listed in Annex II of the E-PRTR Regulation (European Pollutant Release and Transfer Register) emitted to air, water and soil, paragraph 28	Indicator number 8 Table #1 of Annex 1 Indicator number 2 Table #2 of Annex 1 Indicator number 1 Table #2 of Annex 1 Indicator number 3 Table #2 of Annex 1			
ESRS E3-1 Water and marine resources paragraph 9	Indicator number 7 Table #2 of Annex 1			
ESRS E3-1 Dedicated policy paragraph 13	Indicator number 8 Table 2 of Annex 1			
ESRS E3-1 Sustainable oceans and seas paragraph 14	Indicator number 12 Table #2 of Annex 1			
ESRS E3-4 Total water recycled and reused paragraph 28 (c)	Indicator number 6.2 Table #2 of Annex 1			
ESRS E3-4 Total water consumption in m3 per net revenue on own operations paragraph 29	Indicator number 6.1 Table #2 of Annex 1			
ESRS 2- SBM 3 - E4 paragraph 16 (a) i	Indicator number 7 Table #1 of Annex 1			
ESRS 2- SBM 3 - E4 paragraph 16 (b)	Indicator number 10 Table #2 of Annex 1			
ESRS 2- SBM 3 - E4 paragraph 16 (c)	Indicator number 14 Table #2 of Annex 1			
ESRS E4-2 Sustainable land / agriculture practices or policies paragraph 24 (b)	Indicator number 11 Table #2 of Annex 1			

Disclosure Requirement and related datapoint	SFDR reference	Pillar 3 reference	Benchmark Regulation reference	EU Climate Law reference
ESRS E4-2 Sustainable oceans / seas practices or policies paragraph 24 (c)	Indicator number 12 Table #2 of Annex 1			
ESRS E4-2 Policies to address deforestation paragraph 24 (d)	Indicator number 15 Table #2 of Annex 1			
ESRS E5-5 Non-recycled waste paragraph 37 (d)	Indicator number 13 Table #2 of Annex 1			
ESRS E5-5 Hazardous waste and radioactive waste paragraph 39	Indicator number 9 Table #1 of Annex 1			
ESRS 2- SBM3 - S1 Risk of incidents of forced labour paragraph 14 (f)	Indicator number 13 Table #3 of Annex I			
ESRS 2- SBM3 - S1 Risk of incidents of child labour paragraph 14 (g)	Indicator number 12 Table #3 of Annex I			
ESRS S1-1 Human rights policy commitments paragraph 20	Indicator number 9 Table #3 and Indicator number 11 Table #1 of Annex I			
ESRS S1-1 Due diligence policies on issues addressed by the fundamental International Labor Organisation Conventions 1 to 8, paragraph 21			Delegated Regulation (EU) 2020/1816, Annex II	
ESRS S1-1 processes and measures for preventing trafficking in human beings paragraph 22	Indicator number 11 Table #3 of Annex I			
ESRS S1-1 workplace accident prevention policy or management system paragraph 23	Indicator number 1 Table #3 of Annex I			
ESRS S1-3 grievance/complaints handling mechanisms paragraph 32 (c)	Indicator number 5 Table #3 of Annex I			
ESRS S1-14 Number of fatalities and number and rate of work-related accidents paragraph 88 (b) and (c)	Indicator number 2 Table #3 of Annex I		Delegated Regulation (EU) 2020/1816, Annex II	
ESRS S1-14 Number of days lost to injuries, accidents, fatalities or illness paragraph 88 (e)	Indicator number 3 Table #3 of Annex I			
ESRS S1-16 Unadjusted gender pay gap paragraph 97 (a)	Indicator number 12 Table #1 of Annex I		Delegated Regulation (EU) 2020/1816, Annex II	
ESRS S1-16 Excessive CEO pay ratio paragraph 97 (b)	Indicator number 8 Table #3 of Annex I			
ESRS S1-17 Incidents of discrimination paragraph 103 (a)	Indicator number 7 Table #3 of Annex I			
ESRS S1-17 Non-respect of UNGPs on Business and Human Rights and OECD Guidelines paragraph 104 (a)	Indicator number 10 Table #1 and Indicator n. 14 Table #3 of Annex I		Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818 Art 12 (1)	
ESRS 2- SBM3 – S2 Significant risk of child labour or forced labour in the value chain paragraph 11 (b)	Indicators number 12 and n. 13 Table #3 of Annex I			
ESRS S2-1 Human rights policy commitments paragraph 17	Indicator number 9 Table #3 and Indicator n. 11 Table #1 of Annex 1			

Disclosure Requirement and related datapoint	SFDR reference	Pillar 3 reference	Benchmark Regulation reference	EU Climate Law reference
ESRS S2-1 Policies related to value chain workers paragraph 18	Indicator number 11 and n. 4 Table #3 of Annex 1			
ESRS S2-1 Non-respect of UNGPs on Business and Human Rights principles and OECD guidelines paragraph 19	Indicator number 10 Table #1 of Annex 1		Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818, Art 12 (1)	
ESRS S2-1 Due diligence policies on issues addressed by the fundamental International Labor Organisation Conventions 1 to 8, paragraph 19			Delegated Regulation (EU) 2020/1816, Annex II	
ESRS S2-4 Human rights issues and incidents connected to its upstream and downstream value chain paragraph 36	Indicator number 14 Table #3 of Annex 1			
ESRS S3-1 Human rights policy commitments paragraph 16	Indicator number 9 Table #3 of Annex 1 and Indicator number 11 Table #1 of Annex 1			
ESRS S3-1 non-respect of UNGPs on Business and Human Rights, ILO principles or OECD guidelines paragraph 17	Indicator number 10 Table #1 Annex 1		Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818, Art 12 (1)	
ESRS S3-4 Human rights issues and incidents paragraph 36	Indicator number 14 Table #3 of Annex 1			
ESRS S4-1 Policies related to consumers and end-users paragraph 16	Indicator number 9 Table #3 and Indicator number 11 Table #1 of Annex 1			
ESRS S4-1 Non-respect of UNGPs on Business and Human Rights and OECD guidelines paragraph 17	Indicator number 10 Table #1 of Annex 1		Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818, Art 12 (1)	
ESRS S4-4 Human rights issues and incidents paragraph 35	Indicator number 14 Table #3 of Annex 1			
ESRS G1-1 United Nations Convention against Corruption paragraph 10 (b)	Indicator number 15 Table #3 of Annex 1			
ESRS G1-1 Protection of whistle- blowers paragraph 10 (d)	Indicator number 6 Table #3 of Annex 1			
ESRS G1-4 Fines for violation of anti-corruption and anti-bribery laws paragraph 24 (a)	Indicator number 17 Table #3 of Annex 1		Delegated Regulation (EU) 2020/1816, Annex II)	
ESRS G1-4 Standards of anti- corruption and anti-bribery paragraph 24 (b)	Indicator number 16 Table #3 of Annex 1			

4.1.5.4 Methodology for calculating Scope 3

Scope 3 emissions

The Group also assesses greenhouse gas emissions in its sphere of influence and publishes the significant sources of scope 3 emissions i.e. significant sources of emissions or minor sources of emissions where the Group's scope of action is significant.

As part of its 2050 Net Zero roadmap, Veolia is committed to reducing its scope 3 emissions by 30% by 2032. Thanks to the work carried out since 2021, Veolia now has a sufficiently reliable and comprehensive view of its emissions. Nearly 85% of emission calculations are now based on business data whose emission factors are based on physical data. The remaining 15% are based on expenditure data and monetary emission factors.

The significant sources of scope 3 emissions are:

1. Purchased goods and services (in million metric tons eq. of CO_2)
2. Capital goods (in million metric tons eq. of CO_2)
3. Fuel-and-energy-related activities not included in scope 1 and 2 – emissions relating to electricity consumption not included in scope 1 and 2 (in million metric tons eq. of CO_2)
4. Upstream transportation and distribution
5. Waste generated in operations (in million metric tons eq. of CO_2)
6. Business travel (in million metric tons eq. of CO_2)
7. Employee commuting (in million metric tons eq. of CO_2)
8. Upstream leased assets
9. Downstream transportation and distribution

10. Processing of sold products
11. Use of sold products (in million metric tons eq. of CO_2)
12. End-of-life treatment of sold products (in million metric tons eq. of CO_2)
13. Downstream leased assets
14. Franchises
15. Investments

Methodological alignment with the GHG Protocol

The work carried out in 2021, 2022 and 2023 helped to fully align the calculation of scope 3 with the recommendations of the GHG protocol.

The emission factors used by Veolia generally come from recognized databases (ADEME, DEFRA, CEDA, etc.) with the aim of using the latest data as part of a continuous improvement process. Exceptionally, in a few very specific cases, it was necessary to use factors calculated by Veolia.

The data sources used to calculate the scope 3 come from the Group's multiple information systems: environmental reporting, HR reporting, purchasing, finance, etc.

Finally, it is worth stating that:

- scope 3.9 appears as null because it has been counted in 3.4;
- for scope 3.7, the assumption made for the calculation is now based on the full-time workforce.

4.1.5.5 Methodology for calculating erased emissions

Erased emissions, falling under Scope 4* emissions, promote the decarbonizing nature of the solutions proposed by Veolia. They consist of comparing the solution proposed by Veolia with a reference scenario corresponding to what would have happened in all likelihood in the absence of Veolia. This principle is the same as that used in avoided emissions. Work to standardize avoided emissions is underway, and to prevent any confusion between the Group's practices and those that will ultimately be required by the standard, in particular in defining the reference scenario, Veolia decided to use a different term. Veolia also actively participates in the standardization work (work done by the WBCSD in particular) necessary for a better recognition of the positive impact that undertakings have on climate, with the intention to align its practices with them.

At the Group level, Veolia accounts for erased emissions for several types of activities. A specific methodology has been designed for each activity.

Collection, sorting, recycling and trading of recyclable materials, solvents and wood-energy

Veolia manages: the collection of recyclable materials; their sorting in sorting centers; for plastics and solvents, their recycling into secondary materials; and, for wood, its preparation as fuel. For certain secondary raw materials, Veolia manages the trading and transportation to recyclers. All of these operations are part of the recycling/recovery value chain, which generates erased emissions.

- Solution scenario: waste recovery.
- Baseline scenario: production from virgin materials (in the case of recycling)/use of fossil fuels (in the case of wood-energy).

Erased emissions (Mt CO_2 eq.) = sum for each type of material of (Emissions in the baseline scenario (Mt CO_2 eq.) - Emissions from the recovery value chain (Mt CO_2 eq.) * Volume of materials recovered (t).

Waste-to-energy recovery

Burning or fermenting waste generates waste energy (similar to renewable energy) that can be recovered and sold, partly as a substitute for energy obtained from fossil fuels.

- Solution scenario: energy production from waste treatment (incineration, storage with biogas capture and recovery, anaerobic digestion).
- Baseline scenario: grid energy, with the average emission factor of the country's energy mix.

Erased emissions (Mt CO_2 eq) = Country average energy mix emission factor for electricity (Mt CO_2 eq/MWh) * Electricity volume (MWh) + Country average energy mix emission factor for heat (Mt CO_2 eq/MWh) * Volume of heat (MWh) + Emission factor of natural gas combustion (Mt CO_2 eq/MWh) * Volume of biogas injected into the network (MWh).

Energy production

The production sites convert fuels into energy. When the site's energy mix has lower emissions than the country's average energy mix, the site generates erased emissions. Otherwise, there are no erased emissions.

- Solution scenario: energy produced by the site.
- Baseline scenario: energy produced by the country's energy mix.

Erased emissions (Mt CO_2 eq.) = sum for electricity and heat of (Emissions from the site to produce 1 MWh (Mt CO_2 eq.) - Emissions from the country's energy mix to produce 1 MWh (Mt CO_2 eq.) * Volume of energy (MWh).

Biogas capture at landfill sites

The fermentation of organic waste at landfill sites produces biogas, about half of which is methane (CH_4), a powerful greenhouse gas. In some countries where Veolia operates landfill sites, it is the only player to capture biogas. In other countries, our competitors also capture biogas, but with a lower capture rate. Thus, if Veolia did not operate these landfill sites, there would probably be no capture, or less capture, which would result in higher overall emissions.

- Solution scenario: biogas capture is implemented at the landfill site.
- Baseline scenario: no biogas capture (or less efficient capture, depending on the country concerned) is implemented at the landfill site.

Erased emissions (Mt CO_2 eq) = (Biogas capture rate at the landfill site currently operated by Veolia (%) - Most likely biogas capture rate at the landfill site if it was not operated by Veolia (%)) * Global warming potential of CH_4 (= 28 Mt CO_2 eq/Mt CH_4) * Volume of methane emitted by waste fermentation (Mt CH_4)

Energy efficiency of buildings and industrial sites

Veolia manages energy consumption in commercial buildings or industrial sites, seeking to meet the customer's specifications (in terms of temperature set point in particular) while consuming as little primary energy as possible.

- Solution scenario: energy performance after implementation of Veolia's energy saving measures.
- Baseline scenario: energy performance before Veolia took over the service

Erased emissions = (Energy consumption of installations (corrected for external effects such as weather) before Veolia took over the service - Energy consumption of installations after Veolia has implemented energy saving measures) * Emission factor of the energy used.

* *Scope 4, also called erased emissions, is a concept specific to Veolia, to assess the GHG emission reductions of third parties thanks to Veolia's decarbonizing solutions. It is defined in point 4.1.2.1.4. Veolia ensures that scope 4 is recognized differently than its scopes 1, 2 and 3 emissions and may under no circumstances be subtracted from them.*

4.2 Auditors limited assurance report on the sustainability statement AFR

This is a translation into English of the statutory auditors report on the certification of sustainability information and verification of the disclosure requirements under Article 8 of Regulation (EU) 2020/852 of the Company issued in French and it is provided solely for the convenience of English speaking users.

This report should be read in conjunction with, and construed in accordance with, French law and the H2A guidelines on "Limited assurance engagement - Certification of sustainability reporting and verification of disclosure requirements set out in Article 8 of Regulation (EU) 2020/852".

Report on the certification of sustainability information and verification of the disclosure requirements under Article 8 of Regulation (EU) 2020/852 for the financial year ended December 31, 2024

For the year ended December 31, 2024

To the General Meeting of the company,

This report is issued in our capacity as Statutory Auditors of Veolia Environnement. It covers the sustainability information and information required by Article 8 of Regulation (EU) 2020/852, for the year ended December 31, 2024, included in the Group Management Report and presented in Section 4.1 "Sustainability Statement" of the Universal Registration Document (hereinafter the "Sustainability Statement").

Pursuant to Article L. 233-28-4 of the French Commercial Code, Veolia Environnement is required to include the above-mentioned information in a separate section of the Group Management Report. This information has been prepared in the context of the first time application of the aforementioned articles, a context characterized by uncertainties regarding the interpretation of the laws and regulations, the use of significant estimates, the absence of established practices and frameworks, in particular for the double materiality assessment, and an evolving internal control system. It enables an understanding of the impacts of the group's activity on sustainability matters, as well as the way in which these matters influence development the business of the group, its performance and position. Sustainability matters include environmental, social, and corporate governance matters.

Pursuant to Article L. 821-54 II of the aforementioned Code, our responsibility is to carry out the procedures necessary to issue an conclusion, expressing limited assurance, on:

- compliance with the sustainability reporting standards adopted pursuant to Article 29 b of Directive (EU) 2013/34 of the European Parliament and of the Council of 14 December 2022 (hereinafter ESRS for European Sustainability Reporting Standards), of the process implemented by Veolia Environnement to determine the information reported, and compliance with the requirement to consult the Social and Economic Committee provided for in the sixth paragraph of Article L. 2312-17 of the French Labor Code;
- compliance of the sustainability information included in the Sustainability Statement with the requirements of Article L. 233-28-4 of the French Commercial Code, including with the ESRS; and
- compliance with the reporting requirements set out in Article 8 of Regulation (EU) 2020/852.

This engagement is carried out in compliance with the ethics rules, including independence, and quality control rules prescribed by the French Commercial Code.

It was also governed by the guidelines of the High Audit Authority on "Certification of Sustainability Reporting and Verification of Disclosure Requirements set out in Article 8 of Regulation (EU) 2020/852".

In the three separate sections of the report that follow, we present, for each of the sections of our engagement, the nature of the that we carried out, the conclusions that we drew from these procedures, and, in support of these conclusions, the elements to which we paid particular attention and the procedures that we carried out with regard to these elements. We draw your attention to the fact that we do not express a conclusion on any of these elements taken individually, and that the procedures described should be considered within the overall context of the formation of the conclusions issued in respect of each of the three sections of our engagement.

Finally, where deemed necessary to draw your attention to one or more particular sustainability information provided by Veolia Environnement in the Group Management Report, we have included an emphasis of matter a paragraph hereafter.

Limitations of our assignment

As the purpose of our engagement is to express limited assurance, the nature (choice of techniques), extent (scope), and timing of the procedures are less than those required to obtain reasonable assurance.

Furthermore, this engagement does not provide in guarantee regarding the viability or the quality of Veolia Environnement's management, in particular it does not provide an assessment of the relevance the choices made by Veolia Environnement in terms of action plans, targets, policies, scenario analyses, and transition plans, which would go beyond compliance with the ESRS reporting requirements.

It does, however, allow us to express conclusions regarding the Entity's process for determining the sustainability information to be reported, the sustainability information itself, and the information reported pursuant to Article 8 of Regulation (EU) 2020/852 as to the absence of identification or, on the contrary, the identification of errors, omissions, or inconsistencies of such importance that they would be likely to influence the decisions that the readers of the information subject to this engagement might make.

Any comparative information that would be included in the Group Management Report is not covered by our engagement.

Compliance with the ESRS of the process implemented by Veolia Environnement to determine the information reported, and compliance with the requirement to consult the Social and Economic Committee provided for in the sixth paragraph of Article L. 2312-17 of the French Labor Code

Nature of procedures carried out

Our procedures consisted in verifying that:

- the process defined and implemented by Veolia Environnement has enabled it, in accordance with the ESRS, to identify and assess its impacts, risks and opportunities related to sustainability matters, and to identify the material impacts, risks and opportunities that lead to the publication of information disclosed in the Sustainability Statement, and
- the information provided on this process also complies with the ESRS.

We also checked the compliance with the requirement to consult the Social and Economic Committee.

Conclusion of the procedures carried out

On the basis of the procedures we have carried out, we have not identified any material errors, omissions, or inconsistencies regarding the compliance of the process implemented by Veolia Environnement with the ESRS.

Regarding the consultation of the Social and Economic Committee provided for in the sixth paragraph of Article L. 2312-17 of the French Labor Code, we inform you that, as of the date of this report, this consultation has not yet been held.

Elements that received particular attention

Concerning the identification of stakeholders

Information relating to the identification of stakeholders is mentioned in Section 4.1.1.6 "Interests and views of stakeholders" of the Sustainability Statement.

We spoke with management and inspected the available documentation. Our work mainly consisted in assessing the consistency between the main stakeholders identified by the group and the nature of its activities well as its geographical presence, taking into account its business relationships and its value chain.

Concerning the identification of impacts, risks and opportunities

Information relating to the identification of impacts, risks and opportunities is mentioned in Section 4.1.1.7 "Material impacts, risks and opportunities (IROs)" of the Sustainability Statement.

We examined the process implemented by Veolia Environnement regarding the identification of impacts (negative and positive), risks and opportunities, whether actual or potential, in relation to the sustainability matters mentioned in paragraph AR 16 of the "Application Requirements" of ESRS 1 and, where applicable, those specific to the entity, as presented in the above-mentioned note in the Group Management Report.

In particular, we assessed the approach put in place by the group to determine its impacts and dependencies, which may be a source of risks or opportunities.

We examined the list of identified IROs, presented in Section 4.1.1.7.2 "List of material IROs" of the Sustainability Statement. We assessed the consistency of this list with our knowledge of the group.

Concerning the assessment of impact materiality and financial materiality

Information relating to the assessment of impact materiality and financial materiality is provided in Section 4.1.1.7.1 "Method of identification and evaluation of IROs" of the Sustainability Statement.

We examined, through an interview with management and inspection of the available documentation, the process for assessing impact materiality and financial materiality implemented by the group, and assessed its compliance with the criteria defined by ESRS 1.

In particular, we assessed how Veolia Environnement established and applied the materiality criteria defined by ESRS 1, including the setting of thresholds, to determine the material information reported:

- With regard to metrics relating to the material IROs identified in accordance with the relevant topical ESRS standards;
- With regard to group-specific information.

Compliance of the sustainability information included in Section 4.1 "Sustainability Statement" of the group's Management Report with the requirements of Article L. 233-28-4 of the French Commercial Code, including the ESRS

Nature of procedures carried out

Our procedures consisted in verifying that, in accordance with legal and regulatory requirements, including the ESRS:

- the disclosures provided enable an understanding of the general basis of preparation and governance of the sustainability information included in the Sustainability Statement, including the basis for determining information relating to the value chain and exemptions from disclosures used;
- the presentation of this information ensures its readability and understandability;
- the scope chosen by Veolia Environnement for providing this information is appropriate; and
- on the basis of a selection, based on our analysis of the risks of non-compliance of the information provided and the expectations of their users, that this information does not contain any material errors, omissions, or inconsistencies, i.e. that are likely to influence the judgment or decisions of users of this information.

Conclusion of the procedures carried out

Based on the procedures we have carried out, we have not identified material errors, omissions, or inconsistencies regarding the compliance of the sustainability information included in the Sustainability Statement with the requirements of Article L. 233-28-4 of the French Commercial Code, including the ESRS.

Emphasis of matter

Without qualifying the conclusion expressed above, we draw your attention to the information provided in Section 4.1.1.2. "General basis for preparing the sustainability statement" and 4.1.1.3 "Disclosures in relation to specific circumstances" of the Sustainability Statement describing the context of the preparation of the sustainability information, sources of uncertainty, and methodological details.

Elements that received particular attention

Information provided in application of the standards relating to general requirements and general disclosures (ESRS 1 and ESRS 2)

Information on the scope of the sustainability reporting is given in Section 4.1.1.2. "General basis for preparing the sustainability statement" of the Sustainability Statement.

In particular, our procedures consisted in assessing:

- the process of establishing the consolidation scope chosen for the disclosure of sustainability information, through interviews with management;
- the reconciliation between the scope of financial consolidation and the scope of sustainability reporting;
- the probative nature of a selection of operational control analysis carried out by the group to ascertain whether or not to include sustainability information on non-financially controlled assets in the consolidation scope in relation to the specific subject of greenhouse gas emissions;
- the information provided in this regard in Section 4.1.1.2. "General basis for preparing the sustainability statement" of the Sustainability Statement.

Information on the identification of IROs on subjects outside the topics predefined by the ESRS is mentioned in Section 4.1.1.7.2. "List of material IROs" of the Sustainability Statement.

Our procedures primarily consisted in:

- Assessing whether the information disclosed on Veolia Environnement-specific metrics meets the requirements of Section 1.1.11 and application requirements AR1 to AR5 of ESRS 1;
- Assessing the process for producing these metrics through interviews with management;
- Verifying, for the quantitative metrics, the arithmetic calculation of such metrics with regard to the methodology implemented by Veolia Environnement;
- Assessing the information provided in this respect in the Sustainability Statement.

Information provided in application of the environmental standards (ESRS E1)

Information disclosed on climate change (ESRS E1) is mentioned in Section 4.1.2.1 "Climate change (E1)" of the Sustainability Statement.

In particular, our procedures consisted in assessing:

- based on interviews with management and internal stakeholders, in particular
- within the group's carbon trajectory teams, whether the description of the policies, actions and targets put in place by the entity covers the theme of climate change mitigation;
- the information presented in Section 4.1.2.1 "Climate change (E1)" of the Sustainability Statement and its overall consistency with our knowledge of the group.

With regard to the information published by Veolia Environnement on the presentation of its greenhouse gas (GHG) emissions, in Section 4.1.2.1.2 "Aligning Veolia's trajectory with the 1.5°C target":

- We examined the group's internal control and risk management procedures aimed at ensuring the compliance of the information disclosed;
- We examined the greenhouse gas emissions inventory protocol used by the group to assess its GHG emissions and assessed its application to a selection of emission categories and sites in scopes 1 and 2;
- With regard to scope 3 emissions, we assessed the information collection process;
- We assessed the emission factors used and the calculation of the related conversions, as well as the calculation and extrapolation assumptions, taking into account the uncertainty inherent in the state of scientific or economic knowledge and the quality of the external data used;
- For directly measurable data, such as energy consumption related to emissions from scopes 1 and 2, we reconciled the underlying data used to assess GHG emissions with supporting documentation on the basis of tests.

With regard to the transition plan for climate change mitigation, our work mainly consisted in assessing whether the information disclosed relative to this plan meets the requirements of ESRS E1 and appropriately describes the structural assumptions underlying this plan, it being specified that are not required to express an opinion on the appropriate nature or level of ambition of the objectives of this transition plan.

Compliance with the reporting requirements set out in Article 8 of Regulation (EU) 2020/852

Nature of procedures carried out

Our procedures consisted in verifying the process implemented by Veolia Environnement to determine the eligible and aligned nature of the activities of the entities included in the consolidation.

They also involved verifying the information reported pursuant to Article 8 of Regulation (EU) 2020/852, which involves checking:

- compliance with the rules applicable to the presentation of this information to ensure that it is readable and understandable;
- on the basis of a selection, the absence of material errors, omissions, or inconsistencies in the information provided, i.e. information likely to influence the judgment or decisions of users of this information.

Conclusion of the verifications carried out

Based on the procedures we have carried out, we have not identified any material errors, omissions, or inconsistencies relating to compliance with the requirements of Article 8 of Regulation (EU) 2020/852.

Emphasis of matter

Without qualifying the conclusion expressed above, we draw your attention to the information provided in the paragraph on "Generic DNSH criteria for pollution prevention" in Section 4.1.2.6.3. "Methodology" of the Sustainability Statement, in connection with the DNSH Pollution, which refers to the uncertainties regarding the interpretation of texts and the scope of the substances to be analyzed, as well as limitations in the company's ability to collect all the required data.

Elements subject to particular attention

We determined that there were no such elements to communicate in our report.

Paris la Défense, March 20, 2025

KPMG S.A.		ERNST & YOUNG et Autres	
Eric Jacquet	Alexandra Saastamoinen	Charles-Emmanuel Chosson	Quentin Séné
Partner	Partner	Partner	Partner

4.3 Vigilance plan

This section summarizes measures implemented by Veolia Environnement to meet the requirements of the French duty of care law.

Law no. 2017-399 on the duty of care of parent and subcontracting companies requires the implementation by these companies of a vigilance plan (the Plan). This plan is notably founded on “reasonable due diligence to identify risks and prevent severe impacts on human rights and fundamental freedoms, on people’s health and safety, and on the environment”.

Veolia Environnement has developed a vigilance plan in accordance with prevailing legislation, covering the entire group.

A detailed version of the Plan was also prepared. It may be consulted on the group’s website via the following link: https://www.veolia.com/en/veolia-group/who-are-we/compliance-and-vigilance.

4.3.1 COMPLIANCE OF THE PLAN WITH THE LAW

The Plan includes the five pillars required by the duty of care law:

- risk mapping;
- regular assessment procedures covering the situation of subsidiaries, subcontractors and suppliers.
- actions to prevent and mitigate risks and serious harm;
- a whistleblowing system that collects reporting of existing or proven risks;
- a monitoring scheme to follow up on the plan’s implementation and the efficiency of measures.

The law provides for an implementation report which is presented below.

4.3.2 2024 IMPLEMENTATION REPORT

Throughout 2024, Veolia ensured that the system implemented within the framework of the duty of care law matched its requirements. In this respect, the following initiatives were undertaken:

- overhaul of the vigilance risk mapping methodology;
- involvement of employee representative bodies in the assessment of certain risks;
- update of the purchasing risk mapping to identify and assess the major impacts, risks and opportunities of the supply chain;
- roll-out of “Sustainable purchasing” e-learning for BU buyers.

The improvements made to the group’s duty of care system, as described above, are all part of a process of continuous improvement in keeping with the spirit of the law.

5

OPERATING AND FINANCIAL REVIEW AFR

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5.1 Major events of the period

5.1.1 GREENUP - THE NEW 2024-2027 STRATEGIC PLAN

On February 29, 2024, the Group unveiled GreenUp, its new 2024-2027 Strategic Plan. Ideally positioned in this booming ecological transformation market, estimated to be worth around €2,500 billion, Veolia is accelerating the profitable growth of its activities worldwide with its new GreenUp plan. At the same time, it is reinforcing its decarbonization commitments by focusing primarily on its high-impact solutions, or boosters. These are the most essential and transformative solutions in the fields of water, energy and waste.

Their rapid, large-scale deployment will help erase 18 million metric tons of scope 4* CO_2 emissions by 2027 and preserve 1.5 billion cubic meter of water. This impact demonstrates the importance of dedicating efforts to greening, to the transformation, and not just to what is already "green".

This is the most effective way to reconcile economy and ecology, and that is precisely the objective of GreenUp. Veolia is also accelerating its own decarbonization trajectory, with an emissions reduction (scopes 1 & 2) of -50% by 2032, compatible with the 1.5 °C warming trajectory of the Paris Agreement. Veolia is poised to obtain the benefits offered by growth opportunities, capitalize on its key position in the market, and thus benefit from the advantage of being the market leader.

The Group is targeting more than €8 billion in EBITDA by 2027 and an average of 10% annual growth in its Current net income during the 2023-2027 period.

To achieve its growth, Veolia acts as a solutions integrator, combining its different businesses – Water, Waste and Energy – to help its customers decarbonize, decontaminate and regenerate resources. To achieve this, the Group relies on the combination of its core businesses ("strongholds") with growth boosters, and its presence in different geographies in order to duplicate proven solutions in one of the 44 countries where it operates.

Boosters and development of digital and technological innovation

Spearhead of Veolia's growth, the boosters are strategic activities to which the Group will devote a major share of its resources, as part of its GreenUp plan. These already account for 30% of its revenue and will generate 70% of its growth between 2024 and 2027. Veolia will allocate half of its growth investments to these activities, i.e. €2 billion, as much as for all the activities in the previous strategic plan.

GreenUp's boosters are:

- The Decarbonizing local energy through bioenergy, energy efficiency in buildings and industries, and electrical flexibility,
- The Water Technologies and New Solutions to preserve water resources and treat new pollutants,
- The Hazardous waste treatment, to treat the most toxic and harmful elements to protect ecosystems and public health.

Already a leading player in the research and development of environmental solutions, with 14 research centers worldwide, the Group will significantly step up its investment in innovation with an additional €200 million to design the technologies of the future.

Veolia also plans to increase the efficiency gains offered by digital technology and artificial intelligence as part of its annual savings plan, to optimize its customers' water and energy consumption, as well as waste sorting and recycling, and strengthen predictive maintenance.

Strongholds

The acceleration of GreenUp will rely on the Group's strongholds businesses, which are the breeding ground for these boosters. These currently account for 70% of Veolia's activity and will continue to fuel its growth, representing 30% by 2027 with €2 billion of growth investment as part of the plan.

These are the robust foundations of essential services to the regions or to industry, often comparable to infrastructures. For these activities, such as heating networks, municipal water and solid waste management, Veolia is working to maintain its operational excellence and pursue its innovation efforts.

GreenUp's commitments for 2024-2027

- Solid revenue growth (1)
- €350 million savings per year
- Over €8 billion of EBITDA by 2027
- Annual growth in current net income of around 10% during the 2023-2027 period (2)
- Financial leverage less than or equal to 3x
- Dividend growth in line with current EPS
- €4 billion in growth investments, of which €2 billion prioritized for three strategic activities (growth boosters)
- Decarbonization: 18 million metric tons of CO_2 erased in 2027 (scope 4*) and emission reduction trajectory compatible with 1.5°C warming (scopes 1 & 2)
- Regeneration: 1.5 billion m^3 of fresh water saved in 2027
- Depollution: 9 million metric tons (3) of hazardous waste and pollutants treated in 2027

(1) Excluding energy prices
(2) At constant exchange rates
(3) Scope impact linked to the disposal of RGS (United States)

* *Scope 4, also called erased emissions, is a concept specific to Veolia, to assess the GHG emission reductions of third parties thanks to Veolia's decarbonizing solutions. It is defined in point 4.1.2.1.4. Veolia ensures that scope 4 is recognized differently than its scopes 1, 2 and 3 emissions and may under no circumstances be subtracted from them.*

5.1.2 BUSINESS AND INCOME TRENDS

2024 results show strong growth, confirming the successful launch of the GreenUp plan

The robust 2024 results, with all objectives either met or exceeded, reflecting the Group's excellent operational performance, despite the macroeconomic context in Europe and the unfavorable weather impact and energy price effect.

The solid increase in revenue (at constant scope and exchange rates) stems from the growth of the Water and Waste stronghold businesses and from the significant expansion of the booster activities, particularly Hazardous Waste and Water Technologies. Activity by region shows strong growth in the booster regions of Australia, the United States and the Middle East, as well as solid improvement in France.

The Group's performance demonstrates the robustness of its commercial strategy and its ability to generate significant internal growth. This is explained by several key factors: its strong foothold in its main markets, a well-distributed geographical presence, and a range of varied and complementary activities. These combined elements confirm the relevance and effectiveness of the business model adopted by the Group.

			2024 / 2023 Change	
(€ million)	2023	2024	Δ at constant exchange rates	Δ at constant exchange rates & scope
Revenue	45,351	44,692	-0.9 %	1.5 %
EBITDA	6,543	6,788	4.8 %	5.8 %
Current EBIT (1)	3,346	3,547	7.1 %	7.9 %
Net Financial Debt (1)	-17,903	-17,819		

(1) The indicators are defined in Section 5.5.2 of the Universal Registration Document.

Revenue as of December 31, 2024 is €44,692 million, a change of +1.5% at constant scope and exchange rates. Excluding energy prices, revenue rose +5.0% at constant scope and exchange rates.

- **Water** activities recorded organic growth of +5.6% due to excellent activity levels in Water Technologies and tariff reviews, driven by strong project activity and Engineering Systems and Chemical Solutions activities;
- **Waste activities** grew +6.4%, driven by price reviews, higher volumes, the rise in prices of recyclate and solid performance of hazardous waste treatment activities;
- The **Energy business** was down -10.7% due to a -12.6% drop in energy prices and, to a lesser extent, an adverse weather impact of -0.6%. They benefited from strong commercial momentum in energy efficiency services in the Middle East, Belgium and Hong Kong. Excluding energy prices, Energy revenue rose +1.9% (at constant scope and exchange rates).

EBITDA as of December 31, 2024 stood at €6,788 million, an increase of +5.8% at constant scope and exchange rates. The lower energy prices that impacted revenue had a negative effect of -€131 million on EBITDA due to the change in energy purchase costs. EBITDA also benefited from the gains generated by operating efficiency programs of €398 million, ahead of the annual target of €350 million.

With €120 million in synergies related to the integration of Suez, completed at the end of December 2024, the Group generated €435 million in synergies at the end of 2024, higher than the initial target of €400 million. In view of this excellent performance, the target for cumulative synergies has been raised from €500 million to €530 million by the end of 2025.

Current EBIT was €3,547 million, up +7.9% at constant scope and exchange rates compared to December 31, 2023.

Net financial debt amounted to €17,819 million at December 31, 2024, down by -€84 million compared with December 31, 2023, improving the Group's financial leverage to 2.63 below leverage target. This decrease is due to the solid free cash flow generated, as well as the disposals carried out under the strategic plan of asset rotation. Net free cash flow before dividends and financial investments amounted to €1,156 million in 2024, a slight increase compared with 2023 (+€13 million).

5.1.3 CHANGES IN GROUP STRUCTURE - STRATEGIC PROGRAM

5.1.3.1 Innovations and commercial developments

In 2024, the Group continued to innovate and expand its commercial presence, in line with its new GreenUp strategic plan. This approach concerns both its strongholds businesses and its high-growth areas identified as boosters.

Strongholds

- **Veolia wins the recycling contract in Birmingham**

Veolia has won a 10-year contract to manage the recycling and treatment of household waste in Birmingham. The Group will operate the city's energy recovery plant, recycling centers and three waste transfer stations. This partnership strengthens Veolia's position in the UK waste management sector.

- **SEDIF: an offer combining Water, Water Technologies and Hazardous Waste**

On January 25, 2024, the Greater Paris Water Authority (SEDIF) selected Veolia for the management of its public drinking water service from 2025 to 2036, considering their offer as the best and most suitable for the challenges defined in their specifications. The contract, with a total value of €4 billion over 12 years, covers the water distribution for 4 million inhabitants in 133 municipalities in the Ile-de-France region. Veolia's bid includes groundbreaking solutions, such as advanced membrane filtration combining nanofiltration and reverse osmosis to treat micropollutants, and decarbonization of the water supply using low-carbon energy.

- **Saint-Fons: an innovative Water - Energy offering**

In 2024, Veolia won the contract from the Metropolis of Lyon for the management of the Saint-Fons wastewater treatment plant (France). This particularly innovative contract includes the treatment of PFAS (forever chemicals), as well as the reuse of sludge to produce energy. It is worth €100 million over six years.

- **New-Orleans: Renewal combining water management and energy efficiency**

In 2024, Veolia successfully renewed for an additional 6 years, an operation and maintenance contract for a wastewater treatment plant in New-Orleans, representing US$84 million. This contract will be the opportunity to deploy for the first time within American municipal activities, Hubgrade, the Group's energy efficiency tool.

- **Successful launch of a new plastics recycling plant in Japan**

In 2024, Veolia commissioned its new Circular-PET (C-PET) plant in partnership with the conglomerate Mitsui and the Japanese distribution group Seven & i. C-PET is a new recycled plastic production plant in Japan. It is an example of a circular economy model in which used PET bottles are collected and recycled as raw materials to make new PET bottles. The plant has an annual capacity of 25,000 metric tons and will result in 27,500 metric tons of avoided CO_2 emissions.

- **Decarbonization of the municipal heating network with energy from waste in London**

Veolia, Europe's leader in decarbonizing local energy, is constructing a new district heating network in London that will deliver heat from an energy recovery facility, working in partnership with Southwark Council. By using 75 GWh per year of low-carbon heat obtained from generating electricity from non-recyclable household waste, the network will supply nearly 5,000 homes across 11 social housing units and schools in the district.

- **Waste-to-energy production in Brive (France)**

Veolia will build and operate a new Waste-to-Energy Plant in Brive (France) for a period of 25 years, for an amount of around € 440 million. The site will supply locally produced energy from waste to nearly 3,000 households with electricity and 6,500 households with district heating.

Boosters

- **Construction of the Hassyan desalination plant in Dubai**

Veolia was awarded the contract for the construction of the Hassyan seawater desalination plant in Dubai. This US$320 million project, commissioned by Dubai Electricity and Water Authority (DEWA) and ACWA Power, will supply the region with drinking water using state-of-the-art, energy-efficient reverse osmosis technology. The Hassyan plant will be one of the largest desalination facilities in the world, with a production capacity of 818 000 cubic meters of drinking water per day.

- **Acquisition of Uniper's assets in Hungary**

In February 2024, Veolia, through its Hungarian subsidiary, signed an agreement with Uniper for the acquisition of a power plant with an installed capacity of around 430 MW. After obtaining the necessary authorizations, the transaction was closed on January 6, 2025.

- **Contract won with the Prince of Wales Hospital in Hong Kong**

In 2024, Veolia won a new energy efficiency contract with the Prince of Wales Hospital in Hong Kong. This contract is worth €185 million.

- **Strategic partnership with the Kingdom of Morocco for the largest desalination project in Africa**

On October 29, 2024, Veolia and the Kingdom of Morocco signed a master of agreement to establish a strategic partnership aimed at exclusively developing a seawater desalination project that will be the largest in Africa and the second largest in the world. The project will include the construction, financing and operation, by Veolia for 35 years, of a seawater desalination plant. With a capacity of 822,000 cubic meters of drinking water per day or 300 million cubic meters per year, it will cover the water needs of nearly 9.3 million inhabitants.

Veolia's unique positioning as illustrated by recent PFAS-related developments

Emerging regulations on PFAS (persistent pollutants) in the United States are opening up a market estimated to be worth US$200 billion. This will be addressed with innovative solutions to protect drinking water, process wastewater and remediate contaminated sites, drawing on the advanced technologies at the Group's disposal, such as membrane filtration and hazardous waste management.

In France, Veolia conducted a campaign on an unprecedented scale to detect the presence of PFAS in drinking water. In that respect, Veolia has assessed the levels of the 20 regulated PFAS in drinking water in France, in anticipation of the health authorities' requirement. The Group has analyzed more than 2,400 drinking water production points it manages, covering more than a third of the French population. Veolia has decided to invest in an unparalleled pool of advanced solutions, comprising more than 30 mobile treatment units, to provide an effective response in the event of pollution emerging in a given area.

On October 17, Veolia announced the launch of a pioneering offer for the treatment of regulated PFAS. The "Beyond PFAS" offer represents a major advance against PFAS globally, and combines the skills of the Group's three businesses to ensure the detection, treatment and sustainable elimination of pollutants.

Veolia-Mistral AI Partnership: Generative AI for resource efficiency and the ecological transition

Veolia and Mistral AI have announced a strategic partnership to revolutionize the management of industrial sites in the areas of water, waste and energy. By combining Mistral AI's generative AI with Veolia's expertise, they are creating an innovative solution for direct dialog with industrial installations.

5.1.3.2 Changes in Group structure

The main changes in scope as of December 31, 2024 were as follows:

- **Acquisition of Hofmann (Germany)**

On March 1, 2024, the Group finalized the acquisition of the recycling and waste management operations of Friedrich Hofmann GmbH for €315 million.

This allows the Group to expand its geographic coverage in the German market. The Hofmann Group is active in southeast Germany, particularly in the Nuremberg region. The company is mainly involved in the collection, sorting, recovery, recycling and trading of secondary raw materials.

- **Disposal of SADE (France)**

On February 16, 2024, the Group signed an agreement for NGE, an independent public works group, to acquire SADE, its wholly owned subsidiary specializing in the construction and repair of water and infrastructure networks. The financial closing of operation was completed on February 29, 2024. The transaction was valued at €198 million, including a deferred payment of €20 million.

As a reminder, SADE's activities, mostly consisting of civil engineering works and network construction in the water sector, generated annual revenue of €1.1 billion in 2023. It has a workforce of around 6,900 employees.

As of December 31, 2023, SADE's assets and liabilities had been reclassified as assets and liabilities held for sale.

- **Disposal of Haikou (China)**

On December 25, 2023, Veolia China signed an agreement of intent with the city of Haikou with a view to it buying out the Group's 49% interest in the Haikou water concession for 620 million Chinese renminbi (€79 million).

All the requirements for the closing were met on June 26, 2024, putting the sale into effect.

- **Disposal of Lydec (Morocco)**

On March 28, 2024, the Moroccan Competition Council closed the investigation into Veolia, ratifying the proposed sale of Lydec to the Moroccan state and confirming a fine of €9 million.

On July 5, 2024, in accordance with commitments made to the Moroccan authorities, Veolia announced that it had reached an agreement with the Moroccan authorities for the sale to Société Régionale Multiservices Casablanca-Settat of its entire stake in Lydec, acquired when Veolia took control of Suez in 2022.

The financial closing of operation was completed on September 4, 2024 for €149 million, including the collection of dividends paid to the shareholders prior to the disposal.

- **Disposal of Veolia North America Regeneration Services (United States of America)**

On August 1, 2024, the Group sold its subsidiary Veolia North America Regeneration Services, which includes its sulfuric acid and hydrofluoric acid regeneration activities for refineries in the United States, for US$628 million (€580 million).

This disposal is in line with the Group policy of continuously reshaping its portfolio of assets in line with the strategic priorities of GreenUp plan whilst maintaining a strict balance sheet discipline.

These activities represented revenues of around US$350 million in 2023.

5.1.4 GROUP FINANCING

5.1.4.1 Group debt structure

Net financial debt as of December 31, 2024 amounted to €17,819 million, 97% of which is at fixed rate.

The level of cash as of December 31, 2024 stands at €11,619 million (see table on net liquidity position in paragraph 3.4), after the repayments of bond debts and the remaining balance of a hybrid bond line in 2024, net of new issues, for a total amount of -€414 million and the issue of commercial paper for €1,373 million.

The Group also has at its disposal a multi-currency syndicated credit facility, with a total undrawn amount of €4,500 million as of December 31, 2024, as well as bilateral credit facilities with a total undrawn amount of €1,673 million as of December 31, 2024. This gives it a solid net liquidity position of €8,313 million as of December 31, 2024, after taking into account current debts (including bank overdrafts and other cash position items) payable in the amount of €9,478 million.

5.1.4.2 Bond debt management

On August 2, 2024, Veolia Environnement launched a buyback operation, with a delivery settlement date of August 9, 2024, of some of its bonds with an option to be converted into and/or exchanged for new or existing shares maturing on January 1, 2025, for €364 million. The remaining nominal amount following this transaction is around €336 million.

On September 2, 2024, the Group issued €500 million of bonds maturing in September 2034. These bonds bear a coupon of 3.571% and were issued at par.

On December 3, 2024, the Group issued €500 million of bonds maturing in January 2031. These bonds bear a coupon of 2.974% and were issued at par.

5.1.4.3 Confirmation of the credit outlook

On September 10, 2024, Standard and Poor's confirmed Veolia Environnement's credit rating at A-2/BBB with a stable outlook. On April 12, 2024, Moody's confirmed the Group's rating at P-2/Baa1 with a stable outlook.

5.1.4.4 Dividend payment

The Combined General Meeting of April 25, 2024 approved payment of a dividend of €1.25 per share for 2023, payable in cash. The 2023 dividend was paid from May 10, 2024 for a total amount of €895 million.

5.1.5 FREE SHARE AND PERFORMANCE SHARE PLANS AND GROUP SAVINGS

In accordance with the Group's compensation policy and the authorization granted by the Veolia Environnement Combined General Meeting, the Board of Directors decided on May 13, 2024, at the recommendation of the Compensation Committee, to grant 1,082,914 performance shares (representing approximately 0.15% of the share capital out of a General Meeting authorization of 0.35%) to approximately 550 beneficiaries, made up of senior executives, high potential employees and key contributors of the Group, including the Chief Executive Officer. The vesting of these shares is subject to presence and performance conditions. The detailed features of these plans can be found in Chapter 3, Section 3.4.3 of the 2024 Universal Registration Document.

In addition, at Veolia Environnement's Combined General Meeting on April 25, 2024, and in line with the transactions conducted annually since 2018, the Company confirmed its plans to involve its employees in the development of their company and its value creation by launching a new employee shareholding scheme. On June 3, 2024, the Group announced the launch of an employee shareholding scheme open to around 179,000 Group employees. The subscription rate was close to 45%, with nearly 80,000 employees choosing to subscribe. This new plan enabled Group employees to strengthen their position as Veolia's largest shareholder, holding 8.9% of the Company's share capital at December 31, 2024. This success testifies to the commitment of the Group's employees to the new objectives set out in the GreenUp 2024-2027 strategic plan. This transaction resulted in a share capital increase of nearly €356 million (including share premium). Settlement and delivery of the new shares took place on September 13, 2024.

5.1.6 CHANGES IN GOVERNANCE

As part of the annual re-election of the Board, the Board of Directors' meeting of March 12, 2024 noted the expiration of the terms of office of three directors at the end of the General Meeting of April 25, 2024 (Mrs. Isabelle Courville, Mrs. Nathalie Rachou and Mr. Guillaume Texier) and that Mrs. Nathalie Rachou did not seek the renewal of her term of office at the end of that General Meeting. At the recommendation of the Nominations Committee, the same Board of Directors' meeting decided to ask the General Meeting to renew the term of office of Mrs. Isabelle Courville and Mr. Guillaume Texier as directors and appoint Mrs. Julia Marton-Lefèvre as director.

The Veolia Environnement Combined General Meeting of April 25, 2024:

- renewed the term of office of Mrs. Isabelle Courville and the term of office of Mr. Guillaume Texier as directors; and
- appointed Mrs. Julia Marton-Lefèvre as director;

for a four-year period expiring at the end of the General Meeting of Shareholders called to approve the financial statements for the year ending December 31, 2027.

At the date of this document, the Veolia Environnement Board of Directors had fourteen directors, 64% of whom were independent directors (excluding the two directors representing employees and the director representing employee shareholders), 54.5%[1] of whom were women, and one non-voting member (censeur):

- Mr. Antoine Frérot, Chairman of the Board of Directors ;
- Mrs. Estelle Brachlianoff, Chief Executive Officer ;
- Mr. Pierre-André de Chalendar*, Senior Independent Director ;
- Mr. Olivier Andriès* ;
- Mrs. Maryse Aulagnon ;
- Mrs. Véronique Bédague* ;
- Mrs. Isabelle Courville* ;
- Mrs. Marion Guillou* ;
- Mr. Franck Le Roux, Director representing employees ;
- Mrs Julia Marton-Lefèvre* ;
- Mrs. Agata Mazurek- Bąk, Director representing employee shareholders ;
- Mr. Pavel Páša, Director representing employees ;
- Mr. Francisco Reynés* ;
- Mr. Guillaume Texier* ;
- Mr. Enric Xavier Amiguet i Rovira, non-voting member (*censeur*).

* *Independent member.*

The composition of the Board Committees is:

- **Accounts and Audit Committee:** Mr. Guillaume Texier (chairman), Mr. Olivier Andriès, Mrs. Véronique Bédague, Mr. Franck Le Roux, and Mrs. Agata Mazurek-Bąk.
- **Nominations Committee**: Mr. Pierre-André de Chalendar (chairman), Mrs. Maryse Aulagnon, Mrs. Isabelle Courville and Mr. Antoine Frérot.
- **Compensation Committee**: Mr. Olivier Andriès (chairman), Mrs. Maryse Aulagnon, Mr. Pierre-André de Chalendar, Mrs. Marion Guillou, Mr. Franck Le Roux and Mr. Francisco Reynés.
- **Research, Innovation and Sustainable Development Committee**: Mrs. Isabelle Courville (chairwoman), Mrs. Marion Guillou, Mrs. Julia Marton-Lefèvre, Mr. Pavel Páša and Mr. Guillaume Texier. Mr. Enric Amiguet i Rovira is a permanent guest of this committee.
- **Purpose Committee**: Mr. Antoine Frérot (chairman), Mr. Olivier Andriès, Mr. Pierre-André de Chalendar, Mrs. Isabelle Courville, Mr. Franck Le Roux and Mr. Guillaume Texier.

The Chief Executive Officer is assisted in the performance of her duties by an Executive Committee, a discussion, consultation and general policy decision-making body which seeks to implement the Group's strategic direction. The Committee is also consulted on major issues concerning the Group's corporate life.

The Executive Committee meets monthly.

As of the date of this document, the Company's Executive Committee had 14 members:

- Mrs. Estelle Brachlianoff, Chief Executive Officer ;
- Mrs. Isabelle Quainon, Senior Executive Vice President, Human Resources ;
- Mr. Sébastien Daziano, Senior Executive Vice President, Strategy, Innovation and development ;
- Mr. Gavin Graveson, Senior Executive Vice President, Northern Europe ;
- Mr. Philippe Guitard, Senior Executive Vice President, Central and Eastern Europe ;
- Mr. Éric Haza, Chief Legal Officer ;
- Mrs. Anne Le Guennec, Senior Executive Vice President, Worldwide Water Technologies ;
- Mr. Christophe Maquet, Senior Executive Vice President, Asia Pacific ;
- Mrs. Emmanuelle Menning, Deputy Chief Executive Officer Finance and Purchasing;
- Mr. Gustavo Migues, Senior Executive Vice President, Iberia and Latin America ;
- Mr. Jean-François Nogrette, Senior Executive Vice President, France and Special Waste Europe ;
- Mr. Laurent Obadia, Deputy Chief Executive Officer, in charge of Stakeholders and Communications, Advisor to the Chairman ;
- Mr. Helman le Pas de Sécheval, General Counsel ;
- Mr. Frédéric Van Heems, Senior Executive Vice President, North America.

In addition, Management Committee meetings bring together, each quarter all the Group's functions and geographies to share and commit to the Group's challenges and outlook. At the date of this document, this Committee had 38 members, including the 14 Executive Committee members; its composition can be viewed on Veolia's website (www.veolia.com).

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[1] *Excluding the two Directors representing employees and the Director representing employee shareholders in accordance with Articles L. 225-27-1 and L. 22-10-7 of the French Commercial Code (Code de commerce).*

5.2 Accounting and financial information

5.2.1 KEY FIGURES

Group key figures are presented in accordance with the definitions as described in the publication of the financial statements for the year ended December 31, 2023 (see Chapter 5.5.2 of the 2024 Universal Registration Document – Definitions).

			2024 / 2023 Change		
(€ million)	2023	2024	Δ	Δ at constant exchange rates	Δ at constant scope & exchange rates
Revenue	**45,351**	**44,692**	**-1.5%**	**-0.9%**	**1.5%**
EBITDA (1)	**6,543**	**6,788**	**3.7%**	**4.8%**	**5.8%**
Current EBIT (2) (3)	**3,346**	**3,547**	**6.0%**	**7.1%**	**7.9%**
Current Net income - Group share (1)	1,335	1,530	14.7%	14.6%	
Net Income - Group share	937	1,098	17.1%		
Current net income - Group share, per share (undiluted) (1)	1.89	2.13			
Current net income - Group share, per share (diluted) (1)	1.82	2.06			
Dividend per share paid during the fiscal year	1.25	1,40 (4)			
Net industrial investments (including new operating financial assets)	-3,730	-3,836			
Net free cash-flow	1,143	1,156			
Net financial debt - Closing (5)	**-17,903**	**-17,819**			

(1) The indicators are defined in Section.5.5.2 of the Universal Registration Document.
(2) Including the share of current net income of joint ventures and associates.
(3) Re-presented for depreciation of remeasured assets, identified during the Suez purchase price allocation, of €217 million as of December 31, 2023 and €191 million as of December 31, 2024, as defined in Section 5.5.2 of the Universal Registration Document.
(4) Subject to the approval of the general assembly on April 24, 2025.
(5) Net financial debt excludes the remeasurement of financial liabilities during the Suez purchase price allocation as defined in Section 5.5.2 of the Universal Registration Document.

The main foreign exchange impacts between December 31, 2024 and December 31, 2023 are as follows :

FX impacts as of December 31, 2024 (vs December 31, 2023)	%	*(€ million)*
Revenue	-0.5%	-234
EBITDA	-1.1%	-70
Current EBIT	-1.1%	-36
Net financial debt (1)	0.9%	-157

(1) Including fair value adjustment.

5.2.2 GROUP REVENUE

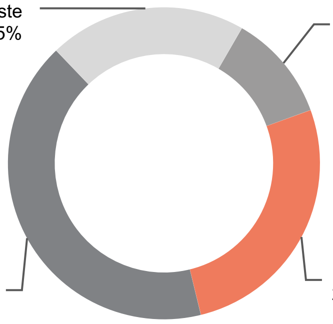
5.2.2.1 Revenues by operating segment

Group consolidated revenues amounted to €44,692 million at December 31, 2024, compared to €45,351 million at December 31, 2023. The increase was +1.5% at constant scope and exchange rates and +5.0% excluding the effect of energy prices, which mainly affects Europe excluding France.

			2024/2023 change		
(€ million)	**2023**	**2024**	**Δ**	**Δ at constant exchange rates**	**Δ at constant scope and exchange rates**
France and Special Waste Europe	9,726	9,145	-6.0%	-6.0%	4.0%
Europe excluding France	19,000	18,619	-2.0%	-2.3%	-3.6%
Rest of the World	11,907	11,945	0.3%	2.3%	5.3%
Water technologies	4,707	4,973	5.7%	7.0%	7.0%
Other	12	9	-	-	-
GROUP	**45,351**	**44,692**	**-1.5%**	**-0.9%**	**1.5%**

As of December 31, 2024, revenue by operating segment breaks down as follows:

Revenue as of December 31, 2024: €44,692 million



Compared with December 31, 2023, the revenue increase as of December 31, 2024 was 1.5% at constant scope and exchange rates. It increased significantly in the Water Technologies segment, grew steadily in the Rest of the World segment as well as in France and Special Waste Europe. It decreased in the Europe excluding France segment due to lower energy prices than in 2023:

- Water technologies +7.0% ;
- Rest of the world +5.3% ;
- France and Special Waste Europe +4.0%, and
- Europe excluding France -3.6%, and +4.5% excluding energy prices.

Revenue for the **France and Special Waste Europe** segment totaled €9,145 million, with organic growth of +4.0% at constant scope and exchange rates compared with December 31, 2023:

- **Water France** sales of €3,185 million were up +6.2% at constant scope and exchange rates, mainly fueled by the +4.5% positive effect of tariff reviews ;
- **Waste France** revenue stood at €2,962 million. It is up +2.1% at constant scope and exchange rates, due to the positive effect of tariff reviews and indexation, as well as the higher price of recycled materials compared with the same period in 2023 ;
- **Special Waste Europe** sales reached €2,280 million, up +9.5% at constant scope and exchange rates, mainly due to the increase in tariffs for hazardous waste treatment and sanitation maintenance activities, which offset the impact of lower recycled oil prices.

Revenue for the **Europe excluding France** segment totaled €18,619 million as of December 31, 2024, with organic change of -3.6% due to lower energy prices than in 2023. Excluding energy prices, revenue increased +4.5%.

- In **Central and Eastern Europe**, revenue stood at €10,594 million. It was down -8.4% at constant scope and exchange rates, having been affected by lower energy prices, and to a lesser extent, by an unfavorable weather impact (-€72 million) due to a milder winter than last year in the first semester. The Waste business in Germany saw positive momentum, boosted by an intensification of treatment operations and an increase in the prices of recycled paper and cardboard compared with the situation observed as of December 31, 2023 ;
- In **Northern Europe**, revenues of €4,265 million rose by +3.6% at constant scope and exchange rates. This increase was mainly attributable to the change in revenue in the **United Kingdom**, up +3.8% at constant scope and exchange rates. This was predominantly in the Waste business, which benefited from tariff indexation and the availability of incineration facilities ;
- In **Iberia**, revenues stood at €2,798 million, up +5.8% at constant scope and exchange rates. The Water business benefited from tariff increases, despite a slight decline in consumption due to periods of drought. By contrast, the Energy activities were adversely affected by the fall in prices ;
- **Italy** generated revenues of €962 million, down -3.2% at constant scope and exchange rates, mainly due to lower energy prices, with no impact on margin due to a parallel decrease in energy purchase costs.

In the **Rest of the world**, revenue totaled €11,945 million, representing organic growth of +5.3%, increasing across all regions :

- Revenue in **Latin America** was €1,903 million, an increase of 10.9% at constant scope and exchange rates. This growth was driven by the broadly favorable effects for the Waste activities, particularly in Brazil, Chile and Colombia, as well as tariff increases for the Water activities in Chile and Colombia ;
- In **Africa Middle-East**, revenue rose +6.1% at constant scope and exchange rates to €2,135 million, mainly driven by the growth of energy services in the Middle East and the increase in activity in Morocco ;
- In **North America**, revenues reached €3,329 million, up +2.8% at constant scope and exchange rates. The Hazardous Waste activity performed strongly, mainly buoyed by price increases and a favorable mix effect. The Water activity performed well in the regulated Water branch, with tariff reviews in New Jersey, New York, Pennsylvania and Delaware ;

- Revenue in **Asia** rose +2.1% to €2,467 million, mainly due to strong activity among municipal customers, including district heating in China, municipal water in Japan, energy in Taiwan and solid waste in Hong Kong. Energy efficiency was boosted by the commercial momentum in Hong Kong, while the plastics recycling market improved in China. Hazardous waste was impacted by lower prices compared to 2023 in China ;
- In the **Pacific**, revenue increased +7.7% at constant scope and exchange rates to €2,112 million, mainly driven by tariff reviews in the Waste business, good commercial momentum in industrial maintenance and growth in the soil remediation business.

The **Water technologies** activity generated revenue of €4,973 million, up +7.0% at constant scope and exchange rates. This was supported by the development of desalination projects and industrial contracts in several regions, with the expansion of commercial activity in North America, Latin America and Europe.

5.2.2.2 Revenues by business line

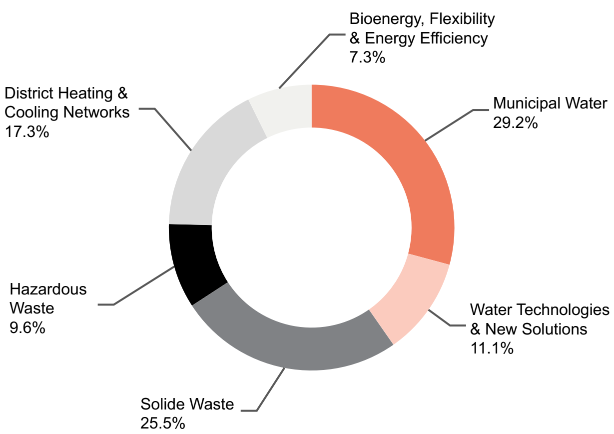
Compared with December 31, 2023, revenue was up +1.5% at constant scope and exchange rates. Excluding energy prices, revenue increased +5.0%. The change in revenue by business is due to the following:

- growth in **Water** activities of +5.6% ;
- growth in **Waste** activities of +6.4% ;
- -10.7% change in **Energy**; excluding energy prices and weather impact, Energy revenue slightly increases (+2.5% compared with 2023).

			2024/2023		
(in € million)	2023	2024	Δ	Δ at constant exchange rates	Δ at constant scope and exchange rates
Water	18,409	18,033	-2.0%	-0.6%	5.6%
Waste	14,683	15,662	6.7%	6.6%	6.4%
Energy	12,260	10,997	-10.3%	-10.5%	-10.7%
GROUP	**45,351**	**44,692**	**-1.5%**	**-0.9%**	**1.5%**

Revenue for the period ended December 31, 2024 breaks down by business as follows:

Revenue as of December 31, 2024: €44,692 million



The main changes in revenue by business at constant scope and exchange rates compared with figures for the period ended December 31 2023 break down as follows:

Water revenue

Water revenue rose by +5.6%, consisting of tariff increases (+3.4%), higher volumes and good commercial momentum (+2.2%).

Revenues from the **stronghold businesses of Municipal Water** rose +5.1%, with tariff increases in all regions (particularly in France, Spain, Central and Eastern Europe and North America) and a favorable commercial impact.

Revenue from the **booster activities of Water Technologies** and New Solutions rose sharply by +7.0%, mainly driven by desalination projects, strong project activity and Engineering Systems and Chemical Solutions activities.

Waste revenue

Revenue from the **Waste** business was up +6.4% as a result of tariff reviews (+3.8%), a slight increase in recyclate prices (+0.5%) and a positive commerce/volumes/works impact (+2.5%).

Revenue from the **stronghold businesses** of **Solid waste management** rose +6.2%, mainly driven by France, Germany, the United Kingdom and Australia. It benefited from favorable tariff reviews and good commercial momentum, particularly in the United Kingdom, Germany and Australia.

Revenue from the **booster activities** of **Hazardous waste treatment** increased +7.1%, mainly driven by France and Solid Waste Europe, the United States and Australia.

Energy revenue

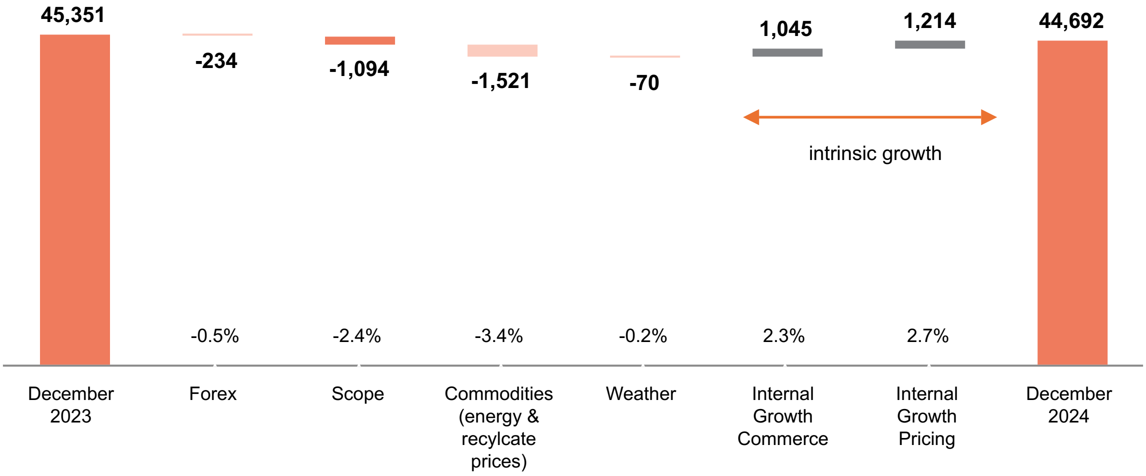
Energy revenue was down -10.7% at constant scope and exchange rates, but up +1.9% excluding the impact of energy prices. The unfavorable energy price effect of -12.6% and the weather impact of -0.6% were partially offset by the volumes/commerce effect (+2.2%) and other effects (+0.3%).

Revenue from the **stronghold businesses** of **District heating and cooling networks**, mainly located in Central and Eastern Europe, saw slight growth of +0.7% after eliminating the impact of energy prices, despite an unfavorable weather effect.

Revenue from the **booster activities** of **Bioenergy, flexibility and energy efficiency** rose +5.3% excluding the energy price effect, buoyed by commercial momentum in the Middle East, Belgium and Hong Kong.

5.2.2.3 Analysis of changes in Group revenues

Revenue was up +1.5% at constant scope and exchange rates, and +5.0% excluding energy prices. It breaks down as follows:



The **foreign exchange** of -€234 million (-0.5%) mainly reflects the depreciation of the Chilean and Czech currencies[1].

The **scope effect** of -€1,094 million (-2.4%) mainly includes the impact of the disposals of SADE on February 29, 2024, of RGS (North America) on August 1, 2024, and of Lydec on September 4, 2024, partially offset by the acquisition of Hofmann (Germany) in the first quarter of 2024.

External factors negatively impact the turnover :

Commodities (corresponding to changes in energy and recyclate prices) amounted to -€1,521 million (-3.4%), due to lower energy prices (-€1,596 million), mainly in Central and Eastern Europe, slightly attenuated by the positive effect of recyclate prices (+€75 million) ;

The **weather** was -€70 million (-0.2%), mainly in Central and Eastern Europe. This was mainly due to a milder winter at the beginning of the year, compared with 2023.

Intrinsic growth was driven by positive commerce and price effects. The **Commerce/Volumes/Works** impact totaled +€1,045 million (+2.3%), driven by good commercial momentum, higher water and waste volumes, construction work progress and growth in Water Technologies. Favorable **price effects** represented +€1,214 million (+2.7%), mainly related to tariff reviews for Waste and Water.

[1] Main foreign exchange impacts by currency: Chilean peso (-€97 million) and Czech koruna (-€96 million)

5.2.3 GROUP EBITDA

5.2.3.1 EBITDA by operating segment

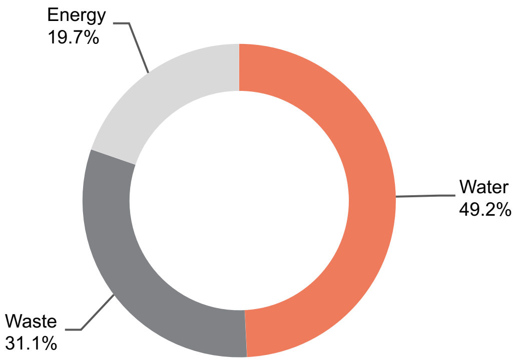
			2024 / 2023 Change		
(€ million)	2023	2024	Δ	Δ at constant exchange rates	Δ at constant scope and exchange rates
France and Special Waste Europe	1,338	1,392	4.0%	3.9%	7.7%
Europe excluding France	2,599	2,642	1.7%	2.0%	0.6%
Rest of the world	1,925	2,025	5.2%	8.2%	11.0%
Water technologies	534	612	14.7%	15.7%	15.7%
Other	148	117	-	-	-
GROUP	**6,543**	**6,788**	**3.7%**	**4.8%**	**5.8%**

As of December 31, 2024, Group consolidated EBITDA is €6,788 million, compared with €6,543 million as of December 31, 2023, up by 5.8% compared to December 31, 2023 at constant scope and exchange rates. EBITDA benefited from revenue growth of +5.0% excluding the impact of energy prices, as well as the operational efficiency program (€398 million of gains generated in 2024) and synergies generated following the integration of Suez (€120 million in 2024).

5.2.3.2 EBITDA by business line

EBITDA for the year ended December 31, 2024 breaks down by business as follows :

EBITDA as of December 31, 2024: €6,788 million



The main changes in EBITDA by business at constant scope and exchange rates compared with figures for the year ended December 31, 2023 break down as follows :

Water EBITDA

Water EBITDA is €3,340 million, It was up +10.0% at constant scope and exchange rates from December 31, 2023, driven by revenue growth (+5.6%) following a strong commercial performance and advantageous price trends, supported by efficiency gains and synergies (in France and Spain) and solid activity in Water Technologies.

EBITDA of the **stronghold businesses** of **Municipal Water** rose +8.7% at constant scope and exchange rates. This increase includes a significant contribution from water activities in all regions, not least Central and Eastern Europe and the regulated water activity in the United States, as well as the implementation of a specific action plan to improve operational efficiency in France and Spain.

EBITDA of the **booster activities** of **Water Technologies and new solutions** also saw strong growth of +16.0%, mainly driven by the improvement in operating margin of Projects and the Engineering Systems and Chemical Solutions activity.

Waste EBITDA

Waste activities EBITDA is €2,110 million, up +11.1% at constant scope and exchange rates compared with December 31, 2023. The increase was due to a favorable price trend and significant efficiency gains and synergies.

EBITDA of the **stronghold businesses** of **Solid waste management** rose +11.2% at constant scope and exchange rates, thanks to a strategy of contract selectivity and proactive pricing. The growth was mainly driven by France, Germany, the United Kingdom and Australia.

For the **booster activities** of **Hazardous waste treatment**, it rose +10.8% at constant scope and exchange rates as a result of solid growth in North America and France and Special Waste Europe.

Energy EBITDA

EBITDA of the **Energy** business totaled €1,338 million, down -9.5% at constant scope and exchange rates from 2023. This decrease is primarily due to a high basis of comparison in 2023 owing to high energy prices. In addition, milder temperatures contributed to an additional reduction of €20 million.

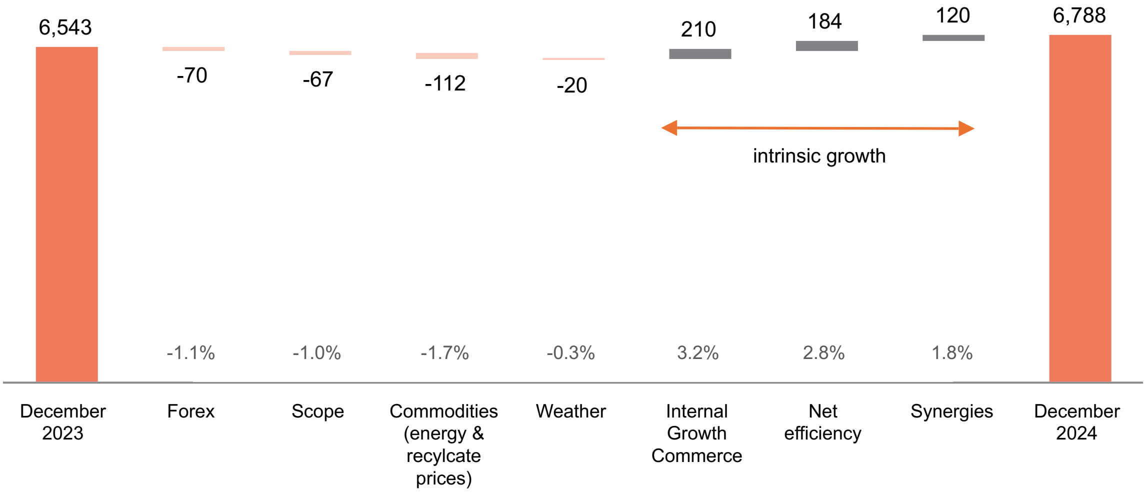
EBITDA of the **stronghold businesses** of **District heating and cooling networks**, mainly concentrated in Central and Eastern Europe, fell -9.8% at constant scope and exchange rates due to energy prices and climate effects.

For the **booster activities** of **Bioenergy, flexibility and energy efficiency**, it was down -8.1% at constant scope and exchange rates. This decrease was mainly caused by the impact of the fall in electricity sales price, particularly in Portugal.

5.2.3.3 Analysis of changes in Group EBITDA

Group consolidated EBITDA as of December 31, 2024 is €6,788 million, compared with €6,543 million as of December 31, 2023, +5.8% at constant scope and exchange rates. EBITDA benefits from revenue growth of +5.0% excluding the impact of energy prices, operating efficiency programs (€398 million in gains generated), as well as synergies generated following the integration of Suez (€120 million).

The change in EBITDA between 2023 and 2024 breaks down as follows:



Foreign exchange on EBITDA amounted to -€70 million (-1.1%). It mainly reflects the depreciation of the Chilean and Czech currencies[(1)].

The **scope effect** of -€67 million (-1.0%) mainly includes the impact of the disposals of SADE on February 29, 2024, of RGS (North America) on August 1, 2024, and of Lydec on September 4, 2024, partially offset by the acquisition of Hofmann (Germany) in the first quarter of 2024.

External factors negatively impacted EBITDA :

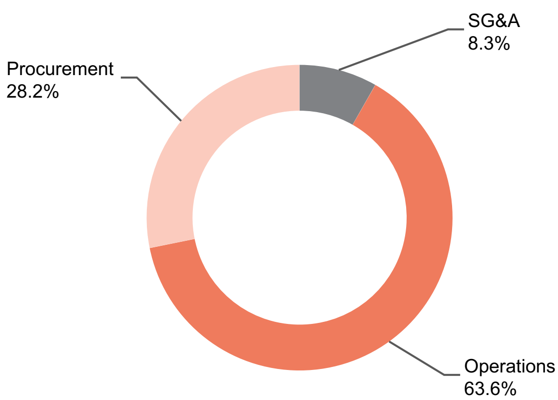
- The change in **commodity prices** (energy and recyclate) had a net unfavorable impact on EBITDA of -€112 million (-1.7%), mainly tied to lower energy sales prices net of the fall in purchase costs, for -€131 million, partially offset by the rise in recyclate prices (+€20 million) ;
- The **weather impact** was -€20 million (-0.3%) mainly in Central and Eastern Europe, affected by a milder winter than in 2023 in the first half of 2024 partially offset by a harsher winter in the last quarter of 2024.

Intrinsic growth is due to favorable Commerce/Volumes/Works impacts and to the efficiency gains generated by the Group, 46% of which have been retained, and to the synergies generated following the integration of Suez.

- Favorable **Commerce/Volumes/Works** of +€210 million (+3.2%) resulted from the positive impact on revenue.
- The **efficiencies** generated by the Group, net of gains shared with customers, contract renegotiations and the effect of timing differences on the retrocession of costs, generated €184 million (+2.8%) in additional EBITDA in 2024. It represents a retention rate of 46% of the gains generated by the Group under the efficiency plan.

The gains achieved through the **efficiency plan** contributed €398 million in 2024, ahead of the annual target of €350 million. Gains mainly concerned operating efficiency (64%) and procurement (28%) and were achieved across all regions: France and Special Waste Europe (23%), Europe excluding France (42%), Rest of the world (26%) and Water Technologies (8%).

