UNIVERSAL REGISTRATION DOCUMENT 2020

ANNUAL FINANCIAL REPORT

VEOLIA

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VEOLIA ENVIRONNEMENT

UNIVERSAL REGISTRATION DOCUMENT

Annual Financial Report

2020

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 17, 2021, in accordance with Regulation (EU) 2017/1129, without prior approval in accordance with Article 9 of this Regulation.

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This Document is a reproduction of the official version of the Universal Registration Document including the 2020 Annual Financial Report prepared in accordance with the European Single Electronic Format (ESEF) and filed with the AMF, available on the websites of the Company and the AMF.

MESSAGE FROM ANTOINE FRÉROT

Chairman and Chief Executive Officer of Veolia

2020 was an exceptional year for everyone, but for our Company it was exceptional on three fronts. Firstly, because of the coronavirus pandemic, which abruptly thrust us into a new economic and social reality; then, as it was the first year of Veolia's new strategic program; and finally, as our Group launched its Suez merger project.

Veolia's resilience during the unprecedented Covid-19 crisis

Faced with this exceptional crisis, our Group's reaction was also quite exceptional. It geared up for battle, with a dual priority: ensure service continuity 24/7, as our services are key to everyday life, and best protect our employees and their families. Our crisis units were activated, our continuity plans triggered and our resources mobilized to satisfy the basic needs of local populations, and also to maintain the economic activities of our industrial customers, in accordance with the measures implemented in each country. In these extreme circumstances, Veolia lived up to the expectations of its customers, public authorities and local populations. Its utility is now even better recognized and appreciated, as while it was already evident under normal conditions, it becomes all the more apparent in a time of crisis.

FACED WITH THIS EXCEPTIONAL CRISIS, OUR GROUP'S REACTION WAS ALSO QUITE EXCEPTIONAL. IT GEARED UP FOR BATTLE, WITH A DUAL PRIORITY: ENSURE SERVICE CONTINUITY 24/7, AS OUR SERVICES ARE KEY TO EVERYDAY LIFE, AND BEST PROTECT OUR EMPLOYEES AND THEIR FAMILIES.

Antoine Frérot
Chairman and Chief Executive Officer

Because of the economic crisis, our Group reduced its investment program while continuing to invest in preparing its future growth. It also launched an additional cost savings pan. While marked by the pandemic, the 2020 accounts attest to Veolia's rapid and efficient action to limit the impacts on its performance and to restore revenue and results during the last two quarters. Proof of the Group's powerful response: financial results for the last two quarters exceeded those in 2019!

Ecological transformation more than ever necessary

Despite the upheaval caused by the pandemic, the ecological challenges and their importance remain. Never has there been a more urgent need for environmental action; never have the solutions for achieving ecological transformation in the regions and industry been so sought after by local populations. In the long-term, the context remains extremely favorable for our activities: few businesses have the chance, like ours, to be in such high demand! This is why, despite the health and economic crisis, our strategic plan remains fully relevant, as does its founding ambition - become the reference company for ecological transformation. All the more so as Veolia is ideally placed to benefit from stimulus plans, a large part of which will focus on the environment in many countries.

VEOLIA'S IMPACT ON ALL THESE PARTIES THAT STAND BY ITS SIDE IS PROOF OF ITS GROWING UTILITY!

Year one of the *Impact* 2023 plan

In 2020, our Company broke down its strategy, accelerating, optimizing or slowing its activities, according to their respective potential. The Impact 2023 program will enable it to strengthen its positions in the most dynamic markets, extend its technological range and exploit the full potential of its expertise.

Among the most emblematic transactions completed in 2020 were the acquisition of the Prague right bank district heating network; the signature of an agreement to acquire Osis, which specializes in the maintenance of sanitation networks and infrastructure and on-site industrial services; the partnership with Solvay to develop the circular economy for electric vehicle batteries; and a multi-year agreement with a subsidiary of General Electric to recycle land wind turbine blades.

Launch of a major industrial project

By acquiring 29.9% of its share capital, Veolia Environnement successfully completed the first stage in its merger with Suez. This transaction offers us the historic opportunity to create a global champion in ecological transformation and address one of the major challenges of this century. This industrial project, which serves all our stakeholders, will provide us with greater resources, whether talent, know-how, geographical platforms, innovation or financial resources, and ensure that essential ecological transformation becomes a reality more quickly for us all.

Greater impact

Seeking the greatest impact, is, as its name suggests, the guiding principle of our Impact 2023 program. Through all its actions, our Group seeks to boost its impact, whether this be environmental, social or financial. Greater impact on the planet, by reducing abstraction of natural resources and pollution emissions; greater impact on our customers, by improving their performance and reducing their costs; greater impact on the regions, by making them more attractive and sustainable; greater impact on our employees, enhancing their skills over time; and greater impact on our shareholders, with a higher return on investment. As a company's success is judged not only by what it accomplishes, but also by its impact on all its stakeholders. Veolia's impact on all these parties that stand by its side is proof of its growing utility!

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.

3,362 drinking
water production plants managed

95 million people supplied with drinking water

2,737 wastewater
treatment plants managed

62 million 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.

40 million
people provided with collection services on behalf of municipalities

47 million
metric tons of treated waste

464,948 business
clients

685 waste
processing facilities 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, or green energy production, the Group has a unique expertise for a more sustainable world.

43 millions
MWh produced

45,806 thermal
installations managed

611 heating
and cooling networks managed

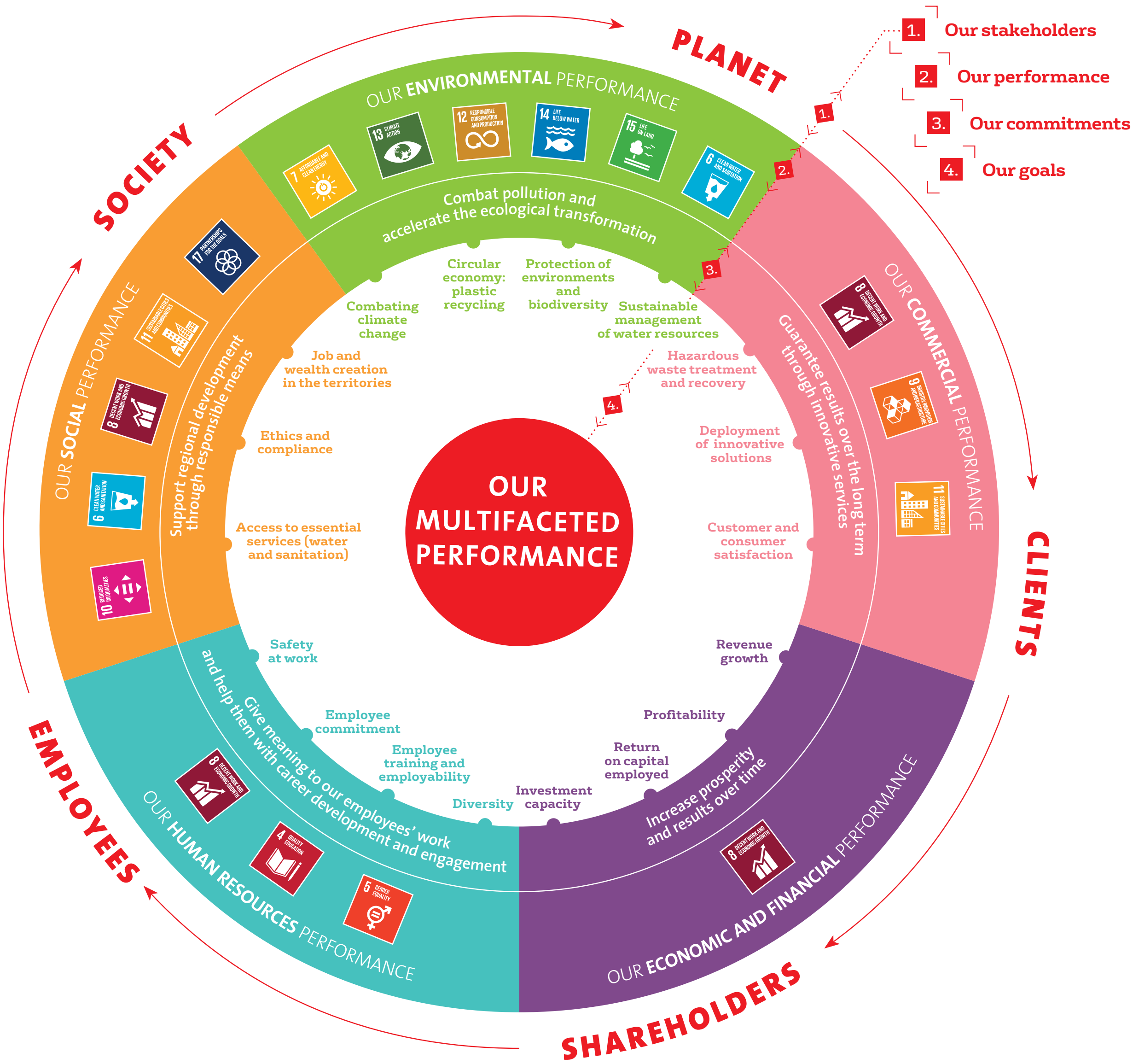
2,137 industrial
sites managed

Solutions for municipal and industrial clients

- Air quality management
- Waste collection
- Smart cities
- Energy services for buildings
- Auditing, consulting, engineering, design and build
- Customer relationship services
- Clean-up and treatment of nuclear equipment and low level waste
- Landfill and biogas recovery
- Industrial utilities and integrated facilities management
- Street cleaning
- Energy distribution and district network
- Microgrids
- Soil remediation
- Cooling system management
- Smart industries
- Energy production
- Industrial effluent treatment
- Desalination
- Drinking water distribution
- Drinking water production
- Decommissioning and dismantling
- Wastewater collection
- Biowaste treatment
- Waste sorting, recycling and recovery
- Total waste management
- Hazardous waste treatment and recycling
- Waste to energy
- Industrial process water
- Wastewater treatment and reuse
- Sludge management
- Waste transfer center
- Industrial cleaning and maintenance

VEOLIA'S PURPOSE

AN IMPROVEMENT APPROACH SHARED WITH AND FOR OUR STAKEHOLDERS



Sustainable Development Goals (SDGs)

Veolia participates to a varied extent in the implementation of all 17 SDGs, with a direct impact on **13** SDGs.

THE MULTIFACETED PERFORMANCE

In conjunction with its Purpose, Veolia has committed through its Impact 2023 program 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. 18 progress objectives were defined for 2023. 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.

Aspect	Objective	SDG [1]	Indicator - definition	2019 Baseline	Results 2020	2023 Target
Economic and financial performance	**Revenue growth**	8	• Annual growth in published revenue	€27.2 billion	€26.0 billion	Annual target
	Profitability of activities	8	• Current net income - Group share	€760 million	€415 million	€1 billion
	Return on capital employed	8	• Post-tax ROCE (with IFRS 16)	8.4%	6.4%	Annual target
	Investment capacity	8	• Free Cash Flow (before discretionary investment)	€1,230 million	€942 million	Annual target
Human resources performance	**Employee commitment**	8	• Commitment rate of employees measured by an independent survey	84%	87%	≥80%
	Workplace safety	8	• Lost time injury frequency rate	8.12	6.6	5
	Employee training and employability	4	• Average number of training hours per employee per year	18h	17h	23h
	Diversity	5	• Proportion of women appointed between 2020 and 2023 among the Group's Top 500 executives	Not applicable	28.3%	50%
Environmental performance	**Combating climate change**	13	• **Reduction in GHG emissions**: progress with the investment plan to eliminate coal in Europe by 2030	Not applicable	8.1% of total achieved investment	30% of investment to be achieved [2]
			• **Avoided emissions:** annual contribution to avoided GHG emissions (assessed with regard to a reference scenario).	12 million metric tons of CO_2 eq	12.8 million metric tons of CO_2 eq	15 million metric tons of CO_2 eq
	Circular economy plastic recycling	12, 13	• Volume of transformed plastic, in metric tons of products leaving plastic transformation plants	350 thousand metric tons	391 thousand metric tons	610 thousand metric tons
	Protecting natural environments and biodiversity	14, 15	• Rate of progress with action plans aimed at improving the impact on the natural environment and biodiversity at sensitive sites	Not applicable	1.6%	75%
	Sustainable management of water resources	6	• Efficiency of drinking water networks (Volume of drinking water consumed / Volume of drinking water produced) [3]	72.5%	73.4%	>75%

(1) UN Sustainable Development Goal.
(2) The cumulative amount since 2019 of investments in new forms of energy to eliminate coal in Europe by 2030 has been estimated at €1.2bn.
(3) For networks serving over 50,000 inhabitants. At constant perimeter.

Aspect	Objective	SDG [1]	Indicator - definition	2019 Baseline	Results 2020	2023 Target
Customer satisfaction performance	Customer and consumer satisfaction	8	• Customer satisfaction rate calculated using the Net Promoter Score methodology	Not applicable	NPS=41 with 57% of the revenue covered	NPS >30 with 75% of the revenue covered
	Development of innovative solutions	9	• Number of innovations included in at least ten contracts signed by the Group	Not applicable	2	12
	Hazardous waste treatment and recovery	3, 9	• Consolidated revenue of the "Liquid and hazardous waste treatment and recovery" segment	€2.56 billion	€2.53 billion	>€4 billion
Social performance	Job and wealth creation in the regions	11	• Socio-economic footprint of Veolia's activities in the countries where the Group operates, with regard to direct and indirect jobs supported and wealth created	Not applicable	*1,105,388 jobs supported *€51 billion of added value created	Annual assessment from 2020 of Veolia's impact in 45 countries
	Ethics and compliance	8	• % of positive answers to the commitment survey question "Are Veolia's values and ethics applied in my entity"	92% of Top 5000	95% of Top 5 000	≥80% on all respondents
	Access to essential services (water and sanitation)	6	• Number of inhabitants benefiting from inclusive solutions to access water or sanitation services under Veolia contracts	5.78 million inhabitants	6.12 million inhabitants (+7%)	+12% at constant scope

(1) UN Sustainable Development Goal.

Economic and financial performance

- The four financial indicators demonstrate the Group's ability to resist in a highly degraded economic context caused by an unprecedented global health crisis. The Group's businesses returned to 2019 levels from the third quarter, a trend which accelerated in the fourth quarter with revenue growth. Detailed comments on the financial indicators can be found in Chapter 5.

Human resources performance

- **Employee commitment:** in 2020, the employee commitment rate improved 3 points on 2019, with a marked increase in the participation rate to 70%. These excellent results reflect the strong commitment and strengthened confidence of employees in the Group, in a singular health context (see Section 4.4.4. below).
- **Workplace health and safety:** "zero accidents" is an objective and a performance driver for the Group. The Group's injury frequency rate has been declining steadily since 2010. In 2020, it is on track to achieve the target rate of 5 in 2023 (see Section 4.4.3 below).
- **Employee training and employability:** Veolia has an ambitious training policy, notably to accompany the Group's strategy to make Veolia the reference company for ecological transformation (see Section 4.4.4 below). Implementation of the training program was delayed in 2020 by the health crisis, but the initial 2023 target (23 hours of training / employee) remains the objective.
- **Diversity.** The Group's diversity action plan (recruitment process, young talents policy, Group President succession plan, specific development programs, etc.) continues in 2021, with additional measures to attain the ambitious 2023 target (see Section 4.4.5.3 below).

Environmental performance

- Combating climate change. This objective is twofold:
  - **Reduction in GHG emissions:** the objective to eliminate the use of coal in Europe by 2030 is on track. 2020 investment focused on facilities in Germany and the Czech Republic;
  - **Avoided emissions:** at the end of 2020, thanks notably to its recycling, waste recovery and waste-to energy activities, cogeneration and the production of renewable energy, Veolia is in line with the initial trajectory.
- **Circular economy:** plastic recycling Veolia is in line with the planned trajectory. In 2020, the Group entered the plastic recycling market in Spain with the acquisition of TorrePet, a specialist in recycling food grade PET plastic, and commissioned a PET recycling facility in Indonesia.
- **Protecting natural environments and biodiversity.** The Group has identified more than 130 sites as sensitive with regard to protecting natural environments and biodiversity. The Covid crisis delayed the completion of natural environment and biodiversity footprints, but the 2023 target is unchanged.

- **Sustainable management of water resources.** Despite difficulties in 2020 tied to the health crisis, 2020 performance is in line with the planned improvement trajectory.

Commercial performance

- **Customer and consumer satisfaction.** In 2020, the Net Promoter Score (NPS) methodology was implemented in 28 Business Units (14 more than 2019). The overall 2020 NPS score places Veolia at a good level compared to companies operating in comparable sectors.
- **Development of innovative solutions.** The scope of this indicator seeks to measure our ability to disseminate priority innovations in a structured manner. In 2020, two innovations were recorded: Indoor Air Quality in "Health and new pollutants" and Aquavista (digital platform enabling continuous and integral remote monitoring of water treatment facilities or equipment) in "New Digital offers".
- **Hazardous waste processing and recovery.** In addition to the decrease in industrial waste volumes in 2020, the health crisis delayed the execution of certain projects. Revenue remained stable in 2020, but returned to significant growth in the fourth quarter of 2020.

Corporate social performance

- **Job and wealth creation in the regions.** The study conducted in 2020 covered fiscal year 2019 and the 51 countries where Veolia operates.
- **Ethics and compliance.** Of all respondents, the 2020 score is 83%, which is considered solid by the polling institute that conducted the survey.
- **Access to essential services (water and sanitation).** In 2020, the main contributors to this growth were the India BU (connection to the network of districts not previously served in Nagpur and Nangloi), the Mexico BU (invoice reduction measures for senior customers and people living in rural areas), and France Water (social pricing, accelerated roll-out of water vouchers).

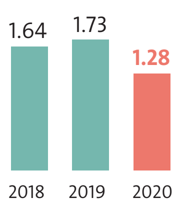
Non financial rating 2020

	2020
DJSI	Inclusion in the World and Europe indices
FTSE4Good	Inclusion
SAM (Yearbook)	Silver
ISS-ESG	B
V.E.	68
CDP Climate change	A-
CDP Water security	A-
Ecovadis	70/100 - 98th percentile

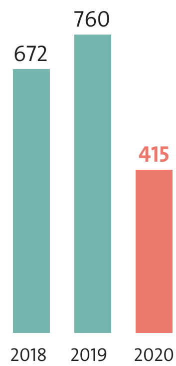
FINANCIAL INFORMATION (1)

EBITDA (in Mds €) (2)

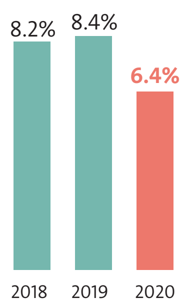
Current EBIT (in Mds €) (2)



Current net income attributable to owners of the Company (in M €) (2)



Post-tax ROCE (2)



(1) *Cf. Chapter 5 Section 5.5.8 Définitions* infra. (2) *Including IFRIC 12 and IFRS 16 Impacts.*

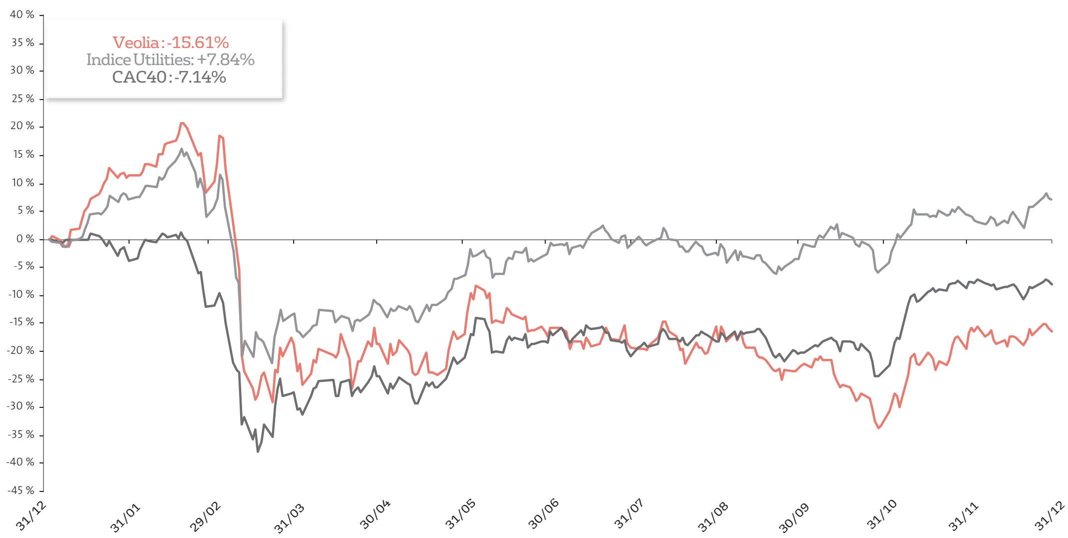
Selected financial information AFR

Figures presented in accordance with IFRS

(€ million)	12/31/2019	12/31/2020
Revenue	27,188.7	26,009.9
EBITDA	4,021.8	3,640.8
Current EBIT	1,730.4	1,275.3
Current net income - Group share	759.8	415.1
Operating cash flow before changes in working capital	3,255.0	2,892.8
Operating income after share of net income (loss) of equity-accounted entities (1)	1,464.8	919.5
Net income - Group share	624.9	88.8
Dividends paid (2)	509.1	277.1
Dividend per share paid during the fiscal year	0.50	0.70 (3)
Total assets	41,019.0	45,363.9
Net financial debt (4)	10,680	13,217
Industrial investments (including new operating financial assets) (5)	(2,364)	(2,387)
Free cash flow net (6)	868	507

(1) Operating income after share of net income of equity-accounted entities does not include capital gains or losses on financial divestitures, booked in other inancial income and expenses.
(2) Dividends paid by the parent company.
(3) Subject to approval at the General Shareholders' Meeting of April 22, 2021.
(4) Net financial debt represents gross financial debt (non-current borrowings, current borrowings, bank overdrafts and other cash position items), including FRS 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.
(5) Gross industrial investments (excluding discontinued operations).
(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 the net interest expense, net industrial investments, taxes paid, renewal expenses,restructuring costs and other non-current expenses.

2020 Stock market performance



Dividend per share (in €)

0.70 €
2020 (1)

—

0.50 €
2019

—

0.92€
2018

(1) Submitted to approval of the General Shareholders' Meeting of April 22, 2021.

GOVERNANCE

Members of the Board of Directors as of December 31, 2020

62	45%[1]	72.7%[2]	7.92	97.44%	3
Average age of Directors	Female Directors	Independence rate	Length of service of Directors (years)	Average Attendance Rate	Non-French Directors

Antoine Frérot
Chairman and Chief Executive Officer

13 Directors

8 Independent Directors

Maryse Aulagnon
Senior Independent Director
*

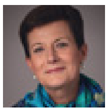
Jacques Aschenbroich
*

Olivier Mareuse
Representing Caisse des dépôts et consignations

Isabelle Courville

Clara Gaymard

Marion Guillou



Nathalie Rachou
*

Guillaume Texier

2 Director representing employees

Franck Le Roux

Pavel Pásā

2 Non-Independent Directors

Louis Schweitzer
Vice-Chairman
*

Paolo Scaroni

* Chairman/Chairwoman

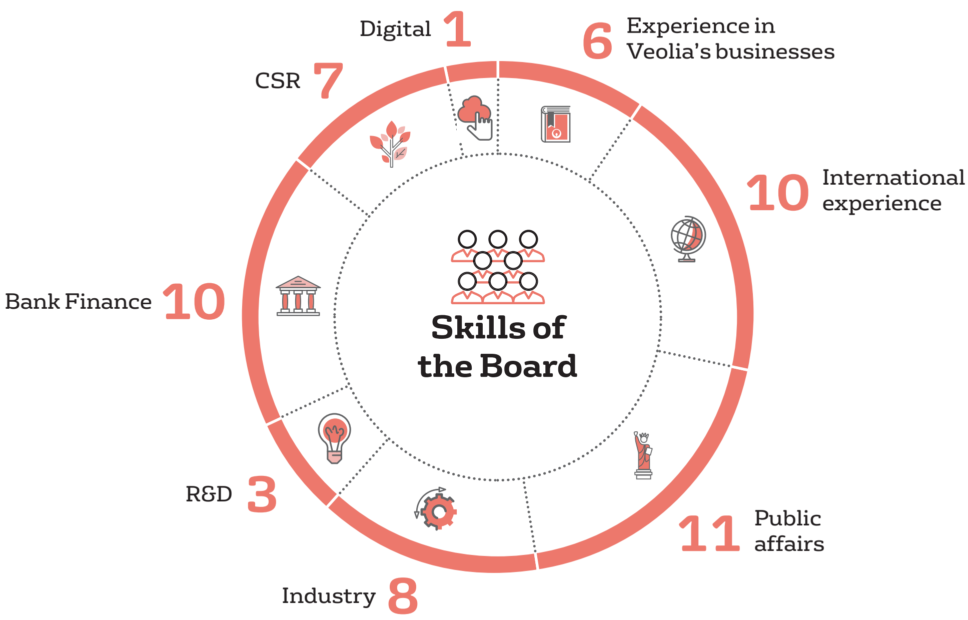
Board Committees

Accounts and Audit	Nominations	Compensation	Research, Innovation and Sustainable Development
5 members	3 members	4 members	6 members
100% independent	66.6% independent	66.6% independent	100% independent
100% attendance rate	100% 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

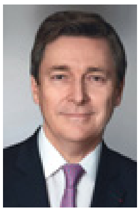
Number of directors having the expertise



Composition of the Executive Committee (1) (2)


Antoine Frérot, *Chairman and Chief Executive Officer*

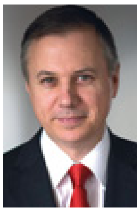

Estelle Brachlianoff, *Chief Operating Officer*


Olivier Brousse, *Senior Executive Vice President, Strategy and Innovation*

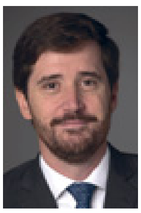

Philippe Guitard, *Senior Executive Vice President, Central and Eastern Europe*

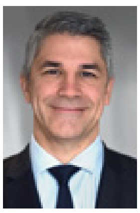

Éric Haza, *Chief Legal Officer*


Jean-Marie Lambert, *Senior Executive Vice President, Human Resources*


Claude Laruelle, *Chief Financial Officer*


Helman le Pas de Sécheval, *General Counsel*


Christophe Maquet, *Senior Executive Vice President, Asia*


Jean-François Nogrette, *Senior Executive Vice President, Veolia Technologies and Contracting*


Laurent Obadia, *Communication Director*


Frédéric Van Heems *Senior Executive Vice President, North America*

(1) The duties of members of the Executive Committee are presented in Chapter 3, Section 3.3.3 below.

(2) Compositions as of date of release of this Universal Registration Document.

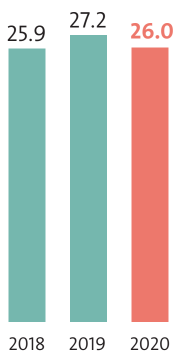
KEY FIGURES

26,010
Revenue (in € million)

Breakdown of the Group's client base

48%	52%
Industrial	Municipal

Revenue trends (in € billion)



Revenue by business

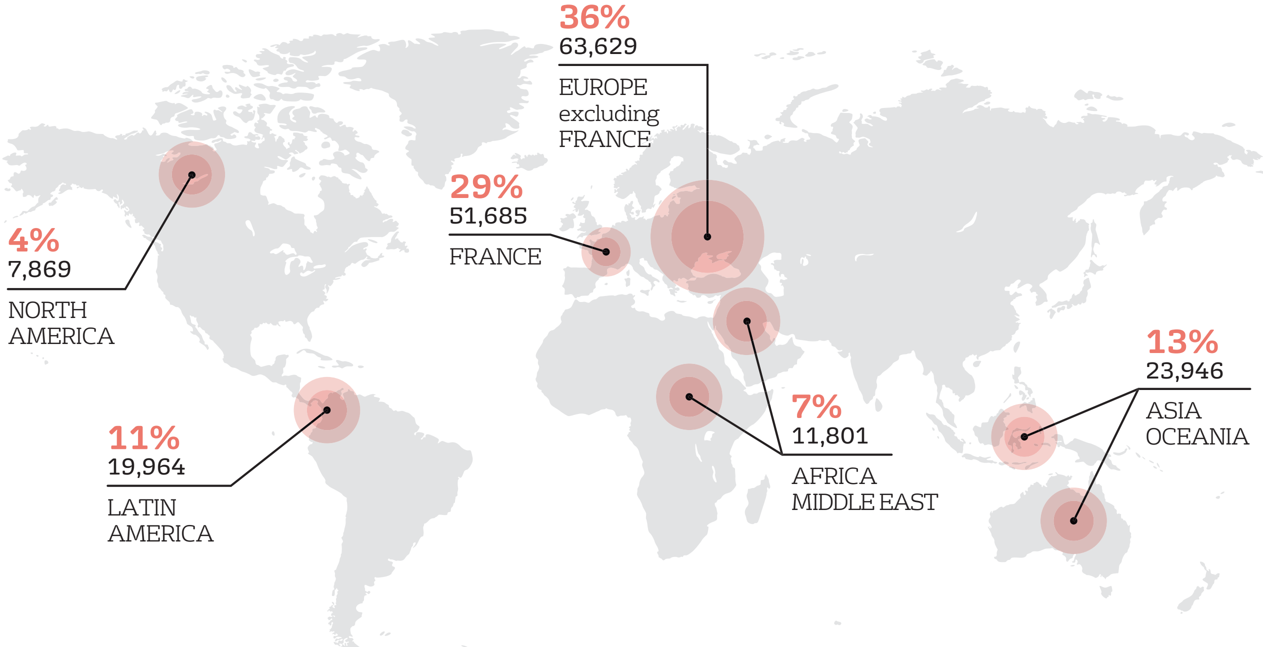
Water	42%
Waste	37%
Energy	21%

Revenue by segment

17% Global businesses	21% France
36% Europe, excluding France	26% Rest of the world

Worldwide employee breakdown [1]

178,894 employees



(1) Excluding employees of the Chinese concessions.

1

ABOUT THE GROUP

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, Veolia 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. Under the terms of this agreement, 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 US start-up, Kurion and now has a comprehensive offering in the nuclear clean-up sector. Veolia created its Nuclear Solutions business.

(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.

2019 Veolia Environnement sold its residual 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.

1.1.2 PURPOSE

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 160 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.

"Veolia's purpose is to contribute to human progress by firmly committing to the Sustainable Development Goals set by the UN to achieve a better and more sustainable future for all. It is with this aim in mind that Veolia sets itself the task of "Resourcing the world" through its environmental services business.

At Veolia, we are convinced that continuing human development is only possible if economic, social and environmental issues are addressed as an indivisible whole. This belief is embedded in the history of the Company, which as soon as it was created in 1853, showed the way by making access to drinking water an essential element of public health and quality of life.

In the conduct of our current businesses in Water, Waste and Energy, we provide our public and private customers worldwide with solutions that facilitate access to essential services and natural resources, and that efficiently conserve, use and recycle those natural resources. Improvement of our environmental footprint and that of our customers is central to our business and its economic model.

We are a company that is both local and global with a high level of technical know-how and labor, and which commits for long periods of time. We guarantee long-term results for our customers by leveraging our long experience, the quality of our services and our high capacity for innovation.

We are a working community where, in addition to an income and respect for their health and safety, everyone can find a sense of purpose in what they do, commitment to rewarding collective action and personal fulfillment. Through training, Veolia ensures that its employees, the vast majority of whom are manual workers and technicians, develop their skills. The Company relies on their responsibility and autonomy at all levels and in all countries, and promotes professional equality between men and women.

Veolia also promotes, particularly on staff representative bodies, social dialogue, which encourages employees to adopt our collective project as their own.

Wherever it operates, Veolia complies with applicable laws and regulations. It also applies widely-distributed ethical rules consistent with its values of responsibility, community spirit, respect, innovation and customer focus.

Veolia's prosperity is founded upon its usefulness to all its stakeholders in the various regions where it operates – whether customers, shareholders, employees, suppliers, current populations or future generations. Its performance must therefore be assessed in various dimensions corresponding to those different communities concerned. The Company pays the same degree of attention and requires the same high standards in each of these dimensions. In this way, Veolia prepares for the future, protecting the environment and responding to humanity's vital needs."

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 2020, the Group operated in 55 [1] countries, generated revenue of €26,010 million and employed 178,894 people.

In 2020, Veolia's organization is divided into 10 geographic zones (Water France, Waste Solutions France, Central and Eastern Europe, Northern Europe, the United Kingdom and Ireland, Africa/Middle East, North America, Latin America, Asia and Australia/New Zealand) and an additional worldwide zone for Global Enterprises (Veolia Water Technologies, SADE, etc.).

In the geographic zones, the organization is structured by 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

Pressure on natural resources is increasing as demand rises in a world that has a growing population, is becoming more urbanized and is facing pollution and climate change. The planet's inhabitants must completely rethink their relationship with resources and come up with a new model of economic and social development that is more efficient, balanced and sustainable.

General awareness of these challenges has mobilized stakeholders and provoked growing pressure from civil society on political decisions and company actions.

In this context, Veolia creates value, offering expert, innovative solutions enabling its industrial and municipal customers to meet these various challenges: reduce their environmental footprint, strengthen their appeal, efficiency and competitiveness, maintain or expand their right to operate, incorporate climate change issues.

In 2019, Veolia developed a new strategic program for the period 2020-2023, known as Impact 2023.

1.2.1 VEOLIA'S STRATEGIC PROGRAM FOR THE PERIOD 2020-2023: IMPACT 2023

Our planet and society find themselves at a historic turning point. Awareness of the environmental and climate emergency and the resulting social and human consequences, notably for the most vulnerable, has never been so high. The need to work together constructively to protect the planet imposes an obligation to act.

It is in this context that the Impact 2023 program was developed. It was designed after broad consultation within the Group and numerous discussions with Veolia's main stakeholders. Veolia's Purpose guided the drafting of this program, which identifies the Group's know-how and the businesses that will be the most useful and will have the greatest impact on the challenges Veolia has chosen to address. We therefore chose to name this program, Impact 2023.

1.2.1.1 One ambition: be the benchmark company for ecological transformation

Through its "Resourcing the world" mission statement and its Purpose, the Group underscores its commitment to making a positive impact for the planet, in line with the expectations and needs of all its stakeholders. Thanks to the success of the two previous strategic plans, which have placed the Company firmly on a path of profitable and sustainable growth, Veolia is ready to strengthen and extend its action.

With the Impact 2023 strategic program, Veolia has adopted the goal of being the **benchmark company for ecological transformation in order to**:

- enable industrial and local authority **customers** anticipate environmental risks, reduce the impact of their activities and adapt their service model in favor of sustainable growth;
- provide **citizens** with new solutions and means to act, enabling them to combine a strong commitment to protecting the environment with preserving their quality of life;
- allow Group **employees** to contribute to a common action that has meaning and that produces concrete and useful results that serve the environment;
- offer Veolia Environnement **shareholders** a sustainable growth model that is both financially profitable and socially responsible;
- act to protect and ensure the sustainability of the **planet's** resources and fight against all forms of pollution and climate change.

1.2.1.2 One priority: seek the maximum impact for each business

The Impact 2023 program aims to make Veolia's impact on ecological transformation as strong and as positive as possible. This strategic direction leads to clear choices for the Group's various business. Accordingly:

Veolia is **accelerating** the development of the **most complex activities** where expertise is rare and unique and serves ecological transformation. They will therefore have a **major impact** on protecting the planet and the quality of life of populations:

- activities that prevent and repair toxic pollution: processing and recovery of hazardous waste, soil remediation and decontamination of industrial effluents;
- activities that enable better management of key resources and that combat climate change by reducing or avoiding carbon emissions: energy efficiency services for industry and buildings, plastic recycling and production of refused derived fuels (RDF), recovery of biowaste, industrial ecology offerings such as circular economy loops and shared utilities at industrial sites;
- solutions to adapt to climate change, such as wastewater re-use and seawater desalination.

Technologies exist for these different activities and Veolia is an expert in these areas. Profitable demand is growing, thanks to the implementation of regulations in the various regions.

In addition, Veolia is **strengthening** and **reinventing** its **traditional businesses** to increase their impact and performance:

- **enrich** the water and wastewater service offerings (*e.g.* innovative sludge management solutions, inclusive water access solutions), reinvent the way we operate and deploy these services with stakeholders (governance, customer relations);
- **transform** industrial and commercial non-hazardous waste collection through, for example, new digital services and a tiered pricing policy based on the quality of raw materials;
- **modernize and diversify** energy network activities: convert coal-fired heating networks to renewable energies that emit less CO_2, deploy new electricity network services, develop mini heating and cooling networks.

In order to generate the investment margins necessary to develop activities producing the greatest impact, Veolia is **slowing** or **divesting** activities:

- that have reached maturity and where Veolia's expertise has difficulty creating additional value with regard to business expertise and wealth creation, but that offer a performance level that could interest other professions. This was the case for Veolia's energy assets in the United States, sold at the end of 2019;
- that have become commonplace and are highly competitive. Veolia's potential impact is therefore reduced. This is notably the case for the construction of water treatment plants where the civil engineering component exceeds that of treatment technologies, Veolia's specialty, municipal waste collection without processing or recovery or facility management services with best efforts rather than results-based contracts.

1.2.1.3 A program that prepares the future, by focusing on and accelerating innovation

The Impact 2023 program also seeks to imagine and develop solutions to anticipate and meet the key demands of tomorrow.

Six major current and future challenges were chosen, for their importance for the future of the planet and its inhabitants, but also for Veolia's potential to propose a unique offering and deliver a meaningful impact. These six major challenges that will lead to the launch of new services offerings are:

- **health and new pollutants**: for example, assessing and improving indoor air quality, treating micro pollutants in water;
- **new material loops**: for example, recycling electric car batteries and electronic waste, capturing and using CO_2;
- **food chain**: for example, bioconverting organic waste into biological fertilizer or animal proteins, ecological aquaculture, urban farming solutions;
- **adapting to the consequences of climate change**: for example, crisis management (notably through our mobile water treatment units), preventing high water and droughts (with, for example, water re-use), flood prevention and urban cooling islands;
- **new energy services**: for example, electric flexibility and demand management (Virtual Power Plants, energy storage, etc.), microgrids;
- **new digital offerings**: for example, control centers for processing facilities and plants, waste management digital platforms, artificial intelligence for waste sorting, social entrepreneur incubation platforms, etc.

Veolia's ambition is therefore to be the Company that prepares the path for the future and that imagines and develops the future solutions and standards of the business.

1.2.1.4 Towards carbon neutrality

On the international political agenda since 2015 with the signing of the Paris Agreement, carbon neutrality is now a universal goal. The aim is to limit the global temperature increase to "well below 2°C" compared to pre-industrial levels by achieving "a balance between anthropogenic emissions and removals by sinks of greenhouse gases" (GHG). This global carbon neutrality objective is rolled out at Group activity level in:

- its long-term growth outlook, including the medium-term strategy (2016-2019 then 2020-2023) (see Section 1.2.1 above); this is reflected in the GHG emissions reduction targets validated by the **Science Based Targets Initiative** and the combating climate change multifaceted performance indicators;
- the decisions to transform its businesses (see Section 1.3 below);
- an economic outlook compatible with carbon neutral regions.

A substantial change in growth models is necessary to reduce greenhouse gas emissions. Veolia implements specific solutions for each business (heat production for municipal heating networks and industrial companies, waste management, water management, etc.) to support its customers' strategy with a focus on resource-saving consumption and decarbonizing their business: improving the energy efficiency of installations and services, converting coal-based thermal plants to a lower-emission energy mix by incorporating renewable and alternative energies, and recovering materials (*e.g.* plastic, solar panel recycling) and energy (*e.g.* recovery of biogas from waste and waste heat).

Veolia's strategy therefore incorporates the **reduction of GHG emissions** within the scope of directly-owned assets and operational responsibility through partnerships with its customers, as well as in its value chain according to its influence capacity (see Section 4.2.3 below).

However, the scenarios, based on Intended Nationally Determined Contributions, indicate that temperatures will rise between 3.7°C and 4.8°C by 2100. The impact of climate change can already be seen. Veolia's solutions for local communities and industrial companies in terms of water management or resilience to natural disasters contribute to **regional adaptation** and resilience. In areas where water resources are increasingly scarce, Veolia develops alternative solutions including the reuse of waste water, sea water desalination and management of the large water cycle, incorporating nature-based solutions.

The Group mobilizes its Research and Innovation teams (see Section 1.4 below) to identify sustainable solutions and develops innovative contractual offerings and models to support its partners in reducing emissions such as optimizing energy management in service sector buildings, or adapting to climate change through flood prevention solutions (see Section 1.3.2 below).

In the Impact 2023 strategic program, Veolia:

- undertakes to convert its coal-based activities in Europe by replacing coal with other less-polluting and most often renewable energy sources by 2030. An investment plan has been developed to this end;
- aims, through the development of its activities, to avoid emitting 15 million metric tons of CO_2 equivalent in 2023.

1.2.1.5 Implementation rigor

In the same way as the two previous plans, implementation of the Impact 2023 program is being conducted with extreme rigor and subject to ambitious financial control.

The efficiency and cost savings approach launched eight years ago is therefore fully integrated in the Impact 2023 strategic program. It is essential to accompany business growth and to enable even greater growth in results.

For each of the program's four years, the approach will target efficiency gains of €250 million, representing €1 billion over four years.

1.2.1.6 A commitment to multi-faceted performance

Veolia is equally attentive to and has the same high standards for all its various stakeholders and therefore for the different aspects of its performance. These are complementary and form a virtuous circle: economic and financial performance, commercial performance, human resources performance, corporate social performance and environmental performance (see Profile Section above).

Under the Impact 2023 program, Veolia therefore commits to 18 performance objectives targeting its five major stakeholder groups: shareholders, employees, customers, the planet and its current inhabitants and future generations, and finally, society in general.

Each indicator relating to the objectives (see Profile Section above) will be measured and published regularly during the course of the program to monitor progress. These indicators will be validated by an independent body and notably used to calculate the variable compensation of Veolia's senior executives.

1.2.1.7. Shared governance and management

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 indicators and controls its proper 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 new Strategy and Innovation Department created in 2020 steers Veolia's strategy with a multifaceted performance perspective, aligned with the Group's Purpose. An Executive Committee sponsor is appointed for each of the 18 multifaceted performance objectives in the Impact 2023 program, to promote and support the objective in all Group geographies. This sponsor is supported by a Group Objective Officer who is an expert in the relevant area. His role is to propose the objective attainment strategy and its operational breakdown, participating in the design and analysis of action plans, monitoring and supporting performance and consolidating the Group multifaceted performance indicator at global level.

Finally, employees are mobilized by their managers through internal networks and during special events, to make them the main players in their Company's Purpose.

1.2.2 BUSINESS MODEL

A BUSINESS MODEL

THAT CREATES VALUE FOR ALL

STRENGTHS

BUSINESS MODEL

Global expertise serving all our customers
- Nearly 8,000 sites across the five continents
- Regional player managing local services
- 21 centers of excellence for the global roll-out of best practices

High valued-added know-how
- Integrated approach to environmental issues
- Expertise in managing the most complex issues, such as toxic pollution

Committed men and women
- 178,894 employees
- a network of international campuses
- 85% of employees proud to work for Veolia

Extensive market presence combined with financial strength
- Balanced portfolio between municipal (52%) and industrial (48%) customers
- Solid European base with one-third of business in the rest of the world and a strong presence in dynamic markets (notably Asia, North America, Latin America).
- Financial strength: net debt/ EBITDA ratio of 3.2 (1)

A climate strategy consistent with the Paris agreement
- Strategy validated by the SBT (Science Based Targets) imitative

Adapted governance
- Diverse expertise within the Board of Directors
- Committee of external experts, the "Critical Friends", consulted on the Group's strategic direction
- Multi-criteria compensation system (including CSR criteria) for the Executive Committee, with annual and long-term components

Changing society and environmental challenges

Climate change and ecological transition
Demographic growth and urbanization
Health challenges (2)
Technological progress / Digitalization
Stricter environmental regulations
Societal expectations

Our mission

RESOURCING THE WORLD
Improving access to resources
Preserving resources
Replenishing resources

Our strategic ambition (3)

BE THE BENCHMARK COMPANY FOR ECOLOGICAL TRANSFORMATION

Our businesses (4)

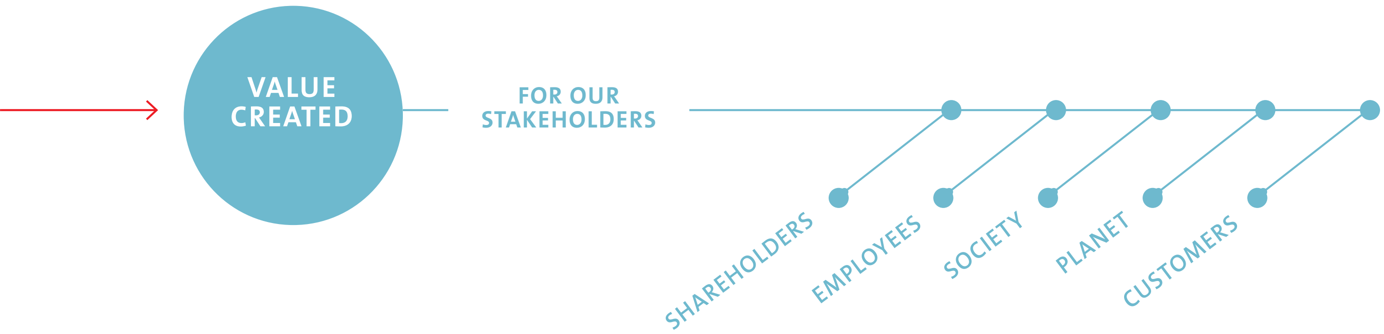
WATER, WASTE and ENERGY management with a circular economy approach

Our customers

Municipal Customers ↔ Industrial customers

Veolia participates to a varied extent in the implementation of all 17 SDGs. In particular, the Group plays a major role in **13 SDGs, where the challenges directly cut across its Purpose**

(1) Excluding the impact of Suez share block acquisition. (2) See Chapter 2.2.2.1. (3) See Chapter 1.2.1. (4) See Chapter 1.3.1.



Economic and financial

→ Revenue of €26. 0 billion, down 2.9% (at constant exchange rates)
→ Current net income attributable to the owners of the Company: €415.1 million
→ Post-tax ROCE: 6.4%
→ Free cash flow before discretionary investment: €942 million
- Dividend of €0.50 [(2)] per share
- 5-year TSR: +11.09%
- € 3,641 million EBITDA

Employees

→ 87% employee commitment rate, measured by an independent survey
→ 6.6 lost time injury frequency rate
→ 17 hours of training per employee on average
→ 28.3% of women appointed in 2020 among the Group's Top 500 executives
- 28.2% of women managers
- 1,369 collective agreements signed in 2020 in terms of labor relations

Society

→ 6.1 million people benefiting from inclusive solutions to access water or sanitation services under Veolia contracts
→ 1,105,388 jobs supported and €51 billion of wealth created (contribution to GDP) worldwide
→ 83% of positive answers to the commitment survey question: "Are Veolia's values and ethics applied in my entity" (of all respondents)
- 87.3% of spending reinvested locally
- 76% of active contacts in the supplier contract base include the Group CSR clause

Environmental

→ 8.1% progress with the investment plan to eliminate coal in Europe by 2030
→ 12.8 Mt CO_2 eq.: annual contribution to avoided GHG emissions
→ 391 kt of plastic recycled in Veolia transformation plants
→ 1.6% progress with action plans aimed at improving the impact on the natural environment and biodiversity at sensitive sites
→ 73.4% drinking water network efficiency
- Revenue of €5.2 billion in the circular economy
- 56% methane capture rate

Commercial

→ Revenue of €2.5 billion in the "Liquid and hazardous waste processing and recovery" segment
→ 2 innovations included in at least ten contracts signed by the Group
→ Customer satisfaction rate calculated using the Net Promoter Score methodology = 41 with 57% of covered revenue

→ Multifaceted performance indicators [(1)]

(1) See Chapter Profile - Multifaceted Dashboard.
(2) For the financial year 2019.

1.2.3 IMPACT 2023 IN A NUTSHELL

Impact 2023, Veolia's strategic program for the period 2020-2023, breaks down as follows:

- **a particular context**: the environmental priority has never been higher;
- **a high ambition**: to be the benchmark company and leading global contributor for ecological transformation;
- **a priority**: maximizing the Group's positive impact for each of its business lines, be it environmental, societal or financial;
- **a consequence**: clear priorities and choices among Veolia's businesses, with a strong acceleration of the activities with the highest positive impact on the planet and a portfolio rotation of around 20%;
- **a plan preparing the future**: increased human and financial resources to reinvent and strengthen the historical businesses and create new solutions to address the global environmental challenges of today and tomorrow;
- **a highly rigorous execution:** a 4-year €1 billion cost savings plan and target net financial debt below 3x EBITDA over the next three years until the end of the plan;
- **a plan providing the proof of commitments**, with a set of performance indicators to track our impact on all stakeholders and provide a basis for the compensation of Group senior executives.

1.2.4 CONSEQUENCES OF THE COVID-19 PANDEMIC FOR THE IMPACT 2023 PROGRAM

The ecological emergency is in no way diminished by the current health, economic and social crisis, as attested by the numerous government stimulus plans, as well as the many public commitments of our customers, focusing on ecological challenges. The crisis caused by the Covid-19 pandemic even opens up economic development prospects towards a better future for us all.

In this context, Veolia fully confirms its ambition to be the benchmark company for ecological transformation, with the choices proposed in the Impact 2023 strategic program remaining relevant. In particular, the activities that Veolia wishes to accelerate, strengthen and reinvent or slow or divest are unchanged. Financial discipline remains essential. The crisis also confirms the relevance of innovation issues and further highlights the importance of subjects such as air quality, the link between health and pollution, the key role of the food chain or reducing carbon emissions and the importance of digital.

The implementation of the Impact 2023 program could also be adjusted to seize new opportunities that arise and notably those resulting from government stimulus plans or the implementation of the Green Deal in Europe, or to better satisfy new customer needs that emerge from this crisis.

1.2.5 SUEZ ACQUISITION PROJECT

Through the Suez acquisition project, Veolia's ambition is to create a world champion in ecological transformation, founded on the complementarity of Veolia's and Suez's positions in Europe and the development potential generated by the combination of the two groups in high-growth regions such as Asia and the Americas.

At present, the ecological transformation market is highly fragmented in global markets estimated at €625 billion for water and €360 billion for waste. Veolia is currently a global leader with only 2 to 3% of the market, while Suez has around 2% of the market. Consolidation of the sector will help meet, in particular, the challenges of financing the increasing Research & Development efforts that will accelerate the development of new environmental technologies, mobilizing the capital necessary to launch model operations for the processing of hazardous waste or the protection of water resources – both strongly growing sectors – or developing solutions to enable industries to meet environmental standards – which are bound to become stricter in the next few decades.

Due to their excellent geographic complementarity, particularly in Europe (Veolia is extremely strong in Central and Eastern Europe and the United Kingdom, while Suez's historical territories are located in Northern Europe and Spain), but also outside it, the combination of the two groups would result in the creation of a truly global player in the management of water and waste processing. This Veolia-Suez group would have an extensive offering in terms of services and performance both for regional authorities and industrial customers. This complementarity would also be extremely strong in strategic future growth segments and in know-how, especially in digital.

This operation would effectively create a major and sustainably French player in ecological transformation, capable of making commitments to achieve tangible and measurable targets and results within short timeframes, not only to local authorities but also to industrial companies and the agricultural sector.

The combination of Suez and Veolia would create substantial value for the benefit of all its stakeholders:

- shareholders would benefit from the increase in net income associated with operational synergies;
- the two groups' customers would have access to an enlarged global network, to a more extensive range of offerings and technologies, and to a capacity for innovation accelerated by the ability to amortize over a wider customer base, enabling them to achieve their own environmental objectives faster;,
- protection of the planet would be central to this combination because its very foundation is ecological transformation (with broader offerings and geographic complementarities);
- the two groups' employees would have greater professional development and wider mobility prospects, and their occupations would benefit from increased visibility and appeal;
- finally, regions would benefit from the greater dynamism of their supplier and subcontractor networks, and from an increased contribution to training and jobs.

Finally, this combination would fit perfectly with the creation of a powerful and sovereign European Green Deal capable of exporting an alternative model to the Chinese – which have been particularly active in the past few years and especially ambitious in terms of future ecological transition activities – and American blocks. It could become a major advantage in the implementation of the Green Deal and the European stimulus plan, and would be a perfect match for the ambitions of the European Commission.

It is recalled that on February 8, 2021, Veolia filed its proposed cash tender offer for the remaining Suez shares not held by Veolia. The context and the reasons for this transaction, as well as the terms and conditions of the tender offer, are described in the draft offer document filed with the AMF and available on Veolia's website dedicated to the merger project (www.suez-merger.veolia.com) and the AMF's website (www.amf-france.org). The proposed tender offer and the draft offer document will be reviewed by the AMF to assess their compliance with applicable legal and regulatory provisions. Investors and shareholders are strongly recommended to familiarize themselves with the documentation on the tender offer and, where applicable, any amendment or addition to these documents as they contain important information for Veolia, Suez and the proposed transaction.

1.3 Business lines AFR

1.3.1 DESCRIPTION

Veolia has three main business lines (Water, Waste and Energy) and operates in two key markets (the municipal market and the industrial market, which includes the service sector).

Business line	2020	Group revenue
WATER	95 million people supplied with drinking water 62 million people connected to wastewater systems 3,362 drinking water production plants managed 2,737 wastewater treatment plants managed	€10,900 million 42%
WASTE	40 million people provided with collection services on behalf of public authorities 47 million metric tons of processed waste 685 waste processing facilities operated 464,948 business customers	€9,673 million 37%
ENERGY	43 million MWh produced 45,806 thermal installations managed 611 heating and cooling networks managed more than 2,137 industrial sites managed	€5,437 million 21%

1.3.1.1 Water

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 byproducts (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 reusing wastewater and developing piping systems 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:

- designing and building water and sanitation networks;
- operating and maintaining water and wastewater treatment 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 returning it 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 sludge (*e.g.* through anaerobic digestion, cogeneration and micro turbines).

The Group has a portfolio of more than 350 proprietary technologies (including physicochemical, biological, membrane and bio membrane, membrane desalination, thermal and hybrid treatments) to tackle the challenges of managing water in all its forms (drinking water, industrial process water, ultrapure water, wastewater and seawater).

Innovation is also a key component of the Group's strategy and solutions are therefore developed in areas such as the recycling and reuse of wastewater, producing "green" energy (*e.g.* by installing micro turbines at specific locations within its networks, using heat pumps to capture the calories found in wastewater and producing biogas from the anaerobic digestion of wastewater sludge) and recovering materials 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

Veolia Water Technologies (VWT), a subsidiary of Veolia Environnement, offers industrial companies and public authorities a comprehensive range of solutions and services designed to optimize their water usage, from supplying drinking and industrial process water to treating wastewater, managing wastewater sludge and recycling and reuse solutions (including the recovery of byproducts, raw materials and energy).

Veolia combines technology and engineering services to develop complete water treatment solutions, which may take the form of either packaged products or bespoke turnkey systems. VWT designs drinking water production and wastewater treatment plants around the world for a range of industrial and municipal customers. Through its subsidiaries, VWT also offers water treatment equipment and technology, as well as mobile operational response solutions.

VWT's sanitation services transform wastewater into a resource. Using its technologies, it helps municipalities to produce reusable water, fertilizers, nutrients and thermal and electrical energy from wastewater.

The Company also works with mining, exploration, operating and engineering companies to respond to all their water needs, from producing drinking or desalinated water at remote sites to treating industrial process water and wastewater.

Digitalizing the business

Veolia uses and develops so-called Smart technologies as a lever to address environmental challenges, strengthen the performance of its installations and improve customer service. 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 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

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 center.

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 process 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 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 plants. 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 refused 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 processing and site remediation services.

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

Processing 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 processes low and medium-level radioactive waste through the entity, Veolia Nuclear Solutions, which essentially combines the activities of Asteralis, Veolia ES Alaron and Kurion.

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 specialist 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 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 managing liquid waste, including on-site collection and the recycling of water during processing. Used oil, which is hazardous for the environment, is collected before being processed and re-refined by SARP Industries, a specialist in managing hazardous waste.

1.3.1.3 Energy

In the energy sector, Veolia focuses its activities on the energy performance of regions and industrial companies: local energy loops (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 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 heating and cooling networks enable the use of an energy mix favoring the use of renewable and alternative energies: geothermal, biomass, cogeneration or the recovery of heat produced by incineration of household waste, wastewater treatment plants, etc.

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.

Local supply loops

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, biogas, hydraulic, etc.) and distribution of electricity (distribution voltage of 50 kV 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

Veolia develops energy services to reduce the energy consumption and CO_2 emissions of buildings while maintaining occupant comfort levels. 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 occupants to save energy. These services can also include local energy production.

Veolia is 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.

Veolia has created a hypervision system and management service to control the efficiency of buildings and infrastructures: Hubgrade. Designed as an integrated management platform, Hubgrade collects data 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 thirty-five Hubgrade centers around the globe.

Industrial utilities

Energy has become a key factor in industrial companies' competitiveness. Veolia's Energy solutions meet the reliability, quality, availability, and cost requirements of industrial companies for whom energy is an essential element of their competitiveness. The Group optimizes industrial utilities, whatever their nature (production of steam, cold, electricity, compressed air), as well as the use of process energy and the energy consumption of industrial buildings. Veolia thereby contributes to securing its customer's energy supply and reducing their energy and carbon footprint:

- optimizing industrial utilities: 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 industrial buildings;
- reducing greenhouse gas emissions.

Veolia offers its customers:

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

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.

1.3.1.4 Multi-business contracts with industrial customers

Industrial outsourcing and integrated services

The main characteristics of the industrial outsourcing market are:

- 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 has a unique position in the industrial outsourcing market and 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

Through its engineering consulting division, Seureca, Veolia designs expert management solutions for Water, Waste and Energy for industrial companies, public authorities and the service sector.

Seureca is involved from the draft project phase through to operational implementation and proposes a range of services including development plans and feasibility studies, design studies, work supervision, operational technical assistance, training and skills transfer.

In addition to its consulting activity in the Water, Waste and Energy sectors, Seureca has specialized subsidiaries in the following fields: energy efficiency and recovery, renewable energies (DESL in India), water and process water treatment (EPAS in Belgium).

Seureca operates in over 60 countries across four continents, supported by a network of permanent offices outside France and an operational talent pool of 200 engineers that can be mobilized to work on short 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 (for designing and building installations);
- 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

- 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, reduced exposure to volatility in raw material prices (fuel, and secondary raw materials, such as paper 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 quota$_s$ (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.

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.

In addition, seasonal variations and fluctuating raw material prices can have a specific impact on the Group's businesses.

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

Moreover, 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 fluctuate, often significantly. This was particularly the case in 2020, which was heavily impacted by the crisis caused by the Covid-19 pandemic:

- barrel of North Sea Brent crude: average price of US$42 in 2020, down -35% on the 2019 average price (-36% fall in euro-equivalent).

  The price of Brent crude fell in January and February before plummeting in March during the initial lockdowns in Europe, reaching a low of US$9 per barrel in April. After a strong recovery in May and June, prices stabilized around US$40 per barrel until the announcement of the first vaccines in early November. This news drove the price up to US$51 per barrel at the end of December, representing a decrease of around -25% on one year previously.

- gas: average price for the main European interconnection points down around -29% on 2019.

  The price was heavily impacted by the health crisis in addition to the usual drivers of the weather and the competitiveness of coal for the production of heat and electricity. Prices fell until reaching a historical low at the end of May, before benefiting from a marked recovery from July and reaching a price level at the end of December 2020 up 65% on the end of December 2019.

- fuel: 2020 average fuel price -39% below the average price in 2019.

  The decrease in 2020 positively impacted the fuel purchases account in the Waste business by around €24 million in 2020.

  As in recent years and in a context of uncertainty over future developments in the crisis, the energy products market should remain volatile in 2021 and it is not inconceivable that commodity prices fall could once again to low levels.

  Accordingly, the general consensus among analysts is a reduction in the long-term price of crude oil, despite trends remaining positive.

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

- Recycled paper ("Copacel 1.05"): in 2020, the price benchmark annual average remained stable (+0.1%) on the 2019 average price.

  Nonetheless, prices increased and decreased throughout the year with a minimum of €19 per metric ton at the beginning of the year and a maximum of €99 per metric ton in May during the first lockdown in Europe (supply scarcity).

- Ferrous scrap (E40 price benchmark): the 2020 annual average fell -14% on the average price in 2019.

- Plastic: "fossil" HDPE, PP and PET prices reached all-time lows in 2020, heavily impacting the price of recycled plastics, with the exception of some "food" and "filament" grade plastics (Group strategic target but still marginal), where the absence of a link to the price of virgin materials is now confirmed.

The impact on waste revenue was therefore -€92 million in 2020, mainly due to lower paper prices than in 2019 during periods when supply was sufficient (outside lockdown).

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 municipalities

Contractual relationships with municipalities 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 municipality and the contractor.

Most often, these public services fall under the responsibility of the competent municipalities, 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 municipality 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 funded 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 (*e.g.* operating a heat production plant, a waste processing facility, a sewage 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 conclude 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 capital of the ad hoc company awarded the main contract or in the 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 for, 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 municipalities, 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 8 to 20 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 remediation, hazardous waste recovery, greenhouse gas emission reductions through projects with a significant environmental component (biomass or solar facilities), purification 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 3 to 10 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 Internal Audit Department's schedule includes a review of the contractual and financial challenges of the Group's most significant 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:

- municipalities and private individuals (municipal market);
- industrial or service companies (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 constraint 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.

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

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 issue and is becoming a major issue for a large number of stakeholders (institutions, public authorities, non-profits, etc.). Hurricanes Harvey and Irma that hit the United States and the West Indies in 2017, the drought and extreme fires in Australia in 2019 and the floods that devastated the Roya valley in France in October 2020, 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.

- **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 renewal 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 technology, 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. Nova Veolia's subsidiary, Birdz (created by the merger of Homerider and m2ocity, remote meter reading pioneers) 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.

- **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, ecodesign). 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;
- promoting sustainable development through 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 financial 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 byproducts, 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 firms are faced with challenges that are critical to their development: sustained growth objectives in an increasingly competitive context, increasingly stringent environmental regulations, diminishing resources (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 Energy Efficiency Directive of 2012 (revised by Directive 2018/2002 of December 11, 2018), which requires a strategy for mobilizing investment to renovate residential and commercial buildings, China's 12th Five-Year Plan, or Canada's National Energy Code for Buildings. Increasingly, customers demand sustainable initiatives.

Through these offerings, Veolia helps industrial companies 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 companies with a more comprehensive, expert and global approach;
- **offering services that help industrial companies improve their efficiency and get more out of their assets**: the circular economy, local environmental considerations, performance and value-sharing models;
- consolidating Veolia's positioning in relation to pollution that is difficult to treat, including hazardous waste, where we can add significant value in terms of technical knowledge and support;
- **sharing Veolia's expertise** on all environmental issues.

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:

- **right to operate** (*e.g.* reusing process water, zero liquid discharge plants);
- **operating efficiency and cost reduction** (*e.g.* optimizing water and energy consumption, robotic tank cleaning, competitive waste disposal networks);
- **maximizing the yield of customer assets** (*e.g.* increasing equipment availability, maximizing the productivity of customer assets);
- **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:

Chemicals, oil and gas industries

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

Upstream exploration/production operations are highly dependent on oil prices and have experienced a slowdown in the development of new projects since early 2015. However, 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.

The downstream refining and petrochemicals market is driven by the development of refining capabilities, particularly in Africa, the Middle East, Asia and Latin America, and by the dynamism of petrochemicals businesses in the United States, the Middle East and Asia. These industries have growing needs for operational excellence and compliance with increasingly tough regulation of pollutant discharges.

Thus, the needs of customers in these industries are focused on the rights to operate, 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 processing 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), treatment of hazardous waste, energy optimization of facilities, recovery of byproducts and hazardous waste (solvents, oily sludge, KOH, sulfuric acid, sulfuric gases produced during the refining process, etc.), financial engineering (*e.g.* 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 power generation sector, investment criteria are dominated by the "3Ds": Decentralized production, Digitalization to optimize production and costs, Decarbonization for energy transition towards renewable energies.

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:

- **design, build and operation** of water production plants (*e.g.* desalination) and wastewater and cooling water treatment and reclamation 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 pharmaceutical/cosmetics 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 social responsibility. It is a very 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 (2021-2024) 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.

Veolia enables industrial farming, food and beverage, and pharmaceutical and cosmetics firms to reduce their environmental impact by **improving their operational performance** for water and energy cycle management, and by recovering the byproducts 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 movement of 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 towards recycling and a ban on putting plastic in landfills. In Europe and Asia, in particular, the recycled plastics market is expected to increase around 6% annually to 2025. 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 Scandinavia and Asian locations in China, Korea and Japan. Veolia is also working in partnership with industrial companies on the implementation of solutions to develop plastic recycling loops. For example, in 2019-2020 Veolia built a plastic recycling plant in Indonesia, in partnership with Danone.

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 that from the chemical, oil, metallurgy and nuclear industries and electrical and electronic equipment waste) both support Veolia's decision to further develop its positioning in relation to the processing of difficult types of pollution, 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 (GRS-Valtech). 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.

The 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 starting new business activities there. 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 and Remondis, although neither of these has 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 high value-added services. New players, primarily Chinese, are developing global activities in Water, Waste and Energy, through strategies founded on sustained external growth (Beijing Enterprise Holdings, China EverBright International, Beijing Capital Co.). Suez 's strategic focus and range of services in Water and Waste make it Veolia's closest competitor.

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 Evoqua Water Technologies, Doosan and Schneider Electric, oil and gas specialists, and specialists in energy efficiency and facility management (Vinci FM, Sodexo):

- in a context of declining electricity prices in recent years and expanding renewable energy sources, particularly in Europe, energy companies have been repositioning themselves into the renewables and "downstream" sectors (Fortum, E.on, EDF, for example) in recent years, and particularly 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, such as Evoqua Water Technologies, Itron and Doosan, have a presence in both the municipal and industrial markets. Focused on equipment sales, their growth strategies are also 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, etc.), 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, this competition comprises engineering companies, service providers and equipment manufacturers (Ecosphere), 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);
- 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, SITA);

- 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, Bouygues, etc.) and groups specializing in facility management (Sodexo, JLL, etc.).

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 specialists

Unlike global specialists, local 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:

- in the United States, Veolia's competitors in Waste are: Waste Management, which is developing circular economy offerings; Clean Harbors, which specializes in services to industrial firms and processing of hazardous waste; and Stericycle, which specializes in hospital waste;
- in France, Dalkia which is part of the EDF Group, is established in energy efficiency, and is expanding into renewable energy and specialist technical sectors, as well as into countries where EDF operates; Saur focuses on Water operations;
- in the majority of countries, there are municipalities managing Water, Waste or Energy 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 (*e.g.* 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

Veolia works every day to develop technological, contractual, social and managerial innovations in order to offer its customers services with high added value. Veolia provides innovative solutions for specific local issues and contexts, creating new services or improving their quality through increased efficiency, yield or reliability and lower impacts and costs.

Innovation is inherent to Veolia's innovative entrepreneurial DNA, allowing it to seize growth opportunities, confirm its development – as demonstrated by its commercial wins – and fulfill its mission of resourcing the world.

The Group therefore fully leverages the inventive capacity of its teams and of its Research and Innovation network to meet the challenges facing the modern world, while providing its customers with long-term support.

In 2020, the total budget for research and innovation was approximately €56 million.

1.4.1 RESEARCH AND INNOVATION SUPPORTING THE GROUP'S DEVELOPMENT

Research and Innovation (R&I) is coordinated by Veolia Recherche et Innovation (VERI), which was integrated into the Business Support and Performance Department in 2020.

VERI works on behalf of all the Group's activities. To optimize the industrialization of innovations, the R&I organization has been aligned with the Group's three business lines – Water, Waste and Energy.

R&I relies on methodological rigor and the internationally-recognized scientific expertise and excellence of its teams, innovating in the following areas: water resource and cycle management; improvement of water treatment processes; wastewater treatment and recovery; waste management, recycling and recovery; secondary raw materials; energy optimization of facilities; smart cities, infrastructures and services. In addition, VERI provides scientific and technical assistance to the Group's business units to support the resolution of specific problems.

R&I contributes to the development of the Group's business lines, improving the performance and productivity of the activities while preparing the future.

1.4.2 THREE PILLARS OF RESEARCH AND INNOVATION

Veolia's Research and Innovation is based on **three complementary pillars:**

A dedicated Research and Innovation structure: Veolia Recherche et Innovation – VERI

VERI's skills and expertise are internationally recognized. The research programs are conducted in a spirit of continuous innovation, in close cooperation with the Group's activities. These synergies and open-minded approaches strengthen R&I's ability to respond to the current and future challenges facing Veolia.

VERI's teams are organized into five specialized departments to guide and conduct the research programs: Biosystems & Biotechnologies, Environment & Health, Process Engineering, Digital Innovation, Technologies & Industrial Support.

VERI also has access to high-performing technical resources to develop and experiment innovative solutions meeting the Group's needs:

- four sites dedicated to research on wastewater, drinking water, industrial water and pure water; on energy efficiency; and on waste management, including the sorting and characterization of secondary raw materials;
- numerous pilot equipments to validate the technologies and ensure their reliability. These pilots are located at VERI sites and within Veolia operating sites.

An Open Innovation approach

VIA by Veolia is the Group's Open Innovation program proposed by VERI. It identifies, assesses and supports the integration of innovative technical solutions in the Group's businesses. It comprises a range of services accessible to all Veolia entities.

VIA by Veolia provides innovative answers to specific identified needs when an internal solution is not available. It is used to improve operating and environmental performance and develop new services or unique commercial offerings.

It enjoys a robust methodology supported by R&I's resources and expertise. The *Open Innovation* service proposed under the *VIA by Veolia* program includes: seeking innovations in response to an identified need when no internal solution is available (compliance, performance, offer development, etc.); selecting the most appropriate technologies with Group experts and qualifying the selected technology prior to a contractual commitment.

A global internal innovation network

This network seeks to develop relations and foster the exchange of information between all Veolia's innovation players, to better take into account R&I requirements in the field and accelerate the go-to-market of technical developments. The network supports and encourages local innovation initiatives by sharing best practices or specific tools. It contributes to increasing total innovation capability and fosters momentum for generating, sharing and applying innovations.

Bolstered by these complementary pillars, in 2020 Veolia's R&I activities involved over 200 researchers and technicians in the dedicated structure, as well as experts present in all Group entities. Veolia also called on more than 200 partners around the world: academics recognized for their scientific excellence and industrial customers or public authorities at the forefront of their areas of activity.

1.4.3 SUCCESS AND PROGRESS IN 2020

The achievements presented below, at the cutting-edge of technological advances, are excellent examples of Veolia R&I's contribution to Group growth and customer service.

1.4.3.1 Water

Launch of the VIGIE-COVID-19 offering for municipalities in France

Water France and R&I together created VIGIE-COVID-19, a business offering for municipalities, based on an early warning system to detect traces of coronavirus SARS-CoV-2 in wastewater. The purpose of VIGIE-COVID-19 is to provide municipalities with the means to anticipate and monitor the resurgence of the epidemic within their territory.

The R&I teams worked in synergy with the Water France technical department to:

- develop reliable and robust methods of detecting SARS-CoV-2 in wastewater;
- create VIGIE-COVID-19 warning dashboard, accessible on line, to monitor the progress of the virus in wastewater;
- help industrialize this innovation by selecting and qualifying two partner environmental analysis laboratories and drafting internal technical and commercial documents for sales teams.

The VIGIE-COVID-19 offering, already tested at 14 wastewater treatment plants of Water France, is marketed and being rolled out in a large metropolis in South-West France.