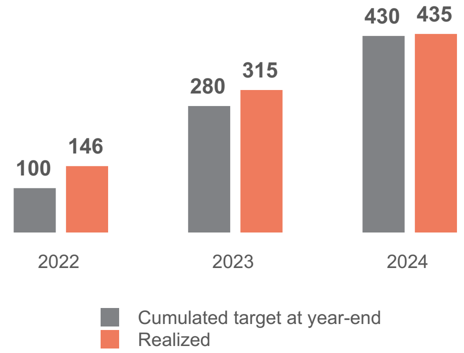
Efficiency plan: 398 M€



(1) *Main foreign exchange impacts by currency: Chilean peso (-€41 million) and Czech koruna (-€23 million)*

Synergies generated following the integration of Suez amount to €120 million, particularly thanks to the economies of scale achieved in procurement and in Water Technology activities. By combining these synergies with those achieved in 2022 and 2023, the total amounts to €435 million. This result is broadly in line with the cumulative target of more than €430 million by the end of 2024. The expected synergies by the end of 2025 have been raised to €530 million compared to the initial estimate of €500 million.

Cumulated synergies: 435 M€



5.2.4 OTHER INCOME STATEMENT ITEMS

5.2.4.1 Current EBIT

Group Current EBIT for the year ended December 31, 2024 is €3,547 million, up +7.9% at constant scope and exchange rates on the year ended December 31, 2023. EBITDA reconciles with Current EBIT as follows:

(€ million)	2023	2024
EBITDA	**6,543**	**6,788**
Renewal expenses	-303	-295
Amortizations, including repayment of operational financial assets [(1)]	-3,060	-3,156
Provisions, capital gain or loss on disposals of fixed assets, and others	43	78
Share of current net income of joint ventures and associates	123	132
Current EBIT	**3,346**	**3,547**

The increase in current EBIT compared with December 31, 2023 at constant scope and exchange rates amounted to +€263 million (+7.9%), and was mainly due to:

- a strong growth in EBITDA (+€382 million at constant scope and exchange rates);
- an increase in amortization[(1)], including principal payments on operating financial assets (-€163 million at constant scope and exchange rates), mainly related to Central and Eastern Europe;
- the positive impact of the item “provisions net of capital gains on disposals, and others” (+€32 million at constant scope and exchange rates);
- and the quasi stability of the share of net income (loss) from joint ventures of +€3 million at constant scope and exchange rates.

The currency effect on current EBIT was negative by -€36 million and mainly reflects the change in the Chilean peso (-€30 million).

Compared to December 31, 2023, 2024 current EBIT by operating segment changed as follows:

			2024 / 2023 Change		
(€ million)	2023	2024	Δ	Δ at constant exchange rates	Δ at constant scope and exchange rates
France and Special Waste Europe	428	**470**	9.7%	9.6%	14.7%
Europe excluding France	1,440	**1,401**	-2.7%	-3.0%	-4.1%
Rest of the World	982	**1,134**	15.5%	19.3%	21.4%
Water Technologies	420	**454**	8.1%	9.0%	9.0%
Other	75	**88**	-	-	-
GROUP	**3,346**	**3,547**	**6.0%**	**7.1%**	**7.9%**

(1) *Excluding Suez acquisition purchase price allocation*

5.2.4.2 Net financial expense

(€ million)	Year ended December 31, 2023	Year ended December 31, 2024
Current cost of net financial debt (1)	**-626**	**-652**
Dividends received	3	3
Foreign exchange gains and losses and fair value adjustments	-79	-89
Other	-274	-288
Other financial income and expense (2)	**-350**	**-374**
Gains (losses) on disposals of financial assets (3)	**11**	**60**
Current net financial expenses (1)+(2)+(3)	**-966**	**-966**
Other non-current financial income and expenses and impact of the remeasurement of financial liabilities	-12	67
Net financial expense	**-978**	**-899**

The net financial expense as of December 31, 2024 is -€899 million compared with -€978 million as of December 31, 2023. This change of -€79 million is explained by the following :

- **The current net financial expense** is -€966 million as of December 31, 2024, stable compared with December 31, 2023. It includes the current cost of net financial debt, which increases by -€26 million at -€652 million for the year ended December 31, 2024, compared with -€626 million as of December 31, 2023. This increase in the Group's cost of net financial debt is mainly due to the non-recurring exceptional income recorded in 2023 for €30 million.

  The Group's financing rate (excluding IFRS 16 impacts) is therefore 3.76% at December 31, 2024, compared with 3.68% at December 31, 2023 (3.72% vs. 3.59% including IFRS 16 impacts).

  Other current financial income and expenses total -€374 million for the year ended December 31, 2024, an increase of expense of -€24 million compared with December 31, 2023. In 2023, they included non-recurring income related to a €12 million loan repayment to Belux.

  The "Other current financial income and expenses" item comprises the unwinding of discounts on provisions, interest on concession liabilities and interest on IFRS16 lease debt.

  The **gains (losses) on disposals of financial assets** mainly include the capital gains from the disposal of the SADE group carried out in February 2024 and the US company RGS in August 2024.

- **Non-current financial income and expenses** of +€67 million at December 31, 2024 includes the impact of the amortized cost of the revaluation of the debt from Suez for €62 million.

  Non-current financial income and expenses as of December 31, 2023 mainly comprised impairment of shareholder loans in Northern Europe of -€44 million and costs relating to the legal restructuring in Canada of -€32 million, as well as interest paid in respect of a dispute in Lithuania of -€17 million, offset by the impact of the remeasurement of financial liabilities for €78 million.

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5.2.4.3 Current income tax expense

The current income tax expense for the year ended December 31, 2024 is -€664 million, compared with -€599 million for the year ended December 31, 2023.

The current income tax rate for the year end December 31, 2024 is 27.1%, versus 26.5% for the year ended December 31, 2023.

(€ million)	December 31, 2023	December 31, 2024
Current income before tax (a)	2,380	2,581
Of which share of net income of joint ventures & associates (b)	123	132
Re-presented current income before tax : (c)=(a)-(b)	2,257	2,449
Restated tax expense (d) [(1)]	-599	-664
RE-PRESENTED TAX RATE ON CURRENT INCOME (d)/(c)	**26.5%**	**27.1%**

(1) Tax expense adjusted for amortization of revalued assets and revaluation of financial liabilities as part of the Suez acquisition purchase price allocation exercise, as defined in section 5.5.2 below

5.2.4.4 Current Net Result / Net Income attributable to the owners of the Company

Net income attributable to the owners of the Parent Company is €1,098 million as of December 31, 2024, compared with €937 million for the year ended December 31, 2023, up +17.1%:

- Net income before non-recurring items attributable to owners of the Parent Company is €1,530 million for the year ended December 31, 2024, compared with €1,335 million for the year ended December 31, 2023;
- Net income attributable to non-controlling interests is €347 million as of December 31, 2024, compared with €397 million as of December 31, 2023, and is consistent with the growth in the Group's net income (loss) from continuing operations, particularly in Central and Eastern Europe;
- The net result from discontinued operations for the fiscal years 2024 and 2023 primarily relates to the EPC (Engineering, Procurement, Construction) activity discontinued across all geographies.

Net income attributable to owners of the Company breaks down as follows:

	2023			2024		
(In € million)	Current	Non-current & PPA *	Total	Current	Non-current & PPA *	Total
EBIT	3,346	-499	2,847	3,547	-535	3,012
Cost of net financial debt	-626	87	-539	-652	62	-590
Other financial income and expenses	-340	-99	-439	-314	5	-309
Pre-tax net income (loss)	**2,380**	**-511**	**1,869**	**2,581**	**-467**	**2,114**
Income tax expense	-599	88	-511	-664	98	-566
Net income (loss) from discontinued operations	0	-24	-24	-	-103	-103
Attributable to non-controlling interests	-446	49	-397	-387	40	-347
NET INCOME (LOSS) ATTRIBUTABLE TO OWNERS OF THE COMPANY	**1,335**	**-398**	**937**	**1,530**	**-433**	**1,098**

* *Including non-current items, as well as depreciation of remeasured assets and the remeasurement of financial liabilities in the context of the Suez purchase price allocation as defined in Section 5.5.2 below.*

Current EBIT reconciles with operating income, as presented in the income statement, as follows:

(€ million)	2023	2024
Current EBIT	**3,346**	**3,547**
Impairment losses on goodwill and negative goodwill	-2	-3
Net charges to non-current provisions	15	-2
Restructuring costs	-76	-137
Non-current amortizations, provisions and impairment of property, plant and equipment, intangible assets, operating financial assets and other	-425	-361
Share acquisition costs, with or without acquisition of control	-10	-32
Total non-current items	**-499**	**-535**
OPERATING INCOME AFTER SHARE OF NET INCOME OF EQUITY-ACCOUNTED ENTITIES	**2,847**	**3,012**

- Net restructuring costs mainly concern France, Spain, China and the holding company.
- Non-current depreciation, amortization, provisions and impairment of property, plant and equipment, intangible assets and operating financial assets and other non-current expenses mainly include:
  - depreciation of assets revalued as part of the Suez purchase price allocation of -€191 million in the year ended December 31, 2024, compared with -€217 million in the year ended December 31, 2023 ;
  - the cost of integrating the Suez scope (migrating IT systems to common platforms, rebranding and assistance with organizational changes) of -€33 million.

5.3 Financing

5.3.1 CHANGE IN FREE CASH FLOW AND NET FINANCIAL DEBT

Net free cash flow before financial investments and dividends amount to +€1,156 million as of December 31, 2024, compared to +€1,143 million as of December 31, 2023.

The change in net free cash-flow compared to December 31, 2023 is explained by :

- Higher EBITDA, driven by organic activity growth and gains generated by operating and commercial efficiency plans as well as synergies ;
- Net industrial investments of -€3,836 million, up from December 31, 2023 (+2.8% at current exchange rates). They include decarbonization projects underway in Central and Eastern Europe, as well as investments in hazardous waste projects ;
- The change in operating working capital is +€75 million, due in particular to a five-day improvement in the Group's DSO;
- The change in interest paid of -€32 million compared with December 31, 2023, which is notably due to non-recurring income items in 2023 and the evolution of the balance of financial charges and income from cash.

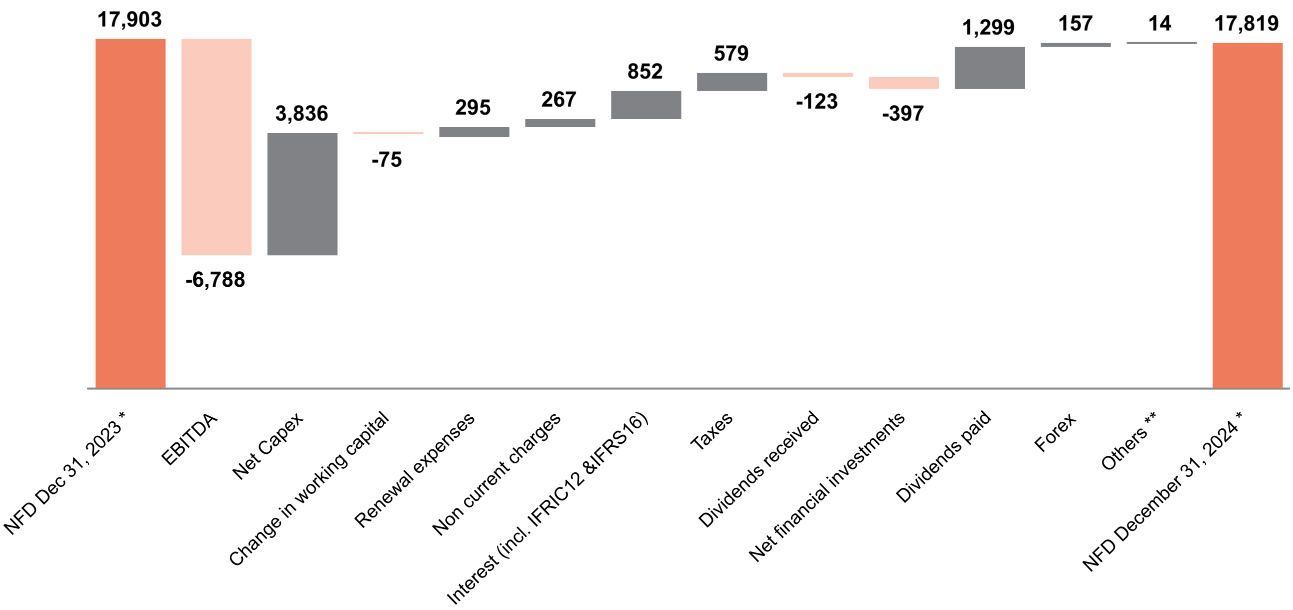
Net financial debt stands at €17,819 million at December 31, 2024, compared with €17,903 million at December 31, 2023.

Compared with December 31, 2023, the change in net financial debt is mainly due to :

- Net free cash flow of €1,156 million ;
- Net financial investments of +€397 million following the disposal of the subsidiaries RGS (US), Haikou (China), Lydec (Marocco) and SADE (France) and the acquisition of the Hofmann group (Germany) (see Section 1.3.2 Changes in Group structure) ;
- The redemption of the hybrid debt for -€203 million ;
- The payment of the dividends voted by the Combined General Meeting of April 25, 2024 in the amount of -€895 million ;
- The share capital increase as part of the Sequoia 2024 employee shareholding scheme for a net amount of €336 million.

Net financial debt is also impacted by foreign exchange translation and fair value variation adjustments of -€157 million at December 31, 2024.

(€ million)	2023	2024
EBITDA	**6,543**	**6,788**
Net industrial investments	-3,730	-3,836
Change in operating WCR	195	75
Dividends received	161	123
Renewal expenses	-303	-295
Other non-current costs and restructuring costs	-275	-267
Interest on concession liabilities (I12)	-84	-86
Interest on right of use (IFRS 16)	-58	-66
Financial items (current cash financial expense, and operating cash flow from financing activities)	-668	-700
Taxes paid	-637	-579
Net free cash flow before dividend payment, financial investments and financial divestitures	**1,143**	**1,156**
Dividends paid	-1,351	-1,299
Net financial investments	100	397
Change in receivables and other financial assets	126	47
Issue/repayment of deeply subordinated securities	198	-221
Proceeds on issue of shares	263	336
Free cash-flow	**480**	**416**
Effect of foreign exchange rate	-58	-157
Other movements	-109	-113
Change	**313**	**145**
Opening net financial debt	-18,138	-17,903
Impact of the remeasurement of financial liabilities	-78	-62
CLOSING NET FINANCIAL DEBT	**-17,903**	**-17,819**



**Net financial debt excluding the impact of the remeasurement of debt as part of the Suez purchase price allocation, see Section 5.2.*
***Of which €203 million in hybrid debt redemption including coupons and -€336 million linked to the Sequoia scheme.*

5.3.2 INDUSTRIAL AND FINANCIAL INVESTMENTS

5.3.2.1 Net Industrial investments

Group net industrial investments, including new operating financial assets, amounted to €3,836 million for the year ended December 31, compared with €3,730 millions as of December 31, 2023.

Gross industrial investments total €4,040 million for the year ended December 31, 2024, including maintenance investments of €1,932 million (including IFRS 16), contractual growth investments of €1,446 million and discretionary investments of €663 million, as well as new operating financial assets of €226 million.

Industrial asset divestitures totaled -€204 million for the year ended December 31, 2024 and are the result of the existing asset rotation program; they mainly concern France and Special Waste Europe (-€53 million), Central and Eastern Europe (-€50 million), Asia Pacific (-€22 million) and Water Technologies (-€19 million).

Industrial investments for the year ended December 31, 2024, excluding discontinued operations, break down by **segment** as follows:

Period ended December 31, 2024 (€ million)	Total gross industrial investments	Industrial divestitures	Total net industrial investments
France and Special Waste Europe	855	-53	801
Europe excluding France	1,655	-73	1,582
Rest of the world	1,266	-48	1,218
Water technologies	235	-19	216
Other	30	-11	19
GROUP	**4,040**	**-204**	**3,836**

Gross industrial investments totaled €4,049 million for the year ended December 31, 2023, including maintenance investments of €1,968 million (including IFRS 16), contractual growth investments of €1,541 million and discretionary investments of €540 million, as well as new operating financial assets of €254 million.

Industrial asset divestitures amounted to -€319 million as of December 31, 2023 and mainly concerned France and Special Waste Europe, Water Technologies, Australia and Germany.

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Industrial investments for the year ended December 31, 2023 excluding discontinued operations, broke down by **segment** as follows :

Period ended December 31, 2023 (€ million)	Total gross industrial investments	Industrial divestitures	Total net industrial investments
France and Special Waste Europe	832	-69	763
Europe excluding France	1,559	-101	1,458
Rest of the world	1,367	-80	1,287
Water technologies	219	-51	167
Other	72	-17	55
GROUP	**4,049**	**-319**	**3,730**

5.3.2.2 Net financial investments

Net financial investments as of December 31, 2024 total +€397 million (including acquisition costs, net financial debt of acquired entities and disposal costs).

Financial acquisitions as of December 31, 2024 amount to -€641 million and mainly concern the acquisition of the recycling and waste management activities of Friedrich Hofmann GmbH (Germany) for €315 million as of March 1, 2024.

Financial divestitures as of December 31, 2024 (including disposal costs) amount to +€1,037 million and mainly include :

- The divestiture SADE (France), a subsidiary specializing in the construction and rehabilitation of water and infrastructure networks, for €175 million net of disposal costs ;
- The divestiture of the chinese water concession Haikou (China) for €79 million ;
- The divestiture of Veolia North America Regeneration Services (United States), which combines its sulfuric acid and hydrofluoric acid regeneration activities of refineries, for €588 million ;
- The sale of the Group's stake in Lydec (Morocco), acquired during the takeover of Suez in 2022, for an amount of €107 million net of disposal costs and excluding dividends received prior to the sale.

Net financial investments for the year ended December 31, 2023 totaled €100 million (including acquisition costs, net financial debt of acquired entities and disposal costs). These financial investments mainly comprised the receipt of the final earn-out paid by Suez to Veolia on June 30, 2023 of €284 million.

Financial acquisitions in the financial year amounted to -€552 million. They mainly concerned subsidiaries in Spain, Mexico, China and the United States.

Financial divestitures as of December 31, 2023 (including disposal costs), but excluding the final earn-out paid by Suez, was +€368 million. They included the proceeds from the divestiture of Suez Hazardous waste activities (France remedies) and the divestiture of subsidiaries mainly in the United States and Italy.

5.3.3 OPERATING WORKING CAPITAL

The change in operating working capital requirements (excluding discontinued operations) is +€75 million for the year ended December 31, 2024, compared with +€195 million for the year ended December 31, 2023.

The deterioration in the change in operating working capital compared with December 31, 2023 is mainly due to advances received in 2023 in connection with Water Technologies projects and the disposal of Lydec, partially offset by payment collection efforts in France.

See Note 5.3 to the consolidated financial statements for the year ended December 31, 2024.

5.3.4 EXTERNAL FINANCING

Structure of the net financial debt

As of December 31, 2024, net financial debt after hedging is 97% at fixed rates, compared with 87% as of December 31, 2023. The average maturity of net financial debt is 7.1 years as of December 31, 2024 compared with 7.4 years as of December 31, 2023.

(€ million)	Note to the Consolidated Financial Statements	As of December 31, 2023	As of December 31, 2024
Non-current financial liabilities	8.1.1	20,310	19,805
Current financial liabilities	8.1.1	7,662	9,281
Bank overdraft and other cash position items	8.1.3	379	197
Sub-total borrowings		**28,350**	**29,283**
Cash and cash equivalents	8.1.3	-8,696	-9,601
Liquid assets and financing-related assets	8.1.2	-1,892	-2,018
Fair value gains (losses) on hedge derivatives		414	367
Remeasurement of financial liabilities [1]		-273	-212
NET FINANCIAL DEBT		**17,903**	**17,819**

(1) Net financial debt excludes the remeasurement of financial liabilities in the context of the Suez purchase price allocation as defined in Section 5.5.2. below.

Group liquidity position

Liquid assets of the Group as of December 31, 2024 break down as follows :

(€ million)	As of December 31, 2023	As of December 31, 2024
Veolia Environnement :		
Undrawn syndicated loan facility	4,500	4,500
Undrawn MT bilateral credit lines	727	724
Undrawn ST bilateral credit lines	75	0
Cash and cash equivalents [1]	8,344	9,349
Subsidiaries :		
Undrawn bilateral credit lines	689	949
Cash and cash equivalents [1]	2,244	2,270
Total liquid assets	**16,579**	**17,792**
Current debt, bank overdrafts and other cash position items		
Current debt	7,662	9,281
Bank overdrafts and other cash position items	379	197
Total current debt, bank overdrafts and other cash position items	**8,041**	**9,478**
TOTAL LIQUID ASSETS NET OF CURRENT DEBT, BANK OVERDRAFTS AND OTHER CASH POSITION ITEMS	**8,538**	**8,313**

(1) Including liquid assets and financing financial assets included in Net financial debt.

Banks Covenants

See Note 8.1.1.2 to the consolidated financial statements for the year ended December 31, 2024.

5.4 Other items

5.4.1 RETURN ON CAPITAL EMPLOYED (ROCE)

(€ million)	As of December 31, 2023	As of December 31, 2024
Current EBIT	**3,346**	**3,547**
- Current income tax expense	-599	-664
Current EBIT after tax	**2,747**	**2,883**

(€ million)	As of December 31, 2023	As of December 31, 2024
Intangible assets and property, plant and equipment, net	25,633	26,018
Right of use	1,853	1,819
Goodwill, net of impairment	11,555	11,783
Investments in joint ventures and associates	1,714	1,676
Operating financial assets	1,393	1,353
Net Working Capital Requirements	-3,895	-4,004
Net deferred taxes	-533	-648
Non-current and current concession liabilities	-2,011	-1,762
Net derivatives and other instruments	95	119
Provisions	-3,812	-3,815
Capital employed	**31,992**	**32,539**
Impact of discontinued operations and other restatements [1]	177	706
Represented capital employed	**32,169**	**33,245**

(1) 2024 average capital employed (including IFRS 16) includes the reintegration of the capital employed for the activities disposed of RGS, Lydec and the acquisition of Hofmann.

(€ million)	Curent EBIT after tax	Average capital employed	Post-tax ROCE
2023 (incl. IFRS 16)	2,747	33,085	8.3 %
2024 (incl. IFRS 16)	**2,883**	**32,619**	**8.8 %**

Post-tax ROCE is 8.8% as of December 31, 2024; it rose +0.6 points compared to 2023 driven by the positive effects of (i) growth in post-tax current EBIT of +5.0% and (ii) the -1.4% decrease in average capital employed.

5.4.2 STATUTORY AUDITORS' FEES

	KPMG SA				Ernst & Young			
	Amount		Percentage		Amount		Percentage	
(€ million)	2023	2024	2023	2024	2023	2024	2023	2024
Certification of individual and consolidated accounts and limited annual review								
Veolia Environnement	2.1	2.1	13 %	16 %	2.4	2.2	10 %	10 %
Controlled entities	11.0	9.2	68 %	68 %	19.3	18.0	84 %	80 %
Sub-total (a)	**13.1**	**11.3**	**81 %**	**84 %**	**21.7**	**20.2**	**94 %**	**90 %**
Non-audit services required by legal and regulatory texts								
Veolia Environnement	0.5	0.6	3 %	4 %	0.4	0.6	2 %	3 %
Controlled entities	-	0.1	-	1 %	0.2	0.4	1 %	2 %
Sub-total (b)	**0.5**	**0.7**	**3 %**	**5 %**	**0.6**	**1.0**	**3 %**	**4 %**
Non-audit services provided at the request of the entity								
Veolia Environnement	1.6	0.4	10 %	3 %	0.5	0.3	2 %	1 %
Controlled entities	1.0	1.1	6 %	8 %	0.2	1.0	1 %	4 %
Sub-total (c)	**2.6**	**1.5**	**16 %**	**11 %**	**0.7**	**1.3**	**3 %**	**6 %**
Non-audit services								
Sub-total (d) = (b) + (c)	**3.1**	**2.2**	**19 %**	**16 %**	**1.3**	**2.3**	**6 %**	**10 %**
TOTAL (e) = (a) + (d)	**16.2**	**13.5**	**100 %**	**100 %**	**23.0**	**22.5**	**100 %**	**100 %**

Statutory Auditors' fees incurred by the Group for the statutory audit performed by KPMG and Ernst & Young, including for equity accounted entities, totaled €36 million and €39 million for 2024 and 2023, respectively, of which :

- €32 million in 2024 and €35 million in 2023 in respect of the statutory audit of the company and consolidated financial statements; and
- €3 million in 2024 and €4 million in 2023 for non-audit services.
- €1 million in 2024 for the audit of the sustainability statement required by the Corporate Sustainability Reporting Directive (CSRD).

Audit fees paid to Statutory Auditors outside the network responsible for the Group's audit came to €15 million for 2024 (mainly Deloitte) and €7 million for 2023.

5.4.3 RELATED-PARTY TRANSACTIONS

The Group identifies related parties in accordance with the provisions of paragraph 9 of IAS 24 revised, Related Party Disclosures (see Note 13 to the consolidated financial statements for the year ended December 31, 2024).

5.4.4 SUBSEQUENT EVENTS

On February 19, 2024, Veolia, through its Hungarian subsidiary signed an agreement with Uniper for the acquisition of a power plant with an installed capacity of around 430 MW. This facility complements Veolia's flexible energy portfolio to meet the needs of resilient power systems. After obtaining the approvals from the European Union competition authority, the closing of the operation was carried out on January 6, 2025 for a price of €366 million in share value (€216 million in enterprise value). As per June 30, 2024, an off-balance sheet commitment (purchase obligation) was accounted for in this regard as of December 31, 2024.

No other significant events occurred between the reporting date and the date on which the consolidated financial statements were approved by the Board of Directors.

5.4.5 RISK FACTORS

The main risk factors the Group could face are set out in Chapter 2 of the 2024 Universal Registration Document.

5.4.6 OUTLOOK

2025 guidance

- Solid organic growth of revenue(1)(2) ;
- Organic growth(1) of EBITDA between +5% and +6% ;
- Efficiency gains above €350M complemented by synergies for a cumulated amount raised to €530M end 2025 ;
- Growth of current net income Group share(3) of around +9% (4) ;
- Leverage ratio expected below 3x(3) ;
- Dividend growth in line with Current EPS Group share(3) growth.

The Group announces share buyback plans dedicated to employee share ownership plans over the period 2025-2027.

(1) At constant scope and exchange rates
(2) Excluding energy prices
(3) Excluding the impact of the Suez purchase price allocation
(4) At constant exchange rates

5.5 Appendices

5.5.1 RECONCILIATION OF GAAP INDICATORS AND THE INDICATORS USED BY THE GROUP

The reconciliation of Current EBIT with Operating income, as shown in the income statement, is presented in Section 5.2.4.4.

Likewise, the reconciliation of Current net income with Net income attributable to owners of the Company, as shown in the income statement, is presented in Section 5.2.4.4.

(€ million)	Year ended December 31, 2023	Year ended December 31, 2024
Operating cash flow before changes in working capital	5,582	5,818
o/w Operating cash flow from financing activities	-134	-116
o/w Adjusted operating cash-flow	5,715	5,933
Excluding:		
Renewal expenses	303	295
Cash restructuring costs	84	146
Share acquisition and disposal costs	30	66
Other non-current expenses	178	121
Including:		
Principal payments on operating financial assets	233	227
EBITDA	6,543	6,788

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The reconciliation of Net cash from operating activities of continuing operations (included in the Consolidated Cash Flow Statement) with net free cash flow is as follows :

(€ million)	2023	2024
Net cash from operating activities of continuing operations	**5,027**	**5,044**
including :		
Industrial investments, net of grants	-3,140	-2,965
Proceeds on disposals of industrial assets	319	204
New operating financial assets	-254	-226
Principal payments on operating financial assets	233	227
New finance lease debt	-542	-587
Dividends received	161	123
Interest paid	-681	-737
Excluding :		
Share acquisition and disposal costs, and other items	19	74
Net free cash-flow	**1,143**	**1,156**

The reconciliation of Industrial investments, net of grants (included in the Consolidated Cash Flow Statement) with industrial investments is as follows :

(€ million)	2023	2024
Industrial investments, net of grants	-3,140	-2,965
New finance lease debt	-542	-587
Change in concession working capital requirements	-112	-263
New operating financial assets	-254	-226
Industrial Investments	-4,049	-4,040

5.5.2 DEFINITIONS

No changes have been made to non-GAAP financial indicators used by the Group in the preparation of the financial statements as of December 31, 2024.

5.5.2.1 Strictly accounting indicators (GAAP: IFRS)

Cost of net financial debt is equal to the cost of gross debt excluding IFRS 16 financial interest presented in other financial expenses and including related gains and losses on interest rate and currency hedges, less income on cash and cash equivalents.

Operating cash flow before changes in working capital, as presented in the Consolidated Cash Flow Statement, is comprised of three components: operating cash flow from operating activities (referred to as “adjusted operating cash flow” and known in French as “capacité d’autofinancement opérationnelle”) consisting of operating income and expenses received and paid (“cash”), operating cash flow from financing activities including cash financial items relating to other financial income and expenses and operating cash flow from discontinued operations composed of cash operating and financial income and expense items classified in net income from discontinued operations pursuant to IFRS 5. Adjusted operating cash flow does not include the share of net income attributable to equity-accounted entities.

Net income (loss) from discontinued operations is the total of income and expenses, net of tax, related to businesses divested or in the course of divestiture, in accordance with IFRS 5.

5.5.2.2 Non-Strictly accounting indicators (non GAAP)

The expression "**change at constant exchange rates**" represents the change resulting from the application of exchange rates of the prior period to the current period, all other things being equal.

EBITDA comprises the sum of all operating income and expenses received and paid (excluding restructuring charges, non-current working capital impairments, renewal expenses and share acquisition and disposal costs) and principal payments on operating financial assets.

The **EBITDA margin** is defined as the ratio of EBITDA to revenue.

To calculate **Current EBIT** (which includes the share of current net income of joint ventures and associates), the following items are deducted from Operating income:

- impairment of goodwill of controlled subsidiaries and equity-accounted entities;
- restructuring charges;
- non-current provisions and impairment;
- non-current and/or significant impairment of non-current assets (property, plant and equipment, intangible assets and operating financial assets);
- depreciation of assets remeasured in the context of the Suez purchase price allocation;
- share acquisition costs.

The **current cost of net financial debt** is equal to the cost of net financial debt excluding amortization of the debt remeasured in the context of the Suez purchase price allocation.

To calculate **Current net income, Group share**, the following items are deducted from Net income, Group share:

- non-current items of net income;
- amortization of assets remeasured in the context of the Suez purchase price allocation, net of tax and non-controlling interests;
- amortization of the debt remeasured in the context of the Suez purchase price allocation, net of tax and non-controlling interests.

Current net income, Group share, per share is defined as the ratio of Current net income, Group share (not restated for the cost of the coupon attributable to hybrid debt holders) by the weighted average number of outstanding shares during the year.

Net industrial investments, as presented in the statement of changes in net financial debt, include industrial investments (purchases of intangible assets and property, plant and equipment, and operating financial assets), net of industrial asset divestitures.

The Group categorizes its investments:

- maintenance investments which reflect the replacement of equipment and installations used by the Group;
- growth investments which include investments in new equipment and installations embedded in existing contracts or in line with contractual requirements;
- discretionary growth investments which reflect investments in new equipment and installations linked to new projects, contract wins or significant new developments and extensions to existing projects or contracts.

The last two categories are defined as growth investments.

Net financial investments as presented in the statement of changes in net financial debt include financial investments, net of financial divestitures.

Financial investments include purchases of financial assets, including the net financial debt of companies entering the scope of consolidation, and partial purchases resulting from transactions with shareholders where there is no change in control.

Financial divestitures include disposals of financial assets including the net financial debt of companies leaving the scope of consolidation, and partial divestitures resulting from transactions with shareholders where there is no change in control, as well as issues of share capital by non-controlling interests.

Net free cash flow corresponds to free cash flow from continuing operations, and is equal to the sum of EBITDA, dividends received, changes in operating working capital and operating cash flow from financing activities, less net interest expenses, net industrial investments, taxes paid, renewal expenses, restructuring charges and other non-current expenses.

Net financial debt (NFD) represents gross financial debt (non-current borrowings, current borrowings, bank overdrafts and other cash position items) which includes IFRS 16 lease debt, net of cash and cash equivalents, liquid assets and financing-related assets, including fair value adjustments to derivatives hedging debt. Liquid assets are financial assets composed of funds or securities with an initial maturity of more than three months, easily convertible into cash, and managed with respect to a liquidity objective while maintaining a low capital risk. Net financial debt excludes the net impact of the remeasurement of debt in the context of the Suez purchase price allocation.

The **leverage ratio** (or **financial leverage**) is the ratio of closing net financial debt including IFRS 16 to EBITDA including IFRS 16.

The **financing rate** is defined as the ratio of the cost of net financial debt (excluding IFRS 16 lease debt and fair value adjustments to instruments not qualifying for hedge accounting) to average monthly net financial debt excluding IFRS 16 lease debt for the period, including the cost of net financial debt of discontinued operations.

The **post-tax return on capital employed (ROCE)** is defined as the ratio of:

- current EBIT as defined above, including the share of net income or loss of equity-accounted entities, after tax. It is calculated by subtracting the current tax expense from current EBIT, including the share of net income or loss of equity-accounted entities. The current tax expense is the tax expense in the income statement re-presented for tax effects on non-current items and tax effects of the depreciation of assets remeasured in the context of the Suez purchase price allocation; to
- average capital employed in the year, including operating financial assets and investments in joint ventures and associates. Capital employed used in the post-tax ROCE calculation is therefore equal to the sum of net intangible assets and property, plant and equipment, goodwill net of impairment, investments in joint ventures and associates, operating financial assets, net operating and non-operating working capital requirements and net derivative instruments less provisions. It also includes the capital employed of activities classified within assets and liabilities held for sale, excluding discontinued operations.

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FINANCIAL STATEMENTS

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6.1 Consolidated financial statements AFR

6.1.1 CONSOLIDATED STATEMENT OF FINANCIAL POSITION

Consolidated Statement of Financial Position - Assets

(€ million)	Notes	As of December 31, 2023	As of December 31, 2024
Goodwill	Note 7.1	11,556	11,783
Concession intangible assets	Note 7.2.1	5,589	5,255
Other intangible assets	Note 7.2.2	2,911	2,830
Property, plant and equipment	Note 7.3	17,134	17,933
Rights of use (net)	Note 7.4	1,853	1,819
Investments in joint ventures	Note 5.2.4	1,110	1,044
Investments in associates	Note 5.2.4	603	632
Non-consolidated investments		92	77
Non-current operating financial assets	Note 5.4	1,187	1,218
Non-current derivative instruments - Assets	Note 8.3	50	67
Other non-current financial assets	Note 8.1.2	542	534
Deferred tax assets	Note 11.2	2,042	1,958
Non-current assets		**44,669**	**45,149**
Inventories and work-in-progress	Note 5.3	1,550	1,497
Operating receivables	Note 5.3	14,363	14,038
Current operating financial assets	Note 5.4	206	135
Other current financial assets	Note 8.1.2	2,223	2,371
Current derivative instruments - Assets	Note 8.3	209	166
Cash and cash equivalents	Note 8.1.3	8,696	9,601
Assets classified as held for sale	Note 3.3	650	-
Current assets		**27,897**	**27,809**
TOTAL ASSETS		**72,566**	**72,959**

The accompanying notes are an integral part of these consolidated financial statements.

Amounts are in millions of euros rounded to the nearest whole number, unless stated otherwise in the notes. Accordingly, the sum of rounded amounts may present non-material differences with total figures.

Consolidated Statement of Financial Position – Equity and Liabilities

(€ million)	Notes	As of December 31, 2023	As of December 31, 2024
Share capital	Note 9.2.1	3,627	3,703
Additional paid-in capital		9,631	9,902
Deeply-subordinated perpetual securities	Note 9.4	3,630	3,337
Reserves and retained earnings attributable to owners of the Company	Note 9.2	-4,577	-4,027
Total equity attributable to owners of the Company	Note 9.2	**12,311**	**12,915**
Total equity attributable to non-controlling interests	Note 9.3	2,391	2,391
Equity		**14,702**	**15,306**
Non-current provisions	Note 10	2,807	2,749
Non-current financial liabilities	Note 8.1.1	18,777	18,281
Non-current IFRS 16 lease debt	Note 8.1.1	1,533	1,523
Non-current derivative instruments - Liabilities	Note 8.3	493	365
Concession liabilities – non-current	Note 5.5	1,665	1,459
Deferred tax liabilities	Note 11.2	2,575	2,606
Non-current liabilities		**27,850**	**26,983**
Operating payables	Note 5.3	19,808	19,540
Concession liabilities - current	Note 5.5	347	303
Current provisions	Note 10	1,005	1,066
Current financial liabilities	Note 8.1.1	7,195	8,819
Current IFRS 16 lease debt	Note 8.1.1	467	462
Current derivative instruments - Liabilities	Note 8.3	253	282
Bank overdrafts and other cash position items	Note 8.1.3	379	197
Liabilities directly associated with assets classified as held for sale	Note 3.3	560	-
Current liabilities		**30,014**	**30,670**
TOTAL EQUITY AND LIABILITIES		**72,566**	**72,959**

The accompanying notes are an integral part of these consolidated financial statements.

Amounts are in millions of euros rounded to the nearest whole number, unless stated otherwise in the notes. Accordingly, the sum of rounded amounts may present non-material differences with total figures.

6.1.2 CONSOLIDATED INCOME STATEMENT

(€ million)	Notes	Year ended December 31, 2023	Year ended December 31, 2024
Revenue	Note 5.1	**45,351**	**44,692**
Cost of sales	Note 5.2	-37,852	-36,924
Selling costs	Note 5.2	-998	-1,000
General and administrative expenses	Note 5.2	-3,336	-3,459
Other operating revenue and expenses	Note 5.2	-441	-429
Operating income before share of net income (loss) of equity-accounted entities	Note 5.2	**2,724**	**2,881**
Share of net income (loss) of equity-accounted entities		**123**	**132**
o/w share of net income (loss) of joint ventures	Note 5.2.4	60	71
o/w share of net income (loss) of associates	Note 5.2.4	63	61
Operating income after share of net income (loss) of equity-accounted entities		**2,847**	**3,012**
Cost of net financial debt	Note 8.4.1	-539	-590
Other financial income and expenses	Note 8.4.2	-439	-309
Pre-tax net income (loss)		**1,869**	**2,114**
Income tax expense	Note 11.1	-511	-566
Net income (loss) from continuing operations		**1,358**	**1,547**
Net income (loss) from discontinued operations	Note 3.3.1	-24	-103
Net income (loss) for the year		**1,334**	**1,445**
Attributable to owners of the Company		**937**	**1,098**
Attributable to non-controlling interests	Note 9.3	397	347
NET INCOME (LOSS) ATTRIBUTABLE TO OWNERS OF THE COMPANY PER SHARE (in euros)	Note 9.5		
Basic		1.24	1.45
Diluted		1.19	1.40
NET INCOME (LOSS) FROM CONTINUING OPERATIONS ATTRIBUTABLE TO OWNERS OF THE COMPANY PER SHARE (in euros)	Note 9.5		
Basic		1.27	1.59
Diluted		1.23	1.54
NET INCOME (LOSS) FROM DISCONTINUED OPERATIONS ATTRIBUTABLE TO OWNERS OF THE COMPANY PER SHARE (in euros)	Note 9.5		
Basic		-0.03	-0.14
Diluted		-0.03	-0.14

The accompanying notes are an integral part of these consolidated financial statements.

Amounts are in millions of euros rounded to the nearest whole number, unless stated otherwise in the notes. Accordingly, the sum of rounded amounts may present non-material differences with total figures.

6.1.3 CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

(€ million)	**Year ended December 31, 2023**	**Year ended December 31, 2024**
Net income (loss) for the year	**1,334**	**1,445**
Actuarial gains or losses on pension obligations	-37	22
Income tax expense	11	-8
Amount net of tax	*-26*	*15*
Fair value adjustments on financial instruments at fair value through equity not subsequently released to net income	-	1
Income tax expense	-	1
Amount net of tax	-	*2*
Other items of comprehensive income not subsequently released to net income	**-26**	**16**
o/w attributable to joint ventures	-	-
o/w attributable to associates	-	-
Fair value adjustments on hedging costs	-12	6
Income tax expense	-	-
Amount net of tax	*-12*	*6*
Fair value adjustments on financial instruments at fair value through equity subsequently released to net income	-	-
Income tax expense	-	-
Amount net of tax	-	-
Fair value adjustments on cash flow hedge derivatives	66	51
Income tax expense	-22	-12
Amount net of tax	*44*	*39*
Foreign exchange gains and losses:		
• on the translation of the financial statements of subsidiaries drawn up in a foreign currency	-529	366
Amount net of tax	*-529*	*366*
• on the net financing of foreign operations	-59	-67
• income tax expense	1	-1
Amount net of tax	*-58*	*-68*
Other items of comprehensive income subsequently released to net income	**-556**	**343**
o/w attributable to joint ventures	*-67*	*6*
o/w attributable to associates	*22*	*5*
Total Other comprehensive income	**-582**	**359**
TOTAL COMPREHENSIVE INCOME FOR THE PERIOD	**753**	**1,804**
Attributable to owners of the Company	*399*	*1,465*
Attributable to non-controlling interests	*354*	*339*

The accompanying notes are an integral part of these consolidated financial statements.

Amounts are in millions of euros rounded to the nearest whole number, unless stated otherwise in the notes. Accordingly, the sum of rounded amounts may present non-material differences with total figures.

6.1.4 CONSOLIDATED CASH FLOW STATEMENT

(€ million)	Notes	As of December 31, 2023	As of December 31, 2024
Net income (loss) for the period		**1,334**	**1,445**
Net income (loss) from continuing operations		**1,358**	**1,547**
Net income (loss) from discontinued operations		**-24**	**-103**
Operating depreciation, amortization, provisions and impairment losses		3,044	3,071
Financial amortization and impairment losses		77	-75
Gains (losses) on disposal of operating assets		-83	-36
Gains (losses) on disposal of financial assets		-72	-64
Share of net income (loss) of joint ventures	Note 5.2.4	-60	-71
Share of net income (loss) of associates	Note 5.2.4	-63	-61
Dividends received	Note 8.4.2	-3	-3
Cost of net financial debt	Note 8.4.1	539	590
Income tax expense	Note 11	511	566
Other items		334	353
Operating cash flow before changes in working capital		**5,582**	**5,818**
Change in operating working capital requirements		195	75
Change in working capital requirements of concessions		-113	-270
Income taxes paid		-637	-579
Net cash from operating activities of continuing operations		**5,027**	**5,044**
Net cash from operating activities of discontinued operations		**-22**	**-6**
Net cash from operating activities		**5,005**	**5,038**
Industrial investments, net of grants		-3,140	-2,965
Proceeds on disposal of industrial assets		318	212
Purchases of investments	Note 3.2	-223	-482
Proceeds on disposal of financial assets	Note 3.2	658	949
Operating financial assets			
New operating financial assets	Note 5.4	-254	-225
Principal payments on operating financial assets	Note 5.4	233	227
Dividends received (including dividends received from joint ventures and associates)		161	123
New non-current loans granted		-103	-132
Principal payments on non-current loans		24	133
Net decrease/increase in current loans		206	47
Net cash used in investing activities of continuing operations		**-2,120**	**-2,115**
Net cash used in investing activities of discontinued operations		**-4**	**-**
Net cash used in investing activities		**-2,124**	**-2,115**

(€ million)	Notes	As of December 31, 2023	As of December 31, 2024
Net increase (decrease) in current financial liabilities	Note 8.1.1	-948	-5
Repayment of current IFRS 16 lease debt	Note 8.1.1	-535	-541
Other changes in non-current IFRS 16 lease debt	Note 8.1.1	-96	-73
New non-current borrowings and other debt	Note 8.1.1	970	1,462
Principal payments on non-current borrowings and other debt	Note 8.1.1	-569	-619
Change in liquid assets and financing financial assets	Note 8.1.2	-235	-125
Proceeds on issue of shares		210	341
Share capital reduction		-	-
Transactions with non-controlling interests: partial purchases		-166	-32
Transactions with non-controlling interests: partial sales		7	1
Issue / repayment of deeply subordinated securities	Note 9.4	198	-221
Coupons on deeply subordinated securities	Note 9.4	-90	-81
Purchases of/proceeds from treasury shares		59	-8
Dividends paid		-1,261	-1,218
Interest paid		-538	-585
Interest on IFRIC 12 operating assets		-85	-86
Interest on IFRS 16 lease debt *	Note 8.4.2	-58	-66
Net cash from (used in) financing activities of continuing operations		***-3,137***	***-1,857***
Net cash from (used in) financing activities of discontinued operations		***-2***	***-***
Net cash from (used in) financing activities		**-3,139**	**-1,857**
Effect of foreign exchange rate changes and other		-228	20
Increase (decrease) in external net cash of discontinued operations		**4**	**-**
NET CASH AT THE BEGINNING OF THE YEAR		**8,799**	**8,317**
NET CASH AT THE END OF THE YEAR		**8,317**	**9,404**
Cash and cash equivalents	Note 8.1.3	8,696	9,601
Bank overdrafts and other cash position items	Note 8.1.3	379	197
NET CASH AT THE END OF THE YEAR		**8,317**	**9,404**

* *Interest on IFRS 16 lease debt is not included in the Cost of net financial debt, but in Other financial income and expenses (see Note 8.4.2).*

The accompanying notes are an integral part of these consolidated financial statements.

Amounts are in millions of euros rounded to the nearest whole number, unless stated otherwise in the notes. Accordingly, the sum of rounded amounts may present non-material differences with total figures.

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6.1.5 STATEMENT OF CHANGES IN EQUITY

(€ million)	Number of shares outstanding	Share capital	Additional paid-in capital	Deeply subordinated securities and OCEANE	Treasury shares	Consolidated reserves and retained earnings	Foreign exchange translation reserves	Fair value reserves	Equity attributable to owners of the Company	Non-controlling interests	Total equity
Amount as of December 31, 2022	**714,574,367**	**3,573**	**9,470**	**3,496**	**-435**	**-4,083**	**-52**	**286**	**12,255**	**2,612**	**14,867**
Issues of share capital of the parent company	10,837,300	54	161	-	-	-12	-	-	203	-	203
Proceeds on issue of deeply subordinated securities / Repayments of deeply subordinated securities	-	-	-	182	-	16	-	-	198	-	198
Coupons on deeply subordinated securities	-	-	-	-48	-	-42	-	-	-90	-	-90
Parent company dividend distribution	-	-	-	-	-	-787	-	-	-787	-	-787
Movements in treasury shares	-	-	-	-	60	-1	-	-	59	-	59
Share-based payments	-	-	-	-	-	51	-	-	51	-	51
Third-party share in share capital increases of subsidiaries	-	-	-	-	-	-	-	-	–	6	6
Third-party share in dividend distributions of subsidiaries	-	-	-	-	-	-	-	-	–	-474	-474
Transactions with non-controlling interests	-	-	-	-	-	-37	-	-	-37	-127	-164
Total transactions with non-controlling interests	**10,837,300**	**54**	**161**	**134**	**60**	**-812**	**-**	**-**	**-403**	**-594**	**-997**
Other comprehensive income	-	-	-	-	-	-27	-531	20	-538	-43	-582
Net income for the year	-	-	-	-	-	937	-	-	937	397	1,334
Total comprehensive income for the period	**-**	**-**	**-**	**-**	**-**	**910**	**-531**	**20**	**399**	**354**	**753**
Other movements	-	-	-	-	-	60	-	-	60	19	79
Amount as of December 31, 2023	**725,411,667**	**3,627**	**9,631**	**3,630**	**-375**	**-3,925**	**-583**	**306**	**12,311**	**2,391**	**14,702**

Amounts are in millions of euros rounded to the nearest whole number, unless stated otherwise in the notes. Accordingly, the sum of rounded amounts may present non-material differences with total figures.

(€ million)	Number of shares outstanding	Share capital	Additional paid-in capital	Deeply subordinated securities and OCEANE	Treasury shares	Consolidated reserves and retained earnings	Foreign exchange translation reserves	Fair value reserves	Equity attributable to owners of the Company	Non-controlling interests	Total equity
Amount as of December 31, 2023	**725,411,667**	**3,627**	**9,631**	**3,630**	**-375**	**-3,925**	**-583**	**306**	**12,311**	**2,391**	**14,702**
Issues of share capital of the parent company	15,240,941	76	271	-	-	-11	-	-	336	-	336
Proceeds on issue of deeply subordinated securities / Repayments of deeply subordinated securities	-	-	-	-229	-	8	-	-	-221	-	-221
Coupons on deeply subordinated securities	-	-	-	-63	-	-18	-	-	-81	-	-81
Parent company dividend distribution		-	-	-	-	-895	-	-	-895	-	-895
Movements in treasury shares	-	-	-	-	-8	-	-	-	-8	-	-8
Share-based payments	-	-	-	-	-	57	-	-	57	-	57
Third-party share in share capital increases of subsidiaries	-	-	-	-	-	-	-	-	-	4	4
Third-party share in dividend distributions of subsidiaries	-	-	-	-	-	-	-	-	-	-323	-323
Transactions with non-controlling interests	-	-	-	-	-	-99	-	-	-99	-23	-122
Total transactions with non-controlling interests	**15,240,941**	**76**	**271**	**-293**	**-8**	**-958**	**-**	**-**	**-911**	**-342**	**-1,253**
Other comprehensive income	-	-	-	-	-	12	323	32	367	-8	359
Net income for the year	-	-	-	-	-	1,098	-	-	1,098	347	1,445
Total comprehensive income for the period	**-**	**-**	**-**	**-**	**-**	**1,110**	**323**	**32**	**1,465**	**339**	**1,804**
Other movements	-	-	-	-	-	51	-	-	51	3	54
Amount as of December 31, 2024	**740,652,608**	**3,703**	**9,902**	**3,337**	**-383**	**-3,722**	**-260**	**337**	**12,915**	**2,391**	**15,306**

Amounts are in millions of euros rounded to the nearest whole number, unless stated otherwise in the notes. Accordingly, the sum of rounded amounts may present non-material differences with total figures.

A dividend per share of €1.25 was distributed in 2024, compared with €1.12 in 2023.

The total dividends paid recorded in the Consolidated Cash Flow Statement for the periods ended December 31, 2024, and 2023, respectively, breaks down as follows:

(€ million)	December 31, 2023	December 31, 2024
Parent company dividend distribution	-787	-895
Third party share in dividend distributions of subsidiaries	-474	-323
Scrip dividend	-	-
TOTAL DIVIDEND PAID	**-1,261**	**-1,218**

A dividend distribution of €1.40 per share will be proposed to the General Meeting of April 24, 2025.

6.1.6 NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

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Note 1 ACCOUNTING POLICIES AND METHODS

1.1 General principles underlying the preparation of the financial statements

The accounting methods presented in these notes to the consolidated financial statements have been applied consistently for all periods presented in the consolidated financial statements.

The consolidated financial statements are presented on a historical cost basis, with the exception of assets and liabilities classified as held for sale measured in accordance with IFRS 5 and assets and liabilities recognized at fair value: derivatives, financial instruments held for trading, financial instruments at fair value (in accordance with IFRS 9).

The Veolia Environnement consolidated financial statements for the year ended December 31, 2024 were adopted by the Board of Directors on February 26, 2025 and will be presented for approval at the General Meeting on April 24, 2025.

1.2 Accounting standards framework

Pursuant to Regulation no. 1606/2002 of July 19, 2002, as amended by European Regulation no. 297/2008 of March 11, 2008, the consolidated financial statements are presented in accordance with IFRS (International Financial Reporting Standards) as adopted by the European Union.

In the absence of IFRS standards or interpretations and in accordance with IAS 8, Accounting Policies, Changes in Accounting Estimates and Errors, Veolia refers to other IFRS dealing with similar or related issues and the conceptual framework.

The consolidated financial statements are presented in millions of euro, unless stated otherwise. Amounts are in millions of euro rounded to the nearest whole number, unless stated otherwise in the notes. Accordingly, the sum of rounded amounts may present non-material differences with total figures.

The consolidated financial statements comprise the financial statements of Veolia Environnement, the entities it controls (its subsidiaries) and the entities equity accounted. The financial statements of subsidiaries are drawn up for the same reference period as those of the parent company, from January 1, to December 31, 2024, in accordance with uniform accounting policies and methods.

The accounting principles and valuation rules applied by the Group in preparing the consolidated financial statements for the year ended December 31, 2024 comprise those applied by the Group as of December 31, 2023 and the standards, standard amendments and interpretations adopted or in the course of adoption by the European Union as of December 31, 2024:

- applicable from fiscal year 2024; or
- that the Group has elected to apply early as permitted by these texts.

Texts applicable as of January 1, 2024:

- Amendments to the following standards:
  - IAS 1: classification of liabilities as current or non-current;
  - IAS 7: information on supplier financing agreements;
  - IFRS 16: lease liability in a sale and leaseback.

The first-time application of these texts did not have a material impact for the Group.

Texts applicable after 2024:

- IFRS 18 “Presentation and Disclosure in Financial Statements”;
- IFRS 19 “Subsidiaries without Public Accountability: Disclosures”;
- Amendments to the following standards:
  - IAS 21: lack of exchangeability;
  - IFRS 9 and IFRS 7 on the classification and measurement of financial instruments;

The Group is currently assessing the potential impact of the first-time application of these texts.

6

1.3 Translation of foreign subsidiaries' financial statements

1.3.1 Exchange rates

Statements of financial position, income statements and cash flow statements of subsidiaries whose functional currency is different from the presentation currency of the Group are translated into the presentation currency at the applicable rate of exchange (i.e. the year-end rate for statement of financial position items and the average annual rate for income statement and cash flow items).

Foreign exchange translation gains and losses are recorded in other comprehensive income in equity. The exchange rates of the major currencies of non-euro countries used in the preparation of the consolidated financial statements were as follows:

Period-end exchange rate (one foreign currency unit = €xx)	December 31, 2023	December 31, 2024
US dollar	0.9050	0.9626
Pound sterling	1.1506	1.2060
Chinese renminbi	0.1274	0.1319
Australian dollar	0.6149	0.5962
Polish zloty	0.2304	0.2339
Hungarian forint	0.0026	0.0024
Argentinian peso	0.0011	0.0009
Mexican peso	0.0534	0.0464
Chilian peso	0.0010	0.0010
Czech koruna	0.0404	0.0397

Average exchange rate (one foreign currency unit = €xx)	2023	2024
US dollar	0.9248	0.9241
Pound sterling	1.1495	1.1811
Chinese renminbi	0.1306	0.1284
Australian dollar	0.6141	0.6098
Polish zloty	0.2201	0.2323
Hungarian forint	0.0026	0.0025
Argentinian peso	0.0011	0.0009
Mexican peso	0.0521	0.0505
Chilian peso	0.0011	0.0010
Czech koruna	0.0417	0.0398

1.3.2 Hyperinflation

The market consensus is that Argentina is a hyperinflationary economy for all the periods presented. The Group has therefore applied the provisions of IAS 29 since January 1, 2018 for its businesses in Argentina.

1.4 Foreign currency transactions

Foreign currency transactions are translated into euro at the exchange rate prevailing at the transaction date. At the year end, foreign currency-denominated monetary assets and liabilities are remeasured at year-end exchange rates. The resulting foreign exchange gains and losses are recorded in net income for the period.

Loans to a foreign subsidiary, the settlement of which is neither planned nor probable in the foreseeable future represent, in substance, a portion of the Group's net investment in this foreign operation. Foreign exchange gains and losses on monetary items forming part of a net investment are recognized directly in other comprehensive income in foreign exchange translation adjustments and are released to net income on the disposal of the net investment.

Exchange gains and losses on foreign currency-denominated borrowings or on currency derivatives that qualify as hedges of a net investment in a foreign operation, are recognized directly in other comprehensive income as foreign exchange translation adjustments. Amounts recognized in other comprehensive income are released to income on the date of disposal of the relevant investment.

Foreign currency-denominated non-monetary assets and liabilities recognized at historical cost are translated using the exchange rate prevailing as of the transaction date. Foreign currency-denominated non-monetary assets and liabilities recognized at fair value are translated using the exchange rate prevailing as of the date the fair value is determined.

Note 2 USE OF MANAGEMENT ESTIMATES IN THE APPLICATION OF GROUP ACCOUNTING STANDARDS

Veolia may be required to make estimates and assumptions that affect the reported amounts of assets, liabilities, revenue and expenses, and the disclosures of contingent assets and liabilities. Future results may be different from these estimates.

Underlying estimates and assumptions are determined based on past experience and other factors considered as reasonable given the circumstances. They act as a basis for making judgments necessary to the determination of the carrying amount of assets and liabilities, which cannot be obtained directly from other sources. Future values could differ from these estimates.

All these estimates are based on organized procedures for the collection of forecast information on future flows, validated by operating management, and on expected market data based on external indicators and used in accordance with consistent and documented methodologies.

The underlying estimates and assumptions are reviewed on a ongoing basis by the Group. The impact of changes in accounting estimates is recognized in the period the change is made if it affects this period only and in the period the change is made and prior periods if they are also affected by the change.

This is notably the case for impairment testing of assets with an indefinite useful life (goodwill). Note 7 presents the methodology and main assumptions used in preparing the financial statements for the year ended December 31, 2024 and particularly future flow and discount rate assumptions underlying the recoverable amount of these assets. The Group considered in particular the macroeconomic environment, especially for raw materials. Sensitivity analyses were also performed on the goodwill CGUs and certain of them are presented in the aforementioned note.

The items that generally require Management to make estimates or exercise judgment are as follows:

- classification and measurement of assets and liabilities covered by IFRS 5: assessments leading to the application of the standard are reviewed at each reporting date with regard to changes in facts and circumstances (See Note 3);
- measurement of intangible assets and property, plant and equipment (see Notes 7.2 and 7.3);
- measurement of provisions (including for employee commitments), as well as contingent assets and liabilities (Notes 6, 10 and 12);
- fair value measurement of financial instruments (Note 8.3);
- the amount of deferred tax assets and liabilities and the tax expense recognized (Note 11);
- methods used for determining the value of identifiable assets acquired and liabilities assumed in business combinations.

The Group uses several discount rate calculation methodologies for the purposes of these estimates. They are detailed in Notes 6, 7 and 10.

In addition, given its activities in installations covered by the EU Emissions Trading Scheme (EU ETS), the Group paid close attention to its exposure to greenhouse gas emission allowances, the management policy, accounting treatment and issues are presented in Note 8.3.1.3.

Finally, Veolia must make assumptions and judgments when assessing the level of control exercised over certain investments and particularly when defining relevant activities and identifying substantive rights. These judgments are reassessed when the facts and circumstances change.

Climate risk

In the context of its Purpose and the GreenUp strategic program, Veolia has committed to fighting pollution and accelerating ecological transition (see Chapter 4, Section 4.2.4.2.2 below). This commitment can be broken down into several objectives, including combating climate change.

In addition, the Group's activities and those of its customers, due to their nature and geographic locations, may be exposed to risks related to climate change, which are likely to increase the frequency and magnitude of natural disasters.

The Group has integrated the identification of the main climate risks into its accounts closing process, to assess their potential impacts on the financial statements and, in particular, on:

- the useful life of certain assets;
- the value of certain non-current assets, particularly through cash flow estimates incorporating, where appropriate, decarbonizing plans validated by the governance bodies;
- risk estimates to determine the amount of contingency provisions.

These procedures are performed jointly with the Risk Department and the Sustainable Development Department to ensure the consistency of commitments given by the Group and their inclusion in the financial statements.

The main risks identified concern:

- risks related to the physical impacts of climate change (so-called "physical risks"):
  - increased frequency and severity of extreme events such as floods, droughts, etc. and
  - long-term shifts in mean (or "chronic") climate conditions, that may cause sea levels to rise, higher average temperatures, modified seasonal rain patterns, chronic water stress, etc.
- risks related to the transition to a lower-carbon economy (so-called "transition risks") of various types: regulatory, technological, market, reputation. These risks may also generate significant commercial opportunities for the Group.

Through the Group's climate policy, actions taken and the geographic spread of its operations, Veolia limits the impacts of the risk of natural disaster and the physical impacts of climate change on its results, primarily through (i) the choice of a site's location in order to limit exposure, (ii) the implementation of tailored prevention plans and (iii) the development of business continuity plans.

In addition, the residual risk of extreme weather events is usually transferred to insurance companies via the damage program.

With regard to transition risks, the Group is particularly exposed to the Emissions Trading Scheme (EU ETS) introduced by the European Union in 2005, due to the quantity of free allowances granted and the cost of carbon on this market.

To manage this exposure, Veolia was very quick to adopt an active strategy in order to manage its greenhouse gas (GHG) emissions and allowances, by implementing an appropriate structure and creating a special-purpose legal entity to purchase, sell and price different types of greenhouse gas allowances. In addition, the Group also undertook to (i) reduce its GHG emissions, and (ii) increase GHG emissions avoided thanks to its activities, particularly by allocating a significant share of its investment to reducing greenhouse gas emissions.

Finally, the Group investment validation process includes a review of the consistency of investments with the objectives set out in its Purpose. At the COP 28 in Dubai, Veolia reaffirmed its commitment to invest €1.6 billion by 2030 to phase out coal in Europe, by converting coal-based power generation assets to less carbon-intensive energies and local energies in particular. At the end of 2024, Veolia had already invested €656 million to this end. This commitment is also taken into account when drafting the long-term plans used in the impairment testing of assets with an indefinite useful life (goodwill).

Veolia considers the assessment of climate risks to be consistent with the commitments given by the Group. The inclusion of climate risks did not have a material impact on the financial statements of the Group in 2024.

Note 3 CONSOLIDATION SCOPE

3.1 Accounting principles relating to the consolidation scope

3.1.1 Consolidation principles

Consolidated entities

Veolia Environnement fully consolidates all entities over which it exercises control.

Definition of control

Control exists when the Group (i) holds power over an entity, (ii) is exposed or has rights to variable returns from its involvement with the entity and (iii) has the ability to use its power over the entity to effect the amount of its returns.

The Group reassesses whether or not it controls an entity if facts and circumstances indicate that there are changes to one or more of the elements of control.

Full consolidation

The Group consolidates a subsidiary in its consolidated financial statements from the date it obtains control of the entity to the date it ceases to control the entity.

Interests that are not directly or indirectly attributable to the Group are recorded in non-controlling interests.

Total comprehensive income of subsidiaries is attributed to owners of the Company and to non-controlling interests, even if this results in non-controlling interests having a deficit balance.

Change in ownership interests in consolidated subsidiaries

Changes in the Group's ownership interests in subsidiaries that do not result in a change in control over the subsidiaries are accounted for as equity transactions, as they are transactions performed by shareholders acting in this capacity.

The effects of these transactions are recognized in equity at their net-of-tax amount and do not therefore impact the Consolidated Income Statement of the Group.

These transactions are presented in financing activities in the Consolidated Cash Flow Statement.

Investments in joint ventures and associates

Definition

An associate is an entity over which the Group has significant influence. Significant influence is the power to participate in the financial and operating policy decisions of the entity but is not control or joint control of those policies.

A joint venture is a joint arrangement whereby the parties that have joint control of the entity have rights to its net assets.

Joint control is the contractually agreed sharing of control of an arrangement, which exists only when decisions about the relevant activities require the unanimous consent of the parties sharing control.

Accounting for joint ventures and associates

The results and assets and liabilities of associates or joint ventures are incorporated in the Group consolidated financial statements using the equity method of accounting, except when the investment is classified as held for sale, in which case it is accounted for in accordance with the provisions of IFRS 5, Non-Current Assets Held for Sale and Discontinued Operations.

Under the equity method, the investment in the associate or joint venture is initially recognized at acquisition cost and subsequently adjusted, notably to recognize the Group's share of the net income and other comprehensive income of the associate or joint venture.

When a Group entity transacts with an associate or joint venture of the Group, profits and losses resulting from the transaction with the associate or joint venture are recognized in the Group consolidated financial statements only to the extent of interests in the associate or joint venture.

The share of net income (loss) of equity-accounted entities is included in the Group Consolidated Income Statement. Pursuant to recommendation no. 2013-01 issued by the French Accounting Standards Authority (Autorité des Normes Comptables, ANC) on April 4, 2013, the share of net income (loss) of equity-accounted entities must be included in "Operating income after share of net income (loss) of equity-accounted entities".

Impairment tests

When necessary, the carrying amount of the investment in associates or joint-ventures (including goodwill) is tested for impairment in accordance with IAS 36, Impairment of Assets.

Loss of significant influence or joint control

The equity method is discontinued from the date the investment ceases to be an associate or a joint venture. Where the Group retains a residual interest in the entity and that interest is a financial asset, the financial asset is measured at fair value at the date the investment ceases to be an associate or a joint venture.

Where an investment in an associate becomes an investment in a joint venture, or vice versa, the equity method continues to be applied and the change in ownership interest does not trigger remeasurement to fair value.

Investments in joint operations

Definition

A joint operation is a joint arrangement whereby the parties that have joint control of the arrangement have direct rights to the assets, and obligations for the liabilities, relating to the arrangement.

Accounting for joint operations

As a joint operator in a joint operation, the Group recognizes in relation to its interest in the joint operation:

- its assets, including its share of any assets held jointly;
- its liabilities, including its share of any liabilities incurred jointly;
- its revenue from the sale of its share of the output arising from the joint operation;
- its expenses, including its share of any expenses incurred jointly.

3.1.2 Transactions impacting the consolidation scope

Business combinations and goodwill

Business combinations are recorded in accordance with the acquisition method as defined in IFRS 3, revised.

Under this method, identifiable assets acquired and liabilities assumed of the acquiree are recorded at fair value at the acquisition date.

The goodwill arising from the business combination is measured as the excess of the aggregate of the consideration transferred, the amount of any non-controlling interest and, where applicable, the fair value of any previously held interest, over the acquisition-date net amounts of the identifiable assets acquired and liabilities and contingent liabilities assumed.

This goodwill is measured in the functional currency of the company acquired and recognized in assets in the Consolidated Statement of Financial Position.

The Group may elect, on an individual transaction basis, at the acquisition date, to measure non-controlling interests either at fair value (full goodwill) or at the share in the fair value of the identifiable net assets of the company acquired (partial goodwill).

Pursuant to IFRS, goodwill is not amortized but is subject to impairment tests performed at least annually or, where appropriate, more frequently where there is evidence calling into question the net carrying amount recorded in assets in the Statement of Financial Position.

Where the terms and conditions of a business combination are advantageous, negative goodwill arises. The corresponding profit is recognized in net income at the acquisition date.

Acquisition-related costs are expensed in the period in which the costs are incurred and the services received.

Pursuant to the provisions of IFRS 3 revised, the Group may finalize the recognition of the business combination during the measurement period. This period ends when all the necessary information has been obtained and no later than one year after the acquisition date.

Assets/liabilities classified as held for sale, discontinued operations

IFRS 5, Non-Current Assets Held for Sale and Discontinued Operations, sets out the accounting treatment applicable to assets held for sale and presentation and disclosure requirements for discontinued operations.

The standard notably requires the separate presentation of assets held for sale in the Consolidated Statement of Financial Position at the lower of net carrying amount and fair value less costs to sell, where the criteria set-out in the standard are satisfied.

When the Group is committed to a sales process leading to the loss of control of a subsidiary, all assets and liabilities of that subsidiary are reclassified as held for sale where the standard classification criteria are met, irrespective of whether the Group retains a residual interest in the entity after sale.

In addition, the standard requires the separate presentation in the Consolidated Income Statement of the results of discontinued operations for all comparative periods on a retrospective basis.

A discontinued operation is a component of an entity that either has been disposed of or is classified as held for sale and:

- represents a separate major line of business or geographic area of operations;
- is part of a single coordinated plan to dispose of a separate major line of business or major geographic area of operations; or
- is a subsidiary acquired exclusively with a view to resale.

3.2 Main changes in Group structure

Acquisitions

- **Acquisition of Hofmann (Germany)**

On March 1, 2024, the Group finalized the acquisition of the recycling and waste management operations of Friedrich Hofmann GmbH for €315 million.

This allows the Group to expand its geographic coverage in the German market. The Hofmann Group is active in southeast Germany, particularly in the Nuremberg region. The company is mainly involved in the collection, sorting, recovery, recycling and trading of secondary raw materials.

Divestitures

- **Disposal of SADE (France)**

On February 16, 2024, the Group signed an agreement for NGE, an independent public works group, to acquire SADE, its wholly owned subsidiary specializing in the construction and repair of water and infrastructure networks. The financial closing of operation was completed on February 29, 2024. The transaction was valued at €198 million, including a deferred payment of €20 million.

As a reminder, SADE's activities, mostly consisting of civil engineering works and network construction in the water sector, generated annual revenue of €1.1 billion in 2023. It has a workforce of around 6,900 employees.

As of December 31, 2023, SADE's assets and liabilities had been reclassified as assets and liabilities held for sale.

- **Disposal of Haikou (China)**

On December 25, 2023, Veolia China signed an agreement of intent with the city of Haikou with a view to it buying out the Group's 49% interest in the Haikou water concession for 620 million Chinese renminbi (€79 million).

All the requirements for the closing were met on June 26, 2024, putting the sale into effect.

- **Disposal of Lydec (Morocco)**

On March 28, 2024, the Moroccan Competition Council closed the investigation into Veolia, ratifying the proposed sale of Lydec to the Moroccan state and confirming a fine of €9 million.

On July 5, 2024, in accordance with commitments made to the Moroccan authorities, Veolia announced that it had reached an agreement with the Moroccan authorities for the sale to Société Régionale Multiservices Casablanca-Settat of its entire stake in Lydec, acquired when Veolia took control of Suez in 2022.

The financial closing of operation was completed on September 4, 2024 for €149 million, including the collection of dividends paid to the shareholders prior to the disposal.

- **Disposal of Veolia North America Regeneration Services (United States of America)**

On August 1, 2024, the Group sold its subsidiary Veolia North America Regeneration Services, which includes its sulfuric acid and hydrofluoric acid regeneration activities for refineries in the United States, for US$628 million (€580 million).

This disposal is in line with the Group policy of continuously reshaping its portfolio of assets in line with the strategic priorities of GreenUp plan whilst maintaining a strict balance sheet discipline.

These activities represented revenues of around US$350 million in 2023.

3.3 Assets classified as held for sale, discontinued operations and divestitures

3.3.1 Discontinued operations

In the Consolidated Income Statement presented for comparative purposes, the net income (loss) from discontinued operations was reclassified to "Net income (loss) from discontinued operations".

For **2024** and **2023**, they mainly concern the EPC (Engineering, Procurement, Construction) business, discontinued in all regions.

3.3.2 Assets and liabilities classified as held for sale

Assets classified as held for sale and Liabilities directly associated with assets classified as held for sale are presented separately in the Group Consolidated Statement of Financial Position as follows:

(€ million)	As of December 31, 2023	As of December 31, 2024
Assets classified as held for sale	650	-
Liabilities directly associated with assets classified as held for sale	560	-

As of December 31, 2024, no assets or liabilities were classified as held for sale.

As of December 31, 2023, the main categories of assets and liabilities by operating segment, classified as assets and liabilities classified as held for sale, were as follows:

(€ million)	France & special waste Europe	Europe excluding France	Rest of the world	Water technologies	Other	Total
Assets						
Non-current assets	177	3	-	-	-	180
Current assets	319	-	-	-	-	319
Cash and cash equivalents	151	-	-	-	-	151
ASSETS CLASSIFIED AS HELD FOR SALE	**647**	**3**	**-**	**-**	**-**	**650**
Liabilities						
Non-current liabilities	51	-	-	-	-	51
Current liabilities	509	-	-	-	-	509
LIABILITIES DIRECTLY ASSOCIATED WITH ASSETS CLASSIFIED AS HELD FOR SALE	**560**	**-**	**-**	**-**	**-**	**560**

As of December 31, 2023, these assets and liabilities mainly concerned the current divestiture of SADE group entities, a wholly owned subsidiary specialized in water network and infrastructure construction and rehabilitation. A unilateral purchase commitment was signed on November 27, 2023 with the NGE group, an independent public works group.

3.4 Off-balance sheet commitments relating to the consolidation scope

3.4.1 Commitments given

Off-balance sheet commitments given break down as follows:

			Maturing in		
(€ million)	As of December 31, 2023	As of December 31, 2024	Less than 1 year	1 to 5 years	More than 5 years
Vendor warranties	285	122	1	68	53
Securities purchase commitments	310	366	366	-	-
Sale commitments	-	-	-	-	-
Other commitments relating to the consolidated scope	1	1	1	-	-
TOTAL COMMITMENTS GIVEN RELATING TO THE CONSOLIDATED SCOPE	**596**	**489**	**367**	**68**	**53**

Securities purchase commitments as of December 31, 2024, concern the acquisition process for Uniper in Hungary, for which the financial transaction was closed on January 6, 2025 (€366 million).

The commitment as of December 31, 2023, concerning the acquisition of the Hofmann Group in Germany was lifted in March 2024 when the financial transaction was closed.

3.4.2 Commitments received

Commitments received relating to the consolidated scope total €161 million as of December 31, 2024, compared with €202 million as of December 31, 2023.

As of December 31, 2024, they mainly concern guarantees received in relation to corporate acquisitions.

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Note 4 REPORTING BY OPERATING SEGMENT

The operating segments are components of the Group that engage in activities and whose operating results are reviewed by the Chief Executive Officer (Chief Operating Decision Maker) to make decisions about resources to be allocated to the segment and assess its performance. Information presented to the Chief Operating Decision Maker is taken from the Group internal reporting system.

Financial information by operating segment is prepared in accordance with the same rules used to prepare the Consolidated Financial Statements.

In accordance with the provisions of IFRS 8 on the identification of operating segments and after taking account of regrouping criteria, the operating segments presented are the following:

- France and Special Waste Europe;
- Europe excluding France;
- Rest of the world;
- Water technologies, which groups together global water treatment activities: Veolia Water Technologies and Water Technologies & Solutions (WTS);
- Other, including holding companies.

The EBITDA indicator comprises the sum of all operating income and expenses received and paid (excluding restructuring costs, non-current impairment losses, renewal expenses and share acquisition and disposal costs) and principal payments on operating financial assets.

The main financial indicators by operating segment are as follows:

2024

(€ million)	France & special waste Europe	Europe excluding France	Rest of the world	Water technologies	Other	Total consolidated financial statements
Revenue	9,145	18,619	11,945	4,973	9	44,692
EBITDA	1,392	2,642	2,025	612	117	6,788
Operating income after share of net income (loss) of equity-accounted entities	388	1,304	945	343	32	3,012
Industrial investments net of subsidies	-571	-1,054	-1,113	-166	-61	-2,965

2023

(€ million)	France & special waste Europe	Europe excluding France	Rest of the world	Water technologies	Other	Total consolidated financial statements
Revenue	9,726	19,000	11,907	4,707	12	45,351
EBITDA	1,338	2,599	1,925	534	148	6,543
Operating income after share of net income (loss) of equity-accounted entities	359	1,389	811	306	-18	2,847
Industrial investments net of subsidies	-553	-1,201	-1,171	-162	-53	-3,140

Assets and liabilities break down by operating segment as follows:

As of December 31, 2024

Assets by operating segment (€ million)	France & special waste Europe	Europe excluding France	Rest of the world	Water technologies	Other	Total consolidated financial statements
Goodwill, net	1,973	3,790	4,075	1,943	3	11,783
Intangible assets and Property, Plant and equipment, net	3,409	10,581	11,567	2,168	112	27,837
Operating financial assets	198	744	410	1	-	1,353
Working capital assets, including DTA	4,399	5,737	4,470	2,692	196	17,493
Investments in joint ventures	18	21	1,005	-	-	1,044
Investments in associates	32	388	170	37	4	632
TOTAL SEGMENT ASSETS	10,028	21,262	21,697	6,841	314	60,142
Oher unallocated assets	-	-	-	-	12,817	12,817
TOTAL ASSETS						72,959

As of December 31, 2023

Assets by operating segment (€ million)	France & special waste Europe	Europe excluding France	Rest of the world	Water technologies	Other	Total consolidated financial statements
Goodwill, net	2,178	3,580	3,959	1,836	3	11,556
Intangible assets and Property, Plant and equipment, net	3,374	10,225	11,636	2,119	133	27,487
Operating financial assets	157	794	441	1	-	1,393
Working capital assets, including DTA	4,552	5,647	5,095	2,663	-2	17,955
Investments in joint ventures	20	25	1,065	-	-	1,110
Investments in associates	30	385	150	36	2	603
TOTAL SEGMENT ASSETS	10,311	20,656	22,346	6,655	136	60,104
Oher unallocated assets	-	-	-	-	12,462	12,462
TOTAL ASSETS						72,566

As of December 31, 2024

Liabilities by operating segment (€ million)	France & special waste Europe	Europe excluding France	Rest of the world	Water technologies	Other	Total consolidated financial statements
Concession liabilities	151	1,486	125	-	-	1,762
Provisions for contingencies and losses	967	707	1,058	493	589	3,815
IFRS 16 lease debt	515	663	531	168	109	1,985
Working capital liabilities, including DTL	5,618	7,128	5,731	3,155	514	22,146
TOTAL SEGMENT LIABILITIES	**7,251**	**9,984**	**7,445**	**3,816**	**1,212**	**29,708**
Other unallocated liabilities	-	-	-	-	43,251	43,251
TOTAL LIABILITIES						**72,959**

As of December 31, 2023

Liabilities by operating segment (€ million)	France & special waste Europe	Europe excluding France	Rest of the world	Water technologies	Other	Total consolidated financial statements
Concession liabilities	174	1,689	148	-	1	2,012
Provisions for contingencies and losses	921	690	1,084	401	716	3,812
IFRS 16 lease debt	551	626	564	157	102	2,000
Working capital liabilities, including DTL	5,714	6,899	6,202	3,098	470	22,383
TOTAL SEGMENT LIABILITIES	**7,360**	**9,904**	**7,998**	**3,656**	**1,289**	**30,207**
Other unallocated liabilities	-	-	-	-	42,359	42,359
TOTAL LIABILITIES						**72,566**

In application of IFRS 8.33, revenue by geography is as follows:

(€ millions)	2023	% of 2023 revenue	2024	% of 2024 revenue
Revenue	**45,351**	**100.0%**	**44,692**	**100.0%**
France	9,232	20.4%	8,801	19.7%
United States	4,749	10.5%	4,851	10.9%
Poland	3,145	6.9%	3,036	6.8%
United Kingdom	2,823	6.2%	3,025	6.8%
Germany	2,911	6.4%	3,025	6.8%
Spain	2,626	5.8%	2,837	6.3%
Australia	1,974	4.4%	2,115	4.7%
Czech Republic	2,286	5.0%	2,098	4.7%
Morocco	1,397	3.1%	1,266	2.8%
Italy	1,169	2.6%	1,142	2.6%
Belgium	1,145	2.5%	1,084	2.4%
China	1,107	2.4%	981	2.2%
Hungary	1,379	3.0%	816	1.8%
Chile	862	1.9%	800	1.8%
Hong Kong	557	1.2%	608	1.4%
Japan	562	1.2%	571	1.3%
Slovakia	702	1.5%	515	1.2%
Other amounts < €500 million in 2024	6,726	14.8%	7,120	15.9%

The EBITDA indicator reconciles with operating cash flow for fiscal years 2024 and 2023, as follows:

(€ million)		December 31, 2023	December 31, 2024
Operating cash flow before changes in working capital	**(A)**	**5,582**	**5,818**
o/w Operating cash flow from financing activities	(B)	-134	-116
o/w Adjusted operating cash flow	**(C)= (A)-(B)**	**5,715**	**5,933**
Less :	(D)		
Renewal expenses		303	295
Restructuring costs		84	146
Share acquisition and disposal costs		30	66
Other items		178	121
Plus :	(E)		
Principal payments on operating financial assets		233	227
EBITDA	**(C)+(D)+(E)**	**6,543**	**6,788**

Note 5 OPERATING ACTIVITIES

The main environmental services carried out by Veolia in its business lines are:

- water: drinking water treatment and distribution, wastewater treatment and the sale of water treatment equipment, technologies and facilities;
- waste: waste collection, product recovery and waste-to-energy processing (including the sale of recycled products), dismantling and hazardous waste processing;
- energy: heating and cooling networks, thermal and multi-technical services, industrial utilities, installation and maintenance of production equipment, and integrated services for the comprehensive management of buildings.

Environmental services also include the design, construction and, where applicable, funding of necessary facilities to supply such services which are provided to industrial and service sector companies, public authorities and private individuals.

The range of business models used by the Group results in a variety of contractual forms specific to each business and adapted to local jurisdiction constraints and the nature and needs of customers (public or private).

The Group primarily conducts its activities under concession, construction (non-concession), lease and operation and maintenance contracts.

Concession arrangements (IFRIC 12)

In the conduct of its activities, Veolia provides collective general interest services (distribution of drinking water and heating, household waste collection and/or processing, etc.). These services are generally managed by Veolia under contracts entered into at the request of public sector bodies, which retain control over these collective services.

Concession arrangements involve the transfer of operating rights for a limited period, under the control of the local authority, using dedicated facilities built by Veolia, or made available to it for or without consideration:

- these contracts define “public service obligations” in return for remuneration. The remuneration is based on operating conditions, continuity of service, price rules and obligations with respect to the maintenance/replacement of installations. The contract determines the conditions for the transfer of installations to the local authority or a successor at its term;
- Veolia can, in certain cases, be responsible for a given service as it holds the service support network (water/heat distribution network, wastewater treatment network). Such situations are the result of full or partial privatizations. Provisions impose public service obligations and the means by which the local authority may recover control of the concession holder.

These contracts generally include price review clauses. These clauses are mainly based on cost trends, inflation, changes in tax and/or other legislation and occasionally on changes in volumes and/or the occurrence of specific events changing the profitability of the contract.

In addition, the Group generally assumes a contractual obligation to maintain and repair facilities managed under public service contracts.

The nature and extent of the Group’s rights and obligations under these different contracts differ according to the public services rendered by the different Group businesses: Water, Waste, Energy.

Water

In France, these services are primarily rendered under public service delegation “affermage” contracts with a term of 8 to 20 years. They can use specific assets, such as distribution or wastewater treatment networks and drinking water or wastewater treatment plants, which are generally provided by the concession grantor and returned to it at the end of the contract.

Abroad, Veolia renders its services under contracts which reflect local legislation, the economic situation of the country and the investment needs of each partner. These contracts generally have a term of between 7 and 40 years. Contracts can also be entered into with public entities in which Veolia purchased an interest on their partial privatization. The profitability of these contracts is not fundamentally different from other contracts, but operations are based on a partnership agreement with the local authority.

Waste

Both in France and abroad, the main concession arrangements entered into by Veolia concern the processing and recovery of waste in sorting units, landfills and incineration plants. These contracts have an average term of 10 to 30 years.

Energy

The main contracts concern the management of heating and air-conditioning networks under urban concessions or on behalf of local authorities.

In Eastern Europe, Veolia provides services under mixed partial privatizations or through public-private partnerships with public authorities responsible for the production and distribution of thermal energy.

The characteristics of these contracts vary significantly depending on the country and activities concerned.

Financial asset model

The Group applies the financial asset model for the accounting recognition of these concession arrangements, independently of service or infrastructure use by customers, when the concession grantor contractually guarantees the payment of amounts specified or determined in the contract or the shortfall, if any, between amounts received from users of the public service and amounts specified or determined in the contract.

Financial assets resulting from the application of IFRIC 12 are recorded in the Consolidated Statement of Financial Position under the heading “Operating financial assets” and recognized at amortized cost.

Unless otherwise indicated in the contract, the effective interest rate (EIR) is equal to the weighted average cost of capital of the entities carrying the assets concerned.

Cash flows relating to these operating financial assets are included in Net cash from (used in) investing activities in the Consolidated Cash Flow Statement.

Pursuant to IFRS 9, an impairment loss is recognized if the carrying amount of these assets exceeds the present value of future cash flows discounted at the initial EIR.

Revenue associated with this financial model includes:

- revenue recorded on a completion basis, in the case of construction operating financial assets (in accordance with IFRS 15);
- the remuneration of the operating financial asset recorded in revenue from operating financial assets (excluding principal payments);
- service remuneration.

Intangible asset model

The intangible asset model applies when the Group is paid by users or when the concession grantor has not provided a contractual guarantee in respect of the recoverable amount, regardless of service or infrastructure use by customers. The intangible asset corresponds to the right granted by the concession grantor to the operator to charge users of the public service in remuneration of concession services provided by the operator under the concession arrangement.

Intangible assets resulting from the application of IFRIC 12 are recorded in the Consolidated Statement of Financial Position under the heading “Concession intangible assets”, as described in Note 7.2.1, and generally amortized on a straight-line basis over the term of the agreement.

Cash outflows, that is disbursements, relating to the construction of infrastructures under concession arrangements accounted using the “intangible asset model” are presented in Net cash from (used in) investing activities in the Consolidated Cash Flow Statement, while cash inflows are presented in Net cash from operating activities.

Under the intangible asset model, revenue includes:

- revenue recorded on a completion basis for assets and infrastructure under construction (in accordance with IFRS 15);
- service remuneration.

Mixed or bifurcation model

The choice of the financial asset or intangible asset model depends on the existence, or not, of payment guarantees granted by the concession grantor, independently of service or infrastructure use by customers.

However, certain contracts may include a payment commitment on the part of the concession grantor covering only part of the investment, with the remaining balance covered by the remuneration from services charged to users.

Where this is the case, the investment amount guaranteed by the concession grantor is recognized under the financial asset model and the residual balance is recognized under the intangible asset model.

Recognition of concession arrangements where existing infrastructures are made available to the Group by the concession authority in return for payment of fees

On the signature of certain concession arrangements, the infrastructures necessary to the operation of the concession already exist and are owned by the delegating authority. In such cases, the infrastructures are generally made available to the concession holder for the term of the concession arrangement in return for payments to the delegating authority for the right to use these infrastructures under the concession.

In July 2016, the IFRS Interpretations Committee clarified the appropriate accounting treatment when the concession holder is required to make fixed payments to the delegating authority for the provision of pre-existing infrastructure.

These fixed payments give rise to:

- the recognition of a liability equal to the present value of payments over the term of the concession arrangement;
- offset by the recognition of an intangible asset, where the concession arrangement is recognized using the intangible asset model, representing the right to charge users of the public service.

Payments satisfying this definition within the Group mainly concern concession arrangements recognized using the intangible asset model in Central Europe.

Public sector activities performed using Veolia-owned infrastructure

Veolia provides drinking water and/or wastewater systems and heating network (production and/or distribution) public services in certain jurisdictions where it owns production and/or distribution assets.

The tariffs charged to users by the Group are governed by the competent authorities in accordance with methods specific to each geography.

This is particularly the case:

- in the United States and Chile, in the water and wastewater management sector where activities are highly capital intensive, a factor incorporated into the remuneration mechanism granted to the operator;
- in countries in Central and Eastern Europe, where Veolia is responsible for the production and/or distribution of thermal energy (heating networks) following full or partial privatizations, but remains subject to local authority control when determining heating tariffs.

Revenue from these activities is recognized progressively, as the services are performed.

Construction contracts

A construction contract is a contract specifically negotiated for the construction of an asset or a combination of assets (complex sections of installations, equipment) that are closely interrelated or interdependent in terms of their design, technology and function or their ultimate purpose.

This type of contract is often used for design and build contracts for infrastructure necessary for water treatment/distribution and wastewater treatment activities. These contracts are entered into with local authorities or private partners for the construction of infrastructures. They are generally fixed-price contracts.

The Group’s construction revenues are mainly recognized on a completion basis.

The percentage of completion is determined by comparing costs incurred at the period end with total estimated costs under the contract. Costs incurred comprise costs directly attributable to the contract and borrowing costs incurred up to completion of the work. However, prospection costs, costs incurred prior to contract signature, and administrative and selling costs are expensed in the period incurred and do not therefore contribute to contract completion.

Where total contract costs exceed total contract revenue, the Group recognizes a loss to completion as an expense of the period, irrespective of the stage of completion and based on a best estimate of forecast results including, where appropriate, rights to additional income or compensation, where they are highly probable and can be determined reliably. Provisions for losses to completion are recorded as liabilities in the Consolidated Statement of Financial Position.

The amount of revenue recognized on a completion basis less intermediary billings is determined on an individual contract basis. Where positive, this amount is recognized in assets in “Amounts due from customers for construction contract work” (in “Other operating receivables” as a contract asset). Where negative, it is recognized in liabilities in “Amounts due to customers for construction contract work” (in “Other operating payables” as a contract liability). Any loss to completion is recognized immediately through a provision.

Partial payments received under construction contracts before the corresponding work has been performed, are recognized as liabilities in the Consolidated Statement of Financial Position under “Other operating payables”.

Service contracts including a lease

These contracts generally concern outsourcing services performed for industrial/private customers either under BOT (Build, Operate and Transfer) contracts, or incineration or cogeneration contracts under which, notably, demand or volume risk is, in substance, transferred to the prime contractor.

Services include the design, construction and financing of the construction of a specific asset/installation on behalf of the customer and the operation of the asset concerned.

These contracts are recognized in accordance with the principles set out in IFRS 16 (see Note 5.4).

Accordingly, construction revenue is recognized in accordance with the percentage of completion method and, more generally, the principles set out in IFRS 15.

The service invoiced to the customer includes a component representing the operation of the specific asset/installation concerned and a second component representing the financing of the construction.

- revenue relating to the operation of the asset is recognized on delivery of the goods or performance of the service, in accordance with IFRS 15;
- the financing of construction work involves finance costs that are invoiced to the customer and recognized in revenue. This interest is recognized in revenue from the start of construction work and represents remuneration received by the builder/lender.

Operation and maintenance contracts

The services rendered by Veolia do not systematically require the construction or acquisition of new infrastructure and can be provided through a variety of contractual forms tailored to the objectives and choices of customers. These services may particularly take the form of contracts for the operation and/or maintenance of installations already owned by the customer or service contracts aimed at improving the performance of these installations.

Accordingly, Veolia operates waste-to-energy plants, water production and/or distribution installations and heating networks under this type of contract recognized in accordance with IFRS 15.

5.1 Revenue

Group revenue is recognized for the amount the Group expects to receive in consideration for the transfer of control of goods and services.

The following table presents the revenue recognition method, rate and unit for the main environmental services provided by the Group:

	Contract					Revenue		
Environmental service	**Concession**	**Public sector activities performed using Veolia-owned infrastructure**	**Construction**	**Services including an asset lease**	**Operation & maintenance**	**Revenue recognition method**	**Revenue recognition rate**	**Revenue measurement unit**
Waste processing, water distribution, network operation, thermal services	•	•		•	•	Progressively	When the customer receives the benefit of the service	m^3 of water, metric ton of waste processed, Gwh, etc.
Sale of equipment, sale of recycled products	•	•		•	•	At a point in time	On physical delivery of the goods	Quantity sold
Design and build of infrastructures	•		•	•		Progressively	As the customer obtains control of the asset being built	Completion basis

Infrastructure maintenance and renewal services

Installation maintenance and renewal services rarely represent a separate performance obligation. Nonetheless, a separate performance obligation may be identified in respect of maintenance services in concession arrangements recognized using the financial asset model or operating contract, depending on the obligations contained in the contracts and the related remuneration terms.

Services on behalf of third parties

Few of the Group's activities are concerned by this provision and primarily combined energy purchase and distribution services.

For this type of contract, the Group identifies whether it is acting on its own behalf (principal: recognition of gross revenue) or on behalf of a third party (agent: recognition of the margin), by analysing in particular whether the Group has primary responsibility for performance of the service and whether it can freely set the price paid by the end customer.

Variable compensation

Variable consideration provided in contracts with customers can take several forms: rebates, discounts, penalties, incentives, performance bonuses. They are assessed on contract inception to determine the revenue amount to be recognized, applying either the expected value method or the most probable amount method.

Revenue by business

As for other Income Statement headings, revenue does not include amounts relating to discontinued operations in accordance with IFRS 5, Non-Current Assets Held for Sale and Discontinued Operations. The results of these activities are presented in a separate line, "Net income (loss) from discontinued operations", for fiscal year 2024 and fiscal year 2023 presented for comparison purposes (see Note 3.3).

Revenue breaks down by business as follows:

(€ million)	2023	2024
Water	18,409	18,033
Waste	14,683	15,662
Energy	12,260	10,997
Others	-	
GROUP	45,351	44,692

A breakdown of revenue by operating segment and region is presented in Note 4.

Backlog

The backlog, as required by IFRS 15, is equal to firm revenue as contracted with customers, where the services have not yet been performed, or are only partially performed, at the reporting date.

After taking account of the exceptions provided in the standard (contracts with a term of less than one year, concession arrangements and service agreements), the backlog therefore primarily consists of revenue from Engineering & Procurement projects, with an average contractual period of two to three years and Water Technologies construction contracts, equipment sales and engineering work.

As of December 31, 2024, expected revenue is as follows:

(€ million)	Total	2025	2026 and beyond
Backlog	3,080	1,406	1,674

5.2 Operating income

Operating income breaks down as follows:

(€ million)	Year ended December 31, 2023	Year ended December 31, 2024
Revenue	**45,351**	**44,692**
Cost of sales	**-37,852**	**-36,924**
o/w :		
• Renewal expenses	-303	-295
Selling costs	**-998**	**-1,000**
General and administrative expenses	**-3,336**	**-3,459**
Other operating revenue and expenses	**-441**	**-429**
o/w :		
• Restructuring costs *	-76	-137
• (Impairment)/Reversal of impairment of goodwill	-2	-3
• Employee costs - share-based payments, excluding social security contributions	-56	-57
• Other non-current charges, impairment losses and net provisions **	-297	-201
• Share acquisition costs	-10	-32
Operating income before share of net income (loss) of equity-accounted entities	**2,724**	**2,881**
Share of net income (loss) of equity-accounted entities	**123**	**132**
Operating income after share of net income (loss) of equity-accounted entities	**2,847**	**3,012**

* *A breakdown of restructuring costs is presented in Note 5.2.2 below.*
** *See Note 5.2.1 below.*

As of December 31, 2024, other expenses mainly concern:

- integration costs of -€33 million incurred in connection with the 2022 Suez combination;
- costs relating to a dispute in the United States of -€74 million, following settlement agreements reached between the parties (see Note 12).

5.2.1 Breakdown of provisions and impairment losses on non-current assets

The carrying amount of non-financial assets, other than inventory and deferred tax assets is reviewed at each period end in order to assess the existence of any indication of loss in value (non-performance of a significant long-term contract under the terms laid down in the contract, technical operating issues, and counterparty default for operating financial assets, etc.). Where such indication exists, the recoverable amount of the asset or group of assets is estimated.

The need to recognize impairment is assessed by comparing the net carrying amount of these assets with their recoverable amount. Unless there are future prospects for the sale of these assets, the recoverable amount corresponds to their value in use, generally equal to the present value of the future cash flows expected to be derived from the asset or group of assets, taking account of any residual value. The value in use of these assets is determined based on assumptions consistent with those adopted for impairment testing of goodwill and other intangible assets with an indefinite useful life (see Note 7.1.2).

Goodwill and other assets with an indefinite useful life are subject to systematic annual impairment tests following the update of the long-term plan and more frequent tests where there is an indication of loss in value.

Where the resulting recoverable amount is less than the net carrying amount of the asset or group of assets, an impairment is recorded.

Impairment losses on non-current assets can be reversed, with the exception of those relating to goodwill.

Other expenses, impairment losses and charges to non-current provisions in **2024** break down as follows:

- impairment losses on intangible assets, property, plant and equipment and operating financial assets for a total amount of -€78 million, recognized particularly in the Rest of the world segment for -€41 million and the Europe excluding France segment for -€34 million;
- other expenses and charges to non-current provisions of -€123 million, recognized particularly in the Rest of the World segment for -€80 million and the Other segment for -€27 million.

Other expenses, impairment losses and charges to non-current provisions in **2023** primarily comprise:

- impairment losses on intangible assets, property, plant and equipment and operating financial assets of -€135 million, recognized particularly in the Europe excluding France segment for -€63 million and the Rest of the world segment for -€62 million;
- other expenses and charges to non-current provisions of -€162 million, recognized particularly in the Rest of the world segment for -€57 million and the Other segment for -€77 million.

More generally, operating depreciation, amortization, provisions and impairment losses included in operating income in 2024 break down as follows:

	2023	2024		
(€ million)	Net	Charge	Reversal	Net
OPERATING DEPRECIATION, AMORTIZATION AND PROVISIONS, NET				
Depreciation and amortization	**-3,049**	**-3,121**	**-**	**-3,121**
Property, Plant and equipment (1)	-1,428	-1,463	-	-1,463
Intangible assets	-1,069	-1,094	-	-1,094
Rights of use	-552	-564	-	-564
Impairment losses	**-135**	**-129**	**51**	**-78**
Property, Plant and equipment	-86	-80	36	-45
Intangible assets and Operating financial assets	-48	-40	15	-25
Rights of use	-1	-9	1	-8
Impairment losses and impact of disposals on goodwill and negative goodwill recognized in the Consolidated Income Statement	**-2**	**-3**	**-**	**-3**
Non-current and current operating provisions	**142**	**-646**	**776**	**130**
Non-current operating provisions	-145	-413	203	-210
Current operating provisions	288	-232	573	340
OPERATING DEPRECIATION, AMORTIZATION, PROVISIONS AND IMPAIRMENT LOSSES	**-3,044**	**-3,898**	**827**	**-3,071**

(1) Including investment grants.

5.2.2 Restructuring costs

A restructuring is a program planned and controlled by Group management that significantly changes the scope of activity of the Group or the way in which this activity is managed. Accordingly, the following events can meet the definition of a restructuring: the sale or discontinuation of an activity branch, the closure of activity sites in a country or a region or the relocation of activities from one country to another or from one region to another; changes to the management structure such as the suppression of a management level; and fundamental reorganizations with a significant impact on the nature and focus of an activity.

(€ million)	2023	2024
Restructuring costs	-84	-146
Net charges to restructuring provisions	8	9
NET RESTRUCTURING COSTS	**-76**	**-137**

Restructuring costs recognized in operating income in **2024**, mainly concern France and Special Waste Europe for -€54 million, Europe excluding France for -€33 million and the Rest of the world for -€32 million.

Restructuring costs recognized in operating income in **2023**, mainly concern France and Special Waste Europe for -€37 million and Europe excluding France for -€16 million.

5.2.3 Research and development costs

Research and development costs total €136 million in 2024, compared with €125 million in 2023.

5.2.4 Joint-ventures and associates

All equity-accounted companies, whether joint ventures or associates, represent an extension of the Group's businesses and are therefore allocated to one of the four operating segments.

(€ million)	2023	2024
Share of net income (loss) of joint ventures	60	71
Share of net income (loss) of associates	63	61
Share of net income (loss) of equity-accounted entities	**123**	**132**

5.2.4.1 Joint ventures

Movements in investments in joint ventures in **2024** break down as follows:

(€ million)	December 31, 2023	Net income	Dividend distribution	Changes in consolidation scope	Foreign exchange translation	Other movements	December 31, 2024
Investments in joint ventures	1,111	71	-55	-119	37	-	1,044

Changes in consolidation scope mainly correspond to the divestiture of the Chinese Haikou concession for -€117 million.

	Share of equity		Share of net income (loss)	
(€ million)	2023	2024	2023	2024
Chinese concessions	930	857	44	41
Other joint ventures	181	187	16	30
TOTAL	1,111	1,044	60	71
Impact in the Consolidated Income Statement on Net income from continuing operations (a)+(b)			60	71
Share of net income (loss) of joint ventures (a)			**60**	**71**
Reversals/(Impairment losses) recognized in other operating revenue and expenses (b)			-	-

Chinese Concessions

As of December 31, 2024, the Chinese concessions comprise a combination of approximately twelve separate legal entities in which the Group holds interests of between 21% and 50%; the most significant concessions in terms of revenue are Tianjin Jibin (49% interest) and Shanghai Pudong (50% interest).

Summarized financial information (at 100%) in respect of the Chinese concessions is set out below. This information reflects amounts presented in the joint ventures' financial statements prepared in accordance with IFRS, adjusted to reflect fair value adjustments performed on acquisition and adjustments recorded to comply with Group accounting principles when applying the equity method.

Summarized financial information (at 100%) - Chinese Concession joint ventures	Year ended December 31, 2023	Year ended December 31, 2024
Income statement		
Revenue	867	784
Operating income	105	98
Net income (loss) from continuing operations	96	87

Reconciliation of the above summarized financial information on the Chinese concessions to the carrying amount of the interest in these joint ventures recognized in the consolidated financial statements:

(€ million)	As of December 31, 2023	As of December 31, 2024
Net assets of the Chinese concession joint ventures	1,633	1,543
Group's ownership interest in the Chinese concession joint ventures - weighted average rate	46.49%	46.28%
Goodwill	166	147
Other adjustments	4	-4
Carrying amount of the Group's interest in the Chinese concession joint ventures	**930**	**857**

As the Chinese concessions represent approximately twelve individual concessions, the percentage interest indicated in the above reconciliation is a weighted-average rate of the contribution of each concession within the combination.

The average rate used for the reconciliation of the different elements takes into account the Group's holdings in these different concessions, weighted by the relative importance of each of the entities to the whole. This rate is therefore adjusted each year and is sensitive to variations in the weight of the contributions to the results of each of the joint ventures within the presented set.

(€ million)	2023	2024
Net income (loss) for the year of the Chinese concession joint ventures	96	87
Group's ownership interest in the Chinese concession joint ventures - weighted average rate	46.49%	46.28%
Other	-	-
Group share of net income (loss) of the Chinese concession joint ventures	**44**	**41**

The recoverable amount of each Chinese concession joint venture is tested for impairment in accordance with the provisions set out in the standard. The long-term plans of the Chinese Water concessions were extended to 2030, in order to identify standard flows for the calculation of the terminal value, as Water activities in China follow a specific business model, with extremely long contract terms (between thirty and fifty years) and high investment flows during the initial contract years.

Given the models used and the time frame adopted, the recoverable amounts are closely monitored. They are based on a certain number of structuring operating assumptions such as price increases, volume trends, construction activity levels and margins and efficiency and productivity measures integrated in future cash flows, as well as on the macro-economic assumptions (discount and inflation rates) underlying the business plans.

Other joint ventures

The Group also holds interests in other joint ventures that are not individually material, with a total net carrying amount of €187 million as of December 31, 2024, including primarily €80 million in the Middle East.

Unrecognized share of losses of joint ventures

As all the Group joint ventures are partnerships in which the Group exercises joint control, the share of any losses is recognized in full at the year end.

Transactions with joint ventures (related parties)

The Group grants loans to joint ventures. These loans are recorded in assets in the Group Consolidated Statement of Financial Position (see Note 8.1.2. "Other non-current and current financial assets").

As of December 31, 2024, non-current and current loans granted to all these entities totaled €38 million, including €21 million recorded in non-current loans (see Note 8.1.2.2) and €17 million recorded in current loans. As of December 31, 2023, these non-current and current loans totaled €36 million, including €22 million recorded in non-current loans and €14 million recorded in current loans.

In addition, given the Group's activities, operating flows between companies are generally limited to companies operating in the same country. As such, the level of operating transactions between the Group and equity-accounted companies is not material.

However, certain contractual agreements in the Group's businesses, impose the existence of a holding company (generally equity-accounted) and companies carrying the operating agreement (generally fully consolidated).

5.2.4.2 Investments in associates

Movements in investments in associates in 2024 break down as follows:

(€ million)	December 31, 2023	Net income	Dividend distribution	Changes in consolidation scope	Foreign exchange translation	Other movements	As of December 31, 2024
Investments in associates	603	61	-65	40	-	-7	632

Changes in consolidation scope mainly mainly concern the acquisition of the Hofmann Group in Germany for €18 million.

Investments in associates break down as follows:

	Share of equity		Share of net income (loss)	
(€ million)	As of December 31, 2023	As of December 31, 2024	2023	2024
Agbar's Subsidiaries (1)	230	216	10	12
Wasserversorg, in Mitteldeutschland GmbH	46	46	7	1
Ajman Sewerage Co. Ltd	35	38	10	11
Other non-material associates (2)	292	332	40	37
TOTAL	**603**	**632**	**67**	**61**
Impacts on the Consolidated Income Statement				
Share of net income (loss) of equity-accounted entities in continuing operations			63	61
Impairment losses and badwill recognized in other operating revenue and expenses (3)			4	-
Share of net income (loss) of other equity-accounted entities			-	-

(1) Including two associates with individual values of €37 million and €31 million.
(2) Associates with a unit value below €30 million as of December 31, 2024.
(3) Impairment and negative goodwill recognized in net income in respect of other associates.

5.3 Operating working capital

5.3.1 Operating working capital

Net working capital includes “operating” working capital (inventories, trade receivables, trade payables and other operating receivables and payables, tax receivables and payables other than current tax), “tax” working capital (current tax receivables and payables) and “investment” working capital (receivables and payables related to industrial investments/disposals).

In accordance with IAS 2 “Inventories”, inventories are stated at the lower of cost and net realizable value. Net realizable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

Commercial receivables and payables are recognized at nominal value, unless discounting at the market rate has a material impact. The Group applies the simplified approach to the impairment of commercial receivables, in accordance with the option available in IFRS 9. The Group uses a provision matrix that takes account of the business, geographic region and customer category in question.

When preparing this matrix, the Group considered late payment and default rates observed in the past, as well as the macroeconomic environment. The matrix is also updated to reflect changes in economic factors.

Trade payables are recognized as liabilities at amortized cost in accordance with IFRS 9 for accounting purposes. Short-term commercial payables without a declared interest rate are recognized at nominal value, unless discounting at the market rate has a material impact.

The Group derecognizes a financial asset when the contractual rights to the cash flows from the asset expire or when it transfers the contractual rights to the cash flows from the financial asset in a transaction under which substantially all the risks and rewards inherent to ownership of the financial asset are transferred. Any interest created or retained by the Group in a financial asset is recognized separately as an asset or liability.

Movements in net working capital during **2024** are as follows:

(€ million)	As of December 31, 2023	Changes in business	Impairment losses	Changes in scope of consolidation	Foreign exchange translation	Transfers to Assets/ Liabilities classified as held for sale	Other movements	As of December 31, 2024
Inventories and work-in-progress, net	1,550	-53	-15	-8	5	11	7	1,497
Operating receivables, net	14,363	-146	-2	-223	40	5	1	14,038
Operating payables	-19,808	112	-	331	-110	-47	-17	-19,540
NET WORKING CAPITAL	**-3,895**	**-87**	**-17**	**100**	**-65**	**-31**	**-9**	**-4,004**

Movements in each of these working capital categories in **2024** are as follows:

(€ million)	As of December 31, 2023	Changes in business	Impairment losses	Changes in consolidation scope	Foreign exchange translation	Transfers to Assets/ Liabilities classified as held for sale	Other movements	As of December 31, 2024
Inventories and work-in-progress, net	1,550	-53	-15	-8	5	11	7	1,497
Operating receivables (including tax receivables other than current tax) (1)	13,857	-320	-4	-220	42	6	2	13,362
Operating liabilities (including operating liabilities other than current tax) (1)	-18,189	318	-	324	-76	-46	-32	-17,701
OPERATING WORKING CAPITAL (2)	**-2,781**	**-55**	**-20**	**96**	**-29**	**-29**	**-23**	**-2,841**
Tax receivables (current tax)	410	150	-	-3	1	-	-	558
Tax payables (current tax)	-601	-126	-	5	-3	-	-	-724
TAX WORKING CAPITAL	**-191**	**24**	**-**	**2**	**-2**	**-**	**-**	**-167**
Receivables on non-current assets disposals	96	24	2	-	-3	-	-1	119
Industrial investment payables	-1,019	-80	-	2	-31	-2	15	-1,115
INVESTMENT WORKING CAPITAL	**-923**	**-56**	**2**	**2**	**-34**	**-2**	**14**	**-996**
NET WORKING CAPITAL	**-3,895**	**-87**	**-17**	**100**	**-65**	**-31**	**-9**	**-4,004**

(1) Including contract assets and liabilities presented in Note 5.6.
(2) The change in working capital presented in the Consolidated Cash Flow Statement is equal to the sum of operating working capital changes in business activity and net impairment losses on operating working capital presented above.

Movements in inventories during **2024** are as follows:

Inventories *(€ million)*	As of December 31, 2023	Changes in business	Impairment losses	Reversal of impairment losses	Changes in consolidation scope	Foreign exchange translation	Transfers to Assets classified as held for sale	Other movements	As of December 31, 2024
Raw materials and supplies	1,312	-53	-	-	-19	7	11	11	1,269
Work-in-progress	153	-2	-	-	7	-	-	-	159
Other inventories [(1)]	189	2	-	-	-2	-13	-	-3	173
INVENTORIES AND WORK-IN-PROGRESS, GROSS	**1,655**	**-53**	**-**	**-**	**-14**	**-6**	**11**	**8**	**1,601**
IMPAIRMENT LOSSES ON INVENTORIES AND WORK-IN-PROGRESS	**-105**	**-**	**-31**	**16**	**6**	**11**	**-**	**-**	**-104**
INVENTORIES AND WORK-IN-PROGRESS, NET	**1,550**	**-53**	**-31**	**16**	**-8**	**5**	**11**	**7**	**1,497**

(1) Including CO_2 inventories.

Inventories mainly concern the Europe excluding France operating segment in the amount of €626 million, the Water technologies operating segment in the amount of €404 million and the Rest of the world operating segment in the amount of €275 million.

Movements in operating receivables during **2024** are as follows:

Operating receivables *(€ million)*	As of December 31, 2023	Changes in business	Impairment losses *	Reversal of impairment losses	Changes in consolidation scope	Foreign exchange translation	Transfers to Assets classified as held for sale	Other movements	As of December 31, 2024
Trade receivables	11,246	-266	-	-	-286	9	10	5	10,718
Impairment losses on trade receivables	-1,245	-	-272	285	109	5	-	-2	-1,121
TRADE RECEIVABLE, NET	**10,001**	**-266**	**-272**	**285**	**-177**	**14**	**10**	**2**	**9,598**
Contracts assets	1,152	-37	-	-	4	17	-	-3	1,134
Impairment losses on contracts assets	-3	-	-6	2	-	-	-	-	-8
NET CONTRACTS ASSETS [(1)]	**1,150**	**-37**	**-6**	**2**	**4**	**17**	**-**	**-3**	**1,126**
Other current operating receivables	1,055	-61	-	-	-68	4	1	-1	930
Impairment losses on other current operating receivables	-90	-	-19	8	55	-	-	-1	-46
OTHER OPERATING RECEIVABLES, NET	**965**	**-61**	**-19**	**8**	**-13**	**4**	**1**	**-2**	**884**
Other receivables	625	-2	-	-	-9	15	2	1	632
Tax receivables	1,623	219	-	-	-29	-9	-8	3	1,799
OPERATING RECEIVABLES, NET	**14,363**	**-146**	**-297**	**295**	**-223**	**40**	**5**	**1**	**14,038**

** Impairment losses are recorded in operating income and included in the line "Changes in working capital" in the Consolidated Cash Flow Statement.*
(1) Contract assets and liabilities are described in Note 5.6.

Changes in consolidation scope mainly reflect the disposals of Lydec in Morocco for -€229 million and Veolia North America Regeneration Services in the United States for -€52 million, offset by the acquisition of the Hofmann Group in Germany for €25 million.

Movements in operating payables during **2024** are as follows :

Operating payables (€ million)	As of December 31, 2023	Changes in business	Changes in consolidation scope	Foreign exchange translation	Transfers to Liabilities classified as held for sale	Other movements	As of December 31, 2024
Trade payables	7,960	-135	-182	-3	14	20	7,673
Other current operating liabilities	7,091	138	-64	64	-1	-7	7,221
Contracts liabilities [(1)]	1,881	-222	-13	20	-	-2	1,665
Other liabilities	792	-48	-	27	27	2	801
Tax and employee-related liabilities	2,084	154	-72	2	7	4	2,179
OPERATING PAYABLES	**19,808**	**-112**	**-331**	**110**	**47**	**17**	**19,540**

(1) Contract assets and liabilities are described in Note 5.6.

Changes in consolidation scope mainly reflect the disposals of Lydec in Morocco for -€394 million and Veolia North America Regeneration Services in the United States for -€29 million, offset by the acquisition of the Hofmann Group in Germany for €23 million.

Assets classified as held for sale mainly correspond to the reclassification of SADE for €49 million before its sale on February 29, 2024.

5.3.2 Working capital management transactions

The Group's entities work continuously on improving the "Order-to-Cash" and "Procure-to-Pay" cycles, and more particularly on the management of Customer and Supplier positions. Therefore, action plans are regularly initiated, locally and at Group level, in order to improve invoicing time and quality, invoice processing, reconciliation of payments/disbursements, monitoring of aged balances, management of recovery and litigation.

These action plans include, where relevant, the implementation of a digital solution integrating Artificial Intelligence.

In addition to these actions, the Group may be required to implement programs for the assignment of receivables through factoring and reverse factoring, and discounting.

Factoring

Under these programs, certain subsidiaries have agreed to assign, on a renewable basis, trade receivables by contractual subrogation or assignment of receivables (such as Dailly programs in France) without recourse against the risk of default by the debtor. The analysis of the risks and rewards as defined by IFRS 9 led the Group to derecognize almost all the receivables assigned under these factoring programs. In addition, the transferor subsidiaries remain, in certain cases, responsible for invoicing and debt recovery, for which they receive remuneration but do not retain control.

Accordingly, receivables totaling €4,973 million were assigned under these programs in **2024**, compared with €5,716 million in 2023. Receivables derecognized as of December 31, 2024 total €993 million, compared with €1,094 million as of December 31, 2023.

Reverse factoring

Some group entities implemented reverse factoring programs, allowing Group suppliers, by assigning their trade receivables, to benefit from advance payments.

After analyzing the key features of these programs, these liabilities were maintained as payables. The Group ensures that they are not substantially altered, and in particular:

- the Group's settlement periods are in accordance with local market and industry practices;
- the terms of the contract with the supplier are not linked to the existence of a reverse factoring program;
- the supplier remains free to choose whether or not to assign its receivable.

The amount of trade payables included under these reverse factoring programs and presented as payables totaled €255 million as of December 31, 2024, (or 3% of payables), compared with €260 million as of December 31, 2023.

Discounting

Under Public-Private partnerships, Veolia subsidiaries can assign the fraction of future payments guaranteed by public authorities/private customers (recognized in financial receivables pursuant to IFRIC 12 or IFRS 16) to the bodies funding the project, through discounting programs (such as Dailly programs in France). For the majority of partnerships concerned by these financial receivable assignments, the assignment agreements negotiated and the contractual clauses agreed between the stakeholders are sufficient to satisfy the derecognition criteria set out in IFRS 9. The residual risk retained by the companies (considered immaterial) is generally tied solely to late customer payment due to late/deferred invoicing of services by Group subsidiaries. Group subsidiaries are mandated by the financial institutions to manage the invoicing and recovery of the receivables covered by these programs. Veolia analyzed the management and recovery procedures falling to Group subsidiaries and concluded that these services did not constitute continuing involvement.

5.4 Non-current and current operating financial assets

Operating financial assets comprise financial assets resulting from the application of IFRIC 12 on accounting for concession arrangements and from the application of IFRS 16 on accounting for leases.

Concession arrangements

Pursuant to IFRIC 12, when the operator has an unconditional right to receive cash or another financial asset from the grantor in remuneration for concession services, the financial asset model applies. In this context, the infrastructures managed under these contracts cannot be recorded in assets of the operator as property, plant and equipment, but are recorded as financial assets.

Investment grants received in respect of concession arrangements are generally definitively earned and, therefore, are not repayable. In accordance with the option offered by IAS 20, these grants are presented as a deduction from intangible assets or financial assets depending on the applicable model following an analysis of each concession arrangement (IFRIC 12). Under the financial asset model, investment grants are equated to a means of repaying the operating financial asset.

During the construction phase, a financial receivable is recognized in the Consolidated Statement of Financial Position and revenue is recognized in the Consolidated Income Statement, in accordance with the percentage of completion method laid down in IFRS 15 on construction contracts.

Financial receivables are initially measured at the lower of fair value and the sum of discounted future cash flows and subsequently recognized at amortized cost using the effective interest method, as, in accordance with IFRS 9, they represent the right to receive contractual cash flows and have the characteristics of a loan.

After a review of the contract and its financing, the implied interest rate on the financial receivable is notably based on either the Group financing rate and/or the borrowing rate associated with the contract.

Leases

IFRS 16 requires the identification of contractual terms and conditions of agreements which, without taking the legal form of a lease, convey a right to use a group of assets in return for payments included in the overall contract (right of use analyzed as a transfer of control of a group of assets during the contract term). A lease component is thereby identified in these agreements, which is then analyzed and recognized in accordance with the criteria laid out in this standard.

The contract operator (Veolia) therefore becomes the lessor with respect to its customers. On contract signature, Veolia now determines whether the terms of the contract constitute a finance lease or an operating lease.

To this end, Veolia performs a comprehensive analysis to determine whether the lease transfers substantially all the risks and rewards inherent to ownership of the underlying asset to the customer (the lessee).

The following indicators in particular are considered when performing this analysis: (i) the lease transfers ownership of the asset to the customer by the end of the lease term, (ii) the lease term is for the major part of the economic life of the underlying asset, (iii) the present value of the lease payments amounts to at least substantially all of the fair value of the asset, or (iv) the asset is of such a specialized nature that only the customer can use it without major modifications.

If this analysis leads to the conclusion that the lease is a finance lease, Veolia does not recognize a tangible asset but an operating financial asset to reflect the corresponding financing.

Breakdown of operating financial assets by operating segment:

	As of December 31					
	Non-current		Current		Total	
(€ million)	2023	2024	2023	2024	2023	2024
France & special waste Europe	134	186	23	12	157	198
Europe excluding France	665	664	129	80	794	744
Rest of the world	387	367	54	43	441	410
Water technologies	1	1	-	-	1	1
Other	-	-	-	-	-	-
OPERATING FINANCIAL ASSETS	**1,187**	**1,218**	**206**	**135**	**1,393**	**1,353**
OF WHICH IFRIC 12 OPERATING FINANCIAL ASSETS	**727**	**765**	**171**	**91**	**898**	**856**
OF WHICH IFRS 16 OPERATING FINANCIAL ASSETS	**460**	**453**	**35**	**44**	**495**	**497**

Movements in the net carrying amount of non-current and current operating financial assets during **2024** are as follows:

(€ million)	December 31, 2023	New operating financial assets*	Repayments / Disposals	Impairment losses**	Changes in consolidation scope	Foreign exchange translation	Non-current/ current reclassification	Other movements	December 31, 2024
Non-current and current IFRIC 12 operating financial assets	898	155	-153	-1	-	15	-	-58	856
Non-current and current IFRS 16 operating financial assets	495	68	-74	-	3	-4	-	8	497
NON-CURRENT AND CURRENT OPERATING FINANCIAL ASSETS	**1,393**	**223**	**-227**	**-1**	**3**	**11**	**-**	**-50**	**1,353**

* New operating financial assets presented in the Consolidated Cash Flow Statement correspond to new operating financial assets in the above table (€225 million) net of the related acquisition debt (€2 million) as of December 31, 2024.

** Impairment losses are recorded in operating income.

The **principal new operating financial** assets in 2024 mainly concern the increase in financial receivables for pre-existing contracts, in particular in the following operating segments:

- France and special waste Europe, in the amount of €110 million;
- Europe excluding France, in the amount of €91 million;
- Rest of the world, in the amount of €23 million.

The **principal repayments and disposals** of operating financial assets in 2024 concern the following operating segments:

- France and special waste Europe, in the amount of -€71 million;
- Europe excluding France, in the amount of -€96 million;
- Rest of the world, in the amount of -€60 million.

(€ million)	As of December 31, 2023	New operating financial assets	Repayments / Disposals	Impairment losses	Changes in consolidation scope	Foreign exchange translation	Non-current/ current reclassification	Other movements	As of December 31, 2024
Gross value	743	155	-8	-	-	14	-131	9	782
Impairment losses	-17	-	-	-1	-	-	-	-	-17
NON-CURRENT IFRIC 12 OPERATING FINANCIAL ASSETS	**727**	**155**	**-8**	**-1**	**-**	**14**	**-131**	**9**	**765**
Gross value	171	-	-145	-	-	1	131	-67	91
Impairment losses	-	-	-	-	-	-	-	-	-
CURRENT IFRIC 12 OPERATING FINANCIAL ASSETS	**171**	**-**	**-145**	**-**	**-**	**1**	**131**	**-67**	**91**
NON-CURRENT AND CURRENT IFRIC 12 OPERATING FINANCIAL ASSETS	**898**	**155**	**-153**	**-1**	**-**	**15**	**-**	**-58**	**856**

(€ million)	As of December 31, 2023	New operating financial assets	Repayments / Disposals	Impairment losses	Changes in consolidation scope	Foreign exchange translation	Non-current/ current reclassification	Other movements	As of December 31, 2024
Gross value	460	68	-7	-	2	-4	-73	7	453
Impairment losses	-	-	-	-	-	-	-	-	-
NON-CURRENT IFRS 16 OPERATING FINANCIAL ASSETS	**460**	**68**	**-7**	**-**	**2**	**-4**	**-73**	**7**	**453**
Gross value	36	-	-66	-	1	-	73	-	44
Impairment losses	-	-	-	-	-	-	-	-	-
CURRENT IFRS 16 OPERATING FINANCIAL ASSETS	**35**	**-**	**-66**	**-**	**1**	**-**	**73**	**-**	**44**
NON-CURRENT AND CURRENT IFRS 16 OPERATING FINANCIAL ASSETS	**495**	**68**	**-74**	**-**	**3**	**-4**	**-**	**8**	**497**

IFRIC 12 operating financial assets maturity schedule:

(€ million)	1 year	2 years	3 years	4 years	5 years	More than 5 years	Total
France & special waste Europe	11	172	6	1	4	3	196
Europe excluding France	51	37	37	39	45	302	510
Rest of the world	29	14	7	6	2	91	149
Water technologies	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
TOTAL	91	222	50	46	50	396	856

IFRS 16 operating financial assets maturity schedule:

(€ million)	1 year	2 years	3 years	4 years	5 years	More than 5 years	Total
France & special waste Europe	1	-	-	-	-	-	1
Europe excluding France	29	50	25	18	16	96	234
Rest of the world	14	17	14	15	18	184	261
Water technologies	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
TOTAL	44	68	40	33	33	280	497

Operating financial assets held by the Group in countries considered high-risk are not material in amount.

5.5 Non-current and current concession liabilities

Concession liabilities result from the application of IFRIC 12 on the accounting treatment of concessions (see Note 5).

Non-current and current concession liabilities in **2024** break down by operating segment as follows:

	Non-current		Current		Total	
(€ million)	As of December 31, 2023	As of December 31, 2024	As of December 31, 2023	As of December 31, 2024	As of December 31, 2023	As of December 31, 2024
France & special waste Europe	149	127	25	24	174	151
Europe excluding France	1,379	1,213	310	274	1,689	1,486
Rest of the world	137	119	12	6	148	125
Water technologies	-	-	-	-	-	-
Other	-	-	-	-	-	-
CONCESSION LIABILITIES	1,665	1,459	347	303	2,011	1,762

5.6 Contracts assets and liabilities

Non-current and current contract assets represent services rendered by the Group but not yet billed, where the right to remuneration is conditional.

Non-current and current contract liabilities mainly reflect amounts already settled by customers for which the Group has not yet performed the service (deferred income, down payments received from customers). These liabilities are recognized in revenue when the Group performs the service.

Contract assets and liabilities break down as follows:

	Contract assets		Contract liabilities	
(€ million)	As of December 31, 2023	As of December 31, 2024	As of December 31, 2023	As of December 31, 2024
France & special waste Europe	59	62	180	191
Europe excluding France	150	158	707	720
Rest of the world	474	436	433	272
Water technologies	467	470	561	482
Other	-	-	-	-
TOTAL	1,150	1,126	1,881	1,665

Contract assets and liabilities are mainly included in operating receivables and operating payables in the Consolidated Statement of Financial Position.

5.7 Management of supply risks

As part of supply management and cost optimization measures or to hedge future production, certain Group subsidiaries may be required, depending on their activities, to contract forward purchases or sales of commodities and set-up derivatives to fix the cost of commodities supply or the selling price of commodities produced (electricity).

Commodity risks are described in Note 8.3.1.3.

5.8 Commitments relating to operating activities

5.8.1 Commitments given relating to operating activities

Commitments given relating to operating activities comprise operating guarantees and purchase commitments.

Operational or operating guarantees encompass all commitments not relating to financing operations, required in respect of contracts or markets and generally given in respect of the operations and activities of Group companies. Such guarantees include bid bonds accompanying tender offers, advance payment bonds and completion or performance bonds given on the signature of contracts or concession arrangements.

The main categories of commitments include:

- Commitments related to site rehabilitation.

  Pursuant to environmental texts and legislation concerning the operation of landfill sites, the Group is obliged to provide financial guarantees to local authorities/government agencies. These guarantees notably encompass the rehabilitation and supervision of the site during 30 years or more, depending on national legislation (currently 60 years in the United Kingdom), following its operation.

  In this context, performance bonds and letters of credit are issued to local authorities and other public bodies.

  Depending on the contract, these guarantees cover the costs necessary for the supervision and rehabilitation of all or part of the site.

  These guarantees are quantified in accordance with legal or contractually-defined procedures. These guarantees, which are given in their total amount from the start of operations, expire at the end of the commitment (termination of rehabilitation work and site supervision).

  Therefore, the amount of our commitment for the rehabilitation and supervision of landfill sites is in general different from the amount of the provision recorded in the Group accounts (see Note 10). Provisions calculated by the Group are based on different valuations (based on internal policies regarding site security and designed for optimal environmental protection), which take into account the progressive nature of the obligation: operation of the landfill sites results in progressive damage to the site and, as such, a related liability is recognized as the facility is operated (see Note 10).

  If the amount of the commitment is less than the provision at the balance sheet date, an off-balance sheet commitment is not disclosed. Conversely, if the amount of the commitment is greater than the provision, an off-balance sheet commitment is disclosed in the amount not provided.

- Commitments related to engineering and construction activities.

  In the context of its business activities the Group gives (and receives) commitments which can take several forms (deposits on construction work and performance guarantees, etc.). Issued in favor of customers or banking institutions, they are subject to individual follow-up by site and their maturity depends on their contractual characteristics.

- Commitments relating to concession arrangements.

  Pursuant to public service contracts with a public entity, the Group may be called on/obliged to invest in infrastructures that will then be operated and remunerated in accordance with contractual terms and conditions.

  The contractual commitment may concern both the financing of installations and infrastructures to be used in operations and also the maintenance and replacement of infrastructures necessary to operations.

  Expenditure relating to the replacement or rehabilitation of installations is monitored and recognized through any timing differences between the total contractual commitment over the contract term and its realization, in accordance with IAS 37 on Provisions.

  Expenditure relating to the construction, maintenance and restoration of concession assets is reviewed with respect to IFRIC 12 and detailed in Note 5.4.

- Firm commodity purchase and sale commitments.

  As part of supply management and cost optimization, certain Group subsidiaries may be required, depending on their activities, to set-up derivatives to fix the cost of commodity supplies where the contracts do not offer appropriate protection or contract forward purchases or sales of commodities.

  Commodity risks are described in Note 8.3.1.3.

Firm commodity purchase commitments, excluding derivatives, mainly concern:

- gas in Energy activities (mainly in Central Europe) and Water activities. Most commitments mature in less than 5 years;
- electricity in Energy activities (purchase commitments mature in less than 3 years due to poor liquidity in the electricity market for longer maturities);
- biomass and coal in Energy activities.

In parallel, firm electricity sales contracts, excluding derivatives, are entered into to secure selling prices over a period of less than 3 years. These commitments concern production activities exposed to the electricity wholesale market and primarily Waste activities in the United Kingdom (electricity produced by waste incineration) and Energy activities in Central Europe.

Off-balance sheet commitments given break down as follows:

(€ million)	As of December 31, 2023	As of December 31, 2024	Maturing in		
			Less than 1 year	1 to 5 years	More than 5 years
Operational guarantees including performance bonds	11,329	12,089	3,927	4,221	3,941
Purchase commitments	344	208	118	66	25
TOTAL COMMITMENTS RELATING TO OPERATING ACTIVITIES	11,673	12,297	4,044	4,287	3,965

Commitments given break down by operating segment as follows:

(€ million)	As of December 31, 2023	As of December 31, 2024
France & special waste Europe	820	663
Europe excluding France	2,974	3,162
Rest of the world	2,634	2,836
Water technologies	2,046	2,346
Other	3,199	3,290
TOTAL COMMITMENTS RELATING TO OPERATING ACTIVITIES	11,673	12,297

The increase in commitments given by €624 million in 2024 was attributable to movements in foreign exchange for €256 million (mainly the US dollar) and the new guarantee issued as part of the Hassyan desalination project (Dubai) for €231 million.

In addition to the commitments given quantified above, Veolia has also granted commitments of an unlimited amount in respect of completion or performance bonds and a waste construction and processing contract in Hong Kong, in the Waste and Water businesses. This commitment, of an unlimited amount, is tied to the contract term (37 months of construction and 15 years of operation) and has a residual duration of 4 years as of December 31, 2024.

These commitments are limited to the duration of the related contracts and were approved in advance by the Board of Directors of Veolia Environnement.

Commitments given in respect of joint ventures were reduced to €154 million (at 100%) as of December 31, 2024, from €274 million in 2023, with the release of the €66 million commitment given by Glen Water Holding for a water treatment installation. They mainly consist of performance bonds given to Kilpilahti Power Plant Ltd for the renovation of the combined heat and power plant in Porvoo, Finland in the amount of €100 million.

5.8.2 Commitments received relating to operating activities

These commitments mainly consist of commitments received from our partners in respect of construction contracts.

They total €1,093 million as of December 31, 2024, compared with €860 million as of December 31, 2023.

Note 6 PERSONNEL COSTS AND EMPLOYEE BENEFITS

6.1 Personnel costs and employee numbers

Personnel costs break down as follows:

(€ million)	2023	2024
Employee costs	-10,712	-10,879
Profit-sharing and incentive schemes	-209	-292
Share-based compensation, including social security contributions (1)	-60	-63
PERSONNEL COSTS	-10,981	-11,234

(1) As disclosed in Note 6.2.2, share-based compensation mainly concerns Share Grant Plans and the Employee Savings Plan.

Average consolidated employees break down as follows:

By operating segment	2023	2024
France & special waste Europe	50,354	48,812
Europe excluding France	74,887	78,334
Rest of the world	75,347	75,039
Water technologies	17,239	17,398
Other	1,681	1,619
CONSOLIDATED EMPLOYEES (1)	219,508	221,202

(1) Consolidated employees excluding employees of equity-accounted subsidiaries.

The employees employed in joint ventures are not significant.

6.2 Share-based compensation

6.2.1 Accounting policies

Pursuant to IFRS 2, Share-based Payment, an expense is recorded in respect of share purchase or subscription plans and other share-based compensation granted by the Group to its employees. When the plans are equity-settled, the fair value of instruments is determined at the grant date and the fair value of the plan is expensed in the Consolidated Income Statement and recognized directly in equity over the period in which the benefit vests and the service is rendered.

For share grant plans, the fair value of instruments is calculated based on the share price at the grant date and the expected dividend yield.

For Group Savings Plans (GSP), the compensation expense corresponds to the discount and the Company's contribution to subscribers.

6.2.2 Share-based compensation expense

The share-based compensation expense breaks down as follows:

(€ million)	As of December 31, 2023	As of December 31, 2024
Employee savings plan	27	38
2020 Performance share grant plan	2	-
2021 Performance share grant plan	14	-
2022 Performance share grant plan	10	10
2023 Performance share grant plan	5	9
2024 Performance share grant plan	-	5
2022 Free share grant plan	2	1
TOTAL INCLUDING SOCIAL SECURITY COSTS	60	63

6.2.2.1 2024 Employee Savings Plans

Veolia Environnement regularly sets up, through Group Savings Plans (GSP), in France and internationally, standard and secured savings plans which enable a large number of employees of Veolia Environnement and its subsidiaries to subscribe for Veolia Environnement shares. Shares subscribed by employees under these plans are subject to certain restrictions regarding their sale or transfer.

In 2024, Veolia proposed a new Group employee share ownership transaction, rolled-out across 54 countries.

Under this transaction, shares were subscribed with a 15% discount on the average closing price of the share during the 20 trading days preceding the date the subscription price was set by the Chief Executive Officer. The subscription price was set at €24.54.

Under the so-called secure format, employees benefit from:

- a gross contribution from the Group equal to 100% of the employee's investment up to a maximum of €300;
- a leveraged system supplementing their personal investment in the event of an increase in the share price.

This personal investment and the net contribution from the Group are guaranteed in the event of a fall in the share price and receive a guaranteed minimum return. In certain countries, in order to adapt to local legislation, a Share Appreciation Rights plan is offered.

A financial institution is appointed by Veolia to hedge the transaction.

In the United Kingdom, a Share Incentive Plan (SIP) was offered as an alternative to the standard plan, enabling employees to subscribe at the lower of the share price on August 1, 2024, and the share price preceding the vesting of the shares in January 2025, while benefiting from a contribution from the Group capped at GBP 250. The subscription period ended on December 31, 2024.

On September 13, 2024, Veolia Environnement issued 14,504,094 new shares under the Group Savings Plan, representing a share capital increase of €356 million.

In 2024, an expense of €38 million is recorded in operating income.

6.2.2.2 2024 Performance Share Grant Plans

In 2024, the Group granted 1,082,914 performance shares (PS) to Group employees and executives, subject to the beneficiary's presence in the Group on May 14, 2027 and performance conditions based on the following criteria:

- financial criteria (average increase in net income (loss) before non-recurring items attributable to owners of the Company and relative performance of the total shareholder return (TSR) of the Veolia Environnement share compared with the Stoxx 600 Utilities (Price) SX6P index);
- non-financial quantitative criteria relating to the Company's Purpose.

Taking account of these characteristics and market conditions at the plan implementation date, the fair value of the instruments was estimated at €24.84.

The performance and presence conditions are taken into account in estimating the compensation expense.

An expense of €5 million is recorded in operating income in 2024.

6.2.2.3 Plans implemented before 2024

Veolia implemented the following plans in previous years:

- 2023 Employee Savings Plan: in 2023, Veolia proposed a Group employee share ownership transaction, rolled-out across 49 countries. This plan had expired as of December 31, 2023, with the exception of the SIP in the United Kingdom for which an additional expense of €0.2 million was recognized in operating income in 2024;
- 2021, 2022 and 2023 performance share grant plans: the Group set-up performance share grant plans (PSP) in 2021, 2022 and 2023 subject to the beneficiary's presence in the Group at the vesting date on May 4, 2024, August 2, 2025 and May 3, 2026, respectively, and performance conditions. An expense of €19 million is recorded in operating income in 2024 in respect of these three plans;
- 2022 Free Share Grant Plan: the Group granted 145,200 free shares subject to the beneficiary's presence in the Group on June 15, 2025. An expense of €1 million is recorded in operating income in 2024 in respect of this plan.

6.3 Pension plans and other post-employment benefits

The following disclosures relate to the pension plans offered by fully consolidated entities.

6.3.1 Accounting policies

Veolia Environnement and its subsidiaries have several pension plans:

Defined contribution plans: plans under which the Group (or a Group entity) pays an agreed contribution to a separate entity, relieving it of any liability for future payments.

These obligations are expensed in the Consolidated Income Statement when due.

Defined benefit plans: all plans which do not meet the definition of a defined contribution plan. The net obligations of each Group entity are calculated for each plan based on an estimate of the amount employees will receive in exchange for services rendered during the current and past periods. The amount of the obligation is discounted to present value and the fair value of plan assets is deducted.

Where the calculation shows a plan surplus, the asset recognized is capped at the total of the discounted present value of profits, in the form of future repayments or reductions in plan contributions. The plan surplus is recognized in non-current financial assets.

Certain obligations of the Group or Group entities may enjoy a right to reimbursement, corresponding to a commitment by a third party to repay in full or in part the expenses relating to these obligations. This right to reimbursement is recognized in non-current financial assets.

The financing of defined benefit pension plans may lead the Group to make voluntary contributions to pension funds. Where applicable, these voluntary contributions are presented in Net cash from operating activities in the Consolidated Cash Flow Statement, in the same way as other employer contributions.

Employee obligations of the Group are calculated using the projected unit credit method. This method is based on the probability of personnel remaining with companies in the Group until retirement, the foreseeable changes in future compensation, and the appropriate discount rate. Specific discount rates are adopted for each monetary area. They are determined based on the yield offered by bonds issued by leading companies (rated AA) or treasury bonds where the market is not liquid, with maturities equivalent to the average term of the plans valued in the relevant region. This results in the recognition of pension-related assets or provisions in the Consolidated Statement of Financial Position and the recognition of the related net expenses.

Pursuant to IAS 19, Employee Benefits, actuarial gains and losses are recognized in other comprehensive income

6.3.2 Description of plans

In accordance with the regulatory environment and collective agreements, the Group has established defined benefit and defined contribution pension plans (company or multi-employer) in favour of employees and other post-employment benefits.

Defined contribution plans

Supplemental defined contribution pension plans have been set up in certain subsidiaries. Expenses incurred by the Group under these plans totaled €200 million in 2024 and €183 million in 2023..

Defined benefit plans

The tables in Note 6.3.3 present the obligations in respect of defined benefit pension plans and other post-employment benefits.

The measurement of these obligations is reflected by the DBO (Defined Benefit Obligation). These future outflow commitments may be partially or fully funded (“plan assets”).

The most significant obligations are located in the United Kingdom, the United States and France.

United Kingdom

The defined benefit obligation in the United Kingdom is €747 million as of December 31, 2024 (compared with €773 million as of December 31, 2023) and is funded by plan assets of €780 million at this date (compared with €814 million as of December 31, 2023). The change in the defined benefit obligation is presented in the table below in Note 6.3.3.

The average duration of these plans is approximately 12 years.

In the United Kingdom, defined benefit pension plans are mainly final salary plans. Most of these plans are closed to new employees and the majority are also closed to the accrual of new rights. These plans are financed by employer contributions, or even employee contributions, paid to an independent pension fund (managed by a Trustee). Local regulations ensure the independence of the pension funds, which have nine members (including five employer representatives, three representatives of active and retired employees and one independent member).

Plan rules authorize the employer to recover excess funds paid at the end of the plans.

These plans allow retirees to take part of the benefit as a lump-sum and the balance as a pension. In the case of a pension, the related risk is tied to the longevity of beneficiaries.

France

In France, the defined benefit obligation for all plans totaled €369 million as of December 31, 2024 (€388 million as of December 31, 2023). It is funded by plan assets of €64 million as of December 31, 2024 (€78 million as of December 31, 2023). The change in the defined benefit obligation is presented in the table below in Note 6.3.3.

Nearly 87% of the obligation relates to retirement indemnities (legally required payments) paid in a lump sum. These indemnities represent a number of months’ salary based on seniority and are legally required by the applicable collective-bargaining agreement to be paid on an employee’s retirement. A portion of these obligations is covered by insurance contracts, but this funding is at the discretion of the employer. The average duration of these plans is approximately 10 years.

The risk associated with this type of plan is linked to the renegotiation of collective bargaining agreements which could generate adjustments to the indemnities granted.

United States

The defined benefit obligation is €539 million (compared with €541 million as of December 31, 2023) and is funded by plan assets of €521 million as of December 31, 2024 (compared with €483 million in 2023). The change in the defined benefit obligation is presented in the table below in Note 6.3.3.

The average duration of these plans is approximately 10 years.

Approximately 84% of the obligation relates to average salary pension plans. Veolia also participates in plans that cover a portion of employee healthcare costs. Most of these plans are closed to new employees, and are even closed to the accrual of new rights. Financing is assured by the payment of employer contributions to these funds.

Multi-employer plans

Under collective agreements, some Group companies participate in multi-employer defined benefit pension plans. However, these plans are unable to provide a consistent and reliable basis for the allocation of the obligation, assets and costs between the different participating entities. They are therefore recorded as defined contribution plans in accordance with IAS 19. The multi-employer plans concern approximately 4,000 employees in 2024 and are mainly located in Germany, where such plans are generally funded by redistribution and in the United States.

The corresponding expense recorded in the Consolidated Income Statement is equal to annual contributions and totals €8 million in 2024 compared with €9 million in 2023. The Group plans to pay contributions of €9 million in 2025 under its multi-employer plans.

6.3.3 Obligations in respect of defined benefit pension plans and other post-employment benefits

6.3.3.1 Actuarial assumptions

Actuarial assumptions used for calculation purposes vary depending on the country in which the plan is implemented.

The benefit obligation in respect of pension plans and post-employment benefits is based on the following average assumptions:

	As of December 31, 2023	As of December 31, 2024
Discount rate	**4.33%**	**4.78%**
o/w United Kingdom	*4.80%*	*5.55%*
o/w United States	*4.90%*	*5.50%*
o/w Euro zone	*3.40%*	*3.60%*
Inflation rate	**2.48%**	**2.53%**
o/w United Kingdom (RPI / CPI)	*3,05%/2,45%*	*3,15%/2,60%*
o/w United States	*2.50%*	*2.50%*
o/w Euro zone	*2.00%*	*2.00%*

6.3.3.2 Change in the defined benefit obligation (DBO)

	As of December 31									
Change in the DBO	**United Kingdom**		**France**		**United States**		**Other countries**		**TOTAL**	
(€ million)	**2023**	2024	**2023**	2024	**2023**	2024	**2023**	2024	**2023**	2024
Defined benefit obligation at beginning of year	**746**	**773**	**395**	**388**	**550**	**541**	**377**	**400**	**2,067**	**2,103**
Current service cost	1	1	19	19	7	7	29	29	56	57
Plan amendments or new plans (contract wins)	-	-	-21	-	-	-	-	-	-21	-
Curtailments and settlements	-	-	-12	-7	-	-	-3	-4	-15	-11
Interest cost	38	37	12	11	26	27	13	11	89	85
Actuarial (gains) losses	12	-54	20	-5	9	-36	2	9	43	-85
o/w actuarial (gains) losses arising from experience adjustments	*5*	*2*	*9*	*2*	*1*	-	-	*1*	*15*	*4*
o/w actuarial (gains) losses arising from changes in demographic assumptions	*-12*	*-1*	-	*1*	-	-	-	-	*-12*	*-1*
o/w actuarial (gains) losses arising from changes in financial assumptions	*19*	*-54*	*11*	*-8*	*8*	*-36*	*2*	*9*	*40*	*-89*
Plan participants' contributions	-	-	-	-	-	-	1	1	1	1
Benefits paid	-39	-47	-23	-19	-32	-33	-33	-36	-126	-135
Benefits obligation assumed on acquisition of subsidiaries	-	-	-	4	-	-	15	4	16	8
Benefits obligation transferred on divestiture of subsidiaries	-	-	-1	-23	-	-	-	-22	-1	-46
Foreign exchange translation	16	36	-	-	-19	33	-5	-	-9	69
Other	-	-	-1	1	-	-	4	1	3	2
(a) Defined Benefit Obligation at end of year	**773**	**747**	**388**	**369**	**541**	**539**	**400**	**393**	**2,103**	**2,047**

6.3.3.3 Sensitivity of the defined benefit obligation and the current service cost

The Group defined benefit obligation is especially sensitive to discount and inflation rates.

A 1% increase in the discount rate would decrease the defined benefit obligation by approximately €197 million and the current service cost of the next year by €4 million. A 1% decrease in the discount rate would increase the defined benefit obligation by €221 million and the current service cost of the next year by €5 million.

Conversely, a 1% increase in the inflation rate would increase the defined benefit obligation by approximately €119 million and the current service cost by €5 million. A 1% decrease in the inflation rate would decrease the defined benefit obligation by €107 million and the current service cost by €4 million.

6.3.4 Change in the funding status of post-employment benefit obligations and the provision

	United Kingdom		France		United States		Other countries		Total	
(€ million)	2023	2024	2023	2024	2023	2024	2023	2024	2023	2024
(a) Defined Benefit Obligation at end of year	773	747	388	369	541	539	400	393	2,103	2,047
(b) Fair value of plan assets at end of year	814	780	78	64	483	521	130	118	1,506	1,484
Funding status = (b) – (a)	**41**	**34**	**-310**	**-305**	**-58**	**-18**	**-271**	**-275**	**-597**	**-564**
Provisions	-9	-4	-311	-305	-96	-65	-274	-279	-690	-653
Prepaid benefits (regimes with a funding surplus)	50	38	2	0	39	48	3	4	93	89

Provisions for post-employment benefits totaled €653 million in 2024, compared with €690 million in 2023.

6.3.5 Change in plan assets

The following table presents plan assets funding obligations in respect of defined benefit pension plans and other post-employment benefits.

	As of December 31									
Change in plan assets	United Kingdom		France		United States		Other countries		TOTAL	
(€ million)	2023	2024	2023	2024	2023	2024	2023	2024	2023	2024
Fair value of plan assets at beginning of year	804	814	77	78	464	483	125	130	1,470	1,506
Actual return on plan assets	20	-28	5	3	56	28	4	5	85	8
o/w interest income	*40*	*39*	*3*	*3*	*22*	*24*	*4*	*4*	*69*	*69*
o/w return on plan assets excluding amounts included in interest income	*-21*	*-67*	*2*	*-*	*34*	*5*	*-*	*1*	*16*	*-61*
Employer contributions	12	4	-	-14	13	11	11	7	36	8
Plan participants' contributions	-	-	-	-	-	-	1	1	1	1
Plan assets assumed on acquisition of subsidiaries	-	-	-	-	-	-	-	2	-	2
Plan assets transferred on divestiture of subsidiaries	-	-	-	-	-	-	-	-7	-	-7
Settlements	-	-	-	-	-	-	-1	-1	-1	-1
Benefits paid	-39	-47	-3	-4	-31	-32	-12	-17	-85	-99
Administrative expenses paid by the fund	-	-1	-	-	-1	-1	-	-	-1	-1
Foreign exchange translation	16	38	-	-	-17	31	1	-	1	68
Other	-	-	-1	-	-	-	-1	-	-1	-
(b) Fair value of plan assets at end of year	**814**	**780**	**78**	**64**	**483**	**521**	**130**	**118**	**1,506**	**1,484**

Investment policy

In the **United Kingdom**, the investment policy is defined by the pension fund. Funding levels and the contribution payment schedule are negotiated by the employer and the Trustee, based on triennial actuarial valuations. Contributions include both the funding of the shortfall in relation to past rights and service costs for future years.

United Kingdom pension funds aim to attain 100% technical coverage of liabilities within 10 years, while maintaining a risk level considered as acceptable by all parties (Trustees and employers). In order to achieve that goal, plan assets are allocated within two portfolios:

- a liability-driven investment portfolio comprising financial instruments (where flows best match liabilities and the value fluctuates in line with the liability value). This portfolio mainly includes inflation-linked bonds issued or guaranteed by the United Kingdom government and derivatives with leading banking counterparties, with which collateralization contracts have been signed in order to minimize counterparty risk;
- a portfolio of growth assets invested in a diverse range of asset classes (equities, bonds, diversified funds, etc.) and seeking to outperform the liabilities. Portfolio management was delegated to an external manager in January 2017.

A hedging policy covering some financial risks (particularly foreign exchange, inflation and interest rate) was implemented, in order to reduce the fund's exposure to these risks and therefore reduce the risk of increased contributions. These hedges were implemented using derivatives (currency forwards, total return swaps on gilts, interest rate swaps, etc.).

In **France**, the Group's assets are placed primarily with insurance companies and invested in the general insurance fund. The French General Insurance Code (Code général des assurances) requires insurance companies to provide a minimum rate of return on these funds, calculated primarily based on the rate offered by government bonds.

In the **United States**, the investment policy is defined by the pension fund and funding levels are set by the employer.

For the entire Group, the actual rate of return on plan assets reflects market performance based on the asset investment profiles.

The Group plans to make contributions of €23 million to defined benefit plans in 2025, compared with €8 million in 2024. The amount of employer contributions is presented net of reimbursements of benefits by insurance companies. In 2024, a reimbursement of €13 million was made in respect of benefits paid in France, including for previous years.

Investment and return on assets

On average, Group pension plan assets were invested as follows:

	2023	2024
Unquoted assets	**11.3%**	**14.7%**
Liquid unquoted assets - Investment funds (general insurance fund)	9.2%	8.9%
Non-liquid unquoted assets - Investment funds (1)	0.5%	3.2%
Unquoted assets - Other	1.6%	2.7%
Quoted assets (liquid)	**85.3%**	**82.4%**
Government bonds (2)	12.4%	22.4%
Corporate bonds	8.0%	20.7%
Shares	17.7%	29.1%
Diversified Investment funds	36.1%	9.3%
Liquid quoted assets - Other	11.0%	0.9%
Liquid assets	**3.4%**	**2.9%**
TOTAL	100.0%	100.0%

(1) *The line "Non-liquid unquoted assets – Investment funds" consists of funds without guaranteed monthly liquidity (e.g. real estate funds, infrastructure funds).*
(2) *The portion of government bonds from high-risk countries is not material.*

6.3.6 Impact on comprehensive income

The net benefit cost breaks down as follows:

	As of December 31									
	United Kingdom		France		United States		Other countries		TOTAL	
(€ million)	2023	2024	2023	2024	2023	2024	2023	2024	2023	2024
Service cost	1	1	-15	13	7	7	27	25	20	46
o/w Current service cost	*1*	*1*	*19*	*19*	*7*	*7*	*29*	*29*	*56*	*57*
o/w Past service cost	*-*	*-*	*-33*	*-7*	*-*	*-*	*-3*	*-4*	*-36*	*-11*
Net interest expense	-3	-2	9	8	4	3	9	8	20	16
o/w Interest cost	*38*	*37*	*12*	*11*	*26*	*27*	*13*	*11*	*89*	*85*
o/w Interest income on plan assets	*-40*	*-39*	*-3*	*-3*	*-22*	*-24*	*-4*	*-4*	*-69*	*-69*
Interest income on right to reimbursement	-	-	-	-	-	-	-	-	-	-
Administrative expenses paid by the fund	-	1	-	-	1	1	-	-	1	1
Other	-	-	-	2	-	-	5	-	5	2
Net benefit cost recognized in the Consolidated Income Statement	**-1**	**-**	**-6**	**22**	**12**	**10**	**41**	**33**	**46**	**65**
Return on plan assets excluding amounts included in interest income	21	67	-2	-	-34	-5	-	-1	-16	61
Actuarial (gains) losses arising from experience adjustments	5	2	9	2	1	-	-	1	15	4
Actuarial (gains) losses arising from changes in demographic assumptions	-12	-1	-	1	-	-	-	-	-12	-1
Actuarial (gains) losses arising from changes in financial assumptions	19	-54	11	-8	8	-36	2	9	40	-89
Net benefit cost recognized in other comprehensive income	**32**	**14**	**18**	**-5**	**-25**	**-41**	**2**	**8**	**27**	**-24**
NET BENEFIT COST RECOGNIZED IN TOTAL COMPREHENSIVE INCOME	31	14	13	18	-13	-30	43	41	73	42

The costs in the Consolidated Income Statement are recorded in operating income, except for the net interest expense, recorded in net financial income and expenses.