Wastewater: campaigns of irrigation water analyses

In connection with the SmartFertiReuse research project, R&I organized campaigns of analyses of the treated wastewater in cooperation with Veolia Eau – Compagnie Générale des Eaux and Sede Environnement. The aim is to demonstrate the interest in using this treated wastewater and the positive impacts for crops, health and the environment. A decision-making tool is currently being developed. Veolia wishes to offer municipalities and the agricultural sector a comprehensive and innovative service for controlled irrigation management.

In the context of the health crisis, additional campaigns of analyses have been conducted since June 2020 to assess and monitor the abatement of SARS-CoV-2 in wastewater treatment and reuse processes.

The analyses campaigns were conducted at the Aureilhan wastewater treatment plant, operated by Water France in cooperation with the Tarbes-Lourdes-Pyrénées agglomeration.

Chemical footprint of water: innovative diagnosis of micropollutants

As part of the management of health risks at SEDIF facilities, R&I teams have since 2013 monitored the evolution of micropollutants in the drinking water at three water production plants by conducting "*Empreinte Chimique 4 000*" diagnosis enabling to identify over 4,000 substances in the water. This approach forms part of the Water France ACROPOL offering which is designed to detect, reduce at source, treat and monitor over time the micropollutants present in wastewater and drinking water.

The annual collections and analyses of raw water and produced water in each plant, as well as in the corresponding distribution networks and, in some cases, nanofiltered water, conducted between 2013 and 2018, were followed up by data analysis for the period 2019-2020. These analyses were carried out to determine the chemical footprint of each water examined. This innovative diagnosis was used to assess the performances of SEDIF plants with regard to micropollutants over a 6-year period.

Microplastics

Presentation of Veolia R&I work to the Global Water Research Coalition (GWRC)

In February 2020, R&I presented its ongoing research into microplastics through the MEDITPLAST collaborative project. The roll-out of a micropollutant sampling and analysis solution was demonstrated during this project. It also helped to confirm the very high efficiency, above 99%, of the processes involving pre-treatment, primary settling and biofiltration phases used at the three wastewater treatment plants concerned by this project.

Participation of R&I at the OECD workshop

In February 2020, R&I participated in the *Microplastics from synthetic textiles and the Environment: Knowledge, Mitigation and Policy Options* workshop organized by the OECD, with a specific focus on textile microfibers.

Nanofiltration: launch of a thesis on the intensification of membrane processes

The aim of this thesis, launched in cooperation with the Rennes Institute of Chemical Sciences and supported by the French National Research and Technology Association, is to study the ionic selectivity of nanofiltration membranes. The challenge is to improve the modeling and prediction of nanofiltration membrane performance, particularly for the treatment of complex matrices such as brine – an important factor in the treatment of industrial effluents.

The thesis deliverable, a digital model, will be developed for various nanofiltration applications in Veolia's activities: municipal and industrial wastewater treatment; drinking water production. It may be incorporated into Group membranes facilities simulation/modeling tools and used to design new processes and optimize operating units.

1.4.3.2 Waste

Plastic recycling: Francofil and Veolia join forces to manufacture 3D plastic filaments from recycled plastic

Veolia and Francofil – a company specializing in the production of technical filaments for 3D printing – have decided to join forces to manufacture and sell filaments from recycled plastic. Although the techniques for manufacturing 3D filaments are generally restricted to recycled resins such as PET, PS and black ABS, Veolia and Francofil are innovating by manufacturing filaments made from recycled polypropylene and colored ABS.

Veolia and Francofil are conducting further research and will continue to work together on all tests to manufacture new 3D filaments from recycled plastic.

Plastic formulation

A digital tool, offering the first melt flow index forecasting model for polypropylene mixtures, is now available.

Sponsored by the plastic granules production plants in the Waste Solutions activity in France, the Plastic Formulation project was launched to help these plants with the complex task of formulating granules from polypropylene and polyethylene-based plastic waste. The aim is to optimize control of the technical performance of the granules to satisfy the requirements of user customers.

Waste-to-Energy facilities

The aim of the Vulcain project is to improve control over the stability of household waste combustion in waste-to-energy facilities to improve the performance. Before possible national deployment, three sites of the Waste Solutions activity in France (Rouen, Bourgoin-Jallieu and Vaux-Le-Pénil) have become pilot sites. Their teams will help develop a methodology to characterize combustion quality and tools to analyze and manage combustion conditions.

Biomass combustion

- **Completion of a doctoral thesis** within Veolia R&I on the characterization of parameters governing pulverized biomass combustion in cooperation with the CORIA laboratory (joint research laboratory of CNRS, University of Rouen Normandy and INSA Rouen Normandy), awarded Carnot-ESP label, and CIRAD.
- **Commissioning of the pulverized biomass combustion pilot** to study this combustion on a large scale (40 kW) and validate the results already observed at laboratory scale. It will help to characterize the flame and test the combustion of alternative fuels, in fine particles form.
- **Test campaigns** to characterize the combustion of three sources of pre-treated biomass in fine particles form. The results, which are being finalized, will provide insights into the recovery of fine particles of biomass through combustion and/or the incorporation of pulverized biomass in plants that are currently coal-fired.

1.4.3.3 Energy

Covid-19 and indoor air quality: analyses of technologies

In close cooperation with the Group's Air expertise cluster (hosted by OFIS, a Veolia subsidiary specializing in the environmental and health performance of buildings), R&I's expertise was solicited to answer questions from building operators. Experts analyzed the technologies and consolidated their knowledge on available scientific publications in order to advise the technical departments of Group's entities on disinfection and treatment measures against SARS-CoV-2.

Hospital air quality

The prototype phase of the IAQ-HOSPITALS project helped to identify relevant indicators for constantly monitoring the quantity of micro-organisms in the air released by air treatment units. This project, undertaken in partnership with the University of Montreal Health Center – Canada, demonstrates the Group's ability to control the microbial quality of the air released by air treatment units, with an optimized monitoring and maintenance strategy.

Heating networks: communication of results of the European project E2District

The aim of this project, completed in December 2019, was to develop forecasting tools for heating networks. Veolia R&I followed-up four actions:

- development of the production means planning tool;
- development of new business models;
- interactions with Veolia sites (Görlitz in Germany and Varna in Bulgaria) which shared their operating data and supported R&I in directing the project;
- communication of the project's main results, particularly by participating in several national and international congresses and making a project completion video.

Data science: 4th meeting of the Veolia Data Science community

In March 2020, the *Veolia Data Science* community held their 4th meeting in order to share knowledge, information and feedback on data science and its applications for Veolia's business lines. Discussions focused on the Building Energy Optimiser – a digital innovation developed by R&I and currently being industrialized by the Information Systems and Technologies Department and the Business Support and Performance Department. This innovation ensures energy savings and the level of comfort due to the enhanced smart regulation system.

CO_2 capture and use: sectors and technologies available or under development

In July 2020, the first webinar was held on the various processes for capturing and using CO_2 that would reduce emissions and create a new carbochemistry. This webinar provided an opportunity to review Veolia R&I's orientations, projects and programs in this area and present ways of developing the use of CO_2: direct use of CO_2, mineralization, biological conversion and chemical conversion.

1.4.3.4 Transversal activities

Virtual reality platform: immersion in remote collaborative working

Accessible to all Group entities, Veolia's virtual reality platform designed by R&I provides a common base to combine efforts and share expertise and experiences virtually. It features functionalities designed to create a 3D scene from a CAD plan and for extensive use of digital plans. There is a toolbox – which is also virtual – comprising a tape measure, torch, viewer and cutter. Result: equipped with a virtual reality headset, employees move around in 3D in a preconfigured virtual space!

These immersive technologies, which are not yet fully developed, are subject to tests that provide a glimpse of their full potential. The Veolia R&I virtual reality platform accelerated the development of the Saphira™ prototype for industrial water treatment. It is even possible to move around in 3D inside a reactor.

R&I has also devised a "multi-player" functionality. Its goal is to facilitate collective and simultaneous work in the same virtual scene. This is ideal for remote working. An argument which is more relevant than ever in the current health context. During the design review of a pilot system, this multi-player mode enabled participants to move 360° within a virtual space. They can now interact as a group at the same time, using the specific tools included in the module.

Covid-19: set-up of scientific and technical watch

At the beginning of the crisis, the R&I Science & Tech Intelligence team set up a watch to monitor information on SARS-CoV-2 in real time. The information provided was analyzed and used by the SARS-CoV-2 working group of the Business Support and Performance department to manage the crisis.

World Oceans Day and World Environment Day

This year, the theme of World Oceans Day, celebrated on June 8, was "Innovation for a Sustainable Ocean", relating to the introduction of new methods, ideas, or products. Veolia decided to showcase the Meditplast research project.

The Qualiagro research project, designed to assess the agronomic, health and environmental quality of various types of urban compost, featured in the 10 Veolia solutions to protect the natural environment on World Environment Day, celebrated on June 5, whose theme this year was biodiversity.

1.4.3.5 Open Innovation - VIA by Veolia

VIA by Veolia program

Since 2017, the VIA by Veolia program is an Open Innovation service offered to the Group's functional departments and Business Units that are seeking innovative solutions.

In three years, teams performed 176 sourcings of innovative technologies and in 2020 such sourcings led to tests for 19 of these technologies.

The Open Innovation team also supports the U-START acceleration program led by Veolia in Germany and the Veolia's brand new Spark Accelerator program in the Middle East – programs designed to promote cooperation with innovative start-ups.

VIA by Veolia: qualification of building data providers

The Energy Services for Buildings team in the Business Support and Performance Department is developing a new generation of digital solutions to use available databases and optimize the commercial focus of buildings. The Open Innovation service was solicited to identify, select and test building databases and building data providers. The sourcing helped identify 49 providers and select two of them following the tests.

Collaboration between R&I and the Veolia Environnement Foundation to qualify water micro-organism detection kits

The Veolia Environnement Foundation provides emergency aid in response to natural disasters and humanitarian crises. It dispatches its experts and equipment to restore safe sanitary conditions and secure access to drinking water. During the summer of 2020, VERI, through the VIA by Veolia program, worked with the Veolia Environnement Foundation to identify, select and test the latest innovative systems to quickly analyze water and make sure that it does not contain any pathogenic micro-organisms. Nine devices were tested and assessed according to several criteria, including the accuracy of results, time-to-result and easiness of use. The results were made available to the Business Units in the database which inventories water analysis equipment.

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

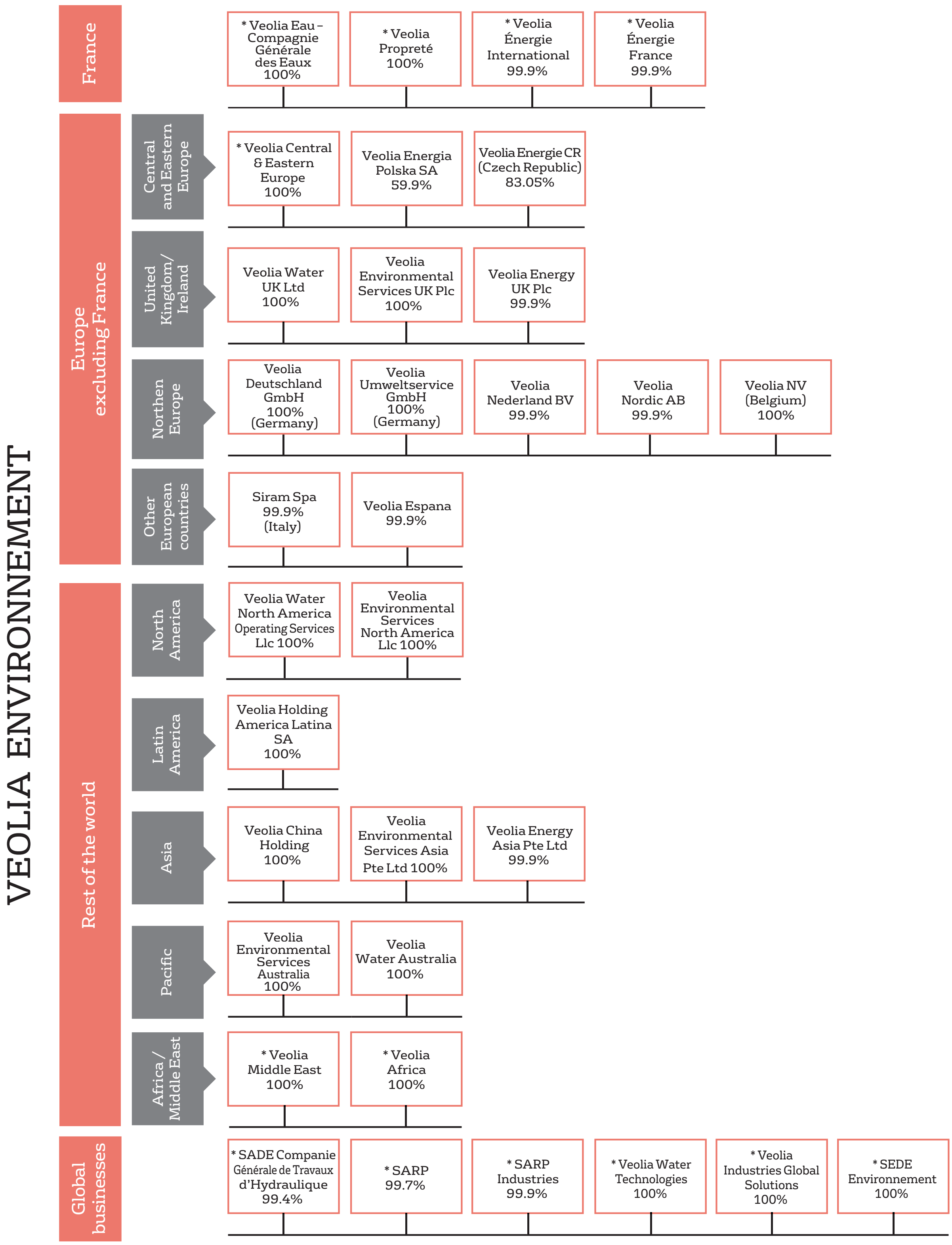
1.5.1 ORGANIZATIONAL CHART

The following organizational chart is a simplified chart of the main subsidiaries owned by Veolia Environnement, directly and/or indirectly, on December 31, 2020, 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 2020 consolidated financial statements is presented in Chapter 6, Section 6.1, Note 17 below.

The main changes in the consolidation scope and Group structure in 2020 are presented in Chapter 5, Section 5.2.2 below.



Key:

* Company with its registered office in France

% Veolia Environnement's direct and indirect percentage holding as of December 31, 2020

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

1.5.2 GEOGRAPHICAL ORGANIZATION

The following table sets out the geographic spread of Veolia's 2020 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.

2020 revenue

(€ million)	Total
France	**5,389.9**
Water France	2,936.8
Waste Solutions (Recyclage et Valorisation des Déchets)	2,453.1
Europe excluding France	**9,411.4**
Central and Eastern Europe	3,400.6
United Kingdom and Ireland	2,164.0
Northern Europe	2,653.6
Iberia	463
Other Europe excluding France	730.3
Rest of the World	**6,759.7**
North America	1,745.8
Latin America	771.1
Asia	2,130.8
Pacific	1,050.0
Africa/Middle East	1,062.1
Global businesses	**4,439.9**
Veolia Water Solutions and Technologies	1,516.8
SADE CGTH	1,231.4
Hazardous waste	1,216.10
Énergie France	115.7
Veolia Industries – Global Solutions	363.9
Other	**4.9**
TOTAL GROUP	26,009.9

Comments on revenue trends and results for the various segments may be found in Chapter 5, Section 5.3.2 below.

1.5.2.1 France

France is Veolia's historical market and represents a major part of the Group's water and waste activities. The two Business Units in France are Water France and Waste Solutions (*Recyclage et valorisation des déchets*).

As of December 31, 2020

Revenue (€ million)	% Group revenue	EBITDA (€ million)	% Group EBITDA
5,389.9	20	847.7	23

Veolia Énergie France revenue is included in the Global businesses segment (see Section 1.5.2.4 below).

Water France

The Water France activity:

- is conducted by Veolia Eau – Compagnie Générale des Eaux and certain of its French subsidiaries;
- is the leading French operator in water services [(1)];
- supplies drinking water to around 23.8 million people and wastewater services to 14.6 million people;
- reported revenue of €2,936.8 million [(2)] in 2020, *i.e.* 11% of Group revenue for the year ended December 31, 2020.

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

Through its various missions, Veolia Water in France assists local authorities and companies with regional development that respects all 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 continues to undergo major changes that modify the activities of all regional development and large water cycle players (NOTRe law). To meet requirements for reactivity, transparency, performance and innovation, Veolia Water in France wishes to continue to build jointly, through partnerships, new public-private models, around "Public Service Contracts".

Veolia Water in France continues to implement its "Osons 20/20!" corporate project launched in 2017, with the goal of being the leader and definitive benchmark for the water cycle. Its local roots are reflected by the creation of 66 area bases across nine regions, placing responsibility and decision-making as close as possible to field level. Water France's corporate project aims to sustainably create value through an organizational structure adapted to market opportunities.

Major contract wins in 2020 include:

- the Arcachon basin inter-municipal authority renewed its confidence in Veolia for a further six years, with innovations worthy of the constraints of this sensitive natural environment. The contract provides, for example, for the recruitment of 18 new employees and also the creation of a hypervision center (*Hubgrade*) and the management of crisis situations at the Biganos technical center;
- the Pays de Montbéliard metropolitan agglomeration demonstrated its confidence in Veolia by extending its scope of services for 10 years. The contract concerns a drinking water, fire defense, wastewater and rainwater multi-service concession with options that may be activated (cogeneration and introduction of remote meter reading) as well as the creation of a dedicated company;
- the Auray Quiberon Terre Atlantique community of communes awarded Veolia the collective wastewater concession for 24 communes (including two islands) for a period of 12 years, with the roll-out of a permanent diagnostic system to preserve the quality of bathing water and shellfish and tourist activities;
- the Lys water authority (SMAEL) awarded Veolia an eight-year public service concession for drinking water production and conveyance, representing 40% of the water supply for the Lille European metropolitan area;
- the city of Cambrai (drinking water) and the Wastewater inter-municipal authority for the city of Cambrai renewed their confidence in Veolia for a period of 16 years (drinking water) and 8 years (wastewater). The Drinking water public service delegation arrangement includes the construction of a 3,000 m^3 reservoir and measures to secure resources and installations.

(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 5.3.2 below.

Revenue generated by the main municipal contracts in France to be renewed or renegotiated during the period from 2021 to 2023:

City	Estimated annual revenue *(€ million)*	Contract expiry date
Sedif (drinking water)	302	2023
Lyon metropolitan area (drinking water)	91	2022
Lille European Metropolitan area – ILEO (drinking water)	62	2023
Toulon (2 drinking water contracts)	27	2021

Main contracts signed in 2020 by France Water:

Municipality or company and location thereof	Month of signature of contract	New contract, or extension or renewal	Contract term	Estimated cumulative revenue* *(€ million)*	Services provided
France Water					
Pays de Montbéliard Agglomeration – Water and Wastewater services	January	Renewal	10	155	Public service delegation contract for water and wastewater services
French Riviera Agglomeration	January	Renewal	10	38	Public service delegation contract for wastewater services
Coeur de France Community of Communes	January	Renewal	20	29	Public service delegation contract for wastewater services
Auray Quiberon Terre Atlantique	February	New	12	98	Collective wastewater concession
Anjou – Baugeois Valley Water Authority	February	New	10	15	Access to water and wastewater services
Lys Water Authority	July	New	8	53	Public service concession for drinking water
Rouen Normandy Metropolitan Area	July	New	8	33	Access to water and wastewater services
Saipol	July	New	10.75	19	On-site services for industrial customers
Arcachon Basin Inter-Municipal Authority	October	Renewal	6	68	Public service delegation contract for wastewater services
Cambrai Commune	December	Renewal	16	46	Public service delegation contract for drinking water
Loire Layon Aubance Community of Communes	December	New	10	21	Public service delegation contract for wastewater services

* *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 €2,453.1 million [(1)] in 2020, *i.e.* 9% of Group revenue for the year ended December 31, 2020.

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 and the law for energy transition and green growth establish ambitious goals for reducing the tonnage of waste taken to landfills (-50% between 2010 and 2050) and replacing it with recycling and the use of waste as a resource and a source of 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 processing (public administrative area groupings (EPIC), metropolitan areas, municipal associations, joint agencies, etc.). Law no. 2020-105 of February 10, 2020 on fighting waste and the circular economy seeks to accelerate the change in the production and consumption model in order to limit waste and preserve natural resources, biodiversity and the climate. 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;
- 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 accompanied by a new organizational structure which aims to offer customers a more local service and increased expertise. Veolia's Waste Solutions activities have been reorganized into eight regions, each with business departments serving the three strategic objectives detailed above: Hauts-de-France, Greater Paris, Normandy, Center-West, Grand-East, Burgundy-Auvergne-Rhône Alpes, South-West, South PACA.

Main Waste Solutions contracts signed in 2020:

Municipality or company and location thereof	Month of signature of contract	New contract, or extension or renewal	Contract term	Estimated cumulative revenue* (*€ million*)	Services provided
Waste Solutions (Recyclage et Valorisation des Déchets)					
Ardèche Drôme Waste Processing Authority	February	Extension	8	53	Concession for the processing and recovery of household waste
L'entre Deux Mers Ouest Inter-Municipal Authority for the Collection and Processing of Household Waste	February	Renewal	2	8	Solid waste processing, recycling and recovery
Norske Skog Golbey	April	New	5	20	Concession for the processing and recovery of household waste
Cluses Region SIVOM	May	Renewal	12	56	Waste-to-energy recovery
South-East Morbihan Joint Authority	May	Renewal	10	64	Organic waste recovery: wastewater treatment sludge, organic waste
Joint Authority for the Collection and Processing of Household Waste	September	Renewal	1.5	7	Solid waste processing, recycling and recovery

* *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 5.3.2 below.*

1.5.2.2 Europe excluding France

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

As of December 31, 2020

Revenue *(€ million)*	% Group revenue	EBITDA *(€ million)*	% Group EBITDA
9,411.4	36	1,403.7	39

Central and Eastern Europe

For over 20 years, Veolia has been present in several Central and Eastern European countries, where its businesses have enjoyed steady and sustained growth. 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 Left Bank and Ostrava), Slovakia (Bratislava and Levice) and Hungary (Dorog, Pecs and Szakoly). Veolia is also present in the Czech Republic, Ukraine, Poland and now Slovenia in the recycling and recovery of industrial waste, commercial waste and medical waste.

In 2020, Veolia strengthened its position in the Czech Republic energy market by signing an agreement to takeover Pražská Teplárenská – PT, the subsidiary of the Energetický a Průmyslový Holding AS Czech group managing the Prague Right Bank urban heating network. This asset transfer will ultimately generate estimated annual revenue of €230 million for Veolia. It will also help consolidate the historical ties between the Group and the City of Prague.

Through its subsidiary CHP Energia Zrt (held 51% by Veolia Energy Hungary and 49% by Hungarian financial investors), Veolia acquired 95.62% of Budapesti Erőmű Zrt which owns three gas cogeneration plants supplying heat to the Budapest urban heating network and producing electricity and ancillary services for the electricity network.

In addition, Veolia entered the waste management market in Russia in 2020 with the acquisition of MAG Group, a leading integrated waste management company in Russia present in five major cities: Nizhniy Novgorod, Penza, Samara, Novosibirsk and Koursk.

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.

United Kingdom and Ireland

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 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 low-carbon energy 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 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.

Northern Europe

In Northern Europe, the environmental regulatory framework and the business climate benefit Veolia's business lines, with the exception of drinking water public service delegation contracts. Numerous opportunities exist for Veolia in these countries, particularly for the implementation of innovative environmental solutions in utility infrastructures.

In Germany, the Group is present in the three business lines – Water, Waste and Energy – through partnerships with public authorities, industrial customers and service companies. In Germany, Veolia actively participates in reducing CO2 emissions, notably through its subsidiary, BS Énergie, which continued in 2020 its program to replace the Braunschweig coal-fired power plant with a plant powered by biomass.

In Benelux, Veolia is active in the Energy 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 the Nordic countries (Sweden, Norway and Finland), in addition to the water and energy services offered to industrial customers, Veolia is active in recycling (paper, plastic) and industrial cleaning and can now offer customers a range of services covering all the Group' business lines.

In Northern Europe, Veolia proposes a wide and varied range of offerings relating to the circular economy – recycling, sludge recovery, biogas, Water and Energy performance contracts (*e.g.* 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 Latin America zone.

In Portugal, Veolia is a major environmental services player, present in water, waste and energy. Waste activities range from municipal waste collection to waste-to-energy recovery and include the processing and recycling of commercial and industrial waste, notably as refused-derived fuels. In energy, Veolia Portugal proposes energy efficiency solutions for thermal systems in public and private buildings and at industrial sites and operates cogeneration systems for specialized buildings such as hospitals. In water, Veolia operates industrial water treatment plants and provides water and wastewater management and treatment services to municipalities.

A leader in energy efficiency in Spain, Veolia is progressively diversifying into the Group's traditional businesses. In the energy sector, Veolia manages nearly 8,000 facilities, ranging from the operation of heating and cooling networks (including EcoEnergies Barcelona powered by biomass) to building energy efficiency (including hospitals in Bilbao, Madrid and Vigo) and utilities management at industrial sites (L'Oréal, Indra, Soria Natural). In order 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 also manages a mechanical and biological processing, composting, waste-to-energy and anaerobic digestion plant (in Matoro in the Maresme region in Catalonia), the Saragossa wastewater treatment plant and one of the county's largest desalination plants in Almeria. Veolia also provides management and maintenance services at industrial wastewater treatment plants. In 2020, Veolia acquired Torrepet, a benchmark company in Spain for the recycling of food grade PET plastic.

In Italy, Veolia is active in integrated energy management services through its subsidiary, SIRAM. It manages more than 4,800 thermal facilities for public and private customers. Veolia offers multi-service and energy performance contracts for the service sector with a strong market presence in hospitals (*e.g.* Milan Polyclinic, ASP Palermo), public administration (*e.g.* the University of Parma in the Lombardy region) and the industrial sector (*e.g.* multi-technical contracts with Peroni and Leonardo).

Main contracts signed in 2020 in Europe excluding France:

Municipality or company and location thereof	Month of signature of contract	New contract, or extension or renewal	Contract term	Estimated cumulative revenue *(in € million)*(1)	Services provided
DISTEP Czech Republic	February	Renewal	5	37	Energy efficiency services
Health Ministry Czech Republic	March	New	1	11	Energy efficiency services
Buckinghamshire Waste Partnership England	March	New	10	148	Municipal solid waste collection
BASF Finland	April	New	20	238	Industrial multi-services
Watford Borough Council England	June	Renewal	8	75	Municipal solid waste collection
St James Hospital Ireland	June	New	21.5	35	Management of energy services
Bucharest City Hall Romania	August	New	12	240	Access to water and wastewater services
Ekocity Ekospol Czech Republic	August	New	10	13	Industrial energy services
Biomasse Louvain La Neuve Univesity Belgium	september	New	20	189	Local energy loop
Havirovska Teplarenska Spolecnost Czech Republic	October	Renewal	5	48	Energy efficiency services
Varèse Municipality Italy	October	New	20	31	Industrial energy services
San Juliano Terme Municipality Italy	October	New	25	18	Industrial energy services
Parma Municipality Italy	October	New	20	17	Industrial energy services

* *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) Aggregate revenue is estimated based on the contract amount translated into euro at the 2020 average closing exchange rate.

1.5.2.3 Rest of the world

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

As of December 31, 2020

Revenue *(€ million)*	% Group revenue	EBITDA *(€ million)*	% Group EBITDA
6,579.7	26	941.6	26

North America

Serving agglomerations, cities, public authorities, hospitals and a wide range of urban university campuses, Veolia in North America is active in water, energy and waste management.

Veolia offers operation and maintenance solutions in the energy sector to service sector customers, as well as energy efficiency services and consulting solutions.

The Group is a leading provider of operations management and maintenance services for drinking water and wastewater systems in the North American sector via public-private partnerships with agglomerations, cities and public bodies. In addition to these traditional models, Veolia has developed an innovative water management model to help cities identify efficiency opportunities and implement improvements, which has been successfully introduced in cities such as New York, Washington DC and Pittsburgh.

For industrial customers, Veolia is primarily involved in the Water and Waste business lines, with a significant portion of its revenue coming from the oil and gas industry (primarily refineries: regeneration services, processing of oil sludge, industrial cleaning of tanks, hazardous waste processing, etc.), chemicals, mining and metals and the pharmaceutical industry. By viewing waste disposal as an opportunity to create an energy source, or making new products through industrial by-product reclamation processes and beneficial reuse programs, Veolia turns industrial customers' environmental challenges into circular economy solutions.

These solutions, and particularly resource recovery and regeneration activities, are some of Veolia's primary areas of development in North America following its recent success in potash recovery and the cleaning and recycling of wastewater. With the expansion of its regeneration offerings, elemental sulfur, spent sulfuric acid and sulfur gases are now used to produce clean fuming and non-fuming sulfuric acids and other high-value sulfur derivative (HVSD) products for use in a wide range of industrial activities across the United States.

Veolia also has a strong presence in the hazardous waste market in North America and notably accompanies pharmaceutical and petrochemical companies, as well as companies in the defense and health sectors and universities and local authorities. In particular, the Company operates four incineration facilities at two sites in Texas and Illinois.

In January 2020, Veolia announced the signature of an agreement to take over Alcoa USA Corporation's hazardous waste processing site in Gum Springs, Arkansas (United States), through its subsidiary, Veolia North America. With this acquisition, Veolia continues the global expansion of its hazardous waste processing and recycling activity and adds a flagship site to its existing portfolio.

Latin America

In Latin America, Veolia operates its Water, Waste and Energy business lines in Brazil, Argentina, Uruguay, Chile, Colombia, Peru, Mexico, Ecuador and Panama. Business in these countries was initially geared towards public authorities. Since its total takeover of Proactiva in 2013, Veolia's aim has been to roll out high added-value solutions, such as hazardous waste management in Mexico, Colombia, Ecuador, Peru and Chile. In 2019, Veolia acquired companies operating in the hazardous waste sector, and particularly medical waste, in Ecuador and Chile.

The confirmed intent for "green" growth on the part of many countries in the zone has meant a tightening of environmental restrictions, leading industrial companies to implement recycling and recovery solutions and control their environmental footprint more effectively. In addition, Latin American metropolitan authorities are working to support urban growth by developing high-performing, efficient and sustainable public services. The main focus areas for progress are: optimizing public services, creating waste recovery solutions, rational water resource management and protecting the natural environment.

Veolia's current portfolio of activities provides an excellent basis for development, to continue supplying the Group's traditional range of offerings to public authorities (*e.g.* extending the water concession for Monteria in Colombia, or the waste management contract for Sao Paulo in Brazil). It is also well placed to provide industrial activities to the food and beverage, chemicals and oil and gas sectors in particular, by providing offerings with significant added value to players in these segments. Veolia is also rolling-out its energy efficiency offerings, particularly for the industrial sector and buildings, such as hotels or hospitals.

Asia

In Asia, Veolia operates in its three major business lines. The main drivers of development in Asia are hazardous waste processing, the circular economy, services in the oil and gas industries, chemicals and dismantling and soil rehabilitation services.

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.

In China and Hong Kong, the Group holds traditional concession contracts through joint ventures for drinking water production and wastewater systems (*e.g.* Shanghai Pudong, Kunming, Changzhou) and hazardous waste management activities throughout the country. For the last two years, Veolia has been developing plastic recycling activities in China. The Group is also involved in the energy sector through heating networks (Harbin, Jamusi) and industrial utilities contracts as well as energy services for buildings under development.

In South-Korea, Veolia is primarily focused on the industrial services market, historically on water treatment and supply and more recently on the processing of industrial waste. Veolia is also developing building services.

In Taiwan, Veolia provides waste processing (incineration) and soil remediation services.

In Singapore and South-east Asia, Veolia is developing waste processing and recycling activities and services for industrial companies.

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

Veolia's Asian markets are driven by economic growth, a growing middle class tied to urbanization (64% of the population will live in urban areas by 2025), and increasingly strict regulatory policies (*e.g.* China's 13^{th} Five-Year Plan sets outs ambitious environmental goals, particularly in terms of carbon impact).

Pacific

In Australia, Veolia's business is split between the industrial (80%) and the municipal (20%) markets, with the latter primarily involving Waste business lines. The oil and gas and mining industries are important markets for energy efficiency and waste processing and recovery. Veolia is also present in the water market, which offers development opportunities tied notably to the digitalization of services and local authority desire to improve customer satisfaction.

Africa/Middle East

Africa and the Middle East are dynamic regions driven by very strong demographic growth, rapid urbanization and growing environmental awareness.

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 (Niger, Côte d'Ivoire and Ghana), and the other in Southern Africa (South Africa and Namibia). 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. In Niger, Veolia supplies the country's urban centers with drinking water under a lease contract. In Namibia, Veolia supplies water to the city of Windhoek from wastewater made fit for human consumption. Activities were recently launched in South Africa (industrial waste) and Côte d'Ivoire (municipal water and waste). Veolia is also particularly attentive to the emergence on the continent of new methods of accessing basic services, alongside traditional centralized network solutions.

The oil and mining industries offer potential for diversifying Veolia's activities in this region, where it intends to replicate its first references in Ghana in the treatment of effluents and the supply of process water.

In the Middle East, the Group is present in its three business lines in all Gulf States, with municipalities, industrial companies and the service sector.

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, Saudi Arabia and Oman.

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 and a regional leader in energy services.

Main contracts signed in 2020 in the Rest of the world:

Municipality or company and location thereof	Month of signature of contract	New contract, or extension or renewal	Contract term	Estimated cumulative revenue (*)(**) *(€ million)*	Services provided
Granada Investment Center Saudi Arabia	July	New	3	12.8	Management of energy services
PFO Africa / Akouedo site Côte d'Ivoire	March	New	2	17	Engineering, purchase and construction of water treatment and waste-to-energy facilities
Lotte/LG Chem South Korea	March	Renewal	20	630	Industrial multi-services
Kumho Petrochemical South Korea	May	Renewal	15	225	Management of industrial energy services
Arkema Singapore	May	New	20	47	Management of industrial energy services
General Electric United States	May	New	4	14	Recycling of on-shore wind turbine blades
Ecospace Hong Kong	August	Renewal	15	365	Treatment and recovery of liquid and hazardous waste
Tangshan Phase 2 China	September	Extension	23	132	On-site services for industrial customers
Miraflores District Peru	September	Renewal	3	10	Maintenance of green spaces
Arcelormittal Brazil Brazil	December	Renewal	12.5	68	Management of industrial multi-services

* *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) Aggregate revenue is estimated based on the contract amount translated into euro at the 2020 average closing exchange rate.

1.5.2.4 Global businesses (Global Enterprises)

The Global Enterprises bring together the Veolia business lines that need to be run and managed from an operational standpoint on a worldwide scale. These include the following Group activities: water and network engineering and construction, hazardous waste activities, sludge treatment and recycling and multi-business line activities.

As of December 31, 2020

Revenue *(€ million)*	% Group revenue	EBITDA *(€ million)*	% Group EBITDA
4,443.9	17	324.4	9

Veolia Water Technologies

Veolia Water Technologies (VWT) is responsible for the Group's design and execution offerings dealing with Water. The subsidiary designs drinking water production and wastewater treatment plants around the world for a range of industrial and municipal customers. Via its subsidiaries, 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.

Under the Impact 2023 strategic program, Veolia Water Technologies will now focus its development on the sale of technologies and related recurring services and significantly reduce its exposure to construction risk.

SADE

SADE specializes in the design, construction, renovation and maintenance of networks and facilities for the conveyance and distribution of drinking water for its public sector customers. This subsidiary has expanded its activities to industrial customers to supply their production sites with raw and drinking water.

In December 2020, SADE sold its subsidiary SADE Télécom, specializing in the installation and maintenance of telecoms networks, to the Montefiore fund.

Hazardous waste

The Hazardous Waste Division encompasses hazardous waste collection and processing activities in Europe and notably includes the solutions proposed by the Group in the nuclear sector.

SARP – SARP Industries

SARP specializes in wastewater systems and industrial maintenance via its subsidiary SODI It operates primarily in France. In August 2020, Veolia signed an agreement with the Suez group with a view to acquiring its subsidiary Suez RV OSIS, which specializes in wastewater network and infrastructure maintenance and on-site industrial services (mainly maintenance and industrial cleaning).

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

The hazardous materials processing market has considerable development potential, and Veolia has acquired very innovative recovery processes allowing it to produce high quality raw materials while controlling the health and environmental risks relating to hazardous waste. The Group possesses the technologies, know-how and unique organization necessary to drive its growth in the processing of hazardous waste.

In 2019, SARPI acquired a hazardous waste incinerator on a German site operated by Evonik, a global leader in specialty chemicals, with the aim of increasing treatment capacity in Europe and becoming a major player in hazardous waste in Germany.

Nuclear Solutions

Veolia grouped together its activities in the nuclear sector in a Business Unit: Nuclear Solutions. This entity notably includes Kurion, Veolia ES Alaron and Asteralis.

The Group announced its objectives in the nuclear clean-up sector in 2013 with the signature of a collaboration agreement with the French Alternative Energies and Atomic Energy Commission (CEA) and the creation of Asteralis. This was further strengthened by the signature of an agreement with EDF in 2018, for the dismantling of graphite nuclear plants. The acquisition in 2016 of Kurion, specializing in nuclear clean-up technologies, was supplemented in 2018 by the integration of the activities of Wastren Advantage Inc. (WAI), specialized in US federal government contracts and in 2019 by the activities of SAFE, a specialist in nuclear measurement. The Group is now able to provide all existing solutions and notably characterization, robotics, the separation of radioactive components, decontamination and stabilization by vitrification or cementation, as well as know-how in both nuclear facility clean-up and the processing of low and medium-level radioactive waste.

In 2020, Graphitec, a Veolia and EDF joint structure, through their respective subsidiaries, Cyclife Holding and Asteralis, continued its developments to meet the challenges of decommissioning nuclear reactors that incorporate graphite technology.

Other

Sede Environnement

Sede Environnement offers a range of sludge treatment and recovery services producing organic and mineral bi-products, primarily via spreading, composting, anaerobic digestion and dehydration. Its subsidiary Angibaud has developed a wide range of organic fertilizers and expertise in sustainable fertilization.

Veolia Industries Global Solutions

Veolia Industries Global Solutions (VIGS) is responsible for industrial service contracts, generally multi-business line and multi-country. More precisely, VIGS proposes four integrated offerings dedicated to key industrial customers: Integrated Facility Management, Integrated Utilities Management, Management of Industrial Platforms and Management of Design, Build and Financing Projects for new installations. These offerings have been adapted to different industrial sectors and particularly the Automobile, Pharmaceutical, Defense and Aeronautics, Steel, Food and Beverage and Chemicals sectors. VIGS operates the production assets and utilities of industrial companies on their behalf and provides a wide range of services representing over 30 different businesses (see Section 1.3.1.4 above).

Veolia Énergie France

Veolia Énergie France, offers comprehensive energy services to public and private customers in France. Veolia Énergie France generated annual revenue of €115.7 million in the year ended December 31, 2020.

Veolia Énergie France’s offering is organized around three divisions:

- thermal and climate engineering, dedicated to the maintenance of thermal and climate engineering facilities, multi-technology maintenance, energy management and thermal operation;
- energy efficiency, comprising the companies Façade Ingénierie (FI) and Façade Ingénierie Construction (FIC), dedicated to the performance of service sector buildings, and Altergis Ingénierie;
- electrical engineering, comprising the company POSITIF, dedicated to maintaining electrical energy systems in service and industrial buildings.

Each of these three divisions has its own areas of expertise and allows Veolia Énergie France to offer a comprehensive energy offering:

- from draft projects to design;
- from execution to commissioning;
- from maintenance to a total guarantee for installations;
- from technical assistance to specialized training.

Veolia Énergie France offers its customers services in every activity sector:

- municipalities (municipal buildings, elementary and high schools, swimming pools);
- health (hospitals, assisted living and retirement homes, etc.);
- defense (army, police, etc.);
- industry (food and beverage, laboratories, cosmetics, etc.);
- residential (condominiums, social housing, hotels, luxury residences);
- service (buildings, offices, movie theaters, mass retail, shopping malls, etc.).

Main Global Business contracts signed in 2020:

Municipality or company and location thereof	Month of signature of contract	New contract, or extension or renewal	Contract term	Estimated cumulative revenue (*€ million*) (1)	Services provided
Rouen Normandy Metropolitan Area France	December 2019	New	4	10	Construction of a drinking water treatment network
City of Paris (Austerlitz Basin) France	June	New	4	12	Creation of a wastewater and rainwater storage basin
Instituto Costarricense de Acueductos y Alcantarillados Costa Rica	August	New	2	22	Construction of sanitary sewers
Saipem Italy	September	New	1	10	Supply of two "Macro *Porous Polymer Extraction" modules*
Al Kharafi Construction Kuwait	October	Extension	1	10	Management and installation of a wastewater treatment mobile unit

* *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) Aggregate revenue is estimated based on the contract amount translated into euro at the 2020 average closing 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 reputation as a reference for environmental services.

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 growth and profitability of Veolia. Veolia capitalizes on its know-how primarily through the creation of tools combining the expertise of the Group's business lines and new technologies, as well as of innovative processes and systems. Veolia seeks to protect these innovations by appropriate means.

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, in particular in the European Union, North America, Australia and China but also in emerging countries. These regulations are generally technical and complex and impose significant constraints, the most important of which are presented below.

The majority of the Group's activities require operating permits or authorizations that define the rules governing the operation of facilities. 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 facilities.

1.6.1 INTERNATIONAL REGULATIONS

There are a great many international agreements that are often sector-based as well as statements of principle; however, there are no general environmental regulations applicable to all countries. 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. These directives set guidelines for the quality of drinking water and emphasize the importance of the preventive management of health risks. Compliance with these recommendations guarantees the production of water which is safe for human consumption. 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 fair and inclusive transition. It provides a roadmap of actions aimed at promoting the efficient use of resource 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 and explains how to ensure a fair and inclusive transition.

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

Regulations common to the three business lines:

- **with regard to reducing pollution**, Directive 2010/75/EU of November 24, 2010 on industrial emissions (known as the **IED Directive**) overhauled the 1996 Integrated Pollution Prevention and Control (IPPC) Directive 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 also provides for the preparation of a "baseline report" on the state of the site before the commissioning of the facilities or before a permit for facilities is updated for the first time, and redefines the requirements to restore the site once activities cease;
- **with regard to chemicals**, Regulation (EC) 1907/2006 of December 18, 2006 concerning the Registration, Evaluation, Authorization and Restriction of Chemicals (**REACH**), 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 chemicals, 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 December 16, 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);
- 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;
- with regard to **biocides**, which are another type of chemical substance used by the Group, Regulation (EU) 528/2012 of May 22, 2012 concerning the making available on the market and use of biocidal products strengthened the control of biocides and harmonized authorization procedures;
- **with regard to biodiversity**, the Rio Convention on Biological Diversity signed in 1992 sought to protect the diversity and wealth of ecosystems. In October 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 April 16, 2014 established new rules governing compliance with obligations concerning access to genetic resources and the sharing of benefits arising from their utilization;
- **as concerns major risks**, Directive 2012/18/EU of July 4, 2012 on the control of major accident hazards involving dangerous substances (Seveso 3) repeals the Seveso 2 Directive. It establishes new prevention rules primarily integrating the changes introduced by the Classification, Labelling & Packaging (CLP) regulation;
- the fight against **atmospheric pollution** led to the publication of Directive 2016/2284 on December 14, 2016 setting Member State emission reduction commitments for sulfur dioxide, nitrogen oxides, non-methane volatile organic compounds, ammonia and fine particulate matter;
- **with regard to 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;
  - at international level, 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 amended Directive 96/61/EC and created a community-wide emissions trading system (EU ETS) that came into force in 2005 and resulted in the creation of national quota allocation plans (NQAPs) for an initial trading period (2005-2007), followed by a second period (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% reduction in greenhouse gas emissions by 2020 (compared with 1990 levels). Unfortunately, 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 MW 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 quota allocation plans introduced since 2005 in all EU Member States. These rules are also being gradually applied to the aviation sector. As from 2021, the quotas 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 minimum a quota share of 57%. The free allocations stipulated for the heating sector will also be gradually reduced, except for district heating networks which will still receive free allocations of 30% of their quotas until 2030. The calculation and benchmark methodologies for estimated required quotas based on past pollution levels were also adjusted for phase IV. A cross-sectoral correction factor may also be applied by the European Union to adjust any over or under allocation of quotas,
  - 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 quotas were also withdrawn from the market through a backloading scheme. The arrival of phase IV 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 December 2020, the EU Member States agreed to a greenhouse gas emissions reduction target of 55% by 2030 (compared with 1990 levels), as opposed to 40% previously (it is recalled that Europe aims to achieve carbon neutrality by 2050). Following this agreement, a consultation was launched by the European Commission to revise the European CO_2 allowance market with the aim of attaining the new GHG emissions reduction target. The results of this consultation are expected in the second half of 2021. The market price for CO_2 allowances increased significantly to €35/t CO_2 in January 2021;
- following the repeal of Regulation (EC) 2037/2000, Regulation (EC) 1005/2009 of September 16, 2009 requires the strict management of substances that destroy the ozone layer and, in particular, **refrigerating fluids** such as chlorofluorocarbon and hydrochlorofluorocarbon that are used in cooling plants. It sets, inter alia, rules for the recovery and destruction of fluids and a timetable for the elimination of certain substances;
  - As a result of the Kyoto Protocol, Regulation 842/2006/EC of May 17, 2006 introduced strict management and traceability measures for fluorinated greenhouse gases for both HFC refrigerating liquids and SF6 electrical insulators. Regulation 517/2014 of April 16, 2014 reformed this provision by repealing Regulation 842/2006 with effect from January 1, 2015. This regulation seeks to reduce fluorinated greenhouse gas emissions by two-thirds by 2030, as compared with current levels. Three regulations were issued on November 17, 2015 in application of this regulation, setting new labeling, training and certification requirements for these gases;
- since 2002, 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.

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 dangerous 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 dangerous substances in 2021 and other dangerous substances in 2028 from continental and coastal surface water.

WASTE

Directive 2008/98/EC of November 19, 2008 (known as 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) re-use, (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 November 20, 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 June 14, 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 May 15, 2014, which required Member States to implement inspection plans by January 1, 2017 at the latest, with a view to ensuring more effective inspections.

ENERGY

Large combustion plants (with a thermal output of 50 MW or more) are 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. Directive 2015/2193 of November 25, 2015 regulating **medium combustion plants** (*i.e.* with a thermal output of between 1 and 50 MW) 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 revised by Directive (EU) 2018/2002 of December 11, 2018, which defines the EU energy saving targets for 2030 (32.5%).

WATER (afterpart)

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 **the treatment of urban wastewater**. The objectives of this directive were confirmed and extended by the Water Framework Directive.

The treatment of wastewater 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.

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) no. 2020-741 of May 25, 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) no. 2020-2181 of December 16, 2020 which covers access to drinking water, its monitoring, monitoring parameters, user information and materials in contact with water.

WASTE (afterpart)

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, 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.

In August 2018, the Best Available Techniques conclusions for the waste management sector were published. These were obtained following a review of the Best Available Techniques reference documents on waste processing.

2018 was marked by discussions on **plastic**: the Commission published its plastic strategy in January 2018 and, in June 2019, 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.

ENERGY (afterpart)

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 upwards revision by 2023). Directive 2018/2001/EU of December 11, 2018 is 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 December 11, 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.

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.

Regulations common to the three business lines

- an **Environment Charter** was promulgated by Constitutional law 2005-205 of March 1, 2005. This charter has constitutional standing and forms part of the body of constitutional rules of French law, acknowledging the fundamental rights and duties relating to the protection of the environment;
- the planning law aimed at implementing the Grenelle de l'environnement decisions, known as the "**Grenelle 1 law**" of August 3, 2009, was supplemented by a law comprising national environmental commitments, known as the "**Grenelle 2 law**" of July 12, 2010. These laws seek to implement six major projects, which have significant implications for each of the Group's business lines. The construction, transport, health and waste, water and biodiversity, and energy sectors were all affected, as were environmental governance and information transparency;
- the **law of August 17, 2015 on energy transition for green growth** significantly amended French environmental legislation. It seeks to enable France to contribute more efficiently to the fight against 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 recycling 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);
- the energy multi-annual planning document (EMAPD) is another major documents that defines priority actions for public authorities covering the management of different types of energy and sets objectives for the period 2019-2028;
- after public consultation, the new **EMAPD, NLCS and national carbon budgets** were adopted by two decrees on April 21, 2020; these documents were revised with the aim of achieving carbon neutrality in 2050;
- **the energy-climate law of November 8, 2019** raises France's ambitions and includes an objective of carbon neutrality by 2050, increasing from 30% to 40% the target decrease in fossil energy consumption compared with 2012 by 2030 and banning electricity production using coal by 2022. It also introduces a 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;

- **the Biodiversity, Nature and Landscape law** of August 8, 2016 amended environmental law and biodiversity protection principles (introducing principles of ecological solidarity and non-regression) and inserted compensation for ecological prejudice 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 plays a major role as it 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;
- the national plan to reduce emissions of atmospheric pollutants (**PREPA**) was published in an Order dated May 10, 2017 (and a decree on the same day). These texts set out 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 (pubic 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);
- to learn the lessons of the Lubrizol fire in September 2019, a series of two decrees and five decisions 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;
- 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;
- **the "PACTE" Law no. 2019-486 of May 22, 2019 on company growth and transformation** 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).

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 actions 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 release 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 the distribution of drinking water 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 wastewater treatment will become a mandatory responsibility of all EPCIs. The GEMAPI Law no. 2017-1838 of December 30, 2017 introduces a number of adjustments to this obligation. Likewise, under Law no. 2018-702 of August 3, 2018, this obligation may be postponed from 2020 to 2026.

WASTE

The majority of hazardous and non-hazardous waste processing 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 waste is subject to strict monitoring at all stages of the processing cycle and is tracked using a waste monitoring slip (bordereau de suivi des déchets, BSD). Since July 1, 2012, producers/holders of non-hazardous waste, unless exempt, are subject to a traceability requirement and must keep a chronological register in the same way as for hazardous waste.

Waste-to-energy plants are subject to numerous restrictions, including limits on pollutant emission levels.

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 processing 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 includes 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 territories. 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.

WATER (afterpart)

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 wastewater responsibilities to the EPCIs.

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.

The reuse of treated wastewater is regulated to a limited extent and only with respect to the irrigation of crops and green areas (Order of August 2, 2010, as amended).

Sludge produced at wastewater treatment plants to be used in agriculture 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.

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

WASTE (afterpart)

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 limit 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.

As the AGEC law significantly modified the extended producer responsibility system and waste prevention and management provisions, numerous implementation decrees were published in November and December 2020.

ENERGY (afterpart)

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.

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.

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.

1.6.4 AMERICAN, AUSTRALIAN AND CHINESE REGULATIONS

In the United States

With regard to **water**, the main federal laws concerning the distribution of water and wastewater treatment services are the Water Pollution Control Act of 1972, the Safe Drinking Water Act of 1974 and related regulations enacted by the Environmental Protection Agency (EPA). These laws and regulations establish standards for drinking water and liquid discharges. Each US state has the right to introduce criteria and standards that are stricter than those set up by the EPA, and a number of states have done so.

The main statutes governing the Group's **waste** management activities include the Resource Conservation and Recovery Act of 1976, the Clean Water Act, the Toxic Substances Control Act, the Comprehensive Environmental Response, Compensation and Liability Act of 1980, as amended (also known as CERCLA or Superfund), and the Clean Air Act, all of which are administered either by the EPA, or state agencies to which the EPA delegates enforcement powers. 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**, under US law, the federal government has jurisdiction over inter-state 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 of 1978 and the Public Utility Holding Company Act of 2005. 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 and the consumption of water for industrial purposes and as such require the Group to comply with the majority of the above water and waste regulations.

In 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 Territory 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 territory 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 territory 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 territory 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.

In China

China has passed several environmental protection laws such as:

- the 1989 Environmental Protection law (EPL);
- the 1984 Water Pollution law (amended in 1996 and 2008);
- the 2002 Environmental Impact Assessment law;
- the 1987 Air Pollution law (amended in 1995 and 2000);
- the 1995 Solid Waste law (amended in 2004);
- the 1996 Environmental Noise Prevention and Control law.

The Chinese Ministry for the environment and its counterparts at provincial and city level and the environmental protection offices are responsible for applying and administering environmental regulations.

The 1989 Environmental Protection law was significantly overhauled by the law of April 24, 2014, which came into effect on January 1, 2015. Sustainable development and ecological civilization were added as objectives to be attained and environmental protection was incorporated into China's fundamental principles. This law strengthens public authority powers with regard to controls and sanctions. Regulatory violations may be made public and, in the event of pollution, companies may be subject to daily fines. The most polluting companies must publish the main pollutants emitted along with emission volumes and the design and operating status of equipment intended to prevent and treat pollution.

This law also introduced improvements to transparency and encouraged public participation. It created a general interest judicial procedure which confers on certain groups, such as NGOs (under certain conditions), the ability to bring legal proceedings where loss is suffered as a result of pollution, ecological damage or an action against the general interest. Finally, there is a system of financial and tax incentives for environmentally responsible companies.

The Air Protection law of August 29, 2015 (amending the 1987 law) came into effect on January 1, 2016 and introduced more severe sanctions.

On December 21, 2016, the Chinese Ministry of Environmental Protection implemented a pollution discharge permit system which set specific limits on the amount and concentration of each pollutant that may be emitted. Some industries were required to obtain permits by the end of 2016. Other industries are subject to the guidelines of the plan controlling the implementation of the pollution discharge permit system by the end of 2017, and 2020. Violations of the limits contained in the permit will be subject to penalties ranging from the shutdown of the offending facilities to criminal charges. On January 6, 2017, the Ministry of Environmental Protection published transitional provisions for managing the pollution discharge permit system, clarifying the specific procedures for requesting, delivering and managing permits and the associated time periods.

The Environmental Protection Tax law adopted in 2016 by the Standing Committee of The National People's Congress of China provides the strongest legal foundation to date for enforcement of environmental protection measures. It replaces the pollutants emission fee system which has been in place for almost 40 years. It also imposes higher fees on industry which is the best incentive for industry to reduce emissions and other polluting activities. On January 2, 2018, the Council of State published two regulations implementing this law that became effective as of January 1, 2018. These regulations present detailed provisions on what is covered by the tax, the taxable base, tax reductions, the tax levy and collection.

On December 26, 2016, four Chinese ministries issued the 13th development plan in five years for energy conservation and environmental protection, which offers growth opportunities for enterprises with energy-saving and environmental protection technologies, energy performance contracts, water-saving management contracts and third-party environmental pollution governance expertise.

On May 28, 2016, the Council of State published an action plan for the prevention and control of soil pollution, requiring a "comprehensive control" of soil risks. Following this action plan, on December 31, 2016 the Environment Minister published administrative measures for the soil environment around polluted land (trial implementation), which entered into effect on July 1, 2017. These measures set out responsibility for treating and restoring polluted soil.

In January 2017, the Council of State published the 13th five-year plan for energy saving and emissions reduction, setting a reduction target of 15% in national energy consumption per RMB10,000 of GDP by 2020 compared with 2015. Total energy consumption will be capped at 5 billion metric tons of standard coal and emissions of volatile organic compounds must be reduced by 10% compared with 2015.

On April 17, 2017, the Ministry for the Environment communicated the 13th five-year plan for developing national environmental protection standards, which will improve these standards and indicate the positive role played by them in improving the quality of the environment and preventing environmental risks.

The 2008 Water Pollution law was also revised by the law of June 28, 2017 adopted by the Standing Committee of The National People's Congress of China, which came into effect on January 1, 2018. This law requires the State to implement a quality control system covering the main pollutant discharges. It also introduces the requirement for a company to hold a discharge permit in order to discharge industrial, medical or any other type of wastewater.

In December 2017, China announced it was preparing a national carbon market, which was launched in 2018 for a trial period, followed by an adjustment period in 2019 before its finalization in 2020.

China enacted its Soil Pollution Prevention and Control law on August 31, 2018. The law took effect on January 1, 2019. It sets out general principles for soil pollution prevention and control, and introduces a series of soil pollution prevention and control management systems such as planning and information sharing, risk management and control, monitoring and supervision, etc.

At the end of 2018, the Environmental Impact Assessment Regulation was amended. A project company will be responsible for the result and any matter arising from environmental impact assessments (a step prior to project construction). The Environmental Impact Assessment Agency will no longer assume joint liability with the project company for the environmental impact assessment report and the qualification of the agency is no longer required.

The Ministry of Ecology and the Environment (previously the Ministry of Environmental Protection) issued the Measures on Public Participation in the Environmental Impact Assessment on July 16, 2018. The public is entitled to acknowledge, participate and supervise the Environmental Impact Assessment process.

In order to further control air pollutants, the State Council released a circular on the publication of the Three-year Action Plan for Winning the Battle for a Blue Sky on June 27, 2018. The target is to reduce total emissions of sulfur dioxide and nitrogen oxides by over 15% by 2020 compared with 2015, to reduce the concentration of PM2.5 in cities by 18% compared with 2015 and to attain a ratio of days with superior air quality in cities at the prefectural level or above of 80%, and a ratio of days with severe and worse pollution of 25% lower than in 2015. The industrial structure will be adjusted and optimized accordingly.

In 2019, China continued to promote the clean energy industry. The National Commission for Development and Reform, the Ministry of Ecology and the Environment and eight other ministries jointly published guidelines on the biogas industry at the end of 2019. The authorities have set a target of producing over 10 billion cubic meters of biogas by 2025 and 20 billion cubic meters of biogas by 2030.

The most significant event in 2020 was the amendment of the 1995 solid waste law. This amendment, which entered into effect on September 1, 2020, clarifies and strengthens controls over the classification, recycling and overall use of solid waste. It is important to note that for hazardous waste, any entity that collects, stores, transports, uses or processes hazardous waste must take out environmental pollution civil liability insurance generating additional costs. Furthermore, the amendment imposes joint and several liability on the transporter and importer for the return and elimination of solid waste where this solid waste is forbidden and/or an appropriate permit has not been obtained and significantly increases the fines applicable to violations.

The eleventh Criminal Law amendment enacted at the end of December will enter into effect on March 1, 2021. Prison sentences may now exceed seven years for serious environmental pollution (previously limited to seven years).

In order to ensure the long-term sustainable development of the Yangtse river basin (longest river in China), the Chinese State enacted a law protecting the Yangtse reviser in 2020 and introduced an inter-province planning and supervision mechanism for overall management.

2

RISK FACTORS AND CONTROL AFR

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 diverse nature 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 business activities, financial position or results 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.

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.

Category	Risk factors	Section
Risks relating to the business environment in which the Group operates	Risks relating to market changes; economic risks; competition risks; risks relating to climate change; seasonality risks; political risks; risks relating to the business climate; risks relating to natural disasters.	2.2.2.1
Operational risks	Risks relating to employee health and safety; risks relating to the selection and integration of acquisitions; risks related to tangible and intangible property, and information systems; third-party liability risks and particularly health and environmental risks; risks relating to changes in business lines; risks of skills availability; personal security risks; transformation risks linked to multifaceted performance.	2.2.2.2
Financial risks	Counterparty risks related to its operating activities; risks related to fluctuations in the price of energy and commodities; risks relating to tax developments; liquidity risks; currency risks.	2.2.2.3
Regulatory, ethical and legal risks	Risks relating to regulatory changes, particularly in the areas of health or the environment; corruption and business integrity risks; human rights risks; risks relating to long-term contracts.	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).

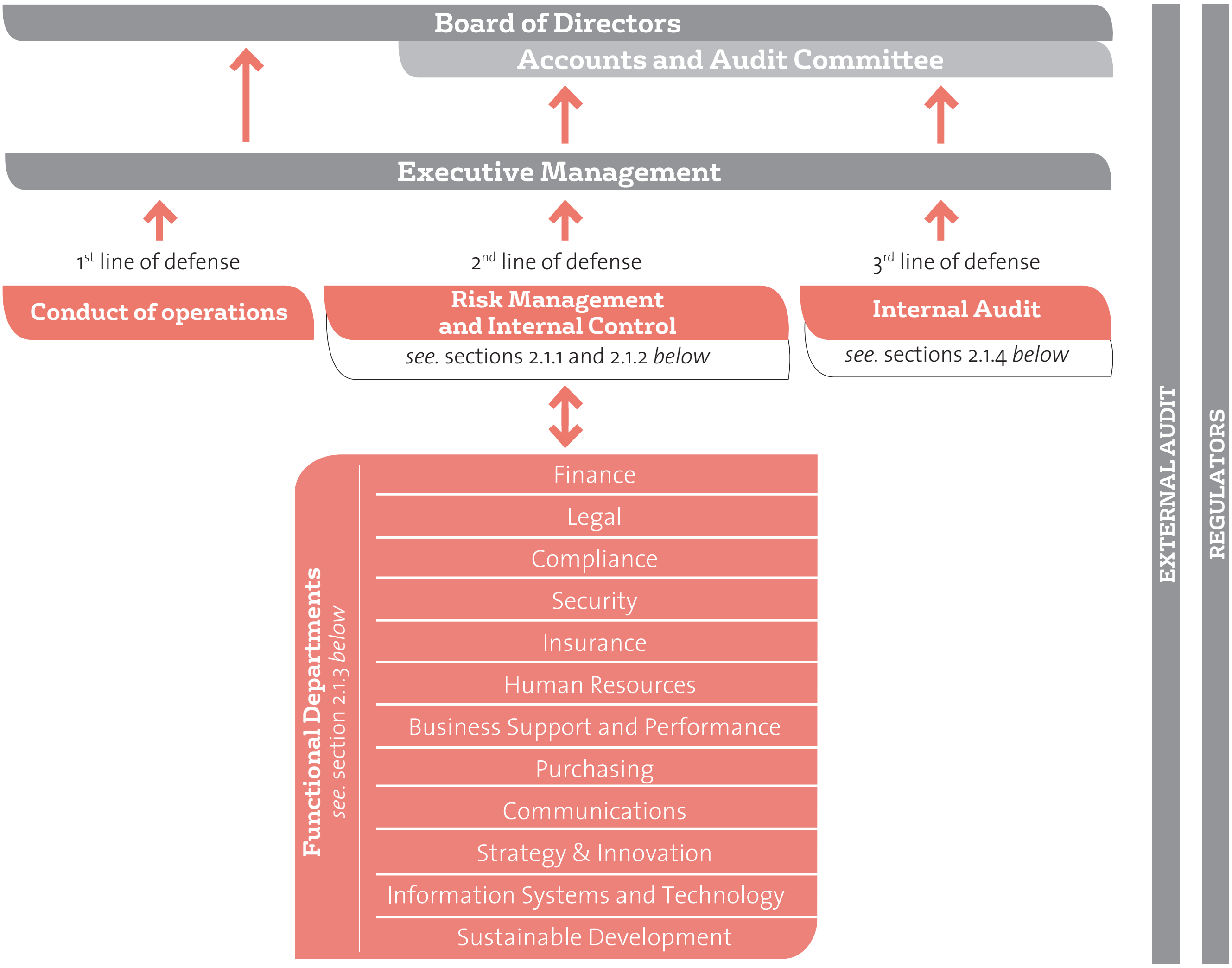
Special attention is also given to compliance with ethical rules, which are constantly strengthened within the Group and the roll-out of compliance programs (see Chapter 4, Section 4.5 below).

In 2020, the Group identified six priority actions defined in line with its strategy:

- implementation of the Impact 2020-2023 strategic program;
- proactive management of Covid-19 pandemic risks;
- transformation of the Company to achieve multifaceted performance objectives;
- commercial performance efficiency;
- updating and strengthening compliance programs in view of regulatory changes (see Chapter 4, Section 4.5 below);
- specific actions to strengthen information systems.

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, preventing and controlling 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 goal 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 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 control as best as possible the identified risks, in line with the Group's values and strategy;
- **raise awareness and inform:** communicate on risks to the various financial and non-financial 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. In 2020, the Risk Department organized monthly meetings with its network of risk managers in the zones and Business Units. The aim of these meetings was to communicate key Group information, share feedback and consider issues in greater depth by setting up working groups on specific topics.

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 and may also decide on which risks are unacceptable within the context of the business. The Risk Committee brings together members of the Veolia Executive Committee, 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 action plans for mitigating 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 4.5 below);
- the Internal Audit Department to contribute to defining its annual audit program. Audits carried out also serve to enhance the risk assessments 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, updated risk mapping and deployment of the risk management function throughout the Group (see Section 2.1.1 below).

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 risks management system in the functional departments and special-purpose committees, as well as in the zones and Business Units.

The main activities of the Risk Department and its network are:

(i) 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 directors 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 risk exposure. 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.

(ii) Mapping of multifaceted performance risks

The Risk Department assists the Strategy Department and the head office functional departments with the Group's transformation to attain the multifaceted performance objectives (see Chapter 1, Section 1.2.1.6 above). In 2020, workshops were organized for each performance area in order to identify and rank the risks of not achieving the multifaceted performance objectives and to determine the priority actions to be taken. The approach and the initial results were presented to the Board of Directors' strategy seminar in December 2020.

(iii) Country risk and opportunities program

Since 2012, the Risk Department has conducted specific analyses by country and region, 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 and provides Commitment Committees with the information necessary to assess external factors potentially impacting Group and zone investment projects. In 2020, this program enabled the anticipation unit (see Section 2.2.2.1 below) to implement dashboards monitoring the spread of Covid-19 in the geographies where Veolia operates.

(iv) Corruption risk mapping

In 2018, the Chief Risk Officer presented the results of the first mapping of Group corruption risks to the Executive Committee (meeting as the Risk Committee), the Management Committee and the Board of Directors' Accounts and Audit Committee. The corruption risk mapping was deployed in the Business Units in 2019, using a common methodology developed at Group level. The updated Group corruption risk mapping was presented to the Executive Committee in 2020 (see Chapter 4, Section 4.5.3 below).

(v) Analysis of human rights risks

In 2020, the Risk Department updated the analysis of the Group's human rights risks. To this end, it analyzed external risk factors in the geographies where the Group operates and surveyed over 520 managers. 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 4.5.4 below).

2.1.2 COORDINATED INTERNAL CONTROL SYSTEM

Objectives

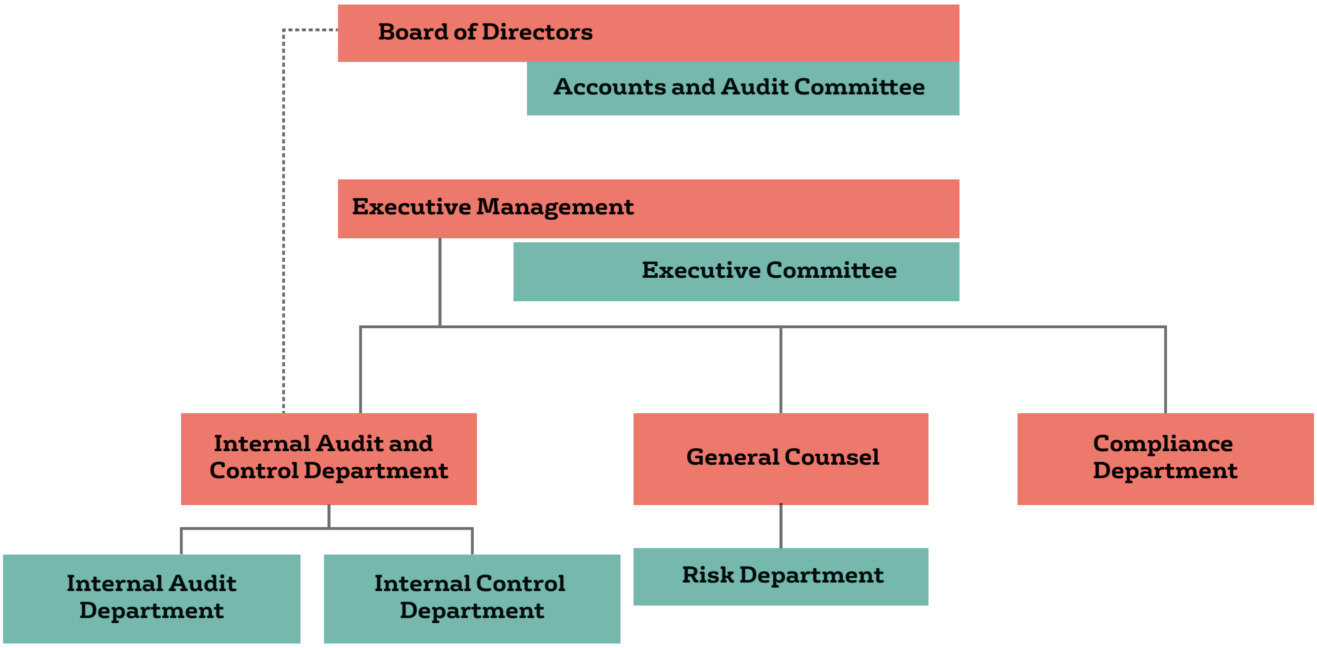
Internal control is a process designed to provide reasonable assurance that a company's primary financial, compliance and operational risks are contained within acceptable limits defined by general management and governing bodies. It contributes to process efficiency and improving the reliability of the strategic goals defined by general management.

The internal control process implemented by the Group mainly seeks to ensure that management acts fall within the framework defined by applicable laws and regulations, the corporate decision-making bodies and the values, standards and rules of the Company as well as the multifaceted performance strategy and objectives, and that the accounting, financial and management information communicated to the corporate decision-making bodies fairly reflects the activity and position of the Group.

Organization

In line with the internal control reference framework or 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 now organized as follows:



Internal control is coordinated as follows:

The Executive Committee supervises the system at Group level. It reviews and validates progress with the internal control systems.

The Internal Control Department leads, coordinates and supports all operational departments in defining their control environment, standards and procedures where this is helpful in strengthening risk control and managing multifaceted performance. It ensures comprehensive coverage of primary risks and the overall consistency of the system. It reports on this system and coordinates its assessment. It focuses first on risk analysis and then asks the Internal Audit Department to conduct a stringent review of the application of the Group's rules.

The Internal Control Department works closely with:

- **the Risk Department**, to ensure that control activities focus on identified risks;
- **the Internal Audit Department**, to consider the areas of improvement identified by this department when verifying the application of the control environment.

To improve cooperation and consistency between the central departments contributing directly to risk management, a coordination committee was set up at the end of 2020 between the risk, compliance, internal control and internal audit departments, and with the strategy department in charge of multifaceted performance.

Internal Control also interacts with all the Group's functions and Business Units. Each function is responsible for defining the applicable rules for its scope with the aim of identifying:

- those that are mandatory for the Group as a whole;
- those that are essential to certain Business Units due to their specific or sensitive nature;
- best practices.

The multilingual documentary database available on the Intranet, containing all Group Norms, is developed according to these principles. In 2020, this database was updated and improved with respect to:

- Group risk mapping results;
- compliance program enhancement;
- Covid-19 crisis management;
- roll-out of multifaceted performance in the Company's processes and organization.

To facilitate the appropriation by employees of Group Norms and procedures and make the Group's organization and operating principles more visible, an internal guide to Group fundamental principles summarizes the key processes and principles supporting the organization and operation of the Group. It is structured around fourteen processes, with a description of the main players for each process, their duties and the key activities for the attainment of the associated objectives.

The financial function is especially structured in terms of internal control. It defined, standardized and rolled out the process control framework covering the preparation of financial information and, more generally, all activities of a transactional nature. The parent company and the companies consolidated in the Group's consolidated financial statements fall within the work scope. Financial Internal Control and its network of internal controllers in the zones and Business Units ensure in particular:

- the organization of delegations of authority and signature and the application of the segregation of duties principle within their activity scope;
- the standardization and roll-out of key control activities covering financial transaction processes and processes for the production of financial and accounting information. A common process modeling tool was implemented and is shared by the network of internal controllers in the zones and Business Units. It enables a common framework of control processes and activities to be standardized and facilitates its breakdown and roll-out within the main Group entities.

In 2020, Financial Internal Control in particular:

- updated new procedures for financial cycles and certain transaction cycles, to take account of changes and the strengthened Group compliance program;
- continued to raise awareness of corruption risks among the internal control network and finance functions and support them accordingly;
- pursued its two anomalies query projects in accounting applications (big data technology), to improve detection and control of fraud and corruption risks and dysfunctions; both these projects are now operational in two Group Business Units;
- maintained links with the network of internal controllers in the health context and made sure that the necessary internal control processes were applied;
- shared best internal control practices through centers of excellence;
- continued internal control reviews enabling the maturity of internal control within certain Business Units to be assessed, particularly for new entrants into the Group. These reviews are conducted with operating managers and focus on facilitating appropriation and deployment of the control environment.

Veolia has implemented a system to monitor the effectiveness of the internal control system based on the roll-out of an electronic application comprising self-assessment questionnaires and tests that enable the traceability of the controls performed. This self-assessment questionnaire covers around 87% of the Group's revenue for the major cycles and is supplemented by controls performed by the internal and external auditors. This work is performed in conjunction with the relevant operations or Business Units and in collaboration with the Statutory Auditors, under the supervision of the Veolia Environnement Accounts and Audit Committee. In 2020, Internal Control took over management of the self-assessment process from Internal Audit. For this year, Internal Control carried out an initial upgrade to the self-assessment process to make it more flexible and better tailored to compliance and performance issues.

Based on the results of the self-assessment, Internal Control asks the Business Units to draw-up actions plans to improve the internal control system. The following criteria are used for this analysis: potential impact on internal control and the level of dissemination (percentage of entities indicating a risk and verification of the materiality of the relevant entities where appropriate). Internal Control therefore incorporates its actions in a continuous risk management improvement process.

2.1.3 FUNCTIONAL DEPARTMENTS

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

- defining standards and setting rules and principles applicable in its sector, in conjunction with the other departments concerned;
- 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 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 Chapiter 6.1 and Section 2.1.5) • ensure compliance with prevailing tax regulations and legislation
Legal Department	• serve customers • control transactions • protect the Group's employees and assets
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
Business Support and Performance Department	• ensure the technological development and industrial scale-up of innovations • provide operational support to entities and monitor Group performance
Purchasing Department	• define and deploy purchasing strategies to reduce the Group's cost base
Communications Department	• define, implement and steer the Group's overall communication strategy, ensure its consistency and monitor compliance in all geographies
Strategy and Innovation 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
Information Systems and Technology Department	• accompany digital transformation, while rationalizing IT structures and operations to improve service quality and operating performance within the Group
Sustainable Development Department	• define and facilitate the roll-out of Veolia's sustainable development commitments • report and capitalize on 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 23 individuals, 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 is based on international professional standards.

The objectives of the Internal Audit Department are:

- to assess the Company's risk management procedures, governance and internal control processes; and
- 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 Audit Director:

- reports to the Chairman and Chief Executive Officer of Veolia Environnement;
- attends meetings of the Accounts and Audit Committee and periodically presents an activity report summarizing audit missions performed, the follow-up of recommendations as well as the annual audit program;

In 2020, the Internal Audit Department conducted 42 assignments, equal to the planned volume in the revised annual audit plan, taking into account the impact of Covid-19 and the related travel restrictions. These assignments concerned, in equal parts, internal control efficiency and the assessment of other risks and primarily risks relating to development, strategy, governance, information systems and operations. The department was also tasked with occasional assignments, primarily to investigate suspected or identified frauds during the year.

2.1.5 PROCEDURES RELATING 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 organized into four geographic areas and notably responsible for preparing the forecast and actual consolidated financial statements;
- the Financial Internal Control and Finance Transformation Departments that assist the Business Units with the implementation of Group financial processes;
- the Standard 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 Development Department, which reports to the Group's Finance Operations Department, supervises mergers and acquisitions and oversees investments and major projects.

The Group's control structures are now realigned 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 documentation. 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.

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.

In addition, a finance manager Code of conduct was drawn-up by the Chief Financial Officer in November 2011. Under this Code, financial managers report to both functional and line management and the responsibility and autonomy of financial managers in the effective performance of their operational control function is formally reiterated. Since 2011, the roll-out of this system is supported by training to raise awareness among financial and operational managers of the risk of fraud. The Code was updated in 2018 to strengthen the detection and prevention of corruption risk and signed again by all financial 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 operating risks brought to its attention are covered by the insurance markets, 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;
- leading 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

5.1.6.3.1 Third-party liability

The general third-party liability and environmental damage program was renegotiated effective January 1, 2020 for a three-year period for worldwide coverage (excluding the United States and Canada). Initial coverage of up to €100 million per claim was subscribed. 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.

For all Group subsidiaries worldwide, an insurance program provides additional excess coverage of up to €400 million per claim outside the United States and Canada, and of up to €450 million per claim in the United States and Canada. 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.

2.1.6.3.2 Property damage and business continuity

All the Group's subsidiaries are covered by property damage insurance policies, insuring the installations that they own as well as those that they operate on behalf of customers. The Group insurance program provides either "business interruption" coverage or "additional operating cost" coverage depending on each subsidiary's ability to use internal or external solutions to ensure service continuity. These policies contain standard insurance market terms. The Group's property insurance policy was renewed on January 1, 2021 for a period of two years. The level of premiums, deductibles and sub-limits for exceptional socio-political or natural events reflects the terms proposed, or sometimes required, by insurers in the markets in which the risk is underwritten. Group insurance coverage carries a limit per event of €430 million per claim. Some of this coverage includes additional sub-limits per claim or per year. On January 1, 2019, the Group also renewed its Construction-Comprehensive Assembly and Test insurance policy covering all worksite operations throughout the world, for all subsidiaries, for a period or three years.

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 euros to more than one million euros. The Group's self-insurance system is based mainly on its reinsurance subsidiary, Veolia Environnement Services-Ré, which retains a self-insured risk of €1.5 million per claim for third-party liability and €20 million per claim for property damage and resulting financial losses, thereby limiting the accumulation risk. For both property damage and third-party liability, Veolia Environnement Services-Ré has set up reinsurance contracts to limit its exposure to frequency risk (excess of loss-type contracts).

2.1.7 DISCLOSURE COMMITTEE

Created in 2002, the Disclosure Committee has the following main duties:

- oversee the implementation of internal procedures for gathering and verifying information to be made public by the Company;
- define the procedures for preparing and drafting reports and communications;
- review recent regulatory developments that could impact information intended for the market;
- review information communicated and approve, 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 Chairman and Chief Executive Officer and comprises certain members of the Company's Executive Committee, including the Chief Financial Officer, 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 subject to an annual mapping process involving all of the Group's subsidiaries and functions. In July 2020, Veolia updated this risk map, 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, in its internal rules and procedures, the Group is uncompromising with regard to the application of internal rules and standards in terms of safety at work, ethics and compliance. 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 a preventive approach, to minimize the probability of this type of risk occurring.

As the duration of the crisis generated by the Covid-19 epidemic and its impact on the global economy are not yet fully known, the precise consequences on the Group's activities and results remain, at this stage, difficult to assess.

Finally, the risk factors rated "CSR" have a dual materiality (see Section 2.2.1.2 Methodology below).

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	Probability of occurrence: Low	Moderate	High
High	• **Corruption and business integrity risks (CSR)** • Risks related to tangible and intangible property, and information systems • **Human rights risks (CSR)**	• Risks relating to market changes • Competition risks • **Risks relating to employee health and safety (CSR)**	
Moderate	• Political risks • Risks of skills availability (CSR) • Personal security risks	• Risks relating to the selection and integration of acquisitions • Risks related to fluctuations in the price of energy and commodities • Seasonality risks • Third-party liability risks and particularly health and environmental risks (CSR) • Risks relating to changes in business lines	• Economic risks • Risks relating to regulatory changes, particularly in the area of health or the environment • Counterparty risks relating to operating activities • Risks relating to climate change (CSR)
Low	• Transformation risks linked to multifaceted performance (CSR) • Currency risk	• Risks relating to the business climate • Risks relating to natural disasters (CSR) • Risks relating to tax developments • Liquidity risks	• Risks relating to long-term contracts
	Low	Moderate	High
	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, evaluation) in order to prepare a more detailed appraisal of the net risk and strengthen the effectiveness of action plans.

Dual materiality

The dual materiality of risks defines, on the one hand, "risks which are specific to the issuer [...] and which are material for taking an informed investment decision" (Article 16 of Regulation (EU) 2017/1129, known as *Prospectus 3* of June 14, 2017), and, on the other hand, the main risks related to the activity of the Company or of all companies, including the risks created by its business relationships, products or services (Article R. 225-105 of the French Commercial Code) identified in the summary information for the non-Financial Performance Statement (see Chapter 4, Section 4.7 below).

Veolia's business model is built around this dual materiality, with the Group's performance linking the financial and economic dimension to the issues of social, corporate and environmental responsibility (detailed in Chapter 4 below) 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 prospects or on the Company's share price;
- as part of the Group's impacts on its ecosystem and stakeholders.

2.2.2 DESCRIPTION OF RISK FACTORS

2.2.2.1 Risks relating to the business environment in which the Group operates

Risks relating to market changes

Risk identification

Description of the risk	Potential effects for the Group
In a context of changing traditional 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, encouraging greater sobriety. In this context, the Group may not be in a position to defend its current market share, particularly in the municipal sector, or gain new market share, or may even see its margin decrease. The contraction in certain markets due to the Covid-19 crisis could impact the Group's revenue and margin.	• Decrease in the existing market share • Pressure on the selling price of services • Difficulty in gaining new market share • Loss of municipal contracts • Renewal of municipal contracts **Correlated risks** • Competition risks • Risks of skills availability • Risks relating to the selection and integration of acquisitions

Risk management

The Group has to carefully select its projects in traditional markets, offer innovative business models and steer its activities towards the industrial markets and the most dynamic regions.

The Group is continuing to transform its cost structure in order to increase its competitiveness compared to competitors, while controlling the costs associated with its reorganization. The transformation of the Group's organization and its business has already enabled Veolia to leverage its competitive advantage in growth markets where its expertise sets it apart from its competitors and to become a growth partner for its customers.

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 strategic program, Impact 2023, organized around priority markets identified by the Group and high added value service offerings (see Chapter 1, Section 1.2.2 above).

From the beginning of the pandemic, the Group crisis unit was mobilized to anticipate and adapt. A special unit, known as the anticipation unit, was formed to consider actions in the medium to long term (2 to 18 months), led by the Strategy and Risk Departments. This unit was tasked with preparing a weekly assessment of the health situation and the state of the market worldwide (dashboard comprising indicators monitoring the spread of the virus, government measures, impact on the Group's markets, etc.).

Economic risks

Risk identification

Description of the risk	Potential effects for the Group
While the recent approval of several vaccines brings new hope that the Covid-19 pandemic will decline in 2021, new infection waves and new virus strains raise concerns as to the economic and financial outlook in the short and medium term. In a context marked by exceptional uncertainty, the global economy is expected to grow 5.5% in 2021 and 4.2% in 2022. The spread of Covid-19 and the health measures taken by governments and companies to curb the pandemic (border closures, lockdown measures, restrictions on certain economic activities, etc.) have had and could continue to have a significant impact on the global economy, the business environment, household behavior and financial markets. Economic recessions in many countries and the fall in global trade will continue to negatively affect the global economic environment, impacting production, investment, supply chains and consumer expenditure and therefore the activities of the Group, its customers and counterparts. While the crisis situation may be a source of opportunity in the key services sector and particularly in ecological transition (government stimulus plans), certain Group businesses (primarily waste) are sensitive to this type of economic shock, with potentially significant consequences for the Group's results.	• Decrease in investments by customers • 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 relating to operating activities • Currency risk • Risks inherent to fluctuations in the price of energy and commodities • Liquidity risks

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 diversified 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.

The Group set up a crisis monitoring center and an anticipation unit to assess the health and economic impacts of Covid-19. The aim is to implement specific operating processes, in line with the pace and phase of the crisis in each country. In order to adapt the Impact 2023 strategic program, prospective studies are being conducted (jointly by the Risk Department and the Strategy and Innovation Department) to measure country resilience to economic risks and thereby assess the consequences of Covid-19 on the business environment.

The volume of bond renewal maturities at the end of 2020 and the beginning of 2021 (€1.8 billion) led the Group to stagger their refinancing over the year through three bond issues for €1.7 billion (in the first-half of 2020) and two bond issues on the Chinese domestic market (panda bonds) for €0.4 billion. In the context of the health and economic crisis, the Group also wanted to strengthen its gross liquidity by increasing the size of its commercial paper program, which increased from €4 billion at the end of 2019 to €6 billion at the end of 2020. The acquisition in early October of the 29.9% stake in Suez held by Engie for €3.4 billion was partially refinanced by the issuing of hybrid debt for €2 billion.

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.

Competition risks

Risk identification

Description of the risk	Potential effects for the Group
The main competition risks are 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. The use or development of new, more competitive information technologies by the Group's competitors could reduce or eliminate the Group's competitive advantage.	• Decrease in the existing market share • Pressure on the selling price of services • Difficulty in gaining new market share **Correlated risks** • Risks relating to market changes • Risks relating to the selection and integration of acquisitions

Risk management

The Group deploys a development strategy based on anticipating and listening to its customers, concentrating on the best development opportunities in each region, innovation and the professionalization of its sales sector.

Veolia works with its customers to help them grow. Its goal 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.).

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.

To support its new service offerings, the Group continues to invest in research and innovation (see Chapter 1, Section 1.4 above). Research programs reflecting the Group's strategic focus are geared to addressing priority customer issues and seek to enhance offerings based on the specific expertise and added value of the Group's operational teams.

Risks relating to climate change

Risk identification

Description of the risk	Potential effects for the Group
The information presented in this section concerns the financial risks relating to the effects of climate change as referred to in Article L. 225-100-1 of the French Commercial Code. Climate change generates physical risks to which Veolia and its customers must adapt. The necessary transition to a low-carbon economy, while generating significant business opportunities for the Group, may also include risks related to this transition. These risks may have a negative impact on the Company due to the consequences that natural disasters may have on its sites or facilities, the impact of weather conditions on its activities, particularly in the Water and Energy businesses, or changes in regulations, particularly on energy production and CO_2 allowance markets. In 2020, the Group studied the resilience of its business model and its related strategy. To target risks and opportunities, the study was performed for two physical scenarios, RCP2.6 (2°C scenario) and RCP8.5 (over 4°C scenario), and two low-carbon transition scenarios (in particular the scenario voted by the European Union in 2020) over the periods to 2030 and 2050. This study identified and characterized the risks relating to climate change. In line with TCFD recommendations, these risks are physical (e.g. global warming, flooding, water stress, etc.) and tied to transition to a low-carbon economy (e.g. carbon markets, withdrawal from thermal coal, reduction in landfilling, heat production, electrification, reduction in certain activities, etc.). Based on this set of climate scenarios, annual financial impacts were estimated for the period to 2030 at between several hundreds of thousands of euros (e.g. withdrawal from certain high-carbon activities) and several millions of euros (e.g. direct impact of higher temperatures). The strategic study was completed by field case studies. In addition, 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 (see Chapter 1, Section 1.6.2 above). Phase 4 (2021-2030) has just commenced, with the main change being the increase in the linear reduction factor (from -1.74% to -2.2% per year), enabling a greater annual reduction in the total quantity of allowances delivered. In addition, free allocations of allowances to the heat production sector should be significantly reduced by March 2021. It is recalled that the overall objective is to achieve a 40% reduction in greenhouse gas emissions by 2030 (compared with 1990 levels). In this context, the risk for Veolia is twofold. Firstly, the Group may produce higher levels of emissions than anticipated, either for technical or business reasons, which would require it to incur additional expenses, and secondly, the Group may not be able to fully pass on the additional cost of purchasing allowances in its pricing formulas.	• Operating performance of facilities • Change in consumption volumes (Water and Energy activities) • Business continuity at facilities • Group's image **Correlated risks** • Risks relating to natural disasters • Seasonality risks • Risks relating to regulatory changes, particularly in the area of health or the environment

Risk management

Veolia was very quick to adopt an active strategy in order to manage its greenhouse gas 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 the context of its Purpose and the Impact 2023 strategic program, Veolia has committed to fighting pollution and accelerating ecological transition (see Chapter 4, Section 4.2.2.2 below). This commitment comprises several objectives, including combating climate change. To illustrate this objective, the Group defined two 2023 targets: a GHG emissions reduction target, the main pillar of its commitment validated by the Science Based Targets Initiative, and higher GHG emissions avoided thanks to its activities. Deeply committed to combating climate change, Veolia develops resource use models that are more restrained and efficient and primarily founded on the principles of the circular economy.

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 plants, which today are mostly either gas-fired or coal-fired, by transitioning to facilities using biomass or combining gas and biomass so as to increase energy recovery and encourage reduced consumption.

The Group also supports measures favoring the large-scale development of a low-carbon and resilient economy based on a CO_2 polluter-payer and subsidized clean-up principle; *i.e.* the setting and application of a robust and predictable carbon price.

Furthermore, with regard to greenhouse gas emissions with a short lifespan and a high global warming potential, the Group plans to equip waste storage centers to capture methane, particularly in Latin America. Lastly, Veolia makes every effort to negotiate pricing schemes with its customers that enable it to recover its entire production costs, including the purchase at market price of greenhouse gas emission allowances.

Seasonality risks

Risk identification

Description of the risk	Potential effects for the Group
Climate change affects the frequency, severity and impact of climatic conditions on the Group's activities, in particular: • conditions of access to resources (exceptionally low or high rainfall, drought, etc.); • changes in domestic water consumption; • change in volumes related to Energy activities during mild winters. The Energy and Water activities are particularly exposed to seasonality risks: • for the former, most of the results are achieved in the first and fourth quarters of the year corresponding to the heating periods in Europe; • for the latter, domestic water consumption is higher between May and September in the northern hemisphere. Climatic conditions that are significantly different from seasonal norms may impact these two activities and consequently the Group's results.	• Increase in the cost of access to the resource (water) • Operating performance of facilities • Decrease in sales volume • Change in consumption volumes (Water and Energy activities) **Correlated risks** • Risks relating to natural disasters • Risks relating to market changes

Risk management

The Group limits its exposure to seasonality risk through the diversity of its locations and the implementation of contractual models that include a sharing of value created for the customer.

Aware that natural resources are becoming scarcer while needs are increasing in regions that are increasingly confronted with climate change and its effects on seasonality, the Group maintains a diversified portfolio of activities in the countries in which it operates in order to compensate for the negative impacts on its facilities. By focusing on its three complementary activities, Veolia is moving from a logic of volume to one of resource use and development, by offering solutions for access, preservation and renewal of the resource. 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 volume-related consumption. 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 relating to seasonal factors.

Political risks

Risk identification

Description of the risk	Potential effects for the Group
Veolia generates a significant portion of its revenue outside France, with activity mainly focused in Europe, the United States, Australia and China. The Group also conducts business in emerging countries. Given the Group's activities and the duration of its contracts, the results may be partially dependent on external operating conditions and their evolution. This may include the geopolitical, economic, social and financial situation, but also the level of development and labor and environmental conditions. The setting of public utility fees 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 provide a return 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 markets and local authority challenges to the application of contractual provisions could stop the Group from obtaining or renewing certain contracts. The Group may find it is 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 the existing market share • Renewal of municipal contracts • Decrease in sales volume **Correlated risks** • Risks relating to the business climate • Risks relating to tax developments • Corruption and business integrity risks • Risks inherent to fluctuations in the price of energy and commodities

Risk management

The Group's business model is based on a diversification of its geographic footprint and contractual models and is supported by a "country risk and opportunities" program, enabling it to proactively manage its exposure to political risks.

The Group benefits from a diversification of its geographic portfolio. Present in all major geographic regions, none of them represents more than 15% of the Group's revenue. Potential operations in new countries are subject to prior in-depth country risk analyzes (certain countries considered too risky are also excluded). Business models are also adopted based on political risk exposure. 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.

Finally, for activities in sensitive countries, project review files include a detailed analysis of political and regulatory risks, accompanied by a control plan adapted according to certain criteria (embargo, country risk appetite, long-term political risk, etc.). Political risk assessments (*via* the country risk and opportunities program) are systematic and memorandums are drafted by the Risk Management Department for projects in new (or high-growth) countries and in certain sensitive countries, in order to inform the Group or Zone Commitment Committee in its decision-making process. The deployment of international risk managers allows political risk and its local management to be taken on board in the different regions. The distribution of the various analyzes produced and the provision of information on the Group's Intranet contribute to raising awareness and the appropriation of these political risks by all employees.

As early as 2016, the Group has set up a Brexit Steering Committee to assess the related risks and opportunities for British activities. The Brexit transition period is now over and a new trade agreement was signed between the United Kingdom and the European Union, effective from the beginning of 2021, with zero customs duties and quotas on goods traded. Customs controls have been introduced at the European Union's borders and will continue to be deployed in the United Kingdom between now and early July 2021. Veolia remains fully committed to supporting its customers and employees and implementing business continuity plans where necessary.

For further details on the financial risks associated with Brexit, please refer to chapter 6.1, note 10 to the consolidated financial statements below.

Risks relating to the business climate

Risk identification

Description of the risk	Potential effects for the Group
The Group may be exposed to risks related to the country's business conditions for companies, sometimes aggravated by the absence of legal enforcement measures or restrictions on the repatriation of funds. Other factors that may impact the Group's operating conditions in certain countries are: the lack or limited development of the legal and social structures required to conduct business, administrative delays, a lack of visibility over future regulatory or tax measures, adverse measures or restrictions imposed by governments.	• Time needed to obtain operating permits or authorizations • Challenge of contractual commitments • Renewal of municipal contracts • Competitive pressure in certain sectors **Correlated risks** • Risks relating to long-term contracts • Competition risks • Corruption and business integrity risks • Risks related to tax developments

Risk management

The diversity of the Group's locations, the multiplicity of its business models, the proactive management of contractual risks as well as the Risk Management Department's "country risk and opportunities" program enable the Group to reduce its exposure to risks related to the business climate.

Legal monitoring enables the Group to maintain a good knowledge of its regulatory and legislative environment. When Veolia is not responsible for investments related to regulatory compliance, Veolia advises its customers. The Group also implements proactive actions beyond regulatory requirements, based on strict prevention and control procedures, particularly for regulatory risks related to the environment and health risks.

Business climate risk assessments are an integral part of the "country risk and opportunities" program analyses. Memorandums are systematically drafted by the Risk Management Department for projects in new (or high-growth) countries and in certain sensitive countries, in order to inform the Group or Zone Commitment Committee in its decision-making process. The deployment of international risk managers allows an even finer grasp of the risk linked to the business climate and its local management in the different regions. The distribution of the various analyses produced and the provision of information on the Group's Intranet contribute to raising awareness and the appropriation of these business climate risks.

Risks relating to natural disasters

Risk identification

Description of the risk	Potential effects for the Group
Due to the geographic spread of its operations and sites, the Group could easily be exposed to natural disasters such as floods, earthquakes, extreme droughts, landslides, cyclones or tsunamis. This risk is exacerbated by climate change, which has a direct impact on the frequency and severity of these events. Very large-scale or recurring natural disasters can also lead to exceptional disruption in external infrastructures and roads and means of communication on which Veolia depends for the conduct of its business and may cause damage to the infrastructures for which it is responsible. Veolia could thus be temporarily unable to perform services under the terms and conditions of its contracts. The Group may, for example, be required to compensate for the unavailability of resources initially planned to provide the solutions (due to business disruption), with resources that cost more than forecast.	• Operating performance of facilities • Business continuity at facilities • Continuity of services • Cost of insurance coverage relating to changes in the insurance and reinsurance market. **Correlated risks** • Risks related to tangible and intangible property, and information systems • Third-party liability risks and particularly health and environmental risks

Risk management

Through the Group's climate policy, actions taken (see Chapter 4, Section 4.2.3.2 below) and the geographic spread of its operations, Veolia limits the impacts of the risk of natural disaster on its results.

The implementation of services essential to the activities of public authorities and industrial companies requires constant vigilance and anticipation: the management of risks delegated by customers, particularly with regards to natural disasters, is at the heart of Veolia's expertise.

Over and above regulatory requirements, Veolia proposes active management solutions for risks relating to natural disasters through:

- the implementation of prevention and control measures for its facilities;
- the identification and assessment of the exposure of sites exposed to natural disasters;
- the introduction of solutions to assist customers reduce their vulnerability.

The risk relating to natural disasters is mitigated by: (i) the choice of a site's location in order to limit exposure, (ii) analyses of the various scenarios to enable the implementation of tailored prevention plans and (iii) the development of business continuity plans. Site audits and insurance coverage completes management measures for this type of risk.

2.2.2.2 Operational risks

Risks relating to employee health and safety

Risk identification

Description of the risk	Potential effects 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 the Group's businesses, their nature, the wide geographic spread of Veolia's employees in the field (in particular, on public roads and at customer sites), as well as difficult working conditions. Despite the Group's specific focus on this issue (see Chapter 4, Section 4.4.3 below), an increase in injury frequency and severity rates and a surge in occupational diseases remains a risk. Due to the scope of its activities, Veolia faces the Covid-19 health crisis in the majority of geographies where it operates. The health and safety of employees has been a Group priority since the beginning of the crisis; it requires particular vigilance and the implementation of health measures that are proportionate to the situation in each country and the nature of our service activities.	• Operating performance of facilities • Difficulty in gaining new market share • Group's image **Correlated risks** • No correlated risks

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.

Given the nature of its operations and aware that solid performance in workplace health and safety is synonymous with increased performance for the Company, Veolia has made prevention, health and safety a daily priority in all its activities.

The occupational risk prevention approach is based on the involvement of the entire managerial line and the diligence of suppliers in applying the measures taken by the Group to their employees, as well as on a system of continuous improvement that makes it possible to meet the commitments made and achieve the objectives set.

Veolia's health and safety management system is based on five strategic pillars (see Chapter 4, Section 4.4.3.1 below). The prevention, health and safety center of excellence brings together 25 experts who, based on performance indicators, develop and coordinate policies to improve synergy between businesses and disseminate the good practices identified to all Group entities (see Chapter 4, Section 4.4.3.1 below). The Group's commitment is also reflected in the signature of international agreements and joint commitment letters between management and employee representatives.

With a view to setting up a solid, continuous prevention system, the Group relies on numerous awareness-raising and training tools for staff, and robust accident prevention analyzes (see Chapter 4, Section 4.4.3.1 below). The structural themes include systematic accident analysis, reinforcement of prevention in occupational health and improved communication with employees on health and safety topics.

From the beginning of the Covid-19 crisis, the Group set up crisis units (at Group and Business Unit level) and a Covid-19 anticipation unit which meets weekly to take measures adapted to the health situation and protect the physical and mental wellbeing of its employees. Decisions made by the Group and Business Unit crisis units are notably based on pandemic monitoring indicators covering nearly all countries where Veolia operates. These weekly monitoring tools mainly consist of dashboards made available to all employees in order to assess the health situation in each country, as well as check-lists (three levels of country exposure have been defined) to be applied based on the dynamics and phase of the epidemic in the geographies where Veolia operates. In addition, the Group crisis unit introduced a specific phone line for employees to reduce psychosocial risks exacerbated by the Covid-19 epidemic.

The Group introduced health guidelines and procedures to support the Business Units in the roll-out of their business continuity plans. The Group adopted a proactive approach to protecting the health of employees, introducing several measures (temperature taking at the entry to sites, PCR testing, supply of face masks, facilitating working from home, Covid officers to track contact cases, etc.). The Group's vigilance encouraged the early adoption of health measures by teams, based on the specific health situation in each country.

Risks relating to the selection and integration of acquisitions

Risk identification

Description of the risk

The Group's development is based on organic growth and external growth through acquisitions.

The risk assessment procedure for projects, including acquisitions, makes it possible to anticipate the negative effects of integration.

The operational and financial performance of acquired companies could deviate from forecasts, with this risk present from the initial stage of company selection.

These acquisitions could give rise to certain risks related to the difficulty of bringing the new companies into line with the Group's matrix and practices, particularly in terms of integrating staff and the adequacy of information systems, which could lead to difficulties in achieving the expected savings.

Proposed Veolia-Suez merger

On October 5, 2020, Veolia purchased a number of Suez shares from Engie representing approximately 29.9% of the Suez share capital and voting rights at a price of €18 per share (*cum* dividend) and for a total amount of approximately €3.4 billion, with a view to creating the great French world champion of ecological transformation. Faced with Suez's open hostility and after noting that its friendly approaches were doomed to fail, on February 8, 2021, Veolia filed a proposed cash tender offer for the remaining Suez shares not held by Veolia at a price of €18 per share (*cum* dividend). The proposed merger of Veolia and Suez and the proposed tender offer are described in Section 1.2.5 above. The terms and conditions of the tender offer are described in the draft offer document filed with the AMF and available on Veolia's website dedicated to the merger project (www.suez-merger.veolia.com) and the AMF's website (www.amf-france.org). The proposed tender offer and the draft offer document will be reviewed by the AMF to assess their compliance with applicable legal and regulatory provisions.

The completion of the public tender offer is subject to obtaining merger control authorization from the European Commission. While Veolia has launched the necessary process with the European Commission and anticipated remedies that may be necessary for the implementation of the merger project, a delay in obtaining this authorization or failure to obtain authorization could lead to the transaction being delayed or abandoned, with significant negative consequences on the value of the Suez investment currently held by Veolia. Furthermore, the definitive scope and nature of remedies that may be required by the European Commission and the related implementation conditions remain uncertain and could have a significant negative impact on the completion of the transaction and Veolia.

Pursuant to stock market regulations, the completion of the public tender offer is subject to a sufficient percentage of Suez shares being contributed to the offer, providing Veolia with over 50% of the Suez share capital and voting rights when the offer is closed. If this condition were not satisfied, the public offer would be automatically null and void and Veolia would retain only a non-controlling investment of 29.9%. Should Veolia not acquire control of Suez, it would be unable to merge the activities of the two groups and realize the synergies envisaged in the merger project, which would have significant negative consequences on the value of its investment in Suez.

In addition, since the announcement of the merger project on August 30, 2020, Suez management has constantly indicated its intention to oppose the transaction by all means available, including legal recourse, the acceleration of sales of Suez assets and the creation of a Dutch foundation to apply an inalienability mechanism to the Suez Eau France subsidiary, the sale of which was identified by Veolia, from the announcement of the transaction, as a remedy in to the context of the European merger control procedure. Suez management could continue, to take measures that could complicate or impede the takeover of Suez by Veolia or mean it no longer serves its intended purposes. This hostile behavior by Suez may have a significant negative impact on the completion of the transaction and Veolia.

On the implementation of the merger project, any potential investor must take into account additional risks: risks relating to the integration of Suez's activities and the inability to achieve the expected synergies or other benefits expected from the project; risks relating to Suez's performance and unexpected liabilities; risks that the issuer incurs substantial transaction costs in relation to the merger project and its completion; risks of disputes and litigation relating to the merger project and its completion; risks relating to the trigger of a change in control clause and related provisions at Suez level; risks relating to the transition period until completion of the merger project; tax risks relating to the merger project and its completion.

Potential effects for the Group

- Difficulty in gaining new market share
- Competitive pressure from certain sectors
- Operating performance of facilities

Correlated risks

- Risks of skills availability
- Risks related to tangible and intangible property, and information systems

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 strategic for the Group. Acquisition projects result from an individual analysis for each Business Unit of the opportunity to grow externally in light of the growth challenges of its business, its potential market, its competitive environment and an examination of potential targets.

Acquisition projects are subject to the review and approval of 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, ethical, etc.) in which all risks are analyzed and assessed. 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. Post-acquisition audits are carried out in order 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.

Finally, best practices on the identification and integration of targets have been established on the basis of feedback, within the framework of the Business Development Center of Excellence (2018). 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.

Proposed Veolia– Suez merger

It is recalled that on February 8, 2021, Veolia filed its proposed cash tender offer for the remaining Suez shares not held by Veolia. The context and the reasons for this transaction, as well as the terms and conditions of the tender offer, are described in the draft offer document filed with the AMF and available on Veolia's website dedicated to the merger project (www.suez-merger.veolia.com) and the AMF's website (www.amf-france.org). The proposed tender offer and the draft offer document will be reviewed by the AMF to assess their compliance with applicable legal and regulatory provisions. Investors and shareholders are strongly recommended to familiarize themselves with the documentation on the tender offer and, where applicable, any amendment or addition to these documents as they contain important information for Veolia, Suez and the proposed transaction.

Risks related to tangible and intangible property, and information systems

Risk identification

Description of the risk	Potential effects for the Group
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. Due to the nature of its activities and its geographic deployment, the Group's tangible and intangible property, securities and information systems may be the target of malicious or terrorist acts, which may have a decisive impact on the continuity of its activities, for several stakeholders. The drinking water sector is an activity of vital importance due to the related public health considerations. The Group's businesses (Water, Waste and Energy) may be subject to malicious acts on the Group's industrial facilities. Information systems are indispensable tools for carrying out the Group's operational 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 these 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 Group's data, and could thus potentially have an impact on the activity of its customers. The deterioration in international security and the multiplication of information and media-based attacks (facilitated by new information and communication technologies such as social networking) compound the risks relating to the security of tangible and intangible property and information systems.	• Operating performance of facilities • Business continuity at facilities • Continuity of services • Data leakage, loss, theft • Group's image **Correlated risks** • Third-party liability risks and particularly health and environmental risks

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 warning and crisis management systems. A network of security officers has been set-up in all countries where the Group 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 warning 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 delicate situation. This process has been updated, 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 divisions 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.

An information systems security organization (ISS, cybersecurity) was set up in 2013 and updated in 2016. Managed by the Information Systems Security Officer (ISSO), a member of the Group Security Department and in conjunction with head office and local Group departments, the ISS is also supported by a network of local officers spanning all countries where the Group operates. In 2020, the Group's cybersecurity strategy was 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 general cybersecurity policy. It meets once a month, chaired by the Group's General Counsel and brings together the central departments (finance, risk and assurance, internal control, technical, safety, information systems) and the ISSO. The General Counsel reports regularly to the Group Executive Committee and the Accounts and Audit Committee on the Group's approach to risks and the cybersecurity strategy and provides an update on measures taken. In order to integrate the emergence of risks relating to an increasingly connected industrial environment, the ISSO facilitates, together with the Business Support and Performance Director and the Information Systems Director, the Industrial Cybersecurity Steering Committee launched in 2021.

The Information Systems Security Policies (ISSP), including for the industrial sector (ISSP-I) are implemented in all Veolia entities under the oversight of the ISSO and the local Security Officers. Regular assessments are performed in high-risk entities and on the most exposed systems to control application and the resulting actions plans are presented to and monitored by the Cybersecurity Steering Committee. Promoting user awareness is also an important cybersecurity line of action. This is carried out by means of IT charters, distributing information on best cybersecurity practices and specific actions targeting the various communities exposed to specific risks such as accountants, CFOs, treasury managers, etc.

Third-party liability risks and particularly health and environmental risks

Risk identification

Description of the risk	Potential effects for the Group
Failure by the customer to meet its compliance obligations could be prejudicial to the Group as operator and damage its reputation. This compliance concerns regulatory and contractual obligations, in particular on water emissions, drinking water quality, waste processing, soil and ground water contamination, the quality of smoke emissions and gas emissions. While regulatory changes offer new market opportunities for the Group's businesses, they also generate a number of risks. Veolia is constantly required to incur expenditure or invest to bring facilities under its responsibility into compliance. If it has no investment responsibility, Veolia advises its customers to ensure they undertake the necessary compliance work themselves. Regulatory bodies 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. These measures may be accompanied by fines and civil or criminal sanctions which could have a significant negative impact on the Group's reputation, activities, financial position, results or outlook. Environmental laws and regulations are constantly changing. These changes can generate significant compliance expenditure or investment, which cannot always be anticipated, despite the observation systems implemented. Company subsidiaries conduct activities at certain environmentally sensitive sites known as high or low threshold Seveso sites (section 4000 of the French "Installations Classified for the Protection of the Environment" (ICPE) system) or the foreign equivalent, operated by industrial customers (particularly petrochemical industry sites). In these instances, service management requires even greater care due to the more dangerous nature of the products, waste, effluents and emissions to be treated, as well as the close proximity of installations managed by the Group to customer sites. The regulatory regime governing Seveso facilities applies only within the European Union, but the Group operates several similar sites outside of this region that are often subject to the same level of stringent regulation.	• Group's image • Loss of municipal contracts • Difficulty in gaining new market share • Renewal of municipal contracts **Correlated risks** • Competition risks

Risk management

The environment, health and safety are central concerns for Veolia. The Group is committed to providing full professional guarantees covering the quality of its products and services, as well as compliance with safety and environmental standards, especially relating to emissions into the air and discharges into water and soil.

Given the nature of Veolia's business, regulatory compliance measures for facilities and services mainly involve air pollution control (smoke from heat generation plants and waste incineration facilities, exhaust fumes from transportation vehicles and legionnaires disease), water quality management (in respect of wastewater treatment plants, drinking water networks and the disposal of wastewater) and the protection of soils and biodiversity. In order to better manage its environmental risks, the Group has implemented an environmental management system (see Chapter 4, Section 4.2.1.2 below) which seeks to achieve continuous improvements in the environmental performance of all its Business Units.

It is the Group's general policy to contractually limit its liability, implement the necessary prevention and protection measures, and take out insurance policies that cover its main accident and operational risks (see Section 2.1.6 above).

Moreover, in accordance with current standards and taking account of the recommendations of internal and external experts, Veolia implements control, maintenance and improvement measures with customers when they assume responsibility for investments relating to the facilities. When Veolia designs new facilities, it strives to meet technical specifications that are sometimes more stringent than current prevailing standards. For older facilities, Veolia systematically carries out renovations or strongly recommends that owners do the same. At European level, the REACH, CLP (Classification, Labeling and Packaging) and Biocides regulations are monitored and applied in accordance with the relevant timelines.

Faced with the risk of being held jointly liable with its customers in the event of serious contamination or accidents, the Group strives to satisfy its own obligations while helping to ensure that customers do the same. At operating sites (waste processing centers, landfill sites, incineration facilities, heat generation plants, drinking water production facilities, wastewater treatment plants, etc.), an analysis of the various industrial accident scenarios is regularly performed enabling appropriate prevention plans to be established and a business continuity plan to be developed. Given the nature and potential seriousness of all of the risks mentioned above, the Group has implemented four principal types of actions to help control and manage these risks:

- the prevention of accidents that may damage property and as a consequence cause harm to people or the environment through the implementation of procedures aimed at ensuring the compliance of installations and monitoring their operation and also ensuring improved risk management;
- the environmental management strategy is one of the cornerstones of this approach, particularly through validation by external certification (ISO 14001, sector guidance, etc.);
- internal and external audits to identify and prevent industrial risks (fire, machine breakdown, environmental damage, etc.);
- the purchase of insurance covering public liability and liability resulting from unavoidable or accidental pollution and material damage policies (see Section 2.1.6 above).

All of these actions are implemented by the Group's Business Units in coordination with the various departments (Legal, Business Support and Performance, Sustainable Development and Insurance). 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" facility 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 Operational Plans (IOP) also apply to these facilities, as well as crisis intervention measures coordinated with public authorities in the event of an incident (Emergency Response Plan, ERP).

Risks relating to changes in business lines

Risk identification

Description of the risk	Potential effects for the Group
The Group's Impact 2023 strategic program identifies fundamental challenges for the world, in relation to which the Group proposes to set up new service offerings: health and new pollutants, new material loops, the food chain, etc. (see Chapter 1, Section 1.2.3 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. In its objective to position itself in an efficient and unique way on these challenges, Veolia is subject to changes in certain labor markets and must therefore adapt the business models of certain Business *Units accordingly*, while keeping a forward-looking watch on the development of service offerings and skills in all these sectors.	• Difficulty in gaining new market share • Competitive pressure from certain sectors • Operating performance of facilities • Group's image **Correlated risks** • Risks of skills availability • Competition risks

Risk management

The Group has set up a strategic program, Impact 2023, 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 emerging markets and business lines, particularly in the context of its Impact 2023 strategic program. In addition to this analytical work, the Group is strengthening its network of partnerships with companies in the industrial and service sectors, both with a view to outsourcing certain services and seeking innovative technological solutions to accompany the development of certain business lines (see Chapter 1, Section 1.3 above).

Risks of skills availability

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 accompany this evolution and the deployment of service offerings in new markets, 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 seek out and be attractive to new profiles, 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. In particular, Brexit could affect the future recruitment of employees (in particular low-qualified workers) under the new points-based immigration system that came into force in 2021 in the United Kingdom.	• Difficulty in gaining new market share • Competitive pressure from certain sectors • Operating performance of facilities • Continuity of services **Correlated risks** • Risks relating to the selection and integration of acquisitions

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.

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 is in line with the Provisional Management of Jobs and Careers policy, in particular for the industrial market.

An agreement was therefore signed in the form of a letter of commitment with the European Works Council in 2018, on changes in the businesses and skills, notably with regard to the Company's strategic direction. 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.

This skills management is made operational through the work of the campuses, which propose a diverse offering that is constantly adapted to the Group businesses (see Chapter 4, Section 4.4.4 below).

The Group's considerable efforts in the area of talent management (identification, dedicated training programs, roll-out of the manager's Code of conduct, manager commitment survey), and commitments to diversity and internationalization serve to strengthen the loyalty and professionalism of Group talents (see Chapter 4, Section 4.4.4 below).

With regard to the Covid-19 health crisis, the Group is taking all measures to ensure the continuity of its drinking water, sanitation, waste management and energy services.

Personal security risks

Risk identification

Description of the risk	Potential effects for the Group
The protection of the Group's employees is subject to extremely strict constraints and particularly regulatory constraints, which could expose a Group company to liability. Given the nature of the Group's activities and its geographic spread, its employees could be the target of malicious or terrorist acts. Veolia employees work or travel in countries where the political, geopolitical or social climate can expose them to criminal, malicious or terrorist acts or violent situations. The deterioration in international security and the multiplication of information and media-based attacks (facilitated by new information and communication technologies such as social networking) compound the risks relating to the security of persons.	• Group's image **Correlated risks** • No correlated risks

Risk management

In order to anticipate and guard against international security risks, the Security Department constantly monitors and analyses the international security context in each of the high-risk countries where the Group operates.

A classification of high-risk areas is prepared each month and distributed throughout the Group. A travel authorization procedure has also been implemented for high-risk countries. This procedure involves the case-by-case examination by the Security Department of all travel requests to those countries considered as presenting the highest levels of risk. Each travel authorization is accompanied by specific security guidelines tailored to the risks associated with the country or countries in question and the traveler's profile. In 2020, almost 983 travel authorizations were processed by the Security Department.

In order to train and inform employees on the rules and behavior of prevention and protection to adopt when traveling in high-risk countries, a new e-learning has been implemented. It is mandatory for all travel to these countries. Face-to-face training sessions can also be provided depending on the specific needs of the teams and the duration of the missions in the country of destination.

Security plans are drawn-up for the most sensitive countries where the Group operates, to facilitate the reactivity of the Group and in particular local staff in the event of a crisis. A safety correspondent has also been identified in each of these countries. This individual acts as the Security Department's representative and is the preferred point of contact in his or her scope.

In addition, the Security Department intervenes upstream of projects in the countries most at risk to perform a technical and budgetary assessment of security measures to be implemented.

2

Transformation risks related to multifaceted performance

Risk identification

Description of the risk	Potential effects for the Group
As part of the implementation of its Impact 2023 strategic plan, 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 indicators for 2023. In total, there are 18 objectives, 19 indicators and 19 targets that the Group must reach by 2023. 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 2023 could be challenging for the Group. In addition, constant dialogue with stakeholders is a major factor in appropriating the 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.	• Group's image **Correlated risks** • No correlated risks

Risk management

To address its 2023 strategic challenges and, in particular, its Multifaceted Performance commitments, the Group has 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 Impact 2023 strategic program;
- the Group's Executive Committee, which is responsible for its monitoring;
- a Purpose steering committee in charge of coordination and comprising members of the Executive Committee and operating departments, which meets every month;
- the Strategy and Innovation Department, which steers Veolia's strategy with a multifaceted performance perspective, 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.

Finally, the Risk Department assists the departments responsible for managing each objective with assessing the risks and the level of risk control.

2.2.2.3 Financial risks

Counterparty risks relating to operating activities

Risk identification

Description of the risk	Potential effects for the Group
The Group's activities expose it to the risks of failure of its counterparties (main customers, suppliers). Counterparty risk is the risk that an entity is unable to respect its financial commitments (debt repayment, breach of guarantees, offset under a derivative transaction, etc.). Trade receivables mainly correspond to services invoiced by Group subsidiaries. Trade receivables had a gross value of €7,731.1 million and a net value of €6,782.9 million as of December 31, 2020, *i.e.* €948.2 million in impairment losses on customer receivables. The slowdown in the global economy tied to the Covid-19 crisis places all parties in difficulty and more likely to encounter cash problems and payment default. This challenge is particularly significant for public and industrial customers that have themselves seen a decrease in revenues. The risk of non-recovery of receivables may exist in certain countries, particularly under public service delegation contracts.	• Non-payment or late payment by customers • Economic balance of contracts compromised • Decrease in investments by customers **Correlated risks** • Risks relating to long-term contracts

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.

Risks inherent to fluctuations in the price of energy and commodities

Risk identification

Description of the risk

Purchases of energy, consumables and raw materials represent a major operating expense in the Group's activities. In particular:

- diesel for waste collection activities;
- coal and gas for energy service activities;
- electricity for water treatment and distribution activities.

The Group is therefore exposed to fluctuations in their price.

The economic, political and health context in countries where Veolia operates is also an aggravating factor for this risk. In particular, the Covid-19 crisis disrupted the energy and commodities markets, exposing the Group to higher price volatility, which could impact Group results.

Group contracts generally contain indexing mechanisms. However, these mechanisms do not always enable these costs to be covered (existence of a time lag 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 operations, 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 commodities (paper, plastic, scrap and non-ferrous metals). A significant and long-term drop in the price of recycled materials, potentially combined with the impact of the economic environment on volumes, could affect the Group's operating results. Group activities also include the production of electricity 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 operating performance.

For further information, please refer to Chapter 6, Note 10.3.1.3 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 relating to market changes

Risk management

Most contracts have clauses, including indexation formulas, that allow any changes in the price of energy, consumables and commodities to be passed on.

The Group has a commodity risk management policy, which seeks to establish a progressive hedge over three years (where possible) in order to limit results volatility. Most of the contracts entered into by the Group 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 the subject of long-term supply contracts.

Risks relating to tax developments

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 situation 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, Note 13.3 to the consolidated financial statements below.	• Economic balance of contracts compromised • Pressure on the selling price of services **Correlated risks** • Risks relating to long-term contracts • Risks inherent to fluctuations in the price of energy and commodities

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 audits 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, 2020, 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.

Liquidity risks

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 in gaining new market share **Correlated risks** • No correlated risks

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.

The suspension of the 2020 financial objectives announced on April 1 led the Group to react rapidly to the outbreak of the crisis, by implementing a new cost savings plan (Recover and Adapt) which completed and accelerated the Group's efficiency plan. In 2020, these programs therefore contributed cost savings of €500 million, including a reduction in the investment program. These measures prepare the Group for the post-crisis recovery plan, while ensuring strict monitoring of cash management.

Veolia Environnement has a multi-currency syndicated credit facility for a total undrawn amount of €3 billion as of December 31, 2020 and bilateral credit facilities for a total undrawn amount of €1.0 billion as of December 31, 2020. As of December 31, 2020, the bilateral credit lines drawable in cash amounted to $26.5 million (€21.6 million equivalent), undrawn to date. These credit lines enable the Group to reduce liquidity risk.

The Group also refinanced in advance its major bond maturities to reduce liquidity risk; bonds payments at the end of 2020 were therefore refinanced in the first-half of 2020.

Finally, the Group has a commercial paper program for its short-term financing, The ceiling was increased from €4 billion to €6 billion between the end of 2019 and the end of 2020, improving the gross liquidity in an uncertain economic context. The spreading of repayments over 12 months helps reduce liquidity risk.

For further information, please refer to Chapter 6.1, Note 10.3.2.2 to the consolidated financial statements below.

Currency risk

Risk identification

Description of the risk	Potential effects for the Group
The Group presents its financial statements in euros and must translate certain of its assets, liabilities, income and expense items into euros 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 euros, 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 currencies used by the Group against the euro would increase net assets by €407 million, while a 10% depreciation in these currencies would reduce net assets by €333 million.	• Group's results and equity **Correlated risks** • No correlated risks

Risk management

The Group Financing and Treasury Department manages currency risk centrally within the limits defined by the Chief Financial Officer.

Residual transaction exchange risk can be hedged using derivatives (forward purchases or sales, swaps). For the risk arising on the accounting translation of net assets (also known as asset exchange risk) the Group favors the implementation of foreign currency financing or derivatives for the most material assets.

For further information, please refer to Chapter 6, Note 10.3.1.2 to the consolidated financial statements below.

2.2.2.4 Regulatory, ethical and legal risks

Risks relating to regulatory changes, particularly in the area of health or the environment

Risk identification

Description of the risk	Potential effects for the Group
The majority of the Group's activities require operating permits or authorizations that define the rules governing the operation of facilities. 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 facilities. In particular, these risks concern water discharges, drinking water quality, waste processing, soil and ground water contamination, the quality of smoke emissions and gas emissions. If Veolia is unable to recover this investment or expenditure through higher prices, its operations and profitability could be affected. Environmental laws and regulations are constantly being amended and tightened. These amendments can generate significant compliance expenditure or investment, which cannot always be anticipated, despite the observation systems implemented.	• Difficulty in gaining new market share • Time needed to obtain operating permits or authorizations • Change in consumption volumes (Water and Energy activities) • Renewal of municipal contracts **Correlated risks** • Third-party liability risks and particularly health and environmental risks • Risks relating to long-term contracts

Risk management

In accordance with legal, regulatory and administrative requirements (see Chapter 1, Section 1.6 above), including specific precautionary and preventive measures, Veolia is required to incur expenditure or invest to bring facilities under its responsibility into compliance.

Veolia continues to commit the necessary means to comply with its environmental, health and safety obligations and to manage sanitary risks. If it 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 measures 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 actively monitors research on subjects like emerging biological parameters, household toxicity and the environmental consequences of climate change. It develops research projects, alone or in partnership with research centers or French or foreign specialized bodies, on certain subjects that are deemed to be priorities.

Corruption and business integrity risks

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. 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.	• Group's image • Difficulty in gaining new market share • Loss of municipal contracts • Renewal of municipal contracts • Data leakage, loss, theft **Correlated risks** • Risks relating to the business climate • Risks relating to the selection and integration of acquisitions

Risk management

The Compliance Department is responsible for strengthening the compliance culture within the Group and in its relations with third parties and detecting and, where appropriate, dealing with any non-compliance, so as to protect the Group against ethical and non-compliance risks.

The Group therefore implements compliance programs notably comprising norms, procedures, a whistleblowing system and training, as well as assessment and control measures.

The design office of the Security Department participates in the evaluation of third parties (except suppliers) by carrying out reputation studies. However, after analysis, the Security Department in consultation with the Compliance Department may recommend, if necessary, that a service provider be used for an additional "in situ" study, the results of which will be transmitted to the Security Department.

The Purchasing Department is responsible for the evaluation process for the main suppliers.

The system for managing these corruption and business integrity risks is described in detail in Chapter 4, Section 4.5.3 below.

Human rights risks

Risk identification

Description of the risk	Potential effects for the Group
Due to the geographic scope of its activities, the Group is exposed to 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 municipal contracts • Renewal of municipal contracts
	Correlated risks
	• Risks relating to employee health and safety

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 areas 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 below) and its fundamental values and principles set out in its Ethics Guide (see Section 4.5.1.1 below).

Risks relating to long-term contracts

Risk identification

Description of the risk	Potential effects for the Group
As the majority of the Group's activities are performed under long-term contracts, this can hinder its ability to react rapidly and appropriately to new situations with an adverse financial impact. The initial circumstances or conditions under which the Company enters into a contract may change over time, which may result in adverse economic consequences. In addition, the Company and/or its subsidiaries may not be free to adapt their compensation to reflect changes in their costs or demand, regardless of whether this compensation consists of a price paid by the customer or a fee levied on end users based on an agreed-upon scale. Contracts with public authorities generate a significant percentage of the Group's revenue. In numerous countries, including France, public authorities may amend or terminate contracts under certain circumstances, unilaterally but with compensation paid to the co-contracting party. This may not be true in all cases, however, and the Company and/or its subsidiaries, despite their best efforts, may not be able to obtain compensation should the relevant public authority unilaterally terminate or amend a contract.	• Economic balance of contracts compromised **Correlated risks** • No correlated risks

Risk management

Veolia's business model is based on a variety of contractual models, including various contract durations, enabling it to limit the potential negative effects associated with long-term contracts. The Group is particularly diligent in the contractual prevention of these risks.

The Group Legal Department ensures effective management of legal risks in liaison with operating teams in the field and in compliance with the Group's overall risk management process. The specific nature of the Group's activities (management of local public services, multitude of geographic locations, representatives and counterparties) has led the Company to adopt compliance rules to guide its employees in their activities and in the preparation of legal documents and to ensure that these rules are observed.

In the event of developments that may impact the expected profitability, contractual mechanisms may be applied in order to restore the financial equilibrium initially desired. The implementation of such mechanisms may be triggered more or less automatically by the occurrence of events identified in the contract (for instance, price indexing clauses), or they may require revision or amendment of the contract necessitating the agreement of both parties or of a third party.

3

CORPORATE GOVERNANCE AFR

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

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, 2020

13
Directors

72.7%
Independent Directors[(1)]

2
Directors representing employees

62
Average age of Directors

3
Non-French Directors

45%
Female Directors[(2)]

With the exception of the Directors representing employees, 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, 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 Company's 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 and Section 3.2.2 below.

(1) Excluding Directors representing employees in accordance with the AFEP-MEDEF Code.

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

3.1.1.2 Members of the Board of Directors as of December 31, 2020

	Age	Gender	Nationality	Number of shares	Number of offices in non-VE listed companies [2]	Independence	Start of office / Expiry of current office	Number of years on the Board	Individual Attendance rate	Comités: Comptes et audit	Comités: Nominations	Comités: Rémunérations	Comités: Recherche, Innovation et développement durable
Antoine Frérot Chairman and Chief Executive Officer	62	M	French	39,341	0		05/07/2010 2022 GSM	10	100%				
Louis Schweitzer Vice-Chairman	78	M	French	31,132	0		04/30/2003 2023 GSM	17	93,33%		● Chairman	● Member	
Maryse Aulagnon Senior Independent Director	71	F	French	9,500 [3]	1	✦	05/16/2012 2023 GSM	8	100%		● Member	● Chairman	
Jacques Aschenbroich	66	M	French	2,176	2	✦	05/16/2012 2024 GSM [4]	8	93,33%	● Member			● Chairman
Caisse des dépôts et consignations, represented by Olivier Mareuse	57	M	French	35,135,341 [5]	2	✦	03/15/2012 2021 GSM	8	93,33%				
Isabelle Courville	58	F	Canadian	1,000	2	✦	04/21/2016 2024 GSM	4	100%	● Member	● Member		● Member
Clara Gaymard	61	F	French	750	3	✦	04/22/2015 2023 GSM	5	93,33%				● Member
Marion Guillou	66	F	French	750	2	✦	12/12/2012 2021 GSM	8	100%			● Member	● Member
Franck Le Roux [1] ✪	56	M	French	N/A	0		10/15/2018 10/15/2022	2	100%	● Member		● Member	
Pavel Páša [1] ✪	56	M	Czech	N/A	0		10/15/2014 10/15/2022	6	100%				● Member
Nathalie Rachou	63	F	French	3,072 [6]	3	✦	05/16/2012 2024 GSM	8	100%	● Chairman			
Paolo Scaroni	74	M	Italian	916	1		12/12/2006 2021 GSM	14	93,33%				
Guillaume Texier	46	M	French	750	1	✦	04/21/2016 2024 GSM	4	100%	● Member			● Member
NUMBER OF MEETINGS IN 2019									15	5	3	4	3
AVERAGE ATTENDANCE RATE IN 2019									97.44% [7]	100%	100%	100%	100%

● Chairman ● Member ✪ Director representing employees.
✦ Independent pursuant to AFEP-MEDEF Code independence criteria, as assessed by the Board of Directors.
N/A: not applicable.
(1) Director representing employees, not taken into account when calculating independence percentages pursuant to Article 9.3 of the AFEP-MEDEF Code (see Chapter 3, Section 3.2.1.1 below).
(2) VE: Veolia Environnement.
(3) Including 6,500 shares held by MAB-Finances (Finestate). Maryse Aulagnon is the majority shareholder of MAB-Finances (Finestate).
(4) Upon request of Mr. Jacques Aschenbroich, his term of office will be terminated at the end of the Shareholders' General Meeting of April 22, 2021.
(5) Including 9,012,022 and 87,200 shares held through CNP Assurances and LBP Prévoyance, respectively, based on the most recent declaration of legal threshold crossing by Caisse des dépôts et consignations on December 3, 2020 (AMF Decision and Information No. 220C5270 of December 4, 2020).
(6) Of which 2,250 shares have been acquired on March 3, 2021.
(7) The option to participate by electronic means of communication was used 14 times by directors in 2020.

3.1.1.3 Positions held by Directors

The positions and offices held by directors stated below are current as of December 31, 2020 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 and Chief Executive Officer and Director of Veolia Environnement*

62 years old
French

Date of first appointment: **May 7, 2010**

Date of reappointment: **April 19, 2018**

Expiry of current office: **2022 GSM**

Number of shares held: **39,341**

Qualifications:

Born on June 3, 1958 in Fontainebleau (France), **Antoine Frérot** is a graduate of the École Polytechnique (class of 1977), engineer at the Ponts et Chaussées corps 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*.

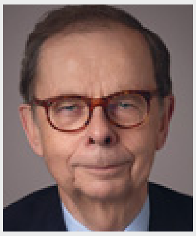
Principal positions held outside the Company – Other offices	Positions or offices expired in the last five years
In France: • Co-Managing Director of Veolia Eau – Compagnie Générale des Eaux[VE]; • Director of Société des Eaux de Marseille[VE]; • Chairman of the Veolia Environnement Foundation[VE]; • Permanent representative of Veolia Environnement* on the Board of Directors of Institut Veolia Environnement[VE]; • Director of the Société des Amis du Musée du quai Branly-Jacques Chirac; • Chairman of the non-profit organization Anvie; • Chairman of the non-profit organization Centre d'Arts Plastiques de Royan; • Director of CNER, the Federation of French investment and economic development agencies; • Chairman of Institut de l'entreprise; • Director of the non-profit organization Anciens élèves de l'École Polytechnique (l'AX).	**In France:** • Director of the non-profit organization Amis de la Bibliothèque Nationale de France; • Director of Transdev Group until January 9, 2019; • Vice-Chairman of the Strategy Board of Institut de l'Entreprise (non-profit organization); • Director of Veolia Énergie International[VE] until 10/07/2016.

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* · *R&D* · *Bank Finance* · *CSR*

LOUIS SCHWEITZER

Director of Veolia Environnement*; Vice-Chairman of the Board of Directors; Chairman of the Nominations Committee; Member of the Compensation Committee



78 years old
French

Date of first appointment:
April 30, 2003

Date of reappointment:
April 18, 2019

Expiry of current office:
2023 GSM

Number of shares held:
31,132

Qualifications:

Louis Schweitzer is a graduate of the Institut d'Études Politiques (IEP) in Paris. A graduate of the École nationale d'administration (ENA) and Inspector of Finance, he was chief of staff for Laurent Fabius (who was successively junior Budget Minister, Minister for Industry and Research and Prime Minister) from 1981 to 1986. In 1986, he joined Renault's senior management team and then successively held the positions of head of Planning and Management Control, Chief Financial and Planning Officer and Deputy Chief Executive Officer. He was appointed Chief Executive Officer of Renault in December 1990, then Chairman and Chief Executive Officer in May 1992 until May 2005, when he was appointed Chairman of the Board of Directors of Renault. Mr. Schweitzer did not seek to renew his term of office as a Director of Renault at the May 6, 2009 Annual General Meeting. After being appointed Vice-Chairman of the Veolia Environnement* Board of Directors on November 27, 2009, he was Senior Independent Director of the Company from May 16, 2012 to November 30, 2017 and was again appointed Vice-Chairman on May 14, 2013. He served as Commissioner General for Investment from April 23, 2014 to January 8, 2018. In addition, he has been the special representative of the Minister for Europe and Foreign Affairs for France-Japan relations since 2013.

Principal positions held outside the Company – Other offices

Principal position held outside the Company:
- Chairman of the Fondation Droit Animal Éthique et Sciences.

Other offices and positions exercised in any company/entity:

In France:
- Director of Tallano S.A.;
- Chairman of the Fontainebleau School of Fine Arts and Music Foundation;
- Chairman of the Adrienne and Pierre Sommer foundation;
- Chairman of the Foundation for animal rights, ethics and science;
- Chairman of the Board of Directors of Maison de la culture MC 93;
- Interim Chairman of the National Political Science Foundation;
- Director of the Société des Amis du Musée du quai Branly-Jacques Chirac.

Positions or offices expired in the last five years

In France:
- Chairman of Initiative France;
- Chairman of the Board of Directors of Festival d'Avignon;
- Commissioner General for Investment;
- Senior Independent Director of Veolia Environnement* until 11/30/17;
- Chairman of the Veolia Environnement* Compensation Committee until 11/30/2017;
- Member of the Board of Musée du Quai Branly;
- Chairman of the French Foreign Affairs Council;
- Director of L'Oréal*;
- Member of the Board of Directors of BPI France.

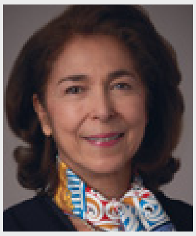
Outside France:
- Member of the Advisory Board of Allianz* (Germany).

GSM: General Shareholders' Meeting called to approve the financial statements for the year then ended.
**: listed company.*
VE: Group company.

International experience *Public affairs* *Industry* *Bank Finance* *CSR*

MARYSE AULAGNON

Independent Director of Veolia Environnement*; Senior Independent Director; Chairman of the Compensation Committee; Member of the Nominations Committee



71 years old
French

Date of first appointment:
May 16, 2012

Date of reappointment:
April 18, 2019

Expiry of current office:
2023 GSM

Number of shares held:
9,500**

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. 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 Deputy Chief Executive Officer when it was created in 1987. She founded the Affine group in 1990. She has also been a director of Air-France KLM* (Chairman of the Audit Committee) since July 2010 and Chairman of the Fédération des Sociétés immobilières et foncières (FSIF) since April 2019. Finally, she is active in a number of professional associations (including Fondation Palladio, founding member of Cercle 30, etc.), as well as cultural and university organizations (including Fondation des Sciences-Po, Le Siècle…).

Principal positions held outside the Company – Other offices

Principal position held outside the Company:
- Chairman and CEO of MAB Finances (Finestate).

Other offices and positions exercised in any company/entity:

In France:
- Director of Air-France KLM*;
- Chairman of Fédération des Sociétés immobilières et foncières (FSIF);
- Director of the Théâtre National de l'Opéra Comique;
- Member of the MEDEF Executive Board.

Outside France:
- Director of Holdaffine BV, MAB-Finances group (Netherlands).

Positions or offices expired in the last five years

In France:
- Member of the Supervisory Board of BPCE (Banques Populaires Caisses d'Epargne) group;
- Chairman and Chief Executive Officer of Affine R.E.*;
- Representative of Affine R.E.* and MAB-Finances (Finestate) on the Boards of various entities of the Affine group.

Outside France:
- Representative of Affine R.E., Chairman of Banimmo*, Affine group (Belgium).

GSM: General Shareholders' Meeting called to approve the financial statements for the year then ended.
**: listed company.*
***: Including 6,500 shares held by MAB-Finances (Finestate) of which Maryse Aulagnon is the majority shareholder.*
VE: Group company.

Experience in Veolia's businesses *International experience* *Public affairs* *Industry* *Bank Finance*

JACQUES ASCHENBROICH

Independent Director of Veolia Environnement*; Chairman of the Research, Innovation and Sustainable Development Committee; Member of the Accounts and Audit Committee

66 years old
French

Date of first appointment:
May 16, 2012

Date of reappointment:
April 22, 2020

Expiry of current office:
2024 GSM**

Number of shares held:
2,176

Qualifications:

Jacques Aschenbroich, is an engineering graduate of the Corps des Mines. He held several positions in the French civil service and served on the Prime Minister's staff in 1987 and 1988. He then moved into industry, working in the Saint-Gobain group from 1988 to 2008. After managing the Group's subsidiaries in Brazil and Germany, he took over the management of the Flat Glass Division of Compagnie de Saint-Gobain and went on to become Chairman of Compagnie Saint-Gobain Vitrage in 1996. From October 2001 to December 2008, he was Senior Vice-President of Saint-Gobain, managing the Flat Glass and High Performance Materials sectors starting in January 2007, and managed the Group's operations in the United States as Chief Executive of Saint-Gobain Corporation and General Representative for the United States and Canada from September 1, 2007. He was also Director of ESSO S.A.F until June 2009. He was appointed Director and Chief Executive Officer of Valeo* in March 2009, followed by Chairman and Chief Executive Officer on February 18, 2016.

Principal positions held outside the Company – Other offices

Principal position held outside the Company:
- Director and Chairman and Chief Executive Officer of Valeo*.

Other offices and positions exercised in any company/entity:

In France:
- Director and member of the Accounts Committee of BNP Paribas*;
- Chairman of the Board of Directors of École nationale supérieure des mines ParisTech;
- Co-Chairman of the French-Japanese business club.

Positions or offices expired in the last five years

In France:
- Chairman of Valeo Finance.

Outside France:
- Chairman of Valeo SpA (Italy);
- Chairman of Valeo (UK) Limited (United Kingdom).

GSM: General Shareholders' Meeting called to approve the financial statements for the year then ended.
**: listed company.*
***: Upon request of Mr. Jacques Aschenbroich, his term of office will be terminated at the end of the Shareholders' General Meeting of April 22, 2021.*
VE: Group company.

International experience *Public affairs* *Industry* *R&D* *Bank Finance*

CAISSE DES DÉPÔTS ET CONSIGNATIONS

Independent Director of Veolia Environnement*

Date of first appointment:
March 15, 2012

Date of reappointment:
April 20, 2017

Expiry of current office:
2021 GSM

Number of shares held:
35,135,341**

Caisse des dépôts et consignations, established in 1816, is a public establishment carrying out tasks of general interest. As such, it is a long-term investor seeking to contribute to the growth of companies.

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: In France: • Director of CNP Assurances*; • Director of Compagnie des Alpes*; • Director of Egis SA; • Director of Bpifrance; • Director of Icade*; • Director of La Poste; • Member of the Supervisory Board of SNI; • Director of Transdev Group.	In France: • Director of Oseo SA.

OLIVIER MAREUSE

Permanent representative of Caisse des dépôts et consignations on the Board of Directors of Veolia Environnement*

57 years old
French

Qualifications:

Olivier Mareuse graduated from the Institut d'Études Politiques (IEP) in Paris in 1984 and from the École nationale d'administration in 1988. He joined CNP Assurances in 1988 as an assistant director in the Financial Institutions Department. In 1989, he was named Technical and Financial Vice-President in the Collective Insurance Department and subsequently worked as a special assistant to the Chief Executive Officer of CNP Assurances between 1991 and 1994. From 1993 to 1998, he worked as Vice-President of Strategy, Management Control and Shareholder Relations and was responsible for the Company's initial public offering. He was then appointed Vice-President of Investments, a post he held until 2010. In 2010, he was appointed Chief Financial Officer of the Caisse des dépôts group. He is Director of Savings Funds at Caisse des dépôts group since 2016 and also Director of Asset Management since 2018. He is a member of the Executive Committee of Caisse des dépôts group.

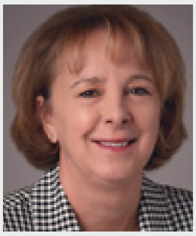
Principal positions held outside the Company – Other offices	Positions or offices expired in the last five years
Principal position held outside the Company: • Director of Asset Management and Savings Funds at Caisse des dépôts group. Other offices and positions exercised in any company/entity: In France: • Director and member of the Audit Committee of La Poste; • Director and member of the Risk and Audit Committee of Icade*; • Director of Société forestière de la CDC; • Director of CDC Investissement Immobilier; • Member of the Executive Committee of Caisse des dépôts group; • Director and Vice-Chairman of the French Association of Institutional Investors; • Director of ISALT; • Director of CDC Croissance.	In France: • Director and member of the Audit Committee of CNP Assurance*; • Director of AEW Europe; • Director of CDC Infrastructure; • Permanent representative of CDC on the Board of Directors of Qualium Investissement; • Director of CDC International Capital.

GSM: General Shareholders' Meeting called to approve the financial statements for the year then ended.
**: listed company.*
***: Including 9,012,022 and 87,200 shares held indirectly through CNP Assurances and LBP Prévoyance, respectively, based on the most recent declaration of legal threshold crossing by Caisse des dépôts et consignations on December 3, 2020 (AMF Decision and Information no. 220C5270 of December 4, 2020).*
VE: Group company.

Public affairs *Industry* *Bank Finance*

ISABELLE COURVILLE

Independent Director of Veolia Environnement*; Member of the Accounts and Audit Committee; Member of the Nominations Committee; Member of the Research, Innovation and Sustainable Development Committee



58 years old
Canadian

Date of first appointment:
April 21, 2016

Date of reappointment:
April 22, 2020

Expiry of current office:
2024 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 SNC Lavalin* and is a member of 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 Railway* (Canada).

Other offices and positions exercised in any company/entity:

Outside France:

- Member of the Audit Committee, the Governance Committee, the Compensation Committee and the Risk Committee of Canadian Pacific Railway* (Canada);
- Director and Chairman of the Human Resources Committee of SNC Lavalin* (Canada).

Positions or offices expired in the last five years

In France:

- Director of Gecina*.

Outside France:

- Chairman of the Board of Directors of the Laurentian Bank of Canada.

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* *RSE*

3

CLARA GAYMARD

Independent Director of Veolia Environnement*; Member of the Research, Innovation and Sustainable Development Committee

61 years old
French

Date of first appointment:
April 22, 2015

Date of reappointment:
April 18, 2019

Expiry of current office:
2023 GSM

Number of shares held:
750

Qualifications:

Clara Gaymard is a graduate of the Institut d'Études Politiques (IEP) in Paris and of the École nationale d'administration (ENA). She held several senior civil service positions between 1982 and 2006. Before entering ENA, Clara Gaymard started her career at Paris City Hall in the mayor's office between 1982 and 1984. On leaving ENA, she joined the French Court of Accounts as an auditor and was promoted to Senior Audit Commissioner in 1990. She was then Deputy head of Economic Expansion Services in Cairo (1991-1993), followed by head of the European Union office (Europe North-South Department) in the External Economic Relations Department (DREE) of the French Economy and Finance Ministry. In June 1995, she was asked by Colette Codaccioni, the Minister of Solidarity, to become her chief of staff. Clara Gaymard was then Deputy Director of SME Support and Regional Action in the DREE (1996-1999) followed by head of the SME mission (1999-2003). In 2003, she was appointed Ambassador-at-large for international investment and President of the Invest in France Agency (AFII). In 2006, Clara Gaymard joined General Electric (GE) as Chairman of GE in France and then of the North-West Europe region from 2008 to 2010. While remaining Chairman and Chief Executive Officer of GE France, she was appointed Vice-Chairman of GE International for Government Sales and Strategy in 2009 and then in 2010, Vice-Chairman for Governments and Cities under the Chairmanship of Jeffrey R. Immelt. Since 2013, she has participated in the acquisition of Alstom's energy business and played a major role in its completion. On February 1, 2016, she joined RAISE, as a co-founding partner with Gonzague de Blignières.