6.4 Compensation and related benefits of key management (related parties)

Group Executive Committee members and directors represent the key management personnel of Veolia Environnement.

The following table summarizes amounts paid by the Group in respect of compensation and other benefits granted to members of the Company Executive Committee in exercise at the closing date of each fiscal year presented.

Short-term benefits include fixed and variable compensation, employee benefits and directors' fees. Variable compensation comprises amounts paid in a given fiscal year in respect of previous fiscal years.

(€ million)	**Year ended December 31, 2023**	**Year ended December 31, 2024**
Short-term benefits, excluding employer contributions	15	16
Employer contributions	5	5
Post-employment benefits (1)	-	-
Other long-term benefits (2)	-	-
Share-based payments	4	3
Other items	-	-
TOTAL	**24**	**25**

(1) Current service cost.
(2) Other compensation vested but payable in the long-term.

As of December 31, 2024, total pension and post-employment benefit obligations in respect of members of the Executive Committee amount to €2 million, compared with €3 million as of December 31, 2023.

The members of the Board of Directors receive compensation for their duties as directors. It is noted that Mr. Antoine Frérot (Chairman of the Board of Directors) and Mrs. Estelle Brachlianoff (Chief Executive Officer) waived the receipt of compensation for their duties as a director of the Company and as corporate officers of companies controlled by the Group. The total gross amount of compensation (before withholding tax) paid by the Company to directors and the non-voting member (*censeur)* was €1,092,870 in 2024.

Note 7 GOODWILL, INTANGIBLE ASSETS AND PROPERTY, PLANT AND EQUIPMENT

7.1 Goodwill

7.1.1 Movements in goodwill

Goodwill breaks down as follows:

(€ million)	As of December 31, 2023	As of December 31, 2024
Gross	12,571	12,783
Accumulated impairment losses	-1,015	-1,000
NET	**11,556**	**11,783**

7.1.1.1 Main goodwill balances by Cash-Generating Unit

A Cash-Generating Unit (CGU) is the smallest identifiable group of assets that generates cash inflows that are largely independent of the cash inflows from other assets or groups of assets.

For the purpose of impairment tests, goodwill is allocated, from the acquisition date, to each of the cash-generating units or each of the groups of cash-generating units that are expected to benefit from the business combination, referred to hereafter as “goodwill CGUs”.

Given the Group’s activities, the goodwill CGUs are below operating segments in the organizational structure and generally represent a group of countries.

The Group has 11 goodwill CGUs as of December 31, 2024.

(€ million)	As of December 31, 2023	As of December 31, 2024
North America	2,587	2,767
Central & Eastern Europe	2,049	2,159
France & Special Waste Europe	2,178	1,973
Water technologies	1,836	1,943
Northern Europe	1,232	1,268
Pacific	576	565
Goodwill balances > €500 million as of December 31, 2024	**10,458**	**10,676**
Other goodwill balances < €500 million	1,097	1,107
TOTAL GOODWILL	**11,556**	**11,783**

Goodwill balances of less than €500 million at the end of December 2024 mainly concern Iberia (€351 million), Asia (€314 million) and Latin America (€311 million).

As of December 31, 2024, accumulated impairment losses total -€1,000 million and mainly concern goodwill of the Central and Eastern Europe cash-generating unit (-€810 million).

7.1.1.2 Movements in the net carrying amount of goodwill

Movements in the net carrying amount of goodwill during 2024 are as follows:

(€ million)	As of December31, 2023	Changes in consolidation scope	Foreign exchange translation	Impairment losses	Transfers to Assets classified as held for sale	Other movements	As of December 31, 2024
France & special waste Europe	2,178	9	-1	-	-	-214	1,973
Europe excluding France	3,580	199	10	-	-	1	3,790
Rest of the world	3,959	-242	141	-3	-	219	4,075
Water technologies	1,836	1	106	-	-	-	1,943
Other	3	-	-	-	-	-	3
TOTAL GOODWILL	**11,556**	**-34**	**257**	**-3**	**-**	**7**	**11,783**

The main movements in Group goodwill **during 2024** were primarily due to:

- **changes in consolidation scope**, mainly including the disposals of Veolia North America Regeneration Services in the United States in August for -€201 million and Lydec in Morocco in September for -€66 million, as well as the entry into the scope of the Hofmann Group in Germany, acquired in March 2024. The final goodwill from this acquisition amounted to €123 million;
- **foreign exchange translation gains and losses**, mainly due to movements in the US dollar for €270 million;
- **other movements** mainly correspond to the change in managerial affiliation of a group of undertakings.

6

7.1.2 Impairment tests

Veolia performs systematic annual impairment tests in respect of goodwill and other intangible assets with an indefinite useful life. More frequent tests are performed where there is indication that the cash-generating unit may have suffered a loss in value.

Changes in the general economic and financial context, worsening of local economic environments, or changes in the Group's economic performance or stock market capitalization represent, in particular, external indicators of impairment that are analyzed by the Group to determine whether it is appropriate to perform more frequent impairment tests.

Impairment testing was performed on all cash-generating units as of December 31, 2024.

Goodwill impairment is recognized in operating income and is definitive.

Key assumptions underlying the determination of recoverable amounts

The need to recognize an impairment is assessed by comparing the net carrying amount of the assets and liabilities of the CGU or group of CGUs with their recoverable amount.

The recoverable amount of a cash-generating unit is the higher of its fair value less costs to sell and its value in use.

Fair value less costs to sell is determined based on available information enabling the best estimate of the amount obtainable from the sale of the cash-generating unit in an arm's length transaction between knowledgeable, willing parties, less the costs of disposal.

The value in use determined by the Group is generally equal to the present value of the future cash flows expected to be derived from the CGU or group of CGUs, taking account of their residual value and based on the following:

- cash flow projections are taken from the Long-Term Plan prepared each year and reflect changes in volumes, prices, direct costs and investment in the period, determined based on contracts and activities and in line with past data and expected changes over the period covered by the Long-Term Plan;
- this plan covers the year in progress and the next six years. This period is representative of the average duration of the Group's long-term contract portfolio and its short-term activities;
- terminal values are calculated based on discounted forecast flows for the last year of the long-term plan (2030). These flows are determined for each CGU or group of CGUs based on a perpetual growth rate mainly founded on long-term inflation;
- these terminal values are calculated based on discount rates and perpetual growth rates reflecting the country or the geographic area of the cash-generating unit;
- a discount rate (weighted average cost of capital) is determined for each asset, cash-generating unit or group of cash-generating units: it is equal to the risk-free rate plus a risk premium weighted for country-specific risks (see Note 2). A risk premium is included in the calculation of the weighted average cost of capital of entities located in countries outside the euro zone and the following euro zone countries: Spain, Italy, Slovakia and Greece. The discount rates estimated by management for each cash-generating unit therefore reflect current market assessments of the time value of money and the country specific risks to which the CGU or group of CGUs is exposed, with the other risks reflected in the expected future cash flows from the assets. These rates were updated by an independent expert in the second half of 2024, and take into account the increase in inflation rates and in financing conditions;
- investments included in forecast future cash flows are those investments that enable the level of economic benefits expected to arise from the assets to be maintained in their current condition. It should be noted that these investment forecasts used as a basis for computing projections of future cash flow include Veolia commitments to phase-out coal in Europe reflected through an assets decarbonization plan. Restructuring plans to which the Group is not committed are not included in forecast cash flows used to determine values in use.

Changes in the economic and financial context, as well as changes in the competitive or regulatory environment may impact estimates of recoverable amounts, as may unforeseen changes in the political, economic or legal systems of certain countries.

The assumptions underlying the impairment tests on Group cash-generating units with material goodwill balances are as follows:

Cash Generating Unit	Recoverable amount determination method	Discount rate	Perpetual growth rate
France & Special Waste Europe	Value in use	5.6%	1.9%
Central & Eastern Europe	Value in use	7.9%	2.5%
Northern Europe	Value in use	6.3%	2.0%
Pacific	Value in use	6.8%	2.6%
North America	Value in use	6.8%	2.0%
Water Technologies	Value in use	6.8%	2.1%

7.1.2.1 Impairment test results

Impairment tests were performed on all cash-generating units. No impairment losses were recognized in 2024.

7.1.2.2 Sensitivity of recoverable amounts

Recoverable amounts determined for impairment testing purposes were tested for their sensitivity to a 1% increase in discount rates, a 1% decrease in perpetual growth rates and a 5% decrease in operating cash flows.

The changes in operating cash flows taken into account for the purpose of these sensitivity tests include EBITDA, less investments net of divestitures, plus changes in working capital. They also include the impact of Efficiency and Convergence plans launched by each cash-generating unit at the date of preparation of the Long-Term Plan.

These assumptions are considered reasonable given the Group's activities and the geographic areas of its operations.

Some goodwill CGUs generate cash flows in more than one country. For these CGUs, discount rates, perpetual growth rates and tax rates taken into account at CGU level were calculated by weighting the flows of each constituent country.

The cash-generating units are not sensitive to changes in macroeconomic and operating assumptions as of December 31, 2023 or December 31, 2024.

7.2 Intangible assets

Intangible assets are identifiable non-monetary assets without physical substance. They mainly consist of certain assets recognized in respect of concession arrangements (IFRIC 12).

Intangible assets purchased separately are initially measured at cost in accordance with IAS 38. Intangible assets acquired through business combinations are recognized at fair value separately from goodwill. Subsequently, intangible assets are measured at cost less accumulated amortization and impairment losses. They are tested for impairment where there is indication of loss in value (non-performance of a significant long-term contract under the terms laid down in the contract, technical operating issues, etc.).

7.2.1 Concession intangible assets

Concession intangible assets include entry fees paid to local authorities for public service contracts. They correspond to the right of the concession holder to bill users of a public service in return for construction services provided by it to the concession grantor under public service contracts in accordance with IFRIC 12, Service Concession arrangements.

This concession holder right is equal to the fair value of the construction of the concession infrastructure plus borrowings costs recognized during the construction period. It is amortized over the contract term in accordance with an appropriate method reflecting the rate of consumption of the concession asset's economic benefits as from the date the infrastructure is brought into service.

Investment grants received in respect of concession arrangements are generally definitively earned and, therefore, are not repayable. In accordance with the option offered by IAS 20, these grants are presented as a deduction from intangible assets and reduce the amortization charge in respect of the concession intangible asset over the residual term of the concession arrangement.

Movements in the net carrying amount of concession intangible assets during **2024** are as follows:

(€ million)	As of December 31, 2023	Additions	Disposals	Impairment losses	Amortization/ Reversals	Change in consolidation scope	Foreign exchange translation	Transfers to Assets classified as held for sale	Other movements	As of December 31, 2024
Concession intangible assets, gross	11,007	543	-203	-	-	-293	75	-	39	11,167
Amortization and impairment losses	-5,418	-	187	13	-733	68	-41	-	11	-5,912
CONCESSION INTANGIBLE ASSETS, NET	5,589	543	-16	13	-733	-225	34	-	50	5,255

Additions concern France and Special Waste Europe (€185 million), Europe excluding France (€279 million) and the Rest of the world (€79 million).

Charges to amortization and impairment losses mainly concern France and Special Waste Europe (-€122 million), Europe excluding France (-€448 million) and the Rest of the world (-€148 million).

Changes in consolidation scope of -€225 million are mainly attributable to the sale of Lydec to Morocco in September 2024.

Other movements mainly concern the Europe excluding France segment and are linked to contractual developments in Germany.

Concession intangible assets break down by operating segment as follows:

(€ million)	Net carrying amount as of December 31, 2023	As of December 31, 2024		
		Gross carrying amount	Amortization and impairment losses	Net carrying amount
France & special waste Europe	668	1,618	-890	728
Europe excluding France	3,864	7,574	-3,837	3,738
Rest of the world	1,052	1,957	-1,171	786
Water technologies	5	18	-15	4
Other	-	-	-	-
CONCESSION INTANGIBLE ASSETS	5,589	11,167	-5,912	5,255

7.2.2 Other intangible assets

Other intangible assets mainly consist of the value of contracts acquired through business combinations ("contractual rights"), patents, licenses, software and operating rights.

Other intangible assets are amortized on a straight-line basis over their useful life, unless another systematic amortization basis better reflects the rate of consumption of the asset.

Useful lives are as follows:

	Range of useful lives in number of years*
Purchased contractual rights	6 to 30
Purchased software	3 to 10
Other intangible assets	1 to 30

* *The range of useful lives is due to the diversity of intangible assets concerned.*

Other intangible assets break down as follows:

(€ milion)	As of December 31, 2023	As of December 31, 2024
INTANGIBLE ASSETS WITH AN INDEFINITE USEFUL LIFE, NET	95	66
Intangible assets with a definite useful life, gross	5,813	6,077
Amortization and impairment losses	-2,997	-3,313
INTANGIBLE ASSETS WITH A DEFINITE USEFUL LIFE, NET	2,816	2,764
OTHER INTANGIBLE ASSETS, NET	2,911	2,830

Movements in the net carrying amount of other intangible assets during **2024** are as follows:

(€ million)	As of December 31, 2023	Additions	Disposals	Impairment losses	Amortization	Changes in consolidation scope	Foreign exchange translation	Other movements	December 31, 2024
INTANGIBLE ASSETS WITH AN INDEFINITE USEFUL LIFE, NET	95	1	-1	-25	-	2	-2	-4	66
Purchased contractual rights	373	5	-	-	-39	-	3	-1	340
Purchased software	269	64	-2	-1	-93	-3	1	45	280
Purchased customer portfolios	908	2	-	-	-97	105	42	-15	946
Patents, licenses	763	1	-	-	-52	4	19	-11	722
Other purchased intangible assets	399	29	-1	-1	-56	-1	2	13	385
Other internally-developed intangible assets	104	30	-1	-11	-24	1	1	-9	90
INTANGIBLE ASSETS WITH A DEFINITE USEFUL LIFE, NET	2,816	130	-3	-13	-361	105	68	23	2,764
OTHER INTANGIBLE ASSETS	2,911	131	-4	-38	-361	107	65	19	2,830

Intangible assets with an indefinite useful life are primarily trademarks.

Purchased customer portfolios total €946 million, including €659 million in Water technologies, €156 million in Europe excluding France and €127 million in the Rest of the world.

Patents and licenses, including technologies, total €722 million, including €200 million for France and Special Waste Europe, €340 million in Water technologies and €156 million in the Rest of the world.

Other purchased intangible assets total €385 million and mainly concern the Rest of the world for €286 million, Europe excluding France for €55 million and Water technologies for €42 million.

Other internally developed non-current assets total €90 million and mainly concern France and Special Waste Europe for €32 million and Europe excluding France for €27 million.

Changes in consolidation scope of €107 million mainly concern the acquisition of the Hofmann Group in Germany.

7.3 Property, plant and equipment

Property, plant and equipment are recorded at historical acquisition cost, less accumulated depreciation and any accumulated impairment losses.

Borrowing costs attributable to the acquisition or construction of identified installations, incurred during the construction period, are included in the cost of those assets in accordance with IAS 23, Borrowing Costs.

Property, plant and equipment are recorded by component, with each component depreciated over its useful life.

Useful lives are as follows:

	Range of useful lives in number of years *
Buildings	20 to 100
Technical installations	7 to 70
Vehicles	3 to 25
Other plant and equipment	3 to 12

* *The range of useful lives is due to the diversity of property, plant and equipment concerned.*

Property, plant and equipment are primarily depreciated on a straight-line basis, unless another systematic depreciation basis better reflects the rate of consumption of the asset.

They are tested for impairment where there is indication of loss in value.

In accordance with the option offered by IAS 20, Accounting for Government Grants and Disclosure of Government Assistance, investment grants are deducted from the gross carrying amount of property, plant and equipment to which they relate. When the construction of an asset covers more than one period, the portion of the grant not yet used is recorded in “Other liabilities” in the Consolidated Statement of Financial Position.

7.3.1 Movements in the net carrying amount of property, plant and equipment

Movements in the net carrying amount of property, plant and equipment during **2024** are as follows:

(€ million)	As of December 31, 2023	Additions	Disposals	Impairment losses	Depreciation	Changes in consolidation scope	Foreign exchange translation	Other movements	As of December 31, 2024
Property, plant and equipment, gross	31,880	2,409	-745	-	-	-580	194	268	33,425
Depreciation and impairment losses	-14,746	-	647	-45	-1,463	319	-38	-167	-15,492
PROPERTY, PLANT AND EQUIPMENT, NET	**17,134**	**2,409**	**-98**	**-45**	**-1,463**	**-261**	**156**	**101**	**17,933**

Additions for 2024 break down by segment as follows:

- France and Special Waste Europe (€338 million). Additions concern non-hazardous waste treatment and recovery for €110 million and Hazardous Waste Europe for €134 million, mainly for a new treatment facility in Germany;
- Europe excluding France (€846 million). Additions concern the United Kingdom for €190 million, mainly related to investments in waste treatment and recovery for €44 million and purchases of rolling stock; Poland and the Czech Republic for €161 million and €106 million, respectively, with the majority of investments to convert its coal-based power generation assets to less carbon-intensive energies, environmental compliance and the rollout of new connections; and Germany for €125 million, mainly related to the construction and maintenance of a biomass facility;
- the Rest of the world (€1,056 million). Additions concern the United States for €529 million, mainly involving water supply and treatment installations, particularly of PFAS (persistent pollutants), for €358 million, and incinerator equipment for €101 million. They also concern Australia for €175 million, mostly the purchase of rolling stock; China for €50 million, predominantly in the Energy business; and Chile for €145 million, with the renewal of drinking water and wastewater networks.

Disposals of -€98 million mainly concern:

- France and Special Waste Europe (-€14 million);
- Europe excluding France (-€34 million);
- and the Rest of the world (-€33 million).

Impairment losses total -€45 million and concern the Rest of the world (-€20 million) and Europe excluding France (-€20 million).

Depreciation of -€1,463 million mainly concerns France and Special Waste Europe (-€290 million), Europe excluding France (-€523 million) and the Rest of the world (-€527 million).

Changes in consolidation scope amounted to -€261 million and mainly concern the sale of Veolia North America Regeneration Services in the United States for -€295 million and the acquisition of the Hofmann Group in Germany for €48 million.

Foreign exchange translation gains and losses are primarily due to the appreciation of the US dollar (€327 million) and the depreciation of the Chilean peso (-€137 million) and the Hungarian forint (-€35 million) against the euro.

Property, plant and equipment break down by operating segment as follows:

		As of December 31, 2024		
(€ million)	Net carrying amount of December 31, 2023	Gross carrying amount	Depreciation and impairment losses	Net carrying amount
France & special waste Europe	1,781	6,582	-4,762	1,820
Europe excluding France	5,386	12,650	-6,857	5,793
Rest of the world	9,070	12,610	-3,239	9,372
Water technologies	868	1,473	-548	926
Other	28	109	-87	23
PROPERTY, PLANT AND EQUIPMENT	17,134	33,425	-15,492	17,933

The breakdown of property, plant and equipment by class of assets is as follows:

		As of December 31, 2024		
(€ million)	Net carrying amount as of December 31, 2023	Gross carrying amount	Depreciation and impairment losses	Net carrying amount
Land	1,447	2,571	-1,161	1,410
Buildings	2,970	5,605	-2,473	3,132
Technical installations, plant and equipment	9,022	17,573	-8,256	9,317
Rolling stock and other vehicles	794	2,698	-1,795	903
Other property, plant and equipment	459	2,156	-1,659	497
Property, plant and equipment in progress	2,442	2,821	-149	2,673
PROPERTY, PLANT AND EQUIPMENT	17,134	33,425	-15,492	17,933

7.4 Right of use

In application of the Lease standard (IFRS 16), the Group analyses the contractual provisions of an agreement at the time of signature, to determine whether it presents the characteristics of a lease. In substance, it is necessary to determine whether the agreement conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

Where these characteristics exist, the Group recognizes, at the time the asset is made available:

- a new asset, the “Right of use”, which represents the right to use the leased asset during the term of the lease;
- a liability, the “IFRS 16 lease debt”, which represents the lease payment commitment.

The Group applies a single recognition method for all leases, excluding short-term leases (duration of 12 months or less) and leases of assets with a low value. The Group adopted a threshold of US $5,000 for low value assets.

Lease payments on contracts excluded from the scope of IFRS 16, as well as variable payments, continue to be recognized as operating expenses.

(€ million)	As of December 31, 2023	As of December 31, 2024
Short term leases	58	52
Low value lease contracts	6	5
Variable leases	6	9
TOTAL	70	66

Initial and subsequent measurement of Right of use assets

The right of use asset recognized includes:

- the amount of the related lease debt;
- plus, where applicable:
  - lease payments made before the asset is made available,
  - initial direct costs incurred to obtain the lease, and
  - any dismantling or rehabilitation costs for which Veolia is liable;
- less any incentives received.

The lease debt is equal to the present value of:

- future lease payments (fixed payments and in-substance fixed payments, as well as variable lease payments that depend on an index or a rate);
- incentives receivable;
- amounts that Veolia expects to pay under residual value guarantees;
- the exercise price of a purchase option if Veolia is reasonably certain to exercise it; as well as
- any penalties for terminating the lease.

The right of use asset is depreciated or amortized on a straight-line over the shorter of the expected useful life of the asset and the lease term.

Impairment tests are performed in accordance with the method described in Note 7.1.2.

Lease term

The lease term is determined based on the provisions of the contract and reflects:

- the non-cancellable period, that is the period of time during which the Group does not have the opportunity to cancel the contract;
- plus any optional cancellation periods, if the Group is reasonably assured not to exercise the cancellation option ;
- plus any optional extension periods, if the Group is reasonably assured to exercise the extension option.

Discount rate

When calculating the present value of future lease payments, the Group has elected not to use the rate implicit in the lease as the discount rate, and has developed a calculation method to determine the incremental borrowing rate that would apply to the financing of these leased assets. This methodology is based on a rate schedule calculated by currency and maturity based on the following parameters: reference rate of the relevant currency and the Veolia credit spread, the Group satisfying, through access to the bond market, the majority of the financing requirements of its subsidiaries.

Lease amendments

The net carrying amount of the right of use asset is adjusted in the event of amendments to the lease provisions that require the remeasurement of the lease debt (modification of an index, increase or reduction in the lease term, increase or decrease in future lease payments, etc.) or in the event of changes in assumptions as to whether the exercise of renewal or termination options is reasonably certain.

Right of use assets break down as follows:

		As of December 31, 2024		
(€ million)	Net carrying amount as of December 31, 2023	Gross carrying amount	Depreciation and impairment losses	Net carrying amount
Rights of use Intangible assets	-	12	-5	8
Right of use, Land	361	666	-301	365
Right of use, Buildings	862	2,041	-1,219	821
Right of use assets, Technical installations, plant and equipment	175	262	-141	122
Right of use assets, Rolling stock and other vehicles	400	839	-423	416
Right of use - Other PP&E	54	183	-94	88
RIGHT OF USE	**1,853**	**4,003**	**-2,184**	**1,819**

Right of use breaks down by operating segment as follows:

		As of December 31, 2024		
(€ million)	Net carrying amount as of December 31, 2023	Gross carrying amount	Depreciation and impairment losses	Net carrying amount
France & special waste Europe	526	1,059	-567	492
Europe excluding France	578	1,215	-600	615
Rest of the world	508	969	-498	471
Water technologies	153	412	-251	161
Other	88	348	-268	79
RIGHT OF USE	**1,853**	**4,003**	**-2,184**	**1,819**

Movements in the net carrying amount of the right of use during 2024 are as follows:

(€ million)	As of December 31, 2023	Additions	Contract termination or expiry	Impairment losses	Depreciation	Changes in consolidation scope	Foreign exchange translation	Other movements	As of December 31, 2024
Right of use	3,908	589	-482	-	-	-63	19	32	4,003
Depreciation and impairment losses	-2,055	-	415	-8	-564	64	-7	-30	-2,184
RIGHT OF USE, NET	**1,853**	**589**	**-67**	**-8**	**-564**	**1**	**12**	**2**	**1,819**

Additions amount to €589 million and mainly concern Europe excluding France (€215 million), France and Special Waste Europe (€146 million) and the Rest of the world (€139 million).

Depreciation and impairment losses total -€572 million in 2024 and mainly breaks down as follows:

- land: -€56 million;
- buildings: -€222 million;
- technical installations, plant and equipment: -€51 million;
- rolling stock: -€201 million.

They mainly concern Europe excluding France (-€178 million), France and Special Waste Europe (-€152 million), the Rest of the world (-€149 million) and Water technologies (-€63 million).

Sub-lease revenue associated with right-of-use assets is not material.

Note 8 FINANCING AND FINANCIAL INSTRUMENTS

8.1 Financial assets and liabilities

Financial assets and liabilities mainly consist of:

- "financial liabilities", presented in Note 8.1.1;
- "non-current and current financial assets", presented in Note 8.1.2;
- cash and cash equivalents and bank overdrafts and other cash position items, presented in Note 8.1.3;
- derivative instruments, presented in Note 8.3.

8.1.1 Financial liabilities

Borrowings and other financial liabilities are recognized initially at fair value less transaction costs and subsequently measured at amortized cost using the effective interest rate (EIR) method.

The effective interest rate is the rate that exactly discounts estimated future cash payments or receipts over the estimated term of the financial instrument or, where applicable, over a shorter period, to the net carrying amount of the financial asset or liability.

		Non-current		Current		Total	
(€ million)	Notes	As of December 31, 2023	As of December 31, 2024	As of December 31, 2023	As of December 31, 2024	As of December 31, 2023	As of December 31, 2024
Bond issues	8.1.1.1	16,782	16,366	1,299	1,417	18,081	17,783
Other financial liabilities	8.1.1.2	1,995	1,915	5,895	7,402	7,890	9,317
IFRS 16 lease debt	8.1.1.3	1,533	1,523	467	462	2,000	1,985
TOTAL NON-CURRENT AND CURRENT FINANCIAL LIABILITIES		**20,310**	**19,804**	**7,662**	**9,281**	**27,972**	**29,085**

The heading “Net increase/decrease in current financial liabilities” in the Consolidated Cash Flow Statement mainly includes redemptions of current bonds in the amount of -€1,306 million in 2024 and increases and repayments of other current financial liabilities of €1,306 million.

The heading “New non-current borrowings and other debts” in the Consolidated Cash Flow Statement mainly includes non-current bond issues in the amount of €1,214 million in 2024 and new other non-current financial liabilities of €251 million.

8.1.1.1 Changes in non-current and current bond issues

Bond issues break down as follows:

(€ million)	As of December 31, 2023	Subscriptions	Redemptions	Changes in consolidation scope	Fair value adjustments (1)	Foreign exchange translation	Non-current/ current reclassification	Other movements	As of December 31, 2024
Non-current bond issues	16,782	1,214	-58	-	170	64	-1,804	-2	16,366
Current bond issues	1,299	-	-1,670	-17	-	-	1,804	-	1,417
TOTAL BOND ISSUES	18,081	1,214	-1,728	-17	170	64	-	-2	17,783

(1) *Value adjustments are recorded in financial income and expenses.*

Additions/subscriptions mainly correspond to :

- a CHF 100 million (€105 million euro-equivalent) bond issue by Aguas Andinas on May 15, 2024, maturing in 2029 and bearing a coupon of 2.0975%;
- two bond issues by Veolia Environnement: (i) €500 million on September 2, 2024, maturing in 2034 and bearing a coupon of 3.571%; (ii) €500 million on December 3, 2024, maturing in 2031 and bearing a coupon of 2.974%;
- a US$75 million (€69 million euro-equivalent) bond issue by Veolia Utility Resources on December 10, 2024, maturing in 2039 and bearing a coupon of 5.47%.

Redemptions correspond to :

- the redemption of two bond issues, one maturing on January 14, 2024 for €750 million and the other on July 22, 2024 for €461 million;
- the early redemption of a portion of the bonds convertible and/or exchangeable for new and/or existing shares (OCEANE) maturing on January 1, 2025, for €364 million on August 2, 2024, with a delivery settlement date of August 9, 2024.

Non-current/current reclassifications total €1,804 million and mainly concern two euro bond lines maturing on April 3, 2025, and September 10, 2025, for a nominal of €500 million each, and €336 million of OCEANE bonds maturing on January 1, 2025.

Foreign exchange translation gains and losses of €64 million mainly correspond to the translation at the year-end exchange rate:

- bond lines in US dollars held by Veolia Utility Resources for €92 million;
- bond lines in Chilean pesos held by Aguas Andinas in Chile for -€65 million;
- bond lines in US dollars and pounds sterling held by Veolia Environnement for +€35 million.

(€ million)	Non-current: As of December 31, 2023	Non-current: As of December 31, 2024	Current: As of December 31, 2023	Current: As of December 31, 2024	Total: As of December 31, 2023	Total: As of December 31, 2024
Bond issues	**16,782**	**16,366**	**1,299**	**1,417**	**18,081**	**17,783**
• maturing in < 1 year	-	-	1,299	1,417	1,299	1,417
• maturing in 2-3 years	3,227	3,965	-	-	3,227	3,965
• maturing in 4-5 years	4,440	3,463	-	-	4,440	3,463
• maturing in > 5 years	9,115	8,939	-	-	9,115	8,939

Non-current bond issues break down by maturity as follows:

(€ million)	As of December 31, 2023	As of December 31, 2024	Maturing in: 2 to 3 years	Maturing in: 4 to 5 years	Maturing in: > 5 years
Publicly offered or traded issuances	16,026	16,338	3,955	3,463	8,920
European market (i)	*13,400*	*13,531*	*3,880*	*3,210*	*6,441*
American market (ii)	*1,615*	*1,734*	*67*	*29*	*1,638*
South-American Market (iii)	*1,011*	*1,073*	*8*	*224*	*841*
Bonds convertible into and/or exchangeable for new and/or existing shares (OCEANE)	703	-	-	-	-
Other amounts < €50 million in 2023 and 2024	53	29	10	-	19
NON-CURRENT BOND ISSUES	16,782	16,366	3,965	3,463	8,939

(i) *European market: as of December 31, 2024, an amount of €14,856 million is recorded in the Consolidated Statement of Financial Position in respect of bonds issued under the European Medium Term Notes (EMTN) Program, including €13,531 million maturing in more than one year. The impact of the fair value remeasurement of hedged interest rate risk is -€116 million at the year-end (non-current portion);*

(ii) *American market: as of December 31, 2024, remaining nominal outstanding on the bond issues performed in the United States total US$1,859 million, including US$1,801 million maturing in more than one year.*

(iii) *South-American market: as of December 31, 2024, remaining nominal outstanding on the bond issues performed in Chile total CLP1,137,521 million, including CLP1,109,600 maturing in more than one year.*

Breakdown of non-current bond issues by main components:

Transaction (all amounts are in € million)	Final maturity	Currency	Nominal	Interest rate	Net carrying amount
Series 12	11/25/2033	EUR	700	6.125 %	697
Series 24	10/29/2037	GBP	135	6.125 %	136
Series 29 (PEO)	03/30/2027	EUR	750	4.625 %	708
Series 31 (PEO)	01/10/2028	EUR	500	1.590 %	443
Series 34	01/04/2029	EUR	500	0.927 %	499
Series 36	11/30/2026	EUR	650	1.496 %	638
Series 38	01/07/2030	EUR	750	1.940 %	749
Series 40	01/15/2031	EUR	500	0.664 %	499
Series 41	04/15/2028	EUR	700	1.250 %	699
Series 42	01/15/2032	EUR	500	0.800 %	437
Series 43	01/14/2027	EUR	700	0.000 %	699
Series 25	06/09/2026	EUR	750	0.000 %	731
Series 23	04/02/2027	EUR	850	1.250 %	862
Series 3	06/08/2027	EUR	250	1.904 %	241
Series 17	05/19/2028	EUR	800	1.250 %	780
Series 19	04/03/2029	EUR	700	1.500 %	710
Series 13	05/21/2029	EUR	75	2.000 %	79
Series 15	07/01/2030	EUR	50	2.250 %	53
Series 21	09/17/2030	EUR	500	1.625 %	522
Series 9	12/02/2030	GBP	301	5.375 %	355
Series 22	10/14/2031	EUR	700	0.500 %	654
Series 20	09/21/2032	EUR	540	1.625 %	524
Series 10	03/25/2033	EUR	100	3.300 %	116
Series 24 VIGIE SA	05/14/2035	EUR	750	1.250 %	702
Series 46	01/10/2031	EUR	500	2.974 %	498
Series 45	09/09/2034	EUR	500	3.571 %	498
Total bond issues (EMTN)	**N/A**	**N/A**	**13,751**	**N/A**	**13,529**
USD Series Tranche 3	06/01/2038	USD	182	6.750 %	195
VUR Senior Notes 2015 Series C	08/31/2035	USD	120	4.090 %	120
VUR Senior Notes 2019 Series A	11/06/2034	USD	144	2.940 %	144
VUR Private Placement 2021 B	11/10/2061	USD	116	3.140 %	116
VUR Private Placement 2022 B	11/10/2052	USD	130	5.860 %	130
VUR Private Placement 2023 B	12/01/2053	USD	164	6.230 %	164
Other bond issues in US$ <€100 million	N/A	USD	891	N/A	885
Total publicly offered or traded issuances in US$	**N/A**	**N/A**	**1,747**	**N/A**	**1,754**
Bond issues in CLP < €100 million	N/A	CLP	1073	N/A	1073
Total bond issues in chilean peso	**N/A**	**N/A**	**1,073**	**N/A**	**1,073**
Stirling Water Seafield Finance bond issue	09/26/2026	GBP	18	5.822 %	10
Total principal bond issues	**N/A**	**N/A**	**16,589**	**N/A**	**16,366**
Total other bond issues	**N/A**	**N/A**		**N/A**	**0**
TOTAL NON-CURRENT BOND ISSUES	**N/A**	**N/A**		**N/A**	**16,366**

8.1.1.2 Change in other financial liabilities

	Non-current		Current		Total	
(€ million)	As of December 31, 2023	As of December 31, 2024	As of December 31, 2023	As of December 31, 2024	As of December 31, 2023	As of December 31, 2024
Other financial liabilities	**1,995**	**1,915**	**5,895**	**7,402**	**7,890**	**9,317**
• maturing in < 1 year	-	-	5,895	7,402	5,895	7,402
• maturing in 2-3 years	646	565	-	-	646	565
• maturing in 4-5 years	438	432	-	-	438	432
• maturing in > 5 years	911	918	-	-	911	918

Movements in **other financial liabilities** in **2024** are as follows:

(€ million)	As of December 31, 2023	Net movement	Changes in consolidation scope	Fair value adjustments	Foreign exchange translation	Non-current / current reclassification	Transfers to Liabilities classified as held for sale	Other movements	As of December 31,2024
Other non-current financial liabilities	1,995	50	44	-	8	-188	-	6	1,915
Other current financial liabilities	5,895	1,338	42	-	-69	188	-	9	7,402
OTHER FINANCIAL LIABILITIES	**7,890**	**1,389**	**85**	**-**	**-61**	**-**	**-**	**15**	**9,317**

Other non-current financial liabilities mainly comprise debt carried by:

- France and special waste Europe of €73 million, including €53 million in Sarp Industries;
- the Rest of the world of €923 million, including:
  - Veolia Sunshine (Harbin) in China of €196 million as of December 31, 2024, and December 31, 2023;
  - Aguas Andinas in Chile of €86 million as of December 31, 2024, compared with €145 million as of December 31, 2023;
  - Circular PET K.K in Japan of €59 million as of December 31, 2024, and €55 million as of December 31, 2023;
  - International Water Services Guayaquil Interagua in Ecuador (Water) of €49 million as of December 31, 2024 and €57 million as of December 31, 2023;
- Europe excluding France of €912 million, including :
  - Braunschweig in Germany of €390 million as of December 31, 2024 and €384 million as of December 31, 2023,
  - Agbar in Spain of €199 million as of December 31, 2024, and €176 million as of December 31, 2023;
  - CHP Energia in Hungary of €195 million as of December 31, 2024, and €225 million as of December 31, 2023.

Other current financial liabilities total €7,402 million as of December 31, 2024, compared with €5,895 million as of December 31, 2023.

Net movements in other current financial liabilities in 2024 mainly reflect the issue of commercial paper by Veolia Environnement for €1,373 million.

As of December 31, 2024, other current financial liabilities mainly concern Veolia Environnement for €6,203 million (including commercial paper of €6,042 million and accrued interest on debt of €161 million) and €328 million in drawdowns on credit lines held by Veolia Utility Resources in the United States.

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8.1.1.3 IFRS 16 lease debt

Lease debt recognition and measurement principles are disclosed in note 7.4.

(€ million)	As of December 31, 2023	Net movement	Changes in consolidation scope	Fair value adjustments	Foreign exchange translation	Non-current / current reclassification	Transfers to Liabilities classified as held for sale	Other movements	As of December 31,2024
Non-current IFRS 16 lease debt	1,533	514	4	-	12	-538	-	-1	1,523
Current IFRS 16 lease debt	467	-540	-3	-	1	538	-	-1	462
IFRS 16 LEASE DEBT	**2,000**	**-26**	**-**	**-**	**13**	**-**	**-**	**-2**	**1,985**

IFRS 16 lease debt by operating segment breaks down as follows:

	As of December 31,2023	As of December 31, 2024		
(€ million)	IFRS 16 lease debt	Non-current IFRS 16 lease debt	Current IFRS 16 lease debt	IFRS 16 lease debt
France & special waste Europe	551	389	126	515
Europe excluding France	625	514	149	663
Rest of the world	564	408	123	531
Water technologies	157	119	49	168
Other	103	95	14	109
IFRS 16 LEASE DEBT	**2,000**	**1,523**	**462**	**1,985**

IFRS 16 lease debt by type of assets breaks down as follows:

(€ million)	As of December 31, 2023	As of December 31, 2024
Real estate	66.7%	66.4%
Technical installations, plant and equipement	13.3%	11.9%
Rolling stock and other vehicles	19.9%	21.7%

IFRS 16 lease debt by maturity breaks down as follows:

	Non-current		Current		Total	
(€ million)	As of December 31, 2023	As of December 31, 2024	As of December 31, 2023	As of December 31, 2024	As of December 31, 2023	As of December 31, 2024
IFRS 16 lease debt	**1,533**	**1,523**	**467**	**462**	**2,000**	**1,985**
• 1 year	-	-	467	462	467	462
• 2 years	339	350	-	-	339	350
• 3 years	262	260	-	-	262	260
• 4 years	191	226	-	-	191	226
• 5 years	165	127	-	-	165	127
• > 5 years	576	560	-	-	576	560

(€ million)	As of December 31, 2023	As of December 31, 2024
Repayments of IFRS 16 lease debt	631	614
Interest on IFRS 16 lease debts	58	66
Exemption and variable lease payments	14	15
LEASE PAYMENTS OF THE PERIOD	**704**	**695**

8.1.1.4 Breakdown of non-current and current financial liabilities by currency

Financial liabilities break down by original currency (before currency swaps) as follows:

- Euro-denominated debt of €22,737 million as of December 31, 2024 and €21,692 million as of December 31, 2023;
- Pound sterling-denominated debt of €699 million as of December 31, 2024 and €726 million as of December 31, 2023;
- US dollar-denominated debt of €2,723 million as of December 31, 2024 and €2,440 million as of December 31, 2023;
- Chinese renminbi-denominated debt of €645 million as of December 31, 2024 and €729 million as of December 31, 2023;
- Chilean peso-denominated debt of €1,158 million (including inflation-indexed bond issues of €1,100 million) as of December 31, 2024 and €1,282 million as of December 31, 2023.

8.1.2 Non-current and current financial assets

Financial assets include assets classified as loans and receivables, liquid assets, financing assets, other financial assets, derivative assets and cash and cash equivalents.

Financial assets are initially recognized at fair value plus transaction costs, where the assets concerned are not subsequently measured at fair value through profit or loss. Where the assets are measured at fair value through profit or loss, transaction costs are expensed directly to net income.

The Group classifies financial assets in one of the categories identified by IFRS 9 on the acquisition date, based on the instrument's characteristics and the business model.

Assets at amortized cost

Financial assets are valued at amortized cost where they are recovered by collecting contractual cash flows (payments of principal and interest on the principal amount outstanding).

These assets comprise loans to non-consolidated investments, operating financial assets, other loans and receivables and trade receivables. After initial recognition at fair value, they are recognized and measured at amortized cost using the effective interest method.

In accordance with IFRS 9, these assets are impaired in the amount of expected credit losses. Impairment losses are recorded in other financial income and expenses.

Assets at fair value through other comprehensive income subsequently released to net income

This category includes financial assets recovered by collecting contractual cash flows (payments of principal and interest on the principal amount outstanding) or selling the assets.

Changes in the fair value of these assets are recognized directly in other comprehensive income, with the exception of interest income and dividends recognized in other financial income and expenses. Fair value gains and losses are released to net income on the sale of the assets.

Assets at fair value through other comprehensive income not subsequently released to net income

This category includes equity instruments not held for trading. It relates primarily to non-consolidated investments.

Changes in the fair value of these assets are recognized directly in other comprehensive income, with the exception of interest income and dividends recognized in other financial income and expenses. Fair value gains and losses are not released to net income on the sale of the assets.

Fair value is equal to market value in the case of quoted securities and to an estimate of the fair value in the case of unquoted securities, determined based on financial criteria most appropriate to the specific situation of each security. Financial investments which are not quoted in an active market and for which the fair value cannot be measured reliably, are recorded by the Group at historical cost less any accumulated impairment losses.

Assets at fair value through profit or loss

This category includes:

- financial assets that are not held either to collect contractual cash flows or to sell the assets and whose contractual conditions do not solely give rise to payments of principal and interest on the principal amount outstanding;
- assets designated at fair value and primarily the cash UCITS portfolio whose performance and management is based on fair value.

Fair value gains and losses are recognized in other financial income and expenses.

Net gains and losses on derivatives entered into for trading purposes consist of swapped flows and the change in the value of the instrument.

8.1.2.1 Other non-current and current financial assets

Other non-current and current financial assets break down as follows:

(€ million)	Non-current As of December 31, 2023	Non-current As of December 31, 2024	Current As of December 31, 2023	Current As of December 31, 2024	Total As of December 31, 2023	Total As of December 31, 2024
Gross	657	568	365	384	1,022	952
Impairment losses	-135	-68	-26	-41	-161	-109
FINANCIAL ASSETS RELATING TO LOANS AND RECEIVABLES, NET	**522**	**500**	**339**	**343**	**861**	**842**
OTHER FINANCIAL ASSETS	**11**	**25**	**-**	**20**	**12**	**45**
LIQUID ASSETS AND FINANCING FINANCIAL ASSETS (1)	**9**	**10**	**1,884**	**2,008**	**1,892**	**2,018**
TOTAL OTHER FINANCIAL ASSETS, NET	**542**	**534**	**2,223**	**2,371**	**2,765**	**2,905**

(1) *Liquid assets are financial assets composed of funds or securities with an initial maturity of more than three months, easily convertible into cash, and managed with respect to a liquidity objective while maintaining a low capital risk.*

8.1.2.2 Changes in other non-current financial assets

Changes in the value of other non-current financial assets during **2024** are as follows:

(€ million)	As of December 31 2023	Changes in business	Changes in consolidation scope	Fair value adjust ments	Impairment losses*	Foreign exchange translation	Non-current / current reclassification	Transfers to Assets classified as held for sale	Other movements **	As of December 31 2024
Gross	657	23	-35	-	-3	15	-72	-	-16	568
Impairment losses	-135	-	-	-	70	-3	-	-	-	-68
NON-CURRENT FINANCIAL ASSETS RELATING TO LOANS AND RECEIVABLES, NET	**522**	**23**	**-35**	**-**	**67**	**12**	**-72**	**-**	**-16**	**500**
OTHER NON-CURRENT FINANCIAL ASSETS	**11**	**76**	**-**	**-**	**-**	**-**	**-**	**-**	**-62**	**25**
LIQUID ASSETS AND FINANCING FINANCIAL ASSETS	**9**	**-**	**-**	**-**	**-**	**1**	**-**	**-**	**-**	**10**
TOTAL OTHER NON-CURRENT FINANCIAL ASSETS, NET	**542**	**99**	**-35**	**-**	**67**	**13**	**-72**	**-**	**-78**	**534**

* *Impairment losses are recorded in financial income and expenses.*
** *Reinsurers' share.*

Non-current financial assets relating to loans and receivables

As of December 31, 2024, the main non-current financial assets relating to loans and receivables primarily comprise loans granted to equity-accounted joint ventures totaling €64 million, compared with €66 million as of December 31, 2023 (see also Note 5.2.4.1).

Other non-current financial assets

Other non-current financial assets are classified as "Assets at fair value through profit or loss" in accordance with the principles set out in Note 8.1.2.

Other financial assets held by the Group in countries considered high-risk by the IMF are not material in amount.

8.1.2.3 Movements in current financial assets

Movements in other current financial assets during **2024** are as follows:

(€ million)	As of December 31 2023	Changes in business	Changes in consolidation scope	Fair value adjust ments	Impairment losses *	Foreign exchange translation	Non-current / current reclassification	Transfers to Assets classified as held for sale	Other movements **	As of December 31 2024
Gross	365	-47	-19	-	-	1	72	1	9	384
Impairment losses	-26	-	1	-	-8	-1	-	-	-7	-41
CURRENT FINANCIAL ASSETS RELATING TO LOANS AND RECEIVABLES, NET	**339**	**-47**	**-18**	**-**	**-8**	**-**	**72**	**1**	**2**	**343**
Gross	-	19	-	-	-	1	-	-	-	20
Impairment losses	-	-	-	-	-	-	-	-	-	-
OTHER CURRENT FINANCIAL ASSETS	**-**	**19**	**-**	**-**	**-**	**1**	**-**	**-**	**-**	**20**
Gross	1,884	124	-	-	-	-	-	-	-	2,008
Impairment losses	-	-	-	-	-	-	-	-	-	-
LIQUID ASSETS AND FINANCING FINANCIAL ASSETS	**1,884**	**124**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**2,008**
TOTAL OTHER CURRENT FINANCIAL ASSETS, NET	**2,223**	**97**	**-18**	**-**	**-8**	**1**	**73**	**1**	**2**	**2,371**

* *Impairment losses are recorded in financial income and expenses.*
** *Reinsurers' share.*

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As of December 31, 2024, liquid assets and financing financial assets primarily comprise investments with an initial maturity of more than three months, easily convertible into cash, and managed with respect to a liquidity objective while maintaining a low capital risk.

Movements in 2024 mainly concern the optimization of the Group's cash management.

The accounting treatment of other current financial assets relating to loans and receivables complies with the required treatment of assets at amortized cost. Other financial assets are classified as "Assets at fair value through profit or loss" in accordance with the principles set out in Note 8.1.2.

8.1.3 Cash and cash equivalents, bank overdrafts and other cash position items

Cash and cash equivalents include all cash balances, certain term deposit accounts, negotiable debt instruments and monetary UCITS.

Cash equivalents are held to meet short-term cash commitments. In order to be considered a cash equivalent, an investment must be readily convertible to a known amount of cash and subject to a negligible risk of change in value, thereby satisfying the requirements of IAS 7.

Term deposit accounts and negotiable debt instruments present characteristics satisfying the requirements of IAS 7 when their yield is based on short-term money-market rates (such as €STR) and their maturity is less than 3 months (contractually or due to an early exit option exercisable at least every 3 months and held at a low or nil cost, without loss of capital or remuneration received net of the early exit penalty of less than the yield on short-term investments).

UCITS classified in "cash equivalents" comply with Regulation (EU) 2017/1131 of the European Parliament and of the Council of June 14, 2017 on money market funds and are presumed to satisfy the cash equivalent criteria defined by IAS 7.

These UCITS can be sold daily on demand, conferring on them the characteristics of short-term, highly liquid investments that are readily convertible to known amounts of cash. These instruments are not intended to be held more than three months and offer a yield similar to the €STR interbank rate, thereby limiting sensitivity to interest rates. The regularity of performance trends does not expose them to a material risk of change in value.

Bank overdrafts repayable on demand which form an integral part of the Group's cash management policy represent a component of cash and cash equivalents for the purposes of the Consolidated Cash Flow Statement.

Cash and cash equivalents are valued at fair value through profit or loss. Note 8.2.1 sets out the method of determining fair value. Cash and cash equivalents belong to fair value levels 1 and 2:

- instruments with a quoted price in an active market in level 1;
- other instruments that are not quoted but the fair value of which is determined using valuation techniques involving standard mathematical calculation methods integrating observable market data, in level 2.

8.1.3.1 Movements in cash and cash equivalents

Movements in cash and cash equivalents and bank overdrafts and other cash position items during **2024** are as follows:

(€ million)	As of December 31, 2023	Changes in business	Changes in consolidation scope	Fair value adjustments (1)	Foreign exchange translation	Transfers to Assets/ Liabilities classified as held for sale	Other movements	As of December 31, 2024
Cash	2,081	-426	484	-	-5	-	-14	2,120
Cash equivalents	6,615	878	-7	-	-6	-	-	7,481
CASH AND CASH EQUIVALENTS	8,696	453	477	-	-11	-	-14	9,601
BANK OVERDRAFTS AND OTHER CASH POSITION ITEMS	379	-642	460	-	8	-	-8	197
Net cash	**8,317**	**1,094**	**17**	**-**	**-19**	**-**	**-6**	**9,404**

(1) Value adjustments are recorded in financial income and expenses.

Cash and cash equivalents total €9,601 million, including €466 million "subject to restrictions" as of December 31, 2024.

Restricted cash breaks down as follows: €215 million subject to contractual legal restrictions (particularly for the Group's reinsurance activities), €74 million backing the servicing of local financial liabilities and €177 million in respect of subsidiaries located in countries with currency restrictions.

Net cash increased by €1,087 million in 2024, largely owing to the proceeds from the issuance of commercial paper for €1,373 million and the issuance of two new bond issues of €500 million each, maturing in 2031 and 2034, offset by the partial redemption of maturing bond debt for €1,211 million and the repurchase of OCEANE bonds for €364 million.

As of December 31, 2024, the Europe excluding France segment held cash of €542 million, the Rest of the world segment held cash of €754 million, the Water technologies segment held cash of €399 million, France and special waste Europe segment held cash of €69 million and the Other segment held cash of €356 million (including mainly Veolia Environnement).

Surplus cash balances of other Group subsidiaries, not pooled at Veolia Environnement level, are invested in accordance with procedures defined by the Group. Note 8.3.2, "Management of liquidity risk", presents a breakdown of investments by nature.

As of December 31, 2024, cash equivalents were primarily held by Veolia Environnement in the amount of €7,134 million, including monetary UCITS of €3,872 million and term deposit accounts of €3,262 million.

Bank overdrafts and other cash position items consist of credit balances on bank accounts and related accrued interest payable, corresponding to brief overdrafts.

8.1.3.2 Management of equity risk

As part of its cash management strategy, Veolia Environnement holds UCITS. These UCITS have the characteristics of monetary UCITS and are not subject to equity risk.

8.2 Fair value of financial assets and liabilities

8.2.1 Fair value of financial assets and liabilities

The recognition and measurement of financial assets and liabilities is governed by IFRS 9. Fair value measurement incorporates, in particular, the risk of non-performance by the Group or its counterparties, determined based on default probabilities taken from rating agency tables.

The fair value of all financial assets and liabilities is determined at the reporting date, either for recognition in the accounts or disclosure in the Notes to the financial statements.

Fair value is determined:

i. based on quoted prices in an active market (level 1); or

ii. using internal valuation techniques involving standard mathematical calculation methods integrating observable market data (forward rates, interest rate curves, etc.). Valuations produced by these models are adjusted to take account of a reasonable change in the credit risk of the Group or the counterparty (level 2); or

iii. using internal valuation techniques integrating factors estimated by the Group in the absence of observable market data (level 3).

Quoted prices in an active market (level 1)

When quoted prices in an active market are available, they are used in priority to determine the market value. Marketable securities and certain quoted bond issues are valued in this way.

Fair values determined using models integrating observable market data (level 2)

The majority of derivative instruments (swaps, caps, floors, etc.) are traded over the counter and, as such, there are no quoted prices. Valuations are therefore determined using models commonly used by market participants to value such financial instruments.

Valuations calculated internally for derivative instruments are tested every six months for consistency with valuations issued by our counterparties.

The fair value of unquoted borrowings is calculated by discounting contractual flows at the market rate of interest.

The net carrying amount of receivables and payables falling due within less than one year and certain floating-rate receivables and payables is considered a reasonable estimate of their fair value, due to the short payment and settlement periods applied by the Group.

The fair value of fixed-rate loans and receivables depends on movements in interest rates and the credit risk of the counterparty.

Valuations produced by these models are adjusted to take account of changes in Group credit risk.

Fair values determined using models integrating certain non-observable data (level 3)

Derivative instruments valued using internal models integrating certain non-observable data include certain electricity derivative instruments for which there are no quoted prices in an active market (notably for electricity purchase options with extremely long maturity) or observable market data (forward prices for component materials, interest-rate curves, etc.), in particular for distant maturities.

8.2.2 Financial assets

The following table presents the net carrying amount and fair value of Group financial assets as of December 31, 2024, grouped together in accordance with IFRS 9 categories.

		As of December 31, 2024							
		Net carrying amount	Financial assets at fair value			Fair value	Method for determining fair value		
(€ million)	Note	Total	Assets at fair value through other comprehensive income	Assets at amortized cost	Assets at fair value through profit or loss	Total	Level 1	Level 2	Level 3
Non-consolidated investments		77	77		-	77	-	77	-
Non-current and current operating financial assets	Note 5.4	1,353	-	1,353	-	1,377	-	1,377	-
Other non-current financial assets	Note 8.1.2	534	-	534	-	534	-	534	-
Trade receivables	Note 5.3	9,598	-	9,598	-	9,598	-	9,598	-
Other current operating receivables	Note 5.3	2,010	-	2,010	-	2,010	-	2,010	-
Other current financial assets	Note 8.1.2	2,371	-	2,371	-	2,371	-	2,371	-
Non-current and current derivative instruments	Note 8.3	233			233	233	-	233	-
Cash and cash equivalents	Note 8.1.3	9,601			9,601	9,601	2,120	7,481	-
TOTAL		**25,776**	**77**	**15,865**	**9,834**	**25,800**	**2,120**	**23,680**	**-**

Level 2 cash and cash equivalents mainly consist of negotiable debt instruments and term deposit accounts.

8.2.3 Financial liabilities

The following table presents the net carrying amount and fair value of Group financial liabilities as of December 31, 2024, grouped together in accordance with IFRS 9 categories.

		As of December 31, 2024							
		Net carrying amount	Financial liabilities at fair value			Fair value	Method for determining fair value		
(€ million)	Note	Total	Liabilities at amortized cost	Liabilities at fair value through profit or loss	Liabilities at fair value through profit or loss and held for trading	Total	Level 1	Level 2	Level 3
Borrowings and other financial liabilities									
Non-current bond issues	Note 8.1.1	16,366	16,366	-	-	14,243	13,493	750	-
Current bond issues	Note 8.1.1	1,417	1,417	-	-	1,417	1,417	-	-
Non-current financial liabilities	Note 8.1.1	1,915	1,915	-	-	1,597	-	1,597	-
Current financial liabilities	Note 8.1.1	7,402	7,402	-	-	7,402	-	7,402	-
Non-current IFRS 16 lease debt	Note 8.1.1	1,523	1,523	-	-	1,523	-	1,523	-
Current IFRS 16 lease debt	Note 8.1.1	462	462	-	-	462	-	462	-
Bank overdrafts and other cash position items	Note 8.1.3	197	-	197	-	197	-	197	-
Trade payables	Note 5.3	7,673	7,673	-	-	7,673	-	7,673	-
Non-current and current concession liabilities	Note 5.5	1,762	1,762	-	-	1,762	-	1,762	-
Non-current and current derivative instruments	Note 8.3	647	-	647	-	647	-	647	-
Other operating payables	Note 5.3	8,886	8,886	-	-	8,886	-	8,886	-
TOTAL		**48,250**	**47,406**	**844**	**-**	**45,810**	**14,910**	**30,900**	**-**

8.2.4 Offsetting of financial assets and financial liabilities

As of December 31, 2024, derivatives managed under ISDA or EFET agreements are the only financial assets and/or liabilities covered by a legally enforceable master netting agreement. These instruments may only be offset in the event of default by one of the parties to the agreement. They are not therefore offset in the accounts.

Such derivatives are recognized in assets in the amount of €233 million and in liabilities in the amount of €647 million in the Consolidated Statement of Financial Position as of December 31, 2024.

8.3 Market risks and financial instruments

As a result of its operational and financial activities, the Group is exposed to various financial risks, for which it has implemented management rules:

- market risks: interest rate risk, foreign exchange risk and commodity risk;
- liquidity risk;
- credit risk.

Equity risk is presented in Notes 8.1.3.2 and 9.2.2.2.

Derivative instruments

To manage its exposure to market risks, Veolia uses derivatives, the majority of which are classified as hedging instruments.

Derivative instruments are recognized at fair value in the Consolidated Statement of Financial Position. Other than the exceptions detailed below, changes in the fair value of derivative instruments are recorded through profit or loss. The fair value of derivatives is estimated using standard valuation models which take into account active market data.

Net gains and losses on instruments at fair value through profit or loss consist of swapped flows and changes in the value of the instrument.

Hedge accounting is applicable if:

- the hedging relationship is precisely defined and documented at the inception date;
- the effectiveness of the hedge is demonstrated at inception and by regular verification of the offsetting nature of movements in the market value of the hedging instrument and the hedged item. The ineffective portion of the hedge is systematically recognized in the Consolidated Income Statement.

Hedge accounting relationships currently used by the Group meet the requirements of IFRS 9 and are aligned with the Group's risk management strategy and objectives.

The effectiveness of derivatives in these hedging relationships is assessed using the hypothetical derivative method: the designated derivative in each hedging relationship must enable changes in cash flows of the hedged item to be offset.

The main sources of ineffectiveness are:

- the impact of Group and counterparty credit risk on the fair value of hedging instruments, not reflected by fluctuations in the fair value of the hedged item (foreign exchange, interest rate and commodities). Pursuant to IFRS 13, the impact of credit risk on derivatives is regularly assessed. In the absence of materiality, an adjustment has never been recognized;
- changes to the timing and amount of expected cash flows from hedged transactions, in the case of transaction foreign exchange risk.

The recognition of period-on-period fair value gains and losses depends on the type of hedge accounting applied.

A **fair value hedge** is a hedge of exposure to changes in the fair value of all or a portion of a recognized asset or liability impacting net income for the period. Fair value gains and losses on hedging instruments are recognized in net income for the period. Changes in the value of the hedged item attributable to the hedged risk are also recorded in the Consolidated Income Statement for the period, to match these gains and losses (and adjust the value of the hedged item). These two remeasurements offset each other in the income statement headings, with the exception of any "ineffective portion" of the hedge.

A **cash flow hedge** is a hedge of exposure to variability in cash flows of an asset or liability or a highly probable forecast transaction impacting net income for the period. In the case of cash flow hedges, the portion of the gain or loss on the fair value remeasurement of the hedging instrument that is determined to be an effective hedge is recognized directly in other comprehensive income, while the gain or loss on the fair value remeasurement of the underlying item is not recognized in the Consolidated Statement of Financial Position. The ineffective portion of the gain or loss on the hedging instrument is recognized in profit or loss. Gains or losses recognized in other comprehensive income are reclassified to profit or loss in the same period or periods in which the asset acquired or liability issued affects profit or loss.

A **hedge of a net investment in a foreign operation** hedges the exposure to foreign exchange risk of the net assets of a foreign operation including loans considered part of the investment (IAS 21, The Effects of Changes in Foreign Exchange Rates). For this type of hedge, the effective portion of the gain or loss on the hedging instrument is recognized in translation reserves in other comprehensive income, while the ineffective portion is recognized in the Consolidated Income Statement. Gains and losses recognized in foreign exchange translation reserves are reclassified to profit or loss when the foreign investment is sold.

Certain transactions performed in accordance with the Group interest rate and foreign exchange risk management policy, but that do not satisfy hedge accounting criteria, are recorded as trading/non-qualifying instruments.

In the case of **currency hedges**, the Group only designates the "spot" component of derivatives as hedging its foreign exchange risk. As the "hedging cost" option is not applied, the premium/discount on hedging contracts is excluded from the hedging relationship and recognized separately in the financing cost.

In the case of **commodities**, purchase/sales contracts are generally recognized outside the scope of IFRS 9 ("own use" exemption), except for certain specific transactions in electricity, gas or metals. For these specific transactions, cash flow hedge accounting is systematically preferred.

The "own use" classification is applicable when the following conditions are satisfied:

- the volumes purchased or sold under the contracts reflect the operating requirements of the subsidiary;
- the contracts are not subject to net settlement as defined by IFRS 9 and, in particular, physical delivery is systematic;
- the contracts are not equivalent to sales of options, as defined by IFRS 9.

Commodity hedging instruments falling within the application scope of IFRS 9 are derivative instruments and are measured at fair value, calculated using models mostly based on observable data. Fair value gains and losses and the net impact of unwinding these transactions are recognized in operating income.

8.3.1 Management of market risk

The Group uses derivative financial instruments to manage and reduce its risk exposure: within the Veolia Environnement Financing and Treasury Department, the dealing room is directly responsible for implementing and monitoring these hedges, while the Middle and Back Office teams verify transactions and monitor limits, ensuring the security of the transactions processed.

The fair value of derivatives in the Consolidated Statement of financial Position breaks down as follows:

		As of December 31, 2023		As of December 31, 2024	
(€ million)	Notes	Assets	Liabilities	Assets	Liabilities
Interest rate derivatives	**8.3.1.1**	**39**	**432**	**30**	**321**
Fair value hedges		-	428	2	309
Cash flow hedges		39	4	28	12
Derivatives not qualifying for hedge accounting		-	-	-	-
Foreign currency derivatives	**8.3.1.2**	**200**	**232**	**166**	**308**
Net investment hedges		54	42	22	98
Fair value hedges		99	128	79	186
Cash flow hedges		13	40	8	16
Derivatives not qualifying for hedge accounting		34	22	57	8
Commodity derivatives	**8.3.1.3**	**20**	**82**	**37**	**18**
Fair value hedges		-	-	-	-
Cash flow hedges		2	59	34	16
Derivatives not qualifying for hedge accounting		18	22	3	2
TOTAL DERIVATIVES		**259**	**746**	**233**	**647**
o/w non-current derivatives		50	493	67	365
o/w current derivatives		209	253	166	282

The fair value of derivatives recognized in the Consolidated Statement of Financial Position and the determination method (as described in Note 8.2.1) breaks down as follows:

	As of December 31, 2024		Level 2 (in %)		Level 3 (in %)	
(€ million)	Assets	Liabilities	Assets	Liabilities	Assets	Liabilities
Interest rate derivatives	30	321	100%	100%	0%	0%
Foreign currency derivatives	166	308	100%	100%	0%	0%
Commodity derivatives	37	18	100%	100%	0%	0%
TOTAL DERIVATIVES	**233**	**647**	**100%**	**100%**	**0%**	**0%**

Derivatives valued using internal models integrating certain non-observable data were primarily electricity derivatives for which there were no quoted prices in an active market (mainly electricity purchase options with extremely long maturity) or observable market data (forward prices for component materials), in particular for distant maturities. There are no level 3 derivative instruments as of December 31, 2024.

	As of December 31, 2023		Level 2 (in %)		Level 3 (in %)	
(€ million)	**Assets**	**Liabilities**	**Assets**	**Liabilities**	**Assets**	**Liabilities**
Interest rate derivatives	39	432	100%	100%	0%	0%
Foreign currency derivatives	200	232	100%	100%	0%	0%
Commodity derivatives	20	82	100%	100%	-	0%
TOTAL DERIVATIVES	**259**	**746**	**100%**	**100%**	**-**	**0%**

8.3.1.1 Management of interest rate risk

The structure of the Group exposes it naturally to the risk of interest rate fluctuations. As such, the cash and cash equivalents position covers floating-rate debt which impacts future financial results according to fluctuations in interest rates.

Short-term debt is primarily indexed to short-term indexes (€STER for the commercial paper program and Euribor/Libor for the main other short-term credit lines). Medium and long-term debt comprises both fixed and floating-rate debt.

Veolia manages a fixed/floating rate position in each currency in order to limit the impact of interest rate fluctuations on its net income and to optimize the cost of debt. For this purpose, it uses interest rate swap and swaption instruments. The Group determines the existence of an economic relationship between the hedging instrument and the hedged item taking account of reference interest rates, the frequency of coupons, the currency and the nominal amount.

These swaps may be classified as fair value hedges or cash flow hedges.

The following table shows the interest-rate exposure of gross debt (defined as the sum of non-current financial liabilities, current financial liabilities and bank overdrafts and other cash position items) before and after hedging.

	As of December 31, 2023		As of December 31, 2024	
(€ million)	**Outstandings**	**% total debt**	**Outstandings**	**% total debt**
Fixed rate	21,221	73.7 %	20,891	70.6%
Floating rate	7,553	26.3 %	8,700	29.4%
Gross debt before hedging	**28,775**	**100.0 %**	**29,591**	**100.0%**
Fixed rate	17,547	61.9 %	17,083	58.3%
Floating rate	10,804	38.1 %	12,200	41.7%
Gross debt after hedging and fair value remeasurement of fixed-rate debt	**28,351**	**100.0 %**	**29,283**	**100.0%**
Fair value adjustments to (assets)/liabilities hedging derivatives	**414**		**367**	
GROSS DEBT AT AMORTIZED COST	**28,765**		**29,650**	

Total gross debt as of December 31, 2024, after hedging, is 58.3% fixed-rate and 41.7% floating-rate.

The decrease in fixed-rate debt and the increase in floating-rate debt before hedging is mainly due to the redemption, net of issues, this year of fixed-rate euro bond issues in the amount of €575 million and the increase in commercial paper of €1,373 million during the year.

As of December 31, 2024, the Group has cash and cash equivalents of €9,601 million, the majority of which bears interest at floating rates.

The Group manages its exposure to interest rate fluctuations based on floating-rate gross financial debt net of cash.

The Group's net floating-rate position after hedging (liability position) is -€581 million, maturing €4,785 million in less than one year, -€2,921 million in 1 to 5 years and -€2,445 million after 5 years.

Interest rate fair value hedges

The risk of volatility in the value of debt is hedged by fixed-rate receiver/ floating-rate payer swaps which change bond issues to floating-rate debt (see Note 8.1.1.1) recorded in non-current and current financial liabilities.

Fair value hedging swaps represent a notional outstanding amount of €4,500 million as of December 31, 2024, stable on December 31, 2023, with a net fair value in the Consolidated Statement of Financial Position of -€307 million as of December 31, 2024, compared with -€428 million as of December 31, 2023, as follows:

Fixed-rate receiver / floating-rate payer swaps (€ million)	Notional contract amount by maturity				Fair value of derivatives	
	Total	**< 1 year**	**1 to 5 years**	**> 5 years**	**Total assets**	**Total liabilities**
As of December 31, 2024	**4,500**	**200**	**2,900**	**1,400**	**2**	**309**
As of December 31, 2023	4,500	-	3,000	1,500	-	428

As of December 31, 2024, accumulated fair value hedging adjustments to bond issues included in their net carrying amount totaled + €14 million.

The +€119 million increase in fair value is due to the decrease in euro forward rates as of December 31, 2024, compared with the end of 2023, the notional outstanding remaining unchanged. It is offset by the fair value remeasurement of the debt relating to the hedged risk in the amount of -€119 million. A review of the inefficiency of these hedging instruments did not give rise to any material impacts.

Interest rate cash flow hedges

The Group has entered into interest rate swaps to fix the cost of existing floating-rate debt or the cost of future debt issues.

Cash flow hedging swaps represent a notional outstanding amount of €1,315 million as of December 31, 2024, compared with €1,268 million as of December 31, 2023, with a net fair value of +€16 million as of December 31, 2024, compared with +€35 million as of December 31, 2023.

The increase in notional outstanding is essentially due to the implementation of new hedges for €300 million and the maturity of swaps for a total amount of €250 million.

The -€19 million decrease in the portfolio value is due to the fall in euro forward rates during the period, as new transactions were performed at the end of 2024 and had little impact on the total fair value.

The efficiency of these hedging instruments was measured but did not give rise to any material impacts.

Floating-rate receiver / fixed-rate payer swaps / purchases of caps (€ million)	Notional contract amount by maturity				Fair value of derivatives	
	Total	< 1 year	1 to 5 years	> 5 years	Total assets	Total liabilities
As of December 31, 2024	1,315	-	1,000	315	28	12
As of December 31, 2023	1,268	250	1,000	18	39	4

An amount of -€11 million, net of tax, was recorded directly in equity attributable to owners of the Company in respect of cash flow hedge interest-rate derivatives as of December 31, 2024. -€4 million was released from equity to the income statement as of December 31, 2023.

Contractual flows on interest rate swaps are paid at the same time as contractual flows on floating-rate borrowings and the amount recorded in other comprehensive income is released to net income in the period in which interest flows on the debt impact the Consolidated Income Statement.

Interest-rate derivatives not qualifying for hedge accounting

A certain number of derivatives do not qualify as hedges under IFRS 9. The Group does not, however, consider these transactions to be of a speculative nature and views them as necessary for the effective management of its exposure to interest rate risk.

	Notional contract amount as of December 31, 2024				Fair value of derivatives	
(€ million)	Total	< 1 year	1 to 5 years	> 5 years	Total assets	Total liabilities
Total firm financial instruments	215	215	-	-	-	-
TOTAL INTEREST-RATE DERIVATIVES NOT QUALIFYING FOR HEDGE ACCOUNTING	215	215	-	-	-	-

The decrease in the portfolio of interest-rate derivatives not qualifying for hedge accounting between 2023 and 2024 is mainly due to the change in short-term financial instruments hedging cash investments.

As a reminder, the breakdown as of December 31, 2023 was as follows:

	Notional contract amount as of December 31, 2023				Fair value of derivatives	
(€ million)	Total	< 1 year	1 to 5 years	> 5 years	Total assets	Total liabilities
Total firm financial instruments	839	839	-	-	-	-
TOTAL INTEREST-RATE DERIVATIVES NOT QUALIFYING FOR HEDGE ACCOUNTING	839	839	-	-	-	-

8.3.1.2 Management of foreign exchange risk

The Group's international activities generate significant foreign currency flows.

The Group's central treasury department manages foreign exchange risk centrally within limits set by the Chief Financial Officer.

Foreign exchange risk, as defined by IFRS 7, mainly results from:

- foreign currency-denominated purchases and sales of goods and services relating to operating activities and the related hedges (e.g. currency forwards). The Group has no significant exposure to foreign exchange transaction risk. Indeed, the activities of the Group are performed by subsidiaries operating in their own country and their own currency. Exposure to foreign exchange risk is therefore naturally limited;
- foreign currency-denominated financial assets and liabilities including foreign currency-denominated loans/borrowings and related hedges (e.g. forex swaps). With many operations worldwide, Veolia organizes financing in local currencies. In the case of inter-company financing, these credit lines can generate foreign exchange risk. In order to limit the impact of this risk, Veolia has developed a policy which seeks to back foreign-currency financing and foreign currency derivatives with inter-company receivables denominated in the same currency. The asset exposure hedging strategy primarily involves hedging certain net foreign investments and ensuring that Group companies do not have a material balance sheet foreign exchange position that could generate significant volatility in foreign exchange gains and losses;
- investments in foreign subsidiaries reflected by the translation of accounts impacting the translation reserves. The Group determines the economic relationship between the hedging instrument and the hedged item by comparing changes in the value of the hedging instrument attributable to a change in the spot foreign exchange rate with the impact of changes in this same rate on the hedged instrument. It is Group policy to align the key characteristics of hedging instruments (currency, nominal amount, maturity, etc.) with the hedged item.

Foreign exchange risk with regard to the cost of net financial debt

With many operations worldwide, Veolia organizes financing in local currencies.

The foreign currency debt borne by the parent company, Veolia Environnement SA, is generally hedged using either derivative instruments or assets in the same currency.

The cost of the Group's net financial debt, i.e. a euro-equivalent of -€590 million as of December 31, 2024, is primarily denominated in EUR (55 %), USD (18%), GBP (3%), CZK (1%), CNY (5%), PLN (4%), HUF (2%) and CLP (6%).

A 10% appreciation in the main currencies to which the Group is exposed (GBP, USD, PLN, CLP, HUF, CZK and CNY) against the euro would generate a €26 million increase in the net finance cost, while a 10% depreciation in these currencies would generate a €21 million decrease in the net finance cost.

Translation risk

Due to its international presence, the translation of the income statements of the Group's foreign subsidiaries is sensitive to exchange rate fluctuations.

The following table summarizes the sensitivity of certain Group Consolidated Income Statement aggregates to a 10% increase or decrease in foreign exchange rates against the euro, with regard to the translation of financial statements of foreign subsidiaries.

	Contribution to the consolidated financial statements									Sensitivity to a change of :	
(€ million)	Euro	Pound sterling	US dollar	Polish zloty	Czech koruna	Australian dollar	Chinese renminbi	Other currencies	Total	10 %	-10 %
Revenue	18,812	3,110	5,328	3,027	2,072	2,113	978	9,253	**44,692**	2,864	-2,343
Operating income	733	320	475	267	212	133	101	772	**3,012**	253	-207

Foreign exchange and translation risk in the Consolidated Statement of Financial Position

Due to its international presence, the Group's Consolidated Statement of Financial Position is exposed to exchange rate fluctuations. A fluctuation in the euro impacts the translation of subsidiary foreign currency denominated assets in the Consolidated Statement of Financial Position.

For its most significant assets, the Group has issued debt in the relevant currencies. The main net assets of the Group are located in the United States, the United Kingdom, China, Poland, Australia, Chile and the Czech Republic. A 10% appreciation in the currencies of the above countries would increase net assets by €1,670 million, while a 10% depreciation in these currencies would reduce net assets by -€1,366 million.

Hedge of a net investment in a foreign operation

Financial instruments designated as net investment hedges break down as follows:

Financial instrument (€ million)	Notional amount as of December 31, 2024 by maturity				Fair value of derivatives	
	Amount	< 1 year	1 to 5 years	> 5 years	Total assets	Total liabilities
Currency payer swaps	85	85	-	-	-	4
Currency receiver swaps	75	75	-	-	3	-
Options	3,786	3,722	64	-	18	69
Cross currency swaps	60	-	60	-	1	25
TOTAL	**4,006**	**3,882**	**124**	**-**	**22**	**98**

The above currency swaps are short-term but are generally renewed at maturity, until financing of an appropriate term is secured in the currency of the related country.

Options are mainly hedging strategies using collars.

It is Group policy to hedge the net investment only in the nominal amount of the foreign currency debt financing the securities.

Inter-company loans and receivables forming part of a foreign investment (IAS 21) are nearly systematically hedged by foreign currency external financing or foreign currency derivatives (cross currency swaps, currency forwards, collars) meeting IFRS 9 criteria for hedge accounting.

Foreign exchange gains and losses recorded in foreign exchange translation reserves in respect of hedging instruments are systematically offset by foreign exchange gains and losses recognized in foreign exchange translation reserves on loans forming part of the net investment, unless:

- the inter-company loan forming part of the net investment in a foreign operation is not hedged;
- the hedge is partially ineffective due to a difference between the nominal amount of the hedge and the amount of the hedged net asset;
- only the net assets of the foreign subsidiary (excluding the loan forming part of the net investment) are hedged.

A breakdown of foreign exchange gains and losses recorded in Group foreign exchange translation reserves as of December 31, 2024 is presented in Note 9.2.4.