Principal positions held outside the Company – Other offices

Principal position held outside the Company:
- Co-founder of RAISE.

Other offices and positions exercised in any company/entity:

In France:
- Director and member of the Governance Committee of Danone*;
- Director and member of the Performance Audit Committee of LVMH Moët Hennessy – Louis Vuitton*;
- Director and member of the Audit Committee of Bouygues*;
- Director of Sages.

Positions or offices expired in the last five years

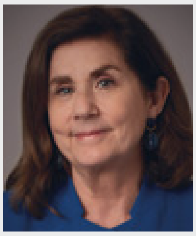
In France:
- Member of the Veolia Environnement* Compensation Committee;
- Vice-Chairman of the Board of Directors of Fondation du Collège de France;
- Chairman of the American Chamber of Commerce in France;
- Member of the Board of Directors of the French American Foundation.

GSM: General Shareholders' Meeting called to approve the financial statements for the year then ended.
**: listed company.*
VE: Group company.

International experience *Public affairs* *Industry* *Bank Finance* *CSR* *Digital*

MARION GUILLOU

Independent Director of Veolia Environnement*; Member of the Compensation Committee; Member of the Research, Innovation and Sustainable Development Committee



66 years old
French

Date of first appointment:
December 12, 2012

Date of reappointment:
April 20, 2017

Expiry of current office:
2021 GSM

Number of shares held:
750

Qualifications:

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, and a member of the Academy of Technology. 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 (2004-2012). 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:
- Independant 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 Remuneration Committee of BNP Paribas*;
- Member of the National Council of the Legion of Honor;
- Member of the Board of Directors of IFRI (French Institute of international relations);
- Vice-Chairman of the Board of Directors of Care-France;
- Member of the French High Council for the Climate (*Haut Conseil pour le climat*).

Outside France:
- Chairman of the ASPAC Strategic Committee;
- Member of the Board of trustees of Alliance (merger of Bioversity and CIAT);
- Member of the Independent Steering Committee of the CCAFS program.

Positions or offices expired in the last five years

In France:
- Special State Advisor;
- Director of Imerys*;
- Member of the Board of Directors of Universcience;
- Chairman of the Board of Directors of Agreenium, the French Institute of Agronomics, Veterinary Science and Forestry;
- Member of the Board of Directors of IHEST;
- Director of Apave;
- Director of the National Political Science Foundation.

Outside France:
- Member of the Board of Trustees of CGIAR.

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* *RSE*

FRANCK LE ROUX

Director representing employees of Veolia Environnement*; Social Protection Officer; Member of the Accounts and Audit Committee; Member of the Compensation Committee

56 years old
French

Date of first appointment: **October 15, 2018**

Expiry of current office: **October 15, 2022**

Number of shares held (1): **N/A**

Qualifications:

Franck Le Roux joined the Compagnie Générale des Eaux[VE] 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) 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.

Experience in Veolia's businesses *RSE*

(1) In accordance with legal provisions and the Articles of Association, Directors representing employees are not required to hold shares in the Company in their capacity as director. Franck Le Roux holds units in company investment funds invested in Veolia Environnement shares (FCPE Sequoia Classique and the Plus 2018, Plus 2019 and Plus 2020 sub-funds of FCPE Sequoia Plus).

PAVEL PÁŠA

Director representing employees of Veolia Environnement*; Member of the Research, Innovation and Sustainable Development Committee

56 years old
Czech

Date of first appointment: **October 15, 2014**

Date of reappointment: **October 15, 2018**

Expiry of current office: **October 15, 2022**

Number of shares held (1): **N/A**

Qualifications:

Pavel Paša 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

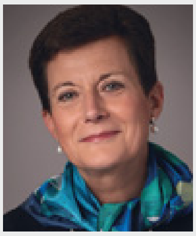
*: listed company. [VE]: Group company. N/A: not applicable.

Experience in Veolia's businesses *RSE*

(1) In accordance with legal provisions and the Articles of Association, Directors representing employees are not required to hold shares in the Company in their capacity as director. Pavel Paša holds units in company investment funds invested in Veolia Environnement shares (FCPE Sequoia Classique and the Plus 2018, Plus 2019 and Plus 2020 sub-funds of FCPE Sequoia Plus).

NATHALIE RACHOU

Independent Director of Veolia Environnement*; Chairman of the Accounts and Audit Committee



63 years old
French

Date of first appointment:
May 16, 2012

Date of reappointment:
April 22, 2020

Expiry of current office:
2024 GSM

Number of shares held:
3,072**

Qualifications:

Nathalie Rachou graduated from the École des Hautes Études Commerciales (HEC) in 1978 and spent the first part of her career at Banque Indosuez (now Crédit Agricole). After working as a foreign exchange dealer for clients in London and Paris from 1978 to 1982, she was head of Asset and Liability Management and Market Risk Management until 1986, and then set up the bank's business on MATIF and the bank's derivatives broking subsidiary. From 1991 to 1996, she was General Counsel for Banque Indosuez, then served from 1996 to 1999 as head of Global Foreign Exchange and Currency Options worldwide. In November 1999, she founded Topiary Finance, a United Kingdom based asset management company, which she led until 2015. She was also, up to 2020, a non-executive director of Société Générale from 2008 (Chairman of the Risks Committee and member of the Nominations Committee) and of Altran Technologies from 2012 (Chairman of the Audit Committee and member of the Nominations and Compensation Committee) and Senior Advisor of Rouvier Associés from 2015. She is currently a non-executive director of UBS Group AG*.

Principal positions held outside the Company – Other offices

Principal position held outside the Company:
- Member of the Board of Directors and of the Risk Committee of UBS Group AG*.

Other offices and positions exercised in any company/entity:

Outside France:
- Member of the Supervisory Board, Chairman of the Compensation Committee and member of the Nominations and Corporate Governance Committee of Euronext N.V.* (Netherlands).

Positions or offices expired in the last five years

In France:
- Senior Advisor of Rouvier Associés;
- Director, Chairman of the Risks Committee and Member of the Nomination and Corporate Governance Committee of Société Générale*;
- Director, Chairman of the Audit Committee and member of the Nominations and Compensation Committee of Altran Technologies*;
- Foreign trade advisor.

Outside France:
- Director and member of the Audit Committee and the Nominations Committee of Laird Plc* (United Kingdom);
- Trustee of Dispensaire Français (United Kingdom);
- Founder and Managing Director of Topiary Finance Ltd. (United Kingdom).

GSM: General Shareholders' Meeting called to approve the financial statements for the year then ended.
**: listed company.*
***: Of which 2,250 shares have been acquired on March 3, 2021.*
VE: Group company.

International experience *Public affairs* *Bank Finance*

PAOLO SCARONI

Director of Veolia Environnement*

74 years old
Italian

Date of first appointment:
December 12, 2006

Date of reappointment:
April 20, 2017

Expiry of current office:
2021 GSM

Number of shares held:
916

Qualifications:

Paolo Scaroni holds a degree in economics from Bocconi University in Milan and an MBA from Columbia Business School in New York. Following a year with McKinsey & Company after earning his MBA, he held various positions with Saint Gobain between 1973 and 1985, ultimately heading the "Flat Glass" Division. In 1985, Paolo Scaroni became Chief Executive Officer of Techint, while at the same time holding the positions of Vice-President of Falck and Executive Vice-President of SIV, a joint venture between Techint and Pilkington plc. He became Chief Executive Officer of Pilkington plc in 1996 and held that position until May 2002. After serving as Chief Executive Officer of Enel from 2002 to 2005, he became Chief Executive Officer of Eni in June 2005. He is Deputy Chairman of Rothschild group since June 2014 and Chairman of AC Milan (Italy) since July 2018.

Principal positions held outside the Company – Other offices

Principal position held outside the Company:
- Deputy Chairman of Rothschild group;
- Chairman of AC Milan.

Other offices and positions exercised in any company/entity:

Outside France:
- Member of the Board of Directors of Ingosstrakh* (Russia);
- Member of the Board of Directors of Columbia Business School (United States);
- Chairman of Giuliani S.p.A (Italy).

Positions or offices expired in the last five years

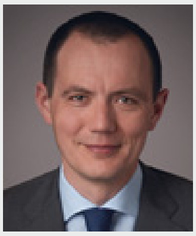
Outside France:
- Member of the Veolia Environnement Nominations Committee;
- Member of the Board of Directors of Fondazione Teatro alla Scala (Italy).

GSM: General Shareholders' Meeting called to approve the financial statements for the year then ended.
**: listed company.*
VE: Group company.

International experience *Public affairs* *Industry* *Bank Finance*

GUILLAUME TEXIER

Independent Director of Veolia Environnement*; Member of the Accounts and Audit Committee; Member of the Research, Innovation and Sustainable Development Committee



47 years old
French

Date of first appointment:
April 21, 2016

Date of reappointment:
April 22, 2020

Expiry of current office:
2024 GSM

Number of shares held:
750

Qualifications:

Guillaume Texier is a graduate of École Polytechnique and Corps des Mines. 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. On January 1, 2019, he was appointed Senior Vice-President, CEO Southern Europe, Middle East and Africa Region at Saint-Gobain*.

Principal positions held outside the Company – Other offices

Principal position held outside the Company:
- Senior Vice-President, CEO France, Southern Europe, Middle East and Africa Region at Saint-Gobain*.

Other offices and positions exercised in any company/entity:
- Chairman of the council at the Institut Mines Telecom Atlantique.

Positions or offices expired in the last five years

- Chief Financial Officer of Compagnie de 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* *Bank Finance*

3.1.2 RENEWALS AND APPOINTMENT PROPOSED TO THE GENERAL SHAREHOLDERS' MEETING OF APRIL 22, 2021

At the recommendation of the Nominations Committee, the Board of Directors' Meeting of March 9, 2021 decided to recommend the renewal by the Combined General Meeting of April 22, 2021 of the terms of office as director of Caisse des dépôts et consignations, represented by Mr. Olivier Mareuse and Mrs. Marion Guillou and the appointement of Mr. Pierre-André de Chalendar as Director, for a period of four years expiring at the end of the 2025 Ordinary General Meeting called to approve the financial statements for the year ending December 31, 2024.

At the request of Mr. Paolo Scaroni, the Board does not propose the renewal or replacement of his term of office at the end of the General Shareholders' Meeting of April 22, 2021.

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.

No arrangement or agreement has been signed with the Company's principal shareholders, customers, suppliers or other party pursuant to which a member of the Board of Directors has 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 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 under the long-term incentive plan known as the Management Incentive Plan (MIP) and a portion of the shares that would vest under the performance share plans of May 2, 2018, April 30, 2019 and May 5, 2020 (see Section 3.4.1.1 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.

It is recalled that 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 2020.

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 2020

The Combined General Meeting of April 22, 2020 renewed the terms of office as director of Mr. Jacques Aschenbroich, Mrs. Isabelle Courville, Mrs. Nathalie Rachou and Mr. Guillaume Texier for a period of four years expiring at the end of the 2024 General Shareholders' Meeting called to approve the financial statements for the year ending December 31, 2023.

Date of GSM	End of term of office	Renewal	Appointment
April 22, 2020	None	Jacques Aschenbroich Isabelle Courville Nathalie Rachou Guillaume Texier	None

Planned changes in 2021 [(1)]

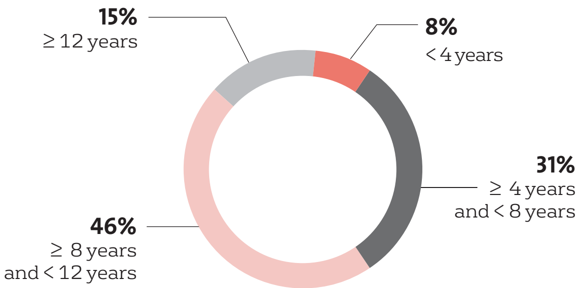
As part of the annual renewal of the Board of Directors, the Board of Directors' meeting of March 9, 2021 formally noted the expiry of the terms of office of three directors (Caisse des dépôts et consignation represented by Mr. Olivier Mareuse, Mrs. Marion Guillou and Mr. Paolo Scaroni) at the end of the Shareholders' Meeting of April 22, 2021 and that Mr. Paolo Scaroni does not seek the renewal of his term of office at the end of this Shareholders' Meeting.

In addition, the Board of Directors duly noted that the term of office of Mr. Jacques Aschenbroich, will be terminated, upon his request, at the end of the Shareholders' General Meeting of April 22, 2021.

At the recommendation of the Nominations Committee, the Board of Directors decided on March 9, 2021, to recommend the renewal by the Combined General Meeting of April 22, 2021 of the terms of office as director of the Caisse des dépôts et consignations represented by Mr. Olivier Mareuse and Mrs. Marion Guillou and the appointment of Mr. Pierre-André de Chalendar as Director for a period of four years expiring at the end of the 2025 Ordinary General Meeting held to approve the financial statements for the year ending December 31, 2024.

Following these proposed renewals and appointment, and subject to their approval by the General Shareholders' Meeting of April 22, 2021, the Board of Directors would have 12 members, including two Directors representing employees and five women (*i.e.* 50% [(2) (3)]).

Length of service of directors as of December 31, 2020



(1) Subject to the approval of shareholders at the Combined General Shareholders' Meeting of April 22, 2021.

(2) In accordance with Articles L. 225-18-1 and L. 22-10-3 of the French Commercial Code.

(3) Excluding Directors representing employees in accordance with the AFEP-MEDEF 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 Universal Registration Document, the Board has three non-French directors (Mrs. Isabelle Courville, a Canadian citizen, Mr. Paolo Scaroni, an Italian citizen, and Mr. Pavel Páša, a Czech citizen), representing 23.07% of total Board members.

Based on the following expertise chart, 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.

	Experience in Veolia's businesses	International experience	Public affairs	Industry	R&D	Bank Finance	CSR	Digital
Antoine Frérot	●	●	●		●	●	●	
Louis Schweitzer		●	●	●		●	●	
Maryse Aulagnon	●	●	●	●		●		
Jacques Aschenbroich		●	●	●	●	●		
Caisse des dépôts et consignations, represented by Olivier Mareuse			●	●		●		
Isabelle Courville	●	●	●	●		●	●	
Clara Gaymard		●	●	●		●	●	●
Marion Guillou		●	●		●		●	
Franck Le Roux, Director representing employees	●						●	
Pavel Páša, Director representing employees	●						●	
Nathalie Rachou		●	●			●		
Paolo Scaroni		●	●	●		●		
Guillaume Texier	●	●	●	●		●		
RATE PER CRITERION	46.1%	76.9%	84.6%	61.5%	23.1%	76.9%	53.8%	7.6%

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 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.

In addition, since 2015, the Company has organized meetings between directors and economic and political leaders and director visits to Group operating sites, including exchanges with Group operating teams, notably in the Czech Republic, the United Kingdom, China and Hungary.

These annual visits contribute to a better understanding of Veolia's businesses.

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

At its meeting of March 9, 2021, the Board of Directors carried out its annual review of the independence of directors after hearing the opinion of the Nominations Committee. Taking note of the increasing director independence requirements resulting from both legal rules and governance codes, 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.

In the absence of business relationships, the Board classified the following 7 Directors (out of a total of 11 excluding the 2 Directors representing employees) as independent: Jacques Aschenbroich, Maryse Aulagnon, Isabelle Courville, Clara Gaymard, Marion Guillou, Nathalie Rachou and Guillaume Texier.

In addition, the Nominations Committee and the Board specifically examined the business relationships between the Company and Caisse des dépôts et consignations (CDC), represented by Mr. Olivier Mareuse.

The Nominations Committee and the Board of Directors having noted that:

(i) the CDC is a major shareholder of the Company as defined by the AFEP-MEDEF Code, considering that as of today it owns 10.16% of the voting rights of the Company (6.07% of the share capital), even though it does not participate to its control;

(ii) the existence of a single current contract between the two groups (commercial lease [1] between ICADE SA, a CDC subsidiary and the Company for Veolia's administrative headquarters in Aubervilliers) is not likely to represent a "significant business relationship" or represent a significant share of the activities, expenses or income of the Veolia, CDC or ICADE groups, with regard to the financial indicators of these three groups.

The Board therefore considered that this contractual relationship is not likely to compromise the freedom of judgment and independence of CDC as a Director of the Company.

Accordingly, as of the date of filing of this Universal Registration Document, the Company's Board of Directors therefore has **8 independent members out of a total of 11 Directors** (the Directors representing employees are not taken into account when determining these percentages), representing a rate of **72,7%**, above the AFEP-MEDEF Code recommendation [2].

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".

	Criterion 1 Employee or Executive Officer during the course of the previous five years	Criterion 2 Cross-directorships	Criterion 3 Significant business relationships	Criterion 4 Family ties	Criterion 5 Statutory Auditor	Criterion 6 Directorship of more than 12 years	Criterion 7 Status of non-executive corporate officer	Criterion 8 Status of major shareholder	Classification
Antoine Frérot		✦	✦	✦	✦	✦	N/A	N/A	Not independent
Louis Schweitzer	✦	✦	✦	✦	✦		N/A	N/A	Not independent
Maryse Aulagnon	✦	✦	✦	✦	✦	✦	N/A	N/A	**Independent**
Jacques Aschenbroich	✦	✦	✦	✦	✦	✦	N/A	N/A	**Independent**
Caisse des dépôts et consignations, represented by Olivier Mareuse	✦	✦	✦	✦	✦	✦	N/A	N/A	**Independent**
Isabelle Courville	✦	✦	✦	✦	✦	✦	N/A	N/A	**Independent**
Clara Gaymard	✦	✦	✦	✦	✦	✦	N/A	N/A	**Independent**
Marion Guillou	✦	✦	✦	✦	✦	✦	N/A	N/A	**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
Pavel Páša, Director representing employees	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Nathalie Rachou	✦	✦	✦	✦	✦	✦	N/A	N/A	**Independent**
Paolo Scaroni	✦	✦	✦	✦	✦		N/A	N/A	Not 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

(1) *This lease, which entered into effect on July 18, 2016, of an annual amount of €17.2 million and negotiated on an arm's length basis, cannot be considered a significant business relationship with regard to the financial indicators of the Veolia and CDC groups. The annual lease amount or the aggregate lease amount (approximately €68.8 million) over the remaining lease term (nine-year lease expiring in July 2025), do not represent a significant portion of the business or assets of these two groups (well below 1%).*

(2) *Pursuant to Article 9.3 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."*

At the end of the General Shareholders' Meeting:

(i) subject to approval of the renewal of the term of office of Caise des dépôts et consignations, represented by Mr. Olivier Mareuse and Mrs. Marion Guillou and the appointement as Director of Mr. Pierre-André de Chalendar [1] proposed to the General Shareholders' Meeting of April 22, 2021; and

(ii) taking into account that Mr. Paolo Scaroni does not wish the renewal of his term of office and the termination of the term of office of Mr. Jacques Aschenbroich;

the Board of Directors would have 8 independent Directors out of a total of 10 Directors (excluding the 2 Directors representing employees), representing a rate of 80%, above the AFEP-MEDEF Code recommendation [2].

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 Chairman and 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 2020, the Board of Directors met fifteen times among which eight meetings focused on the proposed merger with Suez and four meetings on the health crisis. Its meetings lasted an average of around three hours (as in 2019).

In addition, on December 10 and 11, 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 the expectations expressed during the annual assessment of the Board's activities and those collected from directors, this seminar notably covered:

- an update on the implementation of the Impact 2020-2023 strategic program and the consequences of the health crisis for the Group;
- an analysis of the profile of the new entity and the implications for the Group's strategy of the proposed merger with Suez;
- a review of how Veolia's Purpose has modified practices and activities within the Group and areas for development.

The average attendance rate at Board meetings in 2020 was over **97%** (up 2% on 2019). Due to the health crisis, the Board of Directors primarily conducted its work using electronic means of communication, with fourteen meetings held remotely compared to nil in 2019.

Individual attendance rates are presented in Section 3.1.1.2 above.

Date of Board of Directors' meeting (Fiscal year 2020)	Attendance rate
February 26	92.31%
March 10	92.31%
April 1	100%
May 5	100%
June 24	92.31%
July 29	100%
August 25	100%
August 29	100%
September 15	100%
September 22	100%
October 1	100%
October 5	100%
October 26	92.31%
November 4	92.31%
December 11	100%

(1) Mr. Pierre-André de Chalendar was qualified as independent by the Board of Directors on March 9, 2021.

(2) Pursuant to Article 9.3 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 the employee shareholders and directors representing employees are not taken into account when determining these percentages."

Work of the Board of Directors in 2020

In 2020, the Board of Directors examined the following points in particular:

Health crisis	• impact on activity and service continuity (business continuity plans, Recover and Adapt plan); • Group liquidity (cash position, state of short- and mid-term financing markets); • employee protection (supply of masks, testing, temperature taking at the entry to sites, social distancing training, etc.); • periodic communication of information and recommendations to employees (individually and collectively); • economic measures (furlough, bonuses for front-line workers); • organization of the Combined Shareholders' Meeting held behind closed doors due to the health crisis and means of participation.
Proposed merger with Suez	• creation of a special purpose commission of independent directors to monitor the proposed merger with Suez; • commission members: Maryse Aulagnon, Nathalie Rachou, Jacques Aschenbroich and Guillaume Texier; • 11 commission meetings held between August and October 5, 2020 (date of the Veolia Environnement press release announcing the acquisition from Engie of the 29.9% Suez share block), in addition to the meetings of the Board dedicated to this project; • regular reporting by the commission to the Board on its work on and issue of recommendations; • continuation of the work of this commission throughout the project, with meetings held whenever necessary.
Financial and cash positions and commitments of the Group	• review of the 2019 annual financial statements and the 2020 first-half financial statements; • accounting information for the first and third quarters of 2020; • corresponding draft financial communications, including the Impact 2023 strategic program; • renewal of the financial and legal authorizations granted to the Chairman and Chief Executive Officer, notably with regard to financing transactions 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 risks mapping (see Section 3.2.2.1 below); • examination of the statutory auditor renewal process.
Monitoring of the Group's strategic direction and major transactions and CSR policy	• review of the 2020 budget and the long-term plan; • review of several Group activities, including notably activities in Latin America despite cancellation of the trip to Argentina; • 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; • consideration of Veolia's position on coal-based energy production; • review of the Group's human resources policy and in particular the management policy for executives and talent, the gender equality policy in management bodies and the policy for increasing the number of women managers and the international profile; • review of succession plans for Executive Committee members and the Chairman and Chief Executive Officer; • examination of the summaries and reports issued by its Chairman on the work of the Research, Innovation and Sustainable Development Committee (see Section 3.2.2.4 below). • review of Group investment and divestment projects.

Corporate governance	• approval of the Chairman and Chief Executive Officer compensation policy and amount for 2019 and 2020 at the recommendation of the Compensation Committee; • examination of an employee share ownership plan and a performance 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; • allocation of directors' compensation; • assessment of the organization and operations of the Board and each of its committees; • examination and proposals regarding indicators for Veolia's Purpose; • examination of the summaries and reports issued by their Chairmen on the work of the Nominations (see Section 3.2.2.2 below) and Compensation (see Section 3.2.2.3 below) Committees; • review of the vigilance plan.
Other	• review of multi-year regulated agreements and commitments and related-party transactions and implementation of an everyday agreements procedure in accordance with the PACTE law; • monitoring of changes in the Company's share ownership and report by Executive Management on the road shows held following publication of the accounts.

In 2020, the Board of Directors was regularly informed of key commercial developments and the initiatives planned 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 Group's Chief Financial Officer, General Counsel and Chief Operating Officer attended Board meetings in 2020. 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 meet, since their May 3, 2017 meeting, in an executive session without the presence of the Chairman and Chief Executive Officer. During these sessions, the directors hold informal discussions on specific topics and news issues.

A digital platform is also available to directors for the performance of their duties since 2014. This "Board Vantage" platform can be accessed *via* an application on tablets provided by the Company to all Board members. 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. 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 **formal assessment** of the Board, its Committees and Executive Management action, conducted 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 2019 and 2021

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 Meeting	Strengths	Improvements desired by directors
March 5, 2019	• Continued improvement in the Board's activities and momentum; • good organization of the Board's activities; • high quality of debate within the Board; • quality of discussions, both among directors and with Executive Management; • usefulness of the annual seminar devoted to the Group's strategy and trips and visits to operating sites; • usefulness of executives sessions held at the end of each Board meeting; • efforts made to inform directors of current issues and monitor Board decisions.	• More in-depth sector presentations of the Group's businesses; • presentation to the Board of a systematic formal report monitoring all acquisitions, irrespective of their size; • spend more time on human resource policy, risk management and compliance issues.
March 10, 2020	• Good organization of the Board's activities; • high quality of presentations produced by Executive Management; • usefulness of executive sessions; • high quality of discussions enabling a good understanding of key strategic issues; • good cohesion and strong commitment of Board members; • quality of discussions and monitoring of the Group's Purpose; • better dynamic in the collective work of the Board following a reduction in its size; • presence of directors who are or were leaders of global companies.	• Spend more time on human resources policy and the management of Group risks and particularly cyber risks; • consider in more depth new trends that could impact the Group's businesses and changes in competition.
March 9, 2021	• Strong commitment to the company's project and Veolia's corporate purpose; • good dynamic and good cohesion within the Board of Directors despite the distance due to the health crisis; • strong involvement in the follow-up of the Group; • quality of the Board of Directors composition thanks to the diversity of its members and their experience; • quality of discussions, both among Directors and with Executive Management; • better dynamic in the collective work of the Board following the reduction in its size; • quality of discussions and debates leading to clear options; • transparency of discussions among Directors.	• To improve the diversity of the Board in addition to the gender parity; • to increase the number of non-French Directors; • to spend more time on the expectations expressed by the external stakeholders.

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.

As of the date of filing of the Universal Registration Document, the Board of Directors has no non-voting directors (*censeur*).

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 Shareholders' Meetings. He is responsible for preparing reports on the organization of the Board's work, internal control and risk management. He chairs General Shareholders' Meetings.

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.

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 of the Board chairs Board meetings and prepares and coordinates the Board's work.

In this regard, 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.

The Chairman has all the means required for the performance of his duties.

3.2.1.6 Vice-Chairman/Senior Independent Director

Appointment of a Vice-Chairman/Senior Independent Director

On October 21, 2009, the Board of Directors decided to create the position of Vice-Chairman to assist the Chairman with his duty to ensure the proper operation of the Company's governing bodies, based on the British model of the Senior Independent Director. In accordance with the internal regulations of the Board, the Senior Independent Director is chosen from among the directors classified as independent for the duration of his/her term of office as a director. The Board appointed the Independent Director Mr. Louis Schweitzer to assume this position of Vice-Chairman, effective November 27, 2009.

At the recommendation of the Nominations and Compensation Committee, the Board decided to appoint him, with effect from the Annual General Meeting of May 16, 2012, as Senior Independent Director responsible for performing duties relating to the smooth running of the Company's governance bodies for the duration of his term of office, insofar as he remains an Independent Director as determined by the Board. At the meeting of May 14, 2013 and after approval by the General Shareholders' Meeting of the same day of the amendment to Article 12 of the Company's Articles of Association, increasing the maximum age for a Vice-Chairman from 70 to 75 years, the Board of Directors approved, at the recommendation of the Nominations and Compensation Committee, the renewal of Mr. Louis Schweitzer's appointment as Vice-Chairman, which he previously held up to the 2012 General Shareholders' Meeting. From this date, Mr. Louis Schweitzer exercised the duties of Vice-Chairman and Senior Independent Director.

From December 1, 2017, in order to strictly apply the AFEP-MEDEF Code independence criteria and at the recommendation of the Nominations Committee, the **Board of Directors**, at its meeting of November 6, 2017, **appointed Mrs. Maryse Aulagnon, Independent Director, as Senior Independent Director, to replace Mr. Louis Schweitzer, who continues to exercise the duties of Vice-Chairman for the remainder of his term of office as director**, renewed at the General Shareholders' Meetings of April 22, 2015 and April 18, 2019.

Mrs. Maryse Aulagnon, for the term of her office as director, which was renewed by the Shareholders' Meeting of April 18, 2019 and of her appointment as Senior Independent Director as determined by the Board, is responsible for performing duties relating to the smooth running of the Company's governance bodies.

The Board of Directors' Meeting of March 6, 2018 adjusted the duties of the Vice-Chairman and the Senior Independent Director in its internal regulations.

Role of the Vice-Chairman

The Vice-Chairman chairs the meetings of the Board and organizes and directs its work when the Chairman is absent or unable to do so. In particular, he chairs the sessions bringing together members of the Board, with or without the Chairman and Chief Executive Officer (executive sessions), as well as discussions assessing the performance and setting the objectives and compensation of the Chairman and Chief Executive Officer and potentially renewing his appointment.

In 2019, at the end of nearly all the Board meetings, the Vice-Chairman chaired five executive sessions (compared with six Board meetings in 2019), with and without the presence of the Chairman and Chief Executive Officer. These executive sessions notably allow the directors to express their comments and wishes regarding improvements in the Board's activities. During the annual assessment of the activities of the Board and its Committees, directors considered these executive sessions to be essential to the proper functioning of the Board.

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 policies 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. In agreement with the Chairman and the Vice-Chairman of the Board, he may also respond directly to questions from major shareholders and meet with them, if the ordinary avenues involving the Chairman and Chief Executive Officer, or the Chief Financial Officer have been unable to deal with such concerns or if the nature of the matter itself renders these ordinary avenues inadequate or inappropriate;
- 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 January 2021, as in previous years and since the end of 2016, the Senior Independent Director held a series of annual meetings, in Paris and by videoconference, 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 9, 2021.

3.2.1.7 Securities trading by corporate officers

Reporting obligations and ban on securities trading

According to the Board's internal regulations, 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 2020 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 trading days of completion.

In addition, directors 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.

The Company's directors and executive corporate officers are required to comply with the provisions of the Company's Code of conduct with respect to securities transactions (see Chapter 4, Section 4.5.5.4 below). 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 (see Section 4.5.2.2 below).

3

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 23), 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, it was decided during the Board meetings of March 6, 2018 and April 30, 2018 to apply the following share retention rules:

- with regard to the share bonus granted in April 2018 to Mr. Antoine Frérot under the long-term incentive plan known as the Management Incentive Plan, the Board of Directors' Meeting of March 6, 2018, at Mr. Antoine Frérot's proposal to the Compensation Committee, took due note of his decision to hold until termination of his duties, 40% of the total share bonus granted under this plan, net of applicable social security contributions and taxes, until a total shareholding equal to 200% of his gross annual fixed compensation has been reached;
- with regard to the grant by the Board of Directors' meeting of May 2, 2018 of performance shares to a group of approximately 700 top executives, high potential employees and key contributors of the Group, including the Chairman and Chief Executive Officer, authorized by Combined General Meeting of April 19, 2018 (21st resolution), the Board of Directors' Meeting of May 2, 2018 confirmed pursuant to the implementation of this plan:

(i) the Chairman and Chief Executive Officer will be required to hold until the termination of his duties, 40% of total performance shares granted under this plan, net of applicable social security contributions and taxes, until he has ultimately reached a total shareholding equal to 200% of his gross annual fixed compensation;

(ii) members of the Company's Executive Committee will be required to hold until the termination of their duties, 25% of total performance shares granted under this plan, net of applicable social security contributions and taxes, until they have reached a total shareholding equal to 100% of their gross fixed compensation;

- this same obligation to hold a portion of performance shares granted will apply to the Chairman and Chief Executive Officer and Executive Committee members for any new performance share plans implemented in the future. This is the case for the 2019 and 2020 performance share plans approved by the Combined General Meetings of April 18, 2019 (15th resolution) and April 22, 2020 (23rd resolution) and the plan submitted to the Combined Shareholders' Meeting of April 22, 2021 (22nd resolution).

In accordance notably with the AFEP-MEDEF Code to which the Company refers, the Chairman and Chief Executive 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.

3.2.1.8 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.

Each director receives a periodically updated "Directors' Guide" which includes the following primary documents:

- the Company's Articles of Association;
- the appointment procedure for, and the duties of, the Chairman and Chief Executive Officer;
- the appointment procedure for, and the duties of, the Vice-Chairman and Senior Independent Director;
- the internal regulations of the Board of Directors and of the Accounts and Audit Committee, the Nominations and Compensation Committees and the Research, Innovation and Sustainable Development Committee;
- the French regulations applicable to Audit Committees;
- the Company's Code of conduct for securities trading and compliance with French stock exchange legislation;
- the list of directors and the expiry dates of their terms of office;
- the composition of the Board of Directors' Committees;
- useful contacts for members of the Board of Directors and the Committees;
- the composition of the Executive Committee;
- the current version of the AFEP-MEDEF Code.

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

Since April 30, 2003, when the Company adopted the governance method of a public limited company with a Board of Directors (*société anonyme à conseil d'administration*), the Company's Board of Directors has been assisted by:

- an Accounts and Audit Committee;
- a Nominations Committee;
- a Compensation Committee;
- a Research, Innovation and Sustainable Development Committee.

3.2.2.1 Accounts and Audit Committee

Members and activities

	Independence	Position	First appointment	Attendance rate	Number of meetings in 2020
Nathalie Rachou	✦	Chairman	12/01/2017	100%	
Jacques Aschenbroich	✦	Member	12/12/2012	100%	
Isabelle Courville	✦	Member	12/01/2017	100%	5
Franck Le Roux*	N/A	Member	11/06/2018	100%	
Guillaume Texier	✦	Member	04/18/2019	100%	
INDEPENDENCE RATE	100%				

* *Director representing employees, not taken into account when calculating independence percentages pursuant to Article 9.3 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 Chairman or at the request of the Chairman of the Board of Directors at least five times a year to review the periodic 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.

During its meeting of March 10, 2020, the Board of Directors confirmed that subject to the renewal of the terms of office of Mr. Jacques Aschenbroich, Mrs. Isabelle Courville, Mrs. Nathalie Rachou and Mr. Guillaume Texier by the Combined General Meeting of April 21, 2020, the composition of the Accounts and Audit Committee remained unchanged.

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. During its meeting of April 30, 2019, the Board of Directors classified, on the recommendation of the Accounts and Audit Committee and pursuant to prevailing regulations, Mrs. Nathalie Rachou, Mrs. Isabelle Courville, Mr. Jacques Aschenbroich and Mr. Guillaume Texier as financial experts. The Board estimated that these Accounts and Audit Committee members had the required expertise and experience.

Changes in 2020

Date	End of term of office	Renewal	Appointment
April 22, 2020	None	Jacques Aschenbroich, Isabelle Courville, Nathalie Rachou, Guillaume Texier	None

Planned changes in 2021

The Board of Directors, having duly noted during its meeting of March 9, 2021 that Mr. Jacques Aschenbroich wishes to end his term of office as Director, is examining his replacement as member of the Accounts and Audit Committee.

To date, no other change is considered.

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 of July 2010.

In general, the Accounts and Audit Committee is responsible for monitoring matters concerning the preparation and control of accounting and financial information and, in particular, for monitoring:

(i) the integrity of the Group's financial statements and the process for preparing financial information;

(ii) the effectiveness of internal control systems concerning financial and accounting 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 Statutory Auditors' capabilities and independence; and

(v) the performance by the Group's Internal Audit Department and the Statutory Auditors of their duties with respect to auditing the parent company and consolidated financial statements.

In this regard, the Committee monitors more particularly the following activities:

- **the process of preparing accounting and financial information:**

(i) together with the Statutory Auditors, reviewing 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,

(ii) reviewing the scope of the consolidated companies and the procedures for collecting financial and accounting information and seeking the explanations and comments of the Statutory Auditors in this respect, where necessary,

(iii) giving an opinion on the draft interim and annual parent company and consolidated financial statements prepared by Executive Management before those statements are presented to the Board,

(iv) interviewing the Statutory Auditors, the members of Executive Management and financial officers, particularly on the off-balance sheet commitments, depreciation/amortization, provisions, goodwill and principles of consolidation; such interviews may be conducted without the presence of the Company's Executive Management, and

(v) 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;

- **the effectiveness of internal control and risk management systems**, particularly in the context of Article L. 823-19 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, non-financial reporting:

(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:

(i) reviewing the Statutory Auditors' planned work on an annual basis,

(ii) interviewing the Statutory Auditors and the executives in charge of finance, accounting and treasury, in certain cases without the presence of members of the Company's Executive Management,

(iii) supervising and making recommendations in respect of the Statutory Auditor selection process,

(iv) expressing its opinion on the amount of Statutory Auditor fees,

(v) giving its prior approval to auditors' activities that are strictly ancillary or directly complementary to the audit of the financial statements, and

(vi) 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 reviewing together with the Statutory Auditors the risks threatening their independence and the precautionary measures taken to reduce such risks.

Activities in 2020

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 presence of the Chairman and Chief Executive Officer. During the past year, the Chairman of the Accounts and Audit Committee and/or the Committee members interviewed and met: the Chairman and Chief Executive Officer, the Chief Financial Officer, the General Counsel and secretary of the Committee, the Director of Financial Control, 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.

3

In 2020, the Accounts and Audit Committee added the impact of the health crisis on the Group's activities and liquidity position to the agenda of two of its meetings. It also considered the following issues:

Process of preparing accounting and financial information	• review of the main accounting options, the annual and interim 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 2020; • review of draft financial communications.
Internal audit	• examination of summaries of internal audits conducted in 2019 and the first half of 2020, and approval of the internal audit program for 2021; • 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; • familiarization with the summary of the internal control self-assessment for fiscal year 2019 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 Auditors	• review of the Statutory Auditors' assignments for 2020; • review of the Statutory Auditors' fee budget for 2020, 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; • 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 transactions, changes in internal control, investment and divestment procedures and processes, the legal reporting of major disputes.

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 meetings in 2020
Louis Schweitzer, *Vice-Chairman*		Chairman	03/25/2014	100%	
Maryse Aulagnon, *Senior Independent Director*	✦	Member	03/25/2014	100%	3
Isabelle Courville	✦	Member	11/06/2018	100%	
INDEPENDENCE RATE	66.6%				

✦ *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 Chairman of the Committee is appointed by the Board of Directors at the recommendation of the Committee.

Changes in 2020

Date	End of term of office	Renewal	Appointment
April 22, 2020	None	Isabelle Courville	None

Planned changes in 2021

No changes are currently planned.

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 Committee strives to ensure that Independent Directors account for at least:

(i) one-half of the directors,

(ii) two-thirds of the members of the Accounts and Audit Committee, and

(iii) one-half of the 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. Lastly, each year, the key managers who are not corporate officers of the Company meet with each member of the Committee.

Activities in 2020

In 2020, the work of the Nominations Committee focused on preparing proposals and recommendations for the Board of Directors on the following matters, in particular:

Nominations	• changes in and a review of the composition of the Board and its Committee.
Assessment	• assessment procedures and report on the activities of the Board and its Committees; • review of the actions of the Chairman and Chief Executive Officer; • review of the independence of directors.
Succession	• succession plan for key managers (including the Chairman and Chief Executive Officer).

3

The Chairman and Chief Executive Officer participates in the governance activities of the Committee (appointment and renewal of directors) and works on the succession plan for key managers.

3.2.2.3 Compensation Committee

Members and activities

	Independence	Position	First appointment	Attendance rate	Number of meetings in 2020
Maryse Aulagnon, *Senior Independent Director*	✦	Chairman	12/01/2017	100%	4
Marion Guillou	✦	Member	11/05/2014	100%	
Franck Le Roux*	N/A	Member	11/06/2018	100%	
Louis Schweitzer, *Vice-Chairman*		Member	04/30/2003	100%	
INDEPENDENCE RATE	66.6%				

** Director representing employees, not taken into account when calculating independence percentages pursuant to Article 9.3 of the AFEP-MEDEF Code.*
✦ Independent pursuant to AFEP-MEDEF Code independence criteria, as assessed by the Board of Directors.
N/A: not applicable.

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 2020

Date	End of term of office	Renewal	Appointment
	None	None	None

Planned changes in 2021

No changes are currently planned, subject to the renewal of the term of office of Mrs. Marion Guillou by the Combined General Meeting of April 22, 2021.

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, the allocation of 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, the allocation of free shares;
- 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 2020

In 2020, 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 the Chairman and Chief Executive Officer paid or payable in respect of 2019; • compensation policy in respect of fiscal year 2020; • definition of the terms and conditions of the 2020 performance share plan for the Chairman and Chief Executive Officer and top executives.
Directors' compensation	• information on directors' compensation (excluding the executive corporate officer) in respect of 2019; • directors' compensation policy for 2020 *i.e.* review of the budget and allocation of 2020 compensation granted to directors.
Employee share ownership	• review of the proposed 2020 employee share ownership plan and consideration of a proposed 2021 employee share ownership plan; • procedure for appointing a director representing employee shareholders.

3.2.2.4 Research, Innovation and Sustainable Development Committee

Members and activities

	Independence	Position	First appointment	Attendance rate	Number of meetings in 2020
Jacques Aschenbroich	✦	Chairman	12/12/2012	100%	3
Isabelle Courville	✦	Member	04/20/2017	100%	
Clara Gaymard	✦	Member	04/20/2017	100%	
Marion Guillou	✦	Member	12/12/2012	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 9.3 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 Chairman 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 2020 (as in 2019). The attendance rate was 100% (compared with 94.4% in 2019).

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 Chairman of the Committee is appointed by the Board of Directors at the recommendation of the Chairman of the Board.

Changes in 2020

Date	End of term of office	Renewal	Appointment
April 22, 2020	None	Jacques Aschenbroich, Isabelle Courville, Guillaume Texier	None

Planned changes in 2021

The Board of Directors, having duly noted during its meeting of March 9, 2021 that Mr. Jacques Aschenbroich wishes to end his term of office as Director, is examining his replacement as Chairman of the Research, Innovation and Sustainable Development Committee.

To date, no other change is considered, subject to the renewal of the term of office of Mrs. Marion Guillou by the Combined General Meeting of April 22, 2021.

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 2020

In 2020, the Committee focused successively on the following matters:

CSR	• Group's CSR performance and non-financial ratings; • extent of roll-out of the Group's sustainable development commitments; • new water pollution challenges (micropollutants); • European Green Deal; • Veolia's contributions to agriculture and livestock farming.
Ecological transition / decarbonization	• annual progress report on Veolia's plan to stop coal-based energy production.

3.3 Executive Management and the Executive Committee

3.3.1 ORGANIZATION OF EXECUTIVE MANAGEMENT'S POWERS

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 above. 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.

A review of the practices of CAC 40 companies, shows the combined approach to be the preferred management system, with most companies with a Board of Directors having opted for this form of management.

In December 2010, following the departure of Henri Proglio, Chairman of the Board of Directors and at the recommendation of the Nominations and Compensation Committee, the Board of Directors decided to combine the duties of Chairman of the Board with those of Chief Executive Officer, by appointing Antoine Frérot, Chief Executive Officer since November 27, 2009, Chairman of the Board. At the recommendation of the Nominations Committee, this choice was reasserted twice by the Board of Directors, at the time of the proposed renewal of Mr. Antoine Frérot's term of office at the General Shareholders' Meetings of April 24, 2014 and April 19, 2018. At its meeting of February 21, 2018 and subject to the renewal of his term of office as director by the Combined General Shareholders' Meeting of April 19, 2018, the Board of Directors decided to retain a combined form of governance for the reasons presented below.

Veolia has a diverse range of business lines and operates in numerous countries in a highly decentralized manner. This combined form of governance, led by the Chairman and Chief Executive Officer who, having spent over 25 years within the Group, has acquired an in-depth knowledge of its activities and businesses, offers the advantages of tighter and more effective control and management, simplifying the decision-making process.

Under the current Impact 2023 strategic program, which notably aims to make Veolia the benchmark company for ecological transformation by building on the Group's transformation achievements in previous periods, this form of governance enabled and continues to enable greater responsiveness in the implementation, by the Business Units, of the strategic direction defined by the Board of Directors and faster escalation to Executive Management of the operating reality.

Substantial counter-balances exist within the Board of Directors, providing all the guarantees necessary to the exercise of this form of governance in accordance with best governance practices:

- the existence of a Vice-Chairman and a Senior Independent Director, whose duties, means and prerogatives are presented in Section 3.2.1.6 above;
- the presence of a significant majority of Independent Directors and two directors representing employees on the Board of Directors;
- the appointment of Independent Directors to chair Board Committees;
- the organization of an executive session at the end of each Board meeting, without the presence of the Chairman and Chief Executive Officer and led by the Vice-Chairman;
- the organization of governance roadshows by the 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 below).

Furthermore, in addition to the operational reasons for choosing this form of management as specified in this section, the Board strengthened the powers of the Vice-Chairman and the Senior Independent Director on March 6, 2018 (see Section 3.2.1.6 above). The Board of Directors also indicated that it could, in another context, decide to separate the duties of Chairman and Chief Executive Officer, as has been done in the past.

3.3.2 LIMITS ON THE POWERS OF THE CHAIRMAN AND CHIEF EXECUTIVE OFFICER

In accordance with the law and as Chief Executive Officer, the Chairman and Chief Executive Officer is fully empowered to act in the name of the Company in all circumstances. He is required to act within the limits of the corporate purpose, subject to those powers that the law expressly confers on Shareholders' Meetings and the Board of Directors. He represents the Company in its relations with third parties.

However, the powers exercised by the Chairman and 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, with the exception of financing transactions;
- Group investment or divestment transactions including a commitment of between €150 million and €300 million 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 per transaction if carried out in a single tranche and €2.5 billion 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.

3.3.3 EXECUTIVE COMMITTEE

The Chairman and Chief Executive Officer is assisted in the performance of his 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 12 members:

- Antoine Frérot, Chairman and Chief Executive Officer;
- Estelle Brachlianoff, Chief Operating Officer;
- Olivier Brousse, Senior Executive Vice-President, Strategy and Innovation;
- Philippe Guitard, Senior Executive Vice-President, Central and Eastern Europe;
- Éric Haza, Chief Legal Officer;
- Helman le Pas de Sécheval, General Counsel;
- Jean-Marie Lambert, Senior Executive Vice-President, Human Resources;
- Christophe Maquet, Director of Asia zone (1);
- Claude Laruelle, Chief Financial Officer;
- Jean-François Nogrette, Senior Executive Vice-President, Veolia Technologies and Contracting;
- Laurent Obadia, Communication Director;
- Frédéric Van Heems, Director of North America zone (2).

In addition, Management Committee meetings bring together, each quarter, all the Group's functions and geographies in order 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 30 members, including the 12 members of the Executive Committee; its composition can be viewed on Veolia's website (www.veolia.com).

(1) As of April 2, 2021.

(2) As of June 1, 2021.

3.4 Compensation and benefits

A summary of compensation paid during 2020 or awarded in respect of this fiscal year to the Chairman and Chief Executive Officer, Antoine Frérot, as well as the 2021 compensation policy presented for shareholder vote at the Combined General Meeting of April 22, 2021, 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 total compensation paid during fiscal year 2020 or awarded in respect of this fiscal year to the Chairman and Chief Executive Officer, 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.

It is noted that the Board of Directors of Veolia Environnement, at its meeting on January 7, 2009, confirmed that the AFEP-MEDEF Code would be the reference used by Veolia Environnement, notably in regard to the compensation of executive corporate officers.

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 Compensation of the Chairman and Chief Executive Officer

3.4.1.1.1 Compensation policy for the Chairman and Chief Executive Officer

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 executive corporate officers [1] 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 Shareholders' Meetings ("*ex ante* vote on the compensation policy") in accordance with Article L. 22-10-8 of the French Commercial Code. The 14th resolution on the executive corporate officer compensation policy for fiscal year 2021 presented for shareholders' vote at the General Shareholders' Meeting of April 22, 2021 is presented in Section 3.4.4.2 below.

In addition, pursuant to Article L. 22-10-34 of the French Commercial Code, the General Shareholders' Meeting 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 executive 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 Shareholders' Meeting called to approve the financial statements for this period. The 12th resolution on the executive corporate officer compensation components for fiscal year 2020 submitted to shareholders' vote at the General Shareholders' Meeting of April 22, 2021 is presented in Section 3.4.4.1 below.

Mr. Antoine Frérot, as the Chairman and Chief Executive Officer, is the sole executive corporate officer.

Policy and general principles applicable to the Chairman and Chief Executive Officer's 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 Chairman and Chief Executive Officer, based on rules defining the principles and general policy applicable to the Chairman and Chief Executive Officer's compensation components. These rules may be reviewed and amended each year in line with changes in the Group's strategic priorities or in the event of major new events.

In the absence of any major new events or change in strategic priorities, these rules set:

(i) the amount of the annual fixed compensation for a three-year period;

(ii) the criteria for determining the annual variable and long-term compensation;

(iii) the applicable terms and conditions.

These rules were adopted by the Board of Directors for the first time on March 8, 2016, for the period encompassing fiscal years 2016, 2017 and 2018. At the recommendation of the Compensation Committee, the Board of Directors' Meeting of March 5, 2019 decided new rules for a further period of three years encompassing fiscal years 2019, 2020 and 2021.

When implementing these rules and setting the Chairman and Chief Executive Officer's compensation components, the Board of Directors, at the recommendation of the Compensation Committee, ensures in particular that the compensation policy is aligned with the Group's strategy and considers the balance between the different compensation components (fixed and variable annual compensation, long-term compensation plan and other benefits and additional compensation components). Furthermore, the review of the Chairman

(1) *Executive corporate officers of a French limited liability company (société anonyme) with a Board of Directors are: the Chairman of the Board of Directors or the Chairman and Chief Executive Officer (if he/she assumes the duties of CEO), the Chief Executive Officer and the Deputy Chief Executive Officers (if any).*

and Chief Executive Officer's compensation components also takes account of compensation studies and benchmarks covering companies comparable to Veolia Environnement and CAC 40 companies.

General structure of the compensation components of the Chairman and Chief Executive Officer

Mr. Antoine Frérot does not have an employment contract with the Group and has waived receipt of the compensation awarded for his duties as director. His compensation does not include any exceptional components.

His annual compensation comprises the following components:

- fixed compensation;
- annual variable compensation tied to annual objectives;
- a benefit in kind, corresponding to a company car.

In addition, Mr. Antoine Frérot is entitled to:

- long-term compensation in the form of performance share grants decided:
  - by the Board of Directors' Meeting of May 2, 2018 pursuant to the 21st resolution approved by the Combined General Meeting of April 19, 2018,
  - by the Board of Directors' Meeting of April 30, 2019 pursuant to the 15th resolution approved by the Combined General Meeting of April 18, 2019,
  - by the Board of Directors' Meeting of May 5, 2020 pursuant to the 23rd resolution approved by the Combined General Meeting of April 22, 2020;
- severance payments, renewed by the Combined General Meeting of April 19, 2018;
- a supplementary defined contribution pension plan.

Fixed compensation

The fixed compensation reflects the experience and the responsibilities of the Chairman and Chief Executive Officer and acts as a basis for determining the maximum percentage of annual variable compensation.

Mr. Antoine Frérot has received annual fixed compensation of €980,000 for his duties as Chairman and Chief Executive Officer since fiscal year 2019.

In accordance with the three-year compensation policy applicable from January 1, 2019 and at the recommendation of the Compensation Committee, the Board of Directors' Meeting of March 5, 2019 decided to propose to the General Shareholders' Meeting of April 18, 2019 an increase in Mr. Antoine Frérot's gross annual fixed compensation to €980,000 from January 1, 2019. This triennial increase of around 3% sought to bring this fixed compensation closer to the median fixed compensation of CAC 40 Chief Executive Officers and the average increase in the fixed compensation of Group managers over the past 3 years.

Annual variable compensation

Variable compensation rewards the Chairman and Chief Executive Officer's contribution to the Group's results and performance in the past year.

From 2003 to 2019, the Chairman and Chief Executive Officer's variable compensation was split between a quantifiable portion (70%) and a qualitative portion (30%).

From 2020, pursuant to the 12th resolution approved by the General Shareholders' Meeting of April 22, 2020, his variable compensation is split between a financial quantifiable portion (50%), a non-financial quantifiable portion (30%) and a qualitative portion (20%).

The quantifiable and qualitative objectives and criteria underlying the variable compensation are set at the beginning of each year by the Board of Directors for the current year, at the recommendation of the Compensation Committee and based on the three-year rules governing the Chairman and Chief Executive Officer's compensation and the Group's strategic priorities. The Board of Directors also discusses the amount of the variable compensation for the prior year, based on the achievement of the criteria and objectives set at the beginning of that year. Pursuant to Article L. 22-10-34 of the French Commercial Code, the payment of annual variable compensation for a period is contingent on its approval by the General Shareholders' Meeting called to approve the financial statements for this period.

The Chairman and Chief Executive Officer's annual variable compensation is determined each year based on a target bonus (100% attainment of the objectives set by the Board of Directors) expressed as a percentage of annual fixed compensation (the "Target bonus base") and capped (where objectives are exceeded) at 160% of annual fixed compensation.

From 2020, pursuant to the 12th resolution approved by the General Shareholders' Meeting of April 22, 2020, the compensation policy was changed as follows to reflect the priorities set out in Veolia's Purpose and the Impact 2023 strategic program, as detailed in Chapter 1, Section 1.2.3 above:

- the financial quantifiable portion of variable compensation (50% of the Target bonus base) is based on financial indicators aligned with the outlook published by the Group. The amount depends on actual results compared with budget objectives set by the Board of Directors;
- the non-financial quantifiable portion (30% of the Target bonus base) is determined based on non-financial indicators relating to Veolia's multifaceted performance and in line with the Impact 2023 strategic plan. The amount depends on actual results compared with objectives set by the Board of Directors;
- the qualitative portion of variable compensation (20% of the Target bonus base) is the subject of an overall assessment by the Board of Directors based on the attainment of qualitative criteria and the recommendations of the Compensation Committee.

All quantifiable indicators are audited annually by an independent third party.

With regard to the 2021 compensation policy, the General Shareholders' Meeting (14th resolution) is asked to renew the compensation policy implemented in 2020.

The quantitative and qualitative criteria for the Chairman and Chief Executive Officer's annual variable compensation for fiscal years 2019, 2020 and 2021 are presented in Section 3.4.1.1.2 below.

Long-term compensation

Based on the principles and recommendations of the AFEP-MEDEF Code (see Article 25.3.3), in accordance with the rules governing the Chairman and Chief Executive Officer's compensation 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 Chairman and Chief Executive 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 Chairman and Chief Executive 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 provisions justified by the Board.

In this context, the last three long-term compensation plans implemented by the Board of Directors and the proposed new performance share plan presented to the Shareholders Meeting of April 22, 2021 for approval are detailed below.

Performance share grant plan implemented in 2018 for fiscal years 2018, 2019 and 2020

Pursuant to the implementation of the Group's long-term compensation policy and the authorization approved by the General Shareholders' Meeting of April 19, 2018, and at the recommendation of the Compensation Committee, the Board of Directors' Meeting of May 2, 2018 decided to grant 1,731,368 performance shares (*i.e.* approximately 0.31% of the Company's share capital as of December 31, 2018) to 700 top executives and high potential employees of the Group, including 49,296 performance shares to the Chairman and Chief Executive Officer, Mr. Antoine Frérot (*i.e.* approximately 0.01% of the share capital, compared with 0.04% authorized by the General Shareholders' Meeting).

It is recalled that, at the recommendation of the Compensation Committee, the Board of Directors' Meeting of March 6, 2018 decided that the following holding obligations would apply should this performance share plan be implemented:

- for the **Chairman and Chief Executive Officer**, obligation to hold, until the end of his 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 his gross fixed compensation is ultimately reached;
- for the **members of the Company's Executive Committee,** obligation to hold, until the end of their duties within 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.

The detailed features and performance conditions of this plan are presented in Section 3.4.3.1 below. In the exceptional context of the Covid-19 epidemic, the Board of Directors' Meeting of April 1, 2020 decided to adjust this plan as detailed in the same Section 3.4.3.1 below.

Performance share grant plan implemented in 2019 for fiscal years 2019, 2020 and 2021

Pursuant to the implementation of the Group's long-term compensation policy and the authorization approved by the Extraordinary General Meeting of April 18, 2019, and at the recommendation of the Compensation Committee, the Board of Directors' Meeting of April 30, 2019 decided to grant 1,131,227 performance shares (*i.e.* approximately 0.2% of the Company's share capital) to 450 beneficiaries, including top executives, high potential employees and key contributors of the Group, including 47,418 performance shares to the Chairman and Chief Executive Officer, Mr. Antoine Frérot (*i.e.* approximately 0.01% of the share capital, compared with 0.04% authorized by the General Shareholders' Meeting).

It is recalled that at the recommendation of the Compensation Committee, the Board of Directors' Meeting of March 5, 2019 decided that the same holding obligations applicable to the performance share grant plan implemented in 2018 would apply should this performance share plan be implemented.

The detailed features and performance conditions of this plan are presented in Section 3.4.3.1 below. In the exceptional context of the Covid-19 epidemic, the Board of Directors' Meeting of March 9, 2021 decided to adjust this plan as detailed in the same Section 3.4.3.1 below.

Performance share grant plan implemented in 2020 for fiscal years 2020, 2021 and 2022

Pursuant to the implementation of the Group's long-term compensation policy and the authorization approved by the Extraordinary General Meeting of April 22, 2020, and at the recommendation of the Compensation Committee, the Board of Directors' Meeting of May 5, 2020 decided to grant 1,109,400 performance shares (*i.e.* approximately 0.2% of the Company's share capital) to 450 beneficiaries, including top executives, high potential employees and key contributors of the Group, including the Chairman and Chief Executive Officer, with 51,993 performance shares granted to the Chairman and Chief Executive Officer, Mr. Antoine Frérot (*i.e.* approximately 0.01% of the share capital, compared with 0.04% authorized by the General Shareholders' Meeting).

It is recalled that at the recommendation of the Compensation Committee, the Board of Directors' Meeting of March 10, 2020 decided that the same holding obligations applicable to the performance share grant plan implemented in 2019 would apply should this performance share plan be implemented.

The detailed features and performance conditions of this plan are presented in Section 3.4.3.1 below. In the exceptional context of the Covid-19 epidemic, the Board of Directors' Meeting of March 9, 2021 decided to adjust this plan as detailed in the same Section 3.4.3.1 below.

Proposed 2021 performance share grant plan for fiscal years 2021, 2022 and 2023

At the recommendation of the Compensation Committee, the Board of Directors asks shareholders in the 22nd resolution presented to the General Shareholders' Meeting of April 22, 2021, to approve a new authorization, for a period of 26 months, to grant performance shares to a group of approximately 450 beneficiaries comprising top executives, high potential employees and key contributors of the Group, including the Chairman and Chief Executive Officer. Accordingly, this plan, which is intended to be launched in 2021 with an expiry date in 2024 following the publication of the 2023 financial statements, would succeed the plan granted in 2020.

At the recommendation of the Compensation Committee, the Board of Directors stipulated that the Chairman and Chief Executive Officer would receive a performance share grant equal to and capped at 100% of his 2021 fixed compensation. As for the annual variable compensation, the proposed changes in performance conditions for this new plan seek to reflect Veolia's commitment to multifaceted performance as detailed on pages 6 and 7 above on the Impact 2023 strategic plan.

The detailed features and performance conditions of this plan are presented in Section 3.4.3.1 below.

Additional components of annual compensation

In addition to his annual compensation, the Chairman and Chief Executive Officer is entitled to a company car and to social security benefits equivalent to those of employees (healthcare and insurance) (see Section 3.4.2 below). Additionally, he is eligible to participate in the supplementary defined contribution group pension plan applicable since July 1, 2014, presented in Section 3.4.2 below.

3.4.1.1.2 Compensation of the Chairman and Chief Executive Officer, Mr. Antoine Frérot, for fiscal years 2019, 2020 and 2021

2019 and 2020 fixed compensation

Mr. Antoine Frérot's annual fixed compensation for his duties as Chairman and Chief Executive Officer was increased to €980,000 in 2019 from €950,000 in 2018 (+3.2%).

Annual variable compensation for fiscal year 2019

In accordance with the recommendations of the Compensation Committee, the Board of Directors' Meeting of March 5, 2019 decided to set the method of calculating the 2019 variable compensation as follows:

- retention of the weightings at 70% for the quantifiable portion and 30% for the qualitative portion;
- retention of the 2019 variable target portion (in the event the objectives set by the Board of Director are attained) at 100% of the annual fixed compensation (Target bonus base);
- retention of the cap on variable compensation (in the event the objectives are exceeded) at 160% of annual fixed compensation for 2019, or €1,568,000.

In addition, the criteria for the 2019 variable compensation were set as follows:

- **the quantifiable criteria** (70% of the Target bonus base), consistent with the mid-term outlook published on February 21, 2019, were retained unchanged compared to 2018. They are allocated as follows, it being noted that the quantifiable portion was equal to the sum of the four components resulting from the application of each of these criteria separately:
  - 20% based on Group current EBIT [(1)],
  - 20% based on Group net free cash flow before financial investments, financial divestments and dividends [(1)],
  - 30% based on the growth in organic Group revenue (at constant exchange rates and excluding acquisitions and divestitures of more than €100 million but including acquisitions of privatized public services),
  - 30% based on Group ROCE [(1)] (after tax);
- **the qualitative criteria** (30% of the Target bonus base) for the 2019 variable compensation were also maintained unchanged compared to 2018:
  - health and safety at work (basis: Group lost time injury frequency rate),
  - environmental performance (basis: 2018-2019 trend in the same seven environmental indicators as in 2018 concerning the Group's activities) [(2)],
  - managerial performance,
  - strategic aspects.

At its meeting of March 10, 2020, the Board of Directors, at the recommendation of the Compensation Committee, set and approved the total amount of Mr. Antoine Frérot's variable compensation (quantifiable and qualitative portions) in respect of fiscal year 2019 as follows:

- the quantifiable portion of variable compensation was calculated at €781,423, reflecting a payment rate of 113.91% of the quantifiable portion of the Target bonus base. This reflects a payment rate of 93.2% for the Group current EBIT criteria, 160% for the free cash flow criteria, 104.4% for the organic Group revenue criteria and 106.5% for the Group ROCE (after tax) criteria;
- the Board of Directors' Meeting decided to grant €425,261 to Mr. Antoine Frérot in respect of the qualitative variable portion of his 2019 compensation, reflecting a payment rate of 144.65% of the qualitative portion based on an overall assessment of the attainment of the following criteria:
  - health and safety at work (Group lost time injury frequency rate),
  - environmental performance (basis: 2018-2019 trend in the same seven environmental indicators concerning the Group's activities [(2)]),
  - managerial performance,
  - strategic aspects.

The relative weighting of these indicators is as follows:

- health and safety indicator: 5%;
- environment indicator: 5%;
- strategic aspects indicator: 10%;
- managerial performance indicator: 10%.

(1) See Chapter 5, Section 5.5 – Other items.

(2) Efficiency rate of drinking water networks; Total waste recovery rate; CO_2 emissions by quantity of energy produced (via incineration); methane capture rate at landfill sites; production of renewable or alternative energy; energy efficiency of heating networks; biodiversity assessments and action plans.

In this overall assessment, the Board took particular account of the following:

- the decrease in the injury frequency rate at Group level (see Chapter 6.4.3.1.3 above);
- the good performance of environmental indicators, up on 2018;
- remarkable managerial performance and particularly: numerous commercial wins and notably in new businesses (circular economy, treatment of difficult pollution, energy efficiency), the successful divestiture of energy activities in the United States, cost savings in excess of the annual objective, the very good results of the employee commitment survey of Group employees and the excellent rise in the share price;
- excellent results for strategic aspects and particularly: the drafting of the Company's Purpose followed by the definition of a series of indicators monitoring its implementation and the definition of an extremely robust Impact 2023 strategic program, founded on the contributions of a range of stakeholders. This plan fully integrates Veolia's Purpose which is broken down at all levels and notably in the short and long-term variable compensation plans of the Chairman and Chief Executive Officer and Company executives.

Mr. Antoine Frérot's total variable compensation (quantifiable and qualitative) for fiscal year 2019 is therefore €1,206,684, or 123.13% of his Target bonus base. The cap on variable compensation for 2019 was 160% of his Target bonus base, which in turn is equal to 100% of fixed compensation.

Annual variable compensation for fiscal year 2020

In accordance with the recommendations of the Compensation Committee, the Board of Directors' Meeting of March 10, 2020 decided to set the method of calculating the 2020 variable compensation as follows.

The quantitative objectives for 2020 were determined in the context of the 2020 budget and the 2020-2023 strategic plan, including notably the implementation of the Company's Purpose and all its performance indicators for stakeholders (multifaceted performance). In order to integrate the multifaceted performance indicators relating to the Company's Purposes, the Board of Directors' Meeting of March 10, 2020, at the recommendation of the Compensation Committee, decided to amend the calculation method for variable compensation as follows:

- increase in the weight of the auditable quantifiable portion to 80% and decrease in the weight of the qualitative portion to only 20%;
- the 80% auditable quantifiable portion will consist 50% of financial quantifiable objectives and 30% of non-financial quantifiable objectives;
- 2020 target variable compensation (in the event of attainment of the objectives set by the Board of Directors) is set at 100% of the annual fixed compensation ("Target bonus base");
- variable compensation is capped (in the event objectives are exceeded) at 160% of annual fixed compensation for 2020, or €1,568,000.

It is recalled that the Board meeting of April 1, 2020 announced in a communication to the market that the financial quantifiable portion of the Chairman and Chief Executive Officer's compensation would be determined based on the attainment of the 2020 budget objectives, as revised during the Board meeting held to approve the financial statements for the first-half of 2020.

Using this method and based on the attainment of the criteria determining the calculation of the variable portion, the Board of Directors' Meeting of March 9, 2021, at the recommendation of the Compensation Committee, determined the amount of this variable portion for fiscal year 2020 as follows:

i) **with respect to the quantifiable criteria**: in line with the outlook and objectives published on February 28, 2020 and revised on July 30, 2020, the criteria for the quantifiable portion of variable compensation break down as follows. The quantifiable portion is equal to the total of the components resulting from application of each of these criteria separately.

For the **50% financial quantifiable portion**:

- 15% based on the **Profitability** indicator (**CNIGS**): Current Net Income, Group share; reflecting a payment rate of 160%;
- 10% based on the **Investment Capacity** indicator (**free cash flow**): before financial acquisition/divestments and dividends but after financial expenses and taxes; reflecting a payment rate of 160%;
- 15% based on the **Group Growth** indicator (**revenue**): Group organic revenue excluding acquisitions and divestitures of more than €100 million but including acquisitions of privatized public services; reflecting a payment rate of 110.9%;
- 10% 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; reflecting a payment rate of 150.7%.

These financial indicators are defined in Chapter 5, Section 5.5 of the Universal Registration Document.

The financial quantifiable variable compensation portion was determined based on the attainment of the 2020 budget objectives, as revised by the Board of Directors' Meeting of July 29, 2020 and consistent with the revised outlook announced to the market on July 30, 2020.

The financial quantifiable variable portion equals €702,709 reflecting an overall payment rate of 143.41%.

For the **30% non-financial quantifiable portion**:

- 5% based on the **Health and Safety** indicator: improvement and reduction in the injury frequency rate; reflecting a payment rate of 102.34%;
- 5% based on the **Ethics and Compliance** indicator: % of positive answers to the commitment survey question "Are Veolia's values applied in my entity" (Top 5000 Group employees); reflecting a payment rate of 137.5%;
- 5% based on the **Climate** indicator (invest in the transition to carbon neutrality to achieve zero facilities powered by coal in Europe by 2030, for facilities where the Group controls investment): completion rate for scheduled investment to reduce greenhouse gas emissions; reflecting a payment rate of 145.67%;
- 5% based on the **Hazardous waste treatment and recovery** indicator: consolidated revenue growth of the "Liquid and hazardous waste treatment and recovery" segment; reflecting a payment rate of 135.9%;
- 5% based on the employee **Commitment** indicator: commitment rate of employees measured by a commitment survey conducted by an external body (clear objectives, meaning and usefulness,

work atmosphere, pride in the Group, willingness to recommend Veolia); reflecting a payment rate of 142%;

- 5% for the **Training** indicator: average number of training hours per employee per year (upskilling training actions); reflecting a payment rate of 73%.

The non-financial quantifiable variable compensation portion was determined based on the attainment of the 2020 objectives for the relevant indicators. The attainment of the 2020 objectives for the relevant indicators is presented on pages 6 and 7, Multifaceted performance, of this 2020 Universal Registration Document.

The non-financial quantifiable variable portion equals €360,841 reflecting an overall payment rate of 122.74%.

ii) **with respect to the 20% qualitative variable portion:** the Board of Directors' Meeting of March 9, 2021 decided to grant **€313,600** to Mr. Antoine Frérot **in respect of the qualitative variable portion** (20% of the Target bonus base) of his 2020 compensation, reflecting a payment rate of 160% of the qualitative portion based on the excellent overall assessment of his attainment in strategic and management areas:

In this overall assessment, the Board took particular account of the following:

Strategic aspects:

- communication and launch of a robust strategic program (Impact 2023), founded on the contributions of a range of stakeholders. This plan fully integrates Veolia's Purpose which is broken down at all Group levels and notably in the short and long-term variable compensation plans of the Chairman and Chief Executive Officer and Company executives;
- the launch of a major merger project with Suez aimed at creating the world champion in ecological transition by combining Suez with Veolia;
- numerous commercial wins and the development of new businesses (Prague right bank district heating network, creation of a joint venture with Mitsui and Seven Eleven in Japan to build a new PET plastic recycling plant, acquisition of Osis in France, a specialist in the maintenance of sanitation networks and infrastructure, a partnership with Solvay to develop the circular economy for electric vehicle batteries, an agreement with General Electric to recycle on-shore wind turbine blade, etc.).

Managerial performance:

- management of the Covid crisis including the regular monitoring of the impact of this crisis on the Group's activities and service continuity, Group liquidity and treasury, employee protection, the implementation of economic measures for employees and regular communication of information and recommendations to employees;
- with regard to human resources, Veolia did not implement any departure plans and paid all French employees on furlough their full salary (around 15,000 employees in France). The Group decided to apply these measures in all countries where they were available (for example in the UK) and granted bonuses to 25,000 front-line workers in France. Similar exceptional bonuses were distributed in the Group's different regions in line with local practice and frameworks;
- commitment to an additional €250 million savings plan (Recover and Adapt) over the last seven months of 2020, on top of the €250 million annual savings plan. Ambitious budget objectives were proposed to the Board at the end of July 2020, not taking account of a possible second pandemic wave. These objectives were attained and even exceeded for certain, despite a second wave across the globe in the second half of the year;
- strong "record" success of the subscription rate to the employee share ownership transaction, resulting in shareholders becoming a major Veolia shareholder (4% of the share capital at the end of December 2020);
- excellent results of the employee commitment survey with an extended scope (100,000 employees surveyed): overall commitment rate of 87% (utilities benchmark of 79%), manager commitment rate of 94% (utilities benchmark of 82%).