As a reminder, the breakdown as of December 31, 2023 was as follows:

Financial instrument (€ million)	Notional amount as of December 31, 2023 by maturity				Fair value of derivatives	
	Amount	< 1 year	1 to 5 years	> 5 years	Total assets	Total liabilities
Currency payer swaps	308	308	-	-	10	-
Currency receiver swaps	295	295	-	-	-	7
Options	3,338	3,274	64	-	43	15
Cross currency swaps	60	-	60	-	1	20
TOTAL	**4,001**	**3,877**	**124**	**-**	**54**	**42**

Foreign currency fair value hedges

Financial instruments designated as fair value hedges break down as follows:

Financial instrument (€ million)	Notional amount as of December 31, 2024 by maturity				Fair value of derivatives	
	Amount	< 1 year	1 to 5 years	> 5 years	Total assets	Total liabilities
Forward purchases	1,884	1,826	58	-	32	12
Forward sales	7,711	7,301	410	-	47	174
FOREIGN CURRENCY DERIVATIVES : FAIR VALUE HEDGES	**9,595**	**9,127**	**467**	**-**	**79**	**186**

The fair value hedges presented above mainly consist of foreign currency swaps hedging balance sheet items. They mainly concern hedges of internal financing and, to a lesser extent, hedges of construction contracts or sales of water treatment equipment and solutions. The impact of these hedges is offset by the remeasurement of the underlying items.

Financial instrument (€ million)	Notional amount as of December 31, 2023 by maturity				Fair value of derivatives	
	Amount	< 1 year	1 to 5 years	> 5 years	Total assets	Total liabilities
Forward purchases	1,206	1,186	20	-	11	19
Forward sales	7,463	6,640	823	-	88	109
FOREIGN CURRENCY DERIVATIVES : FAIR VALUE HEDGES	**8,669**	**7,826**	**843**	**-**	**99**	**128**

Foreign currency cash flow hedges

Financial instruments designated as cash flow hedges break down as follows:

Financial instrument (€ million)	Notional amount as of December 31, 2024 by maturity				Fair value of derivatives	
	Amount	< 1 year	1 to 5 years	> 5 years	Total assets	Total liabilities
Forward purchases	152	143	8	-	1	2
Forward sales	542	534	8	-	7	14
FOREIGN CURRENCY DERIVATIVES : CASH FLOW HEDGES	**693**	**677**	**16**	**-**	**8**	**16**

The cash flow hedges presented above mainly consist of forward purchases/sales of foreign currencies different from the functional currencies of the entities concerned, in connection with their own activities.

They mainly include currency hedges in respect of commodity purchases and sales in Central Europe.

Financial instrument (€ million)	Notional amount as of December 31, 2023 by maturity				Fair value of derivatives	
	Amount	< 1 year	1 to 5 years	> 5 years	Total assets	Total liabilities
Forward purchases	281	274	7	-	11	2
Forward sales	551	549	2	-	2	38
FOREIGN CURRENCY DERIVATIVES : CASH FLOW HEDGES	**832**	**823**	**9**	**-**	**13**	**40**

Hedges of currency exposure in the Consolidated Statement of Financial Position by derivatives not qualifying for hedge accounting

Financial instrument (€ million)	Notional amount as of December 31, 2024 by maturity				Fair value of derivatives	
	Amount	< 1 year	1 to 5 years	> 5 years	Total assets	Total liabilities
Currency receiver swaps and forward purchases	5,071	5,071	-	-	54	6
Currency payer swaps and forward sales	3,104	3,104	-	-	3	2
FOREIGN CURRENCY DERIVATIVES NOT QUALIFYING FOR HEDGE ACCOUNTING	**8,175**	**8,175**	**-**	**-**	**57**	**8**

The above portfolio of foreign currency derivatives was mainly contracted by Veolia Environnement to hedge its foreign currency-denominated net financial debt (comprising foreign currency-denominated borrowings and foreign currency-denominated inter-company loans and borrowings).

Financial instrument (€ million)	Notional amount as of December 31, 2023 by maturity				Fair value of derivatives	
	Amount	< 1 year	1 to 5 years	> 5 years	Total assets	Total liabilities
Currency receiver swaps and forward purchases	4,111	4,111	-	-	18	2
Currency payer swaps and forward sales	1,306	1,306	-	-	16	20
FOREIGN CURRENCY DERIVATIVES NOT QUALIFYING FOR HEDGE ACCOUNTING	**5,417**	**5,417**	**-**	**-**	**34**	**22**

8.3.1.3 Management of commodity risk

Energy, commodity and consumable purchases represent a major operating expense for the Group's businesses, in particular diesel for waste collection, coal, gas or biomass for the supply of energy services, and electricity for water treatment and distribution. The Group is therefore exposed to fluctuations in their price.

The long-term contracts entered into by Veolia generally include price review and/or indexation clauses which enable it to pass on the majority of any increases in commodity or fuel prices to the price of services sold to customers, even if this may be performed with a time delay.

Nonetheless, as part of supply management and cost optimization measures or to hedge future production, certain Group subsidiaries may be required, depending on their activities, to contract forward purchases or sales of commodities and set-up derivatives to fix the cost of commodities supply or the selling price of commodities produced (electricity).

These transactions form part of the Group's commodity risk management policy, which seeks to establish a progressive hedge over three years (where possible) in order to limit results volatility.

As of December 31, 2024, the fair value of commodity derivatives is recorded €37 million in assets and €18 million in liabilities.

	As of December 31, 2023		As of December 31, 2024	
(€ million)	Assets	Liabilities	Assets	Liabilities
Commodity derivatives	**20**	**81**	**37**	**18**
Electricity	17	11	5	17
Petroleum products	-	-	-	-
CO_2	-	-	1	-
Coal	-	1	-	-
Gas	3	69	31	1
Other	-	-	-	-

These derivatives break down by hedge type as follows:

	As of December 31, 2023		As of December 31, 2024	
(€ million)	Assets	Liabilities	Assets	Liabilities
Commodity derivatives	**20**	**81**	**37**	**18**
Fair value hedges	-	-	-	-
Cash flow hedges	2	59	34	16
Derivatives not qualifying for hedge accounting	18	22	3	2

The increase in value of the commodity derivatives portfolio is essentially due to significant gas price hedges maturing and new gas and electricity hedges being implemented at lower prices than those observed at December 31, 2023.

Greenhouse gases

Regulatory constraints and management policy

As a combustion plant operator, the Group is exposed to the risks inherent to the Emissions Trading Scheme (EU ETS) introduced by the European Union in 2005.

To accelerate the rate of emission reductions, Phase 4 (2021-2030) provides for a 2,2% annual decrease in the total number of emission allowances (free grant of allowances). In December 2022, the European Parliament and Council reached a provisional agreement providing for an increase in the annual reduction rate of the emission cap by 4.3% per year from 2024 to 2027 and 4.4% from 2028 to 2030. The Council formally adopted this new trajectory in April 2023.

Under European regulations, the actual emissions position is determined each year and the corresponding rights surrendered. In addition to the Group's greenhouse gas emissions reduction policy, Veolia is therefore required to purchase or sell emission rights, depending on whether actual emissions are greater or lesser than emission rights allocated under the hedging policy described above.

In addition, China also officially launched a country-wide Emissions Trading Scheme in 2021, focusing initially on electricity producers. The impacts are not material at this stage for the Group.

Accounting treatment adopted by the Group

In the absence of specific IFRS provisions, the Group has adopted the "net liability approach," which involves the recognition of a liability at the period end if actual emissions exceed allowances held, in accordance with IAS 37.

Allowances are managed as a production cost and, in this respect, are recognized in inventories at:

- nil value, when they are received free of charge;
- acquisition cost, if purchased for valuable consideration on the market.

Transactions in these allowances performed on the forward market are generally recognized outside the application scope of IFRS 9 ("own use" exemption).

The position in **2024** is as follows:

Volumes (in thousands of metric tons)	As of January 1st, 2024	Changes in consolidation scope	Granted	Purchased/ Sold/ Cancelled	Used	As of December 31, 2024
TOTAL	871	-12	2,337	4,491	-7,313	374

The inventory of 374 thousand metric tons is equivalent to approximately €26 million as of December 31, 2024, based on a spot price of €70.95 per metric ton.

8.3.2 Management of liquidity risk

The operational management of liquidity and financing is managed by the Treasury and Financing Department. This management involves the centralization of major financing in order to optimize liquidity and cash.

The Group secures financing on international bond markets, international private placement markets, the treasury note market and the bank lending market (see Note 8.1.1.4 – Non-current and current financial liabilities).

8.3.2.1 Maturity of financial liabilities

As of December 31, 2024, undiscounted contractual flows on net financial debt break down by maturity date as follows:

(€ million)	As of December 31, 2024 Carrying amount	Total undiscounted contractual flows	Maturity of undiscounted contractual flows 2025	2026	2027	2028	2029	Beyond 5 years
Bond issues [1]	17,783	22,893	1,855	1,876	2,997	2,401	1,731	12,032
Other liabilities and bank overdrafts	9,514	9,949	7,700	328	296	333	234	1,058
Gross financial liabilities excluding IFRS 16 and the impact of amortized cost and hedging derivatives	**27,297**	**32,842**	**9,555**	**2,204**	**3,293**	**2,734**	**1,965**	**13,090**
IFRS 16 lease debt	1,985	2,173	490	383	278	239	137	646
Gross financial liabilities excluding the impact of amortized cost and hedging derivatives	**29,282**	**35,015**	**10,045**	**2,588**	**3,572**	**2,973**	**2,102**	**13,736**
Impact of derivatives hedging debt	367							
Gross financial liabilities	**29,649**	**35,015**	**10,045**	**2,588**	**3,572**	**2,973**	**2,102**	**13,736**
Cash and cash equivalents	-9,601							
Liquid assets and financing financial assets	-2,018							
Net financial debt	**18,031**	**35,015**	**10,045**	**2,588**	**3,572**	**2,973**	**2,102**	**13,736**

(1) Excluding the impact of amortized cost and derivatives hedging debt.

8.3.2.2 Net liquid asset positions

Liquid assets of the Group as of December 31, **2024** break down as follows:

(€ million)	As of December 31, 2023	As of December 31, 2024
Veolia Environnement:		
Undrawn MT syndicated loan facility	4,500	4,500
Undrawn MT bilateral credit lines	727	724
Undrawn ST bilateral credit lines	75	-
Letters of credit facility	-	-
Cash, cash equivalents, liquid assets and financing assets	8,344	9,349
Subsdiaries:		
Bilateral Credit lines	689	949
Cash, cash equivalents, liquid assets and financing assets	2,244	2,270
TOTAL LIQUID ASSETS	**16,579**	**17,792**
Current debt and bank overdrafts and other cash position items		
Current debts	7,662	9,281
Bank overdrafts and other cash position items	379	197
TOTAL CURRENT DEBTS AND BANK OVERDRAFTS AND OTHER CASH POSITION ITEMS	**8,041**	**9,478**
TOTAL LIQUID ASSETS NET OF CURRENT DEBTS AND BANK OVERDRAFTS AND OTHER CASH POSITION ITEMS, LIQUID ASSETS AND FINANCING ASSETS	**8,538**	**8,313**

As of December 31, 2024, Veolia has total liquid assets of €18 billion, including cash and cash equivalents of 12 billion.

As of December 31, 2024, cash equivalents are mainly held by Veolia Environnement in the amount of €7,134 million. They comprise monetary UCITS of €3,872 million and term deposit accounts of €3,262 million.

Confirmation of the credit outlook

On September 10, 2024, Standard and Poor's confirmed Veolia Environnement's credit rating at A-2/BBB with a stable outlook.

On April 12, 2024, Moody's confirmed the Group's rating at P-2/Baa1 with a stable outlook.

Refinancing of the multi-currency liquidity lines

The Group decided to refinance its two syndicated loan facilities (€3 billion historic syndicated facility and €2.5 billion former-Suez syndicated facility) at the beginning of March 2023, securing a new €4.5 billion single syndicated loan facility. On February 16, 2024, this syndicated loan was extended until 2029.

This syndicated loan facility is undrawn as of December 31, 2024.

Renewal of bilateral credit lines

Veolia Environnement has bilateral credit lines of a total undrawn amount of 724 million as of December 31, 2024.

Veolia Environnement may draw on the multi-currency syndicated loan facility and all credit lines at any time.

Undrawn confirmed credit lines mature as follows:

	As of December 31, 2024	Maturing in					
(€ million)	Total	2025	2026	2027	2028	2029	2030
Undrawn syndicated loan facility	4,500	-	-	-	-	4,500	-
Credit lines	1,673	726	263	150	234	150	150
Letters of credit facility	-	-	-	-	-	-	-
TOTAL	6,173	726	263	150	234	4,650	150

8.3.2.3 Information on early debt repayment clauses

Veolia Environnement debt

The legal documentation for bank financing and bond issues contracted by the Company does not contain any financial covenants, i.e. obligations to comply with a debt coverage ratio or a minimum credit rating which, in the event of non-compliance, could lead to the early repayment of the relevant financing.

Subsidiary debt

Certain project financing or financing granted by multilateral development banks to the Group's subsidiaries contain financial covenants (as defined above).

Based on due diligence performed within the subsidiaries, the Group considers that the covenants included in the Group's material financing agreements were satisfied (or had been waived by lenders) as of December 31, 2024.

8.3.3 Management of credit risk

The Group is exposed to counterparty risk in various areas: its operating activities, cash investment activities and derivatives.

8.3.3.1 Counterparty risk relating to operating activities

Credit risk must be considered separately with respect to operating financial assets and operating receivables. Credit risk on operating financial assets is appraised via the rating of primarily public customers. Credit risk on other operating receivables is appraised through an analysis of late payment and/or default by customers taking account of their nature (public/private) as detailed below.

Group customer credit risk analysis may be broken down into the following four categories (Public customers – Delegating authority, Private customers – Individuals, Public customers – Other and Private customers – Companies):

		At December 31, 2024			Breakdown by customer type			
(€ million)	Note	Gross carrying amount	Impairment losses	Net carrying amount	Public customers - Delegating authority	Private customers - Individuals	Public customers - Other	Private customers- Companies
Non-current and current operating financial assets	5.4	1,371	-17	1,353	1,024	-	10	319
Trade receivables	5.3	10,931	-1,122	9,809	2,474	2,165	1,318	3,852
Other current operating receivables	5.3	1,852	-53	1,798	236	60	93	1,409
Non-current financial assets in loans and receivables	8.1.2	568	-68	500	46	131	18	305
Current financial assets in loans and receivables	8.1.2	384	-41	342	77	10	6	249
LOANS AND RECEIVABLES		15,105	-1,302	13,803	3,856	2,366	1,446	6,135
Other financial assets	8.1.2	2,087	-25	2,062	24	13	1	2,024
TOTAL AS OF DECEMBER 31, 2024		17,192	-1,326	15,865	3,880	2,380	1,446	8,159
TOTAL AS OF DECEMBER 31, 2023		17,816	-1,540	16,276	3,479	2,615	1,525	8,655

Assets past due and not impaired break down as follows:

			Assets past due but not impaired			
(€ million)	Note	Net carrying amount	Amount not yet due	0-6 months	6 months – 1 year	More than 1 year
Non-current and current operating financial assets	5.4	1,353	1,343	2	4	4
Trade receivables	5.3	9,809	7,743	1,437	351	278
Other current operating receivables	5.3	1,798	1,627	31	84	57
Non-current financial assets in loans and receivables	8.1.2	500	500	-	-	-
Current financial assets in loans and receivables	8.1.2	342	339	2	-	1
LOANS AND RECEIVABLES AS OF DECEMBER 31, 2024		13,803	11,551	1,473	439	341
Other non-current and current financial assets	8.1.2	2,062	2,023	40	-	-
TOTAL AS OF DECEMBER 31, 2024		15,865	13,573	1,513	438	341
TOTAL AS OF DECEMBER 31, 2023		16,276	13,462	1,994	396	422

As of December 31, 2024, trade receivables totaling € 9,809 million include unbilled revenue for €4,090 million, against € 10,355 million and €3,752 million as of December 31, 2023.

As of December 31, 2024, trade receivables over six months past due have a gross carrying amount of €1,639 million, impaired for €1,010 million, representing a total net value of €629 million. They represent 6.4% of total net receivables, compared with €612 million (5.9%) as of December 31, 2023.

Trade receivables over six months are mainly concentrated in France and Italy and primarily concern local authorities (municipalities or equivalent).

In Italy, net trade receivables total €385 million, including €113 million over six months past due as of December 31, 2024, against €178 million and €50 million, respectively, as of December 31, 2023.

8.3.3.2 Counterparty risk relating to investment and hedging activities

The Group is exposed to credit risk relating to the investment of its surplus cash and its use of derivative instruments in order to manage interest rate and foreign exchange risk. Credit risk corresponds to the loss that the Group may incur should a counterparty default on its contractual obligations. In the case of derivative financial instruments, this risk corresponds to the fair value of all the instruments contracted with a counterparty insofar as this value is positive.

The Group minimizes counterparty risk through internal control procedures limiting the choice of banking counterparties to leading banks and financial institutions (banks and financial institutions with a minimum Moody's, Standard & Poor's or Fitch's rating of A3/P3/F3 respectively for transactions with a term of less than one year and of A2/A/A respectively for transactions with a term of more than one year, unless justified). Limits are determined for each counterparty based primarily on the rating awarded by the rating agencies, the size of their equity and commitments given to the Group and are reviewed regularly. In addition, the Group has set-up Credit Support Annexes with its main counterparties limiting counterparty risk using margin call mechanisms.

Counterparty risk on financial operations is monitored on an ongoing basis by the middle-office within the Group Finance Department. The Group is not exposed to any risk as a result of material concentration.

Veolia Environnement cash surpluses are managed with a profitability objective close to that of the money market, avoiding exposure to capital risk and maintaining a low level of volatility.

8.4 Financial income and expenses

8.4.1 Cost of net financial debt

Costs of financiel debt consist of interest payable on borrowings calculated using the amortized cost method and losses on interest rate derivatives, both qualifying and not qualifying as hedges.

Interest costs included in payments under lease finance contracts are recorded using the effective interest method.

Finance income consists of gains on interest rate derivatives, both qualifying and not qualifying as hedges and income from cash investments and equivalents.

Interest income is recognized in profit or loss when earned, using the effective interest method.

Finance costs and finance income represent the cost of financial liabilities net of income from cash and cash equivalents. In addition, the cost of net financial debt includes net gains and losses on derivatives allocated to debt, irrespective of whether they qualify for hedge accounting.

Finance income totals €503 million. Expenses, including expenses on derivative instruments and hedging relationships amounted to -€1,093 million as of December 31, 2024.

The cost of net financial debt presented in the Consolidated Cash Flow Statement reflects the cost of net financial debt of continuing operations presented above and the cost of net financial debt of discontinued operations of nil for the year ended December 31, 2024.

The heading "Interest paid" in the Consolidated Cash Flow Statement reflects the cost of net financial debt of continuing and discontinued operations adjusted for accrued interest of -€1 million and fair value adjustments to hedging derivatives of -€6 million in 2024.

(€ million)	2023	2024
Expenses on gross debt	-627	-703
Assets at fair value through profit or loss (fair value option) [1]	313	318
Net gains and losses on derivative instruments, hedging relationships and other	-225	-205
COST OF NET FINANCIAL DEBT	**-539**	**-590**

(1) Cash equivalents are valued at fair value through profit or loss.

The cost of net financial debt (including the impact of remeasurement of financial liabilities of €62 million) totaled -€590 million for the year ended December 31, 2024, compared with -€539 million for the year ended December 31, 2023. This increase in the Group's cost of net financial debt is mainly due to the non-recurring exceptional income recorded in 2023 for €30 million.

Net gains and losses on derivative instruments, hedging relationships and other mainly include the following amounts in the year ended December 31, 2024:

- a net interest expense on hedging relationships (fair value hedges and cash flow hedges) of -€214 million;
- net losses on derivatives not qualifying for hedge accounting of -€10 million, mainly on foreign currency derivatives.

In addition, the charge relating to the ineffective portion of net investment hedges and cash flow hedges was not material in 2024 or 2023.

8.4.2 Other financial income and expenses

Other financial income and expenses primarily include capital gains and losses on disposals of financial assets, net of disposal costs, the unwinding of discounts on provisions, interest on concession liabilities and interest on IFRS 16 lease debt.

(€ million)	2023	2024
Net gains and losses on loans and receivables	-56	2
Capital gains and losses on disposals of financial assets, net of disposal costs	53	65
Dividends received	3	3
Assets and liabilities at fair value through profit and loss	-	-
Unwinding of the discount on provisions	-49	-55
Foreign exchange gains and losses and fair value adjustments	-79	-89
Interest on concession liabilities	-84	-86
Interest on IFRS 16 lease debt	-58	-66
Other	-169	-81
OTHER FINANCIAL INCOME AND EXPENSES	**-439**	**-309**

As of December 31, 2023, the net gains and losses on loans and receivables were mainly due to the impairment of shareholder loans in Northern Europe in the amount of -€44 million.

In 2024, capital gains on financial divestitures total +€65 million and mainly comprise the capital gain on the disposal of the SADE Group and of Veolia North America Regeneration Services in the United States.

In 2023, capital gains on financial divestitures totaled €53 million and mainly comprised the capital gain on the divestiture of Italian water concessions for €15 million and the divestiture of a Spanish entity for €16 million.

As of December 31, 2023, other financial income and expenses were mainly due to costs relating to the legal restructuring in Canada of -€32 million, as well as the interest paid as part of dispute in Lithuania for -€17 million.

8.5 Financing commitments

8.5.1 Financing commitments given

Debt guarantees: these relate to guarantees given to financial institutions in connection with the financial liabilities of non-consolidated companies and equity-accounted entities, when the commitment covers the entire amount.

Letters of credit: letters of credit delivered by financial institutions to Group creditors, customers and suppliers guaranteeing operating activities.

Off-balance sheet commitments given break down as follows:

			Maturing in		
(€ million)	As of December 31, 2023	As of December 31, 2024	Less than 1 year	1 to 5 years	More than 5 years
Letters of credit	84	12	9	2	1
Debt guarantees	77	49	4	36	9
Other financing commitments given	80	87	11	28	48
TOTAL FINANCING COMMITMENTS GIVEN	**241**	**148**	**24**	**67**	**58**

Commitments on lease contracts entered into by the Group are analysed in Note 7.4.

8.5.2 Financing commitments received

Financing commitments received total €133 million as of December 31, 2024, compared with €253 million as of December 31, 2023.

8.5.3 Collateral guaranteeing financial liabilities

As of December 31, 2024, the Group has given €469 million of collateral guarantees in support of financial liabilities, compared with €480 million as of December 31, 2023. They are mainly due to long-term refinancing secured by the Chinese entities with the banks Minsheng and CMB, backed by assets of €421 million.

The breakdown by type of asset is as follows (€ million):

Type of pledge /mortgage (€ million)	Amount pledged (a)	Total Consolidated Statement of Financial Position (b)	Corresponding % (a)/(b)
Intangible assets	16	8,085	0.2%
Property, plant and equipment	428	17,933	2.4%
Financial assets (1)	18		
Total non-current assets	**462**	**45,149**	
Current assets	8	27,809	0.0%
TOTAL ASSETS	**469**	**72,959**	

(1) As financial assets pledged as collateral are shares of consolidated subsidiaries and other financial assets, the ratio of pledged assets to total assets in the Consolidated Statement of Financial Position is not significant.

The breakdown by maturity is as follows:

			Maturing in		
(€ million)	As of December 31, 2023	As of December 31, 2024	Less than 1 year	1 to 5 years	More than 5 years
Intangible assets	**21**	**16**	**2**	**6**	**8**
Property, plant and equipment	**424**	**428**	**9**	**27**	**392**
Mortgage pledge	52	48	8	17	23
Other PP&E pledge (1)	372	380	1	10	369
Financial assets	**28**	**18**	**-**	**-**	**18**
Current assets	**7**	**8**	**0**	**0**	**8**
Pledges on receivables	-	-	0	0	0
TOTAL	**480**	**469**	**11**	**33**	**426**

(1) Mainly equipment and rolling stock.

Note 9 EQUITY AND EARNINGS PER SHARE

9.1 Share capital management procedures

Veolia Environnement manages its share capital within the framework of a prudent and rigorous financial policy that seeks to ensure easy access to French and international capital markets, to enable investments in projects that create value and provide shareholders with a satisfactory remuneration, while maintaining an “Investment Grade” credit rating.

On May 28, 2019, Veolia Environnement entered into a liquidity contract with Kepler Cheuvreux, effective June 1, 2019, for an initial period expiring on December 31, 2019, tacitly renewable thereafter for periods of one year.

9.2 Equity attributable to owners of the Company

9.2.1 Share capital

The share capital is fully paid-up.

9.2.1.1 Share capital increase dedicated to employees

In 2024, Veolia Environnement carried out an initial share capital increase on May 6, 2024 of approximately €3.7 million deducted from additional paid-in capital, following the vesting to beneficiaries of rights to performance shares granted by decision of the Board of Directors on May 4, 2021, increasing the share capital to €3,630,742,570.

On September 13, 2024, Veolia Environnement performed a second share capital increase of approximately €356 million, including issue premiums, as part of the 2024 Sequoia employee share ownership plan, using the delegation of authority granted by the Combined General Meeting of April 25, 2024, increasing the share capital to €3,703,263,040. The expenses relating to this transaction were deducted from additional paid-in capital for approximately €1 million.

In 2023, Veolia Environnement carried out an initial share capital increase on May 9, 2023 of approximately €4 million deducted from additional paid-in capital, following the vesting to beneficiaries of rights to performance shares granted by decision of the Board of Directors on May 5, 2020, increasing the share capital to €3,576,919,375.

On December 13, 2023, Veolia Environnement performed a second share capital increase of approximately €222 million, including issue premiums, as part of the 2023 Sequoia employee share ownership plan, using the delegation of authority granted by the Combined General Meeting of April 27, 2023, increasing the share capital to €3,627,058,335. The expenses relating to this transaction have been deducted from additional paid-in capital for approximately €1 million.

9.2.1.2 Number of shares outstanding and par value

The share capital represented 725,411,667 shares as of December 31, 2023 and 740,652,608 as of December 31, 2024. The par value of each share is €5.

9.2.1.3 Authorized but unissued shares

For the financial management of Veolia Environnement, resolutions authorizing share capital increases approved every two years by Veolia Environnement’s General Shareholders' Meeting are intended to authorize the Board of Directors to increase the share capital subject to certain conditions and limits. They allow the nature of financial instruments issued to be adapted in line with financing requirements and the situation of the French and international capital markets.

In addition to the annual resolutions on share capital increases reserved for Group employees and managers, these resolutions, approved by the General Meeting of April 25, 2024, are broadly divided into two categories and subject to the following share capital increase ceilings:

- resolutions authorizing share capital increases with preferential subscription rights (PSR) subject to a maximum par value amount capped at app €1.1 billion (i.e. approximately 30% of the Company’s share capital on the date of the General Meeting that approved these resolutions); and
- resolutions authorizing share capital increases without PSR subject to an overall maximum par value amount capped at €363 million (i.e. approximately 10% of the Company’s share capital on the date of the General Meeting that approved these resolutions).

The use of these resolutions may not lead to share capital increase transactions with or without PSR exceeding a second overall cap of a par value amount of €1.1 billion (approximately 30% of the Company’s share capital on the date of the General Meeting that approved these resolutions).

All these authorizations are suspended during a takeover bid made by a third party and aimed at taking control of the Company.

Fiscal years 2023 and 2024

Fiscal year 2023: 210,171,514 shares could be issued pursuant to the share capital increase authorizations granted by the General Meeting of June 15, 2022, based on 700,571,716 shares comprising the Company’s share capital as of June 15, 2022.

10,837,300 shares were issued in 2023 from among the 210,171,514 above-mentioned authorized shares.

Fiscal year 2024: 217,623,500 shares could be issued pursuant to the share capital increase authorizations granted by the General Meeting of April 25, 2024, based on 725,411,667 shares comprising the Company’s share capital as of April 25, 2024.

15,240,941 shares were issued in 2024 from among the 217,623,500 above-mentioned authorized shares.

9.2.2 Offset of treasury shares against equity

Treasury shares are deducted from equity.

Gains or losses arising from the sale of treasury shares and related dividends are recognized directly in equity and do not impact the Consolidated Income Statement.

9.2.2.1 Purchases and sales of treasury shares

Purchase and sale transactions in Veolia Environnement shares under the liquidity contract in 2024 and 2023 were as follows:

	2023	2024
Number of shares purchased during the year	9,685,607	11,380,601
Number of shares sold during the year	9,856,579	11,025,775

As of December 31, 2023, and 2024, Veolia Environnement holds 162,970 and 517,796 shares under the liquidity agreement. A €20 million drawdown authorization was granted for the operation of this liquidity agreement.

Treasury shares as of December 31, 2023, and 2024, amount to 10,362,269 and 10,651,380 shares, respectively.

9.2.2.2 Equity risk

As of December 31, 2024, Veolia Environnement holds 10,651,380 of its own shares, of which 6,370,621 are allocated to external growth transactions and 4,280,759 were acquired for allocation to employees under employee savings plans. These shares have a market value of €289 million, based on a share price of €27 and a net carrying amount of €376 million deducted from equity.

9.2.3 Appropriation of net income and dividend

The Combined General Meeting of April 25, 2024 approved payment of a dividend of €1.25 per share for 2023, payable in cash. The 2023 dividend was paid from May 10, 2024 for a total amount of €895 million.

In 2023, dividends of €787 million were paid by Veolia Environnement.

9.2.4 Foreign exchange gains and losses

Accumulated foreign exchange gains and losses total -€260 million as of December 31, 2024 (attributable to owners of the Company).

In 2024, the change in foreign exchange gains and losses primarily reflects fluctuations in the US dollar (€428 million), the pound sterling (€56 million), the Hong Kong dollar (-€35 million) and the Chinese renminbi (€33 million).

Accumulated foreign exchange gains and losses total -€583 million as of December 31, 2023 (attributable to owners of the Company).

In 2023, the change in foreign exchange gains and losses primarily reflects fluctuations in the Chinese renminbi (-€122 million), the US dollar (-€253 million), the Argentinian peso (-€154 million), the Czech koruna (-€58 million) and the Russian ruble (-€49 million).

Movements in foreign exchange translation reserves (attributable to owners of the Company and to non-controlling interests)

(€ million)	Total	o/w Attribuable to owners of the Company
Translation differences on the financial statements of subsidiaries drawn up in a foreign currency	-302	-301
Translation differences on net foreign investments	-279	-282
As of December 31, 2023	**-581**	**-583**
Translation differences on the financial statements of subsidiaries drawn up in a foreign currency	366	386
Translation differences on net foreign investments	-68	-63
Movements in 2024	**298**	**323**
Translation differences on the financial statements of subsidiaries drawn up in a foreign currency	64	85
Translation differences on net foreign investments	-347	-345
AS OF DECEMBER 31, 2024	**-283**	**-260**

Breakdown by currency of foreign exchange translation reserves attributable to owners of the Company

(€ million)	As of December 31, 2023	Change	As of December 31, 2024
Chinese renminbi	120	33	153
US dollar	240	428	668
Czech koruna	-39	-23	-62
Australian dollar	-26	-18	-44
Mexican peso	-24	-5	-29
Polish zloty	-39	6	-33
Argentinian peso	-331	-14	-345
Pound sterling	-160	56	-104
Hong Kong dollar	-228	-35	-263
Colombian peso	-32	-19	-51
Hungarian forint	-47	-18	-64
Romanian leu	-26	-	-26
Swedish crown	-21	-3	-24
Other currencies	29	-64	-35
TOTAL	**-583**	**323**	**-260**

9.2.5 Fair value reserves

Fair value reserves attributable to owners of the Company total +€337 million as of December 31, 2024 and +€306 million as of December 31, 2023 and break down as follows:

(€ million)	Available-for-sale securities	Commodity derivatives hedging cash flows	Foreign currency derivatives hedging cash flows	Hedging costs	Interest rate derivatives hedging cash flows	Total	o/w attributable to owners of the Company
As of December 31, 2023	**307**	**-10**	**-6**	**-6**	**15**	**299**	**306**
Fair value adjustments	-	52	-	6	-13	46	31
Other movements	2	-	-	-	-	1	1
AMOUNT AS OF DECEMBER 31, 2024	**309**	**41**	**-6**	**-**	**2**	**346**	**337**

Amounts are presented net of tax.

The change in financial instruments at fair value through equity mainly concerns gas hedges for +€45 million in Europe (see Note 8. 3.1.3).

No material amounts were released to the Consolidated Income Statement in respect of interest-rate derivatives hedging cash flows and recorded in financial debt.

9.3 Non-controlling interests

Pursuant to IFRS 10, non-controlling interests in fully consolidated subsidiaries are considered a component of equity.

Furthermore, in accordance with IAS 32, Financial Instruments: Presentation, non-controlling interest put options are recognized as liabilities.

9.3.1 Non-controlling interests

A breakdown of the movement in non-controlling interests is presented in the Statement of Changes in Equity.

As of December 31, 2024, non-controlling interests mainly concern:

- in Europe excluding France: Poland (€235 million), Germany (€221 million) and Spain (€208 million);
- in the Rest of the world: Chile (€626 million), the United States (€306 million) and China (€225 million).

9.3.2 Net income attributable to non-controlling interests

Net income attributable to non-controlling interests is -€347 million for the year ended December 31, 2024, compared with -€397 million for the year ended December 31, 2023.

Net income attributable to non-controlling interests breaks down by operating segment as follows:

(€ million)	Year ended December 31, 2023	Year ended December 31, 2024
France & special waste Europe	-11	-13
Europe excluding France (1)	-183	-143
Rest of the world (2)	-183	-172
Water technologies	-21	-19
Other	-	-
NET INCOME ATTRIBUTABLE TO NON-CONTROLLING INTERESTS	**-397**	**-347**

(1) Including net income attributable to non-controlling interests in Central Europe (-€131 million in 2024 compared to -€171 million in 2023).
(2) Including net income attributable to non-controlling interests in Chile (-€82 million), United-States (-€23 million) and Australia (-€17 million) in 2024.

9.4 Deeply-subordinated securities and OCEANE convertible bonds

9.4.1 OCEANE convertible bonds

On September 12, 2019, Veolia Environnement completed an offering of bonds convertible and/or exchangeable for new and/or existing shares (OCEANE) maturing January 1, 2025, of a nominal amount of €700 million (see also Note 8.1.1.1).

On August 2, 2024, Veolia Environnement launched a partial redemption transaction of 52% of these bonds with a delivery settlement date of August 9. The share of repurchase costs charged to equity was approximately -€18 million.

The residual amount was paid at maturity.

9.4.2 Deeply subordinated securities

As of December 31, 2024, hybrid debt excluding coupons represented €3.6 billion at Veolia Environnement. This breaks down as follows:

- a €2 billion issue carried out on October 14, 2020, the proceeds of which were used to finance the acquisition of 29.9% of the share capital of Suez from Engie, with a first tranche of €850 million bearing a coupon of 2.25% until its first reset date in April 2026 and a second tranche of €1,150 million bearing a coupon of 2.50% until the first reset date in April 2029;
- a €500 million issue carried out on September 2, 2019, resulting from the acquisition of Suez S.A. with an initial fixed coupon of 1.625%, reset for the first time seven years after issue, then every five years;
- a €500 million issue carried out on November 8, 2021, bearing a coupon of 2% until the first reset date in February 2028;
- a €600 million issue carried out on November 22, 2023, under Veolia Environnement's EMTN program and bearing a coupon of 6% until the first reset date in February 2029.

The residual amount of €203 million from another €600 million issue resulting from the merger with Suez and dating from 2017 was redeemed on April 19, 2024.

As a reminder, in 2022, deeply subordinated securities increased by €1,624 million with the acquisition of Suez S.A.

As of December 31, 2023, they comprised three tranches:

- a €500 million tranche issued on March 30, 2015 – bearing fixed-rate interest of 2.5%, reset for the first time seven years after issue based on the five-year swap rate – was redeemed on March 30, 2022.
- a €600 million tranche issued on April 19, 2017 with an initial fixed coupon of 2.875%, revised for the first time seven years after issue based on the five-year swap rate, then every five years. This tranche was partially redeemed in the amount of €397 million on November 23, 2023.
- a €500 million tranche issued on September 2, 2019 with an initial fixed coupon of 1.625 %, revised for the first time seven years after issue, then every five years.

Pursuant to IAS 32.11 and given its intrinsic characteristics (no mandatory repayment, no obligation to pay a coupon except in the event of a dividend distribution to shareholders or the buyback of its own instruments), this instrument is recognized in equity.

9.5 Earnings per share

Basic earnings per share is calculated by dividing adjusted net income attributable to owners of the Company by the weighted average number of ordinary shares outstanding during the year ended December 31, 2024.

Pursuant to IAS 33, the weighted average number of shares outstanding taken into account for the calculation of basic net income per share is adjusted to take into account the increases in capital during the year. Pursuant to IAS 33.9 and IAS 12, the net income attributable to owners of the Company has been adjusted to take into account the cost of the coupon payable to holders of deeply subordinated securities issued by Veolia Environnement.

Diluted earnings per share is calculated by dividing adjusted net income attributable to owners of the Company by the weighted average number of ordinary shares outstanding during the year plus the weighted average number of ordinary shares that would be issued following which would have been issued on the conversion of all existing potentially dilutive instruments (OCEANE, performance share plan and Free Share Grant Plan).

Net income and the number of shares used to calculate basic and diluted earnings per share are presented below for all activities.

	Year ended December 31, 2023	Year ended December 31, 2024
Weighted average number of ordinary shares		
(in millions of shares)	**705**	**720**
Weighted average number of ordinary shares for the calculation of basic earnings per share	705	720
Theoretical number of additional shares resulting from potentially dilutive instruments	26	22
Weighted average number of ordinary shares for the calculation of diluted earnings per share (in millions of shares)	**731**	**741**
Net income (loss) attributable to owners of the Company per share (in millions of euros)		
Net income (loss) attributable to owners of the Company (in millions of euros)	937	1,098
Net income (loss) attributable to owners of the Company per share (in euros):		
Basic	1.24	1.45
Diluted	1.19	1.40
Net income (loss) from discontinued operations attributable to owners of the Company per share (in millions of euros)		
Net income (loss) from discontinued operations attributable to owners of the Company (in millions of euros)	-24	-103
Net income (loss) from discontinued operations attributable to owners of the Company per share (in euros):		
Basic	-0.03	-0.14
Diluted	-0.03	-0.14
NET INCOME (LOSS) FROM CONTINUING OPERATIONS ATTRIBUTABLE TO OWNERS OF THE COMPANY PER SHARE		
Net income (loss) from continuing operations attributable to owners of the Company (in millions of euros)	961	1,201
Net income (loss) from continuing operations attributable to owners of the Company per share (in euros) :		
Basic	1.27	1.59
Diluted	1.23	1.54

The only potentially dilutive instruments recognized by Veolia Environnement are the OCEANE, presented in Note 9.4.1, as well as the performance shares and free shares presented in Note 6.2.2.

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Note 10 PROVISIONS

Pursuant to IAS 37, Provisions, Contingent Liabilities and Contingent Assets, a provision is recorded when, at the year end, the Group has a current legal or implicit obligation to a third party as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and the amount of the obligation can be reliably estimated.

Provisions cover all losses that are considered probable, and that relate to litigation (taxation other than income tax, employee or other) arising in the normal course of Veolia's business operations, including adjustments on uncertain tax positions identified but not yet adjusted.

As part of its obligations under public services contracts, Veolia generally has contractual obligations for the maintenance and repair of the installations it manages. The resulting maintenance and repair costs are analyzed in accordance with IAS 37 on provisions and, where necessary, a provision for contractual commitments is recorded where there are delays in work to be performed.

In the event of a restructuring, an obligation exists if, prior to the period end, the restructuring has been announced and a detailed plan produced or implementation has commenced. Future operating costs are not provided.

Provisions for closure and post-closure costs encompass the legal and contractual obligations of the Group on the completion of operating activities at a site (primarily site rehabilitation provisions) and, more generally, expenditure associated with environmental protection (provision for environmental risks).

In the case of provisions for rehabilitation of landfill facilities, Veolia accounts for the obligation to restore a site as waste is deposited, recording a non-current asset component. This asset is amortized during the fiscal year based on its depletion. The costs included take account of the technical and operating characteristics of the sites, as well as applicable regulatory requirements. The monitoring period following the closure of a landfill site depends on the country where the Group operates (France: 30 years; United Kingdom: 60 years). Inflation is taken into account in the total cost calculation and, depending on the projected expenditure schedule, a discount rate is applied (based on the country and flow maturities). Provisions are calculated, by site, at the reporting date, taking account of the landfill site fill rate, total estimated costs per year, the scheduled closure date and the discount rate and are recorded progressively over the operating period.

Provisions giving rise to an outflow after more than one year are discounted if the impact is material. Discount rates reflect current assessments of the time value of money and the risks specific to the liability. The unwinding of the discount is recorded in the Consolidated Income Statement in "Other financial income and expenses".

Movements in non-current and current provisions during 2024 are as follows:

(€ million)	As of December 31, 2023	Addition/ Charge	Repayment/ Utilization	Reversal	Actuarial gains (losses)	Unwinding of the discount	Change in consolidation scope	Foreign exchange translation	Non-current/ current reclassification	Other movements	As of December 31, 2024
Tax litigation [1]	58	14	-1	-10	-	-	-1	-	-	6	66
Employee litigation	30	9	-5	-5	-	-	-	-	-	-	29
Other litigation	159	24	-23	-6	-	-	-3	-	-	-1	150
Contractual commitments	87	208	-196	-3	-	-1	-	1	-	-1	97
Provisions for work-in-progress and losses to completion on long-term contracts	286	12	-27	-26	-	2	-	3	-	-3	246
Closure and post-closure costs	1,208	39	-52	-56	-	76	3	4	-	-2	1,220
Restructuring provisions	48	23	-27	-5	-	-	-1	-	-	19	57
Self-insurance provisions	360	99	-74	-27	-	3	3	1	-	-	364
Other provisions	810	278	-135	-99	-	-	-5	11	-	-22	839
Provisions excluding pensions and other employee benefits	**3,046**	**706**	**-540**	**-236**	**-**	**80**	**-2**	**19**	**-**	**-3**	**3,069**
Provisions for pensions and employee benefits	**767**	**98**	**-71**	**-10**	**-27**	**19**	**-13**	**3**	**-**	**-20**	**746**
TOTAL PROVISIONS	**3,813**	**804**	**-610**	**-247**	**-27**	**99**	**-15**	**22**	**-**	**-23**	**3,815**
NON-CURRENT PROVISIONS	**2,807**	**466**	**-266**	**-152**	**-27**	**99**	**-13**	**9**	**-140**	**-33**	**2,749**
CURRENT PROVISIONS	**1,005**	**339**	**-344**	**-95**	**-**	**-**	**-2**	**13**	**140**	**10**	**1,066**

(1) Provisions other than for income tax.

Provisions for litigation €245 million overall as of December 31, 2024, compared with €247 million overall as of December 31, 2023.

The France and Special Waste Europe, Europe excluding France, Rest of the world and Water technologies operating segments account for €67 million, €39 million, €96 million and €38 million of these provisions, respectively, as of December 31, 2024.

Additional information on the main litigation is presented in Note 12.

As of December 31, 2024, **provisions for contractual commitments** primarily concern the France and Special Waste Europe operating segment in the amount of €51 million and Europe excluding France in the amount of €33 million.

Provisions for work-in-progress and losses to completion on long-term contracts total €246 million as of December 31, 2024 and mainly concern the France and Special Waste Europe operating segment in the amount of €9 million, the Europe excluding France operating segment in the amount of €28 million, the Rest of the world operating segment in the amount of €121 million and the Water technologies operating segment in the amount of €89 million.

Provisions for closure and post-closure costs total €1,220 million as of December 31, 2024 compared with €1,208 million as of December 31, 2023 and mainly concern the following operating segments :

- France and Special Waste Europe in the amount of €448 million as of December 31, 2024, compared with €443 million as of December 31, 2023;
- Europe excluding France in the amount of €323 million as of December 31, 2024, compared with €310 million as of December 31, 2023;
- the Rest of the world in the amount of €418 million as of December 31, 2024, compared with €422 million as of December 31, 2023.

The change in these provisions in 2024 is mainly due to the unwinding of the discount in the amount of €76 million.

By nature of obligation, these provisions concern:

- provisions for site rehabilitation in the amount of €1,104 million at the end of 2024, compared with €1,079 million at the end of 2023;
- provisions for environmental risks in the amount of €55 million at the end of 2024, compared with €64 million at the end of 2023;
- provisions for plant dismantling in the amount of €61 million at the end of 2024, compared with €65 million at the end of 2023.

Self-insurance provisions were mainly recorded by Group insurance and reinsurance subsidiaries.

Other provisions include various obligations recorded as part of the normal operation of the Group's subsidiaries and which are of immaterial individual amounts. They primarily concern the following operating segments:

- France and Special Waste Europe in the amount of €119 million as of December 31, 2024, compared with €122 million as of December 31, 2023;
- Europe excluding France, in the amount of €161 million as of December 31, 2024, compared with €145 million as of December 31, 2023;
- the Rest of the world in the amount of €139 million as of December 31, 2024, compared with €132 million as of December 31, 2023;
- Water technologies in the amount of €223 million as of December 31, 2024, compared with €126 million as of December 31, 2023;
- the Other segment in the amount of €197 million as of December 31, 2024, compared with €285 million as of December 31, 2023.

Provisions for pensions and other employee benefits as of December 31, 2024 total €746 million, and include provisions for pensions and other post-employment benefits of €653 million (governed by IAS 19 and detailed in Note 6.3), and provisions for other long-term benefits of €93 million.

Note 11 INCOME TAX EXPENSE

11.1 Income taxes

The income tax expense (income) includes the current tax expense (income) and the deferred tax expense (income).

11.1.1 Analysis of the income tax expense

Income tax expense breaks down as follows :

(€ million)	2023	2024
Current income tax (expense) income	**-573**	**-553**
France	-38	-56
Other countries	-535	-497
Deferred tax (expense) income	**62**	**-13**
France	-7	31
Other countries	69	-44
TOTAL INCOME TAX EXPENSE	-511	-566

A number of French subsidiaries elected to form a consolidated tax group with Veolia Environnement as the head company. Veolia Environnement is liable to the French Treasury Department for the full income tax charge, calculated based on the group tax return. Any tax savings are recognized at the Veolia Environnement level.

11.1.2 Effective tax rate

	2023	2024
Net income (loss) from continuing operations (a)	1,358	1,547
Share of net income (loss) of associates (b)	63	61
Share of net income (loss) of joint ventures (c)	60	71
Share of net income (loss) of other equity-accounted entities (d)	-	-
Impairment losses on goodwill of joint ventures and other equity-accounted entities (e)	-	-
Income tax expense (f)	-511	-566
Net income from continuing operations before tax (g) = (a)-(b)-(c)-(d)-(e)-(f)	1,747	1,982
Effective tax rate -(f)/(g)	**29.3%**	**28.6%**
Theoretical tax rate(1)	**25.8%**	**25.8%**
Net impairment losses on goodwill not deductible for tax purposes	0.1%	0.0%
Differences in tax rate	-4.2%	-3.6%
Capital gains and losses on disposals	-0.1%	1.9%
Dividends	1.3%	0.4%
Taxation without tax base	7.9%	4.4%
Effect of tax projections(2)	6.0%	3.4%
Other permanent differences	-7.5%	-3.8%
EFFECTIVE TAX RATE	29.3%	28.6%

(1) The tax rate indicated is the statutory tax rate in France applicable in fiscal years 2023 and 2024.
(2) Effect of tax projections primarily includes impairment losses on deferred tax assets and capitalized deferred taxes.

The main elements explaining the effective tax rate in 2024 are as follows:

- transactions in countries with a higher or lower tax rate than the French standard rate ;
- taxation without tax basis, including, in particular, taxes other than income tax meeting IAS 12 criteria;
- taxation on capital gains or losses from disposals;
- the effect of tax projections, primarily relating to impairment losses on deferred tax assets and capitalized deferred taxes.

It is recalled that the main elements explaining the effective tax rate in **2023** were as as follows:

- transactions in countries with a higher or lower tax rate than the French standard rate;
- the change in the deferred tax rate to take into account of legislative amendments in certain countries;
- taxation without tax basis, including, in particular, taxes other than income tax meeting IAS 12 criteria;
- the effect of tax projections, primarily relating to impairment losses on deferred tax assets and capitalized deferred taxes.

11.2 Deferred tax assets and liabilities

Deferred tax assets and liabilities are generally recognized on timing differences and/or tax loss carry forwards.

Deferred tax assets arising from timing differences are only recognized when it is probable that:

- there are sufficient taxable timing differences within the same tax group or tax entity that are expected to reverse in the same periods as the expected reversal of such deductible timing differences or in the periods when the deferred tax assets arising from tax losses can be carried back or forward; or
- the Group is likely to generate sufficient future taxable profits against which the asset can be offset.

At each reporting date, the Group reviews the recoverable amount of deferred tax assets arising from material tax losses carried-forward.

Deferred tax assets arising from these tax losses are no longer recognized or are reduced when required by the specific facts and circumstances of each company or tax group concerned, and particularly when:

- the forecast period and uncertainties regarding the economic environment no longer enable the probability of utilization to be assessed;
- the companies have not started utilizing the losses;
- the forecast utilization period exceeds the carry forward period authorized by tax legislation; or
- offset against future taxable profits is uncertain due to the risk of different interpretations of the application of tax legislation.

Deferred tax assets and liabilities are adjusted for the effects of changes in prevailing tax laws and rates at the year end. Deferred tax balances are not discounted.

Movements in deferred tax assets and liabilities during **2024** are as follows:

(€ million)	As of December 31, 2023	Changes in business through net income	Changes in business through equity	Changes in consolidation scope	Foreign exchange translation	Transfers to Assets / Liabilities classified as held for sale	Other movements	As of December 31, 2024
Deferred tax assets, gross	4,181	92	-25	-104	40	-	-7	4,177
Deferred tax assets not recognized	-2,139	-68	-5	25	-38	-	5	-2,219
DEFERRED TAX ASSETS, NET	**2,042**	**24**	**-29**	**-79**	**2**	**-**	**-1**	**1,958**
DEFERRED TAX LIABILITIES	**2,575**	**37**	**-9**	**-29**	**36**	**-**	**-4**	**2,606**

As of December 31, 2024, deferred tax assets not recognized total -€2,219 million, including -€1,553 million on tax losses and -€666 million on timing differences. As of December 31, 2023, they totaled -€2,139 million, including -€1,503 million on tax losses and -€636 million on timing differences.

Deferred tax assets and liabilities break down by nature as follows:

(€ million)	As of December 31, 2023	As of December 31, 2024
DEFERRED TAX ASSETS		
Tax losses	1,841	1,826
Provisions and impairment losses	450	560
Employee benefits	294	279
Financial instruments	95	165
Operating financial assets	72	27
Fair value of assets purchased	167	125
Finance leases	155	130
Intangible assets, PP&E and operating financial assets	228	234
Other	879	831
DEFERRED TAX ASSETS, GROSS	**4,181**	**4,177**
DEFERRED TAX ASSETS NOT RECOGNIZED	**-2,139**	**-2,219**
RECOGNIZED DEFERRED TAX ASSETS	**2,042**	**1,958**

(€ million)	As of December 31, 2023	As of December 31, 2024
DEFERRED TAX LIABILITIES		
Intangible assets and Property plant and equipment	1,184	1,266
Fair value of assets purchased	721	635
Operating financial assets	54	48
Financial instruments	96	157
Finance leases	113	112
Provisions	29	27
Employee benefits	71	70
Other	308	291
DEFERRED TAX LIABILITIES	**2,575**	**2,606**

The breakdown by **main tax group** as of December 31, 2024 is as follows:

(€ million)	Recognized deferred tax assets on tax losses	Recognized deferred tax assets on timing differences	Deferred tax liabilities on timing differences	Net recognized deferred tax position
France tax group	58	236	-236	58
United States tax group	56	264	-489	-169
TOTAL FOR THE MAIN TAX GROUPS	**114**	**500**	**-725**	**-111**

The **timing schedule for the reversal** of the net deferred tax position on timing differences and the deferred tax asset position on tax losses of the France tax group and the United States tax group is as follows:

	Deferred tax assets on tax losses			Net deferred tax on timing differences			Total		
(€ million)	5 years or less	More than 5 years	Total	5 years or less	More than 5 years	Total	5 years or less	More than 5 years	Total
France tax group	58	–	58	–	–	–	58	–	58
United States tax group	56	–	56	103	-328	-225	159	-328	-169

The **expiry schedule** for deferred tax assets on tax losses recognized and not recognized as of December 31, 2024 is as follows:

	Maturing in				
(€ million)	5 years or less	More than 5 years	Unlimited	Total as of December 31, 2024	Total as of December 31, 2023
Recognized tax losses	103	34	136	273	338
Tax losses not recognized	759	394	400	1,553	1,503

The decrease in recognized tax losses as of December 31, 2024 follows the reassessment by the Group of its outlook and, particularly the outlook of the US tax group.

Deferred tax assets and liabilities **break down by destination** as follows:

(€ million)	As of December 31, 2023	As of December 31, 2024
DEFERRED TAX ASSETS, NET		
Deferred tax assets through net income	1,898	1,840
Deferred tax assets through equity	144	118
DEFERRED TAX ASSETS, NET	**2,042**	**1,958**
DEFERRED TAX LIABILITIES		
Deferred tax liabilities through net income	2,506	2,547
Deferred tax liabilities through equity	69	59
DEFERRED TAX LIABILITIES	**2,575**	**2,606**

11.3 Tax audits

In the normal course of their business, the Group entities in France and abroad are subject to regular tax audits.

The Group assesses income tax risks in accordance with IFRIC 23, notably by considering that the tax authorities will conduct an audit and will have full knowledge of all relevant information.

The tax authorities have carried out various tax audits in respect of both consolidated tax groups and individual entities. To date, none of these reviews have led to liabilities to the tax authorities materially in excess of amounts estimated during the review of tax risks.

In estimating the risk as of December 31, 2024, the Group took account of the expenses that could arise as a consequence of these audits, based on a technical analysis of the positions defended by the Group before the tax authorities. The Group periodically reviews the risk estimate in view of developments in the audits and legal proceedings.

11.4 Pillar 2 Directive

The 2024 Finance Act (Article 33 of Law no. 2023-1322 of December 29, 2023) enacted the Pillar 2 Directive (Council Directive (EU) 2022/2523 of December 14, 2022) which aims to introduce a global minimum tax. Due to the amount of its revenue, the Group falls within the scope of this new legislation.

For 2024, the Group determined the financial impact of this new tax, which was recorded as a tax expense but was not material.

In accordance with the temporary exemption introduced by the amendment to IAS 12 in May 2023, no deferred tax was recorded on that basis.

Note 12 CONTINGENT ASSETS AND LIABILITIES

In accordance with IAS 37 criteria, management does not consider it appropriate to record a provision or, as the case may be, an additional provision, or to recognize deferred income with respect to the following legal, administrative or arbitration proceedings as of December 31, 2024, due to the uncertain nature of their outcome.

The main contingent assets and liabilities relating to legal, administrative or arbitration proceedings are presented below:

North America

United States – Water – Flint

In November 2011, the Governor of Michigan declared the City of Flint, Michigan ("Flint") to be in financial difficulty and appointed an emergency manager ("Emergency Manager") for Flint. In an attempt to save money, the Emergency Manager decided in 2013 to switch the city's water supply source (previously provided by Detroit) to the Flint River on an interim basis as part of a long-term plan to switch to water from Lake Huron.

In 2013, Flint hired the engineering firm Lockwood, Andrews & Newman ("LAN") to prepare the Flint water plant to switch water sources. In April 2014, the Flint water plant began treating Flint River water for distribution to its residents.

Following the switch to Flint River water, Flint residents began to complain about its odor, taste and appearance. Between August and December 2014, Flint experienced a number of water quality issues resulting in violations of National Primary Drinking Water Regulations, including "Total Trihalomethanes" ("TTHM") (which are disinfection byproducts) maximum contaminant level violations.

In February 2015, Flint hired a US subsidiary of the Company, Veolia Water North America Operating Services, LLC ("VWNAOS"), to produce a report, which included a discussion of residual effects of the chlorination process, discoloration and taste and odor issues. This one-time review (invoiced at USD $40,000) was completed by VWNAOS in approximately four weeks. Throughout that time, and subsequently, Flint continued to retain LAN as its primary water engineering consultant. In December 2014 and during 2015, LAN developed a treatment plan for the Flint River water and submitted reports to Flint that addressed compliance with the Safe Drinking Water Act. In its plan and reports, LAN did not raise or address any concerns that Flint's new water supply could create problems with lead levels in the drinking water.

On February 18, 2015, VWNAOS issued an interim report based, among other things, on tests performed exclusively by Flint, which showed that the city was in compliance with the Lead & Copper rule. This report included a statement that the drinking water was "safe" in that it complied "with state and federal standards and required testing". During that evening's public meeting, which was organized by the Flint City Council Public Works Committee, VWNAOS employees communicated to the public the results of VWNAOS' interim report.

In parallel, Flint conducted lead tests at the home of a Flint resident which revealed high levels of lead in the water but did not share these results with VWNAOS.

On March 12, 2015, VWNAOS delivered its final report to Flint, which was subsequently made available to the public. In its report, VWNAOS issued a broad set of recommendations to address TTHM compliance and improve water quality related to taste, odor and discoloration. The report also recommended that Flint work with the State regulators and Flint's engineering firm to establish a corrosion control plan. Most of these recommendations were ignored by Flint until late 2015, when the government ordered certain measures be taken in response to reports of lead in Flint's water.

On June 24, 2015, an employee of the U.S. Environmental Protection Agency issued a memorandum summarizing the available information regarding measures taken by Flint and several governmental agencies in response to high lead levels in Flint's drinking water reported by a Flint resident in February 2015.

On September 25, 2015, Flint issued a lead advisory to the residents of Flint regarding the presence of lead in the drinking water.

On October 16, 2015, Flint switched its water supply source back to the Detroit water system.

On October 21, 2015, the office of the Governor of the State of Michigan commissioned the Flint Water Advisory Task Force, a group of experts from a variety of disciplines, to conduct an independent review of the Flint water crisis, including lead contamination of the water.

On March 21, 2016, the Flint Water Advisory Task Force issued its final report, drafted after interviewing numerous individuals and reviewing many documents. The report concluded that the responsibility for the Flint water crisis rested largely with several governmental agencies and Flint. The report concluded that the Michigan Department of Environmental Quality and the City of Flint did not require the implementation of corrosion control when the source of the water supply was changed to the Flint River, which the Task Force found was contrary to requirements imposed by a federal law known as the Lead & Copper Rule.

Since February 2016, numerous individual complaints and putative class actions have been filed in Michigan state and federal courts by Flint residents against a number of defendants, including the State of Michigan, the Michigan Department of Environmental Quality, Flint, LAN and three of the US subsidiaries of the Company, Veolia North America Inc., VWNAOS and Veolia North America LLC (collectively "VNA").

Although the Company has been named in several actions mentioned above, it has not been served and is not an active party to any of these actions. Only the three U.S. subsidiaries of the Company are active parties in these actions.

In November 2020, the plaintiffs in the putative class actions and individual actions (both state and federal) reached a settlement with some defendants in these actions, including the State of Michigan and Flint, but not VNA, nor the engineering firm, LAN. This settlement was approved by the federal judge in the amount of $626.25 million. In July 2023, LAN informed the federal and state courts that it had reached a settlement agreement in principle with the plaintiffs. The LAN settlement, for $8 million, was granted final approval by the federal judge in May 2024.

The proceedings , however, continued with regard to VNA. The cause of action in the federal and state proceedings was professional negligence.

Civil Actions in the United States District Court for the Eastern District of Michigan (Federal Court)

Individual actions: Actions brought by individually represented plaintiffs have been organized into a bellwether process, under which a series of trials brought by a small number of representative plaintiffs will be held. The first of these began in February 2022. On 11 August 2022, after the jury informed the court that it was unable to reach a unanimous verdict, the Federal Magistrate Judge overseeing the deliberations declared a mistrial. This first bellwether trial was initially scheduled for a retrial, it was subsequently adjourned sine die at the request of the plaintiffs. Further bellwether trials with new groups of plaintiffs are planned for October 2024 and September 2025.

In October 2024, VNA and the attorneys representing the bellwether plaintiffs reached an agreement in principle and the federal court judge stayed the proceedings. The agreement, the final version of which was signed by the parties in February 2025, provides for, after approval by the federal court, the definitive dismissal of all actions filed against VNA in exchange for a payment of $53 million. The approval process will take place during the course of 2025, following which the actions filed by these plaintiffs (approximately 26,000), which represent nearly all remaining proceedings against VNA, will be dismissed with prejudice.

Issues class action: In August 2021, the court certified an issues class action with respect to VNA. The issues class action only addressed some specific common questions regarding elements of VNA's alleged liability. The trial for the issues class action was scheduled for several weeks starting in mid-February 2024.

This action was definitively dismissed following a settlement agreement signed by the parties, which provided for a payment of $25 million by VNA.

In parallel, VNA signed another settlement agreement which provided that it would accept to pay $1.5 million for minor individual plaintiffs represented by the attorneys for the issues class, within a limit of 1,000 claimants, or $1,500 for each claimant.

In January 2025, VNA paid a total of $1,324,500, as 883 minor claimants indicated their desire to participate in this settlement.

Civil Actions in Circuit Court for the Seventh Judicial Circuit, Genesee County, Michigan (State Court)

Individual actions and putative class action: In parallel to the actions in federal court, claims filed by individual plaintiffs and a putative class are pending in state court. No trial date has been set for any of these state court cases.

In January 2025, as a result of the agreement settling the issues class action, the state court judge ordered the dismissal with prejudice of the state putative class action.

With respect to the individual state court cases, nearly all will also be dismissed following the federal court's approval process of the $53 million settlement.

Civil action brought by the Michigan Attorney General: In June 2016, the State of Michigan's Attorney General filed a "parens patriae" civil action in state court against several corporations, including VNA and the Company itself, alleging certain acts and omissions related to the Flint water crisis. After unilaterally dismissing that action, the Attorney General filed a new action in August 2016. The Attorney General then agreed to dismiss the Company without prejudice from that action. After the 2018 election of a new state Governor and Attorney General, the Attorney General filed an amended complaint against the Company and VNA, among others. The Company has not been served with that complaint and is not currently an active party in this action, but VNA is. Following motions to dismiss, the only remaining causes of action brought by the Attorney General against VNA are professional negligence and unjust enrichment. After a long period of dormancy, in February 2024, the state court judge ordered the Attorney General and VNA to propose a calendar for discovery and disposition of pre-trial matters. No trial date has been set.

In February 2025, VNA and the Attorney General signed an agreement which provides for the definitive dismissal of the parens patriae proceeding, once the federal court approves the $53 million settlement agreement. The Attorney General will then request the dismissal with prejudice of the parens patriae case.

Criminal actions

Criminal proceedings were initiated by the former Attorney General against fifteen employees of the State of Michigan and the City of Flint for their conduct related to the water crisis in Flint. Of these fifteen employees, seven pleaded guilty. On June 13, 2019, the new Attorney General dropped all charges against the remaining eight employees.

In mid-January 2021, new criminal indictments were issued against nine former Flint and state officials. In June 2022, the Michigan Supreme Court ruled that the prosecution's use of the "one-man grand jury" method of indictment violated Michigan law. As a consequence of this ruling, the indictments against these nine former officials have been dismissed.

Insurance

These lawsuits have been reported to the insurers. Some of the insurers, relying on an exclusion clause contained in their policies, have made it known that they do not intend on covering the financial consequences of VNA's liability, if this were to be established, for damages resulting from lead.

The Group strongly contests this position, arguing that this exclusion clause is not applicable in the current situation and that, in any case, the clause is void as it is contrary to both the mandatory rule of article L.113-1 of the French Insurance Code, requiring that the exclusion shall be "formal and limited" and contrary to its interpretation by the courts.

In June 2023, the Company and VNA filed a request for arbitration in order to resolve their dispute with certain insurers. The arbitration proceedings are ongoing.

Central and Eastern Europe

Lithuania - Energy

Between 2000 and 2003, the Lithuanian subsidiaries of the Group, UAB Vilniaus Energija ("UVE") and UAB Litesko ("Litesko"), signed a number of contracts with Lithuanian cities, of which the most significant was with the city of Vilnius ("Vilnius") in 2002 to rent, operate and modernize the heating and electricity production and distribution infrastructure. The Group made significant investments over the years for which it expects the cost incurred to be taken into account and a return on its investment.

Since 2009, the government publicly, and on numerous occasions, accused the Group of being responsible for high heating prices by waging a sustained campaign against it. Several steps were thus taken by the public authorities against the Lithuanian subsidiaries of the Group, among others:

- a €19 million fine imposed on UVE by the Competition Council;
- the transfer of ownership without compensation of the individual heat exchange sub-stations invested by UVE;
- the unilateral reduction of the heating prices to capture the savings realized with the help of a smoke condenser invested by UVE;
- the retroactive annulment of the heating prices applied by UVE for the period 2011-2015.
- the annulment of the amendments extending the duration of the contract concluded between Litesko and the city of Alytus and the transfer to Alytus of the assets invested by Litesko.

All the harmful decisions taken against the Lithuanian subsidiaries of the Group are subject to pending challenges or appeals before the local courts.

In this context, the Company and its subsidiaries also had to initiate the arbitral proceedings described below.

The first arbitration, initiated under the auspices of the Stockholm Chamber of Commerce ("SCC"), resulted in a ruling issued on November 30, 2023, which is now final.

In the second arbitration, the Company, Veolia Energie International (successor in law to Veolia Baltics and Eastern Europe), UVE and Litesko (collectively "the Companies") filed a request for arbitration against Lithuania before the International Center for Settlement of Investment Disputes ("ICSID") in Juanary 2016.

To date, the Companies' claim amounts to circa €76 million (not including interest). For its part, Lithuania withdrew its €150 million counterclaim. This procedure is still pending.

In June 2018, Lithuania filed an objection to the arbitral tribunal's jurisdiction, based on a decision rendered by the European Court of Justice on March 6, 2018 in the Achmea case, in which the Court ruled that investor-state arbitration provisions in intra-EU bilateral investment treaties are incompatible with European Union law. In a declaration dated January 15, 2019, the EU Member States indicated their intention to terminate the intra-EU bilateral investment treaties by December 2019. On May 5th 2020, a vast majority of Member states – including France and Lithuania – signed a plurilateral treaty organizing the termination of the intra-EU bilateral investment treaties. The treaty came into effect in France on August 28, 2021 and in Lithuania on September 4, 2021. These developments may have an impact on the ICSID arbitration and, as the case may be, on the enforcement of the future award as well as on the proceedings described hereafter.

In July 2020, Lithuania initiated a legal action against the Companies and other respondents before the Vilnius regional court, by which it seeks compensation for damages worth over €240 million. Lithuania has indicated that this action is a transfer of the counterclaims it previously withdrew from the ICSID arbitration, following the Achmea decision. At that time, only VEI, UVE and Litesko had been served with Lithuania's writ of summons. The Company was later served in May 2023. The Companies vigorously contest Lithuania's claims. Following several divergent rulings by the Lithuanian courts, Lithuania's claim was finally declared admissible in October 2023. In November 2023, the Vilnius court, following a request submitted by the Companies, stayed the proceedings pending the awards in the ICSID and SCC arbitrations. Lithuania has filed an appeal against this stay. In February 2024, the Vilnius court of appeal confirmed the stay of the proceedings pending the ICSID award. In May 2024, Lithuania and one of the Lithuanian respondents filed a cassation appeal before the supreme court. In November 2024, the Supreme Court annulled the suspension and referred the case back to the court for the resumption of proceedings on the merits.

Italy / Africa Middle East

Veolia Propreté vs. Republic of Italy

In October 2007, Veolia Propreté made very significant investments in Italy through long-term concession contracts for the construction and management of waste recovery and power generation facilities in the regions of Calabria and Tuscany. The Italian subsidiaries of Veolia Propreté were unable to execute the concession contracts due to the serious failures of the Italian authorities. In 2014, these actions caused subsidiaries' bankruptcy and the destruction of Veolia Propreté's investment.

In June 2018, Veolia Propreté commenced an arbitration against the Republic of Italy before the International Center for Settlement of Investment Disputes alleging breaches of the Energy Charter Treaty. The tribunal was constituted in January 2019. To date, Veolia Propreté claims amounts to circa €400 million plus interests. The arbitration is underway.

In September 2021, the Court of Justice of the European Union ruled in the Komstroy case that the investor-state dispute settlement mechanism provided for in the Energy Charter Treaty is incompatible with EU Law and does not apply to intra-EU disputes. This development may affect the enforcement of the future award.

Water technologies

VWT v. K+S Potash

On December 1, 2012, Veolia Water Technologies, Inc. ("VWT") signed a USD $324.5 million contract with K + S Potash Canada GP ("KSPC") for the design, supply and commissioning of an evaporation and crystallization system, which includes 14 large evaporators and crystallizers (the "Tanks"), for a potash mine then under construction by KSPC in the province of Saskatchewan, Canada. In this framework, a letter of guarantee at first request was issued by VWT to the benefit of KSPC in the amount of USD $14.6 million.

On July 17, 2016, during the process of commissioning the Tanks, one tank collapsed (the "Incident"). A new replacement tank had to be manufactured and installed. The Incident also damaged other Tanks and plant equipment, which had to be removed and replaced. VWT cooperated with KSPC to determine the cause of the incident. The first investigation, conducted by KSPC, identified a defect in the design of the metal structure supporting the Tanks, for which VWT and one of its subcontractors were responsible. A second investigation conducted by VWT, however, found a defect in the production of the concrete bases to which the metal structure supporting the Tanks was affixed. These concrete bases were in turn built by a subcontractor of KSPC. VWT has repaired the damaged Tanks. These repairs resulted in significant contractual changes and additional costs. Mid-June, 2017, a second letter of guarantee at first request was issued by VWT to KSPC in the amount of USD $15 million.

Several procedures are currently in progress.

ADRIC Arbitration Procedure (ADR Institute of Canada)

On August 18, 2017, VWT filed a complaint with the ADRIC seeking KSPC's reimbursement of the costs incurred by the contractual modifications made to carry out repairs linked to the Incident, i.e. USD $19 million. Mid-January 2019, the arbitral tribunal accepted jurisdiction over only some claims (approximately USD $13.6 million). This procedure is stayed due to proceedings initiated by KSCP before the Court of Queen's Bench for Saskatchewan (see below).

Legal Proceedings (the Court of King's Bench for Saskatchewan and Paris Commercial Court)

On April 11, 2018, KSPC brought claims against VWT before the Court of King's Bench for Saskatchewan in the amount of CAD $180 million (approximately €119 million) for consequential damages and additional costs of repair in relation to the Incident. On January 18 2019, VWT made a settlement offer to KSPC who refused the offer.

On May 28, 2018, one of KSPC's subcontractors, AECON, sued KSPC before the Court of King's Bench for various claims for damages. On June 28, 2018, KSPC joined VWT as a third party to the proceedings in an attempt to require VWT to indemnify KSPC for a minimum of CAD $466 million (approximately €318 million) as well as for reimbursement of sums already paid by KSPC to other subcontractors (the "Delay Claim").

On March 25, 2020, KSPC brought claims against VWT before the Court of King's Bench for Saskatchewan for an amount quantified to date at CAD $4,6 million (approximately €3 million). These new claims include an equipment failure that occurred in November 2018 and alleged corrosion in specific materials of the plant. In June 2020, VWT filed a statement of defense before this court and contested these new claims.

In November 2019 and 2020, respectively, KSPC received payment under the letters of guarantee.

The Group strongly contests the merits of all these legal proceedings.

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These lawsuits have been notified to professional liability insurance companies. After initially agreeing to cover the legal costs associated with the Delay Claim, Lexington Insurance Company initiated arbitration proceedings seeking to avoid coverage and future defense costs for the Delay Claim and for reimbursement of defense costs paid to date on the Delay Claim. On August 13, 2024, the arbitral tribunal rendered an award dismissing all of Lexington's claims.

VWT v. Antero

In August 2015, Veolia Water Technologies Inc. ("VWT") and Antero Resources Corporation ("Antero") entered into a Design Build Agreement ("DBA") for a revised contract sum of USD $255.8 million for the treatment of water associated with the drilling, production and general development of shale gas at the Clearwater facility located in Pennsboro West Virginia ("Facility"). VWT achieved the substantial completion of the Facility on March 15, 2019. The Facility was fine-tuned over the following months. The final performance test was scheduled to begin on September 16, 2019 but, by a letter dated September 12, 2019, Antero terminated the DBA. VWT considers this termination to have been made without proper contractual notice or a valid reason.

On March 13, 2020 VWT filed suit against Antero in the State District Court, City and County of Denver, Colorado, in the United States, alleging breach of contract and seeking damages of USD $118 million. On the same day and in front of the same tribunal, Antero filed suit against VWT and claimed that VWT breached its contractual obligations under the DBA. In this lawsuit, Antero asserts claims under theories of fraud and breach of contract. It claims alternatively USD $451 million or USD $367 million in damages based on different valuation methods.

VWT's claims have been consolidated with Antero's claims. By a final judgment dated January 27, 2023, the State District Court, City and County of Denver, Colorado ordered VWT to pay to Antero on the grounds of fraud and breach of contract, a principal amount of USD $242 million, plus interests (such interests including USD $67 million of pre-judgment interests) and Antero's fees and costs. By a revised judgment dated May 3, 2023, reflecting the outcome of a post-trial motion successfully filed by VWT, the principal amount of the judgment was reduced to USD $215 million and the pre-judgment interests were reduced to USD $65 million. The effects of the judgment are stayed.

At the end of May 2023, VWT appealed the decision before the Colorado Court of Appeal. In June 2023, Antero filed a cross appeal. On December 19, 2024, the Court of Appeals upheld the judgment. VWT strongly disputes the Court of Appeals' decision affirming the judgment and will seek further review in the Supreme Court of Colorado. The effects of the judgment remain suspended until the Supreme Court rules on VWT's petition. This dispute was reported to the insurers, who issued coverage reservations. One of them, after initially accepting to cover the legal expenses in connection with those proceedings, initiated arbitral proceedings in October 2021. On July 10, 2023, the arbitral tribunal dismissed the insurer's claim and ruled that the insurer's dispute of its coverage obligation was ill-grounded.

Note 13 RELATED PARTY TRANSACTIONS

The Group identifies related parties in accordance with the provisions of paragraph 9 of IAS 24 revised, Related Party Disclosures.

To the Company's knowledge, as of December 31, 2024 except for relations with joint ventures (see Note 5.2.4.1) and pay and related benefits of key management (see Note 6.4), there were no other related party transactions.

Note 14 SUBSEQUENT EVENTS

On February 19, 2024, Veolia, through its Hungarian subsidiary signed an agreement with Uniper for the acquisition of a power plant with an installed capacity of around 430 MW. This facility complements Veolia's flexible energy portfolio to meet the needs of resilient power systems. After obtaining the approvals from the European Union competition authority, the closing of the operation was carried out on January 6, 2025 for a price of €366 million in share value (€216 million in enterprise value). As per June 30, 2024, an off-balance sheet commitment (purchase obligation) was accounted for in this regard as of December 31, 2024.

No other significant events occurred between the reporting date and the date on which the consolidated financial statements were approved by the Board of Directors.