After applying all these criteria, Mr. Antoine Frérot's **total variable compensation** (quantifiable and qualitative) for fiscal year 2020 **is therefore €1,377,150**, or 140.52% of his Target bonus base. It is recalled that the cap on variable compensation for 2020 was 160% of his Target bonus base, which in turn is equal to 100% of fixed compensation. **The Board of Directors' Meeting of July 29, 2020 decided, at the recommendation of the Compensation Committee, that his 2020 variable compensation could not, in all events, exceed the amount of his 2019 variable compensation of €1,206,684. Despite attaining and exceeding the ambitious 2020 budget objectives as revised by the Board of Directors' Meeting of July 29, 2020, Mr. Antoine Frérot unilaterally decided to waive 30% of the financial quantitative portion of his 2020 bonus, adopting a fair treatment approach given the efforts required of the Group's stakeholders and particularly its shareholders. Accordingly, and after taking account of Mr. Antoine Frérot's unilateral decision, total variable compensation (quantifiable and qualitative) is reduced to 1,166,137 for fiscal year 2020.**

Summary of the calculation of 2020 variable compensation

Criteria	Weight	Percentage of the Target bonus base paid	Amount (in euros)
Financial quantifiable	50%	143.41%	702,709*
Non-financial quantifiable	30%	122.74%	360,841
Qualitative	20%	160.00%	313,600
TOTAL 2020 VARIABLE COMPENSATION	100%	140.52%	1,377,150*
BONUS PROPOSED BY THE CHAIRMAN AND CHIEF EXECUTIVE OFFICER			1,166,337

* *The Chairman and Chief Executive Officer, adopting a fair treatment approach given the efforts required of the Company's stakeholders and particularly its shareholders, decided to waive 30% of the financial quantitative portion of his 2020 bonus, reducing it to €491,896 and the total 2020 variable compensation to €1,166,337.*

Payment percentages for the 50% financial quantifiable variable compensation

Criteria	Weight (base 50%)	Percentage of the quantitative Target bonus base paid
Profitability (CNIGS)	15%	160.0%
Investment capacity (free cash flow)	10%	160.0%
Group growth (revenue)	15%	110.9%
Capital return (ROCE)	10%	150.7%
TOTAL	50%	143.41%

Payment percentages for the 30% non-financial quantifiable variable compensation

Indicator	Weight (base 30%)	Percentage of the quantitative Target bonus base paid
Health and safety	5%	102.34%
Ethics and compliance	5%	137.5%
Climate	5%	145.67%
Hazardous waste treatment and recovery	5%	135.9%
Commitment	5%	142.0%
Training	5%	73.0%
TOTAL	30%	122.74%

2018, 2019 and 2020 long-term compensation

The General Shareholders' Meeting of April 22, 2021 will be asked in the 9th, 10th and 11th resolutions to approve the adjustment to the economic performance criteria (Current Net Income, Group share) under the 2018, 2019 and 2020 performance share plans and the corresponding reduction in the number of performance shares granted to the Chairman and Chief Executive Officer as a beneficiary, the other performance criteria for these plans remaining unchanged.

The adjustments to the performance conditions for these plans are detailed in Section 3.4.3.1 below.

Performance share grant in respect of fiscal year 2018

Pursuant to the performance share plan authorized by the General Shareholders' Meeting of April 19, 2018 and at the recommendation of the Compensation Committee, the Board of Directors' Meeting of May 2, 2018 decided to grant 49,296 performance shares to Mr. Antoine Frérot (representing approximately 0.01% of the share capital compared with 0.04% authorized by the General Shareholders' Meeting).

The detailed features and performance conditions of this plan are presented in Section 3.4.3.1 below.

In the exceptional context of the Covid-19 epidemic, the Board of Directors' Meeting of April 1, 2020 decided to adjust this plan as detailed in the same Section 3.4.3.1 below.

Performance share grant in respect of fiscal year 2019

Pursuant to the performance share plan authorized by the General Shareholders' Meeting of April 18, 2019 and at the recommendation of the Compensation Committee, the Board of Directors' Meeting of April 30, 2019 decided to grant 47,418 performance shares to

Mr. Antoine Frérot (representing approximately 0.01% of the share capital compared with 0.04% authorized by the General Shareholders' Meeting).

The detailed features and performance conditions of this plan are presented in Section 3.4.3.1 below.

In the exceptional context of the Covid-19 epidemic, the Board of Directors' Meeting of March 9, 2021 decided to adjust this plan as detailed in the same Section 3.4.3.1 below.

Performance share grant in respect of fiscal year 2020

Pursuant to the performance share plan authorized by the General Shareholders' Meeting of April 22, 2020 and at the recommendation of the Compensation Committee, the Board of Directors' Meeting of May 5, 2020 decided to grant 51,993 performance shares to Mr. Antoine Frérot (representing approximately 0.01% of the share capital compared with 0.04% authorized by the General Shareholders' Meeting).

The detailed features and performance conditions of this plan are presented in Section 3.4.3.1 below.

In the exceptional context of the Covid-19 epidemic, the Board of Directors' Meeting of March 9, 2021 decided to adjust this plan as detailed in the same Section 3.4.3.1 below.

Compensation awarded in respect of an office held as a director

Since 2012, Mr. Antoine Frérot has decided to waive the compensation awarded for his duties as director by the Company and Group-controlled companies.

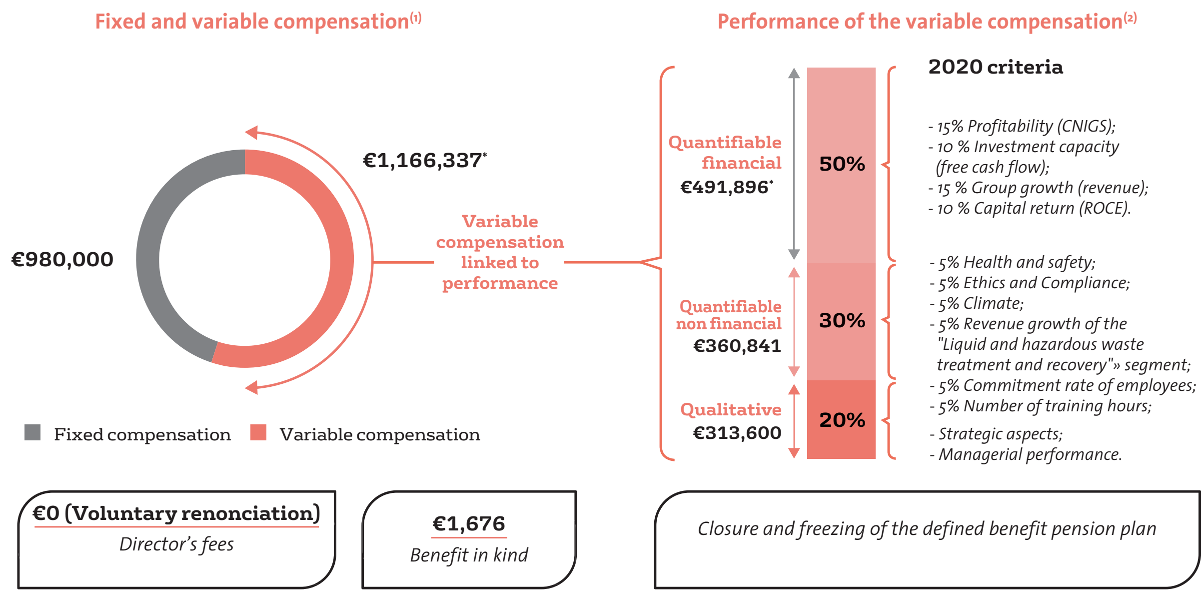
Retirement or other similar benefits

Information on pension plans, other benefits and severance payments due in the event of termination of the office of Chairman and Chief Executive Officer, is presented in Section 3.4.2 below.

3

Overview and tables summarizing the compensation of the Chairman and Chief Executive Officer, Mr. Antoine Frérot

Annual compensation with respect to 2020 (1) (2)



Long-term incentive plan with respect to 2020

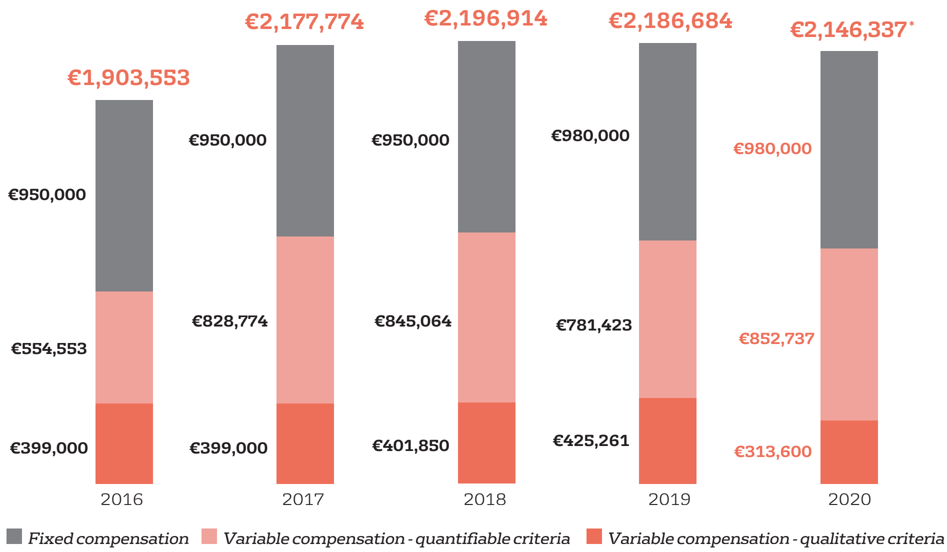
2020 Performance share plan (expiring May 2023):
grant of 51,993 performance shares reduced to 47,622 after neutralization of fiscal year 2020

(1) *The ceiling of the variable portion with respect to 2020 amounted to 160% of his base target bonus, representing €1,568,000.*

(2) *The level of attainment of the objectives and the amount of the variable portion of the compensation have been determined by the Board of Directors, upon recommendation of the Compensation Committee, during its meeting of March 9; 2021.*

* *After the decision of the Chairman and Chief Executive officer to waive 30% of the financial quantifiable portion of his 2020 variable compensation.*

Fixed and variable annual compensation trends over the past five years (in euros)



** After the decision of the Chairman and Chief Executive officer to waive 30% of the financial quantifiable portion of his 2020 variable compensation.*

Fairness ratio (Chairman and CEO compensation / median and average compensation of Group employees in France)

The fairness ratio measuring the difference between total compensation paid to Mr. Antoine Frérot for his duties as Chairman and Chief Executive Officer (as presented in AFEP-MEDEF Code Table 2 in Section 3.4.1.1.2 below) and the median compensation of employees, is 65 in 2020.

The ratio compared to the average compensation of employees is 56.

The ratios were calculated taking account of employees paid directly by all French Group companies. 81% of employees, in France, are non-management staff. 45% of employees are operators/workers.

Ratio	2016	2017	2018	2019	2020
Median France	72	59	67	66	65
Average France	62	50	56	57	56

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 2018 and 2019 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 7.4.3.2 and 7.4.3.3 below.

Summary of total compensation, options and shares awarded to Mr. Antoine Frérot (AFEP-MEDEF Code Table 1)

(in euros)	Fiscal year 2019	Fiscal year 2020
Compensation awarded for the fiscal year	2,188,360	2,148,013*
Value of options granted during the fiscal year	-	-
Value of performance shares granted during the fiscal year	677,338 (1)	647,726 (2)
Value of other long-term compensation plans	-	-
TOTAL	2,865,698	2,795,739*

(1) Value, after adjustment, of the 39,518 shares (initially 47,418 shares) (subject to performance conditions covering fiscal years 2019, 2020 and 2021 and expiring in May 2022) awarded under the plan set-up on April 30, 2019, based on the fair value of the share pursuant to IFRS 2 of €17.14 (see Section 4.4.3.1).

(2) Value, after adjustment, of the 47,662 shares (initially 51,993 shares) (subject to performance conditions covering fiscal years 2020, 2021 and 2022 and expiring in May 2023) awarded under the plan set-up on May 5, 2020, based on the fair value of the share pursuant to IFRS 2 of €13.59 (see Section 4.4.3.1).

** After waiver by the Chairman and Chief Executive Officer of 30% of the financial quantifiable portion of his variable compensation for fiscal year 2020.*

Summary of compensation paid or payable to Mr. Antoine Frérot (AFEP-MEDEF Code Table 2)

	Fiscal year 2019		Fiscal year 2020	
(in euros)	Amount awarded	Amount paid	Amount awarded	Amount paid
Fixed compensation	980,000	980,000	980,000	980,000
Annual variable compensation	1,206,684 (2)	1,246,914	1,166,337 (3)	1,206,684
Exceptional compensation	-	-	-	-
Compensation awarded for duties as director				
• Paid by Veolia Environnement	-	-	-	-
• Paid by controlled companies	-	-	-	-
Benefits in kind (1)	1,676	1,676	1,676	1,676
TOTAL	2,188,360	2,228,590	2,148,013*	2,188,360

(1) Provision of a company car.
(2) Variable portion for 2019 paid in 2020.
(3) Variable portion for 2020 payable in 2021 subject to approval by the General Shareholders' Meeting of April 22, 2021, after waiver by the Chairman and Chief Executive Officer of 30% of the financial quantifiable portion of his variable compensation.
* *After waiver by the Chairman and Chief Executive Officer of 30% of the financial quantifiable portion of his variable compensation.*

In fiscal year 2020, Mr. Antoine Frérot received a total compensation of €2,188,360. He received the fixed portion of his 2020 compensation (€980,000) and the variable portion of his 2019 compensation, paid in 2020 (€1,206,684). Finally, he received benefits in kind and waived the compensation awarded for his duties as director for 2020 for positions held in the Company and other companies of the Group.

For fiscal year 2020, total compensation payable is €2,148,013, representing a 1.8% decrease on fiscal year 2019 and comprising the fixed portion of his 2020 compensation (€980,000), and the variable portion of his 2020 compensation (€1,166,337), as well as benefits in kind. However, pursuant to Article L. 22-10-34 of the French Commercial Code, the variable component of his 2020 compensation is contingent on the approval of the 12th resolution presented for shareholders' vote at the Combined General Meeting of April 22, 2021 (see Section 3.4.4.1 below).

Summary of multi-year variable compensation paid or payable to Mr. Antoine Frérot (AFEP-MEDEF Code Table 10)

(in euros)	Fiscal year 2019	Fiscal year 2020
Mr. Antoine Frérot (Chairman and Chief Executive Officer)	-	-
TOTAL	-	-

Employment contract, supplementary pension plan and benefits as of December 31, 2020 (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
Mr. Antoine Frérot, Chairman and Chief Executive Officer		X (1)	X (2)		X (3)			X
Start date of term of office as Chief Executive Officer: November 27, 2009 End date of term of office as Chairman and Chief Executive Officer: 2022 GSM								

(1) Pursuant to a decision adopted by the Board of Directors on December 17, 2009, the employment contract of the Chief Executive Officer, Mr. Antoine Frérot, was terminated with effect from January 1, 2010.
(2) 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) Pursuant to a decision adopted by the Board of Directors on March 11, 2014, Mr. Antoine Frérot is entitled to compensation in the event of termination of his term of office as Chief Executive Officer, in accordance with the provisions of the AFEP-MEDEF Code (see Section 3.4.2.3 below).

2021 compensation policy

In accordance with the recommendations of the Compensation Committee, the Board of Directors' Meeting of March 9, 2021 decided to set as follows the compensation policy for calculating 2021 fixed and variable compensation, as well as long-term compensation.

It is recalled that, effective January 1, 2019 and at the recommendation of the Compensation Committee, the Board of Directors' Meeting of March 5, 2019 decided to set the review period for the Chairman and Chief Executive Officer's fixed compensation for a new thee-year period (fiscal years 2019, 2020 and 2021), in the absence of any major new events or a change in strategic priorities.

Fixed compensation

At the recommendation of the Compensation Committee and in accordance with the new three-year compensation policy, the Board of Directors' Meeting of March 5, 2019 decided to increase the Chairman and Chief Executive Officer's gross annual fixed compensation to €980,000 from January 1, 2019. During its meeting of March 9, 2021, the Board of Directors confirmed that this policy would apply for 2021.

Annual variable compensation

The quantitative objectives for 2021 were determined in the context of the 2021 financial outlook communicated to the market on February 25, 2021 and the 2020-2023 strategic plan relating to the implementation of the Company's Purpose and all its performance indicators for stakeholders, with the exception of the economic and financial performance indicators adjusted due to the health crisis (multifaceted performance).

In order to integrate the multifaceted performance indicators relating to the Company's Purposes, the Board of Directors' Meeting of March 9, 2021, at the recommendation of the Compensation Committee, decided to set the calculation method for variable compensation as follows:

- retention of the weightings for the auditable quantifiable portion at 80% and the qualitative portion at 20%;
- retention of the auditable quantifiable portion at 80%, comprising financial quantifiable objectives for 50% and non-financial quantifiable objectives for 30%;
- 2021 target variable compensation (in the event of attainment of the objectives set by the Board of Directors) is set at 100% of the annual fixed compensation ("Target bonus base");
- variable compensation is capped (in the event objectives are exceeded) at 160% of annual fixed compensation for 2021, or €1,568,000.

In addition, the criteria for the 2021 variable compensation were set as follows:

- **with respect to the quantifiable criteria**: in line with the outlook and objectives published on February 25, 2021, the criteria for the quantifiable portion of variable compensation break down as follows. The quantifiable portion is equal to the total of the components resulting from application of each of these criteria separately:
  - for the **50% financial quantifiable portion**:
    - 15% based on the **Profitability** indicator (**CNIGS**): Current Net Income, Group share [(1)],
    - 10% based on the **Investment Capacity** indicator (**free cash flow**): before financial acquisition/divestments and dividends but after financial expenses and taxes [(1)],
    - 15% based on the **Group Growth** indicator (**revenue**): organic Group revenue excluding acquisitions and divestitures of more than €100 million but including acquisitions of privatized public services,
    - 10% 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 [(1)].

  The financial quantifiable variable compensation portion will be determined based on the attainment of the 2021 budget objectives, which are consistent with the outlook announced to the market on February 25, 2021:

  - for the **30% non-financial quantifiable portion**:
    - 5% based on the **Health and Safety** indicator: improvement and reduction in the injury frequency rate,
    - 5% based on the **Ethics and Compliance** indicator: % of positive answers across the scope of all Group respondents to the commitment survey question "Are Veolia's values applied in my entity",
    - 5% based on the **Climate** indicator (invest in the transition to carbon neutrality to achieve zero facilities powered by coal in Europe by 2030, for facilities where the Group controls investment): completion rate for scheduled investment to reduce greenhouse gas emissions,
    - 5% based on the **Hazardous waste treatment and recovery indicator**: consolidated revenue growth of the "Liquid and hazardous waste treatment and recovery" segment,
    - 5% based on the employee **Commitment** indicator: commitment rate of employees measured by a commitment 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 **Training** indicator: average number of training hours per employee per year (upskilling training actions).

  The non-financial quantifiable variable compensation portion will be determined based on the attainment of the 2021 objectives, that will be audited by an independent third party.
- **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.

(1) See Chapter 5, Section 5.5.8 - Definitions.

2021 Long-term compensation

Proposed Performance Share Grant

At the recommendation of the Compensation Committee, the Board of Directors asks shareholders in the 22nd resolution presented to the General Shareholders' Meeting of April 22, 2021, to approve an authorization, for a period of 26 months, to grant performance shares to a group of around 450 beneficiaries comprising top executives, high potential employees and key contributors of the Group, including the Chairman and Chief Executive Officer. This plan, which is intended to be launched in 2021 with an expiry date in 2024 following the publication of the 2023 financial statements, would succeed the plan granted in 2020.

The detailed features and performance conditions of this proposed performance share plan are presented in Section 3.4.3 below.

Obligation to hold performance shares granted and vested

At the recommendation of the Compensation Committee, the Board of Directors' Meeting of March 9, 2021 has already decided, in the context of the implementation of this performance share plan (subject to the approval by the General Shareholders' Meeting of April 22, 2021 of the 22nd resolution), to renew the same holding obligations as those decided in respect of previous performance share plans.

In accordance with the provisions of the AFEP-MEDEF Code, the Board of Directors, when implementing this performance share plan expected in 2021, will set the percentage of compensation corresponding to the performance shares that would be granted, in particular, to the Chairman and Chief Executive Officer. At the recommendation of the Compensation Committee, the Board of Directors stipulated that the Chairman and Chief Executive Officer would receive a performance share grant equal to and capped at 100% of his 2021 fixed compensation.

Compensation awarded in respect of an office held as a director

Since 2012, Mr. Antoine Frérot has decided to waive the compensation awarded for his duties as director paid 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 Chairman and Chief Executive Officer, 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 2020

The General Shareholders' 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 Board Committees 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 fiscal year 2020 and at the recommendation of the Compensation Committee, the Board of Directors' Meeting of March 10, 2020 took note of the renewal of the decision by the Chairman and Chief Executive Officer to waive receipt of the compensation awarded for his duties as Chairman of the Board of Directors, and decided not to seek any change to:

- the maximum total annual amount of compensation by the General Shareholders' Meeting of April 18, 2019;
- the amount of basic compensation paid for the duties of Director of €42,000, the additional amount of €20,000 paid to the Chairmen of the Nominations Committee, the Compensation Committee and the Research, Innovation and Sustainable Development Committee, the additional amount of €10,000 paid to members of these Committees and the basic compensation of €21,000 paid for the duties of non-voting member (*censeur*);
- the current fixed/variable compensation allocation rules based on meeting attendance in accordance with the recommendations of the AFEP-MEDEF Code, that is a fixed portion of 40% and a **variable portion of 60% based on attendance rates**; this rule being extended since 2014 to compensation allocated to Committee Chairmen and members;
- the extra allowance payable to Directors and, where applicable, non-voting members (*censeurs*) residing on another continent of €3,000 per trip to the Board strategic seminar.

(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, 2020, is as follows:

Full-year basis	2020 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 Audit and Accounts 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 members of the Audit and Accounts 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*
Non-voting member (*censeur*) (50% of the basic compensation) (1)	€21,000*
Additional amount payable to directors and, where applicable, non-voting members (*censeurs*) residing on another continent	€3,000 per trip (for one of more meetings of the Board and its Committees and for the Board strategic seminar) subject to the physical presence of the relevant Director or non-voting member (*censeur*)

The amounts granted are calculated prorata to the effective duration of the term of office during the fiscal year.
* *Amount subject to attendance rate.*
(1) The Board of Directors does not currently include a non-voting member (censeur) and there is no plan to appoint one or more at this stage.

Table of compensation awarded to directors in 2019-2020 (AFEP-MEDEF Code Table 3)

The table below shows the amount of compensation paid in 2020 and 2019 to members of the Board of Directors of Veolia Environnement by the Company and by controlled companies. Moreover, since 2012, Mr. Antoine Frérot has decided to waive the compensation awarded for his duties as director paid by the Company and Group-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.

	2019				2020			
(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
Homaira Akbari [(3)]	26,608	0	43,808	0	0	0	0	0
Jacques Aschenbroich [(4)]	69,560	0	40,610	0	97,120	0	89,560	0
Maryse Aulagnon [(4)]	122,000	0	87,900	0	142,000	0	142,000	0
Caisse des dépôts et consignations	37,800	0	17,742	0	78,120	0	37,800	0
Isabelle Courville	99,800	0	60,788	0	84,800	0	90,800	0
Antoine Frérot [(5)]	0	0	0	0	0	0	0	0
Clara Gaymard	52,994	0	30,568	0	50,320	0	51,796	0
Marion Guillou	62,000	0	32,800	0	62,000	0	62,000	0
Franck Le Roux [(6)]	68,800	0	32,952	0	68,800	0	68,800	
Pavel Páša [(6)]	52,000	0	27,700	0	52,000	0	52,000	0
Baudouin Prot [(3)]	12,577	0	22,147	0	0	0	0	0
Nathalie Rachou [(4)]	109,200	0	59,560	0	129,200	0	129,200	0
Paolo Scaroni	37,800	0	23,445	0	40,320	0	37,800	0
Louis Schweitzer	122,000	0	86,470	0	120,320	0	122,000	0
Guillaume Texier [(4)]	63,770	0	30,728	0	88,800	0	87,782	0
Pierre Victoria [(6)]	0	0	2,482	0	0	0	0	0
Paul-Louis Girardot, non-voting member (*censeur*) [(7)]	0	7,650	0	7,650	0	7,650	0	7,650
Serge Michel, non-voting member (*censeur*) [(8)]	8,675	4,581.6	17,875	4,581.6	0	0	0	0
TOTAL	945,584	12,231.6	617,575	12,231.6	1,013,800	7,650	969,538	7,650

(1) Gross amount before tax deductions or withholding tax paid in respect of the fourth quarter of 2018 and the first, second and third quarters of 2019 (fixed and variable components in the fourth quarter of 2018).
(2) Gross amount before tax deductions or withholding tax paid in respect of the fourth quarter of 2019 and the first, second and third quarters of 2020 (fixed and variable annual components in respect of 2019).
(3) The terms of office of Mrs. Homaira Akbari and Mr. Baudouin Prot expired on April 18, 2019.
(4) In consideration for the additional work performed by the members of the special commission dedicated to the Suez merger project (Mrs. Maryse Aulagnon, Mrs. Nathalie Rachou, Mr. Jacques Aschenbroich and Mr. Guillaume Texier), the Board of Directors' Meeting of November 4, 2020, at the recommendation of the Compensation Committee, decided to allocate to each member of this commission additional compensation of €20,000 in respect of fiscal year 2020.
(5) The full compensation of Mr. Antoine Frérot is presented in Section 3.4.1.1 of this Universal Registration Document. At its meetings of March 10, 2020 and March 9, 2021, the Board of Directors took note of the renewal of Mr. Antoine Frérot's decision to waive receipt of his compensation for 2019 and 2020.
(6) Mr. Pavel Páša and Mr. Pierre Victoria were appointed as Directors representing employees by the Group's European and France Works Councils, respectively, on October 15, 2014. They 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. Pierre Victoria's decision to transfer the compensation awarded for his duties as director to his trade union and Mr. Pavel Páša's intention to transfer the compensation awarded for his duties as director to an organization representing or assisting employees. Mr. Pierre Victoria's term of office expired on October 14, 2018. Mr. Franck Le Roux was appointed as his replacement 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 director to his trade union was recorded.
(7) Paul-Louis Girardot's term of office expired on April 19, 2018.
(8) Mr. Serge Michel's term of office expired on March 15, 2019.

Amount and allocation of compensation awarded for duties as director in 2021

In accordance with the recommendations of the Compensation Committee, the Board of Directors' Meeting of March 9, 2021 decided to retain **unchanged** the maximum total amount of compensation awarded to its members for 2021.

In addition, in consideration for the additional work performed by the members of the special commission dedicated to the Suez merger project (Mrs. Maryse Aulagnon, Mrs. Nathalie Rachou, Mr. Jacques Aschenbroich and Mr. Guillaume Texier), the Board of Directors' Meeting of March 9, 2021, at the recommendation of the Compensation Committee, decided to allocate to each member of this commission additional compensation of €20,000 in respect of fiscal year 2021. Where applicable and depending on the extent of the work entrusted to this commission, the Board may decide to allocate further compensation to each member of this commission within the limit of the annual compensation budget for directors (*i.e.* €1,200,000).

In addition, the Board of Directors took note of the renewal of Mr. Antoine Frérot's decision to waive receipt of the compensation awarded for his duties as Chairman of the Board of Directors for 2021.

3.4.1.3 Compensation of executives excluding the Chairman and Chief Executive Officer (Executive Committee members)

All members of the Executive Committee in office on December 31, 2020 (see Section 3.3.3 above), (excluding the Chairman and Chief Executive Officer) received total gross compensation of €7,340,459 in 2020 (for an Executive Committee comprising ten members excluding the Chairman and Chief Executive Officer), compared with €6,662,353 [(1)] in 2019 (for an Executive Committee comprising ten members excluding the Chairman and Chief Executive Officer).

The tables below show the total gross compensation paid to members of the Company's Executive Committee as of December 31, 2019 and 2020, with the exception of the Chairman and 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 companies of the Group in France and abroad.

The quantifiable and qualitative portions of variable compensation of members of the Executive Committee (excluding the Chairman and Chief Executive Officer) are generally determined based on the same weightings applied to their Target bonus base (quantifiable portion of 80% and qualitative portion of 20%) and the same quantifiable and qualitative criteria applicable to the Chairman and Chief Executive Officer. Note, however, that a weighting of the attainment of zone-specific indicators to Group indicators is applied for members of the Executive Committee who are zone Senior Executive Vice-Presidents.

The 2020 average variable compensation of Executive Committee members represents approximately 103.53% of their fixed compensation.

	Fiscal year 2019 (10 members)	
(in euros)	Amounts payable for the fiscal year	Amounts paid during the fiscal year
Fixed compensation	3,659,222	3,659,230
Annual variable compensation	3,771,044	3,504,443
Compensation awarded for duties as director		
• Paid by Veolia Environnement	-	-
• Paid by controlled companies	-	-
Benefits in kind [(1)]	12,549	12,549
TOTAL	7,442,815	7,176,222

(1) These figures do not include any housing allowances, or bonuses paid for expatriation/returning home.

	Fiscal year 2020 (10 members)	
(in euros)	Amounts payable for the fiscal year	Amounts paid during the fiscal year
Fixed compensation	3,696,666	3,698,290
Annual variable compensation	3,630,955	3,630,954
Compensation awarded for duties as director		
• Paid by Veolia Environnement	-	-
• Paid by controlled companies	-	-
Benefits in kind [(1)]	11,215	11,215
TOTAL	7,338,836	7,340,459

(1) These figures do not include any housing allowances, or bonuses paid for expatriation/returning home.

(1) Excluding exceptional bonuses paid in 2019: €513,868.

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 Chairman and Chief Executive Officer's termination compensation and the supplementary group pension plans described below.

3.4.2.1 Supplementary group pension plan

3.4.2.1.1 Description

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 Chairman and Chief Executive Officer's total compensation. Furthermore, the group of potential beneficiaries is not limited to the Chairman and Chief Executive Officer, 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.

Provided that he 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 Chairman and Chief Executive Officer, could represent 6% of his annual reference compensation. This reference compensation is capped at eight times the annual social security ceiling.

This theoretical annual lifetime annuity would be reduced by the annuities paid by the Group defined contribution pension plan to which the Chairman and Chief Executive Officer is entitled by virtue of his affiliation with the Group, calculated without payment of survivor benefits.

Therefore, the theoretical annuity, under the Group defined benefit pension plan will be eliminated if the entitlement accumulated under the defined contribution pension plan would result in a higher annuity based on the estimated capital at the retirement date. Assuming a retirement age of 63 years old and based on a total annual compensation level of between €1.9 million and €2.3 million, the potential annuity of the Chairman and Chief Executive Officer under all pension plans (including the basic social security retirement plan, the complementary pension plans and the Company's group supplementary pension plans) could represent a theoretical amount of approximately 7% to 9% of his annual compensation.

3.4.2.1.2 Features

Defined benefit pension plan

Pursuant to Article D. 225-104-1 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 (€329,088 in 2020);
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.* €32,909 in 2020);
7. funding 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.

   Provided that he 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 Chairman and Chief Executive Officer, could represent 6% of his annual reference compensation. This reference compensation is capped at eight times the annual social security ceiling.

   At the end of 2020, the annual 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 Chairman and 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 €44,000, at the age of 63 years old, the estimated amount of Mr. Antoine Frérot's defined benefit annual annuity would be nil;
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. 225-104-1 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: the beneficiary category consists 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 (€123,408 in 2020). 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. Based on the estimated capital at the end of 2020, Mr. Antoine Frérot's defined contribution annual annuity payable when he reaches 63 years old and calculated without payment of survivor benefits, is estimated at approximately €44,000;
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.

The renewal of Mr. Antoine Frérot's benefits, as Chairman and Chief Executive Officer, under the supplementary defined contribution pension plan was approved by the General Shareholders' Meeting of April 19, 2018 (6th resolution).

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).

3.4.2.3 Compensation in the event of termination of the office of Chairman and Chief Executive Officer

It is noted that, in accordance with the AFEP-MEDEF Code, the Board of Directors of the Company, at its meeting of December 17, 2009, recorded the termination, as of January 1, 2010, of Mr. Antoine Frérot's employment contract, which had been suspended on November 27, 2009 when he was appointed Chief Executive Officer of Veolia Environnement. The termination of Mr. Antoine Frérot's employment contract caused him to lose the right under the collective bargaining agreement to receive severance compensation related to his years of service within the Group (over 20 years as of that date). The Board of Directors, following a proposal from the Nominations and Compensation Committee, and further to the approval of shareholders at the General Shareholders' Meeting of May 7, 2010, decided to award Mr. Antoine Frérot compensation in the event of the termination of his term of office as Chief Executive Officer, in accordance with the provisions of the "TEPA" Act (Article L. 225-42-1 of the French Commercial Code; law relating to employment, labor and purchasing power).

On the renewal of Mr. Antoine Frérot's term of office in 2014, the Board of Directors' Meeting of March 11, 2014 decided, at the recommendation of the Compensation Committee, to authorize the renewal of this termination compensation under conditions similar to those previously granted and in accordance with the provisions of the AFEP-MEDEF Code.

In the context of the renewal of Mr. Antoine Frérot's term of office in 2018, the Board of Directors' Meeting of March 6, 2018 decided, at the recommendation of the Compensation Committee, to authorize the renewal of this termination compensation under conditions similar to those previously granted in accordance with the provisions of the AFEP-MEDEF Code, namely:

- payment of this compensation would be limited only to "**forced departure**". It would not apply where (1) Mr. Antoine Frérot leaves the Company on his own initiative excluding the case of a "forced departure", or (2) he is able to claim his full retirement on the date of termination of his duties as Chief Executive Officer, or (3) he accepts after his departure as Chief Executive Officer, a proposed reclassification to an Executive Management position (as employee or corporate officer) within the Group;
- the maximum amount would be **limited to twice the yearly gross compensation of the last fiscal year** (excluding compensation for his duties as a director and benefits in kind) including the fixed portion of his compensation during the last year ("Fixed Portion") and the average of the variable portions ("Variable Portion") paid or payable for the last three fiscal years prior to termination of his position as Chief Executive Officer ("Reference Compensation");
- the calculation of this amount and of the fixed and variable portions of this compensation would both depend on the attainment of performance conditions. This severance payment would be **equal to twice the sum of** (1) the Variable Component of his Reference Compensation (average over the previous three fiscal years) and (2) the Fixed Component of his Reference Compensation (last fiscal year) **corrected by a "Performance Rate" corresponding to the average percentage attainment of the target variable compensation bonus** (also called "base bonus target" or 100% attainment of annual objectives) **for the last three fiscal years ended before the termination of his duties.**

The renewal of this compensation in the event of termination of Mr. Antoine Frérot's term of office was ratified by the Company's Combined General Meeting of April 19, 2018.

3.4.3 LONG-TERM INCENTIVE PLANS

3.4.3.1 Company policy for share subscription or purchase options, free shares and performance shares

The General Shareholders' Meeting of April 22, 2021 will be asked in the 9th, 10th and 11th resolutions to approve the adjustment to the economic performance criteria (Current Net Income, Group share) under the 2018, 2019 and 2020 performance share plans and the corresponding reduction in the number of performance shares granted to the Chairman and Chief Executive Officer as a beneficiary, the other performance criteria for these plans remaining unchanged.

Through the 9th, 10th and 11th resolutions, the Board of Directors, at the recommendation of the Compensation Committee, decided to adjust the financial objective of the internal economic performance criteria (Current Net Income, Group Share or CNIGS) in the 2018, 2019 and 2020 performance share plans, and submit, in accordance with good governance practices, this change in financial objective for your approval with regards to the Chairman and Chief Executive Officer as a beneficiary. It is recalled that a communication was issued on the adjustment to the financial objective in the 2018 plan on April 1, 2020. Other than the change to the financial objectives in these plans, the other performance criteria in the 2019 and 2020 plans are unchanged.

In the exceptional context tied to the Covid-19 epidemic, the results for fiscal year 2020 are not representative of the Group's overall performance during the reference period of the plans and would have a disproportionate impact leading to the loss of all rights relating to this criteria for all beneficiaries who are in high demand to help the Company exit the health crisis and bounce back.

Accordingly, at the recommendation of the Compensation Committee, the Board of Directors' Meeting of March 9, 2021 decided to propose the **neutralization of fiscal year 2020** in calculating the attainment of this sole Company economic performance indicator and a **reduction in the same proportion for this criteria, *i.e.* one-third**, of the number of rights to shares currently vesting under the 2018, 2019 and 2020 performance share plans. This adjustment seeks to align the interests of shareholders with those of plan beneficiaries who are strongly committed to the Company's performance recovery after the health crisis. The Board of Directors considered its decision to adjust these plans, made at the recommendation of the Compensation Committee, to be balanced in consideration for the ambitious financial objectives and results aimed at regaining or exceeding the Company's 2019 pre-crisis performance level.

In addition, and for the new performance share plan proposed in 2021, the economic performance criteria will be based on CNIGS as of December 31, 2019 in order to avoid any windfall gain when calculating the increase in this financial indicator.

These adjustments are also consistent with the following objectives set by Veolia for 2021 (at constant exchange rates):

- revenue above 2019 level thanks to solid organic growth;
- EBITDA above €4 billion;
- net financial debt below €12 billion and a leverage ratio below 3x;
- objective to return to the pre-crisis dividend policy from 2021.

Summary of adjustments to the financial objective of the economic performance criteria in the 2018, 2019 and 2020 plans and impact of the change to this financial objective whose relative weighting has been decreasing since 2018 (100% in 2018, 50% in 2019 and 25% in 2020):

	Recap of the economic performance criteria and the proposed adjustments	Weighting of the economic criteria before neutralization of fiscal year 2020	Percentage decrease in the total grant after neutralization of fiscal year 2020
2018 Plan (Plan no. 1) Board of Directors' decision of May 2, 2018 Around 700 beneficiaries 1,731,368 shares granted, including 49,296 shares granted to the Chairman and Chief Executive Officer **After adjustment, reduction in the number of shares initially granted to 1,154,303, including 32,865 shares granted to the Chairman and Chief Executive Officer** (Resolution 9)	**Initial internal economic performance criteria** Average annual growth in Current Net Income, Group Share (CNIGS) per share for fiscal years 2018, 2019 and 2020: • average growth ≥ 10% per year: 100% of performance shares will vest; • average growth < 5% per year: no performance shares will vest. Between 5% and 10% shares will vest on a proportional basis. Baseline: 2017 CNIGS. Before neutralization of fiscal year 2020, the average growth in CNIGS compared with the 2017 base year is less than 5% and no shares would therefore vest in respect of this criteria. **Proposed adjustments:** neutralization of fiscal year 2020 and one-third reduction in the total number of share rights.	100%	33.33%

	Recap of the economic performance criteria and the proposed adjustments	Weighting of the economic criteria before neutralization of fiscal year 2020	Percentage decrease in the total grant after neutralization of fiscal year 2020
2019 Plan (Plan no. 2) Board of Directors' decision of April 30, 2019 Around 450 beneficiaries 1,131,227 shares granted, including 47,418 shares granted to the Chairman and Chief Executive Officer **After adjustment, reduction in the number of shares initially granted to 942,764, including 39,518 shares granted to the Chairman and Chief Executive Officer** (Resolution 10)	**Initial internal economic performance criteria** Average annual growth in CNIGS per share for fiscal years 2019, 2020 and 2021: • average growth ≥ 10% per year: 100% of performance shares will vest; • average growth < 5% per year: no performance shares will vest. Between 5% and 10% shares will vest on a proportional basis. 2018 baseline: €654.6 million. Due to the significant fall in 2020 CNIGS per share compared with 2019 (-46%), the average growth in CNIGS over the initial reference period of the plan would be below 5% and no shares would therefore vest in respect of this criteria. **Proposed adjustments:** neutralization of fiscal year 2020 and one-third reduction in the number of share rights for this criteria. Adjustment of this economic performance criteria as follows: Annual average annual growth in CNIGS in fiscal years 2019 and 2021 (neutralization of 2020): • average growth ≥ 10% per year: *i.e.* 2021 CNIGS of €792.1 million: 100% of performance shares will vest; • average growth < 5% per year: no performance shares will vest if 2021 CNIGS is below €721.7 million. Between 5% and 10% shares will vest on a proportional basis. Baseline: 2018 CNIGS. **The other stock market and CSR performance conditions remain unchanged.**	50%	16.66%

	Recap of the performance criteria and the proposed adjustments	Weighting of the economic criteria before neutralization of fiscal year 2020	Percentage decrease in the total grant after neutralization of fiscal year 2020
2020 Plan (Plan no. 3) Board of Directors' decision of May 5, 2020 Around 450 beneficiaries 1,109,400 shares granted, including 51,993 shares granted to the Chairman and Chief Executive Officer **After adjustment, reduction in the number of shares initially granted to 1,016,987, including 47,662 shares granted to the Chairman and Chief Executive Officer** (Resolution 11)	**Initial internal economic performance criteria** Average annual growth in Current Net Income, Group Share (CNIGS) of 7% in fiscal years 2020, 2021 and 2022: • if CNIGS as of December 31, 2022 is less than or equal to €768 million (€847 million before neutralization of fiscal year 2020), no performance shares will vest under this indicator; • if CNIGS as of December 31, 2022 is equal to or more than €845 million (€931 million before neutralization of fiscal year 2020), all performance shares granted under this indicator will vest. Shares will vest on a proportional basis between these two thresholds. 2019 baseline: €738.4 million. **Proposed adjustments:** neutralization of fiscal year 2020 and one-third reduction in the number of share rights for this criteria. Adjustment of this economic performance criteria as follows: Annual average annual growth in CNIGS in fiscal years 2021 and 2022 (neutralization of 2020): • average growth ≥ 7% per year: *i.e.* 2022 CNIGS of €845 million: 100% of performance shares will vest; • average growth < 10% of this objective: no performance shares will vest if 2022 CNIGS is below €768 million. Shares will vest on a proportional basis between these two thresholds. Baseline: 2019 CNIGS. **The other stock market and CSR performance conditions remain unchanged.**	25%	8.33%

Company policy with regard to the percentage of compensation corresponding to performance shares granted to the Chairman and Chief Executive Officer

In accordance with the provisions of the AFEP-MEDEF Code, the Board of Directors, when implementing performance share plans, sets the percentage of compensation corresponding to performance shares that would be granted, in particular to the Chairman and Chief Executive Officer. This policy is unchanged since the implementation of the 2018, 2019 and 2020 plans. It is intended to be applied unchanged to the proposed 2021 performance share plan. Under the terms of this policy and **at the recommendation of the Compensation Committee, the Board of Directors decided that the performance shares granted to the Chairman and Chief Executive Officer will be capped at a stock market value equal to 100% of his fixed compensation on grant**.

Company policy with regard to holding obligations applicable to performance shares granted and vested

From the implementation of the 2018, 2019 and 2020 performance share plans, the Board of Directors, at the recommendation of the Compensation Committee, decided to apply a policy requiring the **Chairman and Chief Executive Officer 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 2021 performance share plan (subject to the approval by the General Shareholders' Meeting of April 22, 2021 of the 22nd resolution). It is recalled that the shareholding obligations applicable to the performance share plans are as follows:

- for the **Chairman and Chief Executive Officer**, obligation to hold, until the end of his duties, 40% of the total performance shares granted under this plan, net of applicable taxes and social security contributions, until an overall shareholding corresponding to 200% of his gross fixed compensation is ultimately reached;
- for the **members of the Company's Executive Committee**, obligation to hold, until the end of their duties on the Executive Committee, 25% of the 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 2018 (Plan no. 1)

The Board of Directors' Meeting of March 6, 2018, 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 2018.

In this context, the Board of Directors decided, for fiscal year 2018, to favor the grant of performance shares (with a three-year vesting period relating to fiscal years 2018, 2019 and 2020) to replace the Management Incentive Plan (MIP), which expired in April 2018.

In accordance with the Group's compensation policy and the authorization granted by the Veolia Environnement General Shareholders' Meeting of April 19, 2018, the Board of Directors decided on May 2, 2018, at the recommendation of the Compensation Committee, to grant:

- 248,580 free shares, *i.e.* 0.04% of the share capital as of December 31, 2018, to all employees of the France scope (49,716 beneficiaries);
- 1,731,368 performance shares, *i.e.* 0.31% of the share capital as of December 31, 2018 to approximately 700 top executives and high-potential employees of the Group.

In this context, 49,296 performance shares were initially granted to Mr. Antoine Frérot (*i.e.* approximately 0.01% of the share capital compared with 0.04% authorized by the General Shareholders' Meeting).

In addition, 1,682,072 performance shares (*i.e.* 0.30% of the share capital), with a fair value under IFRS 2 of €25,466,570, were granted to other employee beneficiaries as follows:

- key positions (449 beneficiaries including the Executive Committee and the Management Committee): 1,301,072 performance shares (*i.e.* 0.23% of the share capital);
- high potential employees (116 beneficiaries): 183,000 performance shares (*i.e.* 0.03% of the share capital);
- key contributors (111 beneficiaries): 198,000 performance shares (*i.e.* 0.04% of the share capital).

These performance shares will vest subject to the following conditions:

- a **presence condition** until the end of the three-year vesting period *i.e.* until the expiry of the plan scheduled for May 2, 2021; and
- a **financial performance condition** corresponding to average growth in Current Net Income, Group Share (CNIGS) per share (CAGR: Compound Annual Growth Rate) of 10% per year, as recorded at the end of the plan period in 2021, based on results for the 2018, 2019 and 2020 fiscal years compared with the 2017 base year. If this average growth is less than 5%, no performance shares will vest. Shares will vest on a proportional basis between 5% and 10%.

The Board of Directors' Meeting of April 1, 2020 decided to amend the performance condition of the 2018 performance share plan implemented on May 2, 2018 and expiring on May 2, 2021.

This plan included a performance condition based on average growth in Current Net Income, Group Share per share of 10% annually (for the vesting of all performance shares granted), as recorded at the end of the plan period in 2021, based on results for the 2018, 2019 and 2020 fiscal years compared with the 2017 base year. If this average growth is less than 5%, no performance shares will vest. Shares will vest on a proportional basis between 5% and 10%.

The Board of Directors' Meeting of April 1, 2020 decided, at the recommendation of the Compensation Committee and to take account of the exceptional context of the Covid-19 epidemic, to modify this economic performance objective by neutralizing fiscal year 2020 and reducing by one-third the share rights granted. After adjustment, the number of performance shares initially granted was therefore reduced to 1,154,303, including 32,865 shares granted to the Chairman and Chief Executive Officer. The plan maturity date is unchanged (May 2, 2021).

This adjustment is presented for shareholder approval at the General Shareholders' Meeting of April 22, 2021 (9th resolution).

Company policy for performance share grants in 2019 (Plan no. 2)

The Board of Directors' Meeting of March 5, 2019, 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 2019.

In this context, the Board of Directors decided, for fiscal year 2019, to favor the grant of performance shares (with a three-year vesting period relating to fiscal years 2019, 2020 and 2021).

In accordance with the Group's compensation policy and the authorization granted by the Veolia Environnement General Shareholders' Meeting of April 18, 2019, the Board of Directors decided on April 30, 2019, at the recommendation of the Compensation Committee, to grant:

- 1,131,227 performance shares, *i.e.* 0.20% of the share capital at this date, to approximately 450 beneficiaries including executives, high-potential employees and key contributors of the Group.

In this context, 47,418 performance shares were initially granted to Mr. Antoine Frérot (*i.e.* approximately 0.01% of the share capital compared with 0.04% authorized by the General Shareholders' Meeting).

In addition, 1,083,809 performance shares (*i.e.* 0.19% of the share capital), with a fair value under IFRS 2 of €18,576,486 were granted to other employee beneficiaries as follows:

- key positions (227 beneficiaries including the Executive Committee and the Management Committee): 748,809 performance shares (*i.e.* 0.13% of the share capital);
- high potential employees (102 beneficiaries): 178,000 performance shares (*i.e.* 0.03% of the share capital);
- key contributors (99 beneficiaries): 157,000 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 on May 1, 2022; and
- a **performance condition tied to the attainment of the following internal and external criteria**:
  - an economic criterion,
  - a stock market criterion,
  - CSR (Corporate Social Responsibility) criteria.

The number of performance shares that vest under the plan will depend on the attainment of:

- **an internal economic criteria for 50%** of performance shares granted, assessed on expiry of the plan, based on target average growth in Current Net Income, Group Share (CNIGS) per share (CAGR: Compound Annual Growth Rate) of 10% per year from 2018, over the reference period comprising fiscal years 2019, 2020 and 2021. No performance shares will vest in respect of this criteria if the average annual growth rate is less than 5%. Shares will vest on a proportional basis between 5% and 10%;
- **an external 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 CAC 40 index ("the Index"). This performance will be determined as of December 31, 2021, the fiscal year preceding the vesting date and calculated over the three fiscal years, 2019, 2020 and 2021, corresponding to the reference period (the "Reference Period") preceding the vesting of the shares.

  This performance condition will apply to the Reference Period as follows: if the TSR of the Veolia Environnement share over three years:

  - increases less than the Index: no shares will vest,
  - increases in the same amount as the index: 50% of the performance share grant will vest,
  - increases 10% or more compared to the index: all performance shares will vest,
  - between the rate of increase in the Index and an increase in the TSR of the Veolia Environnement share of 10% higher than the Index: the number of shares that vest will be determined by linear interpolation (proportional basis);
- **external and internal CSR (Corporate Social Responsibility) performance criteria for 25%** of performance shares granted, assessed on maturity of the plan as follows:

  (i) 12.5% of performance shares granted if Veolia is in the Top 10% best performing Utilities sector companies in the FTSE4GOOD non-financial index during the three reference fiscal years (2019, 2020 and 2021), as follows:

  - if Veolia is in the Top 10% Utilities sector companies during the three reference fiscal years: all performance shares granted will vest,
  - if Veolia is in the Top 10% Utilities sector companies during two reference fiscal years: 66% of the performance share grant will vest,
  - if Veolia is in the Top 10% Utilities sector companies during one reference fiscal year: 33% of the performance share grant will vest,
  - if Veolia is not in the Top 10% Utilities sector companies during the three reference fiscal years: no performance shares will vest,

  (ii) 12.5% of performance shares granted based on the attainment of the circular economy revenue growth objective over the three reference fiscal years (2019, 2020 and 2021), as published in the Company's annual financial statements (basis: fiscal year 2018), as follows:

  - if the average growth in circular economy revenue exceeds the average growth in Group revenue by 2.5% or more: all performance shares will vest,

- if the average growth in circular economy revenue is less than or equal to the average growth in Group revenue: no shares will vest,
- between these two thresholds, the number of shares that vests will be determined by linear interpolation (proportional basis).

To take account of the exceptional context of the Covid-19 epidemic, the Board of Directors' Meeting of March 9, 2021 decided to modify the financial objective related to this economic performance criteria and reduce by one-third the initial number of performance shares granted for this criteria to reflect the neutralization of fiscal year 2020. After adjustment, the number of performance shares initially granted was therefore reduced to 942,764, including 39,518 shares granted to the Chairman and Chief Executive Officer. This economic performance criteria is adjusted as follows and is based on the average annual growth (CAGR - Compound Annual Growth rate) in CNIGS in fiscal years 2019 and 2021 (neutralization of fiscal year 2020) or the "Revised reference period" compared with 2018 CNIGS:

- if the average growth in CNIGS over the Revised reference period is equal to or more than 10% per year, *i.e.* 2021 CNIGS of €792.1 million, 100% of performance shares will vest;
- if the average growth in CNIGS over the Revised reference period is less than 5% per year, (*i.e.* 2021 CNIGS of €721.7 million), no performance shares will vest;
- between 5% and 10% shares will vest on a proportional basis.

The other stock market and CSR performance criteria remain unchanged, as does the plan expiry date (May 1, 2022).

This adjustment is presented for shareholder approval at the General Shareholders' Meeting of April 22, 2021 (10th resolution).

Company policy for performance share grants in 2020 (Plan no. 3)

The Board of Directors' Meeting of March 10, 2020, 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 2020.

In this context, the Board of Directors decided, for fiscal year 2020, to favor the grant of performance shares (with a three-year vesting period relating to fiscal years 2020, 2021 and 2022).

In accordance with the Group's compensation policy and the authorization granted by the Veolia Environnement General Shareholders' Meeting of April 22, 2020, the Board of Directors decided on May 5, 2020, at the recommendation of the Compensation Committee, to grant:

- 1,109,400 performance shares, *i.e.* 0.20% of the share capital at this date, to approximately 450 beneficiaries including executives, high-potential employees and key contributors of the Group.

In this context, 51,993 performance shares were granted to Mr. Antoine Frérot (*i.e.* approximately 0.01% of the share capital compared with 0.04% authorized by the General Shareholders' Meeting).

In addition, 1,057,407 performance shares (*i.e.* 0.19% of the share capital), with a fair value under IFRS 2 of €14,370,161 were granted to other employee beneficiaries as follows:

- key positions (220 beneficiaries including the Executive Committee and the Management Committee): 748,407 performance shares (*i.e.* 0.13% of the share capital);
- high potential employees (98 beneficiaries): 164,000 performance shares (*i.e.* 0.03% of the share capital);
- key contributors (98 beneficiaries): 145,000 performance shares (*i.e.* 0.03% of the share capital).

The vesting of performance shares would be 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 2023; and
- **a performance condition tied to the attainment of the following internal and external criteria**:
  - **financial criteria in the amount of 50%,**
  - **non-financial quantifiable criteria in the amount of 50%.**

The number of performance shares that vest under the plan will depend on the attainment of:

For the 50% **financial** criteria:

- a **Profitability** indicator **(Current Net Income, Group Share or CNIGS) (economic performance criteria) for 25%** of performance shares granted, assessed on expiry of the plan, based on target average growth in Current Net Income, Group Share (CAGR: Compound Annual Growth Rate) of 7% per year from 2019, over the reference period comprising fiscal years 2020, 2021 and 2022;
- if CNIGS as of December 31, 2022 is less than or equal to €847 million, no performance shares will vest under this indicator;
- if CNIGS is equal to or more than €931 million, all performance shares granted under this indicator will vest;
- shares will vest on a proportional basis between these two thresholds;
- 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, 2022 and calculated over the three fiscal years, 2020, 2021 and 2022, corresponding to the reference period (the "Reference Period"). This performance condition will be applied over the reference period as follows:

if the TSR of the Veolia Environnement share over three years:

- increases 10% less than the Index: no shares will vest under this indicator,
- increases in the same amount as the index: 50% of the performance share granted under this indicator will vest,
- increases by 10% or more compared with the Index: all performance shares granted under this criterion will vest,
- increases between the Index and 10% higher than the Index: the number of shares that vest under this criterion will be determined by linear interpolation (proportional basis).

For the **50% non-financial quantifiable criteria**: (N.B. the 2019 baseline and the 2023 target for these indicators are presented on pages 6 to 8 above of the 2020 Universal Registration Document):

- a **Climate** indicator (for **5%** of performance shares granted): by the end of 2022, annual contribution to avoided GHG emissions in metric tons of CO_2 equivalent, as follows:
  - if the indicator is less than or equal to 12 million metric tons, no performance shares will vest,
  - if the indicator is equal to or more than 14 million metric tons, all performance shares granted under this indicator will vest,
  - between these two thresholds, the number of shares that vests in respect of this indicator will be determined by linear interpolation (proportional basis);
- a **Customer satisfaction** indicator (for **5%** of performance shares granted): by the end of 2022, measurement of customer satisfaction using the Net Promoter Score (NPS) methodology, as follows:
  - if more than 50% of revenue is covered by the NPS approach in the 10 largest Business Units ("BU"), based on the following attainment scores:
    - if the overall NPS score is less than 20, no performance shares will vest,
    - if the NPS global score is equal to or more than 30, all performance shares granted under this indicator will vest,
    - between these two thresholds, the number of shares that vests in respect of this indicator will be determined by linear interpolation (proportional basis);
  - If less than 50% of revenue is covered in the 10 largest Business Units, no performance shares will vest in respect of this indicator;
- a **Diversity** indicator (for **10%** of performance shares granted): percentage of women appointed among executive officers during the period 2020-2022, as follows:
  - if the indicator is less than or equal to 35%, no performance shares will vest,
  - if the indicator is equal to 42%, 50% of performance shares granted under this indicator will vest,
  - if the indicator is equal to or more than 50%, all performance shares granted under this indicator will vest,
  - between these thresholds, the number of shares that vests in respect of this indicator will be determined by linear interpolation (proportional basis);
- an **Access to essential services** indicator (for **5%** of performance shares granted): by the end of 2022, increase 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, as follows:
  - if the indicator is less than or equal to the 2019 baseline (4.17 million inhabitants), no performance shares will vest,
  - if the indicator increases 12% compared to the 2020 baseline, all performance shares granted under this indicator will vest,
  - between these two thresholds, the number of shares that vests in respect of this indicator will be determined by linear interpolation (proportional basis);
- an **Innovation** indicator (for **5%** of performance shares granted): by the end of 2022, inclusion by the Group in 10 contracts of at least 10 different innovations based on a predefined list presented in Section 7.4.4.2 of the 2019 Universal Registration Document, as follows:
  - if the indicator is less than 5, no performance shares will vest,
  - if the indicator is equal to or more than 10, all performance shares granted under this indicator will vest,
  - between these two thresholds, the number of shares that vests in respect of this indicator will be determined by linear interpolation (proportional basis);
- a **Water resource protection** indicator (for **5%** of performance shares): by the end of 2022, improvement in the efficiency of drinking water networks (volume of drinking water consumed / volume of drinking water produced), as follows:
  - if the indicator is less than or equal to 72.5%, no performance shares will vest,
  - if the indicator is equal to or more than 74%, all performance shares granted under this indicator will vest,
  - between these thresholds, the number of shares that vests in respect of this indicator will be determined by linear interpolation (proportional basis);
- a **Circular economy/Plastics** indicator (for **5%** of performance shares granted): by the end of 2022, increase in the volume of transformed plastic, in metric tons of products leaving plastic transformation plants, as follows:
  - if the indicator is less than or equal to 450 thousand metric tons, no performance shares will vest,

- if the indicator is equal to or more than 530 thousand metric tons, all performance shares granted under this indicator will vest,
- between these two thresholds, the number of shares that vests in respect of this indicator will be determined by linear interpolation (proportional basis);

- a **Socio-economic footprint** indicator for Veolia's activities in countries where the Group operates (for **5%** of performance shares granted): by the end of 2022, measure of wealth created and the number of jobs supported by Veolia in the world using the Local Footprint methodology, calculated by the company Utopies. Attainment of this indicator is measured as follows:
  - if there is an external annual publication in each of the three years (2020, 2021, 2022) on the global impacts and impacts by geographic zone in at least 45 countries, all performance shares granted under this indicator will vest,
  - if there is an external annual publication in two of the three years on the global impacts and impacts by geographic zone in at least 45 countries, 66% of performance shares granted under this indicator will vest,
  - if there is an external annual publication in one of the three years on the global impacts and impacts by geographic zone in at least 45 countries, 33% of performance shares granted under this indicator will vest,
  - if there are no annual publications on the global impacts and impacts by geographic zone in at least 45 countries, no performance shares granted under this indicator will vest;
- a **Biodiversity** indicator (for **5%** of performance shares granted): measure of the rate of progress with action plans aimed at improving the impact on the natural environment and biodiversity at sensitive sites, as follows:
  - if the indicator is less than or equal to 30%, no performance shares will vest,
  - if the indicator is equal to or more than 60%, all performance shares granted under this indicator will vest,
  - between these two thresholds, the number of shares that vests in respect of this indicator will be determined by linear interpolation (proportional basis).

To take account of the exceptional context of the Covid-19 epidemic, the Board of Directors' Meeting of March 9, 2021 decided to modify the financial objective related to this economic performance criteria and reduce by one-third the initial number of performance shares granted for this criteria to reflect the neutralization of fiscal year 2020. After adjustment, the number of performance shares initially granted was therefore reduced to 1,016,987, including 47,662 shares granted to the Chairman and Chief Executive Officer. The economic performance criteria is adjusted as follows and is now based on the average annual growth (CAGR - Compound Annual Growth rate) in CNIGS in fiscal years 2021 and 2022 (neutralization of fiscal year 2020) or the "Revised reference period" compared with 2019 CNIGS (instead of 2020 CNIGS):

- if the average growth in CNIGS over the Revised reference period is equal to or more than 7% per year, *i.e.* 2022 CNIGS of €845 million, 100% of performance shares will vest;
- if the average growth in CNIGS over the Revised reference period is less than 10% per year, (*i.e.* 2022 CNIGS of €768 million), no performance shares will vest;
- shares will vest on a proportional basis between these two thresholds.

The other stock market and CSR performance criteria remain unchanged, as does the plan expiry date (May 5, 2023).

This adjustment is presented for shareholder approval at the General Shareholders' Meeting of April 22, 2021 (11th resolution).

Company policy for performance share grants in 2021

The Board of Directors' Meeting of March 9, 2021, 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 2021.

In this context, the Board of Directors decided, for fiscal year 2021, to favor the grant of performance shares (with a three-year vesting period relating to fiscal years 2021, 2022 and 2023).

The Board will therefore seek authorization from the Combined General Meeting of April 22, 2021 (22nd resolution), for a period of 26 months, to grant performance shares to a group of around 450 beneficiaries comprising top executives, high potential employees and key contributors of the Group, including the Chairman and Chief Executive Officer. This plan, which is intended to be launched in 2021 with an expiry date in 2024 following the publication of the 2023 financial statements, would succeed the plan granted in 2020.

This plan would be subject to the following limits:

- a **global limit of 0.5%** of the share capital, assessed at the date of the General Shareholders' Meeting of April 22, 2021, including a **sub-limit of 0.04% of the share capital** on the grant of performance shares to the **Chairman and Chief Executive Officer**.

The vesting of performance shares would be 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 2024; and
- a **performance condition tied to the attainment of the following internal and external criteria**:
  - **financial criteria in the amount of 50%,**
  - **non-financial quantifiable criteria in the amount of 50%, tied to the Company's Purpose.**

The number of performance shares that vest under the plan will depend on the attainment of:

For the **50% financial** criteria:

- a **Profitability** indicator **(Current Net Income, Group Share or CNIGS) (economic performance criteria) for 25%** of performance shares granted, assessed on expiry of the plan, based on target average growth in Current Net Income, Group Share (CAGR: Compound Annual Growth Rate) of 7% per year from 2019, over the reference period comprising fiscal years 2021, 2022 and 2023;

- if CNIGS as of December 31, 2023 is less than or equal to €818 million, no performance shares will vest under this indicator;
- if CNIGS is equal to or more than €900 million, all performance shares granted under this indicator will vest;
- shares will vest on a proportional basis between these two thresholds;
- 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, 2023 and calculated over the three fiscal years, 2021, 2022 and 2023, corresponding to the reference period (the "Reference Period"). This performance condition will be applied over the reference period as follows:

  if the TSR of the Veolia Environnement share over three years:

  - increases 10% less than the Index: no shares will vest under this indicator,
  - increases in the same amount as the index: 50% of the performance share granted under this indicator will vest,
  - increases by 10% or more compared with the Index: all performance shares granted under this criterion will vest,
  - increases between the Index and 10% higher than the Index: the number of shares that vest under this criterion will be determined by linear interpolation (proportional basis);

For the **50% non-financial quantifiable** criteria determined in the context of the Impact 2023 strategic plan (N.B. the 2020 baseline and the 2024 target for these indicators are presented on pages 6 to 8 of the 2020 Universal Registration Document):

- a **Climate** indicator (for **5%** of performance shares granted): by the end of 2023, annual contribution to avoided GHG emissions in metric tons of CO_2 equivalent, as follows:
  - if the indicator is less than or equal to 13 million metric tons, no performance shares will vest,
  - if the indicator is equal to or more than 15 million metric tons, all performance shares granted under this indicator will vest,
  - between these two thresholds, the number of shares that vests in respect of this indicator will be determined by linear interpolation (proportional basis);
- a **Customer satisfaction** indicator (for **5%** of performance shares granted): measurement of customer satisfaction using the Net Promoter Score (NPS) methodology, as follows:
  - if more than 50% of revenue is covered by the NPS approach in a scope covering at least 75% of Group consolidated revenue, based on the following attainment scores:
    - if the overall NPS score is less than 20, no performance shares will vest,
    - if the NPS global score is equal to or more than 30, all performance shares granted under this indicator will vest,
    - between these two thresholds, the number of shares that vests in respect of this indicator will be determined by linear interpolation (proportional basis);
  - If less than 50% of revenue of the relevant scope is covered, no performance shares will vest in respect of this indicator;
- a **Diversity** indicator (for **10%** of performance shares granted): percentage of women appointed among executive officers during the period 2021-2023, as follows:
  - if the indicator is less than or equal to 35%, no performance shares will vest,
  - if the indicator is equal to 42%, 50% of performance shares granted under this indicator will vest,
  - if the indicator is equal to or more than 50%, all performance shares granted under this indicator will vest,
  - between these thresholds, the number of shares that vests in respect of this indicator will be determined by linear interpolation (proportional basis);
- an **Access to essential services** indicator (for **5%** of performance shares granted): increase 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, as follows:
  - if the indicator is less than or equal to the 2019 updated baseline (5.7 million inhabitants), no performance shares will vest,
  - if the indicator increases 12% compared to the baseline, all performance shares granted under this indicator will vest,
  - between these two thresholds, the number of shares that vests in respect of this indicator will be determined by linear interpolation (proportional basis);
- an **Innovation** indicator (for **5%** of performance shares granted): by the end of 2023, inclusion by the Group in 10 contracts of at least 12 different innovations based on a predefined list presented in Section 3.4.4.2 of this Universal Registration Document, as follows:
  - if the indicator is less than 6, no performance shares will vest,
  - if the indicator is equal to or more than 12, all performance shares granted under this indicator will vest,
  - between these two thresholds, the number of shares that vests in respect of this indicator will be determined by linear interpolation (proportional basis);

- a **Water resource protection** indicator (for **5%** of performance shares): by the end of 2023, improvement in the efficiency of drinking water networks (volume of drinking water consumed / volume of drinking water produced), as follows:
  - if the indicator is less than or equal to 72.5%, no performance shares will vest,
  - if the indicator is equal to or more than 75%, all performance shares granted under this indicator will vest,
  - between these thresholds, the number of shares that vests in respect of this indicator will be determined by linear interpolation (proportional basis);
- a **Circular economy/Plastics** indicator (for **5%** of performance shares granted): by the end of 2023, increase in the volume of transformed plastic, in metric tons of products leaving plastic transformation plants, as follows:
  - if the indicator is less than or equal to 520 thousand metric tons, no performance shares will vest,
  - if the indicator is equal to or more than 610 thousand metric tons, all performance shares granted under this indicator will vest,
  - between these two thresholds, the number of shares that vests in respect of this indicator will be determined by linear interpolation (proportional basis);
- a **Socio-economic footprint** indicator for Veolia's activities in countries where the Group operates (for **5%** of performance shares granted): by the end of 2023, measure of wealth created and the number of jobs supported by Veolia in the world using the Local Footprint methodology, calculated by the company Utopies. Attainment of this indicator is measured as follows:
  - if there is an external annual assessment in each of the three years (2021, 2022, 2023) of the global impacts and impacts by geographic zone in at least 45 countries, all performance shares granted under this indicator will vest,
  - if there is an external annual assessment in two of the three years of the global impacts and impacts by geographic zone in at least 45 countries, 66% of performance shares granted under this indicator will vest,
  - if there is an external annual assessment in one of the three years of the global impacts and impacts by geographic zone in at least 45 countries, 33% of performance shares granted under this indicator will vest,
  - if there are no annual assessments of the global impacts and impacts by geographic zone in at least 45 countries, no performance shares granted under this indicator will vest;
- a **Biodiversity** indicator (for **5%** of performance shares granted): measure of the rate of progress with action plans aimed at improving the impact on the natural environment and biodiversity at sensitive sites, as follows:
  - if the indicator is less than or equal to 37.5%, no performance shares will vest,
  - if the indicator is equal to or more than 75%, all performance shares granted under this indicator will vest,
  - between these two thresholds, the number of shares that vests in respect of this indicator will be determined by linear interpolation (proportional basis).

3.4.3.2 Performance shares

Overview of performance share grants as of December 31, 2020 (AFEP-MEDEF Code Table 9)

	Performance shares		
	Plan no. 1	Plan no. 2	Plan no. 3
Date of the General Shareholders' Meeting	04/19/2018	04/18/2019	04/22/2020
Date of the Board of Directors' Meeting	05/02/2018	04/30/2019	05/05/2020
Number of shares granted (before adjustment)	1,731,368	1,131,227	1,109,400
• of which total number of shares granted to the Chairman and Chief Executive Officer, Mr. Antoine Frérot (before adjustment)	49,296	47,418	51,993
Share vesting date	05/03/2021	05/01/2022	05/06/2023
End of lock-up period	05/03/2021	05/01/2022	05/06/2023
Performance condition	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 12/31/2020	0	0	0
Total number of shares canceled or expired	155,405	57,164	14,243
Performance shares at the year end (before adjustment)	1,575,963	1,074,063	1,095,157

3.4.3.2.1 Performance shares granted during fiscal year 2020 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
Mr. Antoine Frérot (Chairman and Chief Executive Officer)	Plan no. 3 2020	51,993 (1)	€706,585	06/05/2023	06/05/2023	see Section 3.4.3.1 above

* *Valuation of performance shares granted as of May 5, 2020 based on the fair value of the share pursuant to IFRS 2 of €13.59.*
(1) Before adjustment.

3.4.3.2.2 Performance shares that became available during the fiscal year 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 and Chief Executive Officer)	None	None

3.4.3.2.3 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 shares vesting to them	Total number of shares granted/vested	Value of shares using the method adopted in the consolidated financial statements*	Plan number
Shares granted during fiscal year 2020 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	94,505	€1,284,323	Plan no. 3
Shares vested during fiscal year 2020 to the ten employees of Veolia Environnement and the aforementioned companies, to whom the greatest number of shares vested**	None	-	-

* *Valuation of performance shares granted as of May 5, 2020 based on the fair value of the share pursuant to IFRS 2 of €13.59.*
** *Excluding shares vested to employees who have left the Group.*

3.4.3.3 Share subscription or purchase options

Overview of share subscription and/or purchase option grants as of December 31, 2020 (AFEP-MEDEF Code Table 8)

None.

With regard to the share subscription or purchase option grant policy for the Company's Chairman and Chief Executive Officer, 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 the Chairman and Chief Executive Officer, nor to seek authorizations from the General Shareholders' Meeting to grant this type of financial instrument.

3.4.3.3.1 Share subscription or purchase options granted to and/or exercised by executive corporate officers in fiscal year 2020

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	Type of option	Value of options	Number of options granted during the fiscal year	Strike price *(in euros)*	Exercise period
Mr. Antoine Frérot (Chairman and 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 and Chief Executive Officer)	None	-	-

3.4.3.3.2 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 2020 by Veolia Environnement and any company within the scope of the option award, 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 2020 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 SHAREHOLDERS VOTE IN ACCORDANCE WITH ARTICLE L. 225-37 AND ARTICLE L. 22-10-34 OF THE FRENCH COMMERCIAL CODE

3.4.4.1 Approval of the corporate governance report and the fixed, variable and exceptional components of total compensation and benefits of all kind paid during 2020 or awarded in respect of the same fiscal year to Mr. Antoine Frérot by virtue of his duties as Chairman and Chief Executive Officer (“*Ex post* vote”)

(Resolution 12)

Pursuant to the provisions of Articles L. 225-100 and L. 22-10-34 of the French Commercial Code, shareholders are asked in the **12th resolution** to approve based on the report on Corporate Governance, on the one hand, 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, on the other hand, 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 2020 fiscal year or awarded in respect of the same fiscal year by virtue of his duties as Chairman and Chief Executive Officer. Note that all these components are presented in Chapter 3, Section 3.4 of the 2020 Universal Registration Document and summarized in the table below.