Note 15 MAIN COMPANIES INCLUDED IN THE CONSOLIDATED FINANCIAL STATEMENTS

In 2024, Veolia group consolidated or accounted for a total of 1 933 companies, of which the main companies are:

Company and address	French company registration number (Siret)	Consolidation method	% control	% interest
Veolia Environnement SA 21 rue La Boétie 75008 Paris	403 210 032 00104	FC	100,00	100,00
Vigie Groupe 21 rue de La Boétie 75008 Paris	410 118 608 00109	FC	100,00	100,00
FRANCE & SPECIAL WASTE EUROPE				
Water				
Veolia Eau – Compagnie Générale des Eaux and its subsidiaries 21 rue La Boétie 75008 PARIS	572 025 526 10945	FC	100,00	99.99
Veolia Water and its subsidiaries 21 rue La Boétie 75008 Paris	421 345 042 00053	FC	100,00	100,00
Compagnie des Eaux et de l'Ozone Procédés M P Otto 21 rue La Boétie 75008 Paris	775 667 363 02470	FC	100,00	100,00
Société Française de Distribution d'Eau 28 boulevard de Pesaro 92000 Nanterre	542 054 945 00416	FC	99,67	99,67
Compagnie Fermière de Services Publics Route de l'Escarpe 76200 Dieppe	575 750 161 00326	FC	99,89	99,89
Compagnie Méditerranéenne d'Exploitation des Services d'Eau – CMESE 1 rue Albert CohenImmeuble Plein Ouest A 13016 Marseille	780 153 292 00187	FC	99,75	99,75
Société des Eaux de Melun Zone Industrielle – 198/398, rue Foch 77000 Vaux Le Pénil	785 751 058 00047	FC	99,37	99,37
Société des Eaux de Marseille 78 boulevard Lazer 13010 Marseille	057 806 150 00488	FC	98,80	98,80
Waste				
Veolia Propreté and its subsidiaries 21 rue La Boétie 75008 Paris	572 221 034 01230	FC	100,00	100,00
Routière de l'Est Parisien 28 boulevard de Pesaro 92000 Nanterre	612 006 965 00182	FC	100,00	100,00
ONYX Auvergne Rhône-Alpes 2/4 avenue des Canuts 69120 Vaulx-en-Velin	302 590 898 00656	FC	99,99	99,99
ONYX Est Bâtiment O'Rigin 1 rue Henriette Galle Grimm 54000 Nancy	305 205 411 00930	FC	95,00	95,00
Paul Grandjouan SACO 6 rue Nathalie Sarraute 44200 Nantes	867 800 518 00609	FC	100,00	100,00
SARP Industries and its subsidiaries 427, route du Hazay – Zone Portuaire Limay-Porcheville 78520 Limay	303 772 982 00029	FC	99.86	99.86
Société d'Assainissement Rationnel et de Pompage (SARP) and its subsidiaries 22 boulevard de Pesaro 92000 Nanterre	775 734 817 00395	FC	99.69	99.69
Generis 28 boulevard de Pesaro 92000 Nanterre	410 303 481 00304	FC	100,00	99.99
ARIANEO 33 boulevard de l'Ariane 06300 Nice	901 780 221 00023	FC	90,00	90,00

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Company and address	French company registration number (Siret)	Consolidation method	% control	% interest
EUROPE EXCLUDING FRANCE				
Veolia Water UK Ltd and its subsidiaries 210 Pentonville Road London N1 9JY (United Kingdom)		FC	100,00	100,00
Veolia ES (UK) Ltd and its subsidiaries 210 Pentonville Road London N1 9JY (United Kingdom)		FC	100,00	100,00
Veolia Environmental Services Group (UK) Ltd and its subsidiaries 210 Pentonville Road London N1 9JY (United Kingdom)		FC	100,00	100,00
Veolia Energy UK Ltd and its subsidiaries 210 Pentonville Road N1 9JY London (United Kingdom)		FC	100,00	99.99
Friedrich Hofmann Betriebsgesellschaft mbH and its subsidiaries Industriestrasse 18 91186 Büchenbach (Germany)		FC	100,00	100,00
Veolia Umweltservice GmbH and its subsidiaries Amerigo Vespucci Platz 1 20457 Hamburg (Germany)		FC	100,00	100,00
Veolia Energie Deutschland GmbH and its subsidiaries Georgenstrasse 24 10117 Berlin (Germany)		FC	100,00	100,00
Braunschweiger Versorgungs- AG &Co.KG Taubenstrasse 7 38106 Braunschweig (Germany)		FC	50.11	50.11
Veolia Romania Solutii Integrate SA 60 A Tunari Street - Stefan cel Mare Building - 1st Floor Second District - Bucharest (Romania)		FC	99,93	99,93
Apa Nova Bucuresti Srl 60 A Tunari Street - Stefan cel Mare Building - 6-9 Floors Second District - Bucharest (Romania)		FC	73.69	73.69
Veolia Central & Eastern Europe and its subsidiaries 21 rue La Boétie 75008 Paris	433 934 809 00032	FC	100,00	100,00
Veolia Énergie Praha, a.s. Na Florenci 2116/15, Nové Město, 110 00 Praha 1 (Czech Republic)		FC	100,00	83.06
Prazske Vodovody A Kanalizace a.s. Ke Kablu 971/1 102 00 Prague 10 (Czech Republic)		FC	51,00	51,00
Sofiyska Voda AD Interpred Tsar Boris Business Center Floor 3 - Tsar Boris III Str. 159 1618 Sofia (Bulgaria)		FC	77.1	77.1
Veolia NV-SA and its subsidiaries 78-79 boulevard Poincarré B1060 – Brussels (Belgium)		FC	100,00	100,00
Siram SPA and its subsidiaries Via Anna Maria Mozzoni, 12 20152 Milan (Italy)		FC	100,00	99.99
Veolia Espana S.L.U.and its subsidiaries Calle Torrelaguna 60 28043 Madrid (Spain)		FC	100,00	99.99
Veolia Energia Warszawa and it subsidiary ul Batarego 02-591 Warsaw (Poland)		FC	97.25	58.34
Veolia Nordic AB and its subsidiaries Hälsingegatan 47 113 31 Stockholm (Sweden)		FC	100,00	99.99
Veolia Nederland BV and its subsidiaries Tupolevlaan 69 1119 PA Schiphol-Rijk (Netherlands)		FC	100,00	99.99
Vilnaius Energija Konstitucijos ave. 7 02300 Vilnius (Lithuania)		FC	100,00	99.99
Veolia Energy Hungary Co Ltd and its subsidiaries Szabadsag ut 301 2040 Budaors (Hungary)		FC	99.98	99.97
Veolia Energia Slovensko A.S. and its subsidiaries Einsteinova 21 851 01 Bratislava (Slovakia)		FC	100,00	99.99

Company and address	French company registration number (Siret)	Consolidation method	% control	% interest
Pražská teplárenská – PT and its subsidiaries Partyzánská 1/7 170 00 Praha 7 (Czech Republic)		FC	100,00	100,00
Veolia Énergie CR A.S. and its subsidiaries 28.Rijna 3123/152 709 74 Ostrava (Czech Republic)		FC	83.06	83.06
Agbar S.L.U. and its subsidiaries Santa Leonor 39 28037 Madrid (Spain)		FC	100.00	100.00
Veolia Environmental Services Belux and its subsidiaries Boulevard Poincaré 78-79 B1060 Bruxelles (Belgium)		FC	100.00	100.00
Recovera Vyuziti zdroju a.s. and its subsidiaries Spanelska 1073/10 120 00 Praha 2 - Vinorhady (Czech Republic)		FC	100.00	100.00
REST OF THE WORLD				
Veolia Environmental Services North America LLC 53 State street 14th floor 02109 MA Boston (United States)		FC	100.00	100.00
Veolia ES Technical Solutions LLC 53 State street 14th floor 02109 MA Boston (United States)		FC	100.00	100.00
Veolia Water USA Inc. and its subsidiaries 461 From Road Suite 400, Paramus 07652 New Jersey (United States)		FC	100.00	100.00
Veolia North America (Paramus) Inc. and its subsidiaries 461 From Road Suite 400, Paramus 07652 New Jersey (United States)		FC	100.00	100.00
Veolia Water Technologies Treatment Solutions USA Inc. and its subsidiaries 461 From Road Suite 400, Paramus 07652 New Jersey (United States)		FC	100.00	70.00
Veolia ES Canada Industrial Services Inc. 555 René-Lévesque Boulevard West Suite 1450 H2Z 1B1 H1B 5M9 Montreal – Quebec (Canada)		FC	100.00	100.00
Veolia Holding America Latina SA and its subsidiaries Calle Torrelaguna 60, 2 Planta 28043 Madrid (Spain)		FC	100.00	100.00
Beijing Yansan Veolia Water No. 5 Yanshan Xinghua East Road, Yanshan Fangshan District 102500 Beijing (China)		FC	50.00	50.00
Shanghai Pudong Veolia Water Corporation Ltd No. 703 Pujian Road, Pudong New Area 200127 Shanghai (China)		FC	50.00	50.00
Veolia Environmental Services China LTD 40/F One Taikoo Place 979 King's Road Quarry Bay (Hong-Kong)		FC	100.00	100.00
Kunming CGE Water Supply Co Ltd No.6 Siyuan Road, Kunming Municipality, Yunnan Province 650231 (China)		EA	49.00	24.99
Tianjin Jinbin Veolia Water Co Ltd No2 Xinxiang Road, Bridge 4 Jin Tang Expressway, Dongli District Tianjin Municipality (China)		EA	49.00	49.00
VW - VES (HK) Ltd 40/F, One Taikoo Place 979 King's Road Quarry Bay (Hong Kong)		FC	100.00	100.00
Veolia Korea Co Ltd East 16 F Signature Towers Building Chungyechou-ro 100 Jung-gu (South Korea)		FC	100.00	100.00
Veolia Environmental Resources Taiwan Co Ltd SA New Design Building n°22, Sec. 3 Zhongshan N. Road, Zhongshan District 10435 Taipei (Taiwan)		FC	100,00	100,00
Veolia Water Australia and its subsidiaries Level 4, Bay Center, 65 Pirrama Road, NSW 2009 Pyrmont (Australia)		FC	100.00	100.00
Veolia Environmental Services Australia Pty Ltd Level 4, Bay Center, 65 Pirrama Road, NSW 2009 Pyrmont (Australia)		FC	100.00	100.00

Company and address	French company registration number (Siret)	Consolidation method	% control	% interest
Veolia Recycling & Recovery Holdings ANZ PTY LTD and its subsidiaries Level 4, Bay Center, 65 Pirrama Road, NSW 2009 Pyrmont (Australia)		FC	100.00	100.00
Veolia Middle East and its subsidiaries 21 rue La Boétie 75008 Paris	505 190 801 00041	FC	100.00	100.00
Amendis 20 rue Imam Ghazali 90 000 Tanger (Morocco)		FC	100.00	100,00
REDAL S.A. 6 Zankat Al Hoceima, BP 161 10 000 Rabat (Morocco)		FC	100.00	100.00
Sharqiyah Desalination Co. SAOC PO Box 685, PC 114 Jibroo, (Sultanate of Oman)		EA	35.75	35.75
Veolia Environmental Services Asia Pte Ltd 15 Tuas View Circuit 636968 (Singapore)		FC	100.00	100.00
WATER TECHNOLOGIES				
Veolia Water Technologies and its subsidiaries Immeuble L'Aquarène 1 place Montgolfier 94417 St Maurice Cedex	414 986 216 00037	FC	100.00	100.00
OTV Immeuble L'Aquarène 1 place Montgolfier 94417 St Maurice Cedex	433 998 473 00014	FC	100.00	100.00
Société Internationale de Dessalement (SIDEM) 1 rue Giovanni Batista Pirelli 94410 Saint-Maurice	342 500 956 00038	FC	100.00	100.00
Veolia Water Technologies & Solutions and its subsidiaries 21 rue La Boétie 75008 Paris	829 256 197 00023	FC	70.00	70.00
OTHER				
Veolia Énergie International and its subsidiaries 21 rue La Boétie 75008 Paris	433 539 566 00045	FC	99.99	99.99

Consolidation method.
FC: Full consolidation – EA: Equity associate.

The German subsidiaries of the Group are included in the enclosed consolidated financial statements. In accordance with section 264(3), 264-B and 291 of the German Commercial Code (HGB), these entities may be exempt from the obligation to publish an annual report and present consolidated financial statements under German GAAP. Subsidiaries that have opted for this exemption are listed below:

Publication exemption	Company	Country	Currency
	ALTVATER CHERNIVZY	Ukraine	UAH
	ALTVATER KIEV	Ukraine	UAH
	ALTVATER TERNOPIL	Ukraine	UAH
	ASD ALTPAPIER SORTIERUNG DACHAUD GmbH	Germany	EUR
	BELLANDVISION GmbH	Germany	EUR
	BELLIS GmbH	Germany	EUR
	BIOCYCLING GmbH	Germany	EUR
	BRAUNSCHWEIGER NETZ GmbH	Germany	EUR
	BRAUNSCHWEIGER VERSORGUNGS-AG & Co. KG	Germany	EUR
	BRAUNSCHWEIGER VERSORGUNGS-VERWALTUNG-AG	Germany	EUR
	EUROLOGISTIK UMWELTSERVICE GmbH	Germany	EUR
	FELS-RECYCLING GmbH	Germany	EUR
	Filtech Entwässerungen GmbH	Germany	EUR
	FRIEDRICH HOFMANN BETRIEBSGESELLSCHAFT mbH	Germany	EUR
	FRIEDRICH HOFMANN GmbH Erlangen	Germany	EUR
	GASVERSORGUNG GÖRLITZ GmbH	Germany	EUR
	GLOBALIS BETEILIGUNGSGESELLSCHAFT mbH	Germany	EUR
Yes	GLOBALIS SERVICE GmbH & CO. KG	Germany	EUR
	GPA Gesellschaft für Personalplanung und Abeitnehmerüberlassung GmbH	Germany	EUR
Yes	GUD GERAER UMWELTDIENSTE GmbH & Co. KG	Germany	EUR
	GUD GERAER UMWELTDIENSTE VERWALTUNGS GmbH	Germany	EUR
	INTROTEC Schwarza GmbH	Germany	EUR

Publication exemption	Company	Country	Currency
	JOB & MEHR GmbH	Germany	EUR
Yes	K. BONN ABFALLWIRTSCHAFTS GmbH & Co. KG	Germany	EUR
	KOM-DIA GmbH	Germany	EUR
	MIDEWA Dienstleistungsgesellschaft mbH	Germany	EUR
	ML Medien – Logistik GmbH	Germany	EUR
	MULITPET GmbH	Germany	EUR
	MULITPORT GmbH	Germany	EUR
	NGV Nürnberger Gewerbemüllverwertung GmbH	Germany	EUR
	ÖKOTEC Energiemanagement GmbH	Germany	EUR
	ONYX ROHR- UND KANAL-SERVICE GmbH	Germany	EUR
	Ostthüringer Wasser und Abwasser GmbH	Germany	EUR
	Peter Fink Vermietungs GmbH	Germany	EUR
	RECYCLING & ROHSTOFFVERWERTUNG KIEL GmbH	Germany	EUR
	RECYPET AG	Switzerland	CHF
Yes	ROHSTOFFHANDEL KIEL GmbH & Co. KG	Germany	EUR
	ROWE GmbH	Germany	EUR
	STADTENTWAESSERUNG BRAUNSCHWEIG GmbH	Germany	EUR
	STADTWERKE GÖRLITZ Aktienesellschaft	Germany	EUR
	STADTWERKE WEISSWASSER GmbH	Germany	EUR
	SWG Services GmbH	Germany	EUR
	VBG VERWALTUNGS- UND BETEILIGUNGSGESELLSCHAFT mbH	Germany	EUR
	VEOLIA BS ENERGY BETEILIGUNGS GmbH	Germany	EUR
	VEOLIA Energiedienstleistungen GmbH	Germany	EUR
	VEOLIA ENERGIE DEUTSCHLAND GmbH	Germany	EUR
	VEOLIA ENVIRONNEMENT LAUSITZ GmbH	Germany	EUR
	VEOLIA GEBÄUDESERVICE DEUTSCHLAND GmbH	Germany	EUR
	VEOLIA HOLDING DEUTSCHLAND GmbH	Germany	EUR
	VEOLIA INDUSTRIEPARK DEUTSCHLAND GmbH	Germany	EUR
	Veolia Infra Klärschlamm Deutschland GmbH	Germany	EUR
	Veolia Klärschlamm und Biogas Schönebeck GmbH	Germany	EUR
	VEOLIA Klärschlammverwertung Deutschland GmbH	Germany	EUR
	VEOLIA LOGISTIK DEUTSCHLAND GmbH	Germany	EUR
	VEOLIA PAPER GERMANY GmbH	Germany	EUR
	VEOLIA PET Germany GmbH	Germany	EUR
	Veolia Pet Norge AS	Norway	NOK
	VEOLIA PET SVENSKA AB	Sweden	SEK
	Veolia Solutions Deutschland GmbH	Germany	EUR
	VEOLIA UMWELTSERVICE & CONSULTING GmbH	Germany	EUR
	VEOLIA UMWELTSERVICE BETEILIGUNGSVERWALTUNGS GmbH	Germany	EUR
	VEOLIA UMWELTSERVICE DUAL GmbH	Germany	EUR
	VEOLIA UMWELTSERVICE GmbH	Germany	EUR
	VEOLIA UMWELTSERVICE GmbH DEUTSCHLAND	Germany	EUR
	VEOLIA UMWELTSERVICE NORD GmbH	Germany	EUR
	VEOLIA UMWELTSERVICE OCHTENDUNG GmbH	Germany	EUR
	VEOLIA UMWELTSERVICE OST GmbH	Germany	EUR
	VEOLIA UMWELTSERVICE RECYCLING & RECOVERY DEUTSCHLAND GmbH	Germany	EUR
	VEOLIA UMWELTSERVICE RESSOURCENMANAGEMENT GmbH	Germany	EUR
	VEOLIA UMWELTSERVICE RÜCKNAHMESYSTEME Wesseling GmbH	Germany	EUR
Yes	VEOLIA UMWELTSERVICE SÜD GmbH & Co. KG	Germany	EUR
	VEOLIA UMWELTSERVICE SÜD VERWALTUNGS GmbH	Germany	EUR
	VEOLIA UMWELTSERVICE WESSELING GmbH	Germany	EUR
	VEOLIA UMWELTSERVICE WEST GmbH	Germany	EUR
	VEOLIA WASSER DEUTSCHLAND GmbH	Germany	EUR
	VEOLIA WASSER STORKOW GmbH	Germany	EUR
	VEOLIA WASSER WAGENFELD GmbH	Germany	EUR
	VEOLIA WASSER WEGELEBEN GmbH	Germany	EUR
	VKD Holding GmbH	Germany	EUR

Note 16 AUDIT FEES

Audit fees (KPMG and Ernst & Young) certifying the Group's accounts amounted to €36 million for the 2024 fiscal year and €39 million for the 2023 fiscal year, including :

- €32 million in 2024 and €35 million in 2023 in respect of the statutory audit of the accounts ;
- €3 million in 2024 and €4 million in 2023 in respect of services falling within the scope of diligences directly related to the audit engagement ;
- €1 million in 2024 for the certification of the sustainability statement set by the CSRD "Corporate Sustainability Reporting Directive".

Audit fees paid to Statutory Auditors not belonging to the network of those certifying the Group's accounts amounted to €15 million for the 2024 fiscal year (mainly Deloitte) and €7 million for the 2023 fiscal year.

6.1.7 STATUTORY AUDITORS' REPORT ON THE CONSOLIDATED FINANCIAL STATEMENTS

This is a translation into English of the statutory auditors' report on the consolidated financial statements of the Company issued in French and it is provided solely for the convenience of English speaking users.

This statutory auditors' report includes information required by French law, such as information about the appointment of the Statutory Auditors. This report should be read in conjunction with, and construed in accordance with, French law and professional auditing standards applicable in France.

For the year ended December 31, 2024

To the General Meeting of Veolia Environnement,

Opinion

In compliance with the engagement entrusted to us by your Shareholders' Meetings, we have audited the accompanying consolidated financial statements of Veolia Environnement for the year ended December 31, 2024.

In our opinion, the consolidated financial statements give a true and fair view of the assets and liabilities and of the financial position of the Group for the year and of the results of its operations for the year in accordance with International Financial Reporting Standards as adopted by the European Union.

The audit opinion expressed above is consistent with our report to the Accounts and Audit Committee.

Basis for opinion

Audit framework

We conducted our work in accordance with professional standards applicable in France. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our responsibilities under those standards are further described in the "Statutory Auditors' Responsibilities for the Audit of the Consolidated Financial Statements" section of our report.

Independence

We conducted our audit engagement in compliance with independence requirements of the French Commercial Code (code de commerce) and the French Code of Ethics (code de déontologie) for statutory auditors, for the period from January 1, 2024 to the date of our report, and specifically we did not provide any prohibited non-audit services referred to in Article 5 (1) of Regulation (EU) no. 537/2014.

Justification of Assessments - Key Audit Matters

In accordance with the requirements of Articles L.821-53 and R.821-180 of the French Commercial Code (code de commerce) relating to the justification of our assessments, we inform you of the key audit matters relating to risks of material misstatement that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period, as well as how we addressed those risks.

These matters were addressed in the context of our audit of the consolidated financial statements as a whole, approved in the conditions mentioned above, and in forming our opinion thereon, and we do not provide a separate opinion on specific items of the consolidated financial statements.

Assessment of the recoverable amount of intangible assets, property, plant and equipment and operating financial assets

Risk identified	As of December 31, 2024, the net carrying amount of your Group's intangible assets, property, plant and equipment and operating financial assets is €8,085 million, €17,934 million and €1,353 million, respectively. These assets primarily consist of intangible assets and operating financial assets under concession arrangements (IFRIC 12) and the production and distribution property, plant and equipment necessary for the performance of contacts in your Group's three businesses. These assets are tested for impairment by your Group where there is indication that they may have suffered an impairment loss (non-performance of a major long-term contract under the conditions provided, operating technical difficulties, default by a counterparty for operating financial assets, etc.) as disclosed in Notes 7.2, 7.3 and 5.2.1 to the consolidated financial statements. The recoverable amount generally corresponds to the value in use, which is equal to the present value of future cash flows expected to be derived from these assets or groups of assets as disclosed in Notes 5.2.1 and 5.4 to the consolidated financial statements. Determining value in use requires management to make significant judgments; we have therefore considered the recoverable amount of intangible assets, property, plant and equipment and operating financial assets to be a key audit matter.
Our response	We assessed the compliance of the methodology adopted by management with prevailing accounting standards. We also performed a critical review of the implementation of this methodology and notably assessed the contracts identified with regard to: • changes in economic performance; • the justification of differences between forecast and actual results for prior periods; • where appropriate, the forecast cash flows given the economic and financial context in which the contracts are performed, in particular by analyzing the main data and assumptions underlying the estimates (assumptions regarding changes in volumes, prices, direct costs and investment) and the discount rates adopted with respect to long-term growth rates and market data for each geographic zone.

Contingent liabilities relating to litigation in the United States (Flint), K+S Potash and Antero) and in Lithuania

Risk identified	Your Group is regularly involved in major litigation with its customers and third parties during the course of its activities. The disputes relating to legal, administration or arbitration proceedings disclosed in Note 12, represent significant exposure for your Group due to their amount or the parties involved. As disclosed in Note 10, a provision is recognized at the year end reporting date if the Group has a current legal or implicit obligation to a third party as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and the amount of the obligation can be reliably estimated. In the context of these disputes, estimates made by management when determining any provisions were made in a context of uncertainty surrounding the outcome. Where the outcome of legal, administration or arbitration proceedings is uncertain, the Group considers that in accordance with IAS 37 criteria, a provision, or where applicable an additional provision, should not be recognized in respect of these proceedings, but they should be disclosed in the notes to the consolidated financial statements as indicated in Note 12. We considered the contingent liabilities relating to this litigation to be a key audit matter due to the amounts concerned and the management judgment involved in assessing the uncertain outcome of these litigations.
Our response	As part of our audit of the consolidated financial statements, our work consisted in: • assessing the procedures implemented by the Group to identify and inventory all risks; • obtaining an understanding of the risk analysis performed by the Group, of the corresponding documentation and the written consultations from external advisors; • analysing the information on the ongoing proceedings and the probable financial consequences communicated to us by your Group's external advisors in response to our circularization letters; • assessing the main risks identified and the assumptions adopted by the Group and their accounting treatment; • assessing the information regarding these risks disclosed in Note 12 to the consolidated financial statements.

Specific verifications

We have also performed, in accordance with professional standards applicable in France, the specific verifications required by laws and regulations of the information pertaining to the Group presented in the management report of the Board of Directors.

We have no matters to report as to its fair presentation and its consistency with the consolidated financial statements.

Other Legal and Regulatory Verifications or Information

Format of presentation of the consolidated financial statements intended to be included in the annual financial report

We have also verified, in accordance with the professional standard applicable in France relating to the procedures performed by the statutory auditor relating to the annual and consolidated financial statements presented in the European single electronic format, that the presentation of the consolidated financial statements intended to be included in the annual financial report mentioned in Article L.451-1-2, I of the French Monetary and Financial Code (code monétaire et financier), prepared under the responsibility of the Chief Executive Officer, complies with the single electronic format defined in the European Delegated Regulation No 2019/815 of December 17, 2018. As it relates to consolidated financial statements, our work includes verifying that the tagging of these consolidated financial statements complies with the format defined in the above delegated regulation.

Based on the work we have performed, we conclude that the presentation of the consolidated financial statements intended to be included in the annual financial report complies, in all material respects, with the European single electronic format.

Moreover, we have no responsibility to verify that the consolidated financial statements that will ultimately be included by your Company in the annual financial report filed with the AMF are in agreement with those on which we have performed our work.

Appointment of the Statutory Auditors

We were appointed as Statutory Auditors of Veolia Environnement by your General Meetings of December 18, 1995 for KPMG S.A. and December 23, 1999 for Ernst & Young et Autres.

As of December 31, 2024, KPMG S.A. was in the thirtieth year of total uninterrupted engagement and Ernst & Young et Autres was in the twenty-sixth year.

Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with International Financial Reporting Standards as adopted by the European Union, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is expected to liquidate the Company or to cease its operations.

The Accounts and Audit Committee is responsible for monitoring the financial reporting process and the effectiveness of internal control and risk management systems and, where applicable, its internal audit, regarding the accounting and financial reporting procedures.

The consolidated financial statements were approved by the Board of Directors.

Statutory Auditors' Responsibilities for the Audit of the Consolidated Financial Statements

Objectives and audit approach

Our role is to issue a report on the consolidated financial statements. Our objective is to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with professional standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As specified in Article L. 821-55 of the French Commercial Code (code de commerce), our statutory audit does not include assurance on the viability of the Company or the quality with which the Company's management has conducted or will conduct the affairs of the entity.

As part of an audit conducted in accordance with professional standards applicable in France, the statutory auditor exercises professional judgment throughout the audit. It also:

- identifies and assesses the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, designs and performs audit procedures responsive to those risks, and obtains audit evidence that is sufficient and appropriate to provide a basis for his opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- obtains an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control;
- evaluates the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management in the consolidated financial statements;
- assesses the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. These conclusions are based on the audit evidence obtained up to the date of his audit report. However, future events or conditions may cause the Company to cease to continue as a going concern. If the statutory auditor concludes that a material uncertainty exists, there is a requirement to draw attention in the audit report to the related disclosures in the consolidated financial statements or, if such disclosures are not provided or inadequate, to modify the opinion expressed therein;
- evaluates the overall presentation of the consolidated financial statements and assesses whether these statements represent the underlying transactions and events in a manner that achieves fair presentation;
- obtains sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the consolidation scope to express an opinion on the consolidated financial statements. The statutory auditor is responsible for the direction, supervision and performance of the audit of the consolidated financial statements and for the opinion expressed on these consolidated financial statements.

Report to the Accounts and Audit Committee

We submit a report to the Accounts and Audit Committee which includes in particular a description of the scope of the audit and the audit program implemented, as well as significant audit findings. We also bring to its attention any significant deficiencies in internal control regarding the accounting and financial reporting procedures that we have identified.

Our report to the Accounts and Audit Committee includes the risks of material misstatement that, in our professional judgment, were of most significance in the audit of the consolidated financial statements of the current period and which are therefore the key audit matters. We describe these matters in the audit report.

We also provide the Accounts and Audit Committee with the declaration provided for in Article 6 of Regulation (EU) no. 537/2014, confirming our independence pursuant to the rules applicable in France as defined in particular by Articles L.821-27 to L.821-34 of the French Commercial Code (code de commerce) and in the French Code of Ethics (code de déontologie) for Statutory Auditors. Where appropriate, we discuss with the Accounts and Audit Committee the risks that may reasonably be thought to bear on our independence, and the related safeguards.

Paris-La Défense, March 20, 2025

The Statutory Auditors

KPMG S.A.		ERNST & YOUNG et Autres	
Eric Jacquet	Alexandra Saastamoinen	Charles-Emmanuel Chosson	Quentin Séné
Partner	Partner	Partner	Partner

6.2 Company financial statements AFR

6.2.1 BALANCE SHEET AS OF DECEMBER 31, 2024

Assets

	As of December 31, 2024			As of December 31, 2023
(€ million)	Gross	Deprec., amort. & impairment	Net	Net
Share capital subscribed but not called				
Non-current assets				
Intangible assets				
Preliminary expenses	-	-	-	-
Research & development expenditure	-	-	-	-
Concessions, patents, licenses, trademarks, processes, and software, rights and similar	235	224	11	13
Purchased goodwill (1)	-	-	-	-
Other intangible assets	-	-	-	-
Intangible assets in progress	4	-	4	9
Property, plant and equipment				
Land	-	-	-	-
Buildings	-	-	-	-
Industrial and technical plant	-	-	-	-
Other property, plant and equipment	37	32	5	6
Property, plant and equipment in progress	3	-	3	1
Payments on account - PP&E	-	-	-	-
Long-term loans and investments (2)				
Equity investments	23,326	1,247	22,079	22,092
Loans to equity investments	16,638	144	16,494	14,936
Long-term portfolio investments	6	3	3	7
Other long-term investment securities	18	0	17	13
Loans	3,262	0	3,262	2,474
Other long-term loans and investments	5,012	28	4,984	5,039
TOTAL (I)	**48,541**	**1,679**	**46,862**	**44,589**

	As of December 31, 2024			As of December 31, 2023
(€ million)	Gross	Deprec., amort. & impairment	Net	Net
Current assets				
Inventories and work-in-progress				
Raw materials & supplies	-	-	-	-
Work in process - goods and services	-	-	-	-
Semi-finished and finished goods	-	-	-	-
Bought-in goods	-	-	-	-
Payments on account – inventories	**3**	**-**	**3**	**4**
Receivables (3)				
Operating receivables:				
Trade receivables and related accounts	179	29	150	149
Other receivables	3,432	74	3,358	3,281
Miscellaneous receivables:				
Share capital subscribed and called but not paid in	-	-	-	-
Marketable securities				
Treasury shares	94	-	94	86
Other securities	3,859	-	3,859	3,495
Treasury instruments	294	-	294	358
Cash at bank and in hand	310	-	310	362
Prepayments (4)	71	-	71	75
TOTAL (II)	**8,243**	**103**	**8,140**	**7,810**
Accrued income and deferred charges				
Deferred charges (III)	57	-	57	72
Bond redemption premiums (IV)	59	-	59	77
Unrealized foreign exchange losses (V)	2,495	-	2,495	2,587
GRAND TOTAL (I+II+III+IV+V)	**59,395**	**1,782**	**57,613**	**55,135**
(1) Of which leasehold rights			*-*	*-*
(2) Portion due in less than one year			*943*	*292*
(3) Portion due in more than one year			*11*	*11*
(4) Portion due in more than one year			*16*	*23*

N.B. Amounts are in millions of euros rounded to the nearest whole number, unless stated otherwise in the notes. Accordingly, the sum of rounded amounts may present non-material differences with total figures.

6

Equity and Liabilities

(€ million)	As of December 31, 2024	As of December 31, 2023
Shareholders' equity		
Share capital (of which paid in: 3,703)	3,703	3,627
Additional paid-in capital	9,715	9,444
Revaluation reserves	-	-
Equity-accounting revaluation reserve	-	-
Reserves		
Reserve required by law	370	363
Reserves required under the Articles of Association or contractually	-	-
Special long-term capital gains reserve	-	-
Other reserves	-	-
Retained earnings	1,866	2,606
Net income for the year	376	155
Sub-total: Shareholders' equity	**16,031**	**16,195**
Investment subsidies	-	-
Tax-driven provisions	7	7
TOTAL (I)	**16,038**	**16,202**
Equity equivalents		
Proceeds from issues of equity equivalent securities	-	-
Subordinated loans	-	-
Other	3,600	3,803
TOTAL (I A)	**3,600**	**3,803**
Provisions		
Provisions for contingencies	18	39
Provisions for losses	15	14
TOTAL (II)	**33**	**53**

(€ million)	As of December 31, 2024	As of December 31, 2023
Liabilities (1)		
Convertible bonds	-	-
Other bond issues	15,473	16,005
Bank borrowings (2)	119	99
Other borrowings (3)	19,403	15,941
Payments received on account for work-in-progress	-	-
Operating payables		
Trade payables and related accounts	226	190
Tax and employee-related liabilities	121	103
Other operating payables	-	-
Miscellaneous liabilities		
Amounts payable in respect of PP&E and related accounts	62	70
Other miscellaneous liabilities	43	77
Treasury instruments	386	341
Accrued income and deferred charges		
Deferred income (1)	**27**	**35**
TOTAL (III)	**35,860**	**32,861**
UNREALIZED FOREIGN EXCHANGE GAINS (IV)	**2,083**	**2,215**
GRAND TOTAL (I+II+III+IV)	**57,613**	**55,135**
(1) Portion due in more than one year	*14,008*	*14,699*
Portion due in less than one year	*21,852*	*18,162*
(2) Of which overdrafts and current bank facilities	*119*	*99*
(3) Of which equity equivalent loans	-	-

N.B. Amounts are in millions of euros rounded to the nearest whole number, unless stated otherwise in the notes. Accordingly, the sum of rounded amounts may present non-material differences with total figures.

6.2.2 INCOME STATEMENT FOR THE YEAR ENDED DECEMBER 31, 2024

(€ million)	2024	2023
Operating revenue (1)		
Sales of bought-in goods	-	-
Sales of own goods and services	732	706
Net sales	732	706
Of which export sales		
Changes in inventory of own production of goods and services	-	-
Own production capitalized	0	5
Operating subsidies	0	0
Write-back of provisions (and depreciation and amortization) and expense reclassifications	24	18
Other revenue	78	153
TOTAL (I)	**835**	**882**
Operating expenses (2)		
Purchases of bought-in goods	-	-
Change in inventories of bought-in goods	-	-
Purchases of raw materials and other supplies	-	-
Change in inventories of raw materials and other supplies	-	-
Other purchases and external charges *	397	423
Duties and taxes other than income tax	18	20
Wages and salaries	187	162
Social security contributions	116	105
Depreciation, amortization, impairment and charges to provisions:		
On non-current assets: depreciation and amortization	32	34
On non-current assets: impairment	0	0
On current assets: impairment	6	4
For contingencies and losses: charges to provisions	12	12
Other expenses	103	110
TOTAL (II)	**870**	**871**
1. OPERATING PROFIT / (LOSS) (I – II)	**-36**	**12**
Joint venture operations	**26**	**5**
Profits transferred in or losses transferred out (III)	26	5
Profits transferred out or losses transferred in (IV)	-	-
* *Of which*		
Equipment finance lease installments	-	-
Real estate finance lease installments	-	-
(1) Of which income relating to prior periods	-	-
(2) Of which expenses relating to prior periods	-	-

(€ million)	2024	2023
Financial income		
Financial income from equity investments (3)	1,320	1,443
Financial income from other securities and long-term receivables (3)	116	103
Other interest and similar income (3)	419	908
Write-back of provisions for financial items, impairment and expense reclassifications	88	78
Foreign exchange gains	1,305	1,688
Net proceeds from sales of marketable securities	74	52
TOTAL (V)	**3,321**	**4,272**
Financial expenses		
Amortization, impairment and charges to provisions	181	622
Interest and similar expenses (4)	1,529	1,889
Foreign exchange losses	1,310	1,701
Net expenses on sales of marketable securities	0	0
TOTAL (VI)	**3,020**	**4,212**
2. NET FINANCIAL INCOME (V-VI)	**302**	**60**
3. NET INCOME FROM ORDINARY ACTIVITIES BEFORE TAX (I-II+III-IV+V-VI)	**292**	**77**
Exceptional income		
Exceptional income from non-capital transactions	1	13
Exceptional income from capital transactions	8	60
Write-back of provisions for financial items, impairment and expense reclassifications	10	-
TOTAL (VII)	**19**	**73**
Exceptional expenses		
Exceptional expenses on non-capital transactions	9	21
Exceptional expenses on capital transactions	36	92
Amortization, impairment and charges to provisions for financial items	1	3
TOTAL (VIII)	**46**	**116**
4. NET EXCEPTIONAL ITEMS (VII-VIII)	**-27**	**-43**
STATUTORY EMPLOYEE PROFIT-SHARING (IX)	**-**	**-**
INCOME TAX EXPENSE (X)	**111**	**122**
TOTAL INCOME (I+III+V+VII)	**4,201**	**5,232**
TOTAL EXPENSES (II+IV+VI+VIII+IX-X)	**3,825**	**5,076**
NET INCOME/(LOSS)	**376**	**155**
(3) Of which income from related parties	*1,589*	*2,037*
(4) Of which interest charged by related parties	*504*	*524*

N.B. Amounts are in millions of euros rounded to the nearest whole number, unless stated otherwise in the notes. Accordingly, the sum of rounded amounts may present non-material differences with total figures.

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6.2.3 PROPOSED APPROPRIATION OF 2024 NET INCOME

(in euros)	2024
2024 Net income	**375,759,017**
Distributable reserves	9,714,783,459
Prior year retained earnings	1,866,383,442
i.e a total of	**11,956,925,918**
To be appropriated as follows [(1)]:	
■ to the reserve required by law	-
■ to dividends (€1.40 x 730,001,228 shares) [(2)]	1,022,001,719
■ to retained earnings	1,220,140,740
Shareholders' equity accounts after appropriation and distribution of the dividend	
Share capital	3,703,263,040
Additional paid-in capital	9,714,783,459
Reserve required by law	370,326,304
2024 retained earnings	**1,220,140,740**
TOTAL [(3)]	**15,008,513,543**

(1) Subject to the approval of the General Shareholders' Meeting.

(2) The total dividend distribution presented in the above table is calculated based on 740,652,608 shares outstanding as of December 31, 2024, less 10,651,380 treasury shares held as of this date and may change depending on movements in the number of shares conferring entitlement to dividends up to the ex-dividend date. Accordingly, amounts deducted from "2024 retained earnings" and/or "distributable reserves" may change depending on the definitive dividend amount paid.

(3) After appropriation of net income and distribution of the proposed dividend for 2024 shareholders' equity of the Company will be €15,008,513,543.

6.2.4 STATEMENT OF SOURCE AND APPLICATION OF FUNDS

(€ million)	2024	2023
Source of funds		
Operating cash before changes in working capital [1]	509	778
Disposals or decreases in non-current assets:		
Disposals of intangible assets and property, plant and equipment	-	0
Disposals of equity investments	3	-
Disposals of long-term investment securities	1	54
Repayment of financial receivables (long-term advances) [2]	1,063	859
Repayment of other long-term loans and investments [3]	23	57
Increase in shareholders' equity	355	221
Increase in equity equivalents	-	600
New borrowings	1,000	-
TOTAL SOURCE OF FUNDS	**2,954**	**2,569**
Application of funds		
Dividend distribution (including registration fees)	895	787
Acquisitions or increases in non-current assets:		
Intangible assets and Property, plant and equipment	7	8
Long-term loans and investments:		
Equity investments	93	773
• Long-term financial receivables [2]	2,487	2,078
Long-term portfolio investments	-	-
Other long-term loans and investments [3]	927	346
Decrease in shareholders' equity and equity equivalents	203	397
Principal payments on borrowings	1,575	1,359
TOTAL APPLICATION OF FUNDS	**6,188**	**5,748**
Increase/decrease in working capital requirements	-3,233	-3,179
TOTAL	**2,954**	**2,569**

(1) Operating items total €23 million; financial items total €395 million; exceptional items total -€20 million and income tax income is €111 million.
(2) Mainly the increase in loans to equity investments of €1.4 billion.
(3) The increase in loans.

6.2.5 NOTES TO THE COMPANY FINANCIAL STATEMENTS

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Note 1 MAJOR EVENTS OF THE YEAR

There were no major events in fiscal year 2024.

Note 2 ACCOUNTING POLICIES AND METHODS

2.1 Basis of preparation

The Company financial statements for the year ended December 31, 2024 are prepared and presented in accordance with general accounting principles applicable in France, as set-out in Regulation no. 2014-03 issued by the French Accounting Standards Authority (Autorité des Normes Comptables, ANC).

Amounts recorded in the accounts are valued on a historical cost basis in accordance with the true and fair principle.

The accounting period ends on December 31, 2024, and has a duration of 12 months.

Veolia Environnement, whose registered office is located at 21, rue La Boétie, 75008 Paris, prepared the Group's consolidated financial statements under the number: 403 210 032 RCS Paris.

A copy of the financial statements may be obtained at the Company's administrative headquarters at 30, rue Madeleine Vionnet, 93300 Aubervilliers.

2.2 Main accounting policies

2.2.1 Non-current assets

Non-current assets: on initial recognition in the accounts, non-current assets are recorded at acquisition cost if acquired for valuable consideration, at market value if acquired for nil consideration or at production cost if produced by the Company.

Intangible assets: in the course of major IT projects, the Company incurs project costs which it capitalizes in accordance with Articles 611 et. seq of the new ANC Regulation 2023-05. These costs are not amortized prior to asset commissioning.

Technical merger losses are recognized according to the nature of the underlying asset to facilitate monitoring over time, in accordance with the new rules defined by ANC Regulation no. 2015-06. Technical merger losses are amortized on the same basis as the underlying asset to which the unrealized capital loss relates. The share of the loss allocated to non-depreciable assets is not amortized but is impaired, where appropriate, in accordance with Article 745-8 of the French General Chart of Accounts.

Property, plant and equipment: depreciation is calculated over the expected period of use. More specifically, fixtures and fittings and installations are depreciated on a straight-line basis over periods of 6 to 10 years. Furniture and office equipment are depreciated on a straight-line basis over periods of between five and ten years. Finally, vehicles are depreciated on a straight-line basis over 5 years.

Equity investments: this heading records the acquisition cost of securities held by Veolia Environnement in companies over which it exercises control or significant leverage, directly or indirectly.

At the date of entry into Company assets, the gross carrying amount of "Equity investments" is their acquisition cost. The Company has elected to capitalize costs relating to the acquisition of equity investments. At the reporting date, the value in use of equity investments is determined by the Company based on criteria encompassing profitability, growth perspectives, the net assets of the Company held and the stock market value of the securities acquired, where applicable. Where the net carrying amount of an equity investment exceeds its value in use, an impairment is recorded in the amount of the difference.

Pursuant to the change in tax regime applicable to equity investment acquisition costs introduced by Article 21 of the 2007 Finance Act and completed by Article 209 of the French General Tax Code and based on Opinion no. 2007-C of June 15, 2007 issued by the Urgent Issues Taskforce of the French National Accounting Institute (Conseil National de la Comptabilité), Veolia Environnement has recognized the tax deferral of security acquisition costs over a period of 5 years in the accelerated depreciation account since January 1, 2007.

Other long-term loans and investments: treasury shares are recorded in long-term investment securities when earmarked for external growth operations. They are recognized at acquisition cost and an impairment is recorded if their market value is less than their net carrying amount.

Term accounts not classified as cash equivalents are recorded in "Other long-term loans and investments".

Merger losses relating to financial assets are recognized in "Other long-term loans and investments" and are considered to have an unlimited duration.

Pursuant to Articles 214-15, 214-17 and 745-8 of ANC Regulation no. 2015-06, Veolia Environnement performs an impairment test at each period end to assess the net carrying amount of the asset compared with its current value. Where the current value of the asset is less than its net carrying amount, an impairment is recognized in the amount of the difference and offset in priority against the share of the merger loss.

Where the current value of the asset cannot be determined separately, the current value of the group of assets is determined.

2.2.2 Marketable securities and Cash at bank and In hand

Marketable securities: marketable securities comprise treasury shares held in respect of Group savings plans, share option plans and other highly liquid investment securities. Treasury shares are classified as marketable securities when purchased for presentation to employees under share option plans and employee savings plans benefiting certain employees. Shares acquired and sold under the liquidity agreement generate movements in the "marketable securities" account. Marketable securities are recognized at acquisition cost and an impairment provision is recorded if their market value is less than their net carrying amount.

Cash at bank and in hand: term accounts classified as cash equivalents are recorded in Cash at bank and in hand.

2.2.3 Foreign currency-denominated transactions

During the year, foreign currency-denominated transactions are translated into euro at the spot exchange rate.

Liabilities, receivables and cash balances denominated in currencies other than the euro are recorded in the balance sheet at their euro equivalent determined using year-end exchange rates. Gains and losses resulting from the translation of foreign currency liabilities and receivables at year-end exchange rates are recorded in "Unrealized foreign exchange gains and losses". In accordance with Article 420-7 of the French General Chart of Accounts, unrealized foreign exchange gains and losses on foreign currency cash accounts are recognized directly in foreign exchange gains and losses. Similarly, foreign exchange gains and losses on subsidiary current accounts equivalent in nature to cash accounts are recognized directly in foreign exchange gains and losses, except where hedge accounting principles are applied.

Pursuant to ANC Regulation no. 2015-05, Veolia Environnement applies hedge accounting to clearly identified and documented matching foreign exchange positions, which seek to reduce the risk associated with currency fluctuations. Accordingly, all foreign exchange gains and losses calculated on liabilities and receivables and related hedging transactions included in these mirroring positions are recorded in dedicated unrealized foreign exchange gains and losses – mirroring position accounts.

The corresponding increase or decrease in the value of treasury instruments is recorded in the Treasury instruments – Assets or Treasury instruments – Liabilities accounts.

Furthermore, in order to comply with the matching settlement principle, foreign exchange gains and losses realized on instruments hedging underlying items not yet matured are recorded in new balance sheet accounts in the French General Chart of Accounts: Change in the value of treasury instruments – Assets and Change in the value of treasury instruments – Liabilities. On maturity of the underlying items, the foreign exchange gains and losses realized on the corresponding hedging instruments are released to the income statement.

Pursuant to Article 628-11 of ANC Regulation no. 2014-03, when the underlying is unwound, the gains/loss on the hedging instrument is presented in the same section of the income statement (operating, financial) as the hedged item.

Hedge accounting is also applied to equity investments acquired in foreign currency and hedged by borrowings or foreign currency derivatives in accordance with Article 628-8 of ANC Regulation no. 2014-03.

Other liabilities, receivables and foreign currency derivatives not forming part of matching hedge relationships are included in the overall foreign exchange position per currency, as provided in Article 420-6 of the French General Chart of Accounts. For those transactions with sufficiently close terms and conditions, the provision amount is determined by limiting the excess of unrealized losses over unrealized gains. This provision is calculated individually for each currency on realizable items maturing in the same fiscal year.

In the case of isolated open positions, a provision for foreign exchange losses is only recorded in respect of unrealized losses at the accounts closing.

Finally, pursuant to Articles 946-65 and 947-75 of ANC Regulation no. 2015-05, foreign exchange gains and losses on commercial receivables and payables and related hedging gains and losses are recorded in the accounts: Foreign exchange gains or Foreign exchange losses on commercial receivables and payables.

Foreign exchange gains and losses on financial operations and related hedging gains and losses continue to be recorded in the accounts, Foreign exchange gains or Foreign exchange losses on financial items.

2.2.4 Recognition of financial transactions

Financial operations (loans, borrowings, derivatives, etc.) are recognized at the value date, with the exception of cash pooling transactions with subsidiaries which are recognized at the trade date.

Deeply-subordinated perpetual securities (TSSDI): these securities represent perpetual bonds and are classified in equity equivalents. Additional paid-in capital is recognized in balance sheet assets. Accrued interest is expensed in the accounting period to which it relates through an accrued interest on bond issues account. Accrued interest is recognized as a financial expense in the Income Statement. TSSDI issue costs are amortized on a straight-line basis over the estimated debt repayment period by Veolia Environnement, that is the period from the debt issue date to the first reset date.

Derivatives: Veolia Environnement hedges asset risks (acquisition of securities in foreign currencies), balance sheet risks (financing of subsidiaries in their local currency) and transaction risks (hedging of commercial flows on its own account and for all its operating subsidiaries). The Company has therefore adopted a strategy that consists in backing foreign currency-denominated borrowings with either assets denominated in the same currency or using foreign currency derivatives (forex swaps, currency forward contracts, hedging options, cross currency swaps).

All transaction flows are hedged, primarily by currency forward contracts and forex swaps. Finally, market risks relating to interest rate fluctuations are hedged by interest rate swaps or interest rate caps and floors.

Interest-rate derivatives: pursuant to ANC Regulation no. 2015-05, income and expenses relating to the use of these instruments are recognized in the income statement to match income and expenses on the hedged transactions.

These transactions are recognized as follows:

- transactions qualifying as hedges:
  - a provision for unrealized losses is not recognized as changes in the value of the underlying item reduce the related risk;
- open-isolated positions:
  - unrealized losses, calculated individually for each instrument, are provided in full,
  - unrealized gains on instruments are recognized in income on the unwinding of the transaction only.

Foreign currency derivatives: for hedging transactions, currency financial instruments are valued by comparison with the closing exchange rate defined by the European Central Bank. The difference between the spot rate of the instrument and the closing rate is recorded in the dedicated unrealized foreign exchange gains and losses – matching position accounts. The difference between the forward rate and the spot rate of the instrument is recorded in a specific financial instruments account entitled "premium/discount". This distinguishes the interest rate impact from the currency impact. The premium/discount is spread on a straight-line over the hedge period and is classified in net financial income and expenses.

Realized gains and losses on currency transactions are recorded to match the gains and losses on the hedged transactions. If the underlying item has not matured, realized gains and losses on hedging instruments are recorded in accounts created in the French Chart of Accounts – Change in the value of treasury instruments – Assets and Change in the value of treasury instruments – Liabilities.

Where transactions do not qualify as hedges, the foreign currency derivatives are included in the overall foreign exchange position.

2.2.5 Valuation of provisions

Provisions for contingencies and losses

These provisions are valued at the best estimate of the outflow of resources necessary to settle the obligation. When valuing a single obligation in the presence of several valuation assumptions concerning the outflow of resources necessary, the best estimate is the most probable assumption.

2.2.6 Accrued expenses method for personnel costs

Accrued expense for incentives schemes

The unit amount of incentive payments is defined:

- based on the results of Veolia Group subsidiaries for the following criteria:
  - current net income (Group share) compared to the 2024 budget,
  - 2024 purchase expenditure, excluding taxes, recorded for the sheltered employment sector (France scope);
- based on the results and performance of Veolia Environnement (economic and social unit - "UES" Veolia Siège) for the following criteria:
  - average number of training hours per employee in Veolia Environnement for 2024,
  - participation rate in Veolia Environnement employee engagement survey in 2024,
  - employee subscription rate to Veolia Environnement employee share ownership transaction in 2024,
  - annual review completion rate in Veolia Environnement.

Based on the observed growth rate and other criteria, the level of incentive payments is determined using a contractually defined chart. The total amount of incentive payments provided is equal to the individual amount determined above multiplied by the number of beneficiaries communicated by the Human Resources Department.

The maximum amount of the incentive scheme accrued expense cannot exceed €5,000 gross per beneficiary and per fiscal year.

Accrued expense for bonuses

The accrued expense is determined based on the amount of bonuses awarded in the previous year multiplied by an estimated percentage change and changes in employee numbers.

Accrued expense for paid leave

Entitlement to paid leave is earned and consumed in Veolia Environnement in the calendar year.

The DDADUE Act of April 22, 2024 concerning entitlement to paid leave accrued during periods of sick leave was taken into account by Veolia Environnement, with the individual counters of the relevant employees updated.

Provisions for paid leave (including related social security contributions) are not recognized as they are not material in the accounts at the end of December 2024.

2.2.7 Income from ordinary activities and exceptional income

Items concerning the ordinary activities of the Company, even if exceptional in amount or frequency, are included in income from ordinary activities. Only those items that do not concern the ordinary activities of the Company are recognized in exceptional items.

2.2.8 Valuation of employee-related commitments

Pursuant to Article L. 123-13 of the French Commercial Code, Veolia Environnement has elected not to recognize a provision for retirement benefits and other employee commitments. This information is presented in off-balance sheet commitments in the notes to the financial statements.

Note 3 BALANCE SHEET ASSETS

3.1 Non-current assets

Movements in gross values

(€ million)	Opening balance	Increase	Decrease	Closing balance	Notes
Intangible assets	**236**	**4**	**1**	**239**	**3.1.1**
Property, plant and equipment	**37**	**4**	**0**	**40**	**3.1.1**
Long-term loans and investments					
Equity investments	23,233	98	5	23,326	3.1.2
Loans to equity investments	15,079	2,574	1,015	16,638	3.1.3
Long-term portfolio investments	8	0	2	6	
Other long-term investment securities	13	5	-	18	
Loans	2,474	2,902	2,114	3,262	3.1.4
Other long-term loans and investments	5,056	0	44	5,012	3.1.5
TOTAL	**46,136**	**5,586**	**3,181**	**48,541**	

Movements in depreciation, amortization and impairment

(€ million)	Opening balance	Increase Charge	Decrease, removals and write-backs	Closing balance	Notes
Amortization of intangible assets	215	11	2	224	3.1.1
Depreciation of property, plant and equipment	30	2	0	32	3.1.1
Impairment of intangible assets	-	-	-	-	3.1.1
Impairment of property, plant and equipment	1	0	0	1	3.1.1
Impairment of equity investments	1,141	108	2	1,247	3.1.2
Impairment of loans to equity investments	144	2	2	144	3.1.3
Impairment of long-term portfolio investments	1	2	-	3	
Impairment of other long-term investments securities	0	0	-	0	
Impairment of loans	0	-	-	0	3.1.4
Impairment of other long-term loans and investments	16	12	0	28	3.1.5
TOTAL	**1,548**	**137**	**6**	**1,679**	
Nature of charges and write-backs					
Operating		13	2		
Financial		124	4		
Exceptional		0	-		
TOTAL		**137**	**6**		

3.1.1 Intangible assets and Property, plant and equipment

Intangible assets have a gross value of €239 million and a net value of €15 million.

Property, plant and equipment have a gross value of €40 million and a net value of €8 million.

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3.1.2 Long-term loans and investments: equity Investments

Equity investments have a gross value of €23.3 billion as of December 31, 2024. Impairments total €1.2 billion, reducing the net value to €22.1 billion.

3.1.3 Long-term loans and investments: loans to equity investments

This item has a gross value of €16.6 billion as of December 31, 2024.

Movements recorded in 2024 break down as follows:

(€ million)	Opening balance	Increase	Decrease	Unrealized foreign exchange gains (losses)	Closing balance
VEOLIA EAU - COMPAGNIE GÉNÉRALE DES EAUX	2,157	1,354	9	15	3,518
VEOLIA UK	1,908	6	31	82	1,965
SUEZ WATER TECHNOLOGIES & SOLUTIONS	1,419	18	19	72	1,490
VEOLIA ENERGIE INTERNATIONAL	1,157	30	6	-3	1,178
VEOLIA CENTRAL & EASTERN EUROPE	817	4	5	-22	793
VEOLIA PROPRETE	734	3	3	-	734
VEOLIA UMWELTSERVICE GMBH	408	308	2	-	714
VEOLIA ENERGIA POLSKA SA	509	6	17	7	505
VP SIEGE FRANCE	425	72	2	-	496
VEOLIA ENERGIA POZNAN SA	271	1	14	4	262
VEOLIA VERWALTUNGSGESELLSCHAFT MBH	174	81	1	-	254
SARP INDUSTRIES	115	128	0	0	242
SARP SA	239	1	1	-	239
VEOLIA WATER TECHNOLOGIES	209	19	1	0	228
VEOLIA ENVIRONMENTAL SERVICES (AUSTRALIA) PTY LTD	202	17	1	-7	212
VEOLIA RECYCLING & RECOVERY HD	193	2	2	-6	187
VEOLIA ENERGIE CR A.S.	183	1	1	-3	179
VEOLIA ENERGIA LODZ SA	172	3	1	1	174
VEOLIA MIDDLE EAST FOR ENVIRONMENTAL SERVICES	121	33	1	9	162
VEOLIA HOLDING AMERICA LATINA, S.A.	162	1	1	-3	159
VUS BETEILIGUNGSVERWALTUNGS GMBH	142	0	15	-	127
VEOLIA CHINA HOLDING LIMITED	523	0	454	3	72
OTHERS	2,838	487	573	-5	2,747
TOTAL	**15,079**	**2,574**	**1,160**	**145**	**16,638**

Loans to equity investments also include impairment charges in the amount of €144 million.

3.1.4 Long-term loans and investments: loans

This item amounts to €3.3 billion as of December 31, 2024.

Loans mainly include term deposit accounts of €3.3 billion (including accrued interest).

3.1.5 Other long-term loans and investments

Other long-term loans and investments have a gross value of €5.0 billion and a net value of €5 billion as of December 31, 2024, and mainly comprise:

- the technical merger loss of €448 million recognized on the merger by absorption of Veolia Services Énergétiques in 2014. Impairment testing in 2024 did not give rise to the recognition of an impairment loss;
- the technical merger loss of €4.2 billion recognized on the merger by absorption of Vigie S.A. in 2022. Impairment testing in 2024 did not give rise to the recognition of an impairment loss;
- the net carrying amount of the 6,370,621 treasury shares (to be used for financing external growth operations) held by Veolia Environnement, with a gross value of €203 million and a net value of €175 million. A €12 million financial impairment charge was recorded for the year. Impairment of treasury shares totals €28 million as of December 31, 2024.

3.2 Trade receivables

Trade receivables mainly correspond to services invoiced to Group subsidiaries. Trade receivables have a gross value of €179 million and a net value of €150 million as of December 31, 2024.

3.3 Other receivables

Other receivables have a gross value of €3.4 billion and mainly comprise the following balances:

(€ million)	As of December 31, 2024	As of December 31, 2023
Current accounts with Group subsidiaries	3,152	3,057
Other receivables	245	300
Income tax receivables	30	52
Other tax receivables	25	27
Financial receivables on derivatives	1	2
Receivables on non-current asset disposals (1)	154	178
Accrued interest on current accounts	36	40

(1) Receivables on non-current asset disposals comprise receivables with Veolia Environnement subsidiaries impacted by sales price adjustments as part of the Suez carve-out.

3.4 Marketable securities

3.4.1 Treasury shares

The remaining 4,280,759 shares recorded in marketable securities have a gross carrying amount of €94 million as of the 2024 year end. These shares are mainly allocated to cover stock option programs or other share award programs to Group employees, with 517,796 shares allocated to the liquidity agreement.

No impairment charges were recognized in 2024. Impairment reflects the difference between the average purchase cost of the Veolia Environnement shares and the average stock market price in December 2024.

Liquidity contract

This liquidity agreement forms part of the share repurchase program authorized by the Veolia Environnement Combined General Meetings of April 27, 2023 and April 25, 2024.

In 2024, 11,380,601 shares were purchased for a total amount of €330 million and a weighted average share price of €29.03. 11,025,775 shares were sold for a total amount of €321 million and a weighted average share price of €29.11. A net capital gain of €0.2 million was generated under this contract.

3.4.2 Other securities

Other securities total €3.9 billion as of December 31, 2024, and comprise SICAV mutual funds.

3.4.3 Treasury instruments – Assets

Treasury instruments total €294 million as of the 2024 year end and break down as follows:

- interest-rate derivative spreads: €12 million;
- foreign currency derivatives: €248 million;
- premium/discount: €34 million.

3.5 Cash at bank and in hand

Liquid assets total €310 million as of December 31, 2024.

3.6 Prepayments

Prepayments total €71 million and mainly concern:

- balancing cash adjustments paid on interest rate swaps of €23 million;
- interest on commercial paper of €28 million;
- operating expenditure of €20 million.

3.7 Accrued income and deferred charges

3.7.1 Deferred charges: bond issue costs

Bond issue costs are spread on a straight-line basis over the bond term. Net deferred charges as of December 31, 2024, total €49 million. The charge for the year was €16 million.

Other deferred charges total €9 million and mainly comprise credit line issue costs, amortized on a straight-line basis over the repayment term. The charge for the year was €3 million.

3.7.2 Bond redemption premiums

Unamortized bond redemption premiums total €59 million and mainly comprise the redemption premium recognized on the bond exchange performed in 2015 of €33 million as of December 31, 2024. The charge for the year was €18 million.

Bonds redemption premiums are amortized on a straight-line basis over the bond term.

3.8 Accrued income

Accrued income totals €267 million and primarily comprises the following items:

(€ million)	As of December 31, 2024	As of December 31, 2023
Accrued interest on loans to equity investments	91	98
Sales invoice accruals	69	94
Supplier credit notes receivable	31	19
Accrued interest on current accounts	36	40

3.9 Foreign exchange gains and losses and changes In value of treasury Instruments

Foreign exchange gains and losses include unrealized foreign exchange gains and losses on matching positions and on the overall position per currency. In addition, matching positions include realized gains and losses on instruments where the underlying item has not yet matured.

(€ million)	Unrealized foreign exchange losses	Change in value of treasury instruments - Assets	Unrealized foreign exchange losses	Change in value of treasury instruments - Liabilities	Notes
Matching foreign exchange positions	840	1,650	332	1,746	3.9.1
Overall foreign exchange position	5	-	5	-	3.9.2
TOTAL	**845**	**1,650**	**336**	**1,746**	

The following tables present the foreign exchange positions for the main currencies determined at the reporting date.

3.9.1 Unrealized foreign exchange gains and losses and changes in value of treasury assets and liabilities on matching foreign exchange positions

Unrealized foreign exchange gains and losses presented below include not only unrealized gains and losses, but also realized gains and losses on financial instruments recognized in accordance with ANC Regulation no. 2015-05.

The following information concerns the most material currencies:

Account heading concerned by matching foreign exchange positions (€ million)	Unrealized foreign exchange losses	Unrealized foreign exchange gains	Change in value of treasury instruments - Assets	Change in value of treasury instruments - Liabilities	Total asset matching position	Total liability matching position
Loans	68	-	3	2		
Borrowings	-	-	-	-		
Current account hedges	-	-	-	7		
Foreign currency derivatives	-	14	178	202		
Total AUD	**68**	**14**	**181**	**210**	**250**	**224**
Loans	16	-	-	-		
Borrowings	-	-	-	-		
Current account hedges	-	-	-	-		
Foreign currency derivatives	1	-	38	37		
Total COP	**17**	**-**	**38**	**37**	**54**	**37**
Loans	17	-	23	12		
Borrowings	-	-	-	-		
Current account hedges	-	-	-	-		
Foreign currency derivatives	-	5	119	78		
Total CZK	**17**	**5**	**142**	**91**	**159**	**96**
Loans	-	176	15	11		
Borrowings	148	-	-	147		
Current account hedges	-	-	114	-		
Foreign currency derivatives	9	-	234	188		
Total GBP	**157**	**176**	**364**	**346**	**521**	**522**
Loans	-	27	-	-		
Borrowings	-	-	-	-		
Current account hedges	-	-	-	-		
Foreign currency derivatives	13	-	143	88		
Total HKD	**13**	**27**	**143**	**88**	**157**	**116**
Loans	45	-	-	-		
Borrowings	-	-	-	-		
Current account hedges	-	-	-	-		
Foreign currency derivatives	-	5	41	68		
Total HUF	**45**	**5**	**41**	**68**	**86**	**73**
Loans	41	-	9	3		
Borrowings	-	-	-	-		
Current account hedges	-	-	1	-		
Foreign currency derivatives	-	26	50	72		
Total JPY	**41**	**26**	**60**	**75**	**102**	**101**
Loans	-	49	26	6		
Borrowings	-	-	-	-		
Current account hedges	-	-	-	-		
Foreign currency derivatives	21	-	252	229		
Total PLN	**21**	**49**	**278**	**235**	**300**	**284**
Loans	25	-	4	2		
Borrowings	-	-	-	-		
Current account hedges	-	-	-	-		
Foreign currency derivatives	-	-	18	51		
Total RUB	**25**	**-**	**22**	**52**	**47**	**52**
Loans	5	-	13	38		
Borrowings	224	-	24	33		
Current account hedges	-	-	-	-		
Foreign currency derivatives	75	-	198	272		
Total USD (1)	**304**	**-**	**235**	**342**	**539**	**342**
Total Other currencies	**130**	**28**	**145**	**202**	**275**	**230**
GRAND TOTAL	**840**	**332**	**1,650**	**1,746**	**2,490**	**2,078**

(1) A provision was not booked in respect of US dollar net unrealized foreign exchange losses on matching positions of €202 million, as they correspond to a hedge of securities.

3.9.2 Unrealized foreign exchange gains and losses on the overall foreign exchange position per currency, excluding matching positions

The following table presents the most material unrealized gains and losses on foreign currencies included in the overall foreign exchange position:

Currencies concerned by the unrealized foreign exchange gains and losses (€ million)	Total net unrealized foreign exchange losses	Total net unrealized foreign exchange gains
ARS	0	0
CAD	0	0
CNY	1	0
COP	1	0
CZK	0	0
GBP	0	1
HKD	1	0
MXN	0	0
SEK	0	0
SGD	0	0
USD	0	1
ZAR	0	0
Other currencies	1	1
GRAND TOTAL	**5**	**5**

Provisions for foreign exchange losses concern:

- the overall foreign exchange position for €6 million, determined based on the overall foreign exchange position for each currency and year of maturity;
- operating receivables for €1 million.

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Note 4 BALANCE SHEET EQUITY AND LIABILITIES

4.1 Share capital and reserves

(€ million)	Opening balance	Increase	Decrease	Closing balance
Share capital (1)	**3,627**	**76**	**-**	**3,703**
Additional paid-in capital (1)	5,312	284	13	5,583
Additional paid-in capital (2003 share capital reduction)	3,443	-	-	3,443
Additional paid-in capital in respect of contributions	4	-	-	4
Additional paid-in capital in respect of bonds convertible into shares	682	-	-	682
Additional paid-in capital in respect of share subscription warrants	3	-	-	3
Reserve required by law	363	8	-	370
Special long-term capital gains reserve	-	-	-	-
Frozen reserves	-	-	-	-
Other reserves	-	-	-	-
Retained earnings	2,606	-	740	1,866
Prior year net income/(loss)	155	-	155	-
Tax-driven provisions	7	0	-	7
TOTAL BEFORE NET INCOME FOR THE YEAR	**16,202**	**367**	**908**	**15,662**
Net income for the year		376	-	376
TOTAL AFTER NET INCOME FOR THE YEAR	**16,202**	**743**	**908**	**16,038**

N.B. Amounts are in millions of euros rounded to the nearest whole number, unless stated otherwise in the notes. Accordingly, the sum of rounded amounts may present non-material differences with total figures

(1) €347 million net share capital increase through the issue of 15,240,941 new shares with a par value of €76 million, plus net additional paid-in capital of €271 million (see Note 7.8 below).

The share capital comprises 740,652,608 shares with a par value of €5 each, compared with 725,411,667 shares with a par value of €5 each as of December 31, 2023.

The €76 million increase in share capital is the result of subscriptions under the Group Employee Savings Plan for €73 million and performance shares for €3 million.

The €284 million increase in "Additional paid-in capital" is due to the share capital increase under the Group Employee Savings Plan.

The €13 million decrease in "Additional paid-in capital" corresponds to the €8 million charge to the reserve required by law, performance shares for €4 million and net issue costs for €1 million.

Dividends distributed to shareholders totaled €895 million and were deducted from net income for fiscal year 2023 and retained earnings for €740 million.

4.1 A Equity equivalents

(€ million)	Opening balance	Increase	Decrease	Closing balance
Proceeds from issues of equity equivalent securities	-			-
Subordinated loans	-			-
Other	3,803	0	203	3,600
TOTAL EQUITY EQUIVALENTS	**3,803**	**0**	**203**	**3,600**

The decrease in equity equivalents reflects the partial redemption of deeply subordinated perpetual securities in April 2024 in the amount of €203 million on the initial €600 million issue bearing an annual coupon of 2.875% and with a first reset date in April 2024. This redemption represents the balance of the partial redemption carried out in November 2023, for the amount of €397 million.

4.2 Provisions for contingencies and losses

Movements in provisions for contingencies and losses

(€ million)	Opening balance	Charge	Write-backs used	Write-backs not used	Closing balance
Provision for foreign exchange losses	7	1	1	0	6
Provision for other contingencies	32	12	18	14	12
Provision for losses	14	11	2	8	15
TOTAL	**53**	**23**	**21**	**22**	**33**
Nature of charges and write-backs:					
Operating		12	3	8	
Financial		11	17	6	
Exceptional		1	1	8	
TOTAL		**23**	**21**	**22**	

4.3 Bond issues

(€ million)	Opening balance	Increase	Decrease	Foreign exchange translation	Closing balance
Other bond issues	15,814	1,000	1,575	31	15,270
Accrued interest on other bond issues	191	203	191	-	203
TOTAL	**16,005**	**1,203**	**1,766**	**31**	**15,473**

The €1.2 billion increase is due to:

- a new €500 million fixed-rate bond issue launched on September 2, 2024, maturity September 2034, with an annual coupon of 3.571%;
- a new €500 million fixed-rate bond issue launched on December 3, 2024, maturity January 2031, with an annual coupon of 2.974%.

The €1.8 billion decrease is due to:

- the maturity on January 14, 2024 of a euro-denominated bond line paying interest at 0.892% for an outstanding amount of €750 million;
- the maturity on July 22, 2024 of a euro-denominated bond line paying interest at 5.5% for an outstanding amount of €461 million;
- the early redemption of a portion of the bonds convertible and/or exchangeable for new and/or existing shares (OCEANE 2025) for €364 million, with a delivery settlement date of August 9, 2024.

4.4 Bank and other borrowings

Bank and other borrowings total €20 billion and break down as follows:

(€ million)	As of December 31, 2024	As of December 31, 2023
Current accounts with Group subsidiaries [1]	13,281	11,203
Treasury note outstandings	6,103	4,716
Bank borrowings	-	-
Tax group current accounts	19	22
Bank accounts in overdraft and short-term bank facilities	119	99
TOTAL	**19,522**	**16,040**

(1) The €2 billion increase in current accounts is mainly due to Vigie Groupe's current account, up €1 billion, and Veolia North America Inc's current account, up €0.6 billion.

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4.5 Tax and employee-related liabilities

Tax and employee-related liabilities total €121 million and mainly include:

- personnel costs – accrued expenses: €56 million;
- social welfare organizations: €40 million;
- French State - tax liabilities: €13 million;
- value added tax: €10 million;
- French State – accrued expenses: €2 million.

4.6 Miscellaneous liabilities

Treasury instruments – Liabilities

This item totals €386 million and includes:

- interest-rate derivative spreads: €11 million;
- foreign currency derivatives: €286 million;
- premium/discount: €89 million.

Deferred income

Deferred income totals €27 million and mainly concerns financial instruments:

- balancing payments on derivatives of €26 million;
- bond issue premiums of €1 million.

4.7 Accrued expenses

Accrued expenses total €666 million and primarily comprise the following items:

(€ million)	As of December 31, 2024	As of December 31, 2023
Accrued interest on bond issues	203	191
Purchase invoice accruals	187	163
Provisions for personnel costs	80	76
Accrued interest on current accounts	121	119
Accrued customer credit notes	26	18

Note 5 RECEIVABLES AND DEBT MATURITY ANALYSIS

(€ million)	Amount	Falling due in one year	Falling due in more than one year
Non-current assets			
Loans to equity investments	16,638	91	16,547
Other long-term investment securities	18	-	18
Loans	3,262	852	2,410
Other long-term loans and investments	5,012	-	5,012
Current assets			
Payments on account – inventories	3	3	-
Trade receivables and related accounts	179	179	-
Group and associates	3,152	3,152	-
Other receivables	280	269	11
Marketable securities	4,248	4,175	73
Cash at bank and in hand	310	310	-
Prepayments	71	55	16
TOTAL RECEIVABLES	**33,173**	**9,087**	**24,086**

(€ million)	Amount	Falling due in one year	Falling due in one to five years	Falling due in more than five years
Liabilities				
Bond issues	15,473	1,539	7,225	6,709
Bank borrowings	-	-	-	-
Other borrowings	6,103	6,103	-	-
Group and associates	13,300	13,300	-	-
Bank accounts in overdraft and short-term bank facilities	119	119	-	-
Other	865	791	56	18
TOTAL LIABILITIES	**35,860**	**21,852**	**7,281**	**6,727**

Note 6 INCOME STATEMENT

6.1 Net income from ordinary activities

Net income from ordinary activities before tax is €292 million.

6.1.1 Operating revenue

(€ million)	Year ended December 31, 2024	Year ended December 31, 2023	Notes
Sales of services and other	732	706	Note 1
Own production capitalized	0	5	
Operating subsidies	0	0	
Write-back of provisions (and depreciation and amortization) and expense reclassifications	24	18	
Other revenue	78	153	Note 2
TOTAL	835	882	

Note 1: the increase in sales of services is tied to amounts billed to Group subsidiaries.

Note 2: the decrease in other revenue is due to the impact of non-recurring allowances received in 2023.

6.1.2 Operating expenses

(€ million)	Year ended December 31, 2024	Year ended December 31, 2023	Notes
Other purchases and external charges	397	423	Note 1
Duties and taxes other than income tax	18	20	
Personnel costs (wages, salaries and social security contributions)	302	267	
Depreciation, amortization, impairment and charges to provisions	49	50	
Other expenses	103	110	Note 2
TOTAL	870	871	

Note 1: the €26 million decrease in other purchases and external charges is mainly due to costs relating to the Suez integration in 2023.

Note 2: other expenses consist of renewal expenses (see Note 7.2. below).

6.1.3 Financial income and expenses

(€ million)	Year ended December 31, 2024	Year ended December 31, 2023	Notes
Expenses on borrowings	**-1,088**	**-949**	Note 1
Income from other securities and long-term receivables	**116**	**103**	
Foreign exchange gains and losses	**-5**	**-13**	
Other financial income and expenses	-22	-33	
Amortization, impairment and charges to provisions for financial items	-181	-622	Note 2
Dividends	51	287	
Investment income	1,268	1,156	
Net gain/loss on sales of marketable securities	74	52	
Write-back of provisions for financial items, impairment and expense reclassifications	88	78	
Other financial income and expenses	**1,279**	**919**	
NET FINANCIAL INCOME	302	60	

Note 1: the increase is mainly due to current account interest.

Note 2: charges to provisions and impairment in 2024 primarily break down as follows:

- a €64 million impairment charge on the equity investments of Veolia North America,
- a €39 million impairment charge on the equity investments of Vigie 50 AS,
- a €23 million impairment charge on the current accounts of Campus Veolia Environnement,
- a €12 million impairment charge on treasury shares.

6.2 Exceptional items

Exceptional items, representing a net expense of €27 million, break down as follows:

(€ million)	Year ended December 31, 2024
Net charge to contingency provisions	10
Net exceptional income from non-capital transactions	1
Net income on intangible and tangible assets	0
Net income on financial assets	-15
Mali on bond buybacks	-12
Other	-10
TOTAL	**-27**

6.3 Income tax and the consolidated tax group

Within the framework of a tax group agreement, Veolia Environnement forms a tax group with those subsidiaries at least 95% owned that have elected to adopt this regime. Veolia Environnement is liable for the full income tax charge due by the resulting tax group.

The income tax expense is allocated to the different entities comprising the tax group according to the “neutrality” method. Each subsidiary bears the tax charge to which it would have been liable if it were not a member of the tax group. The parent company records its own tax charge and the tax saving or additional charge resulting from application of the tax group regime.

The tax group election came into force on January 1, 2001 for a period of five years and benefits from tacit renewal failing explicit termination by Veolia Environnement at the end of the five-year period.

The application of the tax group regime in 2024 is reflected in the Veolia Environnement company financial statements by a tax saving in respect of the subsidiaries of €194 million.

A tax charge of €70 million corresponding to income tax and tax credits not offset against current income tax was also recognized.

The global minimum rate of 15% under the 2024 Finance Act and the transposition of the European Pillar 2 Directive resulted in an additional tax expense of €3 million being recognized in respect of fiscal year 2024.

6.4 Net income

Veolia Environnement reported net income of €376 million for fiscal year 2024.

Note 7 OTHER DISCLOSURES

7.1 Off-balance sheet commitments

Commitments given by Veolia Environnement total €3.0 billion as of December 31, 2024, (including counter-guarantees) and primarily consist of financing guarantees and operational guarantees given on behalf of subsidiaries:

(€ million)	As of December 31, 2024	As of December 31, 2023	Notes
Commitments given			
Discounted notes not yet matured			
Endorsements and guarantees (1)	2,956	3,036	Note 1
Equipment finance lease commitments			
Real estate finance lease commitments			
Pension obligations and related benefits	46	44	Note 2
TOTAL	**3,002**	**3,080**	Note 3
Commitments received			
Endorsements and guarantees	-	-	

(1) Of which commitments given in respect of related companies: € 6 million;

Note 1 : Main endorsements and guarantees

The €78 million decrease in commitments given breaks down as follows:

- a €128 million increase related to foreign exchange impacts;
- a €2 million increase in pension obligations and related benefits. The commitment given takes into account the extension of the legal retirement age following the pension reform;
- a net decrease in commitments given of €194 million;
- a €13 million decrease in future rental payments.

Veolia Environnement is required to grant the following types of endorsement and guarantee:

- Operational or operating guarantees of €2.5 billion.

These are commitments not relating to financing operations, required in respect of contracts and markets and generally in respect of the operations and activities of Group companies (bid bonds accompanying tender offers, completion or performance bonds given on the signature of contracts or concession arrangements and counter-guarantees granted by Veolia Environnement to insurance companies that issue bonds on behalf of its subsidiaries). This type of guarantee also includes letters of credit delivered by financial institutions to Group creditors, customers and suppliers for their business requirements or to guarantee various commitments such as the payment of leases or reinsurance obligations.

- Financial guarantees of €0.5 billion.

These primarily relate to guarantees given to financial institutions in connection with the financial liabilities of subsidiaries, including project financing, and Veolia Environnement's joint and several commitments regarding divestments by subsidiaries or direct Veolia Environnement warranties on asset divestitures.

Warranties mainly included:

- warranties relating to guarantees (joint and several) covering obligations of US and Canadian subsidiaries under letters of credit granted by several banking institutions in the amount of €163 million;
- the warranty given under the trade receivables factoring program in France, the United Kingdom and the United States in the amount of €92 million.

Note 2 : Pension obligations and related benefits

Obligations net of plan assets break down as follows:

(€ million)	
Pension obligations pursuant to Title V of the Collective Agreement	31
Collective insurance contract in favour of Group executives (active and retired)	10
Insurance company contract in favour of Executive Committee members (retired)	4
TOTAL (1)	**46**

(1) Of which obligations for Executive Committee members as of December 31, 2024: €2 million.

The economic assumptions underlying the actuarial valuation of employee-related commitments as of December 31, 2024 are a discount rate of 3.60% and an inflation rate of 2.00%.

Note 3 : Other commitments given

In addition to commitments given of €3 billion, Veolia Environnement also granted commitments of an unlimited amount in respect of:

- completion or performance bonds;
- a sludge incineration plant construction contract and waste processing contracts in Hong Kong in the Water and Waste businesses;
- a Hong Kong landfill contract.
- a project to develop and manage the extension of the West New Territories landfill in Hong Kong.

These commitments are limited to the duration of the related contracts and were approved in advance by the Board of Directors of Veolia Environnement.

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7.2 Specific contractual commitments

The financial management of renewal expenses for installations provided by delegating authorities, for certain French subsidiaries, was mutualized and centralized until December 31, 2003 within Veolia Environnement and, partially, since January 1, 2004 within Veolia Eau – Compagnie Générale des Eaux.

Therefore, Veolia Environnement, as an active partner of certain subsidiaries of Veolia Eau – Compagnie Générale des Eaux, has undertaken to repay all renewal expenses resulting from contractual obligations to local authorities under public service delegation contracts. In return, the subsidiaries pay an indemnity in full and final settlement to Veolia Environnement, the amount of which is approved annually by the Supervisory Board of each subsidiary benefiting from this guarantee.

7.3 Derivative financial instruments and counterparty risk

Veolia Environnement is exposed to the following financial risks in the course of its business:

Market risk

- Interest rate risk (interest rate hedges, cash flow hedges).

  The financing structure of Veolia Environnement exposes it naturally to the risk of interest rate fluctuations. As such, floating-rate debt impacts future financial results in line with changes in interest rates. Veolia Environnement manages a fixed/floating rate position in each currency in order to limit the impact of interest rate fluctuations on its net income and to optimize the cost of debt. For this purpose, it uses interest rate swap and swaption instruments.
- Foreign exchange risk (hedges of balance sheet foreign exchange exposure and overall foreign exchange risk exposure).

  Foreign exchange risk is primarily managed using foreign-currency denominated financial assets and liabilities including foreign-currency denominated loans/borrowings and related hedges (e.g. currency swaps). With many offices worldwide, Veolia Environnement organizes financing in local currencies. In the case of inter-company financing, these credit lines can generate foreign exchange risk. To limit the impact of this risk, Veolia Environnement has developed a policy which seeks to back foreign-currency financing and foreign currency derivatives with inter-company receivables denominated in the same currency.

Equity risk

As of December 31, 2024, Veolia Environnement held 10,651,380 treasury shares, of which 6,370,621 were allocated to external growth operations and 4,280,759 were acquired for allocation to employees under employee savings plans. As part of its cash management strategy, Veolia Environnement holds UCITS. These UCITS have the characteristics of monetary UCITS and are not subject to equity risk.

Liquidity risk

Liquidity management involves the pooling of financing in order to optimize liquidity and cash. Veolia Environnement secures financing on international bond markets, international private placement markets, the commercial paper market and the bank lending market.

Credit risk

Veolia Environnement is exposed to credit risk on the investment of its surplus cash and on its use of derivative instruments to manage interest rate and foreign exchange risk. Credit risk reflects the loss that Veolia Environnement may incur should a counterparty default on its contractual obligations. Veolia Environnement minimizes counterparty risk through internal control procedures limiting the choice of counterparties to leading banks and financial institutions. Veolia Environnement does not expect the default of any counterparties which could have a material impact on transaction positions or results.

As of December 31, 2024, the main derivative products held primarily comprised:

- interest rate swaps;
- trading swaps;
- cross-currency swaps;
- forward purchases of currency;
- forward sales of currency;
- hedging options.

The net carrying amount of derivatives at the reporting date is presented below:

(€ million)	Assets	Liabilities
Accrued interest on swaps	11	11
Foreign currency derivatives	248	286
Premium/discount [(1)]	34	89
Prepayments	23	-
Deferred income	-	25
TOTAL	**317**	**411**

(1) The premium/discount represents the difference between the spot rate and the forward rate of the instruments. It is amortized over the term of the financial instrument.

The fair value of derivatives at the reporting date is presented below:

(€ million)	Assets	Liabilities
Interest rate derivatives		
Hedging derivatives	4	314
Derivatives not qualifying for hedge accounting (trading)	-	-
Foreign currency derivatives		
Derivatives used in matching foreign exchange positions	85	215
Derivatives used in the overall foreign exchange position	142	106
Commodity derivatives		
Derivatives hedging fuel and energy	47	47
TOTAL	**278**	**682**

The notional amounts of interest rate swaps globally designated as interest rate hedges at the reporting date are presented below:

(€ million)		Foreign currency amount	€ equivalent
Swaps hedging debt			
Fixed-rate payer/floating-rate receiver swaps	EUR	1,370	1,370
Floating-rate payer/fixed-rate receiver swaps	EUR	4,645	4,645
TOTAL		**6,015**	**6,015**
Trading swaps			
Fixed-rate receiver/floating-rate payer swaps	EUR	-	-
Fixed-rate payer/floating-rate receiver swaps	EUR	-	-
TOTAL		**-**	**-**

The notional amounts by currency of the most material cross-currency swaps, currency swaps and currency forwards at the reporting date are presented below:

(€ million)	Purchases	Sales
Currency hedging instruments included in matching foreign exchange positions:		
Cross currency swaps:		
CNY	83	83
EUR	60	60
TOTAL	**143**	**143**
Currency forwards:		
AUD	425	113
CNY	102	500
CZK	339	418
EUR	3,123	5,673
GBP	1,890	25
HUF	529	27
INR	0	183
PLN	1,036	145
SAR	177	4
USD	744	1,462
Other currencies	564	367
TOTAL	**8,928**	**8,916**

(€ million)	Purchases	Sales
Currency hedging instruments included in the overall foreign exchange positions:		
Cross currency swaps:		
CNY	0	0
EUR	0	0
TOTAL	**0**	**0**
Currency forwards:		
AUD	143	275
CAD	536	347
CNY	235	231
CZK	456	347
EUR	8,118	5,459
GBP	409	2,762
HKD	456	589
HUF	869	649
PLN	721	557
USD	1,454	2,427
Other currencies	874	655
TOTAL	**14,271**	**14,298**

7.4 Average workforce

	2024 Salaried employees	2023 Salaried employees
Executives	1,175	1,120
Supervisors and technicians	59	58
Administrative employees	86	75
Workers	-	-
TOTAL	1,320	1,253

The average workforce as defined by Article D.123-200 of the French Commercial Code (French Chart of Accounts Articles 832-19, 833-19, 834-14 and 835-14) is now disclosed. The average number of salaried employees is equal to the arithmetical average of the number of employees at the end of each quarter of the calendar year, holding an employment contract with the Company.

7.5 Management compensation

(in euros)	Amount
Compensation granted to members of management bodies	**4,287,352**

The above amount only includes compensation borne by Veolia Environnement.

7.6 Deferred tax

Deferred tax liabilities (€ million)	Amount
Tax-driven provisions	
Accelerated depreciation	7
Other	
Expenses deducted for tax purposes but deferred for accounting purposes	44
Unrealized foreign exchange losses	814
Change in value of treasury instruments - Assets	1,650
TOTAL	2,515

Deferred tax assets (€ million)	Amount
Provisions not deductible in the year recorded	
Other non-deductible provisions	112
Other	
Taxed income not recognized	38
Difference between the net carrying amount/tax value of treasury shares	19
Unrealized foreign exchange gains	336
Change in value of treasury instruments - Liabilities	1,746
TOTAL	2,251
Tax losses carried forward	3,585

Theoretical Deferred Tax Effect (€ million)	Amount
TOTAL	858

If the Company were taxed separately, the impact of these timing differences on the financial statements would generate a theoretical net tax receivable of €858 million (income tax rate hypothesis for the calculation of the deferred tax position: 25.83%).

7.7 Audit fees

Audit fees billed in respect of the statutory audit of the accounts and services falling within the scope of related diligence procedures are presented in the Veolia Environnement annual financial report (see Chapter 6, Section 6.1.6, Note 16 above).

7.8 Share-based compensation

2024 Employee savings plan

Veolia Environnement regularly sets up, through Group Savings Plans (GSP), in France and internationally, standard and leveraged savings plans which enable a large number of employees of Veolia Environnement and its subsidiaries to subscribe for Veolia Environnement shares. Shares subscribed by employees under these plans are subject to certain restrictions regarding their sale or transfer.

In 2024, Veolia Environnement proposed a new Group employee share ownership transaction, rolled-out across 54 countries.

Under this transaction, shares were subscribed with a 15% discount on the average closing price of the share during the twenty trading days preceding the date the subscription price was set by the Chairman and Chief Executive Officer. The subscription price was set at €24.54.

Under the so-called secure format, employees benefit from:

- a gross contribution from the Group equal to 100% of the employee's investment up to a maximum of €300;
- a leveraged system supplementing their personal investment in the event of an increase in the share price.

This personal investment and the net contribution from the Group are guaranteed in the event of a fall in the share price and receive a guaranteed minimum return.

A financial institution is appointed by Veolia Environnement to hedge the transaction.

On September 13, 2024, Veolia Environnement issued 14,504,094 new shares under the Group Savings Plan, representing a share capital increase of €356 million.

In 2024, a contribution expense of €18 million was recognized in respect of the savings plan and rebilled to relevant Group subsidiaries.

2024 Performance share grant plan

In 2024, the Group granted 1,082,914 performance shares (PS) to Group employees and executives, subject to the beneficiary's presence in the Group on May 14, 2027 and performance conditions based on the following criteria:

- financial criteria (average increase in net income (loss) before non-recurring items attributable to owners of the Company and relative performance of the total shareholder return (TSR) of the Veolia Environnement share compared with the Stoxx 600 Utilities (Price) SX6P index);
- non-financial quantitative criteria relating to the Company's Purpose.

A net charge to the provision for social security contributions in respect of the performance share grant plan was recorded in operating income in the amount of €0.9 million.

Plans implemented before 2024

Veolia Environnement implemented the following plans in previous years:

- 2023 Employee Savings Plan: in 2023, the Group proposed a Veolia Environnement employee share ownership transaction, rolled-out across 49 countries. This plan had expired as of December 31, 2023 and therefore had no impact on the Company financial statements in 2024;
- 2022 and 2023 Performance Share Grant Plans: the Group set-up performance share grant plans (PSP) in 2022 and 2023 subject to the beneficiary's presence in the Group at the vesting dates on August 2, 2025 and May 3, 2026, respectively, and performance conditions. A net charge to the provision for social security contributions in respect of performance share grant plans was recorded in operating income in the amount of €2.3 million for the 2022 plan and €1.8 million for the 2023 plan in the period;
- 2022 free share grant plan: the Group had set up a free share grant plan for executive corporate officers and employees of the Group, subject to the beneficiary's presence in the Group on June 15, 2025. The presence conditions are taken into account in estimating the compensation expense. A charge to the provision for social security contributions in respect of the free share grant plan was recorded in operating income in the amount of €0.2 million.
- settlement of the 2021 Performance Share Grant Plan: the Group set-up a performance share grant plan (PSP) in 2021 subject to the beneficiary's presence in the Group at the vesting date on May 4, 2024 and a performance condition. The plan expired and the Company performed a share capital increase in the first half of 2024. The net social security contribution expense for the year is -€3.6 million.

7.9 Related-party transactions

Veolia Environnement had no transactions with related-parties in 2024.

7.10 Subsequent events

None.

7.11 Subsidiaries and equity investments

Investments acquired in 2024, within the meaning of Article L. 233-6 of the French Commercial Code (crossing of investment thresholds laid down by law) concern:

- Vigie 41 AS at 100% (registered office located in France);
- Vigie 55 AS at 100% (registered office located in France);
- Vigie 56 AS at 100% (registered office located in France);
- Vigie 57 AS at 100% (registered office located in France).

(€ million except number of shares)

Company	Number of shares held	Share capital	Shareholders' equity other than share capital*	% share capital held	Carrying amount of shares held: GROSS	Carrying amount of shares held: NET	Loans and advances granted by the Company (gross)**	2024 revenue (provisional figures)	2024 net income (provisional figures)	Dividends recorded in the last fiscal year
A – Detailed information on investments with a gross carrying amount in excess of 1% of the share capital of Veolia Environnement SA i.e. €37,032,630										
VIGIE GROUPE (1)	561,869,157	3,371	7,594	100 %	8,857	8,857	-4,427	639	179	
VEOLIA EAU - COMPAGNIE GENERALE DES EAUX (VE CGE) (1)	214,187,296	2,207	728	100 %	8,300	7,536	3,027	2,010	226	
VEOLIA PROPRETE (1)	8,967,700	143	1,258	100 %	1,930	1,930	571	480	141	27
VEOLIA NORTH AMERICA INC (2)	198	0	4,127	8 %	1,497	1,220	-1,267	517	288	
VEOLIA ENERGIE INTERNATIONAL (1)	87,998,691	1,760	471	100 %	1,137	1,137	508	134	74	
VEOLIA HOLDING AMERICA LATINA S.A.	48,503	291	(62)	100 %	505	505	253	15	-11	
GIE VEOLIA PLACEMENT	4,925	985	68	50 %	493	493		68	68	
VEOLIA ENVIRONNEMENT ENERGIE ET VALORISATION (1)	13,703,700	137	2	100 %	137	137	47	377	-4	0
VEOLIA ENVIRONNEMENT SERVICES-RE	11,099,999	111	78	100 %	111	111	-348	88	23	18
CAMPUS VEOLIA ENVIRONNEMENT	10,000	0	(77)	100 %	85	—	66	5	-34	
VIGIE 43 AS (1)	3,700	0	(3)	100 %	74	64	145	1	-13	
VEOLIA HOLDING MEXICO (1)	343,776,194	34	(3)	49 %	55	0	19	15	-2	
CODEVE	18,000,000	18	36	100 %	53	53		54	2	
VIGIE 50 AS	3,700	0	0	100 %	39	—	0	—	13	
B – Summary information concerning other subsidiaries and affiliates										
Other subsidiaries and equity investments (less than 1% of share capital) (3)	N/A	N/A	N/A	N/A	52	36	140	N/A	N/A	5

* Including net income for the year.
** Including partner current accounts.
(1) Company which is primarily a holding company. The "Revenue" column includes operating revenue and financial income, excluding provision write-backs and foreign exchange gains and losses.
(2) The main activity of this company is head holding company of the US consolidated tax group.
(3) Some of the data in the table is not audited.
NC Not communicated.
N/A Not applicable.

6.2.6 STATUTORY AUDITORS' REPORT ON THE ANNUAL FINANCIAL STATEMENTS

This is a translation into English of the statutory auditors' report on the financial statements of the Company issued in French and it is provided solely for the convenience of English speaking users.

This statutory auditors' report includes information required by European regulation and French law, such as information about the appointment of the Statutory Auditors or verification of the management report and other documents provided to the shareholders. This report should be read in conjunction with, and construed in accordance with, French law and professional auditing standards applicable in France.

Fiscal year ended December 31, 2024

To the General Meeting of Veolia Environnement,

Opinion

In compliance with the engagement entrusted to us by your General Meeting, we have audited the accompanying annual financial statements of Veolia Environnement for the year ended December 31, 2024.

In our opinion, the financial statements give a true and fair view of the assets and liabilities and of the financial position of the Company as of the end of the year in question and of the results of its operations for said year in accordance with French accounting principles.

The audit opinion expressed above is consistent with our report to the Audit Committee.

Basis for opinion

Audit framework

We conducted our work in accordance with professional standards applicable in France. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our responsibilities under those standards are further described in the "Statutory Auditors' Responsibilities for the Audit of the Financial Statements" section of our report.

Independence

We conducted our audit engagement in compliance with independence requirements of the French Commercial Code (code de commerce) and the French Code of Ethics (code de déontologie) for statutory auditors, for the period from January 1, 2024 to the date of our report, and specifically we did not provide any prohibited non-audit services referred to in Article 5 (1) of Regulation (EU) no. 537/2014.

Justification of Assessments- Key Audit Matters

In accordance with the requirements of Articles L.821-53 and R.821-180 of the French Commercial Code (code de commerce) relating to the justification of our assessments, we inform you of the key audit matters relating to risks of material misstatement that, in our professional judgment, were of most significance in our audit of the financial statements of the current period, as well as how we addressed those risks.

These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on specific elements, accounts or items of the financial statements.

Measurement of equity investments and loans to equity investments

Risk identified

As of December 31, 2024, equity investments and loans to equity investments are recorded in the balance sheet at a net carrying amount of €38,573 million and represent 67% of total assets. At their date of entry into Company assets, equity investments are recorded at acquisition cost.

As disclosed in Note 2.2.1 to the financial statements, the value in use of equity investments is determined by your Company based on criteria encompassing profitability, growth perspectives, the net assets of the Company held and the stock market value of the securities acquired, where applicable. If the value in use of investments is lower than their net carrying amount, an impairment is recognized in the amount of the difference.

Given the amount of equity investments and loans to equity investments in the balance sheet and the sensitivity to changes in assumptions used to determine their value in use, we considered the measurement of the value in use of equity investments and loans to equity investments to be a key audit matter.

Our response

Our procedures primarily consisted in:

- assessing the compliance of the methodology used to determine the values in use applied by your Company with prevailing accounting standards and its consistency with the methodology applied last year for the relevant equity investments;
- assessing the methodology and data used by the Company to estimate the values in use and examining the implementation of this methodology and particularly, where applicable we have:
  - assesse the consistency of forecast cash flows with the most recent Company estimates used in its budget process and with respect to the economic and financial context in which the entities operate by inspecting the source of any differences between forecast and actual cash flows of prior periods;
  - assesse the multiples used and, in particular, the reference panel and transactions adopted to determine these multiples.

Besides assessing the value in use of equity investments, our procedures also consisted in:

- assessing the recoverable amount of loans to equity investments with respect to analyses of the equity investments performed;
- controlling the recognition of a contingency provision where the Company is committed to bearing the losses of a subsidiary with negative equity.

Specific verifications

We have also performed, in accordance with professional standards applicable in France, the specific verifications required by French law.

Information given in the management report and in the other documents addressed to shareholders with respect to the financial position and the financial statements

We have no matters to report as to the fair presentation and the consistency with the financial statements of the information given in the Board of Directors' management report and in the other documents provided to shareholders with respect to the financial position and the financial statements.

We attest the fair presentation and the consistency with the financial statements of the information relating to payment deadlines mentioned in Article D. 441-6 of the French Commercial Code (code de commerce).

Information relating to corporate governance

We attest the inclusion in the section of the Board of Directors' management report on corporate governance of the information required by Articles L. 225-37-4, L. 22-10-10 and L. 22-10-9 of the French Commercial Code (code de commerce).

Concerning the information given in accordance with the requirements of Article L. 22-10-9 of the French Commercial Code (code de commerce) relating to remunerations and benefits paid or awarded to Directors and any other commitments made in their favor, we have verified its consistency with the financial statements and, where applicable, with the information obtained by your Company from companies controlled by it and included in the consolidation scope. Based on this work, we attest the accuracy and fair presentation of this information.

Other disclosures

In accordance with French law, we have verified that the required information concerning the purchase of investments and controlling interests and the identity of the shareholders and holders of the voting rights has been properly disclosed in the management report.

Other Legal and Regulatory Verifications or Information

Format of presentation of the annual financial statements intended to be included in the annual financial report

We have also verified, in accordance with the professional standard applicable in France relating to the procedures performed by the statutory auditor relating to the annual and consolidated financial statements presented in the European single electronic format, that the presentation of the annual financial statements intended to be included in the annual financial report mentioned in Article L. 451-1-2, I of the French Monetary and Financial Code (code monétaire et financier), prepared under the responsibility of the Chief Executive Officer, complies with the single electronic format defined in the European Delegated Regulation No 2019/815 of December 17, 2018.

Based on the work we have performed, we conclude that the presentation of the financial statements intended to be included in the annual financial report complies, in all material respects, with the European single electronic format.

We have no responsibility to verify that the financial statements that will ultimately be included by your Company in the annual financial report filed with the AMF are in agreement with those on which we have performed our work.

Appointment of the Statutory Auditors

We were appointed as Statutory Auditors of Veolia Environnement by the General Meetings of December 18, 1995 for KPMG S.A. and December 23, 1999 for Ernst & Young et Autres.

As of December 31, 2024, KPMG S.A. was in the thirtieth year of total uninterrupted engagement and Ernst & Young et Autres the twenty-sixth year, including twenty-five years since securities of the Company were admitted to trading on a regulated market, respectively.

Responsibilities of management and those charged with governance for the financial statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with French accounting principles, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is expected to liquidate the Company or to cease its operations.

The Audit Committee is responsible for monitoring the financial reporting process and the effectiveness of internal control and risk management systems and, where applicable, its internal audit, regarding the accounting and financial reporting procedures.

The financial statements have been approved by the Board of Directors.

Statutory Auditors' Responsibilities for the Audit of the Financial Statements

Objectives and audit approach

Our role is to issue a report on the financial statements. Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with professional standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As specified in Article L. 821-55 of the French Commercial Code (code de commerce), our statutory audit does not include assurance on the viability of the Company or the quality with which the Company's management has conducted or will conduct the affairs of the entity.

As part of an audit conducted in accordance with professional standards applicable in France, the statutory auditor exercises professional judgment throughout the audit. It also:

- identifies and assesses the risks of material misstatement of the financial statements, whether due to fraud or error, designs and performs audit procedures responsive to those risks, and obtains audit evidence that is sufficient and appropriate to provide a basis for his opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- obtains an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control;
- evaluates the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management in the financial statements;

- assesses the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. These conclusions are based on the audit evidence obtained up to the date of his audit report. However, future events or conditions may cause the Company to cease to continue as a going concern. If the statutory auditor concludes that a material uncertainty exists, there is a requirement to draw attention in the audit report to the related disclosures in financial statements or, if such disclosures are not provided or inadequate, to modify the opinion expressed therein;
- evaluates the overall presentation of the financial statements and assesses whether these statements represent the underlying transactions and events in a manner that achieves fair presentation.

Report to the Audit Committee

We submit a report to the Audit Committee which includes in particular a description of the scope of the audit and the audit program implemented, as well as significant audit findings. We also bring to its attention any significant deficiencies in internal control regarding the accounting and financial reporting procedures that we have identified.

Our report to the Audit Committee includes the risks of material misstatement that, in our professional judgment, were of most significance in the audit of the financial statements of the current period and which are therefore the key audit matters. We describe these matters in the audit report.

We also provide the Audit Committee with the declaration provided for in Article 6 of Regulation (EU) no. 537-2014, confirming our independence pursuant to the rules applicable in France as defined in particular by Articles L. 821-27 to L. 821-34 of the French Commercial Code (code de commerce) and in the French Code of Ethics (code de déontologie) for Statutory Auditors. Where appropriate, we discuss with the Audit Committee the risks that may reasonably be thought to bear on our independence, and the related safeguards.

Paris-La Défense, March 20, 2025

The Statutory Auditors

KPMG SA		ERNST & YOUNG et Autres	
Éric Jacquet	Alexandra Saastamoinen	Charles-Emmanuel Chosson	Quentin Séné
Partner	Partner	Partner	Partner

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6.2.7 PARENT COMPANY RESULTS FOR THE LAST FIVE YEARS AND OTHER SPECIFIC INFORMATION

Parent company results for the last five years

	2024	2023	2022	2021	2020
Share capital at the end of the fiscal year					
Share capital (€ million)	3,703	3,627	3,573	3,499	2,893
Number of shares issued	740,652,608	725,411,667	714,574,367	699,725,266	578,611,362
Transactions and results for the fiscal year (€ million)					
Operating income	835	882	1,276	618	686
Income before taxes, depreciation, amortization and impairment	383	621	546	433	138
Income tax expense	111	122	206	60	90
Income after taxes, depreciation, amortization and impairment	376	155	1,300	1,249	621
Distributed income	1,022	895	787	687	397
Earnings per share (in euros)					
Income after taxes, but before depreciation, amortization and impairment	0.67	1.03	1.05	0.70	0.39
Income after taxes, depreciation, amortization and impairment	0.51	0.21	1.82	1.78	1.07
Dividend per share	1.40	1.25	1.12	1.00	0.70
Personnel					
Number of employees	1,320	1,253	1,331	1,079	1,071
Total payroll (€ million)	187	162	182	144	133
Total benefits (social security, benevolent works, etc.) (€ million)	116	105	99	82	73

(1) *The total dividend distribution presented in the above table is calculated based on 740,652,608 shares outstanding as of December 31, 2024, less 10,651,380 treasury shares held as of this date and may change depending on movements in the number of shares conferring entitlement to dividends up to the ex-dividend date.*

Other disclosures

Expenses not deductible for tax purposes

Pursuant to Article 223 quater of the French General Tax Code, expenses and charges referred to in Article 39-4 of the French General Tax Code totaled €940,126 (additional depreciation on passenger vehicles).

Branches

Pursuant to Article L. 232-1 of the French Commercial Code, Veolia Environnement declares it had branches as of December 31, 2024.

Supplier and customer settlement periods

Pursuant to Article D. 441-6 of the French Commercial Code, the following disclosures are provided for supplier and customer settlement periods:

- for suppliers, the number and total amount of invoices received, not settled at the year end reporting date and past due; this amount is broken down by period past due and presented as a percentage of the total amount of purchases, including VAT, for the period;
- for customers, the number and total amount of invoices issued, not settled at the year end reporting date and past due; this amount is broken down by period past due and presented as a percentage of total revenue, including VAT, for the period.

Invoices received and issued, not settled as of December 31, 2024 and past due

	Invoices received not settled at the year end and past due						Invoices issued not settled at the year end and past due					
	0 days (information only)	1 to 30 days	31 to 60 days	61 to 90 days	91 days or more	Total (1 day or more)	0 days (information only)	1 to 30 days	31 to 60 days	61 to 90 days	91 days or more	Total (1 day or more)
(A) Late payment period												
Number of invoices concerned	845					582	299					508
Total invoice amount concerned (incl. VAT) (€ thousand)	19,235	19,242	(50)	18	435	19,645	14,189	(7,089)	1,530	(3,363)	43,170	34,247
As a percentage of total purchases of the fiscal year (incl. VAT)	4.30 %	4.30 %	(0.01)%	— %	0.10 %	4.39 %						
Percentage of total revenue of the fiscal year (incl. VAT)							1.68%	(0.84)%	0.18%	(0.40)%	5.11%	4.05 %
(B) Invoices not included in (A) relating to receivables and payable in dispute or not recognized in the accounts												
Number of invoices excluded	10						170					
Total invoice amount excluded (incl. VAT) (€ thousand)	986						31,279					
(C) Reference settlement periods applied (contractual or statutory period – Article L. 441-6 or Article L. 443-1 of the French Commercial Code)												
Settlement periods applied to determine late payment	Generally, 45 days from the end of the invoice month and 30 days from the invoice date						Generally, 45 days from the end of the invoice month					

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SHARE CAPITAL AND OWNERSHIP

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Information from the Annual Financial Report is clearly identified in the table of contents by the pictogram AFR

7.1 Information on the share capital and stock market data AFR

7.1.1 SHARE CAPITAL

As of December 31, 2024, Veolia Environnement's share capital was €3,703,263,040, divided into 740,652,608 fully paid-up shares, all of the same class, with a par value of €5 each (see Section 7.1.6 below).

As of the date of filing of this Universal Registration Document, the Company's share capital is unchanged.

7.1.2 MARKET FOR THE COMPANY'S SHARES

Veolia Environnement shares

Regulated market - Euronext Paris (Compartment A)				CAC 40
Admission	ID code			Admission
	ISIN	Reuters	Bloomberg	
July 20, 2000	FR 0000124141-VIE	VIE. PA	VIE. FP.	August 8, 2001

Euronext Paris - Share price and trading volumes

	Share price (in euros)		
Year (month)	High	Low	Trading volume
2024			
December	28.520	26.320	33,246,564
November	29.890	26.540	40,718,119
October	31.030	28.670	40,270,302
September	30.560	28.920	31,024,720
August	30.120	26.470	32,513,604
July	29.950	28.040	36,093,924
June	31.600	27.360	50,130,528
May	31.550	28.900	39,867,383
April	30.340	27.420	37,737,829
March	30.560	28.600	32,565,052
February	30.700	28.580	37,063,525
January	30.420	28.190	31,871,297
2023			
December	30.140	28.470	26,881,936
November	29.090	25.860	32,235,036
October	27.700	24.860	40,865,731
September	29.660	27.210	30,432,845
August	29.660	27.270	34,322,404
July	30.130	28.140	24,476,673

Source : Bloomberg.

Following the delisting by Veolia Environnement of its American Depositary Receipts (ADRs) from the New York Stock Exchange (NYSE), the final listing of the ADRs on the NYSE occurred on December 22, 2014. Since this date, the ADRs are traded on the US over-the-counter market under the code VEOEY.

As of the date of filing of this Universal Registration Document, the ADR program is managed by Bank of New York Mellon as a sponsored level 1 facility since March 27, 2023.

7.1.3 PURCHASE OF TREASURY SHARES BY THE COMPANY

7.1.3.1 Repurchase plan in effect as of the date of filing of this Universal Registration Document (plan authorized by the Combined General Meeting of April 25, 2024)

During the Combined General Meeting of April 25, 2024, the Company's shareholders authorized a share repurchase program that allows the Company to purchase, sell or transfer its shares at any time, except during a takeover bid, within the limits authorized by provisions set forth by the law and regulations in force, and by any means, on regulated markets, on multilateral trading systems, with systematic internalizers or over the counter, including through block sales or purchases (with no limit on the proportion of the share repurchase program that may be implemented by this method), by public offers to purchase or exchange shares, or through the use of options or other forward financial instruments traded on regulated markets, multilateral trading systems, with systematic internalizers or over-the-counter or through delivery of shares following the issue of securities granting access to the Company's share capital by conversion, exchange, redemption, exercise of a warrant or otherwise. Transactions may be conducted either directly or indirectly through an investment services provider.

Shares may be purchased such that the number of shares purchased by the Company throughout the term of the repurchase program does not exceed at any time whatsoever 10% of the shares comprising the Company's share capital, and such that the number of shares that the Company holds at any given time does not exceed 10% of the shares comprising the Company's share capital.

This authorization allows the Company to trade in its own shares with the following objectives: (i) implementing all Company stock option plans or any similar plan; (ii) granting or selling shares to employees in respect of their profit-sharing plan or the implementation of any company or Group savings plan (or equivalent plan); (iii) granting free shares; (iv) delivering shares on the exercise of rights attached to securities granting access to the share capital by redemption, conversion, exchange, presentation of a warrant or in any other way; (v) stimulating the secondary market for, or the liquidity of, Veolia Environnement shares through an investment services provider, as part of a liquidity agreement that complies with the Ethics Charter recognized by the French Financial Markets Authority; or (vi) canceling all or some of the shares thus repurchased.

The Combined General Meeting of April 25, 2024 set the maximum share purchase price at €40 per share and set the maximum amount that the Company may allocate to the share repurchase program at €1 billion. It granted full powers to the Board of Directors, with the option of sub-delegation under the conditions laid down by law, to decide on and implement this authorization.

The authorization described above, which is in force as of the date of filing of this Universal Registration Document, will expire no later than 18 months from the date of the Combined General Meeting of April 25, 2024, i.e., on October 25, 2025, unless a new plan is authorized at the next General Shareholders' Meeting.

7.1.3.2 Summary of transactions completed by Veolia Environnement in its own securities in 2024

Percentage of the Company's share capital held as treasury shares as of December 31, 2024	1.44
Number of treasury shares held as of December 31, 2024 *(in euros)*	10,651,380
Carrying value of the portfolio as of December 31, 2024* *(in euros)*	297,234,069
Market value of the portfolio as of December 31, 2024** *(in euros)*	288,758,912
Number of shares cancelled over the past 24 months	0

* *Carrying value excluding provisions.*
** *Based on the closing price as of December 31, 2024 (€27.11).*

On May 28, 2019, Veolia Environnement entrusted the implementation of a new liquidity agreement to Kepler Cheuvreux, commencing June 1, 2019 for an initial period ending December 31, 2019 and automatically renewable for successive 12-month periods (unless terminated). An amount of €20 million was allocated to the operation of the new liquidity account, excluding all securities.

The table below details transactions by the Company in treasury shares during fiscal year 2024 under the program authorized by the Combined General Meetings of April 27, 2023 and April 25, 2024:

	Cumulated gross flows as of December 31,2024		Open positions as of December 31,2024			
	Purchases(1)	Sales/Transfers(2)	Open buy positions		Open sell positions	
			Call options purchased	Forward purchases	Call options sold	Forward sales
Number of shares	11,382,794	11,093,683	N/A	N/A	N/A	N/A
Average transaction price *(in euros)*	29.02	29.12	N/A	N/A	N/A	N/A
Average strike price *(in euros)*	N/A	N/A	N/A	N/A	N/A	N/A
AMOUNT (IN EUROS)	**330,325,241**	**323,051,216**	**N/A**	**N/A**	**N/A**	**N/A**

N/A: not applicable.
(1) Purchases performed under the liquidity agreement.
(2) Sales made under the liquidity agreement of the Share Incentive Plan UK.

7.1.3.3 Objectives of transactions carried out in 2024 and allocation of treasury shares held

As of December 31, 2024, Veolia Environnement held a total of 10,651,380 treasury shares, representing 1.44% of the Company's share capital. No shares were held directly or indirectly by Veolia Environnement subsidiaries.

On this date, the portfolio of treasury shares was allocated as follows:

- 3,762,963 shares were allocated to cover stock option programs or other share grant programs for Group employees;
- 6,370,621 shares were allocated to external growth transactions.

As of December 31, 2024, Veolia Environnement held 517,796 shares under the current liquidity agreement.

7.1.3.4 Description of the program submitted to the Combined General Meeting of April 24, 2025 for authorization

The share repurchase authorization described in Section 7.1.3.1 above will expire on October 25, 2025 at the latest, unless the Combined General Meeting of April 24, 2025 adopts the resolution presented in accordance with the provisions of Articles L. 22-10-62 et seq. of the French Commercial Code and Article L. 225-210 et seq. of the same code, set out below.

This resolution, in consideration of the report by the Board of Directors, authorizes the Company to implement a new program to repurchase shares under the following conditions:

- This authorization would be intended to allow the Company to trade in its own shares with the following objectives: (i) implementing all Company stock option plans within the scope of the provisions of Articles L. 225-177 et seq. and L. 22-10-56 et seq. of the French Commercial Code or any similar plan; (ii) granting or selling shares to employees in respect of their profit-sharing plan or the implementation of any company or group savings plan (or equivalent plan) under the conditions provided for by law and in particular Articles L. 3332-1 et seq. of the French Labor Code; (iii) granting free shares under the provisions of Articles L. 225-197-1 et seq. and L. 22-10-59 and L. 22-10-60 of the French Commercial Code; (iv) in general, honoring commitments relating to stock option plans or other plans involving shares awarded to employees of the issuer or associates or to allow the coverage of an stock ownership plan structured by a banking establishment, or by an entity controlled by such an establishment within the meaning of Article L. 233-3 of the French Commercial Code, occurring at the request of the Company; (v) delivering shares on the exercise of rights attached to securities granting access to the share capital by redemption, conversion, exchange, presentation of a warrant, or in any other way; (vi) canceling all or some of the securities thus repurchased, pursuant to the 26th resolution adopted by the Combined General Meeting of April 25, 2024 or any resolution of the same nature that may follow this resolution during the period of validity of the present authorization; (vii) delivering shares (by way of exchange, payment or other) within the scope of external growth transactions, mergers, spin-offs or contributions; (viii) stimulating the secondary market for Veolia Environnement shares through an investment services provider, as part of a liquidity agreement that complies with market practices accepted by the French Financial Markets Authority (AMF);
- This program is also intended to allow the use of any market practice that might be accepted by the French Financial Markets Authority (AMF), and more generally, the completion of any other transaction in accordance with the regulations in force. In such a case, the Company will inform its shareholders by way of a press release;
- Purchases of the Company's shares may relate to a number of shares such that:
  - at the date of each repurchase, the total number of shares purchased by the Company since the beginning of the share repurchase program (including the current repurchase) does not exceed 10% of the shares comprising the Company's share capital at that date (this percentage will apply to the share capital, as adjusted in light of transactions affecting it after this General Shareholders' Meeting), i.e. 74,065,260 shares as of the date of filing of this Document, it being specified that (i) the number of shares purchased for retention and subsequent delivery as part of a merger, spin-off or contribution may not exceed 5% of the share capital; and (ii) when shares are bought to increase liquidity under the conditions defined by the French Financial Markets Authority's general regulations, the total number of shares taken into account for the calculation of the aforementioned limit of 10% is the number of shares purchased, after deduction of the number of shares sold during the period of the authorization,
  - the number of shares that the Company holds at any given time whatsoever does not exceed 10% of the shares comprising the Company's share capital on the date in question;
- Shares may be purchased, sold or transferred at any time, within the limits authorized by prevailing legal and regulatory provisions, except during a takeover bid for the Company's shares, and by any means, particularly on regulated markets, multilateral trading systems, with systematic internalizers or over-the-counter, including by block purchases or sales, by public offers to purchase or exchange shares, or through the use of options or other forward financial instruments traded on regulated markets, multilateral trading systems, with systematic internalizers or over the counter or through delivery of shares following the issue of securities granting access to the Company's share capital by conversion, exchange, redemption, exercise of a warrant or otherwise. Transactions may be conducted either directly or indirectly through an investment services provider or by any other means (with no limit on the proportion of the share repurchase program that may be implemented by any of these methods);
- The maximum purchase price of the shares under this resolution will be €40 per share (or the equivalent of this amount on the same date in any other currency); this maximum price is only applicable to acquisitions decided as from the date of the Combined General Meeting of April 24, 2025 and not to forward transactions concluded pursuant to an authorization granted by a previous General Shareholders' Meeting that provides for acquisitions of shares subsequent to the date of this meeting.

In the event of a change in the par value of shares, share capital increase via capitalization of reserves, grant of free shares, division or regrouping of securities, distribution of reserves or of any other asset, redemption of capital or any other transaction concerning the share capital or shareholders' equity, the General Shareholders' Meeting delegates to the Board of Directors the power to adjust the maximum aforementioned purchase price in order to take account of the impact on the share value of these transactions.

The total amount allocated to the share repurchase program authorized above may not exceed €1 billion.

This authorization would, as from the date of the Combined General Meeting of April 24, 2025, cancel any as yet unused portion of any prior authorization granted to the Board of Directors to trade in the Company's shares. This authorization is granted for a period of 18 months from the date of this Combined General Meeting.

The General Shareholders' Meeting would grant full powers to the Board of Directors, including the option of sub-delegation under the conditions provided for by law, to implement this authorization, to specify, if necessary, the terms and conditions thereof, to carry out the repurchase program, and, in particular, to place all stock market orders, enter into all agreements, allocate or reallocate the shares acquired to the desired objectives under the applicable statutory and regulatory provisions, to determine the terms and conditions under which, if applicable, the rights of holders of securities or other rights granting access to the share capital will be protected, in compliance with legal and regulatory provisions and, where applicable, contractual provisions stipulating other types of adjustment, make all declarations to the French Financial Markets Authority and to all competent authorities, carry out all other formalities and, in general, do whatever is necessary.

7.1.4 AUTHORIZED BUT UNISSUED SHARES

7.1.4.1 Authorizations adopted by the Combined General Meeting of April 25, 2024 (1)

Type of authorization	Securities/transactions concerned	Term of authorization and expiry date	Upper limit on the use of the authorization *(in € and/or as a percentage)*	Use in 2024
Share repurchases				
	Share repurchase program ***Except during a public offering period*** (Resolution 16)	18 months October 25, 2025	**40 euros per share, up to a limit of 72,541,667 shares and €1 billion;** the Company may not hold more than 10% of its share capital	**Treasury shares** As of December 31, 2024, the Company held 10,651,380 shares, valued on the basis of the closing price as of December 31, 2024 (€27.11), representing a market value of €288,758,912. **Movements in the liquidity agreement** 11,382,794 shares purchased and 11,093,683 shares sold. As of December 31, 2024, the Company held 517,796 shares under the current liquidity agreement (see Section 7.1.3 above)
Share issues				
	Issuances with preferential subscription rights (PSR)* Issuance of all types of securities ***Except during a public offering period*** (Resolution 17)	26 months June 25, 2026	**30% of the share capital** as of the date of the General Meeting, i.e. €1,088,117,500 (par value)(counting towards the overall maximum par value amount of €1,088,117,500, hereinafter the overall cap)	None
	Issuances with no preferential subscription rights (PSR)* Issuance of all types of securities by public offer – mandatory priority subscription period ***Except during a public offering period*** (Resolution 18)	26 months June 25, 2026	**10% of the share capital** as of the date of the General Meeting, i.e. €362,705,833 (par value)(counting towards the overall cap)	None
	Issuances with no preferential subscription rights (PSR)* Issuance of all types of securities, by way of private placement ***Except during a public offering period*** (Resolution 19)	26 months June 25, 2026	**10% of the share capital** as of the date of the General Meeting, i.e. €362,705,833 (par value) (counting towards the par value upper limit of €362,705,833 for share capital increases without PSR and towards the overall cap)	None
	Issuances of securities as payment for contributions in kind* ***Except during a public offering period*** (Resolution 20)	26 months June 25, 2026	**10% of the share capital** as of the date of the General Meeting, i.e. €362,705,833 (par value) (counting towards the par value upper limit of €362,705,833 for share capital increases without PSR and towards the overall cap)	None
	Increase in the number of securities in the event of share capital increases with or without preferential subscription rights (green shoe option)* ***Except during a public offering period*** (Resolution 21)	26 months June 25, 2026	**Extension by no more than 15% of the share capital** increase performed with or without PSR (additional issuance counting towards the upper limit of the relevant resolution with or without PSR and towards the overall cap, and where applicable, towards the par value upper limit of €362,705,833 for share capital increases without PSR)	None
	Increase of share capital through the incorporation of premiums, reserves, earnings or other* ***Except during a public offering period*** (Resolution 22)	26 months June 25, 2026	€400 million (par value) representing **approximately 11% of the share capital** as of the date of the General Meeting (counting towards the overall cap)	None
Share issues reserved for Group employees and executives				
	Issuances reserved for members of employee saving plans with cancellation of preferential subscription rights* Share capital increase by issuing shares or securities granting access to the Company's share capital (Resolution 23)	26 months June 25, 2026	**2% of the share capital** as of the date of the General Meeting (counting towards the overall cap)	Capital increase reserved for employees (employee saving plan): issue on September 13, 2024 of 11,963,069 new shares, i.e. **approximately 1.65% of the share capital** at that date

Type of authorization	Securities/transactions concerned	Term of authorization and expiry date	Upper limit on the use of the authorization *(in € and/or as a percentage)*	Use in 2024
	Issuances reserved for employees with cancellation of preferential subscription rights*/** Share capital increase reserved for a category of beneficiaries (Resolution 24)	18 months October 25, 2025	**0.6% of the share capital** as of the date of the General Meeting (counting towards the overall cap)	Capital increase reserved for employees (employee saving plan): issue on September 13, 2024 of 2,541,025 new shares, i.e. **approximately 0.35% of the share capital** at that date
	Authorization to the Board of Directors to grant free shares, existing or to be issued, to employees of the Group and corporate officers of the Company, subject to performance conditions, with waiver by shareholders of their preferential subscription rights (Resolution 25)	26 months June 25, 2026	**0.35% of the share capital** as of the date of the General Meeting	At its meeting of May 3, 2023, the Board of Directors decided to grant 1,082,914 performance shares to approximately 550 beneficiaries, i.e. **approximately 0.2% of the share capital** at that date.
Share capital reduction by cancellation of shares				
	Cancellation of treasury shares (Resolution 26)	26 months June 25, 2026	10% of the share capital within any 24 month period	None

(1) Only authorizations still in effect at the date of this Universal Registration Document are listed.

* *The total par value amount of share capital increases that may be carried out pursuant to this resolution will count towards the overall cap of 30% of the share capital on the day of the Shareholders' Meeting, i.e. €1,088,117,500 (nominal), set forth in the 17th resolution of the Combined General Meeting of April 25, 2024.*

** *Share capital increase reserved for (i) employees and corporate officers of affiliated companies as provided under Article L. 225-180 of the French Commercial Code and Articles L. 3341-1 and L. 3344-2 of the French Labor Code and/or (ii) share ownership funds (UCITS or similar) invested in the Company's shares and whose share capital is held by the employees and corporate officers referred to in (i), and/or (iii) any financial institution (or subsidiary of such an institution) acting at the request of Veolia Environnement to set up a structured offering of shares to employees and corporate officers of affiliated companies having their registered office in countries where, for regulatory reasons or otherwise, employees may not participate in the usual employee shareholding mechanisms (issues reserved for employees who are members of savings plans).*

7.1.4.2 Authorizations submitted to the Combined General Meeting of April 24, 2025

Type of authorization	Securities/transactions concerned	Term of authorization and expiry date	Upper limit on the use of the authorization *(in € and/or as a percentage)*
Share repurchases			
	Share repurchase program ***Except during a public offer period*** (Resolution 18)	18 months October 24, 2026	**40 euros per share, up to a limit of 74,065,260 shares and €1 billion;** the Company may not hold more than 10% of its share capital
Share issues			
	Issuances reserved for members of employee saving plans with cancellation of preferential subscription rights* Share capital increase by issuing shares or securities granting access to the Company's share capital (Resolution 19)	26 months June 24, 2027	**2% of the share capital** as of the date of the General Meeting (counting towards the overall cap)
	Issuances reserved for employees with cancellation of preferential subscription rights*/** Share capital increase reserved for a category of beneficiaries (Resolution 20)	18 months October 24, 2026	**0.6% of the share capital** as of the date of the General Meeting (counting towards the overall cap)
	Authorization to the Board of Directors to grant free shares, existing or to be issued, to employees of the Group and corporate officers of the Company, subject to performance conditions, with waiver by shareholders of their preferential subscription rights (Resolution 21)	26 months June 24, 2027	**0.35% of the share capital** as of the date of the General Meeting

* *The total par value amount of share capital increases that may be carried out pursuant to this resolution will count towards the overall cap of €1,088,117,500 set forth in the 17th resolution presented to the Combined General Meeting of April 25, 2024.*

** *Share capital increase reserved for (i) employees and corporate officers of affiliated companies as provided under Article L. 225-180 of the French Commercial Code and Articles L. 3341-1 and L. 3344-2 of the French Labor Code and/or (ii) share ownership funds (UCITS or similar) invested in the Company's shares and whose share capital is held by the employees and corporate officers referred to in (i), and/or (iii) any financial institution (or subsidiary of such an institution) acting at the request of Veolia Environnement to set up a structured offering of shares to employees and corporate officers of affiliated companies having their registered office in countries where, for regulatory reasons or otherwise, employees may not participate in the usual employee shareholding mechanisms (issues reserved for employees who are members of savings plans).*

7.1.5 OTHER SECURITIES GRANTING ACCESS TO THE SHARE CAPITAL

Potential dilutive effect of bonds convertible into and/or exchangeable for new and/or existing shares

See Section 7.1.7 below.

Potential dilutive effect of performance shares

Within the framework of the Group compensation policy and pursuant to the authorization granted by the Company's Extraordinary General Meeting of June 15, 2022, the Board of Directors decided on June 15, 2022, at the recommendation of the Compensation Committee, to grant 145,200 free shares, representing approximately 0.02% of the share capital at this date, to certain Group employees to reward their exceptional contribution to the acquisition of the Suez group, finalized at the beginning of 2022.

In addition, pursuant to the aforementioned authorization granted by the Company's Extraordinary General Meeting of June 15, 2022, the Board of Directors decided on August 2, 2022, at the recommendation of the Compensation Committee, to grant 1,461,971 performance shares, representing approximately 0.21% of the share capital at this date, to a group of around 550 beneficiaries, including former Suez employees.

Furthermore, pursuant to the authorization granted by the Company's Extraordinary General Meeting of April 27, 2023, the Board of Directors decided on May 3, 2023, at the recommendation of the Compensation Committee, to grant 1,006,109 performance shares, representing approximately 0.14% of the share capital at this date, to around 510 beneficiaries.

Finally, pursuant to the authorization granted by the Company's Extraordinary General Meeting of April 25, 2024, the Board of Directors decided on May 13, 2024, at the recommendation of the Compensation Committee, to grant 1,082,914 performance shares, representing approximately 0.15% of the share capital at this date, to around 550 beneficiaries.

The scheduled issue date is June 2025 for the 2022 free shares, August 2025 for the 2022 performance shares, May 2026 for the 2023 performance shares and May 2027 for the 2024 performance shares. If all these shares were issued, this would represent a dilution of 0.50%, based on 740,652,608 shares outstanding as of December 31, 2024.

See Chapter 3, Section 3.4.3.1 above.

7.1.6 CHANGES IN SHARE CAPITAL OVER THE PAST FIVE FISCAL YEARS

The table below shows the changes in the Veolia Environnement share capital since the start of fiscal year 2020:

Meeting date	Transaction	Transaction date	Number of shares issued	Par value of the shares (in euros)	Par value amount of the hare capital increase (in euros)	Additional paid-in capital (in euros)	Total share capital (in euros)	Total number of shares
04/22/2020	Share capital increase reserved for employees (Group savings plan)	12/17/2020 (recorded by the Chairman and Chief Executive Officer)	11,344,823	5	56,724,115	100,855,476	2,893,056,810	578,611,362
04/19/2018	Share capital increase following the vesting of 700 free shares to executives and high potential employees of the Group	05/03/2021 (recorded by the Chairman and Chief Executive Officer)	971,827	5	4,859,135	-	2,897,915,945	579,583,189
04/22/2021	Share capital increase with preferential subscription rights in the context of the financing of the Public Tender Offer by the Company for Suez shares	10/08/2021 (recorded by the Chairman and Chief Executive Officer)	110,396,796	5	551,983,980	1,954,023,289	3,449,829,925	689,979,985
04/22/2021	Share capital increase reserved for employees (Group savings plan)	12/08/2021 (recorded by the Chairman and Chief Executive Officer)	9,745,281	5	48,726,405	167,618,833	3,498,626,330	699,725,266
04/18/2019	Share capital increase following the vesting of free shares to 450 employees	05/02/2022 (recorded by the Chairman and Chief Executive Officer)	846,450	5	4,232,250	-	3,502,858,580	700,571,716
06/15/2022	Share capital increase reserved for employees (Group savings plan)	12/14/2022 (recorded by the Chief Executive Officer)	14,002,651	5	70,013,255	173,632,872.40	3,572,871,835	714,574,367
04/22/2020	Share capital increase following the vesting of free shares to 450 employees	05/09/2023 (recorded by the Chief Executive Officer)	809,508	5	4,047,540.00	-	3,576,919,375	715,383,875
04/27/2023	Share capital increase reserved for employees (Group savings plan)	12/13/2023 (recorded by the Chief Executive Officer)	10,027,792	5	50,138,960.00	171,776,076.96	3,627,058,335	725,411,667
04/22/2021	Share capital increase following the vesting of free shares to 450 employees	05/06/2024 (recorded by the Chief Executive Officer)	736,847	5	3,684,235.00	-	3,630,742,570	726,148,514
04/25/2024	Share capital increase reserved for employees (Group savings plan)	09/13/2024 (recorded by the Chief Executive Officer)	14,504,094	5	72,520,470.00	283,409,996.76	3,703,263,040	740,652,608

7.1.7 NON-EQUITY SECURITIES

EMTN program

In June 2001, a Euro Medium Term Note (EMTN) program was set up for a maximum amount of €4 billion. This maximum amount was raised to €16 billion on July 13, 2009, and then to €18 billion on October 28, 2022.

The main outstanding bond issues performed under the EMTN program as of December 31, 2024 are as follows:

Issue date	Currency	Nominal issue amount (in millions of currency units)	Additional drawdowns/ partial repurchases	Nominal amount outstanding as of December 31, 2024 (in millions of currency units)	Interest rate	Maturity
November 25, 2003	EUR	700		700	6.125 %	November 25, 2033
January 7, 2008	GBP	150		112	6.125 %	October 29, 2037
October 19, 2022	GBP		-35			
October 24, 2022	GBP		-3			
March 30, 2012	EUR	750		750	4.625 %	March 30, 2027
April 9, 2015	EUR	500		500	1.590 %	January 10, 2028
October 4, 2016	EUR	500		500	0.927 %	January 4, 2029
March 30, 2017	EUR	650		650	1.496 %	November 30, 2026
December 5, 2018	EUR	750		750	1.940 %	January 7, 2030
January 15, 2020	EUR	500		500	0.664 %	January 15, 2031
April 15, 2020	EUR	700		700	1.250 %	April 15, 2028
June 15, 2020	EUR	500		500	0.800 %	January 15, 2032
January 14, 2021	EUR	700		700	0.000 %	January 14, 2027
April 3, 2017	EUR	500		500	1.000 %	April 3, 2025
September 10, 2015	EUR	500		500	1.750 %	September 10, 2025
March 9, 2021	EUR	750		750	0.000 %	June 9, 2026
April 2, 2020	EUR	850		850	1.250 %	April 2, 2027
June 8, 2009	EUR	250		250	1.904 %	June 8, 2027
May 19, 2016	EUR	500		800	1.250 %	May 19, 2028
April 16, 2020	EUR		300			
April 3, 2017	EUR	700		700	1.500 %	April 3, 2029
May 21, 2014	EUR	75		75	2.000 %	May 21, 2029
November 22, 2023	EUR	600		600	5.993 %	February 22, 2029
June 30, 2015	EUR	50		50	2.250 %	July 1, 2030
September 17, 2018	EUR	500		500	1.625 %	September 17, 2030
December 2, 2011	GBP	250		250	5.375 %	December 2, 2030
December 4, 2024	EUR	500		500	2.974 %	January 10, 2031
October 14, 2019	EUR	700		700	0.500 %	October 14, 2031
September 21, 2017	EUR	540		540	1.625 %	September 21, 2032
March 25, 2013	EUR	100		100	3.385 %	March 25, 2033
September 9, 2024	EUR	500		500	3.571 %	September 9, 2034
May 14, 2020	EUR	750		750	1.250 %	May 14, 2035

As of December 31, 2024, the total nominal outstanding amount of the EMTN program was €14,352 million, maturing in more than one year.

Offering of bonds convertible into and/or exchangeable for new and/or existing shares (OCEANE)

On September 12, 2019, Veolia Environnement completed an offering of bonds convertible and/or exchangeable for new and/or existing shares ("OCEANE") maturing January 1, 2025 by way of a private placement without shareholders' preferential subscription rights, of a nominal amount of approximately €700 million. These bonds will not bear interest and were issued at 103.25% of their principal amount. The bonds have a nominal unit value of €30.41 representing a premium of 35% above the Company's reference share price on the issue date.

On August 2, 2024, Veolia Environnement successfully repurchased some of its bonds with an option to be converted into and/or exchanged for new or existing shares for €364 million.

As of December 31, 2024, the total nominal outstanding amount was therefore approximately €336 million, maturing on January 1, 2025.

Public issue on the US market

On November 23, 2022, Veolia performed a second partial redemption in the amount of US$111.2 million of the US$400 million bond line paying interest at 6.75% and maturing in June 2038, issued in 2008 on the American market.

As of December 31, 2024, the total nominal outstanding amount was US$188.8 million (€182 million euro-equivalent), maturing in more than one year.

Issue of deeply-subordinated securities

On November 22, 2023, Veolia Environnement performed a new €600 million issue of deeply subordinated securities bearing a coupon of 6% until the first reset date in February 2029.

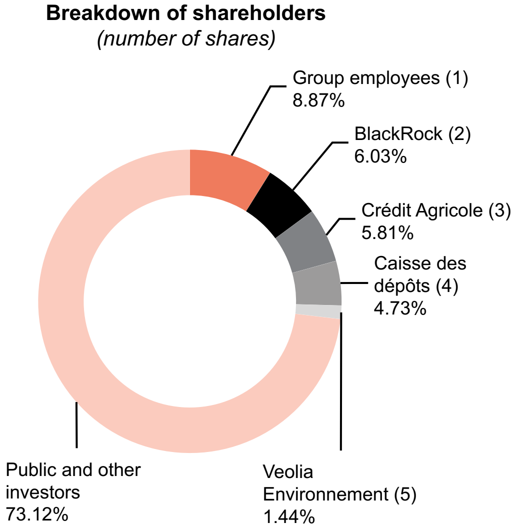
Commercial paper

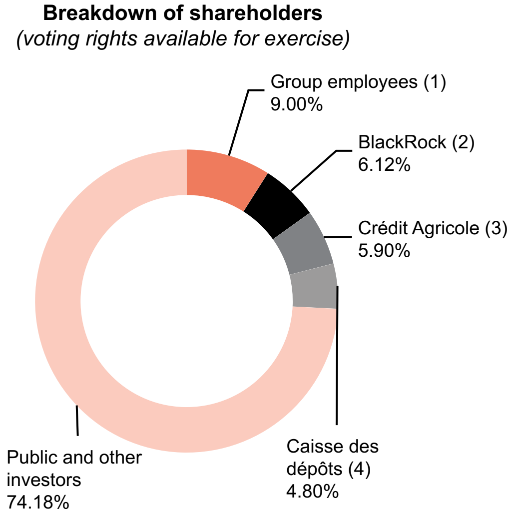
Veolia Environnement has a short-term financing program comprising Negotiable European Commercial Paper (NEU CP) capped at €6.5 billion. The financial documentation for this program was updated with the Bank of France on June 10, 2024.

As of December 31, 2024, the total outstanding amount of negotiable commercial paper issued by the Company was €6,042 million.

7.2 Veolia Environnement shareholders AFR

7.2.1 BREAKDOWN OF SHAREHOLDERS AS OF DECEMBER 31, 2024





(1) Direct and indirect shareholdings, including through financial investment vehicles. In accordance with the provisions of Article L. 225-102 of the French Commercial Code, employee share ownership stood at 8.87% of the share capital and voting rights as of December 31, 2024.
(2) According to the notification by BlackRock that it had crossed a disclosure threshold stipulated in the Articles of Association on January 2, 2025.
(3) According to the company share ownership review as of December 31, 2024, including 5.6% of the share capital and 5.7% of the voting rights that may be exercised held by Amundi.
(4) According to the company share ownership review as of December 31, 2024.
(5) Treasury shares without voting rights.

7.2.2 CHANGES IN THE COMPANY'S PRINCIPAL SHAREHOLDERS DURING THE PAST THREE FISCAL YEARS

The table below presents the number of shares and the corresponding percentage of share capital and voting rights held as of December 31, 2024 by Veolia Environnement's principal known shareholders, and changes in the Company's principal shareholders (holding more than 4% of the Company's share capital, directly or indirectly), during the past three years.

In its 27th resolution, the Combined General Meeting of April 25, 2024 approved the amendment to the Articles of Association to introduce a dual provision (i) canceling double voting rights; and (ii) placing an automatic limit of 10% on the voting rights of any shareholder who ends up holding, alone or in concert, more than 10% of the share capital. Pursuant to this resolution, double voting rights, which had applied since April 3, 2016 for shareholders holding their shares in registered form for at least two years, were canceled as of April 25, 2024.

To the best of the Company's knowledge, as of the date of filing of this document, no shareholder other than those listed in the table below, directly or indirectly held 4% or more of the Company's share capital or voting right.

	Position as of December 31, 2024					Position as of December 31, 2023					Position as of December 31, 2022		
Shareholder	Number of shares	% of share capital	Theoretical number of voting rights	Number of voting rights that may be exercised*	% of voting rights that may be exercised**	Number of shares	% of share capital	Theoretical number of voting rights	Number of voting rights that may be exercised*	% of voting rights that may be exercised**	Number of shares	% of share capital	% of voting rights that may be exercised**
Employees (1)	65,702,725	8.87%	65,702,725	65,702,725	9.00%	54,336,482	7.49%	70,989,945	70,989,945	9.68%	46,267,094	6.47%	9.06%
BlackRock (2)	44,654,794	6.03%	44,654,794	44,654,794	6.12%	37,350,887	5.15%	37,350,887	37,350,887	5.10%	34,995,230	4.90%	4.86%
Crédit Agricole (3)	43,064,772	5.81%	43,064,772	43,064,772	5.90%	36,681,765	5.06%	36,681,765	36,681,765	5.00%	40,220,035	5.63 %	6.07 %
Caisse des Dépôts (4)	35,065,123	4.73%	35,065,123	35,065,123	4.80%	37,928,214	5.23%	37,928,214	37,928,214	5.17%	45,130,866	6.31%	6.27%
Veolia Environnement (5)	10,651,380 **	1.44%	10,651,380	-	-	10,362,269	1.43%	10,362,269	-	-	12,619,170	1.77%	-
Public and other investors	541,513,814	73.12%	541,513,814	541,513,814	74.18%	548,752,050	75.64%	550,109,561	550,109,561	75.05%	572,283,044	74.92%	73.74%
TOTAL	**740,652,608**	**100.00%**	**740,652,608**	**730,001,228**	**100.00%**	**725,411,667**	**100.00%**	**743,422,641**	**733,060,372**	**100.00%**	**699,725,266**	**100.00%**	**100.00%**

* As of December 31, 2024, Veolia Environnement held 10,651,380 treasury shares (Veolia Environnement treasury shares do not exercise voting rights).

** Percentage of voting rights as a proportion of effective voting rights (Veolia Environnement treasury shares do not exercise voting rights).

(1) Direct and indirect shareholdings, including through financial investment vehicles.

(2) According to the notification on January 2, 2025 by BlackRock that it had crossed above the disclosure threshold of 6% of the share capital and/or voting rights stipulated in the Articles of Association. To the Company's knowledge, during the year ended December 31, 2024, BlackRock filed several notifications that it had crossed, upward or downward, the legal threshold of 5% of the share capital and/or voting rights (see AMF Decisions and Information nos. 224C0127, 224C0138, 224C0145, 225C0149, 224C1018, 224C1362, 224C1379, 224C1392, 224C1445, 224C1489, 224C1499, 224C1509, 224C1523, 224C1532, 224C1554, 224C1560, 224C1566, 224C1576, 224C1587, 224C1634, 224C1638, 224C1662, 224C1673, 224C1775, 224C1786, 224C1804, 224C1843, 224C1935, 224C1983 and 224C2038).

(3) According to the company share ownership review as of December 31, 2024, including 5.6% of the share capital and 5.7% of the voting rights that may be exercised held by Amundi. On May 30, 2024, Amundi, acting on behalf of the funds it manages, declared that on February 27, 2024, it had crossed upward the legal and bylaws threshold of 5% of the share capital and/or the voting rights and that it held, on behalf of said funds, 36,989,605 shares representing the same number of voting rights, i.e 5.09% of the share capital and voting rights of the Company at this date (see AMF Decision and Information no. 224C0767).

(4) According to the company share ownership review as of December 31, 2024. On February 28, 2024, Caisse des dépôts et consignations declared that on February 26, 2024 the Caisse des Dépôts group had crossed below the legal and bylaws threshold of 5% of the Company's voting rights and on February 27, 2024 the legal and bylaws threshold of 5% of the Company's share capital and held, directly and indirectly, through the companies CNP Assurances and LBP Prévoyance, 36,085,906 shares representing the same number of voting rights, that is 4.97% of the share capital and 4.92% of voting rights of the Company at this date (see AMF Decision and Information no. 224C0325).

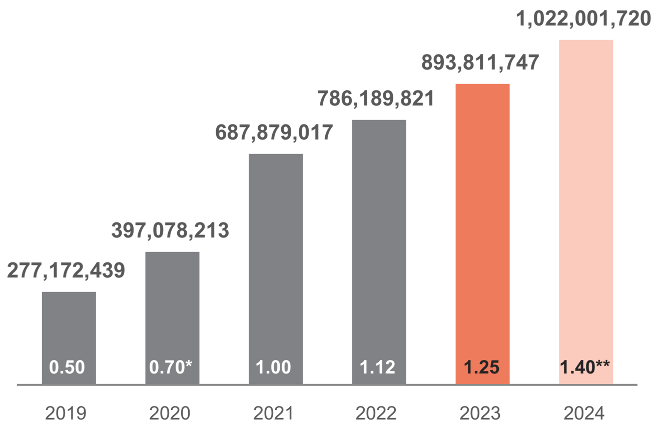
(5) Treasury shares without voting rights. This information is included in the monthly report of transactions carried out by Veolia Environnement in its own shares that was filed with the French Financial Markets Authority (AMF) on January 6, 2025.

On March 4, 2025, the Company announced that CriteriaCaixa, the Caixa Foundation's investment company, will enter into the capital of the Company by 5.5% (see press release) and on March 17, 2025, the entry of Bpifrance, the public investment bank, and of its fund Lac1, with an investment of 800 million euros (see press release). Furthermore, CrieteriaCaixa declared that on March 17, 2025, it had crossed upward the legal and and bylaws threshold of 5% of the share capital and voting rights of the Company and that it hold 37,115,957 shares of the Company representing the same number of voting rights, i.e 5.01% of the share capital and voting rights (see AMF Decision and Information no. 225C0513).

No third party controls Veolia Environnement and, to the Company's knowledge, there are no agreements that, if implemented, could result in a change of control or takeover of the Company.

7.3 Dividend policy

7.3.1 DIVIDEND PER SHARE AND TOTAL AMOUNTS PAID DURING THE PAST FIVE FISCAL YEARS



A dividend payment of €1.25 per share for each of the Company's outstanding shares carrying dividend rights as of January 1, 2024 was approved by the Combined General Meeting of April 25, 2024. The ex-dividend date was set at May 8, 2024 and the dividend was paid from May 10, 2024. As of December 31, 2023, the share capital comprised 725,411,667 shares, including 10,362,269 treasury shares. The total dividend distribution was adjusted to take account of the number of treasury shares held by Veolia Environnement at the payment date, as treasury shares are stripped of dividend rights.

A dividend of €1.40 per share for 2024, 100% payable in cash, will be proposed to the General Shareholders' Meeting of April 24, 2025. The ex-dividend date has been set at May 12, 2025. The 2024 dividend will be paid from May 14, 2025.

For individual shareholders who are French tax residents, a mandatory flat-rate levy of 12.8% will be deducted, in the year of receipt of the dividend, as payment on account for income tax due in 2026 on 2025 income. This levy will however not be applied to taxpayers whose reference taxable income for the year before last is less than €50,000 for a single person or €75,000 for taxpayers who are subject to joint taxation, if they request exemption in advance.

Social security contributions on dividends paid to private individual shareholders tax resident in France are subject to withholding tax deducted by the paying agent at a rate of 17.2%.

The definitive tax liability for dividends paid by Veolia Environnement will be determined based on information reported in the income tax return filed by the taxpayer in the year following receipt of the dividends.

Whether paid in cash or shares, dividends[1] are liable to a flat-rate tax of 12.8% (giving a total tax rate of 30% including social security contributions). Social security contributions are not deductible from income tax.

A taxpayer may make a global election to include dividends in income taxable at the progressive income tax scale. They will therefore be taxed after a 40% deduction. Under this option, social security contributions are deductible from taxable income in the amount of 6.8%.

For beneficiaries who are not tax residents in France, dividends are subject to withholding tax at a rate dependent on the country of tax residence.

7.3.2 DIVIDEND POLICY

The Company's dividend policy is determined by the Board of Directors which may consider a number of factors, such as net income and financial position, as well as the dividends paid by the Company's other French and international companies in the same sector.

7.3.3 PERIOD DURING WHICH DIVIDEND PAYMENTS MUST BE CLAIMED

Dividends that are not claimed within five years from the date on which they are made available for payment revert to the French government.

(1) The dividend is eligible for a 40% tax rebate.

** The Board of Directors, during its extraordinary meeting of April 1, 2020, given the circumstances related to the Covid-19 epidemic and to protect the interests of all the Group's stakeholders in a spirit of solidarity, decided to set the dividend for fiscal year 2019 at €0.50 instead of €1*

*** Subject to approval of the General Shareholders' Meeting of April 24, 2025. The total dividend is calculated based on 740,652,608 shares outstanding as of December 31, 2024, less 10,651,380 treasury shares held as of this date, i.e. 730,001,228 shares, and may change depending on movements in the number of shares conferring entitlement to dividends up to the ex-dividend date.*

8

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8.1 Main legal and statutory provisions concerning Veolia Environnement

8.1.1 CORPORATE NAME, REGISTERED OFFICE, ADMINISTRATIVE HEADQUARTERS, WEBSITE, LEGAL FORM, APPLICABLE LAW, FISCAL YEAR, DATE OF INCORPORATION AND TERM, TRADE AND COMPANIES REGISTRY, LEGAL ENTITY IDENTIFIER AND CORPORATE PURPOSE

Corporate name	Veolia Environnement since April 30, 2003		
Abbreviated corporate name	VE		
Registered office	21, rue La Boétie – 75008 Paris – France		
Administrative headquarters	30, rue Madeleine Vionnet – 93300 Aubervilliers – France		
Website	www.veolia.com [(1)]	**Telephone**	+33 (0) 1 85 57 70 00

Legal form	*Société anonyme à conseil d'administration* (public limited company with a Board of Directors)
Applicable law	French law
Corporate purpose	Pursuant to Article 3 of the Company's Articles of Association, Veolia Environnement's corporate purpose, directly and indirectly, in France and in all other countries, involves: • conducting all service activities, for private, professional and public customers, that are related to the environment, in particular, water, wastewater, energy, transportation and waste management…; • the acquisition, use and exploitation of all patents, licenses, trademarks, models that are directly or indirectly related to corporate activities; • the acquisition of all equity investments, in the form of subscriptions, purchases, contributions, exchanges or by any other means, and the acquisition of shares, bonds and all other securities in existing or future enterprises, groupings or companies, and the option of disposing of such interests; • in general, all commercial, industrial, financial or non-trading transactions, whether in personal or real property, that are directly or indirectly related to the aforementioned corporate purpose, and, in particular, the issue of all guarantees, first-demand guarantees, sureties and other security interests, in particular for the benefit of all groupings, enterprises or companies in which the Company holds an equity investment within the scope of its business activities, as well as the financing or refinancing of its business activities.
Fiscal year	From January 1 to December 31 of each year

Date of incorporation	November 24, 1995
Term	99 years
Statutory end date	December 18, 2094

Registration	403 210 032 RCS Paris
APE Code	7010Z
LEI – Legal Entity Identifier	969500LENY69X51 OOT31

(1) *The information on the website is not part of this Universal Registration Document.*

8.1.2 APPROPRIATION OF NET INCOME UNDER THE ARTICLES OF ASSOCIATION

Each share grants entitlement to an amount of the profit in proportion to the percentage of the capital that such share represents.

The distributable earnings are made up of the net income for the fiscal year, minus any accumulated losses and the various deductions provided for by law, plus any retained earnings.

The General Meeting may decide to distribute amounts drawn from the reserves of which it may freely dispose, by expressly stating the reserve items from which the amounts are drawn.

After approving the financial statements and recording the existence of amounts that are eligible for distribution (including the distributable earnings and, if any, the amounts drawn from reserves referred to above), the General Meeting may decide to distribute all or part of such amounts to the shareholders as dividends, to allocate them to reserve items, or to carry them forward.

The General Meeting has the option of granting shareholders, for all or part of the dividends paid out or interim dividends, an option of payment in cash or payment in shares under the conditions laid down by the law. Furthermore, the General Meeting may decide, for all or part of the dividend, interim dividends, distributed reserves or premiums, or for any capital reduction, that such distribution or such capital reduction will be carried out in kind by delivery of Company assets.

The Board of Directors has the option of distributing interim dividends prior to the approval of the annual financial statements pursuant to the terms and conditions provided for by law.

8.1.3 GENERAL SHAREHOLDERS' MEETINGS

8.1.3.1 Notice of meetings

General Shareholders' Meetings are convened and deliberate under the terms and conditions provided for by law. Meetings are held at the Company's registered office or at any other location stated in the notice.

Shareholders' decisions are made at ordinary, extraordinary, special or combined meetings, depending on the nature of the decisions that shareholders are called upon to make.

8.1.3.2 Participation in and attendance at Meetings

Conditions

All shareholders, regardless of the number of shares they hold, are entitled to attend meetings in accordance with the laws and regulations in force, either by attending them in person, by being represented at them, by voting pursuant to the ballot-by-mail process, (also known as "by mail"), or by giving a proxy to the Chairman of the meeting.

In accordance with Article R.22-10-28 of the French Commercial Code, the only shareholders permitted to attend meetings are those who can provide proof of their legal status through the recording of the securities in their name, or in the name of the intermediary registered as acting on their behalf, no later than the second business day prior to the meeting at midnight, Paris time (hereafter, D-2), either in registered securities accounts, or in bearer securities accounts held by their authorized intermediary.