Compensation components	Amount	Comment
2020 Fixed compensation	€980,000	At the recommendation of the Compensation Committee, the Board of Directors’ Meeting of March 5, 2019 decided to renew the frequency of review of fixed and variable compensation at every three years with effect from January 1, 2019, in the absence of any major events. In compliance with this three-year policy, Mr. Antoine Frérot’s gross annual fixed compensation was increased to €980,000 from January 1, 2019. During its meeting of March 10, 2020, the Board of Directors confirmed that this policy would apply for 2020.
2020 Variable compensation	€1,166,337	The Board of Directors’ Meeting of March 9, 2021, at the recommendation of the Compensation Committee, set and approved the total amount of Mr. Antoine Frérot’s variable compensation (quantifiable and qualitative components) for the 2020 fiscal year at €1,377,150. Nevertheless, Mr. Antoine Frérot, adopting a fair treatment approach of the efforts required from stakeholders and in particular from the shareholders of the Company, decided to waive 30% of the financial quantifiable portion of his 2020 variable compensation, which amounts to €491,896 and reduces the overall amount of his 2020 variable compensation to €1,166,337 instead of €1,377,150 initially. The quantifiable objectives for 2020 have been determined in the context of the new 2020-2023 strategic plan and notably the implementation of the Company’s Purpose and all its performance indicators for stakeholders (multifaceted performance). In order to integrate the multifaceted performance indicators relating to the Company’s Purposes, the Board of Directors’ meeting of March 10, 2020, at the recommendation of the Compensation Committee, decided to amend the calculation method for variable compensation as follows: • increase in the weight of the auditable quantifiable portion to 80% and decrease in the weight of the qualitative portion to only 20%; • the 80% auditable quantifiable portion will consist 50% of financial quantifiable objectives and 30% of non-financial quantifiable objectives; • 2020 target variable compensation (in the event of attainment of the objectives set by the Board of Directors) is set at 100% of the annual fixed compensation (“Base target bonus”); • variable compensation is capped (in the event objectives are exceeded) at 160% of annual fixed compensation for 2020, or €1,568,000. 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 2020 fiscal year was determined as follows: (i) **with respect to the quantifiable criteria:** in line with the outlook and objectives published on February 28, 2020 and revised on July 30, 2020, the criteria for the quantifiable portion of variable compensation break down as follows. The quantifiable portion is equal to the total of the components resulting from application of each of these criteria separately: **For the 50% financial quantifiable** portion: • 15% based on **the Profitability indicator (CNIGS)**: Current Net Income - Group share (160%); • 10% based on **the Investment Capacity indicator (free cash flow)**: before financial acquisition/divestments and dividends but after financial expenses and taxes (160%); • 15% based on **the Group Growth indicator (revenue)**: Group organic revenue excluding acquisitions and divestitures of more than €100 million but including acquisitions of privatized public services (110.9%); • 10% 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 (150.7%). These financial indicators are defined in Chapter 5, Section 5.5 of the Universal Registration Document. The financial quantifiable variable compensation portion was determined based on the attainment of the 2020 budget objectives which were consistent with the outlook announced to the market on July 30, 2020.

Compensation components	Amount	Comment
2020 Variable compensation	€1,166,337	**The financial quantifiable variable portion equals €702,709 reflecting an overall payout ratio of 143.41% and is reduced at €491,896 after Mr. Antoine Frérot waived 30% of this financial quantifiable portion.** **For the 30% non-financial quantifiable** portion: • 5% based on **the Health and Safety indicator**: improvement and reduction in the injury frequency rate (102.34%); • 5% based on the **Ethics and Compliance** indicator: percentage of positive answers to the commitment survey question "Are Veolia's values applied in my entity" (Top 5000 Group employees) (137.5%); • 5% based on the **Climate** indicator (invest in the transition to carbon neutrality to achieve zero facilities powered by coal in Europe by 2030, for facilities where the Group controls investment): completion rate for scheduled investment to reduce greenhouse gas emissions (145.67%); • 5% based on the **Hazardous waste treatment and recovery** indicator: consolidated revenue growth of the "Liquid and hazardous waste treatment and recovery" segment (135.9%); • 5% based on the **employee Commitment** indicator: commitment rate of employees measured by a commitment survey conducted by an external body (clear objectives, meaning and usefulness, work atmosphere, pride in the Group, willingness to recommend Veolia) (142%); • 5% for the **Training** indicator: average number of training hours per employee per year (upskilling training actions) (73%). The non-financial quantifiable variable compensation portion was determined based on the realization of the 2020 objectives for the indicators concerned as detailed in Chapter 7, Section 7.4 of the 2019 Universal Registration Document and recalled in the Notice and information brochure to the General Meeting of April 22, 2020. **The non-financial quantifiable variable portion equals €360,841 reflecting an overall payout ratio of 122.74%.** ii) **with respect to the qualitative criteria:** the Board of Directors' meeting of March 9, 2021 decided to allocate €313.600 to Mr. Antoine Frérot in respect of the qualitative variable portion (20% of the target bonus) of his 2020 compensation, with a payment rate of 160% of the qualitative portion based on an overall assessment founded on the attainment of the following criteria: • strategic aspects with a payment rate of 160%; • managerial performance with a payment rate of 160%. **The assessment of those criteria by the Board of Directors is detailed in Chapter 3 Section 3.4.1.1.2 of the 2020 Universal Registration Document.** **Mr. Antoine Frérot's variable compensation (quantifiable and qualitative components) for fiscal year 2020 therefore amounts to €1,377,150 equal to 140.52% of his Base target bonus.** Though the ambitious objectives of the 2020 budget as revised by the Board of Directors Meeting of July 20, 2020, were attained and exceeded, Mr. Antoine Frérot unilaterally decided to waive 30% of the financial quantifiable portion of his 2020 variable compensation in order to adopt a fair treatment approach of the efforts required from stakeholders of the Group and in particular from the shareholders. **Therefore, and after taking into account this unilateral decision of Mr. Antoine Frérot, his total variable compensation (quantifiable and qualitative portions) is reduced to €1,166,337 in respect of fiscal year 2020.** **In accordance with Article L. 22-10-34, I of the French Commercial Code, the variable compensation will be paid to Mr. Antoine Frérot only after approval of the 12th resolution by this General Shareholders' Meeting.**
Multi-year variable compensation	No payment	Mr. Antoine Frérot did not receive any multi-year variable compensation in 2020.
Exceptional compensation	N/A	Mr. Antoine Frérot does not receive any exceptional compensation.
Compensation awarded as director	N/A	Mr. Antoine Frérot has waived his right to receive compensation as Chairman of the Veolia Environnement Board of Directors and in respect of the offices he holds in Group companies.

Grant of stock options and/ or performance shares	Grant of performance shares to a group of around 450 Group executives & key employees of the Group, including the Chairman and Chief Executive Officer	In accordance with the Group's compensation policy and the authorization granted by the Veolia Environnement Extraordinary General Meeting of April 22, 2020, the Board of Directors decided on May 5, 2020, at the recommendation of the Compensation Committee, to grant 1,109,400 performance shares, representing 0.2% of the share capital out of a General Shareholders' Meeting authorization of 0.5%, to approximately 450 beneficiaries, including top executives, high potential employees and key contributors of the Group.
		In this context, 51,993 performance shares were initially granted to Mr. Antoine Frérot (*i.e.* approximately 0.01% of the share capital, compared with 0.04% authorized by the General Shareholders' Meeting). Note that this grant is equal to and was capped at 100% of his 2020 fixed compensation.
		Should the 11th resolution be approved, the rights to shares would be reduced to 47,662.
		The vesting of performance shares would be 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 2023; and
		• a **performance condition tied to the attainment of the following internal and external criteria**:
		  • **financial criteria in the amount of 50%,**
		  • **quantifiable non-financial criteria in the amount of 50%.**

Compensation components	Amount	Comment
Grant of stock options and/ or performance shares	Grant of performance shares to a group of around 450 Group executives & key employees of the Group, including the Chairman and Chief Executive Officer	The number of performance shares that vest under this plan will depend on the attainment of: **For the 50% financial quantifiable portion:** • a **Profitability indicator (CNIGS) (economic performance criteria) adjusted for 25%** of performance shares granted, assessed on expiry of the plan, based on target average growth in current net income attributable to owners of the Company (CAGR: Compound Annual Growth Rate) of 7% per year based on the 2019 CNIGS. This target average growth of the CNIGS will be assessed as follows over only fiscal years 2021 and 2022 (neutralization of fiscal year 2020): • if CNIGS is equal to or more than €845 million, 100% of performance shares will vest under this indicator, • if CNIGS is less than or equal to €768 million, no performance shares will vest under this indicator, • shares will vest on a proportional basis between these two thresholds. **Failing approval of the 11th resolution by the General Meeting, the initial economic performance criteria would apply, *i.e.*:** • criteria assessed over the reference period concerning fiscal year 2020, 2021 and 2022 according to the attainment of the following CNIGS targets (average annual growth rate of 7% per year on the 2019 CNIGS base): • if CNIGS as of December 31, 2022 is less than or equal to €847 million, no performance shares will vest under this indicator; • if CNIGS is equal to or more than €931 million, 100% of performance shares will vest under this indicator; • shares will vest on a proportional basis between these two thresholds. • **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 of the 2022 fiscal year and calculated over the three fiscal years, 2020, 2021 and 2022, corresponding to the reference period (the "Reference Period"). This performance condition will be applied over the reference period as follows: • if the TSR of the Veolia Environnement share over three years: • increases 10% less than the Index: no shares will vest under this criterion, • increases in the same amount as the index: 50% of the performance share granted under this indicator will vest, • increases by 10% or more compared with the Index: all performance shares granted under this indicator will vest, • increases between the Index and 10% higher than the Index: the number of shares that vest under this criterion will be determined by linear interpolation (proportional basis). For the **50% non-financial quantifiable** criteria. (*Nota:* the 2019 reference base as well as the 2023 target for these indicators are detailed in the Profile Section of this Universal Registration Document): • a **Climate** indicator (for 5% of performance shares granted) by the end of 2022: annual contribution to avoided GHG emissions in metric tons of CO_2 equivalent, as follows: • if the indicator is less than or equal to 12 million metric tons, no performance shares will vest, • if the indicator is equal to or more than 14 million metric tons, all performance shares granted under this indicator will vest, • between these two thresholds, the number of shares that vests under this indicator will be determined by linear interpolation (proportional basis); • a **Customer satisfaction** indicator (for 5% of performance shares granted): measurement of customer satisfaction using the Net Promoter Score (NPS) methodology, as follows: if more than 50% of revenue is covered by the NPS approach in the 10 largest Business Units ("BU"), based on the following attainment scores: • if the overall NPS score is less than 20, no performance shares will vest, • if the NPS global score is equal to or more than 30, all performance shares granted under this indicator will vest, • between these two thresholds, the number of shares that vests in respect of this indicator will be determined by linear interpolation (proportional basis); If less than 50% of revenue is covered in the 10 largest Business Units, no performance shares will vest in respect of this indicator; • a **Diversity** indicator (for 10% of performance shares granted): percentage of women appointed among executive officers during the period, as follows: • if the indicator is less than or equal to 35%, no performance shares will vest, • if the indicator is equal to 42%, 50% of performance shares granted under this indicator will vest, • if the indicator is equal to or more than 50%, all performance shares granted under this indicator will vest, • between these thresholds, the number of shares that vests under this indicator will be determined by linear interpolation (proportional basis);

Compensation components	Amount	Comment
		• an **Access to essential services** indicator (for 5% of performance shares granted): increase in the number of inhabitants benefiting from inclusive services to access or retain access to sanitation services under Veolia contracts at constant scope, as follows: • if the indicator is less than or equal to the 2019 base (4.17 million inhabitants), no performance shares will vest, • if the indicator increases 10% compared to the 2019 base, all performance shares granted under this indicator will vest, • between these two thresholds, the number of shares that vests in respect of this indicator will be determined by linear interpolation (proportional basis); • an **Innovation** indicator (for 5% of performance shares granted): by the end of 2022, inclusion by the Group in 10 contracts of at least 10 different innovations based on a predefined list presented in Section 3.4.4.2 of the Universal Registration Document, as follows: • if the indicator is less than or equal to 5, no performance shares will vest, • if the indicator is equal to or more than 10, all performance shares granted under this indicator will vest, • between these two thresholds, the number of shares that vests in respect of this indicator will be determined by linear interpolation (proportional basis); • a **Water resource protection** indicator (for 5% of performance shares): improvement in the efficiency of drinking water networks (volume of drinking water consumed/volume of drinking water produced), as follows: • if the indicator is less than or equal to 72.5%, no performance shares will vest, • if the indicator is equal to or more than 74%, all performance shares granted under this indicator will vest, • between these thresholds, the number of shares that vests under this indicator will be determined by linear interpolation (proportional basis); • a **Circular economy/Plastics** indicator (for 5% of performance shares granted): volumes of transformed plastic, in metric tons of products leaving plastic transformation plants, as follows: • if the indicator is less than or equal to 450 thousand metric tons, no performance shares will vest, • if the indicator is equal to or more than 530 thousand metric tons, all performance shares granted under this indicator will vest, • between these two thresholds, the number of shares that vests in respect of this indicator will be determined by linear interpolation (proportional basis); • a **Socioeconomic footprint** indicator for Veolia's activities in countries where the Group operates (for 5% of performance shares granted): measure of wealth created and the number of jobs supported by Veolia in the world using the local footprint methodology, calculated by the company Utopies. Attainment of this indicator will be measured as follows: • if there is an external annual publication in each of the three years (2020, 2021, 2022) on the global impacts and impacts by geographic zone in at least 45 countries, all performance shares granted under this indicator will vest, • if there is an external annual publication in two of the three years on the global impacts and impacts by geographic zone in at least 45 countries, 66% of performance shares granted under this indicator will vest, • if there is an external annual publication in one of the three years on the global impacts and impacts by geographic zone in at least 45 countries, 33% of performance shares granted under this indicator will vest, • if there are no annual publications of the global impacts and impacts by geographic zone in at least 45 countries, no performance shares granted under this indicator will vest; • a **Biodiversity** indicator (for 5% of performance shares granted): measure of the rate of progress with action plans aimed at improving the impact on the natural environment and biodiversity at sensitive sites, as follows: • if the indicator is less than or equal to 30%, no performance shares will vest, • if the indicator is equal to or more than 60%, all performance shares granted under this indicator will vest, • between these two thresholds, the number of shares that vests in respect of this indicator will be determined by linear interpolation (proportional basis).
	Obligation to retain the performance shares granted and vested	At the recommendation of the Compensation Committee, the Board of Directors' Meeting of March 10, 2020 decided, in the context of the implementation of this performance share plan, to renew the following holding obligations: • for the **Chairman and Chief Executive Officer,** obligation to retain, until the end of his duties, 40% of the total performance shares granted and vested under this plan, net of applicable taxes and social security contributions, until an overall shareholding corresponding to 200% of his gross fixed compensation is ultimately reached; • for the **members of the Company's Executive Committee**, obligation to retain, until the end of their duties on the Executive Committee, 25% of the total performance shares granted and vested 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.

Compensation components	Amount	Comment
Severance payment	No payment	Mr. Antoine Frérot is entitled to a severance payment in the event of termination of his duties as Chief Executive Officer. It is applicable solely in the event of a "forced departure". In accordance with the AFEP-MEDEF Corporate Governance Code, the maximum amount of this severance payment is capped at twice the CEO's total gross annual compensation (excluding compensation awarded as director and benefits in kind), including the sum of the fixed portion of his 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 3 fiscal years ending before the termination of his 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. Indeed, the calculation of the severance payment is equal to twice the sum of (1) the Variable Component of the Reference Compensation (average over the previous three fiscal years) and (2) the Fixed Component of the Reference Compensation (last fiscal year) corrected by a "Performance Rate" corresponding to the average attainment percentage of the target bonus (also called "base bonus", equal to meeting 100% of the annual objectives) for the last three fiscal years closed before the termination of his duties. Note that Mr. Antoine Frérot terminated his employment contract as of January 1, 2010 and that the termination of his employment contract caused him to lose the right under the collective bargaining agreement to receive severance compensation for his years of service within the Group (over 19 years as of that date).

Supplementary pension plan	No payment	After a favourable 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 category eight and higher management employees (including the Chairman and Chief Executive Officer who does not hold an employment contract) which was capped at 10% of the Reference compensation with a freeze on entitlements and closing of the plan to new members, effective June 30, 2014;
		• to change, effective July 1, 2014, the existing supplementary defined contribution group pension plan with the following main features:
		  • this plan is open to all executives of category eight and higher (including the Chairman and Chief Executive Officer),
		  • its funding is ensured by contributions to the plan equal to a percentage of the compensation of the Chairman and Chief Executive Officer and 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,
		  • the amount of the supplementary pension is not defined in advance. For each employee, it is calculated on the settlement date for all mandatory and optional pensions primarily based on the contributions paid to the insurance company and other parameters assessed on that date.
		Provided he is still present in the Company at the time of retirement in accordance with legal conditions, the amount of the lifetime annuity from the defined benefit pension plan (capped at a maximum of 10% of the Reference compensation) will depend on Mr. Antoine Frérot's retirement age, the amount of contributions paid, and possible optional individual payments under the supplementary defined contribution pension plan. Note that this theoretical annuity will be superseded as soon as the rights acquired under the defined contribution plan will provide a larger annuity. Assuming a retirement age of 63 and based on a total annual compensation level of between €1.9 million and €2.3 million, the potential annuity of the Chairman and Chief Executive Officer under all pension plans (including the basic social security retirement plan, the complementary pension plans and the Company's group supplementary pension plans) could represent a theoretical amount of approximately 7% to 9% of his annual compensation.

Collective healthcare and insurance 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 social benefits and other ancillary components of his compensation.
Compensation in kind	€1,676	Mr. Antoine Frérot enjoys the use of a company car.

Twelfth resolution: **Vote on the compensation paid during fiscal year 2020 or awarded in respect of the same fiscal year to Mr. Antoine Frérot, by virtue of his duties as Chairman and Chief Executive Officer**

The Shareholders' 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 referred to in Article L. 225-37 of the French Commercial Code, approves, with regard to the Chairman and Chief Executive Officer, on the one hand, 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 are 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 kinds paid during the previous fiscal year or awarded for the same fiscal year presented therein, as set forth in Chapter 3, Section 3.4 of the 2020 Universal Registration Document.

3.4.4.2 Vote on the compensation policy for the Chairman and Chief Executive Officer for fiscal year 2021 ("*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 and Chief Executive Officer's compensation policy in respect of fiscal year 2021. Note that all these components are presented in Chapter 3, Section 3.4 of the Company's 2020 Universal Registration Document and summarized in the table below.

In addition to the fixed, variable and exceptional compensation components, **the Chairman and Chief Executive Officer would be entitled, as in 2020, to a company car, a supplementary defined contribution pension plan and collective healthcare and insurance plans. Furthermore, he would be entitled to severance payments according to the 7th resolution approved by the Ordinary General Meeting of April 19, 2018. Finally, he could be entitled to the grant of Director's performance shares if the 22nd resolution is approved by your General Shareholders' Meeting.** He waived the right to receive Directors' fees, and does not benefit from multi-year cash compensation, compensation under a non-compete clause or have an employment contract within the Group.

The payment of the Chairman and Chief Executive Officer's variable compensation for fiscal year 2021 is subject to the approval of said compensation's components by an Ordinary General Meeting held after December 31, 2021, under the terms of article L. 22-10-34, II of the French Commercial Code (*Ex post* vote).

2021 compensation policy	Amount	Comment
2021 fixed compensation	€980,000	In accordance with the recommendations of the Compensation Committee, the Board of Directors' Meeting of March 5, 2019 decided to renew the frequency of review of fixed and variable compensation at every three years with effect from January 1, 2019, in the absence of any major events. In compliance with this three-year policy, Mr. Antoine Frérot's gross annual fixed compensation was increased to €980,000 from January 1, 2019. During its meeting of March 9, 2021, the Board of Directors confirmed that this policy would apply for 2021.
2021 variable compensation		The proposed quantitative objectives for 2021 have been determined in the context of the 2021 financial outlook announced to the market on February 25, 2021, and the new 2020-2023 strategic plan relative to the implementation of the Company's Purpose and all its performance indicators for stakeholders excepted the financial and economic performance indicators modified in view of the Coronavirus crisis (multifaceted performance). In order to integrate the multifaceted performance indicators relating to the Company's Purposes, the Board of Directors' meeting of March 9, 2021, at the recommendation of the Compensation Committee, decided to determine the calculation method for variable compensation as follows: • weight of the auditable quantifiable portion (80%) and weight of the qualitative portion (20%) unchanged; • weight of the auditable quantifiable portion (80%) consisting 50% of financial quantifiable objectives and 30% of non-financial quantifiable objectives unchanged; • 2021 target variable compensation (in the event of attainment of the objectives set by the Board of Directors) is set at 100% of the annual fixed compensation ("Base target bonus"); • variable compensation is capped (in the event objectives are exceeded) at 160% of annual fixed compensation for 2021, or €1,568,000. (i) **with respect to the quantifiable criteria:** in line with the outlook and objectives published on February 25, 2021, the criteria for the quantifiable portion of variable compensation break down as follows. The quantifiable portion is equal to the total of the components resulting from application of each of these criteria separately. For the **50% financial quantifiable** portion: • 15% based on the **Profitability** indicator **(CNIGS**): Current Net Income - Group share; • 10% based on the **Investment Capacity** indicator **(free cash flow**): before financial acquisition/divestments and dividends but after financial expenses and taxes; • 15% based on the **Group Growth** indicator **(revenue**): Group organic revenue excluding acquisitions and divestitures of more than €100 million but including acquisitions of privatized public services; • 10% 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 3, Section 3.10 of the 2020 Universal Registration Document. The financial quantifiable variable compensation portion will be determined based on the attainment of the 2021 budget objectives which are consistent with the outlook announced to the market on February 25, 2021: For the **30% non-financial quantifiable** portion: • 5% based on the **Health and Safety** indicator: improvement and reduction in the injury frequency rate; • 5% based on the **Ethics and Compliance** indicator: percentage of positive answers to the commitment survey question "Are Veolia's values applied in my entity" (Top 5000 Group employees); • 5% based on the **Climate** indicator (invest in the transition to carbon neutrality to achieve zero facilities powered by coal in Europe by 2030, for facilities where the Group controls investment): completion rate for scheduled investment to reduce greenhouse gas emissions; • 5% based on the **Hazardous waste treatment and recovery** indicator: consolidated revenue growth of the "Liquid and hazardous waste treatment and recovery" segment; • 5% based on the **employee Commitment** indicator**:** commitment rate of employees measured by a commitment survey conducted by an external body (clear objectives, meaning and usefulness, work atmosphere, pride in the Group, willingness to recommend Veolia);

2021 compensation policy	Amount	Comment
2021 variable compensation		• 5% for the **Training** indicator: average number of training hours per employee per year (upskilling training actions). The non-financial quantifiable variable compensation portion will be determined based on the realization of the 2021 objectives for the indicators concerned as detailed in Chapter 3, Section 3.4 of the 2020 Universal Registration Document and recalled in the Notice and information brochure to the General Meeting of April 22, 2021. ii) **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.

Planned grant of performance shares to a group of around 450 Group executives, high potential managers and key contributors, including the Chairman and Chief Executive Officer		At the recommendation of the Compensation Committee, the Board of Directors asks shareholders in the 22nd resolution presented to the General Shareholders' Meeting of April 22, 2021, to approve an authorization, for a period of 26 months, to grant performance shares to a group of around 450 beneficiaries comprising top executives, high potential employees and key contributors of the Group, including the Chairman and Chief Executive Officer. This plan, which is intended to be launched in 2021 with an expiry date in 2024 following the publication of the 2023 financial statements, would replace the plan granted in 2020.
		This plan would be subject to the following limits:
		• a **global limit** of 0.5% of the share capital, assessed at the date of this General Shareholders' Meeting, **including a maximum sub-limit** of 0.04% of the share capital on the grant of performance shares to the Chairman and Chief Executive Officer.
		The vesting of performance shares would be 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 2024; and
		• a **performance condition tied to the attainment of the following internal and external criteria assessed over fiscal years 2021, 2022 and 2023:**
		  • **financial criteria in the amount of 50%,**
		  • **quantifiable non-financial criteria in the amount of 50% linked to the Company's corporate purpose.**
		The number of performance shares that vest under this plan will depend on the attainment of:
		For the **50% financial quantifiable** portion:
		• a **Profitability indicator (CNIGS) (economic performance criteria) for 25%** of performance shares granted, assessed on expiry of the plan, based on target average growth in current net income attributable to owners of the Company (CAGR: Compound Annual Growth Rate) of 7% per year based on the results of 2019 fiscal year and over the reference period comprising fiscal years 2021, 2022 and 2023;
		  • if CNIGS as of December 31, 2023 is less than or equal to €818 million, no performance shares will vest under this indicator,
		  • if CNIGS is equal to or more than €900 million, 100% of performance shares will vest under this indicator,
		  • shares will vest on a proportional basis between these two thresholds;
		• 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 of fiscal year 2023 and calculated over the three fiscal years, 2021, 2022 and 2023, corresponding to the reference period (the "Reference Period"). This performance condition will be applied over the reference period as follows:
		  • if the TSR of the Veolia Environnement share over three years:
		    • increases 10% less than the Index: no shares will vest under this criterion,
		    • increases in the same amount as the index: 50% of the performance share granted under this indicator will vest,
		    • increases by 10% or more compared with the Index: all performance shares granted under this indicator will vest,
		    • increases between the Index and 10% higher than the Index: the number of shares that vest under this criterion will be determined by linear interpolation (proportional basis).
		For the **50% non-financial quantifiable** criteria (*Nota:* the 2020 reference base as well as the 2024 target for these indicators are detailed in the Profile Section of the 2020 Universal Registration Document):
		• a **Climate** indicator (for **5%** of performance shares granted): by the end of 2023, annual contribution to avoided GHG emissions in metric tons of CO_2 equivalent, as follows:
		  • if the indicator is less than or equal to 13 million metric tons, no performance shares will vest,
		  • if the indicator is equal to or more than 15 million metric tons, all performance shares granted under this indicator will vest,
		  • between these two thresholds, the number of shares that vests under this indicator will be determined by linear interpolation (proportional basis);
		• a **Customer satisfaction** indicator (for **5%** of performance shares granted): measurement of customer satisfaction using the Net Promoter Score (NPS) methodology, as follows:
		• If more than 50% of revenue is covered by the NPS approach on a perimeter covering at least 75% of the Group consolidated revenue, based on the following attainment scores:
		  • if the overall NPS score is less than or equal to 20, no performance shares will vest,

2021 compensation policy	Amount	Comment
Planned grant of performance shares to a group of around 450 Group executives, high potential managers and key contributors, including the Chairman and Chief Executive Officer		• if the NPS global score is equal to or more than 30, all performance shares granted under this indicator will vest, • between these two thresholds, the number of shares that vests in respect of this indicator will be determined by linear interpolation (proportional basis); If less than 50% of revenue of the perimeter is covered, no performance shares will vest in respect of this indicator; • a **Diversity** indicator (for **10%** of performance shares granted): percentage of women appointed among executive officers during the period 2021-2023, as follows: • if the indicator is less than or equal to 35%, no performance shares will vest, • if the indicator is equal to 42%, 50% of performance shares granted under this indicator will vest, • if the indicator is equal to 50%, all performance shares granted under this indicator will vest, • between these thresholds, the number of shares that vests under this indicator will be determined by linear interpolation (proportional basis); • an **Access to essential services** indicator (for **5%** of performance shares granted): increase in the number of inhabitants benefiting from inclusive services to access or retain access to sanitation services under Veolia contracts at constant scope, as follows: • if the indicator is less than or equal to the updated 2019 base (5.7 million inhabitants), no performance shares will vest, • if the indicator increases 12% compared to the base, all performance shares granted under this indicator will vest, • between these two thresholds, the number of shares that vests in respect of this indicator will be determined by linear interpolation (proportional basis); • an **Innovation** indicator (for **5%** of performance shares granted): by the end of 2023, inclusion by the Group in 10 contracts of at least 12 different innovations based on a predefined list presented in Section 3.4.4.2 of the Universal Registration Document, as follows: • if the indicator is less than or equal to 6, no performance shares will vest, • if the indicator is equal to or more than 12, all performance shares granted under this indicator will vest, • between these two thresholds, the number of shares that vests in respect of this indicator will be determined by linear interpolation (proportional basis); • a **Water resource protection** indicator (for **5%** of performance shares): by the end of 2023, improvement in the efficiency of drinking water networks (volume of drinking water consumed/volume of drinking water produced), as follows: • if the indicator is less than or equal to 72.5%, no performance shares will vest, • if the indicator is equal to or more than 75%, all performance shares granted under this indicator will vest, • between these thresholds, the number of shares that vests under this indicator will be determined by linear interpolation (proportional basis); • a **Circular economy/Plastics** indicator (for **5%** of performance shares granted): by the end of 2023, increase of volume of transformed plastic, in metric tons of products leaving plastic transformation plants, as follows: • if the indicator is less than or equal to 520 thousand metric tons, no performance shares will vest, • if the indicator is equal to or more than 610 thousand metric tons, all performance shares granted under this indicator will vest, • between these two thresholds, the number of shares that vests in respect of this indicator will be determined by linear interpolation (proportional basis); • a **Socioeconomic footprint** indicator for Veolia's activities in countries where the Group operates (for **5%** of performance shares granted): by the end of 2023, measure of wealth created and the number of jobs supported by Veolia in the world using the local footprint methodology, calculated by the company Utopies. Attainment of this indicator will be measured as follows: • if there is an external annual assessment in each of the three years (2021, 2022, 2023) on the global impacts and impacts by geographic zone in at least 45 countries, all performance shares granted under this indicator will vest, • if there is an external annual assessment in two of the three years on the global impacts and impacts by geographic zone in at least 45 countries, 66% of performance shares granted under this indicator will vest, • if there is an external annual assessment in one of the three years on the global impacts and impacts by geographic zone in at least 45 countries, 33% of performance shares granted under this indicator will vest, • if there are no annual assessment of the global impacts and impacts by geographic zone in at least 45 countries, no performance shares granted under this indicator will vest. • a **Biodiversity** indicator (for **5%** of performance shares granted): measure of the rate of progress with action plans aimed at improving the impact on the natural environment and biodiversity at sensitive sites, as follows: • if the indicator is less than or equal to 37.5%, no performance shares will vest, • if the indicator is equal to or more than 75%, all performance shares granted under this indicator will vest, • between these two thresholds, the number of shares that vests in respect of this indicator will be determined by linear interpolation (proportional basis).

2021 compensation policy	Amount	Comment
	Obligation to retain the performance shares granted and vested	At the recommendation of the Compensation Committee, the Board of Directors' Meeting of March 9, 2021 has already decided, in the context of the implementation of this performance share plan (subject to the approval by today's General Shareholders' Meeting of the 22nd resolution), to renew the holding obligations applicable to the previous performance share plans: • for the **Chairman and Chief Executive Officer,** obligation to retain, until the end of his duties, 40% of the total performance shares granted and vested under this plan, net of applicable taxes and social security contributions, until an overall shareholding corresponding to 200% of his gross fixed compensation is ultimately reached; • for the **members of the Company's Executive Committee**, obligation to retain, until the end of their duties on the Executive Committee, 25% of the total performance shares granted and vested 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. In accordance with the provisions of the AFEP-MEDEF Code, the Board of Directors, when implementing this performance share plan expected in 2021, will set the percentage of compensation corresponding to the performance shares that would be granted, in particular, to the Chairman and Chief Executive Officer. **At the recommendation of the Compensation Committee, the Board of Directors stipulated that the Chairman and Chief Executive Officer would receive a performance share grant equal to and capped at 100% of his 2021 fixed compensation.**

Fourteenth resolution: **Vote on the Chairman and Chief Executive Officer's compensation policy in respect of fiscal year 2021**

The Shareholders' 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 report on the Corporate Governance 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 compensation policy in respect of 2021 fiscal year of the Chairman and Chief Executive Officer, as set forth in Chapter 3, Section 3.4 of the 2020 Universal Registration Document.

Innovation indicator - Predefined list of innovations

Issue	Innovation
Health and new pollutants	• Indoor air quality • Micro pollutants in water: medicinal substances, microplastics, PFAS, pesticides, etc. • "Off grid" solutions for accessing water and sanitation services • Building hygiene
Adapting to climate change	• Water reuse • Crisis management - Mobile solutions (drinking water, wastewater, process water) • Flood prevention • Carbon neutrality offer • Urban cool islands • Monitoring urban biodiversity
New material loops	• Recycling and recovery of electric car batteries • Recycling and recovery of solar panels • Recycling and recovery of building materials • Recycling and recovery of materials not listed above, other than paper, WEEE, solvents and mechanical recycling of plastic waste • Carbon capture and use • Ecodesign of products and services with industrial partners • Incubation of entrepreneurs with a social impact
Food chain	• Recovery of organic waste as fertilizer (other than traditional composting/anaerobic digestion/ spreading solutions) or animal proteins • Ecological aquaculture • Urban farming
New energy services	• Microgrids • Multi-energy networks • Electric flexibility and demand management; energy storage; Virtual Power Plants • Energy production using water networks
New digital services	• Digital management solutions for water plants and networks • Artificial intelligence for waste sorting and recovery • Interactive digital platform for waste collection and recovery • Digital marketplace for secondary raw materials (*e.g.* plastic) • Digital solutions for optimized maintenance or energy efficiency at customer facilities

3.5 Corporate officer and executive share ownership

Pursuant to Article L. 621-18-2 of the French Monetary and Financial Code and Section 5 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 (hereinafter the "Code") governing trading in its securities (see Chapter 4, Section 4.5.5.4 below and Chapter 3, Section 3.2.1.7 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 (see Chapter 4, Section 4.5.2.2 below), classified the members of the Company's Executive Committee 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 and interim results.

3.5.1 DIRECTOR SHARE OWNERSHIP AND TRANSACTIONS IN VEOLIA ENVIRONNEMENT SHARES

To the Company's knowledge, on December 31, 2020, members of the Board of Directors held a total of 37,769,061 Veolia Environnement shares, representing 6.5% of the Company's share capital as of that date.

To the best of the Company's knowledge, no 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 2020.

The table below details the transactions in Veolia Environnement's shares performed by Directors of the Company between the closing of fiscal year 2020 and the date of issue of this Universal Registration Document.

Member	Financial instrument	Type of transaction	Transaction date	Transaction location	Unit price *(in euros)*	Volume of securities	Total transaction amount *(in euros)*
Nathalie Rachou	Shares	Acquisition	03/03/2021	Euronext Paris	22.43	2,250	50,467.50

3.5.2 TRANSACTIONS IN VEOLIA ENVIRONNEMENT SHARES BY EXECUTIVES

The table below details transactions in Veolia Environnement shares during fiscal year 2020 performed by members of the Company's Executive Committee (see Section 3.3 above). To the best of the Company's knowledge, no other transactions involving the purchase or sale of Veolia Environnement shares by members of the Executive Committee or any person with close personal links to them were reported during fiscal year 2020:

Member	Financial instrument	Type of transaction	Transaction date	Transaction location	Unit price *(in euros)*	Volume of securities	Total transaction amount *(in euros)*
Olivier Brousse	Shares	Acquisition [(1)]	12/17/2020	Euronext Paris	13.89	2,863	39,767.07
Régis Calmels	Shares	Acquisition [(2)]	12/17/2020	Euronext Paris	13.89	5,047	70,102.83
Helman le Pas de Sécheval	Shares	Acquisition [(3)]	12/17/2020	Euronext Paris	13.89	5,055	70,213.95

(1) Acquisition by Mr. Olivier Brousse of FCPE investment fund units representing 2,863 shares as part of the Company's employee share ownership transaction for 2020.

(2) Acquisition by Mr. Régis Calmels of FCPE investment fund units representing 5,047 shares as part of the Company's employee share ownership transaction for 2020.

(3) Acquisition by Mr. Helman le Pas de Sécheval of FCPE investment fund units representing 5,055 shares as part of the Company's employee share ownership transaction for 2020.

3.6 Statutory Auditors' special report on regulated agreements

This is a free translation into English of the Statutory Auditors' special report on regulated agreements that is issued in the French language and is provided solely for the convenience of English speaking readers. This report on regulated agreements should be read in conjunction, 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 Shareholders' Meeting held to approve the financial statements for the year ended December 31, 2020

To the Shareholders,

In our capacity as Statutory Auditors of your Company, we hereby report to you on regulated agreement.

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 commitments and 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 and commitments 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 considered 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

Pursuant to Article L. 225-40 of the French Commercial Code, we have been advised of the following agreement which was previously approved by your Board of Directors.

Agreement regarding the payment by your Company of an exceptional contribution to Institut de l'Entreprise in respect of fiscal year 2020

Board of Directors' Meeting of December 11, 2020

Person concerned:

Mr. Antoine Frérot, Chairman and Chief Executive Officer – Chairman of Institut de l'Entreprise.

During the lockdown in the first half of 2020, your Company and other member companies of Institut de l'Entreprise sought to support a specific initiative involving a daily presentation by a business leader on how they are managing the unprecedented coronavirus health crisis. This initiative, rolled-out through *la Quotidienne des entreprises en action*, was highly successful and gave insight into the leadership provided by business leaders in dealing with this extremely complicated period.

Institut de l'Entreprise is a non-profit organization governed by the Law of 1901, bringing together a community of multinational companies working to better understand and promote the role of companies in society. It contributes to defining a new balance between economic, social, societal and environment performance through discussion and training actions aimed at encouraging dialogue between companies and other stakeholders in society. The association is governed by an Advisory Committee comprising around twenty business leaders, which sets the association's policies and objectives and determines the resources necessary to attain them. This Advisory Committee is chaired by Mr. Antoine Frérot.

This specific initiative led to the payment of an exceptional contribution by the members of Institut de l'Entreprise, including Veolia Environnement. This exceptional contribution of €300,000, excluding VAT, was paid to the association at the end of December 2020.

2. AGREEMENTS ALREADY APPROVED BY GENERAL SHAREHOLDERS' MEETINGS

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.

2.1 Brand license

Board of Directors' meetings of November 5, 2014 and February 24, 2016

Agreement signed between your Company and its subsidiary Veolia Eau-Compagnie Générale des Eaux (99.99% shareholding).

Person concerned:

- Mr. Antoine Frérot, Chairman and Chief Executive Officer – 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, your Board of Directors authorized the signature, with the "head" entities designated by country or 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 0.3% 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 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.

Your Company recorded royalty fee income of €8,957,996 from Veolia Eau-Compagnie Générale des Eaux for fiscal year 2020.

2.2 Agreement relating to the lease for the Company's administrative headquarters in Aubervilliers

Board of Directors' Meeting of October 22, 2012

Agreement entered into with Icade SA, a subsidiary of Caisse des dépôts et consignations, the latter being a legal entity Director of both Icade and your Company.

Person concerned:

- Caisse des dépôts et consignations, legal entity director with a 5.88% shareholding in your Company, represented by Mr. Olivier Mareuse.

In the context of the relocation of your Company's administrative headquarters to Aubervilliers, it is recalled that a 9-year firm lease for off-plan property (BEFA) was signed, subject to receipt of building authorization. Following the receipt of building authorization and the delivery of the building on July 18, 2016, the lease took effect at this date.

Under the terms of this 9-year lease, your Company may terminate the lease at the end of the second three-year period subject to compensation conditions.

Your Company recorded a rental expense payable to the lessor of €17,505,709 in respect of fiscal year 2020.

2.3 Agreements concerning the remuneration of guarantees issued by your Company on behalf of its subsidiaries

Board of Directors' Meeting of May 17, 2011

Agreements signed between your Company and its subsidiary Veolia Eau-Compagnie Générale des Eaux (99.99% shareholding).

Person concerned:

- Mr. Antoine Frérot, Chairman and Chief Executive Officer – 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 2020, your Company recorded income of €1,289,775 in respect of commitments issued on behalf of Veolia Eau-Compagnie Générale des Eaux subsidiaries.

Paris-La Défense, March 16, 2021

The Statutory Auditors

KPMG Audit		ERNST & YOUNG et Autres	
A Division of KPMG S.A.			
Valérie Besson	Baudouin Griton	Jean-Yves Jégourel	Quentin Séné

4

CORPORATE SOCIAL RESPONSIBILITY AFR

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

The Veolia CSR policy is part of its strategy, its economic model and its sustainability. Convinced that it holds part of the solution to the collective challenges of our times, provided it serves its stakeholders with balance, Veolia defines itself as a sustainable company able to achieve its economic, social and societal missions.

Our CSR policy is therefore enshrined in our business model as demonstrated by the Purpose (see Chapter 1, Section 1.1.2 above) and the related multifaceted performance commitments, objectives and targets (see Section Profile above).

2020 is the first year of implementation for these new objectives. This chapter describes their environmental performance (see Section 4.2 below), human resources performance (see Section 4.4 below) and social performance (see Section 4.3 below) components as well as the compliance approach (see Section 4.5 below).

In 2020, the year of transition, the objectives supporting its sustainable development strategy, defined in 2015, based on nine sustainable development commitments (see Section 4.1 below) were achieved.

French regulations on the Vigilance plan (see Section 4.6 below) and the Nonfinancial Performance Statement (see Section 4.7 below) also offer a framework for these initiatives.

All information linked to the Nonfinancial Performance Statement is verified by an independent third party body (see Section 4.9 below). For fiscal year 2020, the indicators noted by the symbol (√) were checked with a reasonable level of assurance.

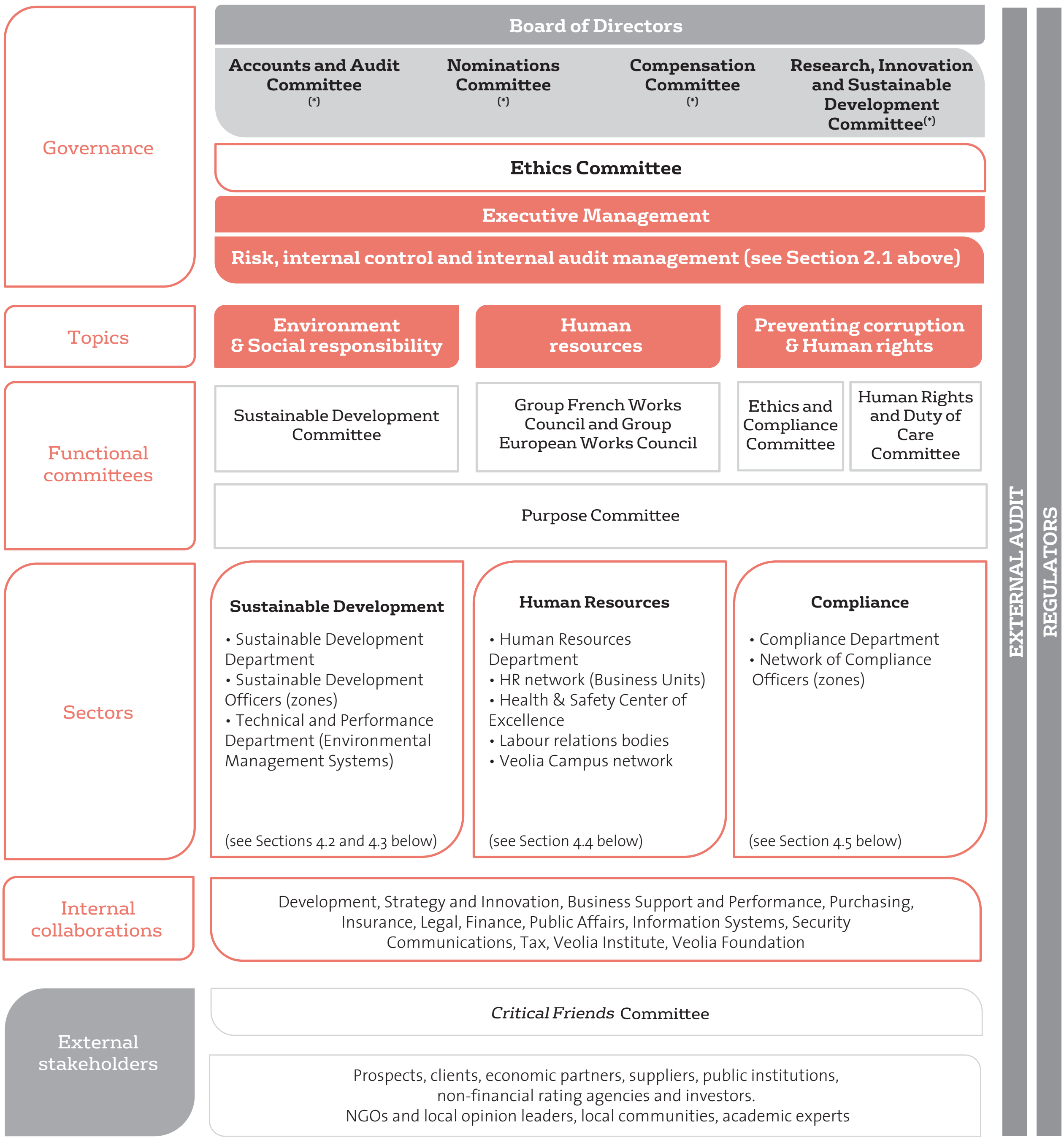
The Group's nonfinancial rating is an independent evaluation of these initiatives by third parties.

Nonfinancial ratings

Veolia Environnement's nonfinancial performance is rated externally based on published information and statements. This rating is valuable, as it is an independent measure of the Group's performance and allows it to remain attentive to expert opinion.

	2016	2017	2018	2019	2020
DJSI	/	inclusion in World and Europe indices	inclusion in World and Europe indices	inclusion in World and Europe indices	inclusion in World and Europe indices
FTSE4Good	inclusion	inclusion	inclusion	inclusion	inclusion
SAM (Yearbook)	Bronze	Bronze	Gold	Bronze	Silver
ISS-ESG	B-	B-	B	B	B
V.E.	/	61	/	66	68
CDP Climate change	A	A-	A-	B	A-
CDP Water security	/	A-	C (new methodology)	B-	A-
Ecovadis	among the "top 5% performers"	among the "top 5% performers"	among the "top 5% performers"	/	70/100 98th percentile

Organization and Governance



* *Committee of the Board of Directors of Veolia Environnement (see Chapter 3, section 3.2.2 above).*

4.1 Environmental, social and human resources performance commitments

4.1.1 2015-2020 SUSTAINABLE DEVELOPMENT STRATEGY

As part of its mission – “Resourcing the world” – in 2015, Veolia reiterated its sustainable development strategy focusing on nine commitments in three areas:

- **resourcing the planet** (see Section 4.2 below), because its water, waste and energy management solutions help improve its customers’ environmental footprint;
- **resourcing the regions** (see Section 4.3 below), because its activities are firmly rooted in multiple locations and support their development. They create direct, indirect and induced jobs and wealth;
- **the Company’s men and women** (see Section 4.4 below), because its business is labour intensive, and the well-being of its employees affects performance.

These commitments were supplemented by 12 objectives set for the end of 2020, each of which were sponsored by a member of the Executive Committee.

Commitments	2020 objective	2020 results
Resourcing the planet		
1 Sustainably manage natural resources by encouraging the circular economy	• Generate more than €3.8 billion in revenue in the circular economy	• €5.2 billion
2 Contribute to combating climate change	• Achieve 100 million metric tons of CO_2 equivalent of reduced emissions over the 2015-2020 period	• 93.0 million metric tons
	• Achieve 50 million metric tons of CO_2 equivalent of avoided emissions over the 2015-2020 period	• 42.3 million metric tons
	• Capture over 60% of methane from managed landfills	• 65.9%
3 Protect and restore biodiversity	• Carry out a diagnosis and deploy an action plan at 100% of sites with significant biodiversity issues	• 73%
Resourcing the regions		
4 Build new models for relations and value creation with our stakeholders	• Have established a major partnership based on creating shared value in every zone and every growth segment	• 11 activity zones and 7 growth segments covered
5 Contribute to local development and appeal	• Maintain the percentage of spending reinvested locally above 80%	• 87.3% (1)
6 Supply and maintain services crucial to health and development	• Contribute to the United Nations Sustainable Development Goals, in the same way as we contributed to the Millennium Development Goals	• Number of people gaining access since 2000 (2): • drinking water: 11.3 million • to sanitation: 4.6 million

(1) Calculated over the main geographic zones representing 74.4% of Group revenue.
(2) In countries with poor access (see Section 4.3.3.3 below).

Commitments	2020 objective	2020 results
For the Company's men and women		
7 **Guarantee a safe and healthy work environment**	• Achieve an injury frequency rate of less than or equal to 6.5	• 6.6 (√)
8 **Encourage each employee's professional development and commitment**	• Deliver training to over 75% of employees annually	• 82%
	• Maintain the manager commitment rate at over 80%	• 94%
9 **Guarantee that diversity and fundamental human and social rights are respected within the Company**	• Ensure over 95% of employees have access to a social dialogue mechanism	• 86%

Of the 12 objectives set, eight were attained or exceeded and others were not fully attained, reflecting the high level of the initial goals:

- regarding the climate, the reduced emissions objective was not attained due to the loss of certain activities with a significant impact on this indicator (SEEG contracts, Vilnius heating network and Laogang landfill site). In addition, the methodology was adjusted to bring it into line with international benchmarks;
- the divestment of high contribution activities (metal recycling in France) also explains the failure to attain the avoided emissions objective, together with lower than forecast growth in Asia;
- for the biodiversity indicator, several sites that had conducted a diagnosis were removed from the scope and certain geographies were unable to finalize their diagnoses, notably due to the health crisis in 2020;
- finally, as regards the percentage of employees with access to social dialogue mechanisms, the rate of 86% can be explained by the development of industrial activities, where there are fewer branch agreements than in the municipal sector, and the increasing presence in the Group of countries where the implementation of such measures is not authorized.

Veolia's commitments to sustainable development apply to all of its activities and all of its employees, in all of the countries where it operates. They are supported at the highest level of the organization and their oversight is the responsibility of various governance bodies, while implementation roll-out is managed at operational level:

- the Sustainable Development Committee brings together all internal stakeholders involved in implementing these commitments. It is responsible for coordinating and conducting the initiatives. The Committee is chaired by the General Counsel and run by the Sustainable Development Department;
- the Executive Committee assesses progress on these commitments annually and monitors the achievement of the objectives by the end of 2020, using 12 key indicators accompanied by action plans;
- the Research, Innovation and Sustainable Development Committee, one of the four Board Committees, monitors the Group's social and environmental performance annually and ensures compliance with Veolia's sustainable development commitments.

Since 2020, the year of transition, the multifaceted performance commitments defined under the Veolia Impact 2023 strategic program have replaced this approach (see Section 4.1.2 below).

4.1.2 ENVIRONMENTAL, SOCIAL AND HUMAN RESOURCES PERFORMANCE COMMITMENTS

In 2019, Veolia defined its Purpose (see Chapter 1, Section 1.1.2 above) and in 2020, the related multifaceted performance commitments, objectives and targets, (see Chapter 1, Section 1.2.1.6 above), under its Impact 2023 strategic plan.

Veolia's commitments for environmental, social and human resources performance are as follows:

combat pollution and accelerate ecological transformation (see Section 4.2 below);

support the development of regions in a responsible manner (see Section 4.3 below);

give meaning to and support the development and commitment of employees (see Section 4.4 below).

Each of these commitments breaks down into objectives for which illustrative indicators were defined, together with 2023 targets. Each is sponsored by an Executive Committee member.

Aspect	Objective	SDG [1]	Indicator - definition	2019 Baseline	2020 Results	2023 Target
Human resources performance	**Employee commitment**	8 DECENT WORK AND ECONOMIC GROWTH	Commitment rate of employees measured by an independent survey	84%	87%	≥ 80%
	Workplace safety	8 DECENT WORK AND ECONOMIC GROWTH	Lost time injury frequency rate	8.12	6.6 (√)	5
	Employee training and employability	4 QUALITY EDUCATION	Average number of training hours per employee per year	18h	17h (√)	23h
	Diversity	5 GENDER EQUALITY	Proportion of women appointed between 2020 and 2023 among the Group's Top 500 executives	Not applicable	28.3%	50%

Aspect	Objective	SDG [1]	Indicator - definition	2019 Baseline	2020 Results	2023 Target
Environmental performance	**Combating climate change**	13 CLIMATE ACTION	**Reduction of GHG emissions:** progress with the investment plan to eliminate coal in Europe by 2030	Not applicable	8.1% of investment to be achieved	30% of investment to be achieved [2]
			Avoided emissions: annual contribution to avoided GHG emissions (assessed with regard to a reference scenario)	12.1 million metric tons of CO_2 eq.	12.8 million metric tons of CO_2 eq.	15 million metric tons of CO_2 eq.
	The circular economy: plastic recycling	12 RESPONSIBLE CONSUMPTION AND PRODUCTION; 13 CLIMATE ACTION	Volume of transformed plastic, in metric tons of products leaving plastic transformation plants	350 thousand metric tons	391 thousand metric tons	610 thousand metric tons
	Protect natural environments and biodiversity	14 LIFE BELOW WATER; 15 LIFE ON LAND	Rate of progress with action plans aimed at improving the impact on the natural environment and biodiversity at sensitive sites	Not applicable	1.6%	75%
	Sustainable management of water resources	6 CLEAN WATER AND SANITATION	Efficiency of drinking water networks (3) (Volume of drinking water consumed/ Volume of drinking water produced)	72.5%	73.4%	> 75%
Social performance	**Job and wealth creation in the regions**	11 SUSTAINABLE CITIES AND COMMUNITIES	Socioeconomic footprint of Veolia's activities in the countries where the Group operates, with regard to direct and indirect jobs supported and wealth created	Not applicable	*1,105,388 jobs supported *€51 billion of added value created	Annual assessment from 2020 of Veolia's impact in 45 countries
	Ethics and compliance	8 DECENT WORK AND ECONOMIC GROWTH	% of positive answers to the commitment survey question "Are Veolia's values and ethics applied in my entity"	92% of Top 5000	95% of Top 5000	To be determined for a larger audience in 2020
	Access to essential services (water and sanitation)	6 CLEAN WATER AND SANITATION	Number of inhabitants benefiting from inclusive solutions to access water or sanitation services under Veolia contracts	5.7 million inhabitants	6.12 million inhabitants (+7%)	+12% at constant scope

(1) UN Sustainable Development Goal.
(2) The cumulative amount since 2019 of investments in new forms of energy to eliminate coal in Europe by 2030 has been estimated at €1.2bn.
(3) For networks serving more than 50,000 inhabitants. At constant scope.

These commitments to sustainable development supplement the Group's voluntary adherence to the United Nations Global Compact, which it signed in June 2003. In so doing, it has committed to supporting and promoting the Global Compact's 10 principles on human rights, labour law, the environment and the fight against corruption. The practical principles adopted by Veolia are also consistent with various international reference texts, such as the Universal Declaration of Human Rights and its additional covenants and the Organization for Economic Co-operation and Development's guidelines for multinational enterprises.

Veolia's commitments to a multifaceted performance apply to all of its activities and all of its employees, in all of the countries where it operates. They are upheld and managed at the highest corporate level.

4.1.3 CONTRIBUTION TO THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

Between 2000 and 2015, Veolia was a major contributor to the United Nations Millennium Development Goals (MDGs) for access to water and wastewater services (see Section 4.3.4.3.1 below). It remains active to ensure the United Nations Sustainable Development Goals (SDGs) adopted in 2015 are attained.

An initial study consulting internal and external stakeholders was conducted in 2017. This aimed to provide an initial overview of the way Veolia's businesses can help attain the SDGs. It concluded that Veolia contributes to a greater or lesser extent to implementing each of the 17 SDGs and has a direct or indirect impact on 65 of the 169 SDG targets, representing a contribution to 40% of targets.

Supporting promotion of the SDGs and reinforcing a common understanding

In order to help promote understanding and adoption of the SDGs, the Veolia Foundation supported the creation of a MOOC (Massive Open Online Course) dedicated to the SDGs. Launched in 2018 by the Virtual Environment and Development University (UVED), it presents the 17 SDGs and how they interact with each other. It provides tools to better take the SDGs into account on a daily basis, offers ideas to implement positive actions and promotes initiatives and experiences already in place. Veolia shared its feedback regarding adoption of the SDGs by a company. The MOOC was updated in 2019 and a second session was launched in September. Overall, nearly 25,000 people have familiarized themselves with these global requirements that are essential to developing world peace, protecting the planet, bringing an end to poverty and reducing inequality. The SDG MOOC has been translated into five languages and won the "Best MOOC developed by a university or school" prize at the MOOC of the year awards.

In 2019, Veolia published its Purpose, which fits directly into the SDG framework: "Veolia's Purpose is to contribute to human progress by firmly committing to the Sustainable Development Goals set by the UN to achieve a better and more sustainable future for all. It is with this aim in mind that Veolia sets itself the task of 'Resourcing the world' through its environmental services business".

The SGDs provided input for the drafting of this text, by setting objectives and aligning the Purpose with international challenges. The multifaceted performance indicators were drawn up to help provide a better response to these issues.

Finally, the SGDs also challenge the ability to forge new more innovative relationships to collectively invent new solutions to take up the challenges relating to the preservation of resources and population issues.

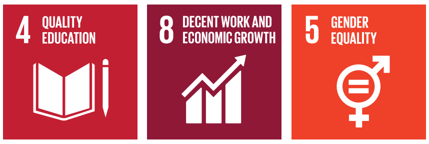
Veolia therefore plays a major role for 13 SDGs whose challenges are directly linked to its Purpose:

Nine objectives linked to its activities

As an urban services provider, Veolia plays a major role in managing essential services in water and sanitation (SDG 6), energy (SDG 7) and waste (SDG 11, which includes a waste management target). Veolia promotes innovative industrial production methods (SDG 9) and responsible consumption through the circular economy (SDG 12). Finally, through its solutions, Veolia contributes directly to meeting climate (SDG 13) and ecosystem conservation (SDG 14 and 15) challenges.

Finally, by promoting access to essential services, Veolia contributes to reducing inequalities (SDG 10).

Three objectives linked to organization priorities as a responsible company



Veolia acts to develop the skills of its workforce to improve employability, but also to create value for its customers and regions thought its Campus network (SDG 4). The Group is committed to gender equality and acts to increase the number of women in its businesses and strengthen the percentage of women managers (SDG 5). Veolia supports sustainable growth by promoting decent working conditions for all, in compliance with human rights and the rights of its employees, subcontractors and suppliers (SDG 8).

One key objective to drive attainment of SDGs

Veolia is a local operator and interacts with all its stakeholders, to build together solutions adapted to regional challenges. Its commitment to attaining the SDGs leads Veolia to extend its economic activity chain in order to widen its areas of action and to build new alliances with other players to meet the needs of the public covered by the SDGs. By developing new partnerships and notably by calling on additional expertise contributed by its partners and shared value creation, Veolia contributes to strengthening SDG implementation resources (SDG 17), Alliance to End Plastic Waste, Toilet Board Coalition, etc.

4

4.1.4 STAKEHOLDER RELATIONS

4.1.4.1 Strategy and approach

Central to its strategy, and to its purpose, and based on a ramp-up of civil society players (NGOs, social entrepreneurs, consumer associations, solidarity players, universities, etc.), Veolia fosters relations with all its stakeholders to secure dialogue and co-construction. The Group is remodeling its governance and reconsidering its growth based on innovative models creating shared economic, social and environmental value.

Competition and rapid developments in markets in which Veolia operates, associated with its multiple geographic locations require monitoring, 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 jointly create innovative solutions with different partners.

This search for constant dialogue with its ecosystem is based on voluntary and regular Group exchanges, and particularly between governing bodies and its stakeholders (associations, international organizations, universities, unions, etc.) *via* various discussion forums: the Critical Friends Committee (see box below), meetings with high level experts, the Veolia Institute prospective committee, working groups, conferences, international events. The Group has also developed an internal methodological guide "Comprendre, dialoguer et agir avec nos parties prenantes locales" to help CSR operational teams and managers to move forward in their approach.

Critical Friends Committee

Created in 2013, the Veolia Critical Friends Committee is today made up of around fifteen independent people, experts in human resources, social and environmental issues, from institutions, the academic community and non-profit organizations, company partners and a representative of young climate activists. The Committee is chaired by Jean-Michel Severino, CEO of Investisseurs & Partenaires.
This collective forum of discussion is an opportunity to provide Veolia management with an external viewpoint on strategic topics in relation to its corporate responsibility, in order to foster and support the Group's initiative to make continuous progress. Members contributed to establishing the Group's Purpose and expressed opinions on its accomplishment.
In 2020, the Committee met twice, covering issues such as the strengthening of Veolia's social utility during the pandemic, the Group's new strategic project in line with its Purpose and the Company's transformation, or the creation of a world champion of ecological transformation.
Committees in China and Japan draw from this model to discuss Veolia's strategic direction with experts in these countries.

The Group is also supported by two entities:

- the Fondation d'Entreprise Veolia Environnement, hereinafter referred to as the Veolia Foundation (www.fondation.veolia.com) or the Foundation, whose priority areas are (i) development assistance and humanitarian emergencies, (ii) support for transition to work and social cohesion, and (iii) environmental and biodiversity protection. The Veolia Foundation's projects involve the Group's employees, as sponsors of supported projects (financial sponsorship), or Veoliaforce network volunteers (skills sponsorship through work in the field). In 2020, Veolia Foundation provided financial support to 41 new projects or action plans of €1,312,471 million;
- the Veolia Institute (www.institut.veolia.org), a non-profit organization created by Veolia Environnement, which has looked to the future and considered challenges relating to both the environment and society since 2001. A platform for exchanges and debates, its mission is to offer different perspectives for a brighter future. Over the years, the Veolia Institute has established a leading international network, formed of academics and scientific experts, universities and research organizations, public authorities, NGOs, and international organizations. The Veolia Institute is active through its publications and top conferences, its future-oriented discussion groups and its international network. Recognized as a legitimate platform for global issues, the Veolia Institute was admitted as an "NGO Observer" by the United Nations Framework Convention on Climate Change (UNFCCC).

4.1.4.2 CSR issue materiality analysis

In 2020, Veolia updated the materiality analysis of its CSR issues. This was an opportunity for the Group to assess the perception, by its external and internal stakeholders, of the decisions taken by the Group with regard to its Purpose. This is the first step of renewed reflexion that will continue in 2021 on the organization of the Group's stakeholder relation strategy, under the heading "Resourcing together". To conduct the analysis, 24 CSR issues were identified based on a documentary study of data taken from several databases, taking into account the multifaceted performance indicators defined under the Impact 2023 strategic plan. They were then assessed by 188 internal and external stakeholders (customers, suppliers, competitors, associations and NGOs, local residents, end consumers, regulatory authorities, etc.) during an online consultation organized from April to November 2020 by the firm Des Enjeux et des Hommes in eight Veolia Business Units: Water France, Germany, UK, Czech Republic, China, Australia, USA, Colombia. The Africa - Middle East region was included in the overall results based on consultations held between 2017 and 2019 by the firm BL Evolution. The consultation was likewise held with a selection of "corporate" stakeholders and head office employees. The internal stakeholders were asked to assess the impact of the CSR issues on Veolia's activity, while the external stakeholders commented on their level of achievement with the Group. To complete this analysis, 75 interviews were held with voluntary stakeholders, some of whom answered the questionnaire. These interviews were organized to discuss the risks and opportunities associated with the CSR issues, and to strengthen dialogue with stakeholders.

In this survey, the 10 most significant issues were identified worldwide, by country and stakeholder category.

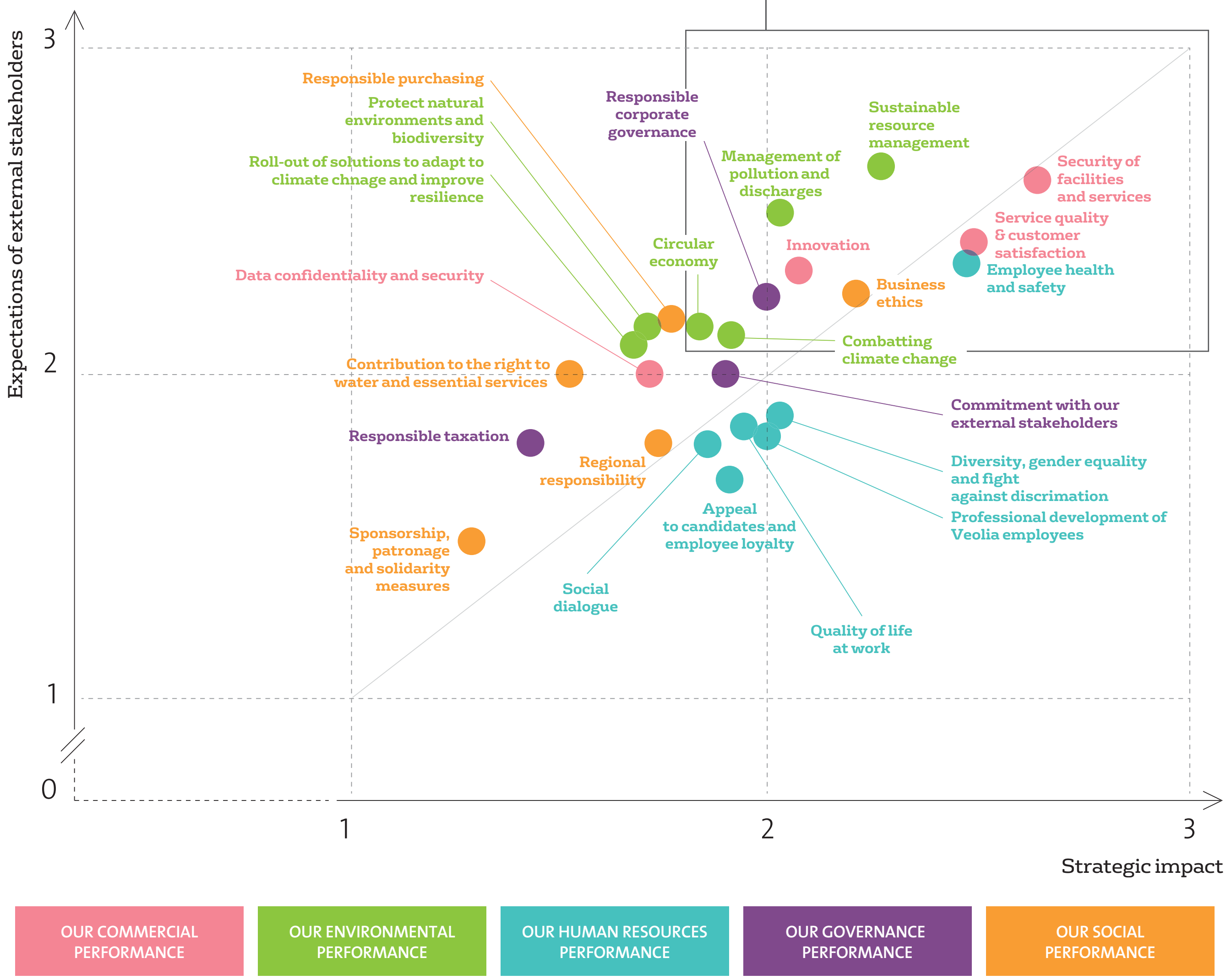
Materiality matrix of Veolia CSR issues

KEY FIGURES

315 stakeholders canvassed
188 responses to the online survey
75 interviews held

The 10 most significant challenges for Veolia's external and internal stakeholders

- Security of facilities and services provided to consumers
- Quality of essential services, customer and consumer satisfaction
- Employee health and safety
- Sustainable management of resources (water, energy, waste)
- Management of pollution of resources (water, enrgy, waste)
- Business ethics
- Innovation for sustainable solutions
- Responsible corporate governance
- Combating climate change
- Promoting the circular economy



4.1.4.3 Take account of global expectations

Dialogue with representatives of civil society and the academic world

The Veolia Institute: looking to the future

The Veolia Institute looks to the future and considers challenges relating to both the environment and society. It develops its activities through ongoing dialogue in scientific and intellectual circles and with practitioners that lead their field in the areas concerned. Through conferences, a review (***Institute Review - FACTS reports***) and forward-looking working groups, the Veolia Institute brings together and circulates the experience and expertise of different players (researchers, academic experts, public powers, companies, NGOs, international organizations, etc.) to gain different viewpoints on its working themes:

- in the first half of 2020, the Veolia Institute published a new issue of its journal on indoor air quality. Its aim is to shed light on a topic that is less visible than atmospheric pollution but nevertheless has major impacts for public health. The issue explores solutions designed to measure, improve and preserve indoor air quality using the latest scientific and technical innovations and identifies the levers for raising public awareness and rolling out the public policies needed to implement these solutions. The journal combines academic contributions (University of Seoul), the view of international and government players (Airparif, OMS, Climate and Clean Air Coalition) as well as case studies from major groups (Veolia) and innovative start-ups (AirVisual);
- in the second half of 2020, in a context marked by the Covid-19 pandemic, the Institute looked at two topics: the future of essential services in Africa, particularly access to water, wastewater services, waste management and energy; and the transition of industrial firms to the circular economy in line with recovery plans. Meetings were organized with academic experts to shed light on these topics for Group managers. These topics will be covered in two new publications in 2021.

To promote its publications when they are released and moving forward, and continue to support and enrich the discussions, the Veolia Institute organizes **conference debates** with review contributors and other experts. These events, intended for Veolia employees and a wider external public audience, are accessible online, which enabled them to be streamed during the health crisis.

Thanks to the international reputation of its members and their expertise, the **Veolia Institute Forward-Looking Committee** guides the activities and development of the Veolia Institute during its annual meeting. In 2020, the Committee dedicated a study day to the lessons learnt from the health crisis, particularly with regard to environmental health, and the conditions for a successful "green" recovery.

Other partnerships

Other examples highlight partnerships between Veolia and the academic world (*e.g.* Antropia and **ESSEC**'s Institute for Innovation and Social Entrepreneurship), civil society and the private sector (*e.g.* the **"Entreprise et pauvreté" action tank**, joined by Veolia in 2014 and partnerships with **Ashoka** and **Ticket for Change** involving entrepreneurial and social business projects). By promoting social entrepreneurship, these collaborations also contribute to regional economic development through dialogue.

Dialogue with international organizations

As a partner to international organizations, Veolia continues to cooperate with the main UN agencies, bilateral organizations and international donor agencies to give effect to the commitments made when it joined the **United Nations Global Compact** in June 2003, and to contribute to the achievement of sustainable development goals. The Group is one of the businesses that have obtained the "Advanced" level differentiation for its Global Compact Communication on Progress.

Since 2017, Veolia has participated in the High Level Political Forum organized by the **United Nations**, which aims to take stock of implementation of the 2030 Agenda at a global level.

Veolia actively contributes to international debates on climate during the climate Conference of Parties (**COP**).

In 2020, Veolia took part in a webinar organized by ICC, in partnership with the experts of the **IPCC**, "Climate Science and Institutional Policy: An Introduction to the IPCC and its Reports for Business Leaders", to learn about how businesses are using the latest climate science and integrating it into their strategies. The purpose of this series of webinars is to help the writers in charge of drafting the new IPCC report to deliver information that could be used by companies in transforming their business models.

Participation in multi-stakeholder platforms

In its commitment to multi-stakeholder platforms, such as competitiveness clusters, associations and local and international scientific institutes, the Group seeks to achieve synergies with its regional ecosystem. Veolia is a player in partnership ventures such as the **WBCSD**, **Comité 21, EPE** (French Association of Companies for the Environment), **ORSE** (French Observatory of Corporate Social Responsibility)**, Vivapolis - Institute for sustainable cities, the French Partnership for Water** (PFE), and **competitiveness clusters** (Efficacity, Montpellier Water cluster, Brittany-Atlantic Maritime cluster in Brest and the Mediterranean Maritime cluster in Toulon).

Dialogue with international, European and national authorities

Representation of Veolia's interests and contributions during the discussions, consultations and work relating to changes in management of environmental services, carried out with international, European and national authorities, are discussed in Section 4.5.5.3.

4.1.4.4 Take account of local expectations

Veolia works with numerous international and local organizations in exercising its responsibility with regard to sustainable development: preservation and protection of the environment (see Section 4.2 below), and support for socioeconomic development in the countries where the Group operates (see Section 4.3 below).

For its employees, Veolia promotes equal opportunities within the Company through its Human Resources policy (see Section 4.4 below). Veolia is convinced that developing social dialogue with its employees contributes to improving local working conditions, particularly in emerging countries, and encourages the creation of employee dialogue forums (see Section 4.4.5 below).

For its customers and consumers, the Group develops processes adapted to local requirements (see Section 4.3.3 below).

4.2 Environmental performance: impact on the planet

4.2.1 ENVIRONMENTAL POLICY AND ENVIRONMENTAL MANAGEMENT SYSTEM

4.2.1.1 Commitments and objectives

As part of its sustainable development commitments (see Section 4.1.1 above), Veolia reconfirmed its environmental commitment in 2015 to better underscore its inclusion of the challenges facing the planet:

- **commitment 1**: sustainably manage natural resources by encouraging the circular economy (see Sections 4.2.2 and 4.2.5 below);
- **commitment 2**: contribute to combating climate change (see Section 4.2.3 below);
- **commitment 3:** protect and restore biodiversity (see Section 4.2.4 below).

2020 objectives were added to these commitments.

In connection with its Purpose, defined in 2019 and its Impact 2023 strategic program, Veolia drew up new multifaceted performance commitments, objectives and targets in 2020.

In terms of environmental performance, Veolia undertakes to ***Combat pollution and accelerate ecological transition***. This commitment breaks down into several objectives:

- combat climate change (see Section 4.2.3 below);
- promote the circular economy (see Section 4.2.2 below);
- protect natural environments and biodiversity (see Section 4.2.4 below);
- manage water resources sustainably (see Section 4.2.5 below).

4.2.1.2 The Environmental Management System

Since 2002, the Group has rolled out within its BUs an Environmental Management System (EMS) designed to reduce environmental impacts and properly manage the risks and opportunities relating to the environment. It provides a framework that helps to achieve its environmental objectives using a review, assessment and improvement in line with its environmental performance.

The EMS was updated in 2020 to be consistent with the environmental performance presented in Impact 2023. It is based on a continuous improvement approach in which the BUs and their managers play a key role. Each year, the BU director, its management committee and the EMS correspondent conduct a specific analysis: identification of environmental issues, environmental operating performance, sharing of good practices, identification of improvement levers and management of environmental risks. The aim is to analyze the environmental performances of the year and current environmental performances and risks to define corresponding objectives and future action plans.

The 2023 objective is to attain an EMS deployment rate of 95%.

This common framework is strengthened locally by environmental management systems recognized externally: ISO 14001 and ISO 50001 certification, labels, compliance with contractual commitments, etc.

4.2.1.3 Control and deployment

Sustainable Development Committee	Chaired by the Group's General Counsel and run by the Sustainable Development Department, this Committee brings together representatives from corporate functional departments and the businesses to decide on how the Group implements sustainable development. It defines the company's strategic priorities and approves its environmental policy, objectives and management system.
Group Operations Department	The Environmental Management System (EMS) is overseen by the Group's Operations Department, supported by the Director of each Business *Unit and* deployed by local managers. The Executive Committee monitors its deployment and the results obtained on an annual basis. Within the Executive Committee, the Group's Chief Operating Officer is responsible for ensuring that this system is effective.
Group Internal Audit Department	This department verifies the correct deployment of the Environmental Management System and its application by operating managers.
Risk Department and Risk Committee	The Risk Department coordinates the identification, assessment and control of Group risks, particularly environmental risks. It works with a Risk Committee that brings together the members of the Executive Committee and is chaired by the Company's General Counsel and run by the Risk, Insurance and Internal Control Coordination Director. This committee validates and monitors the effectiveness of the implemented action plans covering the significant risks identified in the mapping (see Chapter 2, Section 2.1.1 above).

The Group has also implemented a warning system and a crisis management procedure throughout its locations, particularly to monitor environmental risks and violations. These procedures mean that any necessary measures can be taken on a timely basis and at an appropriate level (see Chapter 2, Section 2.2.2.2 above).

Change in certifications and internal EMS

	2016	2017	2018	2019	2020	2023 objective
Roll-out of the internal EMS *(as% of revenue)*	40%	51%	78%	90%	94.9%	> 95%
ISO 14001 certifications *(% of revenue covered)*	68%	67%	69%	68%	72%	/
ISO 9001 certifications *(% of revenue covered)*	71%	71%	75%*	75%	75%	/
ISO 50001 certifications *(% of revenue covered)*	28%	32%	32%	32%	33%	/

* *Value adjusted in 2019.*

4.2.1.4 2020-2023 Environmental Plan

In addition to the 2023 targets associated with its environmental performance commitment (see Section 4.1.2 above), the Group has broken down its environmental policy into 3-year objectives. These objectives apply to the entire Group scope and each entity must supplement, where relevant, these general objectives with local objectives decided based on an analysis of the major environmental impacts identified for its scope.

The new environmental plan for the period 2020-2023 was prepared in line with the Impact 2023 strategic plan, still based on a materiality analysis of environmental challenges, and in conjunction with Veolia's Purpose. The selected indicators and defined objectives therefore take into account Veolia's strategic, operational, commercial and environmental issues.

Combat climate change

Indicator	2020 Results	2023 objective
Reduction in GHG emissions: progress with the investment plan to eliminate coal in Europe by 2030* (1)	8.1%	30%
Avoided emissions: annual contribution to avoided emissions (new methodology)*	12.8	15 million metric tons of CO_2 eq. CO_2
Reduction in scope 1 and 2 GHG emissions/2018 operations reference scope (*Science Based Target*)	-0.4%	-3%
Methane capture rate (current scope)	56%	55%
Percentage of biomass in energy consumption of energy production plants	23%	24%
Production of renewable and recovered energy	+2.9%	15%/2019
Traceability of biomass (wood) for energy production (as a%) (2)	87%	98%
Biomass (wood) certification for energy production (as a%) (2)	74%	80%
Energy performance of cogeneration energy production (heat and electricity)	74%	> 70%
CO_2 emissions relating to waste collection	1.39	< 1.4 kg CO_2/km
Energy efficiency of:		
• wastewater treatment (3)	330	< 335 Wh/m³
• drinking water production (excluding seawater desalination) (3)	229	< 250 Wh/m³
Rate of implementation of a flood risk adaptation plan for sites with flood issues	30%	To be defined

* *Multifaceted performance indicators (see* Section 4.1.2 above*).*
(1) Total investment to eliminate coal in Europe by 2030 have been estimated at €1.2 billion.
(2) Thermal plants selling more than 100 GWh/year.
(3) WWTP with population capacity equivalent greater than 100,000.
(4) WTP exceeding 60,000 m³/day.

Promote the circular economy

Indicator	2020 Results	2023 objective
Volume of recycled plastic in Veolia transformation plants*	391,345 metric tons	610,000 metric tons
Circular economy revenue	€5.2 billion	€6.3 billion
Material recovery rate from treated waste	17%	20%
Energy recovery rate from treated waste	30%	30%
Recovery rate for residual bottom ash from waste incineration	94%	90%
Recovery rate for combustion waste in the Energy business (fly ash, bottom ash)	70%	> 70%
Recovery rate for wastewater treatment sludge	70%	> 75%
Abatement rate for hazardous waste treated	82%	↑

* *Multifaceted performance indicator (see Section 4.1.2 above).*

Protect natural environments and biodiversity

Indicator	2020 Results	2023 objective
Progress rate of action plan improving the footprint of environments and biodiversity on sensitive sites* (pro forma 2019-2020)	1.6%	75%
Percentage of sites with zero use of phytosanitary products (pro forma 2019-2020)	19%	75%
Implementation rate of ecological management at sites (1) *with more than one hectare of green* spaces (pro forma 2019-2020)	22%	75%
Percentage of sites (1) having raised awareness internally or externally of issues concerning the protection of natural environments and biodiversity (pro forma 2019-2020)	22%	50%
Wastewater treatment (2):		
• BOD5 treatment efficiency	96%	≥ 95%
• COD treatment efficiency	91%	≥ 90%
Incineration emissions:		mg/Nm^3
• NO_x	121	< 115
• SO_x	13	< 40
• dust	2	< 10
Energy production emissions (3) (per MWh of energy consumed):		
• NO_x	230	< 270g/MWh
• SO_x	169	< 210 g/MWh
• dust	12	< 13 g/MWh
• mercury	2	< 5 mg/MWh

* *Multifaceted performance indicator (see Section 4.1.2 above).*
(1) Reporting scope: Waste business (all sites); Water business (wastewater treatment plants with a population equivalent capacity of over 100,000 and drinking water plants of over 60,000 m3/day); Energy business (energy production facilities selling over 100 GWh/year).
(2) For wastewater treatment plants with a population equivalent capacity of over 100,000.
(3) Thermal plants selling more than 100 GWh/year.

Sustainably manage water resources

Indicator	2020 Results	2023 objective
Yield rate of drinking water networks* (1)	73.4%	≥ 75%
Volume of water reused from collected and treated wastewater	347 million m^3	↑
Deployment rate of water diagnoses at sites with significant water stress issues	36%	95%
Percentage of customers with progressive rates	72%	80%
Number of smart meter solutions	6.35	6 million

* *Multifaceted performance indicators (see Section 4.1.2 above).*
(1) For networks serving over 50,000 people at constant scope.

4.2.1.5 Resources dedicated to the prevention of environmental risks

Given the nature of the Group's activities, the amounts allocated to preventing environmental risks, particularly pollution, account for the majority of its expenses and investments. More specifically, industrial investments amounted to €2,387 million in 2020 (see Chapter 5, Section 5.4.2 above) and included investments in growth and compliance measures.

The Group also invested in employee training, certification programs and the implementation of the EMS. A specific Research and Innovation budget was also renewed (see Chapter 1, Section 1.4 above).

The Group continued a policy of selective investment, while maintaining industrial investments that were contractually required or that were needed to maintain industrial assets.

Provisions for environmental risks primarily consist of provisions for site closure costs (including provisions for site restoration, the dismantling of equipment and environmental risks). They totaled €678 million in 2020.

GreenPath, an environmental footprint tool for offerings and contracts

Veolia has developed *GreenPath*, a web platform used by sales and technical teams to compare the environmental footprints of several solutions and choose, with customers, the solution that best meets their performance objectives. The tool calculates the carbon footprint of new projects and existing contracts in accordance with ISO 14064 and ISO 14069 and their water footprint in accordance with ISO 14046 and assesses their impact on biodiversity. It is available on the Group's intranet and covers Veolia's three business lines: Water, Waste and Energy.

4.2.1.6 Raise employee awareness and training

Training and informing employees about environmental issues is an integral part of the measures put in place by the Group in each of the countries where it operates.

The integration process calls for management training and awareness-raising in environmental issues and the challenges specific to Veolia. The Veolia Campus network provides Business Units with access to environmental training (see Section 4.4.4 below). This is supplemented by local training sessions based on identified needs.

In 2020, Veolia launched an e-learning program: "Act for the planet - Climate change issues". This compulsory module for managers is aimed at understanding the world's main climate change issues, learning about Veolia commitments to combat climate change and their implementation in the field, master climate-related vocabulary in varied contexts and identifying the best lines of action to support the various stakeholders in their ecological transition.

To raise employees' awareness of the key social and environmental issues surrounding international or political current affairs, the Sustainable Development Department and the Veolia Institute organize several conferences each year (four in 2019, two in 2020), with presentations by leading specialists. A webcast of these events is available on the Group intranet.

The Veolia Institute also set up "Les rencontres de l'institut" for Group managers to discover current environmental, societal and geopolitical changes by dialoguing with top-notch experts. Short video interviews were streamed to pass on the key messages from these meetings to a wider internal audience. Two meetings were held in 2020, focusing on critical metals and energy transition and the impact of the health crisis on commodity markets.

With the support of the Veolia Foundation, the Virtual Environment and Sustainable Development University (UVED) has developed online training (MOOC: Massive Open Online Courses) on biodiversity, the causes and challenges of climate change and ecological engineering. Veolia scientific experts have contributed to the educational content (videos) and the Group encourages its employees to enroll in the courses.

4.2.2 PROMOTE THE CIRCULAR ECONOMY

4.2.2.1 Risks and opportunities

By operating its own facilities and those of its customers, Veolia consumes water, energy and raw materials and generates waste. This environmental impact exposes the Group to third-party liability risks (see Chapter 2, Section 2.2.2.2, Third-party liability risks and particularly health and environmental risks, above).

However, the very nature of Veolia's business aims to protect resources, as reflected by its motto "Resourcing the world". Veolia builds long-lasting relationships with its customers based, in particular, on its ability to manage risks delegated by them. The Group proposes specific offerings to its customers to protect natural resources: processing waste and "complex contamination", waste and wastewater energy and product recovery and industrial and regional ecology services.

4.2.2.2 Policy and commitments

As part of its sustainable development commitments (see Section 4.1.1 above), Veolia adopted the following commitment and 2020 objective in 2015.

Commitment 1	2020 objective	2020 Results	Sponsor
Sustainably manage natural resources by encouraging the circular economy	• Generate more than €3.8 billion in revenue in the circular economy	5.2	Estelle Brachlianoff, Member of the Executive Committee Chief Operating Officer

As part of its Purpose and its Impact 2023 strategic program, Veolia is committed to *combating pollution and accelerating ecological transition* (see Chapter 4, Section 4.1.2 above). This commitment can be broken down into several objectives, including *Promoting the circular economy*, mainly by plastic recycling and material recovery. To illustrate this objective, the Group defined a 2023 target for the volume of recycled plastic in the Veolia recycling plants.

Commitment	Objective	SDG	Indicator - definition	2020 Results	2023 Target
Combat pollution and accelerate ecological transition	**The circular economy: plastic recycling**		• Volume of transformed plastic, in metric tons of products leaving plastic transformation plants	391 thousand metric tons	610 thousand

Régis Calmes [(1)] is the sponsor for this objective. He is a member of the Executive Committee and Senior Executive Vice President for the Asia region.

This objective focuses on:

- developing the circular economy (see Section 4.2.2.3.1 below);
- limiting raw material consumption, mainly through material (see Section 4.2.2.3.2 below) and energy (see Section 4.2.3.3.3 below) recovery of waste (see Section 4.2.2.3.2 below).

4.2.2.3 Actions and results

4.2.2.3.1 Encourage the circular economy

Approach

Veolia proposes solutions to protect resources in a circular economy by:

- producing "secondary raw materials" from waste (recycled plastic, rare metals from electronic waste, recovered solvents, compost, refused derived fuels, etc.);
- producing renewable and recovered energy from waste and wastewater and recovering unavoidable energy (see Section 4.2.3.3.3 below);
- reusing water (see Section 4.2.5.3.5 below);
- pooling multi-customer sites (industrial ecology, biomass heating network).

(1) No longer a member as of the date of this Universal Registration Document.

In 2020, Veolia contributed to discussions on the implementation of the French law on the circular economy through multi-party organizations and professional federations in the sector, defending waste recycling and recovery activities. At European level, the Group actively participated in the European Commission's Green Deal debates and action plan for the circular economy to promote reuse, recovery and recycling.

Veolia is a member of the World Business Council for Sustainable Development (WBCSD) circular economy program, Factor10, which aims to encourage conditions contributing to a more sustainable global economy. The Group contributes to various studies on plastic, regulation and circular measurement indicators. A methodology was developed and made available to companies in 2019.

A plastic recycling and recovery strategy

Veolia has defined a plastic strategy to guarantee its industrial customers access to high quality recycled plastic meeting their requirements and comparable to virgin material:

- Since 2016, the Group has continued its contribution to the **Ellen MacArthur Foundation's** "New plastics economy" initiative, that includes a global commitment to eliminate plastic waste pollutions at source, bringing together 250 organizations and countries;
- Veolia is a member of the **Alliance to End Plastic Waste** along with 40 international companies, that have committed to investing US$1.5 billion over 5 years in plastic waste reduction, collection and recycling, notably in South-East Asia;
- in March 2020, Veolia signed the **"European Plastics Pact"**, which aims to identify common ambitions among States and voluntary businesses towards more ambitious goals for single-use plastics and packaging, initiate new cross-border collaborations and develop partnerships around innovations. Veolia took part in the European and French discussions on single-use plastics, recycling and recovery, mainly through multi-player bodies and professional federations in the waste industry;
- the Group has also entered into partnerships with industrial companies in order to act from the design phase and improve the ability to recycle products and the use of so-called secondary raw materials;
- under the indicators associated with the Company's Purpose, the objective for 2023 is to recycle 610,000 metric tons of plastic in the Group's transformation plants.

Establish large-scale partnerships to optimize resource management

In 2018, **Tetra-Pack** and Veolia entered into an innovative recycling partnership through to 2025 for used food packaging components (75% cardboard, 20% plastic and 5% aluminum) collected in the European Union. In addition to cardboard fibers currently recovered as paper paste, the polymer and aluminum mix will be recovered as raw materials for the plastic industry. The value created by the packaging collection and recycling chain is expected to double, making the sector viable in the long-term.

In 2018, Veolia entered into a three-year partnership with **Unilever**. Solutions to accelerate transition to a circular economy will be deployed in several countries including India and Indonesia: used packaging collection, increasing recycling capacity, developing new processes and technologies, notably for plastics, and creating new economic models.

Veolia is also involved in the **STOP project**, co-created by the company SYSTEMIQ and Borealis. This project aims to implement a genuine waste management ecosystem in Indonesia promoting plastic recycling and organic waste composting, to reduce the quantity of waste in the ocean. It will also have a social and economic impact for local people. In 2020, **Solvay** and Veolia joined forces to set up a circular economy consortium to optimize the recycling of lithium-ion batteries in electrical and hybrid vehicles in Europe, mainly by improving the management and reuse of critical and rare raw materials.

Objective and results

As part of its sustainable development commitment (see Section 4.1.1 above), Sustainably manage natural resources by encouraging the circular economy, Veolia set a circular economy revenue target of over €3.8 billion by 2020[(1)]. This target involves three business lines: Waste, Water and Energy. This revenue totaled €5.2 billion in 2020.

The 2020 objective has been exceeded since 2017. It was set in 2015 based on forecast revenue taken from the Group's growth plan. Circular economy revenue currently reflects the definitions below [(1)]. In 2020, circular economy revenue remained stable despite a decline in activity in certain business sectors due to the health crisis.

(In € billions)	2015*	2016**	2017	2018	2019	2020	2020 objective	2023 objective
Circular economy revenue	3.5	3.8	4.4	4.8	5.2	5.2	3.8	6.3

* *Estimated value.*
** *The 2016 figure published in the 2016 Registration Document was an estimate based on forecast revenue in the Group's growth plan. The 2016 figure published in this Registration Document was recalculated based on actual 2016 revenue in the financial statements.*

(1) *Circular economy revenue: revenue of entities that generate over 50% of their revenue from the following activities: the 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.*

4.2.2.3.2 Recover waste and reduce raw material consumption

Commitment

Residual waste is what is left once all recovery and processing phases have been completed. Veolia applies the hierarchical principle of waste management: it makes every effort to prevent waste production, seeks new reuse, recycling and recovery possibilities and, when none is possible, processes any waste produced.

Veolia is firmly committed to the recovery chain, particularly by developing methods for recovering materials from the waste it is given for processing (see Section 4.2.2.3.2.1 below) and the by-products of its other activities (see Section 4.2.2.3.2.2 below). It thus helps third parties to reduce their consumption of raw materials by making secondary raw materials available to them.

Veolia also seeks to reduce the raw material consumption of the installations it operates. (see Section 4.2.2.3.2.3 below).

4.2.2.3.2.1 Recover customer waste

Challenges and approach

In 2020, Veolia collected 28 million metric tons of waste and processed 47.3 million metric tons.

The Group is responsible for developing innovative and efficient waste management technologies and solutions that enable waste recovery (selective collection, materials and/or energy recovery) and for offering these technologies and solutions to its industrial customers and public authorities, which make the final implementation decision.

Objectives and results

Recovery of treated waste

	2016	2017	2018	2019	2020	2023 objective
Waste tonnage treated *(millions of metric tons)*	44.6	46.2	48.9	49.8	47.3	
Tonnage of materials recovered from treated waste *(millions of metric tons)*	8.2	8.7	10.0	9.8	9.4	
Of which tonnage of recycled plastic in Veolia transformation plants *(thousands of metric tons)*	/	/	/	350	391	610
Heat produced from waste treated *(millions of MWh)*	3.0	3.0	3.2	3.4	3.3	
Rate of materials recovery from treated waste* *(%)*	/	/	18%	17%	17%	20%
Energy recovery rate from treated waste* *(%)*	/	/	/	28%	30%	30%
Abatement rate for hazardous waste treated *(%)*	/	79%	81%	86%	82%	Increase

* *Calculation methodology refined in 2019 with a more restrictive meaning.*

Despite the increase in the quantity of waste treated in certain regions of for certain types of waste (plastic, hazardous waste), the overall decrease in waste tonnage treated in 2020 is due to the impact of the health crisis.

Over and above the performance of Veolia's recovery activities, these indicators especially reflect the type of contracts signed with its customers (with or without recovery).

In the 2020-2023 Environmental Plan, Veolia refined the method for calculating energy recovery from waste at landfill sites, making it more restrictive. Based on the 2019 scope, the new objectives are a materials recovery rate of 20% and an energy recovery rate of 30%.

A new specific plastic recycling objective was set for 2023: attain 610,000 metric tons of recycled plastic.

Waste treated by the Group on behalf of customers includes hazardous waste. Veolia has set a 2023 objective of a further improvement in the abatement rate for all hazardous waste treated, *i.e.* the elimination performance for this type of special waste.

To further increase waste recovery at sorting facilities, Veolia conducts projects with Research and Innovation to:

- optimize sorting: development of innovative technologies such as remotely operated sorting (refined sorting using touch screens) and sorting using Artificial Intelligence (Max AI® sorting robot);
- search for recycling solutions for complex waste derived from new technology: electronic equipment, plastics or solar panels;
- produce so-called "refused-derived fuels", an alternative fuel for cement plants and for incineration electricity and heat production.

Innovating to recover new types of waste

Veolia develops specific recycling technologies for new types of products, such as solar panels at the end of their useful life, a market expected to reach millions of metric tons by 2050.
In 2018, Veolia launched the **first solar panel recycling plant in France and Europe**, in Rousset, with PV CYCLE and the Syndicat des énergies renouvelables (Renewable energies union). Between 1,800 and 4,000 metric tons of material per year will be separated to be recycled in various industrial sectors: glass is transformed into clean cullet for the glass production sector, the frame is used at an aluminum refinery, plastics are used as recovered fuel in the cement industry, silicon is used in the precious metals sectors, cables and connectors are ground down into copper shot. This expertise could be replicated in other countries.

In 2020, **GE Renewable Energy** signed an agreement with Veolia to **recycle its onshore wind turbine blades** in the United States. This recycling contract, the first of its kind in the U.S. wind turbine industry, will turn the blades into a raw material for use in cement manufacturing. Veolia will use a co-processing solution that has already proven its effectiveness in Europe: the blades - mainly composed of fiberglass - will be shredded and the material obtained will then be used in the kilns to replace the coal, sand and clay needed to make cement. More than 90% of the blade will be reused: 65% as raw material in the cement plants, and 28% transformed into energy required for the chemical reaction in the kiln. This solution, which can be rapidly deployed at scale, increases the environmental benefits of the wind industry.

A partnership with Yara for nutrient recycling

This partnership is based on access to growing volumes of recovered nutrients and Veolia's expertise managing organic materials, on the one hand, and Yara's expertise in mineral fertilizer production and crop nutrition on the other hand. The aim is to create a loop by linking the beginning and the end of the current food chain and thus close the nutrients cycle.

Veolia and Yara will scale up nutrient recycling in three promising areas. Together, the companies will develop new business models for a circular agriculture by establishing nutrient recycling models for high quality fertilizer products, not only via existing production processes but also via local recovery, processing, distribution and sales. The companies will also create a Food-to-Agriculture value chain, by collecting and processing food surpluses in cities. Yara and Veolia have already set up a circular economy loop by recycling ammonia produced from composting green waste and wastewater sludge. In addition to other recovered materials, the recycled ammonia is further processed to sodium nitrate and reused in wastewater facilities to prevent odor and corrosion.

Combating food waste

Veolia helps supermarket chains comply with regulatory provisions on reducing food waste.
In France, Veolia signed a partnership with the **social-economy start-up Eqosphère**. Eqosphère analyzes unsold goods and waste to reduce wasting, optimizes the sorting process and trains store employees in surplus and waste recovery; Veolia optimizes the collection and recovery of unsold goods and biowaste. Result: lower waste volumes, optimized treatment of biowaste, recovery of unsold goods for charity, reuse and circular economy associations.

Innovation in biowaste treatment with Bioconversion

Veolia has engaged in bioconversion initiatives which consist in breeding flies that will produce larvae that feed on organic waste. The larvae are then crushed to make insect meal that can be used in aquaculture, replacing fish meal. Veolia has joined forces with Entofood, a French start-up based in Malaysia, to set up a plant, and with the start-up Mutatec in France. Fly larvae have considerable environmental and growth potential.

Search to recycle phosphorous used as agricultural fertilizer

Since 2012, Veolia has worked to develop methods of remove pollution and recover and recycle the nutrients contained in wastewater, in partnership with academic teams, and institutional and industrial players in Europe. The phosphorous used in agriculture (key fertilizer nutrient) and animal feed is primarily produced by mining, but this resource is limited. To help reduce environmental impacts and satisfy an ever increasing demand, Veolia developed the StruviaTM solution which paves the way for phosphorous recycling in Europe.

4.2.2.3.2.2 Recover residual waste and limit the production of final waste

Challenges and approach

The Group generates final waste and primarily:

- residual waste from incineration (bottom ash and flue gas treatment residues) and waste sorting and recycling (sorting refusals) in the Waste business;
- combustion waste (bottom ash and fly ash) in the Energy business;
- sludge from municipal wastewater treatment in the Water business.

Across its entire business, Veolia proposes solutions to its customers to reduce final waste production.

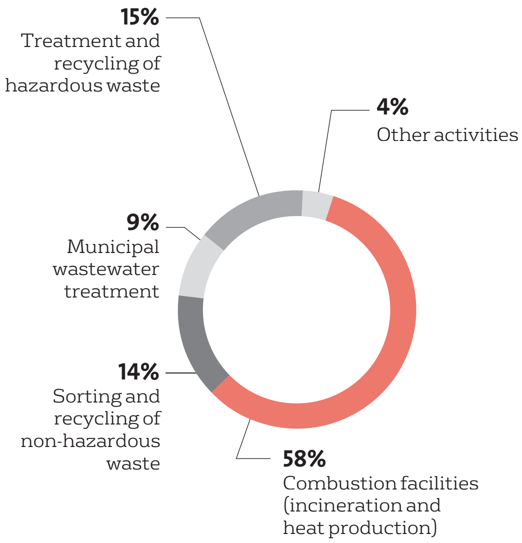
Change in residual waste production

Business	Residual waste produced	2016	2017	2018	2019	2020	of which portion recovered in 2020
Waste	Bottom ash [1] *(thousands of metric tons)*	1,875	1,794	1,810	1,809	1,889 (√)	56%
	Other non-hazardous waste produced *(thousands of metric tons)*	1,788	1,653	1,893	1,916	1,947 (√)	/
	Hazardous waste produced *(thousands of metric tons)*	705	742	796	865	997	/
Energy	Quantity of bottom ash and fly ash *(thousands of metric tons)* [2]	1,251	1,203	1,128	1,181	1,171	70%
Water	Sludge produced by wastewater treatment [3] *(thousands of metric tons of dry matter)*	680	662	691	706	620	70%

(1) Scope: all bottom ash from non-hazardous waste incineration exploited by Veolia, irrespective of whether Veolia has contractual responsibility for management of the bottom ash.
(2) For wastewater treatment plants with a population equivalent capacity of over 100,000.
(3) At heat production and distribution facilities exceeding 100 GWhTh.

The increased production of residual waste by the Waste business is due to greater processing capacity for certain types of waste, and notably hazardous waste, in line with one of the pillars of our Impact 2023 strategic plan.

Breakdown of residual waste production by activity in 2020



Objectives and results

Recovery rate for the main types of residual waste produced by the Group's activities

	2016	2017	2018	2019	2020	2023 objective
Recovery rate of residual combustion waste , from waste incineration and the Energy business *(as a%)*	65%	63%	64%	63%	61%	/
Recovery rate for residual bottom ash from waste incineration [1] *(as a%)*				92.5%	93.6%	90%
Recovery rate for combustion waste in the Energy business (fly ash, bottom ash) *(as a%)*				74%	70%	70%
Recovery rate for wastewater treatment sludge *(as a%)*	63%	57%	58%	64% [2]	70% [2]	> 75%

(1) Scope: bottom ash where Veolia is contractually responsible for management.
(2) Since 2019, this indicator includes waste recovered as energy (biogas).

The decrease in the recovery rate for combustion waste is due to lower demand for the reuse of these by-products, as well as the inclusion of new facilities that do not recovery by-products at this stage.

Limit and recover waste incineration residues

The recovery of bottom ash, the non-combustible solid residue produced by incineration, is regulated according to its source. After a period of maturation and depending on its composition, it may be recovered as road construction material. In quantity terms, it accounts for roughly 17% of incinerated non-hazardous waste.

Veolia is contractually responsible for managing 60% of the bottom ash produced by the incinerators that it operates, equivalent to around 1.0 million metric tons; 93.6% of this was recovered in 2020. When bottom ash cannot be recovered, it is stored at a landfill site for household and similar waste.

Flue gas treatment residues are stabilized and then stored in landfills for residual hazardous waste. In quantity terms, it accounts for roughly 3% of incinerated non-hazardous waste.

Limit and recover thermal energy plant combustion waste

The combustion of solid fuels (coal, lignite and biomass) produces ash: solid residue known as bottom ash and fly ash. Fly ash is captured by dust removal equipment to ensure that only a tiny amount of dust goes into the atmosphere.

Veolia is committed to:

- limiting the production of combustion waste by improving combustion techniques;
- treating or recovering waste in accordance with local regulations.

Recover sludge from wastewater treatment

Wastewater treatment produces sludge, which is a concentrate of the organic and mineral material previously contained in the water.

With population growth and increasingly sophisticated wastewater treatment systems, public authorities and industrial companies are faced with growing sludge volumes. Veolia's challenge is to transform this sludge to reduce the related management costs and recover it:

- as products that can be used in agriculture (spreading and composting) when the quality of the sludge and the availability of suitable land permits (37% in 2020), or industry;
- as energy (33% in 2020): anaerobic digestion, use as a replacement fuel, incineration with energy recovery.

Veolia promotes sludge recovery solutions. However, the Group does not always have decision-making powers over the choice of treatment and recovery solution. The Group ensures that the quality of the sludge is always appropriate for the customer's intended use. The 2023 objective is a recovery rate of 75% for wastewater treatment sludge.

4.2.2.3.2.3 Reduce material consumption at sites operated by Veolia

Challenges

Raw materials consumed (excluding fuels) are mainly treatment reagents used to produce drinking water and treat wastewater (notably urea, ammoniac, coagulants and flocculants). Their consumption is monitored internally and the related greenhouse gas emissions are included in the Group's scope 3 emissions (see Section 4.2.3.3.1 below).

Approach

The Group optimizes raw material consumption and efficiency of use:

- at an economic level: through a cost savings plan;
- at an environmental level: through reduction objectives for Group greenhouse gas emissions.

In the Water business, several solutions optimize the consumption of materials:

- predictive regulation of reagents to optimize dosage levels. For example, the PrédiflocTM process reduces coagulant consumption by 15% on average;
- matching the size of storage tanks to actual requirements helps manage supplies more effectively, ensure consumption is properly planned and limit the number of truck journeys.

4.2.3 COMBAT CLIMATE CHANGE

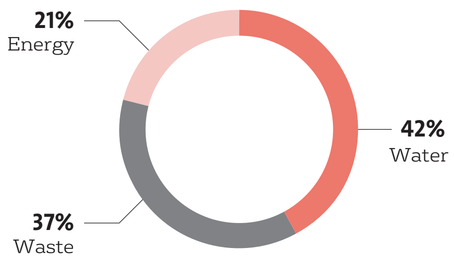
4.2.3.1 Risks and opportunities

Climate change poses physical risks to which Veolia and its customers must adapt. The necessary transition to a low-carbon economy also generates transition risks, as well as commercial opportunities for the Group. These risks can have a negative impact on the Company due to the consequences of natural disasters on its sites or locations, the impact of weather conditions on its business activities, particularly the Water and Energy businesses, and changing regulations, notably governing energy production and CO_2 allowance markets (see Chapter 1, Section 1.3.2 above, Factors that could influence the Group's business lines and Chapter 2, Section 2.2.2.1 above, Risks relating to natural disasters, climate change and seasonal factors).

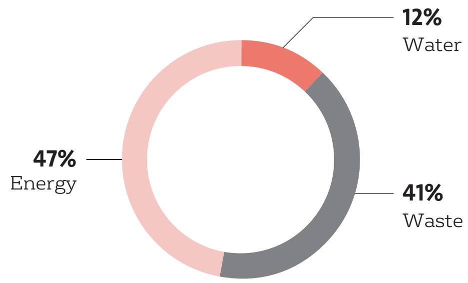
In order to help combat climate change, Veolia is committed to implementing solutions to reduce greenhouse gas emissions (GHG) and limit climate change, both for itself and its customers (see Section 4.2.3.2 below, Policy and commitments).

In 2020, direct GHG emissions (scope 1) [(1)] and indirect GHG emissions linked to energy purchases (scope 2) [(2)] of Group operations amounted to 30 million metric tons CO_2 eq. 47% was generated by its Energy business (mainly the operation of heating networks) and 41% by its Waste business (mainly methane emissions (CH_4) [(3)] in landfills and CO_2 emissions by incinerators). The distribution of GHG emissions (scope 1 and 2) by business does not directly correlate with the distribution of revenue (see diagram below). The Group also calculates other indirect emissions (scope 3) [(4)]: emissions linked to significant sources of scope 3 represent 36% of scope 1 and 2 (see Section 4.2.3.3.1 above).

REVENUE BY BUSINESS (%)



GHG emissions by business (scope 1 and 2) (%)



Overall, changes to regulations provide new market opportunities for the Group's activities: (see Chapter 1, Section 1.2.1 above, The new Veolia strategic program for the period 2020-2023; Section 1.2.2 above Business model):

- Veolia is a player in the low-carbon transition and provides its customers with solutions aimed at reducing greenhouse gas emissions (energy efficiency, use of renewable energies, capturing and recovering methane, waste material and energy recovery, see Chapter 1, Section 1.3 above). In 2020, GHG not emitted due to Group activities represented 47% of emissions (scopes 1 and 2) (see Section 4.2.3.3.2 below);
- the Group is also committed to implementing solutions to adapt to the effects of climate change, particularly for managing the small and large water cycle (see Chapter 1, Section 1.3.1.1 above, Section 4.2.3.2.2 below, Adaptation scenario).

The Group's Research and Innovation activities contribute fully to developing solutions to reduce greenhouse gas emissions and optimize energy consumption, as well as technical solutions to adapt to climate change (see Chapter 1, Section 1.4.3 above). Regional resilience is supported by the Seureca consulting and engineering division (see Section 4.2.3.2.2 below).

(1) Direct GHG emissions (Scope 1): Direct emissions from fixed or mobile facilities within the organizational perimeter, i.e. *emissions from sources held or controlled by the organization, such as: fixed and mobile combustion, industrial processes excluding combustion, biogas from landfills, refrigerant leaks, etc.*

(2) Indirect emissions linked to energy purchases (Scope 2): Indirect emissions linked to the imported production of electricity, heat or steam for the organization's activities. Veolia also includes losses from electricity and heat distribution networks operated by the Group.

(3) The global warming potential of biogenic methane (CH4) over 100 years is 28 times higher than carbon dioxide (CO_2), GIEC AR5 report, 2014.

(4) Other indirect emissions (Scope 3): Other emissions indirectly produced by the organization's activities which are not recognized in scope 2 but which are linked to the complete value chain, such as: the purchase of raw materials (electricity, heat or gas for a retail business, etc.), services or other products (reagents, etc.), business travel, upstream and downstream transport of goods, managing waste generated by the organization's activities, use and end of life of sold products and services, capitalization of production goods and equipment, etc.

4.2.3.2 Policy and commitments

4.2.3.2.1 Commitments and objectives

As part of its sustainable development commitments (see Section 4.1.1 above), Veolia adopted the following commitment and 2020 objectives in 2015.

Commitment 2	2020 Objectives (1)	2020 Results	Sponsor
Contribute to combating climate change (2)	• Achieve 100 million metric tons of CO_2 equivalent of reduced emissions over the 2015-2020 period	93	Patrick Labat, Member of the Executive Committee (3) Senior Executive Vice-President, Northern Europe
	• Achieve 50 million metric tons of CO_2 equivalent of avoided emissions over the 2015-2020 period	42.3	
	• Capture over 60% of methane from managed landfills	65.9%	

(1) See definition of the three indicators in Section 4.2.3.3.2 above.
(2) The Group's 2020 sustainable development objectives for the climate objective were set based on the business changes presented to investors in the long-term plan in 2015 and the related GHG emissions calculated business-by-business.
(3) No longer a member as of the date of this Universal Registration Document.

The 2020 cumulated reduced emissions objective was not attained due to the early sale during the period 2015-2020 of high contribution activities (notably energy production sites in Gabon and Lithuania and waste landfill sites with methane recovery in Asia).

The 2020 cumulated avoided emissions objective, set in 2014, was particulary ambitious and founded on an assumption of sustained growth in recycling activities, notably in Asia. This growth was however slower than expected. In addition, the 2016 sale of French metal recycling activity had a significant impact on the final result.

As part of its Purpose and its Impact 2023 strategic program, Veolia is committed to *combating pollution and accelerating ecological transition*(see Chapter 4, Section 4.1.2 above). This commitment can be broken down into several objectives, including combating climate change. To illustrate this objective, the Group defined two 2023 targets, one to reduce GHG emissions, the other to increase avoided GHG emissions.

Commitment	Objective	SDG	Indicator - definition	2020 Results	2023 Target
Combat pollution and accelerate ecological transition	**Combating climate change**		**Reduction of GHG emissions:** progress with the investment plan to eliminate coal in Europe by 2030	8.1%	30% of investment to be achieved (1)
			Avoided emissions: annual contribution to avoided GHG emissions (assessed with regard to a reference scenario)	12.8 million metric tons of CO_2 eq.	15 million metric tons of CO_2 eq.

(1) Total cumulative investment since 2019 in new forms of energy aimed at eliminating coal in Europe by 2030 has been estimated at €1.2 billion.

Patrick Labbat is the sponsor for this objective. He is a member of the Executive Committee (1) and Senior Executive Vice President for the Northern Europe region.

Veolia has adopted the conclusions of the IPCC report of October 2018 on "The impacts of global warming of 1.5°C above pre-industrial levels and related global greenhouse gas emission pathways, in the context of strengthening the global response to the threat of climate change, sustainable development, and efforts to eradicate poverty". On adopting a **Purpose in April 2019** (see Chapter 1, Section 1.1.2 above), the Group embedded its activity in a framework of fair transition to benefit regions through its customers, both public authorities and industrial groups (see Chapter 1, Section 1.2.1.4 above, Towards carbon neutrality).

(1) No longer a member as of the date of this Universal Registration Document.

The Group contributes fully to the carbon neutral approach of sites under its operational responsibility. This approach is based around four complementary lines of action:

Line no. 1: Reduce the Group's GHG emissions based on measuring and reporting scope 1, 2 and 3 GHG emissions (see Section 4.2.3.3.1 below). Veolia's responsibility is divided between:

- its own assets, such as the investment plan to eliminate coal in Europe by 2030, estimated at €1.2 billion;
- activities and services for which the Group exercises operational control where decisions (choice of energy mix, investments) are shared with its customers or supported by them;
- and in the value chain, depending on the Group's sphere of influence.

In 2019, Veolia committed to a 22% reduction in its greenhouse gas emissions (scopes 1 and 2) over 15 years, that is by 2034, compared with the operational scope of the 2018 baseline year [(1)]. This objective is compatible with Paris Agreement ambitions (below 2DS trajectory) and was validated by the Science Based Targets [(2)] initiative.

Progress towards the Science Based Targets approved target

	2019	2020	2023 interim objective	SBT approved 2034 objective
Reduction in GHG emissions / 2018 SBT reference scope *(%)*	+0.5%	-0.4%	-3%	-22%

Group GHG emissions in the SBT scope were expected to increase slightly until 2020 and then decrease. They decreased in 2020 thanks to an improved methane capture rate at landfill sites in the United Kingdom and Hong Kong.

To achieve the objective of a 22% reduction in emissions by 2034, a thermal coal substitution policy and a new methane capture target have been set in the 2020-2023 Environmental Plan.

Main drivers for reducing greenhouse gas emissions

	2019	2020	2023 objective
CO_2: Progress with the investment plan to eliminate coal in Europe by 2030 [(1)] *(as a% of the 2030 target)*	/	8.1%	30%
CH_4: Methane capture rate *(in%) (current scope)*	53.9%	56.5%	55%

(1) Total cumulative investment since 2019 in new forms of energy aimed at eliminating coal in Europe by 2030 has been estimated at €1.2 billion.

The average methane capture rate (at constant scope) at landfill sites increased by 2% between 2019 and 2020, from 53.9% to 56.5%. This good performance was driven by a net improvement in the capture rate at sites in the United Kingdom and Hong Kong and the installation of biogas capture equipment at several landfill sites in Latin America.

(1) The scope adopted for the change in GHG emissions in the context of the SBT initiative is the 2018 scope under operational control. In the event of cessation of a contract, it will not longer be included in the change in emissions, with prior year changes remaining earned.

(2) The SBTi provides companies with GHG emission reduction pathways enabling them to calculate by how much they must reduce their own emissions and within what time frame to contribute to the Paris climate agreement. https://sciencebasedtargets.org/companies-taking-action/

Line no. 2: develop solutions to help its customers to avoid emissions, through the generalization of the circular economy and the recovery of unavoidable energy.

Emissions avoided by Veolia customers, tied to the 2020-2023 strategic plan

	2019	2020	2023 objective
Avoided emissions* *(in millions of metric tons of CO^2 eq.) (current scope)*	12.1	12.8	15

* *Emissions avoided by the Group's businesses under the 2020-2023 strategic plan are not calculated in the same way as for the 2015-2020 sustainable development commitment, following changes to the methodology and notably the integration of preliminary guidance on accounting for avoided emissions for the waste and recycling sector (EIT Climate KIC - January 2020) and the emissions avoided by the Energy business (cogeneration and production of renewable and alternative energies).*

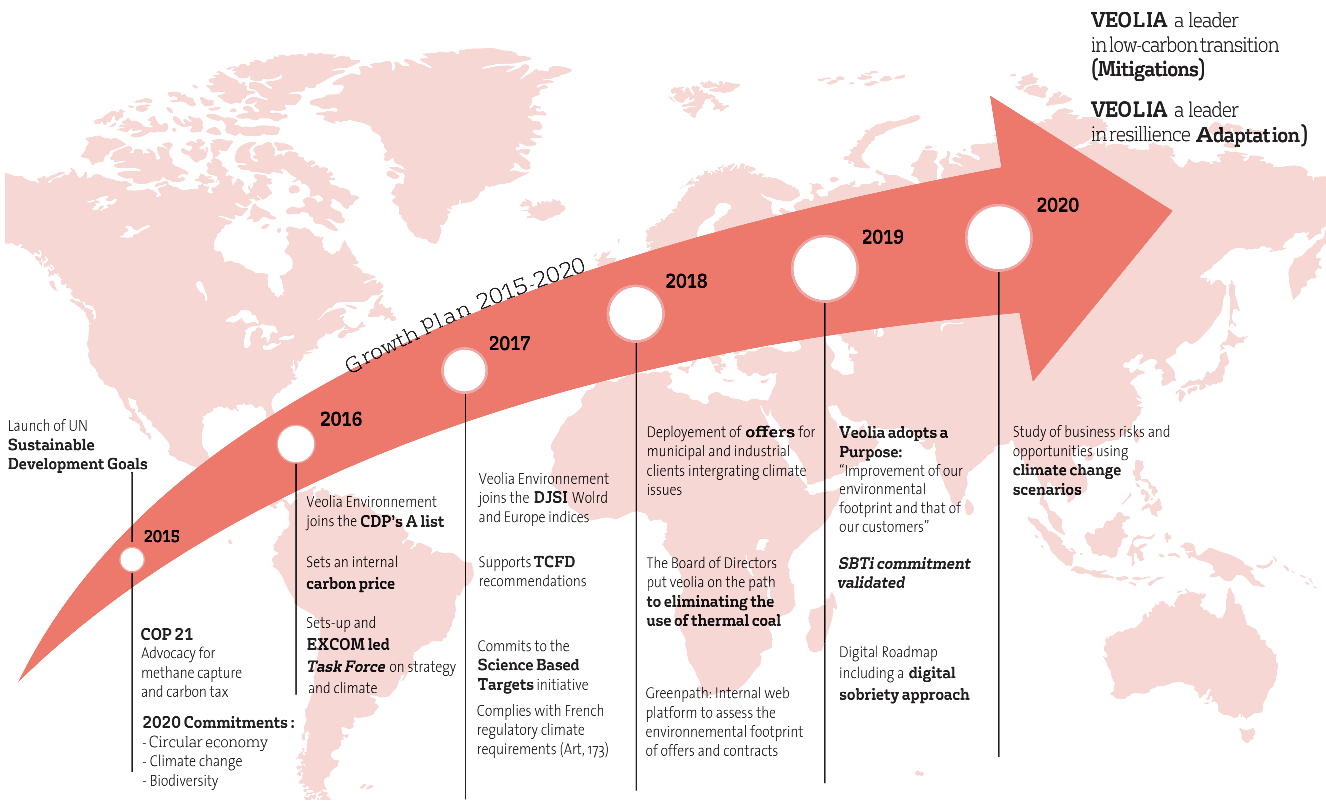
Avoided emissions increased over 6% between 2019 and 2020, from 12.1 to 12.8 million metric tons of CO_2 equivalent. This good performance was driven by the significant increase in the use of biomass to produce energy (particularly in the United States, China and Japan) and the development of material recycling, notably in France and Asia, with new sorting centers integrated into the operating scope and an increase in material tonnage received and recovered at existing sites.

Line no. 3: offset GHG emissions through projects allowing the issue of carbon credits (*e.g.* recovering biogas from landfill sites in Latin America), by participating in the development of the French low carbon certification through I4CE, creating offsetting opportunities in France or by implementing voluntary offsetting initiatives (*e.g.* SEDIF carbon neutral water contract, 4.6 million users in 2020).

Line no. 4: CO_2 sequestration through a service offering for the operation of industrial CO_2 sequestration sites and a research program focusing on demonstrating carbon sequestration on agricultural land and improving this potential through optimization of organic soil conditioner use.

Addressing climate issues in Veolia's strategy

(see Chapter 1, Section 1.2.1.4 above)



4.2.3.2.2 Emission pathways and climate scenarios

In 2020, Veolia initiated a review of its Impact 2023 strategic plan, using scenario-based analysis tools applied to climate change issues. The Group was already equipped with physical risk analysis tools and related indicators [1]; the study was used to systematically quantify their impact in the group risk mapping and finance them (see Chapter 2, Section 2. 2.2.1, Risks relating to climate change above). The choice of transition scenarios included the recovery plans rolled out after the first Covid pandemic wave in the countries where the Group operates: these plans provided a considerable portion of the financing for low-carbon transition activities, in Europe and Asia.

The internal steering committee, chaired by the Executive Committee Climate sponsor, and comprising the strategy and innovation directors, the sustainable development director and the directors of the main BUs, selected around fifteen business opportunities and around ten risks that were included in the strategic planning review.

Furthermore, Veolia helped develop pragmatic tools to implement this TCDF recommendation and, more recently, the European Commission's non-restrictive non-financial reporting directives on the use of climate scenarios: Veolia co-steered the AFEP study, "Guiding companies to build their energy & climate scenarios" and participated in the EFRAG European Lab Project Task Force (PTF) on climate-related reporting, to identify best practice and particularly the use of climate scenarios.

Transition scenarios

The 15-year GHG emission reduction targets for Veolia's operational scope were validated by the Science Based Targets initiative as compatible with the Paris climate agreement objectives.

Veolia - a responsible player in energy transition: towards thermal coal substitution

Veolia's coal activities amount to 2.9% of its revenue and 31% of direct emissions of activities under the Group's operational control in 2017. Veolia has decided to take a position regarding coal-fueled heat and electricity production.
In 2018, the Board of Directors put Veolia on the path to substituting thermal coal: Veolia is committed to not developing or acquiring new activities using coal, except activities specifically aiming to replace coal with energies producing fewer greenhouse gas emissions. Rather than passing on the responsibility through divestiture, the Group agrees to start converting its existing business activities to totally remove the CO_2 impact of using coal over time by combining several drivers: improving energy performance by increasing thermal plants and networks efficiency and implementing energy efficiency solutions, as well as replacement of coal, either with alternative fuels (waste, biomass, gas) or by using recovered waste heat.
In its 2020-2023 Environmental Plan, Veolia set a target investment completion rate for the conversion of coal-fired power plants in Europe by 2030, at sites where Veolia controls investment.

As early as September 2014, Veolia advocated for a **robust and predictable carbon price** by signing the statement issued by the World Bank. In April 2015, the Group showed its commitment by supporting the World Economic Forum's CEO climate leaders' initiative. In May 2015, Veolia Environnement signed the Global Compact Business Leadership Criteria, the Carbon pricing leadership coalition and that of the AFEP/MEDEF. Its Chairman and CEO advocates a carbon fee which would tax greenhouse gas pollution and redistribute these funds directly to mitigation projects. At the same time, Veolia has set an internal carbon price which will increase until 2030. It reflects its vision of changes in regulations governing the markets in which it operates and is applicable to investment projects.

Contributing to carbon neutral regions

Veolia contributes actively to reducing GHG emissions in the regions and countries where it operates.
In 2018 and 2019, Veolia took part in the Net Zero Emissions 2050 study ("ZEN 2050") study supported by *Entreprises Pour l'Environnement (EPE)*, the contribution of a multi-sector business group to the discussion on the National Low Carbon Strategy in France.
Together with Imperial College *of London*, Veolia contributed to the study "An exploration of the resource sector's greenhouse gas emissions in the UK, and its potential to reduce the carbon shortfall in the UK 4th and 5th carbon budgets" [2].

4

(1) *See 2020-2023 environmental objective plan indicators.*

(2) *"An exploration of the resource sector's greenhouse gas emissions in the UK, and its potential to reduce the carbon shortfall in the UK 4th and 5th carbon budgets".*

The Group advocates for a **scientific accounting of greenhouse gas (GHG) emissions**. The leading scientific body, CITEPA, verified the GreenPath tool developed by Veolia to measure the carbon footprint of contracts and offers (see Section 4.2.1.5) complies with the GHG Protocol Carbon Footprint® and ISO standards. In 2019, Veolia also began drafting "Preliminary guidance on accounting for avoided emissions in the waste management and recycling sector", benefiting from European funding [1] and presented this work to European federations for a project on this scale. Veolia also participated in the ISO Committee on Carbon Neutrality.

The Group is also committed to promoting low-carbon solutions enabling avoided emissions and participates in the recycled plastic material ECO-PROFILs produced by the French Plastics Recyclers professional body (Syndicat national des Régénérateurs de matières Plastiques, SRP). In 2019, SRP provided its customers with certificates representing a potential saving of 0.7 million metric tons of CO_2 equivalent.

Adaptation scenarios

Veolia also addresses in its strategic planning, the physical implications of IPCC scenarios with a higher average temperature (see Chapter 1, Section 1.2 above, Strategy).

In its 2016-2019 Environmental Plan, Veolia set an objective of performing a diagnosis at 95% of the sites it operates with significant water stress issues (see Section 4.2.5.3.1 above) using a risk and impact analysis tool [2]. In its 2020-2023 Environmental Plan, Veolia strengthened this objective and included an indicator to identify and act at sites operated by the Group in zones with a high exposure to flood risk [3]: this physical risk (natural disaster) is exacerbated by climate change risks and is a main risk of the Group. (see Chapter 2, Section 2.2.2.1, Risks relating to climate change, above).

Management of flood risk

	2020	Objectif 2023
Rate of implementation of an adaptation plan for flood risk at high-risk sites	30%	To be defined

Helping regions adapt to climate change

Veolia accompanies the development of regions and proposes offers and solutions for adapting to climate change and, more broadly, improving resilience to stress and disasters that customers may face (see Section 4.3.2.3.1 below, Contributing to regional momentum). The Seureca engineering and consulting division accompanies the Group's customers to jointly develop a resilience plan with regional players. The Group deploys a range of operational solutions tailored to climate change adaptation, focusing particularly on:

- managing the large water cycle;
- water recycling and the reuse of wastewater to reduce pressure on resources and conflicting usages;
- controlling urban wastewater systems in rainy weather to limit flooding risk and the health and biodiversity impacts on waterways and beaches;
- limiting urban heat islands;
- crisis management and continuity plans for essential services (water, energy, waste management, etc.) in the case of extreme events.

4.2.3.2.3 Governance of the climate commitment

The policy designed to combat climate change is coordinated at the highest Group level. The **Board of Directors** approves the Group's strategy and makes decisions which commit the Group, such as the substitution of coal at heat production facilities in the medium- to long-term. It monitors the Company's performance through the "Combating climate change" multifaceted performance indicators (see Chapter 1, Section 1.2.1.7). The results of climate commitments are presented annually to its Research, Innovation and Sustainable Development Committee. The Director of the Northern Europe zone, Patrick Labat, is the Executive Committee [4] sponsor of the climate commitment. He presents the Group results on climate to the Executive Committee and submits proposals for associated action plans. The environmental indicators chosen to calculate the variable compensation of the Chairman and members of the Executive Committee are also part of the Group's climate commitments. (see Chapter 3, Section 3.4 below).

Through its Director, the Sustainable Development Department is responsible for coordinating actions linked to Group commitments to combat climate change, both in terms of reducing greenhouse gas emissions and adapting to climate change. The environmental performance indicators are included in the Group's Environmental Management System.

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 main risks of the Group (see Chapter 2, Section 2.2.1.1 above) and the Non-Financial Performance Statement (see Section 4.7 below).

Active participation in climate change conferences and alliances

Veolia participates in the international conference of the United Nations Framework Convention on Climate Change (UNFCCC). Since COP21, the Group has worked to play a part at these conferences and contribute to debates on mitigating and adapting to climate change. *During* the COP25 in Madrid in 2019, Veolia took part in several side events organized by the French Pavilion, speaking on issues concerning adaptation and education challenges as society transforms.

(1) Project financed by EIT Climate KIC in 2019, initiated by VEOLIA and conducted with Quantis, The Gold Standard Foundation, WBCSD, Paprec, Séché Environnement and Suez.

(2) GreenPath, environmental footprint tool (see Section 4.2.1.5 above) based on WRI - Aqueduct data.

(3) Based on environmental data presented in the CatNet® indicators produced by SwissRe.

(4) No longer a member as of the date of this Universal Registration Document.

Mapping of NFRD non-binding requirements [(1)] and TCFD recommended disclosures [(2)]

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		3.2.1.4 3.2.2.4			
Governance	b) Management's role		4.2.3.2.3			
Strategy	a) Climate-related risks and opportunities				1.3.2	
Strategy	b) Impact -related risks and opportunities	1.3.2 1.2.1				
Strategy	c) Resillience of the organization's strategy	1.2.2 4.2.3.2.2				
Risk Management	a) Processes for identifying and assessing				2.2.1	
Risk Management	b) Processes for managing				2.2.1.1	
Risk Management	c) Integration into overall risk management				2.1.1	
Metrics and Targets	a)Metrics used to assess					4.2.3.2.1 4.2.3.3.2 4.2.3.3.3
Metrics and Targets	b) GHG emissions			4.2.3.3.1		
Metrics and Targets	c) Targets			4.2.3.2.1 4.2.3.3.2 4.2.3.3.3		

(1) Climate-related information reporting guidelines (2019/C 209/01).

(2) The TCFD (Task Force on Climate related Financial Disclosures), set up by the G20's Financial Stability Board (FSB), issued recommendations in 2017 on company transparency on climate-related issues to enable investment stakeholders to promote reductions in GHG emissions and adaptation measures. These were adopted as non-restrictive guidelines by the European Commission in June 2019.

4.2.3.3 Actions and results

4.2.3.3.1 Climate performance - Emissions reporting

To provide transparency and advice to its customers, Veolia has been reporting on and publishing greenhouse gas emissions, based on the GHG Protocol, for the scope of activities under the Group's operational control, regardless of the percentage consolidation in the financial statements (see Section 4.8 below, Methodology).

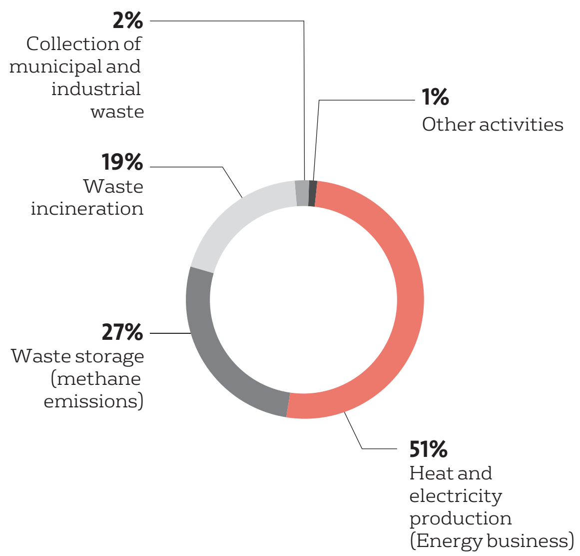
Change in GHG emissions of activities under operational control in the current scope [1]

	2015	2016	2017	2018	2019	2020
Scope 1 – Direct emissions (1)(2) *(in million metric tons of CO_2 eq.)*	26.9	28.5	28.8	29.6	26.3	25(√)
Scope 2 – Indirect emissions linked to energy purchases *(million metric tons of CO_2 eq.)*	7.5	5.3	5.2	5.1	5.2	5(√)
Total *(million metric tons of CO_2 eq.)*	34.4	33.8	34.0	34.7	31.5	30(√)

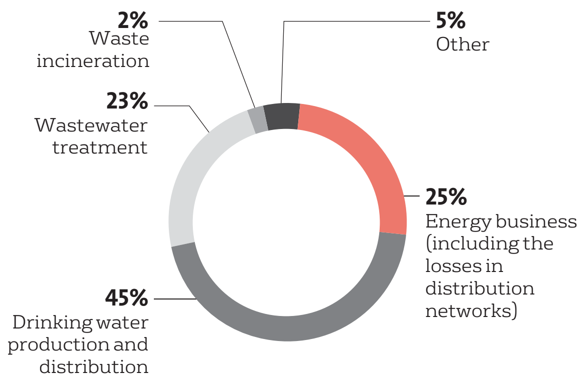
(1) By convention, household waste is considered to consist 50% of biogenic carbon and refused derived fuels 30% of biogenic carbon. The methodology for calculating direct emissions at landfills was reviewed in 2018 to include a better identification of waste accepted at the sites, the modifications have been applied to the years 2015 to 2018.
(2) In 2020, GHG emissions from coal combustion were of 8.1 million metric tons CO_2 equivalent.

GHG emissions change are mainly due to the evolution of the Group's activity scope.

Breakdown of scope 1 emissions by activity in 2020



Breakdown of scope 2 emissions by activity [2] in 2020



Scope 1 emissions fell 4.8% between 2019 and 2020, despite strong growth in energy production in the United States, due to the sale of waste landfill sites and energy production facilities in China and improvements in methane capture rates at waste landfill sites (United Kingdom, Hong Kong, Latin America).

The main Scope 2 emissions are linked to drinking water production services and processing wastewater which requires the purchase of electricity for transport and water treatment. A significant portion of this business activity is in France, but also in countries where the energy mix is coal-heavy, such as China or the Czech Republic. In the energy business, only the physical losses of heat and electricity distribution networks operated by Veolia are accounted for in scope 2, in accordance with the GHG Protocol.

(1) The GHG Protocol proposes several ways of consolidating GHG emissions. Veolia applies the approach which reflects its business as an operator: GHG emissions fully consolidated for the activities in the operational control scope, even if the assets are not fully owned by the Group.

(2) Pursuant to the GHG Protocol, emissions relating to heating and electricity purchased and distributed without transformation are accounted for in scope 3. Only the physical losses of heat and electricity distribution networks operated by Veolia are accounted for in scope 2.

Scope 2 emissions fell 5.1% between 2019 and 2020, reflecting a fall in electricity consumption tied to the divestment of drinking water production activities (Asia and Oceania) and wastewater treatment activities (Middle East). Veolia recognizes biogenic carbon emissions, primarily linked to the combustion of biomass for energy production and the biogenic portion of domestic waste and refused derived fuels incinerated. They amounted to 12 million tons of CO_2 eq. in 2020 (10.6 in 2019 and 9.1 in 2018).

Emissions relating to heating and electricity purchased and distributed without transformation are accounted for in scope 3 above, after deducting losses.

Scope 3 emissions

The Group also assesses greenhouse gas emissions and publishes the significant sources of scope 3 *i.e.* significant sources of emission or minor sources of emission where the Group's scope of action is significant.

Change in main scope 3 emission indicators

	2016	2017	2018	2019	2020
Share of scope 3 emissions linked to energy consumption (1) *(in million metric tons of CO_2 eq.)*	8.1	8.2	8.4	3.1	3.1
Emissions linked to purchases of heat and gas (2) for distribution via networks operated by the Group *(in million metric tons of CO_2 eq.)*	6.8	6.8	6.7	7.3	7.2
Emissions linked to purchases of products and services *(in million metric tons of CO_2 eq.)*	-	0.5	0.5	0.5	0.5
Business trips (air and rail) *(in million metric tons of CO_2 eq.)*	0.011	0.011	0.010	0.011	0.0027
TOTAL	14.9	15.5	15.6	10.9	10.8

(1) Change in methodology in 2019, based on scope 3 electricity emission factors of each country and each energy source, multiplied by actual consumption.
(2) Scope 3 emissions linked to gas distribution activities are accounted for from 2019.

Emissions relating to purchases of products and services presented in the table above correspond to chemicals used in the production of drinking water and the treatment of wastewater [1]. Veolia is committed to a sustainable purchasing strategy which contributes to reducing scope 3 emissions (see Section 4.3.2.3.4 below).

Digital development and digital sobriety

Veolia's digital strategy includes the digital sobriety approach aimed at reducing the information system's environmental impact, in the infrastructure, architecture, tools and usage sections.
Veolia has largely outsourced the management of its infrastructure: the data centers are now operated by suppliers committed to a carbon neutral approach.
The computer pool is being replaced by Internet terminals. The carbon footprint of replacing the Group's IT pool and software suite at its headquarters enabled a 52% reduction in GHG emissions.
With regards to architecture and tools, the solutions adopted aim to limit the volume of data processed and stored by using high-performance collaborative platforms and preferring SaaS applications using virtuous infrastructure.
Finally an awareness rising program "One for all", covering the impact of individual digital use is being rolled out to managers, young employees and apprentices in the IT departments. 300 people in the Group IT department were trained in 2020.
To expand our knowledge of digital sobriety, Veolia participates in the digital sobriety working group, alongside the Club Informatique des Grandes Entreprises Françaises (CIGREF) and the Shift Project.
Veolia also uses its reference position on environmental issues to collect precise information or even influence the carbon strategy of leading global IT service provider.

4.2.3.3.2. Contribute to reducing and avoiding GHG emissions

Approach

A committed player, the Group provides solutions aimed at reducing greenhouse gas emissions:

- by reducing emissions from the services and processes sold and facilities managed (diagnosis and environmental footprint, greater energy efficiency, use of renewable energies, destruction of methane arising from landfills);
- by enabling third parties to avoid emissions through its activities (mainly by supplying energy and materials extracted from the recovery of waste and wastewater).

(1) These indicators are calculated using the sum of volumes produced and the sum of wastewater volumes entering wastewater treatment plants for treatment and associating respective emission factors relating to the inputs (chemicals). Source: Base Carbone.

The measures implemented to reduce and prevent GHG emissions, for each business line, are as follows:

Business line/ Type of measure	Measures implemented
ENERGY **Reduction of GHG emissions**	• Proper use of energy transformation facilities (energy efficiency) resulting in less fuel consumed for the same energy output; • use of renewable and recovered energy instead of fossil fuels whenever possible (biomass, geothermal, solar, wind, etc.); • optimum supply of energy services (integrated energy management) encouraging a more rational use of energy by consumers; • combined production of heat and electricity (CHP).
WASTE **Reduction of GHG emissions**	• Collection and treatment of biogas from landfill sites; • on-site consumption of heat and electricity produced from waste incineration and biogas recovery; • other actions enabling the reduction of fuel and energy consumption.
GHG emissions avoided	• Sale of energy produced from waste incineration and biogas recovery at landfill sites and from anaerobic digesters; • recovery throught direct use of biogas produced at landfill sites and from anaerobic digesters; • recycling of raw materials contained in waste; • production of alternative fuels from waste.
WATER **Reduction of GHG emissions**	• On-site consumption of heat and electricity produced from renewable sources (biogas from sludge digestion, recovering potential water energy using hydraulic micro-turbines, heat pumps, etc.); • optimization of energy consumption by the facilities.
GHG emissions avoided	• Sale of energy produced using renewable energy sources (biogas from sludge digestion, recovering the potential energy of water by using hydraulic micro-turbines, heat pumps, etc.).

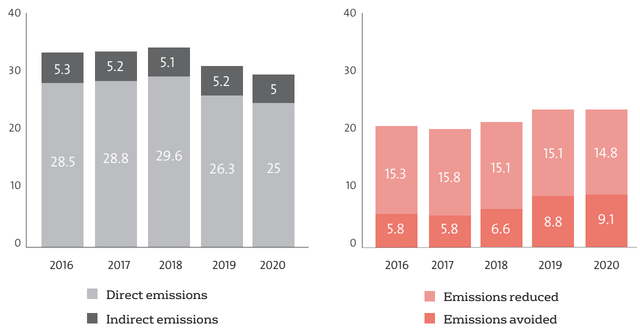
The Group has deployed an operational excellence approach, "Operators Priorities", coordinated at corporate level for its main sites and contracts. These implement an annual action plan to improve operating performance, in particular regarding energy efficiency, maintenance and optimizing reagent consumption, which contribute directly to reducing Scope 1, 2 and 3 emissions.

The sustainable purchasing process, which aims to implement a TCO (Total Cost of Ownership) approach to assessing costs over the useful life of the equipment, such as pumps, also contributes to energy efficiency (see Section 4.3.2.3.4 below).

The Group offers its expertise to its customers to calculate and reduce their environmental footprint and particularly their carbon footprint, using the Veolia GreenPath tool (see Section 4.2.1.5 above). For each project, Veolia is able to assess avoided emissions in comparison to a reference scenario, whether in recycling materials or energy production from waste. The partnerships signed with Tetra-Pack to recycle aluminum, plastic and cardboard from food cartons or with Unilever to recycle used packaging contribute to the circular economy (see Section 4 2.2.3.1 above) and avoiding emissions.

Objectives and results

Change in GHG emissions (million metric tons of CO_2 eq.) (1)



Despite significant growth in energy production from biomass (USA, China, Japan) and an increase in the overall methane capture rate at landfill sites, reduced emissions slipped 1.7% in 2020 compared with 2019 due to the sale of a major landfill site in Asia which contributed significantly to reduced emissions.

Avoided emissions (calculated using the protocol defined for the 2015-2020 commitment) increased 3% between 2019 and 2020, driven by the development of material recycling, notably in France and Asia, with new sorting centers integrated into the operating scope and an increase in material tonnage received and recovered at existing sites.

(1) *In 2019, emission factors of avoided emissions from waste recycling activities have been updated, to comply with the GHG Protocol tool linked to the "Protocol for the quantification of GHG emissions for waste management activities" V5.*

Total emissions reduced and avoided since 2015

	2015	2016	2017	2018	2019	2020	2020 objective
Total emissions reduced [1] since 2015 *(million metric tons of CO_2 eq.)*	16.9	32	48	63.1	78.2	93.0	100
Total emissions avoided [2] since 2015 *(million metric tons of CO_2 eq.)*	6.2	12	17.9	24.4	33.2	42.3	50

(1) Since 2016, Veolia has aligned its scope 2 calculation for Energy activities with the GHG protocol. The calculation reference scenario for emissions reduced was modified downwards.
(2) In 2019, Veolia updated the avoided emission factors associated with the GHG Protocol tool for the waste recovery sector, relating to the "Protocol for the quantification of greenhouse gases emissions from waste management activities - v5 - October *2013".*

Comments on change in these indicators can be found in Section 4.2.3.2.1.

Focus on a GHG reduction action: methane capture

In landfills, the decomposition of fermentable waste generates biogas which contains up to 40% to 60% methane: the Group's expertise in capturing and recovering this methane is an important factor in reducing greenhouse gas emissions.

Veolia has opted to take into account the actual impact of methane in its reporting. Calculated over 100 years, the global warming potential of this gas is 28 times higher than CO_2 (5th IPCC report). The Group's decision to use this figure increases its emissions linked to methane by 12% compared to many other countries and countries which still report based on the 4th IPCC report, when the global warming potential associated with methane was 25.

In 2020, 85.8% of operated landfills, representing 90.4% of stored waste, set up a biogas capture and control system.

Change in methane capture rate at landfills

	2016	2017	2018	2019	2020	2020 objective	2023 objective
Methane capture rate from landfills *pro forma* 2015-2020 *(as a%)* [1]	68.2%	64.7%	63.6%	62.9%	65.9%	≥ 60%	/
Methane capture rate from landfills (current scope) *(%)*				53.9%	56.5%	/	55%

(1) Change in calculation method since 2018: The "Methane capture rate pro forma 2015-2020" indicator includes landfill sites included in Group reporting from 2013 to 2020. The capture rate of each site is weighted by the methane volume produced by the site during the 2013 reference year.

The average methane capture rate for landfill sites increased significantly between 2019 and 2020. This good performance is driven by a net improvement in the capture rate at sites located in the United Kingdom and Hong Kong and the installation of biogas capture equipment at several landfill sites in Latin America.

The decrease between 2016 and 2018 was due to the policy of closing landfills in the United Kingdom, the decline in methane capture at major landfills in China and France and work on motors at sites.

As a result of the increase in the price for carbon credits, the new methane capture facilities managed by Veolia may become profitable in the medium term.

The current scope capture rate was lower than for the 2015-2020 pro forma scope due to the acquisition of sites with a lower level of performance. Actions to improve their performance are currently being rolled out.

4.2.3.3.3 Save and preserve energy resources

Challenges and commitments

Energy production and distribution for the Group mainly covers:

- its Energy business through its heat production and distribution activities for urban district heating for industrial customers and tertiary activities, including combined production of heat and electricity (CHP);
- its Waste business *via* its incineration (recovery of heat produced by waste combustion) and storage (recovery of heat, electricity or biogas from methane produced *via* waste fermentation) activities.

Saving and preserving energy resources is a major aspect of Veolia's contribution to combating climate change. In this area, the Group commits to:

- increase energy efficiency at the facilities which it operates;
- prioritize the use of renewable and recovered energies and support its customers in this transition;
- recover as much energy potential as possible from treated waste and wastewater.

Change in primary energy consumption

	2016	2017	2018	2019	2020	Business contribution *(as a%)* Water	Waste	Energy
Energy consumption [(1)] *(millions of MWh)*	112	113	114	110	114(√)	8%	35%	57%
Renewable or recovered energy consumption [(2)] *(millions of MWh)*	43	43	46	49	53	2%	67%	31%
Share of consumed renewable or recovered energies *(as a%)*	38.0%	38.4%	40.0%	44.9%	46.4%	-	-	-
Renewable energy consumption *(millions of MWh)*	23.6	26.5	28.0	31.6	34.9	3%	54%	43%

(1) Since 2016, if Veolia purchases heat for distribution via a heating network, this heat is not taken into consideration in Group consumption related to production. The same applies for electricity distribution activities without production.
(2) Recovered energies are natural or industrial sources of energy which are lost if they are not recovered immediately. Renewable energies are energies which can be renewed or regenerated indefinitely and endlessly. Energy recovered from domestic waste incinerators is considered 50% renewable and 50% recovered. Energy recovered from refuse derived fuels is considered 30% renewable and 70% recovered.