For registered shareholders, this accounting recognition in the registered securities accounts on D-2 is sufficient for them to be able to attend.

For holders of bearer shares, it is the responsibility of the authorized intermediaries that hold the bearer securities accounts to provide proof of the legal status as shareholder of their clients to the clearing institution for the meeting appointed by Veolia Environnement, by providing a certificate of shareholding which they append to the ballot-by-mail voting form or proxy form or to the admission card request drawn up in the name of the shareholder or on behalf of shareholders represented by the registered intermediary.

Procedures

Shareholders wishing to attend the General Meeting in person must apply for an admission card:

- registered shareholders should apply directly to the clearing institution for the meeting appointed by Veolia Environnement (hereinafter "the clearing institution");
- holders of bearer shares should apply to their financial intermediary.

If a holder of bearer shares wishing to attend the meeting in person has not received their admission card by D-2, they must submit a request to their financial intermediary to issue them with a certificate of shareholding enabling them to provide evidence of their position as a shareholder as of D-2 in order to be admitted.

A notice of the meeting, including a ballot-by-mail voting, proxy or admission card request form, is automatically sent to all registered shareholders. Holders of bearer shares must contact the financial intermediary with whom their shares are recorded in order to obtain the ballot-by-mail voting, proxy or admission card request form.

Remote voting

Shareholders who are unable to attend the General Meeting in person may choose from one of the following options:

- give a written proxy to another shareholder, to their spouse or partner or any other natural or legal person of their choice;
- give a proxy to the Chairman of the meeting;
- vote by mail;
- vote electronically prior to the General Meeting.

Shareholders can access a dedicated voting website provided by the Company prior to meetings (Votaccess). This site allows each shareholder to access meeting documents, submit voting instructions electronically or request an admission card.

Remote and proxy votes can only be taken into account if the forms, duly completed and signed (and accompanied by the certificate of shareholding for bearer shares) are received by the clearing institution no later than the third business day prior to the meeting.

In accordance with the provisions of Article R.225-79 and R.22-10-24 of the French Commercial Code, notification of the appointment and dismissal of a proxy holder may also be made by electronic means.

Only notifications of appointment to or dismissal from positions duly signed, completed and received no later than two days before the date of the meeting may be taken into account.

In accordance with the provisions of Article R.22-10-28 of the French Commercial Code, any shareholder who has already voted by mail, or sent a proxy or an admission card request is no longer able to choose another method of participation in the meeting, but may, nonetheless, sell all or some of their shares. However, if the sale takes place before D-2, the Company will cancel or amend accordingly, as appropriate, the remote vote cast, the proxy, the admission card or the certificate of shareholding. To this end, the authorized intermediary holding the account notifies the Company or its proxy holder of the sale and provides it with the necessary information. No sale or any other transaction made after D-2, regardless of the method used, is notified by the authorized intermediary holding the account or taken into consideration by the Company, notwithstanding any agreement to the contrary. It is noted that if a shareholder does not name a proxy holder in a proxy form, the Chairman of the General Meeting shall register a vote in favor of adopting draft resolutions submitted or approved by the Board of Directors, and shall register a vote against the adoption of all other draft resolutions. In order to issue any other vote, the shareholder must choose a proxy holder who agrees to vote as directed by the shareholder.

Under the terms of Article 22, paragraph 4 of the Company's Articles of Association, the Board of Directors may decide that shareholders may attend the General Meeting via videoconference or by telecommunication or electronic means, including via the Internet, under the conditions provided for by the applicable regulations at the time of use. In this case, the shareholders concerned will be deemed to be present for the purposes of calculating quorum and majority at the meeting in question. This option has not yet been used by the Company as of the date of filing of this document.

8.1.3.3 Main powers and quorum required for General Shareholders' Meetings

Ordinary General Meetings

The Ordinary General Meeting is called to make all decisions that do not amend the Articles of Association. It is held at least once a year, within six months of the end of each fiscal year, in order to approve the accounts for that fiscal year. It may only proceed, when it is convened for the first time, if the shareholders present, represented or having voted remotely hold at least one-fifth of the shares with voting rights. When it is convened for the second time, no quorum is required. The decisions of the Ordinary General Meeting are made by a simple majority of the votes of the shareholders present, represented or having voted remotely.

Extraordinary General Meetings

The Extraordinary General Meeting is the only meeting authorized to amend the provisions of the Articles of Association. It may not, however, increase the commitments of shareholders, with the exception of reverse stock splits, duly and properly carried out. It may only proceed, when it is convened for the first time, if the shareholders present, represented or having voted remotely hold at least one-quarter, and, when it is convened for the second time, one-fifth of the shares with voting rights. The decisions of the Extraordinary General Meeting are made by a majority of two-thirds of the votes of the shareholders present, represented or having voted remotely.

8.1.3.4 Shareholders' rights

Inclusion of points or draft resolutions on the agenda

Requests for the inclusion of points or draft resolutions on the agenda must reach 30, rue Madeleine Vionnet – 93300 Aubervilliers – France (Veolia Environnement, Office of the General Counsel) by registered letter with acknowledgement of receipt or by e-mail to: AGveolieaenvironnement.ve@veolia.com, no later than 25 days prior to the date of the meeting, and may not be sent more than 20 days after publication of the notice of the meeting in the "Bulletin des Annonces Légales et Obligatoires" (French Legal Gazette of Mandatory Legal Announcements).

The request for the inclusion of a point on the agenda must be justified. The request for the inclusion of draft resolutions must be accompanied by the text of the draft resolutions, which may include a brief explanatory statement. Such requests from shareholders must include a certificate providing proof of their legal status as shareholders, either in the registered securities accounts or in the bearer securities accounts held by a financial intermediary, as well as the percentage of share capital required by the regulations. Review of the point or draft resolution filed in line with the regulations is subject to the submission, by the authors of the request, of a new certificate evidencing the recording of the securities in the same accounts on D-2.

Written questions

In accordance with the provisions of Article R. 225-84 of the French Commercial Code, any shareholder wishing to submit written questions must address them to the Chairman of the Board of Directors, 30, rue Madeleine Vionnet, 93300 Aubervilliers, France (Veolia Environnement, Office of the General Counsel) by registered letter with acknowledgment of receipt, no later than four business days prior to the meeting. To be considered, questions must be accompanied by an account registration certificate. Answers to written questions may be published directly on the Company's website (https://www.veolia.com/en/veolia-group/finance) in the "General Meetings" section.

Consultation of the documents made available

Documents and information relating to General Meetings are made available to shareholders in accordance with prevailing laws and regulations and, in particular, the information referred to in Article R.22-10-23 of the French Commercial Code is published on the Company's website: http://www.veolia.com/en/veolia-group/finance, in the "General Meetings" section, no later than 21 days prior to the meeting.

8.1.4 VOTING RIGHTS

The voting rights attached to shares are proportional to the percentage of share capital that such shares represent, and each share carries the right to cast one vote.

In its 27th resolution, the Combined General Meeting of April 25, 2024 approved the amendment to the Articles of Association to introduce a dual provision (i) canceling double voting rights, and (ii) placing an automatic limit of 10% on the voting rights of any shareholder who ends up holding, alone or in concert, more than 10% of the share capital.

Pursuant to this resolution, double voting rights, which had applied since April 3, 2016 for shareholders holding their shares in registered form for at least two years, were canceled as of April 25, 2024.

The voting right attached to shares subject to beneficial ownership is exercised by the income beneficiary at Ordinary General Meetings and by the bare title owner at Extraordinary General Meetings.

8.1.5 IDENTIFICATION OF SHAREHOLDERS

When shares are fully paid up, they may be held in registered or bearer form, at the discretion of the shareholder, subject to the regulatory and legal provisions in force and the Company's Articles of Association. Until the shares are fully paid up, they must be held in registered form.

Company shares are registered in an account under the conditions and in accordance with the terms provided for by the laws and regulations in force. However, where the owner of the shares does not reside in France or French Overseas Territories, within the meaning of Article 102 of the French Civil Code, any intermediary may be registered on behalf of such owner, in accordance with the provisions of Article L.228-1 of the French Commercial Code.

Furthermore, the Company's Articles of Association provide that the Company may seek to identify all holders of securities that grant an immediate or deferred right to vote at its meetings, in accordance with the procedures set forth in Articles L. 228-2 *et seq.* of the French Commercial Code. Pursuant to these provisions, the Company reviews its share ownership four times per year on average.

Failure by the holders of securities or their intermediaries to comply with their data disclosure obligations set forth in Articles L.228-2 *et seq.* of the French Commercial Code results, pursuant to the conditions provided for by law, in the temporary loss of voting rights and, under certain circumstances, the suspension of the right to dividend payments attached to the shares.

8.1.6 CROSSING OF THRESHOLDS

In addition to the thresholds provided by the laws and regulations in force, the Company's Articles of Association provide that all individuals or legal entities, acting alone or in concert with others, that enter into possession of or that no longer hold, either directly or indirectly, a fraction of the share capital, voting rights or securities granting future access to the share capital equal to 1% or more of the Company's share capital, or any multiple thereof, must inform the Company, by registered letter with acknowledgment of receipt within a period of fifteen days from crossing this threshold, of his/her/its identity and any parties acting in concert with him/her/it, together with the total number of shares, voting rights, or securities granting future access to the share capital owned alone, either directly or indirectly, or in concert.

Failure to comply with the above provisions will be penalized by the loss of voting rights for the shares that exceed the threshold that should have been declared, for all General Shareholders' Meetings that are held until the expiry of a two-year period following the date on which the aforementioned notification is brought into compliance, if the application of this penalty is requested by one or more shareholders who together hold at least 1% of the Company's shares.

8.1.7 BOARD OF DIRECTORS AND EXECUTIVE MANAGEMENT

Composition of the Board - Chairman and Vice-Chairman (Chairmen) of the Board: pursuant to Article 11 of the Articles of Association, the Board of Directors has a minimum of three and a maximum of 18 members, elected by General Meetings of Shareholders subject to exceptions provided by law. The Board of Directors elects a Chairman (see Section 3.2.1.5 above on the Chairman) and, where appropriate, one or two Vice-Chairmen (see Section 3.2.1.7 above on the Vice-Chairman), who must be individuals. The term of their duties cannot exceed their term of office as directors.

Employee representation:pursuant to the employment protection law of June 14, 2013, the Veolia Environnement Board of Directors includes two members representing employees, appointed in accordance with Article 11.2 of the Company's Articles of Association. In addition, the Board of Directors includes a member representing employee shareholders in accordance with Article 11.3 of the Company's Articles of Association.

Share ownership: Article 11.1 of the Articles of Association requires each member of the Board of Directors to own at least 750 registered shares in the Company throughout their term of office. This provision does not apply to employee shareholders and directors representing employees, appointed or designated in accordance with legislation (see Section 3.1.1.1 above).

Term of office - age limit applicable to directors and the Chairman: except for directors representing employees, members of the Board of Directors are appointed individually by Ordinary General Meetings for a period of four years, expiring at the end of the Ordinary General Meeting called to approve the financial statements for the year then ended and held in the year in which their term of office expires (see Section 3.2.1.2 above). Directors may be reappointed; it being noted that:

- at the end of each Annual General Meeting, the number of directors aged over 70 years of age may not exceed one-third of the total number of directors in office;
- Article 12 of the Articles of Association states that the Chairman's duties expire, at the latest, at the end of the Ordinary General Meeting called to approve the financial statements for the year then ended, held during the year in which the Chairman reaches 70 years of age.

Powers: the powers of the Board of Directors (see Article 15 of the Articles of Association) are detailed in Sections 3.2.1.4 and 3.3.2 above.

Executive Management: pursuant to Article 19 of the Articles of Association, the Company's Executive Management is assumed, under its responsibility, either by the Chairman of the Board of Directors or by another individual, who may or may not be a director, appointed by the Board of Directors and with the title of Chief Executive Officer. The decisions of the Board of Directors regarding the choice between these two methods of exercising Executive Management are made in accordance with the Articles of Association. Shareholders and third parties are informed of this choice in accordance with legal provisions (see Section 3.3.1 above).

The Chief Executive Officer has the widest powers to act in all circumstances in the Company's name, within the limits of the corporate purpose and subject to:

- powers expressly conferred on shareholders' meetings and the Board of Directors by prevailing legal and regulatory provisions; and
- powers reserved for and prior authorizations required from the Board of Directors in accordance with the internal regulations of the Board of Directors (see Section 3.3.2 above).

The duration of the Chief Executive Officer's duties and her compensation are set by the Board of Directors. Pursuant to Article 19 of the Articles of Association, the duties of Chief Executive Officer expire, at the latest, at the end of the Ordinary General Meeting called to approve the financial statements for the year then ended, held during the year in which the Chief Executive Officer reaches 70 years of age.

Deputy Chief Executive Officer: pursuant to Article 20 of the Articles of Association and at the recommendation of the Chief Executive Officer, the Board of Directors may appoint one or more individuals to assist the Chief Executive Officer, with the title of Deputy Chief Executive Officer. The maximum number of Deputy Chief Executive Officers is set at five.

In agreement with the Chief Executive Officer, the Board of Directors sets the scope and duration of the powers conferred on each Deputy Chief Executive Officer, who have the same powers as the Chief Executive Officer with regard to third parties. The age limit on the exercise of the duties of Deputy Chief Executive Officer is 70 years of age.

8.1.8 AMENDMENTS TO THE ARTICLES OF ASSOCIATION AND CHANGES TO THE SHARE CAPITAL AND RIGHTS ATTACHED TO SHARES

All amendments to the Articles of Association and changes to the share capital or the voting rights attached to the securities that make up the share capital must comply with applicable law, since the Articles of Association do not contain any specific provisions relating thereto.

The text of the Company's Articles of Association is available and can be consulted on the Company's website (see Section 8.5 below).

8

8.2 Legal and arbitration proceedings

The most significant legal proceedings involving the Company or its subsidiaries are described hereinafter. In addition, tax audits and disputes are described in chapter 6, section 6.1, note 11 of the consolidated financial statements.

The description of the most significant judicial, administrative or arbitral proceedings set forth in chapter 6, section 6.1, note 12 annexed to the consolidated financial statements is incorporated by reference within this chapter 8, section 8.2. The main updates concerning these disputes, which are set forth in note 14 and reflect significant changes that have occurred up to the registration date of this document, are also described in this chapter 8, section 8.2.

The Company is not aware of any other current or threatened judicial, administrative or arbitral proceedings which, during the past twelve months, may have had or have had a material adverse effect on the financial condition or profitability of the Company and/or the Group.

Consolidated reserves booked for all of the Group's disputes (see chapter 6, section 6.1, note 12 to the consolidated financial statements), including reserves for tax and labor law disputes, represent together a large number of disputes for amounts that are individually immaterial. These reserves include all probable losses relating to the various disputes that the Group encounters in conducting its business.

NORTH AMERICA

United States - Flint

See chapter 6, section 6.1, note 12 of the consolidated financial statements above.

United States – WASCO and Aqua Alliance

Several current and former indirect subsidiaries of Veolia Eau in the United States[1] are defendants in lawsuits in the United States, in which the plaintiffs seek recovery for personal injuries and other damages allegedly due to exposure to asbestos, silica and other potentially hazardous substances. With respect to the lawsuits against Veolia Eau's former subsidiaries, certain of Veolia Eau's current subsidiaries retain liability and in certain cases manage the defense of the lawsuits. In addition, in certain instances, the acquirers of the former subsidiaries benefit from indemnification obligations provided by Veolia Eau or the Company in respect of these lawsuits. These lawsuits typically allege that the plaintiffs' injuries resulted from the use of products manufactured or sold by Veolia Eau's current or former subsidiaries or their predecessors. There are generally numerous other defendants, in addition to Veolia Eau's current or former subsidiaries, which are accused of having contributed to the injuries alleged. Reserves have been booked for the possible liability of current subsidiaries in these cases, based on the nexus between the injuries claimed and the products manufactured or sold by these subsidiaries or their predecessors, the extent of the injuries allegedly sustained by the plaintiffs, the involvement of other defendants and the settlement history in similar cases. These reserves are booked at the time such liability becomes probable and can be reasonably assessed, and do not include reserves for possible liability in lawsuits that have not been initiated.

As of the date of this Universal Registration Document, a number of such claims have been resolved either through settlement or dismissal. To date, none of the claims has resulted in a finding of liability.

During the ten-year period ended December 31, 2024, the average annual costs that the Group has incurred with respect to these claims, including amounts paid to plaintiffs, legal fees and expenses, have been $1,112,091 after reimbursements by insurance companies.

United States – San Diego/International Boundary Water Commission

A U.S. subsidiary of the Company ("VNA") operates, since 1997, the South Bay International Wastewater Treatment Plant ("SBIWTP") in San Diego, California. The plant is located on the U.S.-Mexican border. VNA's client is the International Boundary Wastewater Commission (U.S. Section) ("IBWC"), an agency of the U.S. federal government. The plant solely treats a portion of wastewater coming from the Mexican city of Tijuana, located directly on the border. Water treated by the plant is discharged directly into the ocean through an outfall (the "South Bay Ocean Outfall"), over 5 kilometers from the coastline. Treatment of the remainder of Tijuana's wastewater is the responsibility of Mexican authorities.

Since the plant was built, Tijuana's population has nearly doubled, and the San Diego region has experienced pollution related to wastewater discharges by Mexico directly into the Pacific Ocean or into the Tijuana River, contaminating the estuary and coastline.

Beginning in April 2024, three civil actions have been served against VNA before courts in California for alleged failures in managing the wastewater treatment plant and wastewater flows coming from Mexico, which have allegedly contributed to pollution in the region. These actions are in preliminary procedural stages. VNA strongly contests the merits of the allegations made against it.

CENTRAL AND EASTERN EUROPE

Lithuania

See chapter 6, section 6.1, note 12 of the consolidated financial statements above.

ITALY AFRICA MIDDLE EAST

Veolia Propreté v. Italian Republic

See chapter 6, section 6.1, note 12 of the consolidated financial statements above.

WATER TECHNOLOGIES

VWT v. K+S Potash

See chapter 6, section 6.1, note 12 of the consolidated financial statements above.

VWT v. Antero

See chapter 6, section 6.1, note 12 of the consolidated financial statements above.

(1) *Subsidiaries of the Aqua Alliance group or of WASCO (formerly Water Applications & Systems Corporation and United States Filter Corporation), the parent company of the former U.S. Filter group, most of whose businesses were sold to various buyers in 2003 and 2004.*

8.3 Change in control and major contracts

In many countries, including France, local authorities can terminate contracts entered into with Group companies (see Chapter 2, Section 2.2.2.4 above).

A takeover of Veolia Environnement could also affect the validity of contracts entered into by Group companies that include a change in control clause.

8.4 Main financial flows between Veolia Environnement and the main subsidiaries of the geographic structure (Business Units)

The main financial flows between Veolia Environnement and the main subsidiaries of the geographic structure (Business Units) are disclosed in the notes to the Veolia Environnement company financial statements set forth in Chapter 6, Section 6.2 above.

Veolia Environnement primarily finances its Business Units through loans and current accounts (net position of €7 billion as of December 31, 2024) and through equity. As a result, it received €941 million in interest and €51 million in dividends in 2024. The Company has set up a cash pooling system in the main countries in which it operates and uses hedging, mainly at Group level, in accordance with defined management rules (see Chapter 6, Section 6.1, Note 10 to the consolidated financial statements above).

The main operating flows between Veolia Environnement and the Business Units comprise amounts rebilled by Veolia Environnement to the Business Units totaling €692 million, primarily in respect of the provision of services and brand royalties and temporary out-placement of personnel. In addition, in connection with contractual commitments relating to the financial management of repair and maintenance work at facilities made available by delegating authorities, the Company received indemnities of €75 million in full and final settlement from Water France Business Unit subsidiaries and paid €91 million to Water France Business Unit subsidiaries in 2024.

As part of its operating activities, Veolia Environnement has granted financing and operational guarantees totaling €2,753 million as of December 31, 2024.

The table below details certain balance sheet line items (non-current assets, financial debt, net cash), cash flows from operating activities and dividends paid in 2024 and attributable to the Company as of December 31, 2024, broken down between Veolia Environnement and its Business Units.

Impact on the consolidated financial statements (€ million)	France & special waste Europe	Europe excluding France	Rest of the world	Water technologies	Other	Veolia Environnement	Consolidated total
Non-current assets	6,033.4	16,073.9	18,276.1	4,453.5	14.4	295.4	45,146.7
Non-Group debt (1)	395.0	2,293.4	4,860.9	180.9	(5.9)	21,728.2	29,452.5
Net cash per the balance sheet (2)	501.8	(3,506.5)	449.9	(1,188.3)	(703.3)	13,850.4	9,404.0
Net cash flows from operating activities	884.5	2,104.3	1,466.6	510.8	-92.2	169.7	5,043.7
Impact on the financial statements of VE SA *(€ million)*							
Dividends paid during the period and attributable to Veolia Environnement	27.0	0,0	0,0	0.0	23.8		

(1) Non-current borrowings + current borrowings +/- fair value remeasurement of cash instruments.
(2) Cash and cash equivalents less bank overdrafts and other cash position items.

8.5 Documents available to the public

Type of document	Accessibility
• Company press releases	www.veolia.com/en/veolia-group/finance/regulated-information
• Annual Registration Documents and Universal Registration Documents (including notably historical financial information relating to the Company and the Group) filed with the AMF and any related updates	30, rue Madeleine Vionnet – 93300 Aubervilliers
• Information disclosed to the public by the Company during the preceding twelve months in France or other EU member states, pursuant to any securities regulations applicable to the Company	www.veolia.com/en/veolia-group/finance/regulated-information AMF website
• Regulated information published by the Company, pursuant to Article 221-1 *et seq.* of the AMF's general regulations	www.veolia.com/en/veolia-group/finance/regulated-information
• Company's Articles of Association	https://www.veolia.com/en/governance
• Minutes of General Shareholders' Meetings, Statutory Auditors' reports and all other corporate documents	30, rue Madeleine Vionnet – 93300 Aubervilliers

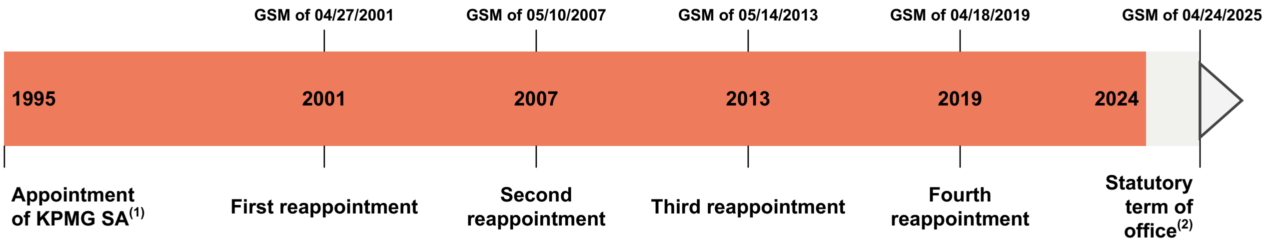
8.6 Statutory Auditors

KPMG SA

Statutory Auditor, member of the *Compagnie Régionale des Commissaires aux Comptes de Versailles et du Centre* (Versailles and Center Regional Auditors' Association).

Represented by Mr. Éric Jacquet and Ms. Alexandra Saastamoinen.

2, avenue Gambetta Tour Eqho – 92066 Paris La Défense Cedex.



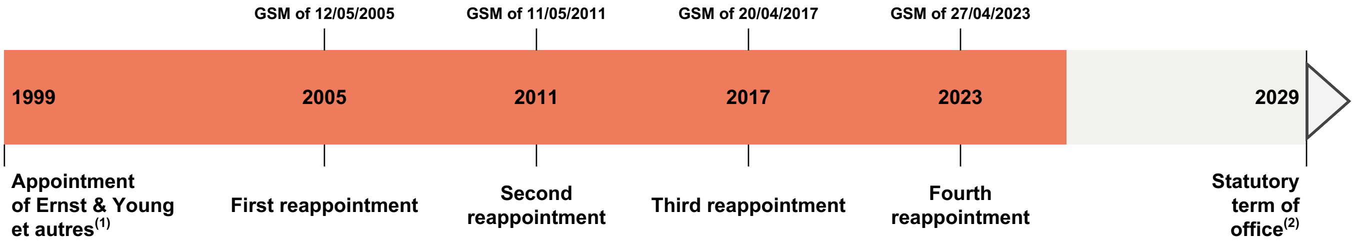
(1) *KPMG SA was appointed by the Combined General Meeting of May 10, 2007 to replace Salustro Reydel (a member of KPMG international) which was appointed on December 18, 1995 and whose term of office was renewed by the General Shareholders' Meeting of April 27, 2001.*
(2) *Term of office expiring at the end of the General Shareholders'Meeting called to approve the financial statement for the year ending December 31, 2024.*

ERNST & YOUNG ET AUTRES

Statutory Auditor, member of the *Compagnie Régionale des Commissaires aux Comptes de Versailles et du Centre* (Versailles and Center Regional Auditors' Association).

Represented by Mr. Charles-Emmanuel Chosson and Mr. Quentin Séné.

1-2, place des Saisons – Paris – La Défense 1 – 92400 Courbevoie.



(1) *Formerly known as Barbier Frinault et Cie and then Barbier Frinault et Autres..*
(2) *Term of office expiring at the end of the General Shareholders'Meeting called to approve the financial statements for the year ending December 31, 2028.*

Following the call for tenders conducted in 2021 in accordance with prevailing regulations by the Group Finance Department, with the support of the Procurement Department and in conjunction with the Group Legal Department, Compliance Department and Audit and Internal Control Department, the Board of Directors decided, at the recommendation of the Accounts and Audit Committee, among the options presented, to propose in particular the appointment of Deloitte & Associés to replace KPMG SA, whose term of office will expire in 2025 during the General Meeting called to approve the financial statements for the year ended December 31, 2024 and cannot be renewed as the maximum term of office defined by prevailing regulation has been reached.

8.7 Financial information included by reference

Pursuant to Commission Regulation (EU) no. 2017/1129, the following information is incorporated by reference in the Universal Registration Document:

- the operating and financial review, the consolidated financial statements and the parent company financial statements for fiscal year 2023 and the corresponding Statutory Auditors' reports, included in Chapter 5 and Chapter 6, Sections 6.1 and 6.2, respectively, of the Veolia Environnement Universal Registration Document for fiscal year 2023 filed with the French Financial Markets Authority on March 21, 2024 under the number D.24-0151;
- the operating and financial review, the consolidated financial statements and the parent company financial statements for fiscal year 2022 and the corresponding Statutory Auditors' reports, included in Chapter 5 and Chapter 6, Sections 6.1 and 6.2, respectively, of the Veolia Environnement Universal Registration Document for fiscal year 2022 filed with the French Financial Markets Authority on March 22, 2023 under the number D.23-0131.

8.8 Persons assuming responsibility for the Universal Registration Document and the Annual Financial Report AFR

8.8.1 PERSON RESPONSIBLE FOR THE UNIVERSAL REGISTRATION DOCUMENT AND THE ANNUAL FINANCIAL REPORT

Mrs. Estelle Brachlianoff, Chief Executive Officer of Veolia Environnement.

8.8.2 STATEMENT BY THE PERSON RESPONSIBLE FOR THE UNIVERSAL REGISTRATION DOCUMENT AND THE ANNUAL FINANCIAL REPORT

I hereby certify, that to the best of my knowledge, the information contained in this Universal Registration Document is true and fair and does not contain any omission likely to affect its import.

I hereby certify that, to the best of my knowledge, the financial statements and the consolidated financial statements have been prepared in accordance with the body of applicable accounting standards and give a true and fair view of the assets, liabilities, financial position and results of the issuer and all consolidated companies, and that the management report provides a fair review of the results and financial position of the issuer and all consolidated companies, and describes the principal risks and uncertainties they face, and that it was prepared in accordance with applicable sustainability reporting standards.

Aubervilliers,

March 20, 2025

Chief Executive Officer

Estelle Brachlianoff

8.9 Cross-reference tables

To facilitate the reading of this document, the following cross-reference tables identify:

- the main sections detailed in Annexes 1 and 2 of Commission Delegated Regulation (EU) 2019/980 of March 14, 2019, supplementing the provisions of Commission Regulation (EU) 2017/1129 of June 14, 2017;
- the information comprising the annual financial report required by Article L.451-1-2 of the French Monetary and Financial Code and Article 222-3 of the General Regulation of the French Financial Markets Authority;
- the information comprising the Board of Directors' management report, including notably the corporate governance report and the sustainability statement, provided for in the French Commercial Code.

8.9.1 UNIVERSAL REGISTRATION DOCUMENT

The following cross-reference table identifies the main sections detailed in Annexes 1 and 2 of Commission Delegated Regulation (EU) 2019/980 of March 14, 2019, supplementing Commission Regulation (EU) 2017/1129 of June 14, 2017, and refers to the pages of this Universal Registration Document where the information for each section can be found.

Heading in Annexes 1 and 2 of the Delegated Regulation of March 14, 2019		Chapters/sections
1	**Persons responsible, third party information, experts' reports and competent authority approval**	
1.1	Persons responsible for the information	8.8.1
1.2	Statement by those responsible for the information	8.8.2
1.3	Statement or expert report	N/A
1.4	Third-party confirmation	N/A
1.5	Statement without prior approval	page 1
2	**Statutory Auditors**	**8.6**
3	**Risk factors**	2.2.2 and 5.4.5
4	**Information about the issuer**	
4.1	Legal and commercial name	8.1.1
4.2	Place of registration, registration number and legal entity identifier (LEI)	8.1.1
4.3	Date of incorporation and length of life of the issuer	1.1.1 and 8.1.1
4.4	Domicile and legal form of the issuer, the legislation under which it operates, its country of incorporation, the address and telephone number of the registered office and the website	8.1.1
5	**Business overview**	
5.1	Principal activities	1.1.3, 1.3.1 and 1.3.2
5.2	Principal markets	1.3.3, 1.3.4 and 1.5
5.3	Important events in the development of the issuer's business	1.2, 5.1.1, 5.1.2, 5.1.3 and 6.1.6 Note 3.2
5.4	Strategy and objectives	1.1, 1.2, 4.1 and 5.4.6
5.5	Extent to which the issuer is dependent on patents or licenses, industrial, commercial or financial contracts or new manufacturing processes	1.5.3.1
5.6	Basis for any statements made by the issuer regarding its competitive position	1.3.4.2
5.7	Investments	
5.7.1	Material investments completed	5.3.2
5.7.2	Material investments in progress	5.1.3
5.7.3	Information relating to joint ventures and undertakings in which the issuer holds a portion of the capital	6.1.6 note 5.2.4
5.7.4	Environmental issues that may affect the issuer's utilization of tangible fixed assets	4.2
6	**Organizational structure**	
6.1	Brief description of the Group	1.5.1
6.2	List of issuer's significant subsidiaries	6.1.6 Note 15 and 6.2.5 Note 7.11
7	**Operating and financial review**	
7.1	Financial condition	
7.1.1	Development and performance of the businesses; Key performance and development indicators	Profile, 4.1, 5.1, 5.2.1, 5.2.2, 5.2.3, 5.4.1, 5.5 and 6.1.1 to 6.1.3
7.1.2	Likely future developments and activities in the field of research and development	1.4
7.2	Operating results	5.2.4.1, 5.2.4.4 and 6.1.6 Note 6.1.1 to 6.1.2
8	**Capital resources**	
8.1	Information on the issuer's capital resources	6.1.5 and 6.1.6 Note 9
8.2	Sources and amounts of cash flows	6.1.4, 6.1.6 Notes 5.3, 8.3.2 and 7.1.7, 8.4
8.3	Borrowing requirements and funding structure	5.3.1, 5.3.3, 5.3.4, 6.1.6 Notes 8.1 and 8.2
8.4	Restrictions on the use of capital resources that have materially affected the Group's operations	6.1.6 note 8.1.3
8.5	Anticipated sources of funds	N/A
9	**Regulatory environment**	**1.6**

Heading in Annexes 1 and 2 of the Delegated Regulation of March 14, 2019		Chapters/sections
10	**Trend information**	
10.1.a	Significant recent trends in production, sales and inventory, and sales costs and prices since the end of the last fiscal year	1.3.2 and 5.4.4
10.1.b	Description of any significant change in the financial performance of the Group	N/A
10.2	Known trends, uncertainties, demands, commitments or events that are reasonably likely to have a material effect on the issuer's prospects	1.2 and 5.4.6
11	**Profit forecasts or estimates**	
11.1	Profit forecasts or estimates	N/A
11.2	Statement setting out the principal assumptions underlying profit forecasts or estimates	N/A
11.3	Statement that profit forecasts or estimates are comparable with historical financial information and consistent with accounting policies	6.1.6 Note 1
12	**Administrative, management and supervisory bodies and senior management**	
12.1	Information concerning members of the Board of Directors and Executive Management	3.1.1, 3.1.2 and 3.1.3
12.2	Administrative and management bodies and senior management conflicts of interests	3.1.3
13	**Remuneration and benefits**	
13.1	Compensation paid and benefits in kind granted	3.4.1, 3.4.3 and 3.4.4
13.2	Total amounts set aside or accrued to provide for pension, retirement or similar benefits for corporate officers	6.1.6 Note 6.3 and 3.4.2
14	**Board practices**	
14.1	Date of expiration of current terms of office	3.1.1 and 3.1.2
14.2	Service contracts between members of the administrative or management bodies and the issuer or any of its subsidiaries providing for benefits upon termination of employment, or an appropriate statement to the effect that no such benefits exist	6.1.6 Note 13, 3.1.3 and 3.6
14.3	Information on the audit and remuneration committees	3.2.2.1 and 3.2.2.3
14.4	Statement regarding corporate governance	3.2.1.1
14.5	Potential material impacts on corporate governance	3.1.2, 3.2.1.2, 3.2.2
15	**Employees**	
15.1	Number of employees and breakdown by main category	Profile/Key figures 4.1.1.5 and 4.1.3.1.2
15.2	Shareholdings and stock options held by corporate officers	3.1.1.2, 3.4.1.1.2, 3.4.3, 3.4.4 and 3.5
15.3	Arrangements for involving the employees in the capital of the issuer	4.1.3.1.4.3 and 5.1.5
16	**Major shareholders**	
16.1	Shareholders holding more than 5% of the share capital and voting rights	7.2 and 8.1.5
16.2	Existence of different voting rights	7.2 and 8.1.4
16.3	Control of the issuer	7.2.2
16.4	Arrangements, known to the issuer, the operation of which may at a subsequent date result in a change in control	8.3
17	**Related party transactions**	**3.6 and 6.1.6 Note 13**
18	**Financial information concerning the issuer's assets and liabilities, financial position and profits and losses**	
18.1	Historical financial information	Profile, 5.3.1, 6.1, 6.2 and 8.7
18.2	Interim and other financial information	N/A
18.3	Auditing of historical annual financial information	6.1.7 and 6.2.6
18.4	Pro forma financial information	N/A
18.5	Dividend policy	7.3 and 8.1.2
18.6	Legal and arbitration proceedings	6.1.6 Notes 12 and 8.2
18.7	Significant change in the issuer's financial position	5.4.4 and 6.1.6 Note 14
19	**Additional information**	
19.1	Share capital	
19.1.1	Amount of issued share capital and authorized share capital	7.1.1, 7.1.2 and 7.1.4
19.1.2	Shares not representing capital	N/A
19.1.3	Shares held by the issuer or its subsidiaries	7.1.3
19.1.4	Convertible securities, exchangeable securities or securities with warrants	7.1.5, 7.1.7 and 6.1.6 Note 8.1.1.1
19.1.5	Acquisition rights and/or obligations over authorized but unissued capital or an undertaking to increase the capital	7.1.4
19.1.6	Options over share capital of Group members	N/A
19.1.7	History of share capital	7.1.6
19.2	Memorandum and Articles of Association	
19.2.1	Issuer's objects and purposes, and company register	8.1.1
19.2.2	Rights, preferences and restrictions attaching to shares	8.1.2 and 8.1.4 to 8.1.6
19.2.3	Provisions that could delay, defer or prevent a change in control of the issuer	N/A
20	**Material contracts**	**8.3**
21	**Documents available**	**8.5**

8.9.2 ANNUAL FINANCIAL REPORT

The following cross-reference table identifies, in this Universal Registration Document, the information comprising the annual financial report that must be published by listed companies pursuant to Article L.451-1-2 of the French Monetary and Financial Code and Article 222-3 of the General Regulation of the French Financial Markets Authority.

Information required		Chapters/sections
1	Company financial statements	6.2
2	Consolidated financial statements	6.1
3	Management report (minimum information within the meaning of Article 222-3 of the AMF general regulations)	See Management Report cross-reference table below
4	Statement by the person responsible for the annual financial report	8.8.2
5	Statutory Auditors' reports on the consolidated financial statements and the Company financial statements	6.1.7 and 6.2.6

8.9.3 MANAGEMENT REPORT (INCLUDING THE REPORT ON CORPORATE GOVERNANCE AND THE SUSTAINABILITY STATEMENT)

The cross-reference table identifies the information that must be published in the management report pursuant to the provisions of the French Commercial Code applicable to public limited companies with a Board of Directors, as well as the specific section of the management report on corporate governance.

	Reference texts	Chapters/sections
1 – Position and activities of the Group		
Company position during the past fiscal year and objective and comprehensive analysis of trends in business, results and the financial position of the Company and the Group, specifically, its debt position in terms of business volume and complexity	L.225-100-1,I.,1°, L.232-1,II, L.233-6, L.233-26 of the French Commercial Code	1.1.2, 1.1.3, 1.2, 1.3, 1.4, 1.5.2 and 5
Financial key performance indicators	L. 225-100-1,I.,2° of the French Commercial Code	Profile and 5.2.1
Non-financial key performance indicators relating to the specific activities of the Company and the Group, specifically information relating to environmental and employee issues	L. 225-100-1,I.,2° of the French Commercial Code	Profile and 4.1
Major events between year end and the date the Management Report is prepared	L. 232-1, II and L. 233-26 of the French Commercial Code	5.4.4
Identity of the principal shareholders and holders of voting rights at General Shareholders’ Meetings and changes during the fiscal year	L. 233-13 of the French Commercial Code	7.2
Existing branches	L. 232-1, II of the French Commercial Code	6.2.7
Acquisitions of significant investments in companies whose registered office is in France	L. 233-6 para. 1of the French Commercial Code	5.1.3.2, 6.1.6 Notes 3.2 and 15 and 6.2.5 Note 7.11
Transfers or disposals of shares in cross-shareholdings	L. 233-29, 233- 30 and R. 233-19 of the French Commercial Code	N/A
Foreseeable developments in the position of the Company/Group and future outlook	L. 232-1, II and L. 233-26 of the French Commercial Code	5.4.6
Research and development activities	L. 232-1, II and L. 233-26 of the French Commercial Code	1.4
Table presenting the results of the Company for the past five years	R. 225-102 of the French Commercial Code	6.2.7
Information on supplier and customer settlement periods	D. 441-4 of the French Commercial Code	6.2.7
Amount of inter-company loans granted and statement by the statutory auditors	L. 511-6 and R. 511-2-3 of the French Monetary and Financial Code	N/A
2 – Internal control and risk management		
Description of the main risks and uncertainties facing the Company	L. 225-100-1,I., 3° of the French Commercial Code	Intro of 2 and 2.2.
Indications on financial risks relating to the impact of climate change and presentation of measures taken by the Company to mitigate these risks by implementing a low-carbon strategy in all aspects of its activity	L. 22-10-35, 1°of the French Commercial Code	2.2.2.1, 2.2.2.3 and 4.1.2.1
Principal characteristics of internal control and risk management procedures implemented by the Company and the group for the preparation and processing of accounting and financial information	L. 22-10-35, 2°of the French Commercial Code	2.1
Indications on the hedging objectives and policy for each main transaction category and exposure to price, credit, liquidity and treasury risks, including the use of financial instruments	L. 225-100-1,I., 4° of the French Commercial Code	2.2.2.3, 6.1.6 Note 8.3.1 and 6.2.5 Note 7.3
Anticorruption system	Law no. 2016-1691 of December 9, 2016, known as the Sapin 2 law	4.1.4.1.2
Vigilance plan and report on its effective implementation	L. 225-102-4of the French Commercial Code	4.3

	Reference texts	Chapters/sections
3 – Report on corporate governance		
Information on compensation		
Compensation policy of corporate officers	Article L.22-10-8, I., paragraph 2 of the French Commercial Code, Article R.22-10-14 of the French Commercial Code	3.4.1, 3.4.2, 3.4.3, 3.4.4.1 and 3.4.4.2
Compensation and benefits of all kinds paid during the fiscal year or awarded in respect of the fiscal year to each corporate officer	Article L. 22-10-9, I., 1° of the French Commercial Code Article R. 22-10-15 of the French Commercial Code	3.4.1.1.1, 3.4.1.1.2, 3.4.4.1 and 3.4.4.2
Relative proportion of fixed and variable compensation	Article L. 22-10-9, I., 2° of the French Commercial Code	3.4
Utilization of the possibility to request the repayment of variable compensation	Article L. 22-10-9, I., 3° of the French Commercial Code	N/A
Commitments of all nature given by the Company in favor of corporate officers, corresponding to items of compensation, indemnities or benefits payable or likely to be payable on the start, termination or change in duties or subsequent thereto	Article L. 22-10-9, I., 4° of the French Commercial Code	3.4.2
Compensation paid or awarded by a company included in the consolidation scope within the meaning of Article L.233-16 of the French Commercial Code	Article L. 22-10-9, I., 5° of the French Commercial Code	N/A
Ratios of the compensation of each executive corporate officer to the average and median compensation of Company employees	Article L. 22-10-9, I., 6° of the French Commercial Code	3.4.1.1.3
Annual trends in compensation, Company performance, average compensation of Company employees and the aforementioned ratios over the past five years	Article L. 22-10-9, I., 7° of the French Commercial Code	3.4.1.1.3
Explanation of how total compensation complies with the compensation policy adopted, including how it contributes to the long-term performance of the Company and the way in which performance criteria were applied	Article L. 22-10-9, I., 8° of the French Commercial Code	3.4.1.1.2 and 3.4.1.1.3
Way in which the vote of the last Ordinary General Meeting provided for in Article L.22-10-34 I of the French Commercial Code was taken into account	Article L. 22-10-9, I., 9° of the French Commercial Code	N/A
Difference compared with the compensation policy implemented and any derogations	Article L. 22-10-9, I., 10° of the French Commercial Code	N/A
Application of the provisions of Article L.225-45, paragraph 2, of the French Commercial Code (suspension of payment of directors compensation in the event of non-compliance with Board of Directors diversity requirements)	Article L. 22-10-9, I., 11° of the French Commercial Code	N/A
Grant to and retention by corporate officers of options	Article L.225-185 of the French Commercial Code, Article L.22-10-57 of the French Commercial Code	3.4.3.1
Grant to and retention by executive corporate officers of free shares	Articles L. 225-197-1 and L. 22-10-59 of the French Commercial Code	3.2.1.7, 3.4.1.1, 3.4.3.1 and 3.4.4
Information on governance		
List of offices and positions held in all companies by each corporate officer during the fiscal year	L. 225-37-4.1°of the French Commercial Code	3.1.1.3
Agreements between an executive or a major shareholder and a subsidiary	L. 225-37-4, 2°of the French Commercial Code	6.1.6 note 13
Summary table of current delegations granted by General Meetings in respect of share capital increases	L. 225-37-4, 3°of the French Commercial Code	7.1.4
Organization of Executive Management's powers	L. 225-37-4, 4°of the French Commercial Code	3.3.1
Composition and conditions of preparation and organization of Board of Directors activities	L. 22-10-10, 1°of the French Commercial Code	3.1.1, 3.1.2 and 3.2
Application of the principle of balanced representation of men and women on the Board of Directors	L. 22-10-10, 2°of the French Commercial Code	3.1.1.1 and 3.2.1.2
Any limits placed by the Board on the powers of the Chief Executive Officer	L. 22-10-10, 3°of the French Commercial Code	3.3.2
Reference to a corporate governance code and application of the comply or explain principle	L. 22-10-10, 4° of the French Commercial Code	3.2.1.1
Specific procedures governing the attendance of shareholders at General Meetings	L. 22-10-10, 5° of the French Commercial Code	8.1.3
Assessment procedure for everyday agreements – Implementation	L. 22-10-10, 6° of the French Commercial Code	3.2.1.9
Factors likely to have an impact in the event of a public offer to purchase or exchange shares:	L. 22-10-11 of the French Commercial Code	
• share capital structure of the Company;		7.1.1, 7.2.1 and 7.2.2
• restrictions pursuant to the Articles of Association on the exercise of voting rights and the transfer of shares or agreement clauses brought to the attention of the Company pursuant to Article L.233-11 of the French Commercial Code;		N/A

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	Reference texts	Chapters/sections
• direct or indirect investments in the share capital of the Company of which it is aware pursuant to Articles L.233-7 and L.233-12 of the French Commercial Code;		7.2.1 and 7.2.2
• list of holders of any securities conferring special controlling rights and description thereof - control mechanisms provided in any employee share ownership system, when control rights are not exercised by this system;		7.2.1 and 7.2.2
• agreements between shareholders of which the Company is aware and which could lead to restrictions on the transfer of shares and the exercise of voting rights;		8.3
• rules applicable to the appointment and replacement of members of the Board of Directors, as well as amendments to the Articles of Association of the Company;		3.1.1, 8.1.3.3, 8.1.7 and 8.1.8
• powers of the Board of Directors, in particular regarding share issues and buybacks;		7.1.3 and 7.1.4
• agreements entered into by the Company that are amended or terminated in the event of a change in control of the Company, unless disclosure of such agreements would be detrimental to the Company's interests, except where legally required;		8.3
• agreements providing for compensation for members of the Board of Directors or employees in the event of resignation or dismissal without real and serious cause, or of termination of employment as a consequence of a public offer to purchase of exchange shares.		3.4.2.3
4 – Share capital and share ownership		
Structure, changes in the Company's share capital and crossing of thresholds	L. 233-13 of the French Commercial Code	7.2
Acquisition and sale of treasury shares by the Company	L. 225-211 and R. 225-160 of the French Commercial Code	6.1.6 note 9.2.2 and 7.1.3.1 to 7.1.3.3
Employee share ownership in the Company on the last day of the fiscal year (proportion of share capital represented)	L. 225-102, paragraph 1 of the French Commercial Code	4.1.3.1.4.3 and 7.2
Details of potential adjustments to securities granting access to share capital in the event of share buybacks or financial operations	R. 228-90 and R. 228-91 of the French Commercial Code	7.1.3.4
Information on transactions by management and closely related persons in the Company securities	L. 621-18-2 of the French Monetary and Financial Code	3.5.2
Dividends distributed in respect of the past three years	243a of the French General Tax Code	7.3.1
5 – Sustainability statement		
Sustainability statement	L.232-3, L. 233-28-4 of the French Commercial Code	4.1
Auditors' report on the sustainability statement	L. 232-6-3 of the French Commercial Code	4.2
6 – Other disclosures		
Additional information	223 quater, 223 quinquies of the French General Tax Code	6.2.7
Injunctions or fines for anticompetitive practices	L. 462-2 of the French Commercial Code	N.A
Information on facilities classified as “at risk”		
• technological accident risk prevention policy rolled out by the Company	L. 232-1 of the French Commercial Code	2.1.6.3 and 2.2.2.2
• the Company's ability to guarantee insurance coverage for its civil liability towards property and individuals due to the operation of such facilities	L. 232-1 of the French Commercial Code	2.1.6.3 and 2.2.2.2
• means implemented by the Company to manage compensation for victims in the event of a technological accident for which the Company is liable	L. 232-1 of the French Commercial Code	2.1.6.3 and 2.2.2.2

8.10 Appendices

8.10.1 PROGRESS WITH THE INDIVIDUAL COMMITMENTS GIVEN BY VEOLIA UNDER THE ACT4NATURE INITIATIVE 2024-2027

TNFD pillar	Target year of attainment	Objectives and indicators	Scope	2024 outcomes	Comments	Communi-cation/source
Governance	2024 to 2027	• Strengthen the consideration of biodiversity in the decision-making processes of the group's governance bodies via the annual review of Act4Nature commitments at the Executive Committee. *GBF Target 21*	Corporate	Action accomplished	The Group renewed its Act4nature international commitments in March 2024, which were endorsed by the Group Chief Executive Officer, Estelle Brachlianoff.	Act4Nature International website(1)
		• Integrate into our Multifaceted Performance, objectives relating to 3 erosion factors on biodiversity: • Climate change: reducing GHG emissions (Scope 1 and 2); • Pollutions: Action plans on sensitive sites (2); • Resources: Volume of water saved. *GBF Targets 3, 6, 7, 8, 12 and 16*	Corporate	Action accomplished	Four objectives for multifaceted performance under GreenUp 2024-2027 relate to these three factors: • Scope 1 and 2 GHG emissions reduction – 2027 target -18% (vs. 2021) • Scope 4* GHG erased emissions – 2027 target 18 Mt CO_2 eq. • Action plan deployment rate on sensitive sites – 2027 target 85% • Volume of freshwater saved (reuse, desalination, leakage reduction) – 2027 target 1.5 billion m^3	URD 2024
	2024	• As a TNFD Early adopter, align information published in the URD with TNFD requirements as of 2024 (URD 2023). *GBF Target 15*	Corporate	Action accomplished	Since 2024 (URD 2023), the URD has included sidebars focusing on each of the four TNFD pillars, as well as a cross-reference table linking the TNFD's recommended disclosures with the relevant chapters of the URD. See Appendices 8.10.2 and 8.10.3 of this URD	List of TNFD Adopters (3)
Strategy	2025	• Design an on-site biodiversity management solution to be included in our commercial offers (assessment of the biodiversity footprint of our customers sites and action plans to reduce impacts and restore biodiversity). *GBF Targets 3, 6, 7, 12 and 16Act4Nature 20-23: Measure the environmental footprint and biodiversity of our sensitive sites*	Global	Ongoing		
	2024	• Design and test an invasive alien species treatment solution for our customers (treatment chain). *GBF Target 6*	France	Action maintained	Pilots launched to validate the protocol: Implementation of bio-coverage to facilitate the rise in temperature. Validation at two sites.	
	2024	• Produce a handbook of references and best practices. The objective of this handbook is to propose solutions for our customers to avoid or reduce their impacts and restore biodiversity. *GBF Target 21*	Global	Ongoing	In 2024, this action pivoted toward the design of an on-site biodiversity management solution to be included in our commercial offerings (assessment of the biodiversity footprint of our customers sites and action plans to reduce impacts and restore biodiversity), as well as the publication of the Group's first biodiversity report, including various references.	Biodiversity report (4)
Managing our impacts and risks	From 2024	• Integrate nature-based solutions (NBS) into our commercial offering building on existing pilots. *GBF Targets 8 and 11*	Global	Action maintained	The NBS offer is available and can be included in tender specifications	
	2025	• Improve the integration of biodiversity in our procurement criteria, in line with the identification of risks in our value chain as part of the TNFD and ideally include at least one biodiversity criteria for our strategic suppliers with the greatest potential impact. *GBF Target 21 Act4Nature 20-23: Assess 75% of strategic suppliers with the highest environmental impact*	Global	Ongoing		

* *Scope 4, also called erased emissions, is a concept specific to Veolia, to assess the GHG emission reductions of third parties thanks to Veolia's decarbonizing solutions. It is defined in point 4.1.2.1.4. Veolia ensures that scope 4 is recognized differently than its scopes 1, 2 and 3 emissions and may under no circumstances be subtracted from them.*

(1) Link to the Act4nature international commitments: https://www.act4nature.com/wp-content/uploads/2024/08/VEOLIA-VA.pdf

(2) Sites with the potential to have the most impact on environments and biodiversity (scored according to criteria established in partnership with IUCN including proximity to protected areas or areas of major biodiversity interest).

(3) Link to the list of TNFD Adopters: https://tnfd.global/engage/tnfd-adopters-list/

(4) Link to the Biodiversity Report: https://www.veolia.com/sites/g/files/dvc4206/files/document/2024/10/biodiversity-report-veolia-101624.pdf

TNFD pillar	Target year of attainment	Objectives and indicators	Scope	2024 outcomes	Comments	Communi-cation/source
Metrics and targets	2024 then 2027	• Define a target for renatured surface area by 2027 and 2030 on all of our landfill sites identified as sensitive sites *GBF Target 2*	Global	745 ha	This figure, defined at the beginning of 2024, corresponds to the objective of revegetated surface area by 2027.	URD 2024
	2027	• Continue to create biodiversity footprints and deploy action plans on 100% of our sensitive sites with an updated scope and aim for an average action plan deployment rate of 85% for 2027. *GBF Targets 3, 6, 7, 12 and 16* *Act4Nature 20-23: Measure the environmental footprint and biodiversity of our sensitive sites*	Global	73%	This commitment was extended to a broader scope in 2023, including former Suez sites. The significant increase in the deployment rate in 2024 (+14 points) bodes well for achieving the 2027 target.	URD 2024
	2027	• Deploy ecological management on 95% of our sites with more than 1 ha of green space (updated scope). *GBF Targets 3, 6, 7, 12 and 16Act4Nature 20-23: Deploy ecological management at 75% of our sites with more than 1ha of green space*	Global	60%	This commitment was renewed with a new 2027 target of 95% set in 2023 for the new Veolia scope (following the acquisition of Suez). 64% achieved by the end of 2023 on the old pro forma 2020 scope.	URD 2024
	2027	• Stop the use of phytosanitary products on 95% of our sites (2023 pro forma updated scope). *GBF Target 7* *Act4nature 20-23: stop the use of phytosanitary products at 75% of our sites*	Global	68.999999999	This commitment was renewed with a 2027 target of 95% set in 2023 for the new Veolia scope (following the acquisition of Suez). 65% achieved at the end of 2023 on the old pro forma 2020 scope.	URD 2024
	2027	• Make a zero deforestation commitment, maintain 100% traceability of wood products in our energy sector and aim for 100% certified supplies in the operational control scope of our supply chain. *GBF Target 13* *Act4nature 20-23: supply the sites of our energy sector with biomass, with98% of wood traced and 80% certified*	Global	100% traceability 79 % certification	100% certification in Europe	URD 2024
		• Save water resources with a target of 1.5 billion cubic meters of freshwater saved in 2027 through the reuse of treated water, desalination and leakage reduction.	Global	1.45 billion m³		URD 2024

GBF : Global Biodiversity Framework,international framework for action resulting from COP 15 on biodiversity, consisting of 23 targets, mapped to each commitment
TNFD : Taskforce on Nature-related Financial Disclosures
Link to Veolia's individual commitments to Act4nature international: https://www.act4nature.com/wp-content/uploads/2024/05/VEOLIA-VF-2024.pdf

8.10.2 INFORMATION CORRESPONDING TO THE TNFD RECOMMENDATIONS

The summary information corresponding to the four pillars of the TNFD disclosure framework (Governance, Strategy, Risks and opportunities, Indicators and targets) is presented in boxes in this chapter. Furthermore, for more detailed information, the cross-reference table presented below matches the 14 themes of the disclosure framework with the chapters of the Universal Registration Document.

TNFD – Governance of our impacts, dependencies, nature-related risks and opportunities

To review the risks and opportunities relating to the nature-related impacts and dependencies of Veolia's activities, the Board of Directors primarily relies on two of its Committees (see section 1.2.1 above):

- the Purpose Committee (see Section 3.2.2.5 above), which performs an annual review of the multifaceted performance objectives, including the protection of natural environments and biodiversity, and related metrics (see Section 4.1.2 above);
- the Accounts and Audit Committee, which is in charge of reviewing the financial and non-financial risk mapping, including challenges relating to biodiversity, understanding the management initiatives and corrective measures (see Section 3.2.2.1 above). As is the case for all multifaceted performance objectives, the objective of protecting natural environments and biodiversity is backed by a sponsor, an Executive Committee member (see Section 4.1.2.4.4 above) and its progress, assessed by an independent third-party body, is taken into account in the calculation of the variable compensation of the Group's executive officers (see Section 4.1.1.4.3 above). A network of more than 40 Biodiversity officers in the BUs is responsible for its deployment.

TNFD – Strategy – Our approach to nature-related challenges

The Group responds to challenges linked to the protection and restoration of biodiversity through its very activity or through operational methods adopted at the sites where it operates, but also more widely by making biodiversity an integral part of its policy and processes (see section 4.1.1.5.1 above).

Veolia's activities contribute to preserving the environment (water, air, soil) and to reducing several of the factors that erode biodiversity as a result of the activities of its municipal and industrial customers (climate change, pollution, overexploitation of natural resources including water resources). Industrial activities carried out on sites operated by the Group can however cause direct or indirect negative local environmental impacts of a magnitude infinitely smaller than that associated with the reduction of the impacts of its customers, the control of which is part of the Group's environmental policy (see section 2.2.2.2 above).

Under its GreenUp strategic program, as part of its 2024-2027 multifaceted performance approach, Veolia chose to monitor the roll-out of action plans designed to improve the footprint on environments and biodiversity of "sensitive" sites (see section 4.1.2.4.4 above). The methodology used to identify sensitive sites factors in the location of direct operations with regard to the sensitivity of the natural environment (using the IBAT mapping tool developed with the support of IUCN) and the nature of site activities (see section 4.1.2.4.4 below). In 2024, Veolia identified 158 sensitive sites out of around 1,800 main sites managed by the Group.

In line with its environmental policy, Veolia has undertaken to introduce more sustainable methods (ecological management, discontinuation of phytosanitary products) at all other sites managed by the Group (see section 4.1.2.4.2 above).

To better understand its challenges, in 2023 Veolia assessed its impacts, dependencies, risks and opportunities using the LEAP (Locate Evaluate Assess Prepare) method. This analysis, performed on direct operations and the upstream value chain, identified issues at Veolia sites and for certain raw materials (see section 4.1.2.4.2 above) and encourages better consideration of biodiversity in our value chain.

In 2024, Veolia renewed its commitment to Act4nature international for 2027, publicly demonstrating how nature is embedded within its strategy (see section 8.10.1 above).

TNFD – Risks and Opportunities – The inclusion of nature in our risk management

The main risks that Veolia faces are subject to an annual mapping process. Risks are classified according to their potential impact and probability of occurrence, and ranked according to importance. Among these risks are environmental and industrial risks (see section 2.2.2.2 above).

In 2023, the analysis of direct operations and the value chain, conducted according to the LEAP approach advocated by the TNFD (see section 4.1.2.4.2), identified issues at Veolia's sites and for certain raw materials, calling for more consideration to be given to nature in the value chain. As a result, in 2025 a more extensive dialogue will be conducted with the main suppliers of the most affected procurement categories in order to incorporate environmental protection criteria into supplier selection and assessment.

The results of the LEAP study also improved the Group's risk nomenclature (Veolia Risk Universe), which seeks to develop a common language for risks and their descriptions by integrating the risk of biodiversity loss. Veolia has not yet assessed systemic risks as the Group is in the learning phase of the TNFD framework and is waiting for methodologies to be proven.

As part of the Group's environmental policy, new standard targets have been introduced in which the goal is to achieve 100% traceability and certification of the wood biomass used in our energy sector (see section 4.1.2.4.4), in order to limit the environmental impact of our biomass supplies.

Aware of its potential impacts, the Group is already undertaking reduction measures. The biodiversity footprint of our 158 "sensitive" sites with significant biodiversity issues is measured to assess direct or indirect negative and positive impacts generated by site activities at local level. A tailored action plan enables each "sensitive" site to roll out the necessary measures. In addition, Veolia is committed to eliminating the use of phytosanitary products at all its operational sites (see section 4.1.2.4.2 above). Veolia also deploys ecological management at its sites to implement measures to protect nature. Finally, the Group's innovation policy plans to boost the deployment of our offering relating to Nature-based Solutions, particularly in large water cycle management (see section 1.4.2.2 above).

TNFD – Metrics and Targets

Veolia has renewed its commitment to Act4Nature International for 2027, demonstrating how nature is embedded within its strategy. The preservation of natural environments once again resulted in concrete objectives for the preservation and restoration of natural environments (ecosystems, habitats) as described in detail in our new Act4Nature International 2024-2027 commitments (see Appendix 8.10.1 for the 2024 report).

These new commitments incorporate the metrics and targets of the strategic plan, as well as the standard targets of the Group's environmental policy, as listed below:

- the implementation of action plans at our "sensitive" sites with an overall deployment rate of 85% for 2027;
- the deployment of ecological management at all Group sites with over one hectare of green space with a target of 95% by 2027;
- the discontinuation of phytosanitary products at all operational sites with a target of 95% for 2027;
- a 100% traceability and 100% certification target for the wood biomass supplies in our energy sector for sites whose supply chain we control.

More generally, and as part of its environmental policy for 2024-2027, the Group is increasing its standard targets for 2027 to reduce pollution (see section 4.1.2.2 above):

- by improving the average treatment efficiency of wastewater treatment plants (BOD5: 95%, COD: 91%);
- by reducing the average emissions of atmospheric pollutants for its thermal installations (g/MWh of fuel consumed): NOx (180), SOx (195), dust (10) and Hg (0.005) and its hazardous and non-hazardous waste incineration units (mg/Nm3): NOx (122), SOx (12) and dust (2).
- by strengthening its commitment to preserving water resources with a target of 1.5 billion m3 of freshwater saved in 2027 through the reuse of treated water, desalination and leak reduction. (see Section 4.1.2.3.3 above).

8.10.3 MAPPING OF URD CHAPTERS, EUROPEAN NFRD NON-BINDING REQUIREMENTS AND TNFD RECOMMENDED DISCLOSURES

TNFD recommended disclosures		NFRD Elements: Business model	NFRD Elements: Policies and due diligence processes	NFRD Elements: Outcomes	NFRD Elements: Principal risks and their management	NFRD Elements: Key Performance Indicators
Governance	a) Board's oversight		1.2.1 3.2.2.1 3.2.2.5 4.1.1.4.3 4.1.2.4.4			
Governance	b) Management's role		1.2.1			
Governance	(c) Policy and monitoring by the Board of Directors of respect for the rights of local and indigenous communities		4.1.3			
Strategy	a) Nature-related risks and opportunities		1.2.1 4.1.1.5.1 8.10.1		2.2.2.2 4.1.2.4.2	
Strategy	b) Impact of nature-related risks and opportunities	1.3.2	4.1.2.4.1 8.10.1		4.1.2.4.2 4.1.2.4.4	
Strategy	c) Resilience of the organization's strategy	4.1.2.1.5				
Strategy	d) Priority locations				4.1.2.4.4	
Risk management	a) Identification and assessment process for direct operations				2.1.1 2.2.2.2 4.1.2.4.2	
Risk management	b) Identification and assessment process for upstream and downstream value chains				4.1.2.4.2	
Risk management	c) Management process				1.4 4.1.2.4.4	
Risk management	d) Integration into overall risk management	1.4.2.2			2.1.1.	
Metrics and Targets	a) Metrics used for risk and opportunity assessment			4.1.2.4.4 4.2.4.3.2 4.2.4.3.3 8.10.1		4.1.2.4.4 4.2.4.3.2 4.2.4.3.3 8.10.1
Metrics and Targets	b) Metrics used for impact and dependency assessment			4.1.2.4.4 4.1.2.2.2 8.10.1		4.1.2.4.4 4.1.2.2.2 8.10.1
Metrics and Targets	c) Targets					4.1.2.4.4 4.1.2.2.2 8.10.1

8.10.4 MAPPING OF NFRD NON-BINDING REQUIREMENTS AND TCFD RECOMMENDED DISCLOSURE

TCFD Recommended Dsiclosures		NFRD Elements: Business model	NFRD Elements: Policies and Due Diligence Processes	NFRD Elements: Outcomes	NFRD Elements: Principal Risk and Their Management	NFRD Elements: Key Performance Indicators
Governance	a) Board's oversight		1.2.1 3.2.2.1 3.2.2.5 4.1.1.4			
Governance	b) Management's role		1.2.1 4.1.1.4 4.1.2.1.6			
Strategy	a) Climate-related risks and opportunities		1.2.1 4.1.1.5.1		2.2.2.1 4.1.1.7.2 4.1.2.1	
Strategy	b) Impact -related risks and opportunities	1.2.1 1.3.2				
Strategy	c) Resillience of the organization's strategy	1.2.2 4.1.2.1 4.1.3.3.4				
Risk Management	a) Processes for identifying and assessing				2.2.1 2.2.2.1 4.1.2.1	
Risk Management	b) Processes for managing				2.2.1 4.1.2.1 4.1.3.3.4	
Risk Management	c) Integration into overall risk management				2.1.1	
Metrics and Targets	a) Metrics used to assess			4.1.2.1.7 4.3.1 4.1.2.1.2		4.1.2.1.7 4.3.1 4.1.2.1.2
Metrics and Targets	b) GHG emissions			4.1.2.1.7 4.3.1 4.1.2.1.2		
Metrics and Targets	c) Targets					4.1.2.1.7 4.3.1 4.1.2.1.2

8.10.5 CSR INDICATORS: MATCHING WITH SASB AND GRI STANDARDS

Environmental INDICATORS	Unit	2020	2021	2022	2023	2024 [1]	GRI	SASB
Management								
Deployment of an internal EMS	% of revenue	94.9	98.9	98.2	99.2	98.8	2-25	N/A
ISO 14001 certification	% of revenue covered	68.8	69.3	64.5	59.7	61.5	2-25	N/A
ISO 50001 certification	% of revenue covered	33.3	33.8	32.5	33.6	32	2-25	N/A
ISO 9001 certification	% of revenue covered	75.8	75.5	73.3	69.6	32	2-25	N/A
Climate								
Direct GHG emissions (Scope 1) [2]	Mt CO_2 eq.	—	22.2	20.00	19.6	18.7	305-1	(water) N/A (waste) IF-WM-110a.1 (electricity) IF-EU-110a.1
Heat and electricity production – Energy activity	%	59	53	45	42	51	305-1	IF-EU-110a.1
Waste landfill - Methane emissions	%	21	26	33	33	11	305-1	IF-WM-110a.1
Waste incineration	%	17	18	18	20	34	305-1	IF-WM-110a.1
Municipal and industrial waste collection	%	2	1	3	3	4	305-1	IF-WM-110a.1
Other activities	%	1	1	2	2	1	305-1	(water) N/A (waste) IF-WM-110a.2 (electricity) IF-EU-110a.2
Indirect GHG emissions (Scope 2) [2]	Mt CO_2 eq.	—	2.2	2.2	2.1	2.1	305-2	IF-EU-110a.2
Energy activity (including grid losses)	%	29	33	30	41	43	305-2	N/A
Water activity	%	67	61	68	51	42	305-2	N/A
Waste incineration	%	2	2	2	2	5	305-2	IF-WM-110a.2
Other	%	3	5	0	5	10	305-2	N/A
Biogenic carbon emissions	Mt CO_2 eq.	12	11.2	12	13.2	5.8	305-1	(water) N/A (waste) IF-WM-110a.1 (electricity) IF-EU-110a.1
Indirect GHG emissions (Scope 3) [2]	Mt CO_2 eq.	—	38.9	39.9	42.3	45.8	305-3	N/A
Methane capture rate from landfills	%	56.5	56.3	55.6	58.5	59.8	N/A	IF-WM-110a.2
Erased GHG emissions	Mt CO_2 eq.	12.5	12.4	14.1	15.5	15.2	305-5	N/A
Energy								
Total energy consumed (electric and thermal)	Millions MWh	113.594	118.551	121.674	124.135	/	302-1	(water) IF-WU-130a.1 (waste) N/A (electricity) N/A
o/w electric energy	Millions MWh	10.968	10.529	14.425	14.350	/	302-1	(water) IF-WU-130a.1
o/w thermal energy	Millions MWh	102.625	108.022	107.249	109.784	/	302-1	N/A
o/w renewable energy consumed	Millions MWh	34.884	32.948	38.488	40.239	/	302-1	N/A
Energy generated (thermal and electrical)	Millions MWh	52.997	58.113	55.756	54.690	54.8	N/A	IF-EU-000.B
o/w electric energy generated	Millions MWh	16.582	18.321	18.087	18.124	/	N/A	IF-EU-000.B
Renewable energy generated	Millions MWh	11.795	11.548	13.091	13.803	/	N/A	IF-EU-000.D
Share of biomass in energy consumed by production plants	%	23	19	24	25	/	302-1	N/A
Energy performance of cogenerated energy [3]	%	-	-	74,1	73,8	73,4	302-3	N/A
Circular economy								
Volume of treated waste	Mt	47.3	48.4	61.3	62.6	63.7	306-2	IF-WM-000.D
Material recovery rate from treated waste	%	17	18	17	16	15.4	306-4	IF-WM-420a.3
Energy recovery rate from treated waste	%	30	29	24	27	46 [4]	306-4	IF-WM-420a.3
Bottom ash recovery rate (waste incineration residue)	%	94	89	93	91	90	306-4	IF-WM-420a.3
Combustion residue recovery rate in the Energy business	%	70	72	71	77	81	306-4	IF-WM-420a.3
Wastewater treatment sludge recovery rate	%	66	75	73	74	71	306-4	IF-WM-420a.3

Environmental INDICATORS	Unit	2020	2021	2022	2023	2024 [1]	GRI	SASB
Nature and biodiversity								
Progress rate of action plans aimed at improving the environment and biodiversity footprint of sensitive sites	%	2	30	65	85	73	304-3	N/A
Percentage of sites with zero use of phytosanitary products	%	20	39	58	65	69	304-3	N/A
Ecological management implementation rate at sites > 1 ha green spaces	%	23	35	52	64	60	304-3	N/A
Share of traceable biomass (wood) for energy generation [5]	%	88	99	100	98	100	N/A	N/A
Share of certified biomass (wood) for energy generation [5]	%	75	75	74	70	79	N/A	N/A
Air								
Incineration emissions: NOx	mg/Nm^3	121	121	120	129	122	305-7	IF-WM-120a.1
Incineration emissions: SOx	mg/Nm^3	13	16	13	13	12	305-7	IF-WM-120a.1
Incineration emissions: dust	mg/Nm^3	2	2	2	2	2	305-7	IF-WM-120a.1
NOx emissions of thermal plants selling over 100 GWh/year	g/MWh	233	216	201	182	180	305-7	IF-EU-120a.1
SOx emissions of thermal plants selling over 100 GWh/year	g/MWh	171	147	136	120	95	305-7	IF-EU-120a.1
Dust emissions of thermal plants selling over 100 GWh/year	g/MWh	12	11	11	10	10	305-7	IF-EU-120a.1
Energy generation emissions (per MWh of energy consumed): mercury (plants selling over100 GWh/year)	mg/MWh	1.2	1.2	2.2	2.8	4 [6]	305-7	IF-EU-120a.1
Water and aquatic environments								
Total water sourced	m^3 million	9,337	7,627	11,199	11,039	9,061	303-3	IF-WU-000.B
Total water consumed	m^3 million					23.48	303-5	N/A
Efficiency rate of drinking water networks [7]	%	73.4	75.6	76.3	76.4	75.9	N/A	IF-WU-140a.2
Volume of water reused from collected and treated wastewater	m^3 million	359	308	989	1,144	1,039	303-2	IF-WU-440a.2
Volume of preserved freshwater (reuse, desalination, leakage reduction)	m^3 million				1,400	1,454		N/A
Energy efficiency for the production of drinking water (excluding desalination) [8]	Wh/m^3				230.4	238	302-3	IF-WU-130a.1
Energy efficiency of wastewater treatment [9]	Wh/kg COD removed				850	830	302-3	IF-WU-130a.1
Compliance rate with local regulations and distributed water contractual requirements: bacteriological characteristics	%	99.8	98.8	99.8	99.8	99.8	306-5	N/A
Compliance rate with local regulations and distributed water contractual requirements: physicochemical characteristics	%	99.8	99.5	99.7	99.8	99.8	306-5	N/A
Volume of collected and treated wastewater	m^3 million	5,183	4,632	7,190	7,135	7,391		
DBO5 treatment efficiency of wastewater treatment plants [9]	%	95.9	95.3	95.6	95.6	95	303-2	N/A
DCO treatment efficiency of wastewater treatment plants [9]	%	91.4	90.8	91.5	91.6	91.1	303-2	N/A

(1) From 2024, disclosed data are the ones of CSRD perimeter defined in the Sustainability information (see chapter 4.1 supra).
(2) The 2021 pro forma emissions presented here are the sum of Veolia scope emissions published in 2021 and 2021 emissions from the Suez scope acquired and retained as of the date of publication of this document. In addition, the 2021 emissions have been updated with the new method of accounting for emissions introduced in 2024 to better reflect Veolia's operational control over GHG emissions from operated assets (see chapter 4.1.2.1.2 supra).
(3) Thermal plants selling more than 100 gigawatt hours per year.
(4) New accounting methodology for recovered solid waste from 2024.
(5) Covering the scope of operational control on the supply of biomass.
(6) New methodology from 2024.
(7) For networks serving over 50,000 inhabitants.
(8) Drinking water production plants exceeding 60,000 cubic meters per day.
(9) WWTP with a population equivalent capacity of over 100,000.

« / » : 2024 data not yet available

Human Resources INDICATORS	Unit	2020	2021	2022	2023	2024	GRI	SASB
Headcount on December 31	Nb	178,894	176,488	213,684	218,288	215,041	2-7	N/A
Total annual FTE headcount	Nb	171,450	169,741	202,210	205,614	202,504	2-7	N/A
Workforce on permanent contracts – FTE	%	92.4	93.3	93.3	94.6	94.9	2-7	N/A
Workforce in non-management positions	%	86.7	85.6	83.2	82.4	81.6	2-7	N/A
Permanent employee turnover rate	%	11.6	14.4	14.7	14.3	13.7	2-7	N/A
Lost time injury frequency rate	number per million hours worked	6.60	6.65	5.61	4.95	4.33	403-9	(electricity) IF-EU-320a.1
Workplace accident severity rate	working days lost per thousand hours worked	0.43	0.43	0.39	0.34	0.31	403-9	(electricity) IF-EU-320a.1
Accidental event management: staff covered by the PaTHS (Prevention & Training on Health & Safety) program	%	0.0	51.3	62.0	75.0	87.4	403-5	N/A
Employees having participated in at least one training activity	%	82.3	86.2	91.0	94.5	95.0	2-24	N/A
Average hours of training per employee per year	Nb	17	21	26	29	31	2-24	N/A
Rate of coverage by a workforce dialogue body	%	86	87	85	86	87	2-30	(waste) IF-WM-310a.1
Female representation rate (general)	%	21.4	21.7	22.3	22.4	22.8	2-7	N/A
Female representation rate (management roles)	%	28.3	29.0	30.0	31.0	31.3	405-1	N/A

Governance INDICATORS	Unit	2020	2021	2022	2023	2024	GRI	SASB
Auditable quantitative non-financial and financial proportion of the Chief Executive Officer's variable compensation	%	80	80	80	80	80	2-19	N/A
Quantitative non-financial proportion of variable compensation for executives, high-potential employees, and key contributors	%	50	50	50	50	50	2-19	N/A
Female representation on the Board of Directors	%	45.0	55.5	60.0	54.5	54.5	2-9	N/A
Non-French directors	%	23	18	23	28	36	2-9	N/A
Independent directors	%	72.7	77.7	70.0	82.0	64.0	2-9	N/A
Rate of certification by an Occupational Health and Safety Management System (ISO 45001 etc ...)	% of revenue covered	62,1 (OHSAS 18001)	63	62	58	63	403-1	N/A

2025
FINANCIAL REPORTING SCHEDULE

February 27
2024 Annual Result

April 24
General Shareholders' Meeting

May 7
Key figures for the period ending March 31, 2025

July 31st
2025 First Half Results

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