Change in energy production

	2016	2017	2018	2019	2020	Business contribution *(as a%)* Water	Waste	Energy
Energy production (thermal and electrical) *(millions of MWh)*	53.8	54.4	56.0	51.6	53	1%	18%	81%
• Of which thermal energy production *(millions of MWh)*	37.2	37.3	39.6	35.8	36.4	1%	10%	89%
• Of which electrical energy consumption *(millions of MWh)*	16.6	17.1	16.4	15.9	16.6	2	36	62
Renewable or recovered energy production *(millions of MWh)*	16.3	16.3	17.5	18.6	19.1	4%	48%	48%
Share of consumed renewable and recovered energies *(as a%)*	30.3%	30%	31.3%	36.0%	36.1%	-	-	-
Renewable energy production *(millions of MWh)*	11.5	11.5	12.4	13.6	14.1	5%	36%	59%

Change in renewable and alternative energy production

	2019	2020	2023 objective
Renewable or recovered energy production *(millions of MWh)*	18.6	19.1	-
Change compared to 2019	/	+2.9%	+15%

As part of its 2020-2023 Environmental Plan, Veolia set a target of increasing renewable and recovered energy production by 15% compared to 2019 in all its activities.

The commissioning of new biomass facilities for energy production (United States, China, Japan), the ramp-up of existing biomass plants in China and the acquisition of new waste-to-energy facilities (France and Germany) contributed to the increase in renewable or recovered energy production between 2019 and 2020.

The one-off decrease observed in 2019 in energy production and consumption was due to repositioning of activities in the USA Energy scope: divestment in 2019 of the District Energy subsidiary, followed in 2020 by the acquisition of several major energy production sites.

Veolia also has different objectives based on the specific features of its businesses, as stated below.

Energy business: energy efficiency and diversification of the energy mix

Veolia manages energy at over 45,806 energy facilities worldwide. GHG emissions linked to the Group's Energy business represent 51% of scope 1 and 25% of scope 2 emissions.

Energy performance indicators (Energy business): heat and electricity production and distribution

	2016	2017	2018	2019	2020	2023 objective
CO_2 emissions per MWh of heat and electricity sold [1] *(Kg CO_2/MWh)*	382	372	356	343	329	-
Energy performance of cogeneration energy production (heat and electricity)	/	/	72.8	73.0	74.2	> 70%
Energy performance *(as a%)* of heat networks exceeding 100 GWh/year	85%	87%	87%	87%	87%	-
Share of biomass in the energy consumption of energy production plants *(as a%)*	9%	9%	12%	19%	23%	24%
Traceability of biomass (wood) for energy production *(as a%)*	89%	86%	90%	94%	87%	≥ 98%
Biomass (wood) certification *(as a%)*	53%	57%	69%	66%	74%	≥ 80%

(1) Thermal and cogeneration plants.

Optimization of the Group's thermal equipment energy performance is based on the quality of their operation and maintenance, as well as their modernization.

As part of its energy production contracts, Veolia specializes in operating CHP facilities comprising the simulaneous production of heat and electricity. These facilities improve energy performance compared with the separate production of heat and electricity. The average age of facilities managed by the Group (or the last major refurbishment) was five years in 2019: this recent infrastructure is equipped with the best available technologies to limit pollution and improve production performance. Primary energy savings (in GWh) are tied to changes in the portfolio of CHP facilities operated by the Group.

Downstream from the public authority heat production facilities, Veolia operates district heating networks: by focusing production at a single site, energy performance is optimized compared with domestic sources. Veolia has improved the performance of district heating networks through significant investment. It is also Veolia policy to diversify its energy mix towards renewable energies.

With the increase in the share of biomass in the fuel mix for energy production (from 8% in 2015 to 23% in 2020), Veolia has decided to include biomass energy traceability and certification objectives in its 2020-2023 environment plan. These ambitious objectives mainly concern non-European Union countries.

The share of traceable biomass fell in 2020 due to the significant development of activity at sites, notably in Asia, using less certified and traceable wood resources.

Energy performance indicators (Energy business): energy services for buildings and industrial customers

	2016	2017	2018	2019	2020
Energy savings (expressed in non-emitted metric tons of CO_2 equivalent) by optimizing energy services for buildings (e.g.: Hubgrade, etc.)	8,850	9,840	15,030	56,040	44,420

For its energy services for buildings and industrial customers, Veolia has deployed performance management centers in all its zones: data analysts and systems engineers ensure the optimum management of managed facilities consumption, *e.g.* in its subsidiary ENOVA in the United Arab Emirates. The increase in 2019 is due to the improved reliability of reporting by this entity and the inclusion of EPC contracts [1]. In 2020, the health crisis had a major impact on the activity of energy services for buildings and industrial customers, particularly in the Middle East.

Veolia has developed its **energy flexibility** offer: in 2019, the Group acquired Actility's energy business. It notably intends to apply load shedding, which consists in deferring the energy consumption of facilities to reduce peaks and stabilize electricity distribution networks.

Waste business line: gain in energy efficiency and develop energy recovery

The main sources of energy consumption are waste collection (fuel consumption representing 2% of the Group's scope 1 emissions) and incineration (electricity consumption representing 2% of the Group's scope 2 emissions and energy from waste recovery used on-site)(see Section 4.2.3.3.1 above). Veolia works to limit emissions by managing its vehicle fleet and optimizing collection routes. Veolia also optimizes primary energy consumption at its waste incinerators.

The Group develops energy recovery from waste at sites such as incinerators producing heat, landfills and anaerobic digestion units producing biogas. The energy produced is used on-site and supplied to third-parties, reducing in both cases recourse to other higher-carbon energy sources. Moreover, the material recycling and the production of refused derived fuels (RDF) helps reduce customers' primary energy requirements.

(1) Engineering, procurement and construction contracts.

Energy performance indicators (Waste business)

	2016	2017	2018	2019	2020	2023 objective
Energy production by municipal waste incinerators *(kWh/metric ton of incinerated waste)*	699	721	721	735	711	/
CO_2 emissions per quantity of energy produced by waste incinerators, excluding waste carbon content *(kg of CO_2/MWh produced)*	25.1	23.9	23.7	24.2	25.5	/
Captured methane recovery rate from landfills *(as a%)*	80.8%	76.4%	77.9%	77.4%	74%	/
CO_2 emissions linked to waste collection *(kg of CO_2/km)*	1.4	1.4	1.4	1.4	1.4	< 1.4

The rates of energy produced per metric ton of waste incinerated and CO2 emissions per quantity of energy produced decreased slightly in 2020 due to damage suffered in Asia and France (and the fall in demand for a heating network in France for the first indicator).

The closure of two landfill sites in 2020 which recovered a significant amount of captured methane (China and France), negatively impacted the consolidated captured methane recovery rate from landfills.

Water business: optimize electricity consumption and target self-sufficiency

Drinking water production and distribution activities, as well as wastewater systems (collecting and treating wastewater) represent 68% of the Group's scope 2 emissions (see Section 4.2.3.3.1 above). Veolia develops its know-how in order to reach or get close to energy self-sufficiency for wastewater treatment. The theoretical energy contained in wastewater is two to five times greater than the energy needed to treat it.

The Group aims to minimize consumption at the facilities it operates (water and wastewater systems, networks and factories) through listing best practices and efficient technological choices, the development of diagnostic tools and the implementation of energy audits or certifications - the Veolia Eau France management system is ISO 5001: 2011 certified. The equipment renewal policy also aims to optimize energy consumption.

Similarly, in order to find the optimum wastewater sludge treatment solution (see Section 4.2.2.3.2.2 above), Veolia studies and evaluates energy recovery options (methanation, incineration or co-incineration with energy recovery, etc.) and seeks to optimize the energy efficiency of its treatment processes. Furthermore, wherever technically possible and economically appealing for its customer, Veolia reinforces energy production *via* renewable electricity production equipment: solar panels, wind power, etc. It works to evaluate recoverable energy by placing turbines at the output of treatment plants, like in Brussels (Belgium).

An increasing number of wastewater treatment plants offer examples of energy efficiency. In Germany, Veolia has launched an energy saving and biogas energy production initiative at all facilities equipped with a sludge digester. Three treatment plants (Braunschweig, Görlitz and Schönebeck, *i.e.* approximately 520,000 population equivalent) are energy self-sufficient.

Energy performance indicators (Water business)

	2016	2017	2018	2019	2020	2023 objective
Electricity consumed for drinking water production *(as Wh/m³)* by factories exceeding 60,000 m³/day [(1)]	262	229	233	238	229	< 250
Electricity used to treat wastewater *(in Wh/m³)* by wastewater treatment plants with a population equivalent capacity of over 100,000	336	338	337	342	330	< 335
Recovery rate for biogas produced by sludge methanation *(as a%)* by treatment stations with population capacity equivalent greater than 100,000	79%	77%	73%	76%	80%	↑

(1) Seawater desalination plants are not included in the scope.

4.2.4 PROTECT NATURAL ENVIRONMENTS AND BIODIVERSITY

4.2.4.1 Risks and opportunities

By their very nature, Veolia activities contribute to protecting natural environments (water, air, soil) and biodiversity. Through its water, waste and energy management businesses, the Group directly interacts with natural environments. The collection and treatment of wastewater and waste reduces the pollution of soil, air, and bodies of water by urban and industrial pollution. The development of centralized and strictly regulated urban heating networks that are continuously monitored, and the use of biomass processes help to reduce the environmental impact in comparison to more polluting systems.

However, Group activities can have direct and/or indirect environmental impacts which contribute to a loss of biodiversity, due to the consumption of natural resources, residual contamination contained in operating emissions and discharges, greenhouse gas emissions, cut-off effects which sites can create in their surroundings (fence, etc.), the land footprint of sites (destruction or improper management of surroundings), the potential use of exotic invasive species during site development and the creation of surroundings favorable to their development (see Sections 2.2.2.2 below).

Veolia has analyzed the dependence of each of its business activities on ecosystem services:

- the production of drinking water is directly tied to a properly functioning water cycle: precipitation, plus storage capacity in catchment areas, ensure that the resource is available. Leveraging the benefit of ecosystems in regulating the quality of water (auto-treatment) helps to maintain good quality water resources used for drinking water production and therefore limit the amount of treatment needed to ensure water is fit for consumption;
- wastewater treatment activities are dependent on ecological factors: microbial activity, and the ability of aquatic environments to assimilate residual water content, are critical to wastewater treatment;
- for energy, biomass operations require a sustainable supply of wood energy;
- waste storage, composting and soil remediation all rely on the structure and nature of the soil, as well as biological processes to break down organic material.

The Group responds to challenges linked to the protection and restoration of biodiversity through specific offers, notably: decontamination activities or biodiversity protection and restoration solutions.

4.2.4.2 Policy and commitments

As part of its sustainable development commitments (see *Section 4.1.1* above), Veolia adopted the following commitment and 2020 objective in 2015.

Commitment 3	2020 objectives	2020 Results	Sponsor
Protect and restore biodiversity	• Carry out a diagnosis and deploy an action plan at 100% of sites with significant biodiversity issues	73%	Philippe Guitard, Member of the Executive Committee Senior Executive Vice-President, Central and Eastern Europe

The achievement of this objective was hindered by delays mainly in 2020 due to the health crisis. 73% of sites identified as having major biodiversity issues in 2014 were nevertheless assessed and rolled out an action plan in 2020 - none of them were assessed at the start of the approach.

As part of its Purpose and its Impact 2023 strategic program, Veolia is committed to *combating pollution and accelerating ecological transition*(see Section 4.1.2 above). This commitment can be broken down into several objectives, including *protecting natural environments and biodiversity*. To illustrate this objective, the Group defined a 2023 target involving the roll-out of action plans designed to improve the footprint for natural environments and biodiversity at sensitive sites.

Commitment	Objective	SDG	Indicator - definition	2020 Results	2023 Target
Combat pollution and accelerate ecological transition	**Protect natural environments and biodiversity**	14 LIFE BELOW WATER 15 LIFE ON LAND	• Rate of progress with action plans aimed at improving the impact on the natural environment and biodiversity at sensitive sites	1.6%	75%

The sponsor of this objective is Philippe Guitard, Executive Committee member and director of the Central and Eastern Europe zone. Pursuant to the French legal system, the Group endeavors to implement the principles of the mitigation hierarchy (or the Avoid-Minimize-Compensate approach), the first step of which is to avoid damaging biodiversity, then to reduce the impacts and finally to offset them.

In 2015, the Group committed to the National Strategy for Biodiversity (SNB) for its world scope through a 2015-2018 action plan that was officially recognized by the French Ministry for Ecological and Inclusive Transition.

In 2020, Veolia Environnement renewed its 2018 commitment to the Act4Nature International initiative, launched by the French association EPE (*Entreprises Pour L'Environnement*), and supported by numerous public, private and NGO partners. http://www.act4nature.com/. As part of this, its Chairman and Chief Executive Officer signed collective agreements and made commitments unique to Veolia.

The "Protect natural environments and biodiversity" objective is based on three lines of action:

- Line 1: strengthen the integration of the protection of natural environments and biodiversity in our Group standards;
- Line 2: preserve regional natural environments and biodiversity by limiting the impacts of our sites and developing their ecological potential;
- Line 3: raise maximum awareness internally and externally and engage our stakeholders in our natural environments and biodiversity protection strategy.

The biodiversity action plan is monitored by the departments in charge of this issue in the Group's entities (head office functional departments, Research and Innovation, and Business Units). A network of correspondents located in the main countries where the Group operates ensures the roll-out of the Group's strategy through the implementation of action plans, the sharing of best practices and feedback on experience.

4.2.4.3 Actions and results

4.2.4.3.1 Protection of biodiversity

In its new 2020-2023 plan, the Group extends extend its actions and develops its businesses and practices with regard to ecological management. This transition is leading to the inclusion of biodiversity in its offerings, services and management methods and working closely with its customers, sub-contractors and other partners (associations, scientists, etc.). The production and sharing of tools with stakeholders also contributes to promoting biodiversity internally and within their organizations.

Progress with the commitments renewed in 2020 under the Act4Nature International initiative is presented in the appendices (see Section 8.10.1 below).

Strengthen the integration of the protection of natural environments and biodiversity in our Group standards

Veolia develops its internal standards with a direct or indirect impact on biodiversity: purchasing processes (assessment of suppliers with the greatest impact for the environment, application of the Veolia green spaces charter to subcontractors, etc.), businesses (integration of recommendations promoting biodiversity in its operating standards, etc.), marketing (improvement of offers in line with the protection of ecosystems, etc.).

Veolia is also furthering its understanding of biodiversity to better integrate it into its services. The Group has therefore analyzed the impacts and dependencies of each of its businesses, and the benefits of services provided by nature (see Section 4.2.4.1 above). The results of these analyses guide the Group's research projects and the design of innovative solutions (bio-indicators to measure impacts, footprint, etc.).

In 2020, Veolia finalized an innovative methodology to measure the footprint of its activities on natural environments and biodiversity. The tool was built in collaboration with ecology and life cycle analysis experts: the French consultant agency Ecosphère, the internal environmental consultant agency 2EI, Veolia Environnement Recherche et Innovation, Veolia Eau and the French Committee of the IUCN (International Union for Conservation of Nature). The "natural environments and biodiversity" footprint measures the biodiversity issues of a site in terms of quantity and quality, in the same way as the carbon footprint. The tool is used to draw up a semi-automated action plan according to a site's major issues and monitor the site's progress.

Preserve regional natural environments and biodiversity by limiting the impacts of our sites and developing their ecological potential

Veolia manages impacts linked to discharges and withdrawals in the natural environment of sites it operates. By improving its environmental performance, directly in line with its operational performance, Veolia reduces its impacts on receiving environments, particularly air and water, and therefore biodiversity (see Sections 4.2.2 and 4.2.3 above). In addition, Veolia manages and develops areas, notably to compensate for the impacts generated by land coverage.

1) As part of its 2020-2023 multifaceted performance, Veolia focuses its action on sites which potentially have the most impact on natural environments and biodiversity. Veolia therefore decided to monitor changes in the progress of actions plans designed to improve the footprint on the natural environments and biodiversity of sensitive sites. These sensitive sites were identified with regard to several criteria:
   - ***issues relating to the context of the site's sensitivity and potential as well as the method of managing its green spaces***: the surface area of permeable land and water spaces, assessment of green space management practices using phytosanitary products, the type of natural environment in which the site is located, the presence of protected natural areas near the site, potential presence or threatened or protected species. The Group 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,
   - ***issues relating to the site's activity***: air and water discharges, purification efficiency, abstraction of resources, environmental non-compliance or accidents.

The involvement of an ecologist is necessary to implement on-site footprint assessments.

2) Under its 2020-2023 Environmental plan, Veolia commits its sites to implementing more virtuous practices for biodiversity, whatever their issues at stake:
   - zero use of phytosanitary products (to manage site green spaces) at 75% of sites [1],
   - implementation of ecological management at 75% of sites [1] with green spaces exceeding 1 hectare (by applying the Veolia green spaces charter).

(1) Reporting scope: Waste business (all sites); Water business (wastewater treatment plants with a population equivalent capacity of over 100,000 and drinking water plants of over 60,000 m³/day); Energy business (energy production facilities selling over 100 GWh/year).

Improvement in the environmental footprint of our activities and those of our customers

	2016	2017	2018	2019	2020	2020 objective	2023 objective
Percentage of sites with significant biodiversity issues that have carried out a diagnosis and deployed an action plan (*pro forma* 2015-2020)	36%	55%	61%	72%	73%	100%	/
Rate of progress with action plans aimed at improving the impact on natural environments and biodiversity at sensitive sites (*pro forma* 2019-2020)	/	/	/	/	1.6%	/	75%
Number of sites (with or without significant biodiversity issues) that have carried out a diagnosis and deployed an action plan	155	197	215	347	323	/	/
Number of sites that have introduced ecological management and/or development	155	161	181	230	237	/	/
Percentage of sites with green spaces exceeding 1 ha that have set up ecological management practices (pro forma 2019-2020)	/	/	/	/	22%	/	75%
Percentage of sites with zero use of phytosanitary products (*pro forma* 2019-2020)	/	/	/		19%	/	75%

Percentage of sites with significant biodiversity issues that have carried out a diagnosis and deployed an action plan remained stable in 2020 due to the exit from the reporting scope of sites that had completed their diagnostic (lost contracts, disposal, etc.) and the world health crisis which hindered the performance of diagnoses. The new 2023 objective, aimed at improving the natural environment and biodiversity footprint at sensitive sites, is in keeping with the 2020 objective (diagnoses at sites with biodiversity issues). Progress in 2020 towards achieving this new objective was also slowed down due to the health crisis. To support the deployment of the strategy, the sites have been equipped with various tools, including:

- the ecological management guide, developed in partnership with IUCN France, that enables all sites, whatever their issue at stake, to implement measures to protect biodiversity. It comprises information sheets on the maintenance of green areas, ecological developments for roads and buildings, maintenance of ponds and waterways, and the management of invasive exotic species;
- EcoLogiCal, a tool designed in partnership with the Noé association and with the participation of IUCN France and Ecocert Environnement. Through an online self-assessment covering 5 major themes (flora, fauna, water, waste, lighting), it allows you to compare the economic and ecological footprints of the traditional management of green spaces with environmentally-friendly practices. EcoLogiCal is aimed at all site managers. It is free, public and can be accessed online: https://eco-logical.fr;
- the green spaces charter aims to support the transition of green spaces towards more ecological practices. It commits Veolia sites and service providers to manage green spaces ecologically. It also incorporates mandatory measures to consider the effective transition to ecological management;
- the zero phyto sheet contains precise explanations on how to stop using phytosanitary products and developing site esthetics standards by increasingly incorporating nature into green spaces.

Raise maximum awareness internally and externally and engage our stakeholders in our natural environment and biodiversity protection strategy

The Group seeks to continue raising awareness among internal (on-site personnel, support functions) and external (subcontractors, customers, general public, etc.) stakeholders on natural environment and biodiversity protection issues. The ultimate aim is to firmly establish the change of culture needed to transform practices (ecological management, green infrastructures, etc.). The Group also involves its stakeholders in its decisions (*e.g.*: partnerships with national and local associations for the protection of the environment, etc.).

Under the 2020-2023 Environmental Plan, Veolia gave the following commitment: 50% of sites [(1)] having raised awareness internally or externally on the issues of protecting natural environments and biodiversity.

Since 2008, Veolia has partnered the French Committee of the IUCN (International Union for Conservation of Nature), which provides expertise for the roll-out of its commitment (drafting of its commitment in relation to the French National Strategy for Biodiversity, creation of operational tools, etc.). The Group actively participates in the think tanks of the French association Entreprises pour l'Environnement (EpE) and the IUCN. Veolia chairs the IUCN's "Business and Biodiversity" working group.

(1) Reporting scope: Waste business (all sites); Water business (wastewater treatment plants with a population equivalent capacity of over 100,000 and drinking water plants of over 60,000 m^3/day); Energy business (energy production facilities selling over 100 GWh/year).

In 2018, the Chairman of the French Natural History Museum (MNHN) and the Chairman and Chief Executive Officer of Veolia signed a 5-year framework agreement. Objective: to expand and reinforce the current collaboration between MNHN and the Group, in order to improve the consistency and visibility of actions already in place around four areas: research, expertise, distributing knowledge and training.

Fully aware that naturalist expertise is needed to set up and monitor actions tailored to regional issues, the Group encourages its sites to forge partnerships with conservation associations.

Awareness-raising actions and local partnerships

	2016	2017	2018	2019	2020	2023 objective
Percentage of sites [1] having raised awareness internally or externally on the issues of protecting natural environments and biodiversity *(as a%)* pro forma 2019-2020	/	/	/	/	22%	50%
Number of sites that have forged a partnership with a local conservation association	47	51	60	83	85	

(1) Reporting scope: Waste business (all sites); Water business (wastewater treatment plants with a population equivalent capacity of over 100,000 and drinking water plants of over 60,000 m^3/day); Energy business (energy production facilities selling over 100 GWh/year).

4.2.4.3.2 Limit the discharge of pollutants into water

Challenges

Veolia provides sanitation services to nearly 62 million people worldwide and operates 2,737 municipal wastewater treatment plants.

Volume of collected and treated municipal wastewater

	2016	2017	2018	2019	2020
Volume of wastewater collected *(billions of m^3)*	6.4%	6.3	6.5	6.7	5.8
Volume of wastewater treated *(billions of m^3)*	5.7%	5.7	5.8	5.9	5.2

The main discharges from facilities operated by the Group concern its Water business.

Commitment, approach and result

Protecting water resources is one of Veolia's areas of expertise, and it is committed to optimizing management of the water cycle.

Collect and decontaminate wastewater

Veolia has developed a comprehensive approach to help public authorities efficiently manage wastewater collection and treatment services, according to their size and issues.

Optimizing the efficiency of treatment processes is an ongoing concern for Veolia, both in terms of operating facilities under its management and developing new processes.

The average rates of pollution abatement, expressed in BOD5 and COD, for the wastewater treatment plants operated by the Group are very satisfactory. Under the 2020-2023 Environmental Plan, Veolia set minimum efficiency thresholds of 95% and 90% respectively, well above French regulatory thresholds [()], and largely exceeded them.

Treatment efficiency of wastewater treatment plants with a population equivalent capacity of at least 100,000

	2016	2017	2018	2019	2020	2023 objective
BOD5 treatment efficiency *(as a%)*	96.0%	95.7%	95.6%	96.0%	95.9%	≥ 95%
COD treatment efficiency *(as a%)*	91.5%	91.3%	90.9%	91.9%	91.4%	≥ 90%

Furthermore, in accordance with the European Water Framework Directive, Veolia implemented systems to monitor the flow of a high number of micro pollutants deemed dangerous to the environment, to assess the impact of wastewater treatment plant discharges on the ecological state of bodies of water. These systems were particularly implemented in France.

(1) The amended Decree of July 21, 2015 on collective wastewater systems and non-collective facilities, excluding individual wastewater systems receiving a gross load of organic waste of less than or equal to 1.2 kg / day BOD5, sets the threshold at 80% for BOD5 and 75% for COD.

A comprehensive range of monitoring services

Veolia offers customers a comprehensive range of monitoring services for water pollutants involving sampling and analysis. It has developed regulatory analysis techniques and biological tools for measuring the impact of these discharges on target organisms. When necessary, the Group works with its customers to define and implement solutions to reduce or eliminate the discharge of hazardous substances into the natural environment and manage the attendant risks. These solutions can either be implemented at source (for example, by connecting plants and monitoring networks) or take the form of remedial measures (by optimizing processes, introducing additional treatments, etc.).

4.2.4.3.3 Limit atmospheric pollution

Challenges

The atmospheric emissions generated by Group activities mainly concern its Energy business (combustion plants for heat or heat and power production) and its Waste business (incineration).

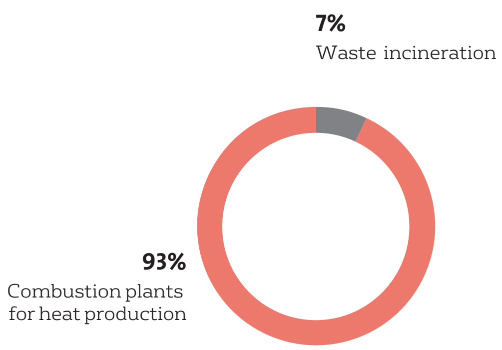
SOx and NOx emissions	2016	2017	2018	2019	2020
SOx emissions (metric tons) [(1)(2)]	69,733	71,860	12,920	13,188	13,832
NO_x emissions *(metric tons)*	41,236	41,349	20,302	20,991	22,484
Dust emissions from thermal plants selling more than 100GWh year and waste incinerators *(metric tons)*	894	746	783	641	776

(1) For combustion facilities, Sulfur Oxide (SO_x) and Nitrogen Oxide (NO_x) emissions are calculated in accordance with the European Industrial Emissions Directive (IED) of November 24, 2010 as from fiscal year 2018 after bringing facilities managed by Veolia up to standards. Emissions from previous years were calculated in accordance with the former European Directive of October 23, 2001. These documents set the maximum values for emissions based on fuel type and facility capacity.

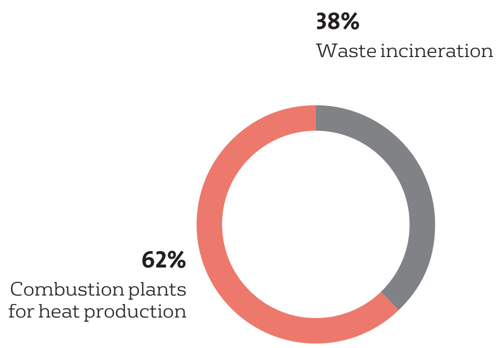
(2) The calculation methods for SO_x and NO_x emissions may differ depending on the activity. For the Group's waste incinerators, particularly in Europe, dust, TOC, HCl, SO_2, HF, CO, NO_x and flue flow are measured on a continuous basis. Analyzers provide substance concentration measurements every minute or so. For thermal energy plants, emissions are calculated based on energy consumption and regulatory emission limits for large combustion plants (from 50 to 100 MW). These emission limits have been applied to all energy consumption, regardless of the size of the facility. Other methods may be used in response to local requirements, based on emission factors depending on the tonnage burned, with these factors being determined through tests under real operating conditions.

The marked decrease in 2018 of Sulfur Oxide (SO_x) and Nitrogen Oxide (NO_x) emissions is related to the change in the threshold limit used to calculate emissions for combustion facilities (see note [(1)] in the table above). The increase in emissions in 2020 is due to the acquisition of thermal installations in the USA.

Breakdown of SO_x emissions in 2020 (%)



Breakdown of NO_x emissions in 2020 (%)



Commitment and approach

As part of its commitment to combat pollution, Veolia strives to reduce the atmospheric emissions of the facilities which it operates by implementing the best available techniques (BAT).

Objectives and results

Atmospheric emissions from combustion plants for heat production

Under its 2020-2023 Environmental Plan, Veolia set the objective of reducing atmospheric emissions per unit of energy produced, and defined threshold objectives for 2023.

Emissions of thermal installations selling over 100GWh/year

	2016	2017	2018	2019	2020	2023 objective
NO_x *(g/MWh)*	322	299	273	279	230	< 270
SO_x *(g/MWh)*	295	244	224	196	169	< 210
Dust *(g/MWh)*	15	12	13	12	12	< 13
Mercury *(mg/MWh)*	-	-	-	1.6	1.7	< 5

The steady decline since 2016 in SO_x, NO_x and dust emissions by these facilities reflects the efforts of the sites and the technical centers of excellence to capture and treat air pollutants emitted by heat production plants. Changes in the energy mix were also favorable to a reduction in emissions.

The slight increase in NO_x emissions in 2019 was due to the sale of district heating activities in the United States, which produced significantly lower emissions than the Group average.

For thermal plants, Veolia implements BREF (BAT Reference Document) best available techniques. They mainly focus on optimizing combustion while minimizing nitrogen oxide (NO_x) and carbon monoxide (CO) emissions and flue treatment systems (denitrification, desulphurization and dust removal from combustion gases).

The Group is also continuing efforts to reduce fuel consumption and encourage the use of cleaner fuels, specifically biomass and natural gas.

Atmospheric waste incinerator emissions

As part of its 2020-2023 Environmental plan, Veolia defined more demanding objectives for SO_x and NO_x emissions than the strictest regulatory benchmark - the European Union benchmark - to assess its overall performance worldwide. In 2020, as in previous years, average emission concentrations were below the levels stipulated by the European Directive.

Emissions from hazardous and non-hazardous waste incineration plants in 2020

	NO_x	SO_x	Dust
	mg/Nm3 [(1)]	mg/Nm3	mg/Nm3
Average concentration of emissions from hazardous and non-hazardous waste incineration plants	121.1	12.7	2.3
2023 objective	< 115	< 40	< 10
European Directive [(1)] limit values	< 200 [(2)]	< 50	< 10

(1) European Directive 2000/76/EC of December 4, 2000, repealed by the Industrial Emissions Directive (IED) of November 24, 2010 and enacted into French law by two amended decrees of September 20, 2002 (daily averages).
(2) For NO_x, the standard depends on the output rate: 200 mg/Nm3 for plants > 6 metric ton/hour and 400 mg/Nm3 for plants < 6 metric ton/hour.

Veolia contributed actively to the review of the Waste Incineration BREF (Best available techniques Reference document), published at the end of 2019. These technical documents are prepared by the European Commission and the incineration industry and are a reference for best available techniques, specifically for improving the environmental impact, including air emissions and specifications on NO_x, CO, TOC, HCl, HF, SO_2, NO_x, PCDD, metals, dust, etc.

4.2.4.3.4 Optimize land use

Challenges

The landfill sites and drinking water production sites operated by the Group cover the largest areas. At these sites, soil contamination can lead to groundwater or surface water pollution.

Veolia is also committed to restoring and maintaining soil quality through the remediation of contaminated soil and organic recovery of waste and wastewater sludge (see Section 4.2.2.3.2.2 above, Recover residual waste and limit the production of final waste).

Commitment and approach

Site land areas are not fully sealed. Veolia designs and operates these sites to minimize the footprint of its activities by maximizing the percentage of soil favorable to the maintenance and development of biodiversity.

As part of its biodiversity strategy, the Group drafted an ecological design and management guide for its sites with the support of IUCN France. Site operating rules include conditions governing the use of land that are consistent with the Group's commitment to ecosystem management.

Furthermore, Veolia is careful not to cause any chronic or accidental soil pollution at all the sites it operates by:

- storing and using materials under good conditions;
- properly managing storm water and effluents;
- ensuring that resources for preventing accidental spillages remain operational.

Redevelopment of landfilling cells

The operation of a landfill site requires landfilling cells to be dug and prepared. When responsible for this task, the Group complies with all obligations regarding surface sealing and the recovery of excavated materials.

Minimum Veolia standards govern the design and operation of landfill sites. These include: hydrogeological and geological soil studies, a watertight system made up of a double barrier (passive, with a low permeability soil or equivalent and active, with the application of a geomembrane tested and certified by an external service provider), systems for collecting and treating leachates and surface water; and monitoring groundwater.

Over the duration of operations and post-operations (at least 20 years), the monitoring system is based, *inter alia*, on the analysis of surface water, groundwater and discharges. All Veolia sites self-assess their compliance with these standards. Should they fall short, the sites must either propose an action plan showing how they intend to achieve compliance, demonstrate that equivalent measures are in place, or obtain special dispensation on the basis of additional monitoring measures.

Once used, the cells are covered as quickly as possible, encouraging the development of local ecosystems. The cells are monitored for environmental impacts before being returned to general use. When the entire site is redeveloped, monitoring continues to ensure that the species planted repopulate the area (post-operation phase). These stages are incorporated in the action plans for sites with major biodiversity issues (see Section 4.2.4 below).

Implementation of protective perimeters around water catchment areas

Catchment areas for water intended for consumption are surrounded by protective perimeters. Human activities that could directly or indirectly damage water quality are prohibited or regulated. In its wellfield operations, the Group conducts voluntary biodiversity-friendly actions: management of green areas, inventory of animal and plant life, etc.

4.2.4.3.5 Reduce local pollution

The Group seeks to minimize any local pollution in all its activities.

Limit, capture and treat odors

Challenges

The natural process of organic matter decomposition can generate odorous molecules. This process concerns several Group activities: biological water treatment, composting, collecting household waste, waste storage facilities.

Commitment and approach

Tackling odor emissions is an ongoing concern for Veolia. The Group strives to limit, capture and treat them.

It implements solutions directly and works with its customers where they are responsible for the necessary capital expenditure. To this end, Veolia has developed technology and works with partners to treat and control odors (*e.g.* biofiltration treatment, scrubbing and electronic measurement systems). It also implements physical-chemical and biological techniques that limit odor problems. In the event of perceived pollution, the Group consults with the local population. For example, the creation of a "nose jury" made up of local residents who have been trained to identify odors and the introduction of a special telephone line both help to assess the odor problem more effectively and enable Veolia to take appropriate steps.

Limit waste collection noise

Challenges

Noise issue has become a key concern for local elected representatives. The main noise problems primarily concern waste collection.

Approach

Veolia is carrying out research and has developed some particularly innovative solutions, such as a pneumatic waste collection system that significantly reduces the volume of trucks in towns and cities.

4.2.5 SUSTAINABLY MANAGE WATER RESOURCES

4.2.5.1 Risks and opportunities

In operating its plants and those of its customers, Veolia consumes water. This environmental impact exposes the Group to third-party liability risks (see Chapter 2, Section 2.2.2.2 above) and can generate a risk for sites in areas of high water stress.

However, the very nature of Veolia's business aims to protect resources, as reflected by its motto "Resourcing the world". Veolia builds long-lasting relationships with its customers based, in particular, on its ability to manage risks delegated by them. The Group proposes specific offerings to its customers to protect natural resources: water treatment, wastewater recovery, protecting water resources, particularly in situations of water stress.

4.2.5.2. Policy and commitments

As part of its Purpose and its Impact 2023 strategic program, Veolia is committed to *combating pollution and accelerating ecological transition*(see Section 4.1.2 above). This commitment can be broken down into several objectives, including *sustainably managing water resources*. To illustrate this objective, the Group defined a 2023 target to improve the efficiency of the municipal drinking water distribution networks that it operates.

Commitment	Objective	SDG	Indicator - definition	2020 results	2023 Target
Combat pollution and accelerate ecological transition	**Sustainable management of water resources**	6 CLEAN WATER AND SANITATION	• Efficiency of drinking water networks [1] (Volume of drinking water consumed / Volume of drinking water produced)	73.4% (√)	>75%

(1) For network serving over 50,000 people. At constant scope.

Philippe Guitard is the sponsor for this objective. He is a member of the Executive Committee and Senior Executive Vice President for the Central & Eastern Europe region.

Challenges

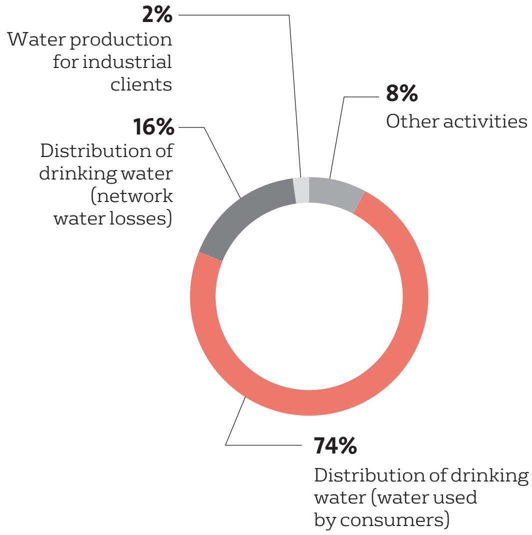
In 2020, Veolia withdrew 9.3 billion m^3 of water, primarily for its drinking water production and distribution activity (90% of the total volume withdrawn). Through its contracts with public authorities, Veolia produced 7.7 billion m^3 of drinking water in 3,362 production plants. It operated 307,955 km of pipelines, supplying 9.1 billion m^3 of water into supply networks.

Changes in water abstraction, drinking water produced and supplied to the networks

	2016	2017	2018	2019	2020
Total volume of water abstracted *(billions of m^3)* [1]	9.813	10.011	9.829	10.096	9.337
• o/w surface water *(billions of m^3)* [1]	7.401	7.173	7.069	7.317	6.619
• o/w groundwater *(billions of m^3)* (1)	1.686	2.024	1.937	1.938	1.827
• o/w distribution network water *(billions of m^3)* [1]	0.726	0.813	0.823	0.841	0.891
Volume of drinking water produced for public authorities *(billions of m^3)*	8.538	8.470	8.334	8.409	7.676
Volume of drinking water introduced into supply networks for public authorities *(billions of m^3)*	9.177	9.157	9.028	9.136	8.414
Volume of water produced for industrial customers *(millions of m^3)*	175	230	223	222	208
Volume of water abstracted for energy production by the Energy business [1] *(millions of m^3)*	44	44	85	71	69

(1) For the Energy business, scope limited to heat production and distribution facilities exceeding 100 GWhTh.

Breakdown of water abstraction by activity in 2020



In 2020, 74% of water abstracted by Veolia was used by end consumers connected to the municipal networks. 16% of abstracted water corresponds to water losses from municipal networks operated by Veolia serving over 50,000 inhabitants.

4.2.5.3 Action and result

Commitment, approach and results

Protecting water resources is one of Veolia's areas of expertise. Committed to managing the water cycle and saving resources, Veolia has developed and offers solutions to its public authority and industrial customers to:

- diagnose and improve their water footprint;
- protect existing resources;
- optimize the long-term management of resources;
- support end users with responsible consumption;
- develop alternative resources.

Where relevant to the local context, these measures are offered to the Group's customers, who then decide whether to apply them on a case-by-case basis.

Contribution to international projects

At European level, Veolia contributes to work conducted to change water legislation: new drinking water directive of December 23, 2020, Regulation of May 25, 2020 on the reuse of wastewater for agricultural irrigation and ongoing work (revision of the directives on municipal wastewater, sludge spreading in agriculture, priority substances, etc.) Veolia is a signatory of the Daegu Declaration and participates in OECD working groups on water governance (Business and Industry Advisory Committee, BIAC). The Group also takes part in major international water events (World Water Council, World Water Forum, Word Water Week and each climate COP). In addition, Veolia contributed to the WBCSD "CEO Guide to water building business resilience", the "Business guide to circular water management: spotlight on reduce, reuse and recycle" and the guide "Wastewater zero: a call to action for business to raise ambition for SDG 6.3".

4

4.2.5.3.1 Diagnose and improve water footprints

The Group has developed a **Water impact index** (WIIX) tool, which is included in its GreenPath environmental footprint overall assessment tool (see Section 4.2.1.5 above). This enables businesses and public authorities to determine measures for managing and using water. It can be used with the carbon footprint.

Veolia has also used this tool to conduct diagnoses on its sites, specifically those with significant water stress issues, since 2016. The WIIX tool is connected to a risk assessment tool, the GEMI® Local Water Tool (LWT).

At the end of 2019, Veolia performed a water diagnosis at 96% of its sites identified in 2016 with significant water stress issues, exceeding the Group objective of 95%. Totaling 25 across all Veolia's businesses (Water, Waste and Energy), these sites represented nearly 10% of water abstraction by the Group in 2016. The 2020-2023 Environmental Plan set a 95% objective for sites identified with significant water stress issues for the scope of sites operated in 2019. This new scope for sites identified with significant water stress issues represented 19.7% of Veolia water abstraction in 2019.

Deployment of water diagnoses at sites with significant water stress issues

	2016	2017	2018	2019	2020	2023 objective
Share of sites diagnosed with significant water stress issues (2016 scope)	27%	69%	92%	96%	/	/
Share of sites diagnosed with significant water stress issues (2019 scope)					36%	95%

The diagnoses conclusions show that the water stress issue is reasonably well known to the sites and that certain have already implemented solutions or proposed them to their customers. The study of water risks and impacts at each site provides them with more information, helping to open up a dialogue with customers and other stakeholders regarding these challenges.

4.2.5.3.2 Protect existing resources

Protecting existing water resources against human contamination encompasses:

- preventing accidental pollution;
- identifying chronic sources of damage to resources;
- establishing protection zones around catchment areas;
- implementing resource monitoring.

An innovative solution for monitoring the quality of surface water

Veolia's SWARM service offering, designed around connected multi-parameter sensors, enables unusual changes in the quality of surface water to be rapidly detected. The buoy measures the main water quality parameters and communicates the data real time for analysis. In addition to the measurement system, the buoy comprises an anchor, a float and an energy recovery module enabling self-sufficiency. The buoy can be installed directly and easily in any water body or course. With the SWARM system, the water operator can constantly monitor changes in key water quality parameters and the state of surface water: conductivity, temperature, speed, depth, dissolved oxygen, pH, turbidity, organic materials, chlorophyll A, phycocyanin and phycoerythrin.

4.2.5.3.3 Optimize the long-term management of resources

Veolia provides solutions for:

- managing abstraction over the long-term;
- optimizing procedures and process water recycling;
- reducing water loss through improvements to distribution network efficiency.

In many cities, 20% to 50% of the water produced is lost mainly through leaks in distribution networks. Veolia has made reducing losses from networks one of its priorities.

Certain municipal contracts set a leak reduction objective, particularly targeting network leaks: drinking water network performance improvement objective of 79% to 85% by 2023 for the city of Lille.

Water consumption and efficiency rate of networks serving over 50,000 inhabitants

	2015	2016	2017	2018	2019	2020	Objectif 2023
Efficiency rate of drinking water networks *(as a%)* - pro forma 2015-2020	72.2%	73.0%	73.6%	75.3%	75.4%	76.0%	
Efficiency rate of drinking water networks *(as a%)* - current scope	72.5%	73.3%	70.5%	71.4%	72.5%	73.4% (√)	≥ 75% (1)

(1) The 2023 objective is included in the 2019-2023 pro forma scope.

The increase in the drinking water network efficiency rate, for a *pro forma* scope, was due to the implementation of leak reduction programs (leak detection, break-up of networks into sectors, improved metering control, etc.). This demonstrates the Group's ability to improve the efficiency of complex systems.

4.2.5.3.4 Encourage responsible consumption by users and digitalization

Veolia has developed and now offers its local authority customers tools to raise awareness and empower end-users to manage their consumption (such as the installation of individual meters, incentive-based pricing, remote meter reading).

	2016	2017	2018	2019	2020	2023 objective
Smart meter solutions *(in millions)*	4.4	5.1	5.6	5.8	6.3	6
Percentage of customers with progressive rates *(as a%)*	49%	52%	71%	72%	72%	80%

The Group is going digital. Platforms and applications for public authorities and users provide an overview of water services and a direct and real-time access to data. These "smart" solutions strengthen responsiveness and operating efficiency.

Veolia Eau d'île de France designed ServO, an integrated management center equipped with the latest technologies, for SEDIF (the Greater Paris Water Authority). With 1.3 billion data processed, it is used to manage and monitor the largest water department in France: 4.5 million inhabitants, in 150 municipalities in Greater Paris. ServO incorporates all service components: distribute quality water in sufficient quantity, respond to all events affecting production or distribution, provide water consumers with precise information in real time and guarantee the network's technical performance. It is crucial to ensure continuous water supply, safety of consumer health, and crisis prevention and management.

4.2.5.3.5 Develop alternative resources

The development of alternative resources also helps save resources, such as the reuse of purified water, the retrieval of rainwater, groundwater recharge and sea water desalination.

Volume of water reused from collected and treated wastewater

	2016	2017	2018	2019	2020	2023 objective
Volume of water reused from collected and treated wastewater* *(in millions of m^3)*	373	355	368	401	347	↑

* *The indicator includes the Waste business in addition to Water.*

Durban, reducing water stress by reusing wastewater

Veolia recycles 98% of the water produced by the eThekwini wastewater treatment plant south of Durban. The 47,500 m3 of wastewater treated daily (equivalent to 15 Olympic swimming pools) is used by local industries in their production processes. Recycling water for industrial use helps to reduce water abstraction in the environment and to concentrate fresh water resources on the production of drinking water for 220,000 inhabitants of the Durban agglomeration.

Optimization of water abstraction in the Waste business

The Veolia Waste business accounted for 0.2% of its water abstraction. For optimization purposes, Veolia created a "Water Efficiency" guide which identifies three types of measure: limitation of losses, optimization of consumption and alternative water resource solutions. For each Waste activity, this guide lists the possible actions, technical details, cost components, implementation difficulties, recommendations, water saving benefits and examples of on-site application. In the Waste business, 3/4 of the water is consumed in the incineration activity, particularly certain incinerators which use a wet flue treatment process; water reuse is the solution primarily adopted for this activity.

4.3 Social performance: impact on society

4.3.1 COMMITMENTS AND ORGANIZATION

Social responsibility is expressed and assessed through Veolia commitments to regional sustainable development (see Section 4.1 above).

Over the period 2015-2020, the sustainable development strategy was based on three societal commitments with three associated objectives:

- **commitment 4:** build new models for relations and value creation with our stakeholders;
- **commitment 5:** contribute to local development;
- **commitment 6:** supply and maintain services crucial to health and development.

This strategy is now part of Veolia's Purpose, defined in 2019, and its Impact 2023 strategic program (see Chapter 1, Section 1.1.2 above). The associated multifaceted performance approach (see Chapter 1, Section 1.2.4.6 above) provides the basis for the management of the Group's CSR strategy, expressing a new commitment to support the development of the regions in a responsible manner, which is reflected in three new societal objectives:

- job and wealth creation in the regions (see Section 4.3.2 below);
- ethics and compliance (see Section 4.5 below);
- access to essential services (water and sanitation) (see Section 4.3.3 below).

The Business Units worldwide are the main players in implementing the Group's commitments, in cooperation with the functional departments and through the Executive Committee and zone managers.

Firmly anchored in local regions, Veolia works with each local player to improve access for all to essential services, living and health conditions, jobs and training, integration, economic development, and relations between industry and municipal authorities.

4.3.2 JOB AND WEALTH CREATION IN THE REGIONS

4.3.2.1 Risks and opportunities

Due to the significant geographic diversity of its operating locations and the very nature of its local activities, the Group faces many challenges. Whether environmental, economic or social, the development of Group activities creates impacts on the environment where the Group operates, society and all its stakeholders, including its supply chain (see Section 2.2.2.4 above).

These diverse challenges and the need to take local requirements and expectations into consideration are included in the Group's multifaceted strategy in respect of its objective to create jobs and wealth in the regions. There are many opportunities for Veolia to implement local, innovative solutions which are beneficial both socially and economically, supporting local development and momentum.

4.3.2.2 Policy and commitments

The Group plays a leading role in local employment and development, through its management, its local sites, its human resources policies (see Section 4.4 below), its sustainable purchasing policies (see Section 4.3.2.3.4 below), initiatives by the Veolia Foundation, its economic partnerships, innovation and entrepreneurship support systems, access and service development.

As part of its sustainable development commitments (see Section 4.1.1 above), Veolia adopted the following commitment and 2020 objective in 2015.

Commitment 5	2020 objective	2020 Results	Sponsor
Contribute to local development and appeal	• Maintain the percentage of spending reinvested locally above 80%	87.3%	Mr. Claude Laruelle, Member of the Executive Committee, Chief Financial Officer

As part of its Purpose and its Impact 2023 strategic program, Veolia is committed to *supporting the development of the regions in a responsible manner* (see Chapter 1, Section 1.2.4.6 above). This commitment can be broken down into several objectives, including that of creating jobs and wealth in the regions. To illustrate its commitment, the Group has set a target for 2023 of assessing its socio-economic impact in terms of employment and wealth each year.

Commitment	Objective	SDG	Indicator - definition	2020 Results	2023 Target
Support the development of regions in a responsible manner	**Job and wealth creation in the regions**	10 REDUCED INEQUALITIES 11 SUSTAINABLE CITIES AND COMMUNITIES	• Socio-economic footprint of Veolia's activities in the countries where the Group operates, in terms of direct or indirect jobs supported and wealth created. • Methodology and calculation by Utopies.	*1,105,388 jobs supported *€51 billion added value generated	Annual assessment of impacts Overall and by geography in at least 45 countries

Veolia therefore pursues the following goals:

- contribute to the economic and social vitality of the regions where the Group operates;
- contribute to regional resilience and help them rise to the challenges they face;
- develop smart solutions using digital technologies;
- contribute to social solidarity and the fight against exclusion, notably through its Foundation;
- establish responsible relationships with our suppliers.

The dialogue and links which Veolia creates with all stakeholders (see Section 4.1.4 above) are the tools needed to implement the initiatives and achievements presented in this section.

4.3.2.3 Actions and results

4.3.2.3.1 Contribute to local development

The Group contributes to local development through the performance of delegated public services and the significant local investments that it makes for the repair, maintenance and development of infrastructures and sustainable access to services. As close as possible to local social issues, Veolia accompanies regions in their transition to tackle challenges which they face, and supports their development, innovation and entrepreneurship.

Reinvesting locally and measuring its local socio-economic footprint

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 local development, economies and human potential.

In 2020, as part of its sustainable development commitment, Contribute to local development and appeal, Veolia locally reinvested 87.3% of its spending, in line with its 2020 objective to keep it above 80%.

	2016	2017	2018	2019	2020	2020 objective
Percentage of spending reinvested locally	84.8%	85.4%	85.7%	86.3%	87.3%	Maintain the percentage of spending reinvested locally above 80%
Scope *(as a% of Group revenue)*	68%	70.6%	73.5%	74.3%	74.4%*	-

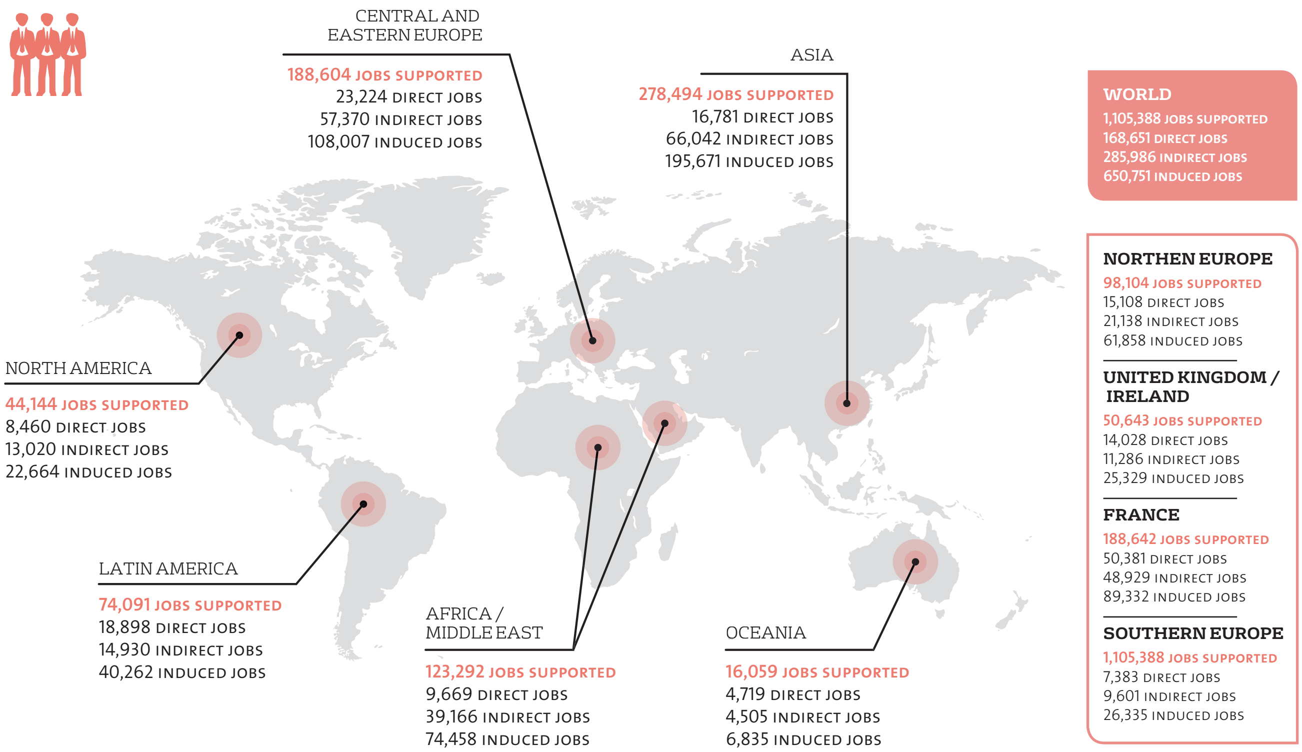
* *In 2020, these geographic areas represented 74.4% of revenue: Germany, Australia, United States & Canada, France excluding Energy France (Corporate, France Water including SEM and excluding capsules, RVD, SADE, SARP, SARPI, SEDE, VIGS and VWT), the United Kingdom/Ireland, Poland, the Czech Republic, Japan, China (including Hong Kong and excluding JVs) and Mexico. In all these countries, the VWT activity is taken into account in the calculation if it is represented.*

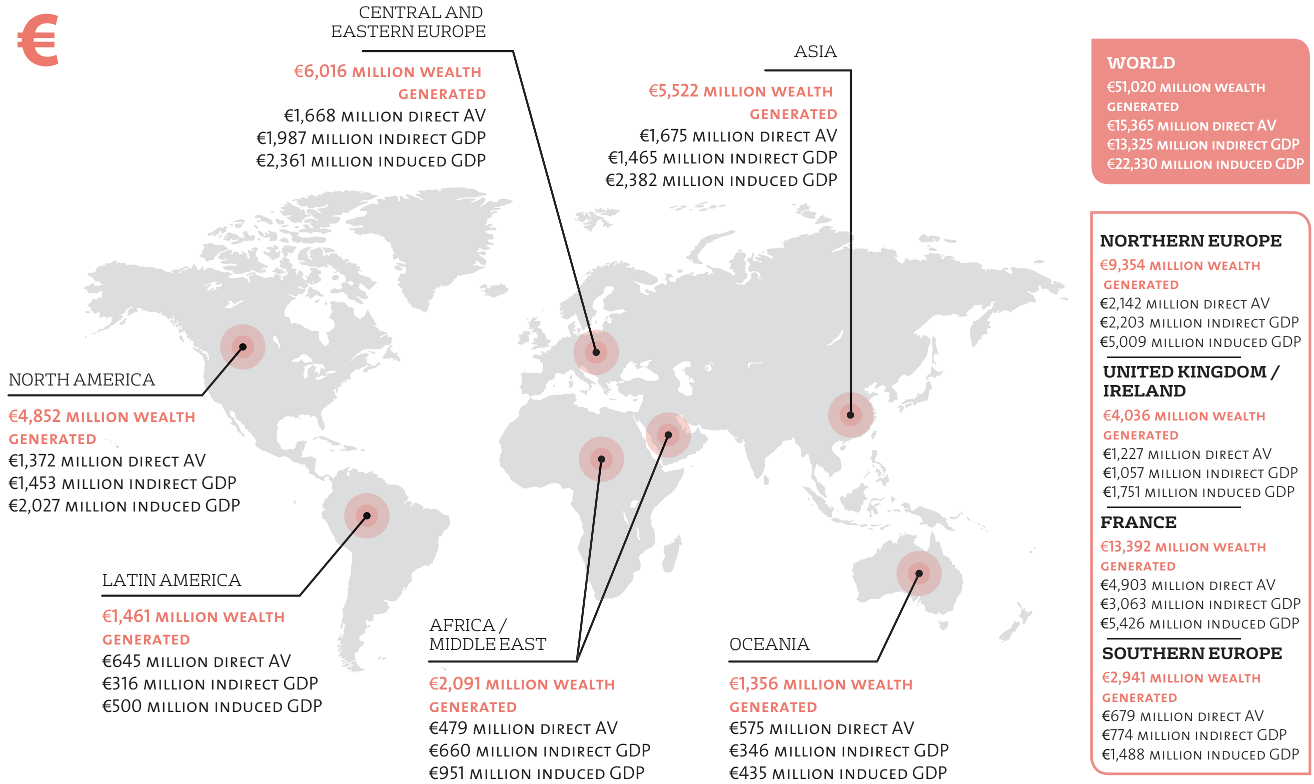
To understand and explain its impact, Veolia has measured its socio-economic footprint worldwide in collaboration with the consultancy firm Utopies. The model, which includes databases from tens of national and international statistical sources, helps reproduce the actual economy in the most realistic manner possible.

The study conducted in 2020 on 2019 helped quantify the impacts of Veolia activities beyond their direct impacts (employment and added value of 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 51 countries where Veolia operates, representing over 98% of the Group revenue, were analyzed.

The results of the worldwide study demonstrated that Veolia activities worldwide:

- supported over **1,105,388 full-time equivalent (FTE) jobs**;
- generated more than **€51 billion in added value**;
- have a **job multiplier coefficient of 6.6**: for every one direct Veolia job, 5.6 additional jobs are supported in the economy;
- have an **added value multiplier coefficient of 3.3**: for each euro of added value created by Veolia, an additional €2.3 of added value is generated in the economy.





Contributing to regional resilience

Veolia supports regional resilience by helping, particularly in operating sites and in collaboration with public authorities, to tackle their physical, climate, economic and social challenges.

The Group offers smarter planning, development and management of infrastructures and public services in cities, such as water supply, sanitation, and energy and waste management and recovery. Training and sharing best practices transform these challenges into opportunities for the most resilient cities.

A strategic partner of **100 Resilient Cities** since its creation, Veolia has contributed its expertise to this Rockefeller Foundation initiative that aims to help 100 international cities to become more resilient to social, economic and physical challenges. In 2015, **New Orleans** was the first city in the network to reveal its strategy for resilience, on the 10-year anniversary of Hurricane Katrina. Accordingly, Veolia and Swiss Re have developed a pilot project on certain municipal infrastructures, particularly strategic wastewater and drainage treatment systems, as well as their energy supply.

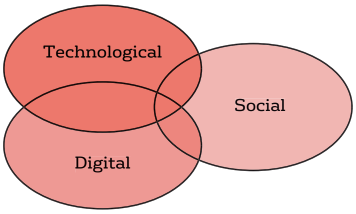
In **Lebanon**, Veolia has helped create a resilience plan in the city of Byblos. Veolia has also coordinated workshops in Cali, **Colombia** following the 2017 floods, then in Montevideo, **Uruguay** on waste management, in Cape Town, **South Africa** on water stress, and in Addis Ababa, **Ethiopia** on the social economy.

To help it respond to its demographic, economic and climate change challenges, Veolia assisted the Milwaukee Metropolitan Sewerage District, one of Veolia North America's biggest customers, with defining its resilience strategy in the **Milwaukee region in the United States**. This plan, published in 2019, is based on an analysis of risks and regional challenges ranked during workshops involving 28 municipalities, as well as a panel of stakeholders interested in the approach and regional figures. This strategic framework provides operational recommendations covering the environment, economy and infrastructure, in order to make the region stronger and more resilient.

Supporting innovation and entrepreneurship

Veolia's involvement in regional economic development is reflected in different open innovation systems. They encourage the emergency of technical, social and environmental solutions with local entrepreneurs and constitute opportunities for joint development.

Open Innovation



Technological Open Innovation

Since 2017, the VIA by Veolia program is an Open Innovation service offered to the Group's operational departments (Business Support and Performance Department, Information Systems and Technologies Department, etc.) and Business Units that are seeking innovative solutions. The service includes:

- seeking innovations in response to an identified need if no internal solutions can be found (compliance, performance, offer development, etc.);
- selecting the most appropriate technologies with Group experts;
- classifying (testing) the selected technology before setting up a sales commitment.

In three years, teams sourced 176 innovative technologies and in 2020 their operations led to the testing of 19 of these technologies.

The Open Innovation team also supported the U-START acceleration program led by Veolia in Germany and the Veolia's brand new Spark Accelerator program in the Middle East.

The VIA by Veolia team collaborated with the **Waste Solutions** *(Recyclage et Valorisation des Déchets)* Business Unit in France to identify, test and classify solutions able to measure the fill rates of voluntary waste drop-off points, then to send the data to Veolia to optimize waste collection. These studies have helped identify a solution which is currently being deployed in the region, with 600 sensors in use and 1,200 to come.

Launched by Veolia in Germany, the acceleration program **U-START** encourages cooperation with innovative start-ups in the fields of the circular economy, climate protection and responsible resource management. In order to help start-ups to develop their solutions and accelerate their sale, Veolia provides entrepreneurs with the possibility to enter into a co-innovation partnership through different technical and commercial development opportunities: prototyping, tests and proof of concept for Veolia facilities, co-creation projects, access to distribution channels, etc. Since its creation in 2016, U-START has led 15 cooperation projects with start-ups through nine calls for solutions.

In 2020, **U-START** enabled three start-ups to pursue their projects in cooperation with Veolia teams:

- SunCrafter, which specializes in the reuse of photovoltaic panels after they have been dismantled. Veolia's involvement made it possible to verify the relevance of their offering in a market that is expected to grow exponentially.
- ChargeX has developed an innovative system for recharging electric vehicle batteries. The cooperation with Veolia will allow the start-up to deploy this solution to Veolia's municipal and industrial customers under a *"White Label" contract*.
- Vaira is developing a digital platform to assist the management of connection sites for electricity, gas or water networks. This solution has been adapted to the needs of Veolia's teams and will be tested in 2021 on one of our sites.

Social Open Innovation

Launched in 2014, the Social Open Innovation program, Pop Up by Veolia, helps support the emergence and growth of entrepreneurs with a high potential social impact on local areas and to co-create innovative solutions. Locally, Veolia works with social entrepreneurship incubators to detect, select and support entrepreneurs with a high potential impact. Supported entrepreneurs benefit from the support and expertise of Veolia employees to jointly create innovative projects and solutions with different local players. The "Pop Up" program was deployed in 2020 in 14 regions in France, India, Japan and Mexico. Since the program was created in 2015, more than 220 social enterprises have been supported by the partner incubators, and 25 joint initiatives have been undertaken by Veolia and the social enterprises.

Eau du Grand Lyon has been working with the social integration company La Conciergerie Solidaire since 2017 to provide day-to-day services to employees and to organize events to raise awareness about the social and solidarity economy.

Digital Open Innovation

Veolia relies on innovation and digital technology to boost the Group's business lines, to reinforce the performance of services in cities and to offer new solutions to citizens that are connected and provide efficient resource management. By investing in a digital business ecosystem and by developing open innovation, Veolia supports the transformation of urban services and co-created the smart city, an inclusive and pleasant place to live.

Smart water meters deployed by the company **Birdz**, a Nova Veolia subsidiary, in over 3,000 cities can immediately inform consumers if there is a leak or risk of freezing. The emergence of new technologies in the urban space is therefore a chance for cities to offer practical services adapted to the needs of each individual.

4.3.2.3.2 Engage in long-term dialogue with our local stakeholders and with the community at large

Dialogue with local communities

Veolia implements initiatives to foster dialogue with local communities and residents, including targeted information and awareness campaigns and notably neighborhood meetings, meetings with local officials and associations, tours of facilities and open days to keep the general public informed, as well as volunteering.

Veolia is committed to these communities through regional socio-economic diagnoses, the implementation of community links and the provision of methodological tools to organize dialogue with stakeholders at a regional level.

In India, community outreach teams called the Social Welfare Team form a link between local people and the technical and customer services of local Group entities. In Bangladesh, the Grameen Ladies mediate with local people (http://www. grameenveoliawaterltd. com/).

In Australia, through the Veolia Mulwaree Trust, Veolia supports a large number of small rural and regional communities near the Woodlawn eco-neighborhood. The Trust works alongside community organizations to support improvements in infrastructure and facilities through community-led projects. The Trust also aims to support individuals from these communities in their higher education and creative artistic pursuits. Over the past 15 years, VMT has distributed a total of $11.9 million across more than 1,300 projects and grants.

Niger: L'Oasis, a unique place for dialogue and female entrepreneurship

Faced with environmental challenges and the huge challenge of tackling poverty – an issue which primarily affects women in Niger – Veolia and Empow'Her, an international organization supporting female entrepreneurship, co-created L'Oasis in **Niamey**. This unique organization supports the economic integration of women, and raises awareness of sustainable development challenges. Training, leadership reinforcement and network development programs are aimed at female entrepreneurs. Meeting and discussion spaces support dialogue between the local population, non-profits, institutions and businesses.

South Africa: The Baobab, a third place dedicated to the circular economy

Like L'Oasis in Niamey, the Baobab in **Durban,** South Africa, is inspired by La Recyclerie in Paris. This place is designed to be a place where people can meet and exchange ideas about the circular economy and sustainable development. In particular, it offers training programs for people living in the shantytowns and aims, among other things, to train 300 unemployed women and young people in three years in the recycling trade. This project, initiated by Veolia and supported by the Foundation, will be managed by The Maker Space Foundation, a local partner.

Colombia: Veolia En tu barrio/Veolia Contigo programs

The national dialogue, mediation and local information program, En tu barrio, was developed in 40 Colombian cities where Veolia provides water, sanitation or waste management services. Mobile customer service points help respond to expectations and needs as close as possible to local people. Education and fun events in local districts are organized to raise residents' awareness of their rights and duties in terms of public services, but also sustainable development issues.
As an alternative to the conditions created by the pandemic and during the period of preventive isolation due to Covid-19, the "Veolia Contigo" program proposes, in compliance with social distancing requirements, to create spaces for relationships in the communities where the Group operates, through informative and recreational activities. Ongoing, direct contact has been maintained with more than 28,000 community leaders. Customers have been given information on services and follow-up on the steps taken by the government to reconnect the water service. Eight programs have been developed through live streaming (*Facebook Live*), with the participation of more than 100,000 customers of the Tunja unit, in which all the technical, commercial and social aspects of the operation have been presented, creating interactivity between the company and logged-in users.

Local community outreach initiatives

Volunteering initiatives led by Veolia employees in close collaboration with local organizations and populations, and supporting social or environmental causes, are an important means of adopting a dialogue approach tailored to specific local contexts. In 2020, while the pandemic curtailed these initiatives, over 3,700 days of volunteering were reported by Veolia employees, compared to nearly 10,000 days in 2019.

In the **United Kingdom**, Veolia gives each employee one day a year, *i.e.* 112,000 paid hours, that they can devote to volunteering in support of initiatives that bring positive and lasting change to the community. For example, employees spent 80 hours collecting garbage in the Staffordshire countryside, at Cannock Chase and Penkridge Canal, during the "Great British September Cleanup", separating recyclable and non-recyclable materials.

In the **Czech Republic**, Veolia's STARTER program supports the creation of new long-term jobs in two major regions with the highest unemployment rates. The Veolia Endowment Fund supports projects in the Moravia-Silesia and Olomouc regions, particularly craft-industry projects that bring social benefits to the population. Since 2000, nearly 2,470 jobs have been created, including 380 for people with disabilities.

In Queenstown, **New Zealand**, 22 Veolia employees joined forces with the Wakatipu Reforestation Trust and devoted one day to reforestation work with native trees and plant species.

In **Bulgaria**, Veolia is a partner of the NGO HESED (the Health & Social Development). A cooperation protocol was signed in 2017 for a period of three years with the aim of implementing actions and activities contributing to the social, educational, domestic and cultural development of Roma communities living in the Sofia region. For the third consecutive year, Veolia, through its group of employee volunteers, is working with a total of more than 100 children, aged 3 to 5, in the HESED foundation's educational centers.

Thanks to Foundation activities, which are performed as close as possible to local populations and in partnership with local organizations, Veolia supports different social and professional integration initiatives (see Section 4.3.2.3.3 below) as well as development assistance projects (see Section 4.3.3.3.3 below).

Educating and raising awareness of sustainable development

Each year, various sustainable development education programs and awareness campaigns are conducted in our operating countries through open days at facilities. These help explain sustainable development challenges, supporting dialogue with local communities.

In 2020 in the **United Kingdom,** the "London Wonder days" were organized virtually to adapt to the constraints of the pandemic. Interactive tours of the waste management, plastic recycling or cogeneration units were offered.

In the **Sultanate of Oman**, the Green Schools Initiative promotes environmental awareness and resource conservation in the Sultanate's schools. Students are supported by volunteers from Environmental Society of Oman and Veolia Oman to be innovative and address an environmental challenge in their school and community, such as waste, water or energy management. Over 120 schools participated in this challenge.

In **Hong Kong**, Veolia has built and managed one of the largest and most advanced sludge treatment facilities in the world. Known as T-PARK, the installation, which is 100% water and power self-sufficient, combines cutting-edge technologies and environmental living. With a gallery for visitors, a conference room, an observation platform and large green spaces, the installation adds an awareness and public education aspect to sustainable development.

In **Colombia**, despite the difficulties caused by social distancing regulations due to the pandemic, Veolia carried out 363 environmental education activities, which included external environmental campaigns and mainly virtual training programs in all the cities where the Group operates water or waste management services. Virtual educational workshops for local communities were organized for global events such as Water Day, Environment Day and Recycling Day. These short sessions or the sending of environmental content reached more than 37,000 people in 2020.

Morocco: The "Clean beaches" operation

By taking part in the "clean beaches" operation each year, organized by the Mohammed VI Foundation for Environmental Protection, Veolia confirms its determined action to protect beaches in **Morocco**. In partnership with local organizations, educational programs raise children's awareness of ecosystem protection and respecting the environment.

These sustainable development awareness-raising initiatives were significantly curtailed by the Covid-19 crisis. Overall, Veolia's educational programs and open days nonetheless helped raise the awareness of sustainable development and environmental issues of over 130,000 people in 2020, including over 100,000 children, compared to over 550,000 people and nearly 122,000 children in 2019.

Taking account of the informal sector

The informal sector covers significant social and environmental challenges and can, in some countries, represent a crucial challenge for Veolia's activity. The Group develops programs to integrate and make more effective the existing informal collection networks, notably through the use of digital technologies, and thereby offer solutions tailored to local issues.

As part of the social Open Innovation approach "Pop Up by Veolia" (see Section 4.3.2.3.1 below), Veolia selected the Hasiru Dala Innovations Private Limited social company in India. This organization works to create livelihoods for informal waste collectors through inclusive companies in Bangalore and the surrounding areas. Veolia has linked up with Hasiru Dala to create training modules through an interactive approach, aiming to improve safety standards and working conditions of waste collectors.

Colombia: the "Recuperador Amigo" program

This program which started in Manizales is a cooperation model with informal waste collectors. It relies on collaboration with multiple parties (government, civil society, business) in order to include informal collectors in an organized waste collection, sale and recycling circuit. This model helps improve recyclers' quality of life, while increasing the volume of waste recycled. This model has been copied four times in Pasto, Cartagena, Palmira and Buga, representing a total of 400 collectors.
This program was recognized by ANDI (National Association of Entrepreneurs of Colombia) and its partners as an inspiring initiative for the private sector's contribution to building a fairer and more inclusive country.

4.3.2.3.3 Encourage social and professional integration

Veolia, a responsible employer

Through its management and human resources (see Section 4.4 below) and purchasing (see Section 4.3.2.3.3 below) policies, Veolia is a major employer in the regions where it operates. It is also a provider of qualifications, equal opportunities and social protection for its employees and employees of partner companies and organizations (suppliers, associations, etc.). The Company currently has 171,450 employees and acts as a responsible employer and a creator of business growth and social solidarity (employment, training and the local economy) in the regions where it operates, through:

- making work-study contracts a priority in external recruitment. The Group is convinced that work-study schemes are an excellent way of acquiring skills, in particular under apprenticeship and professionalization contracts (3,270 trainees in 2020);
- its insertion actions through economic activity, in coordination with the Veolia Foundation and in partnership with insertion organizations (see below);
- creating pathways between the Veolia Campus network (see Section 4.4.4.3 below), the Group and professionals 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", Employment Support Centers (EPIDE), 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 (see Section 4.4.5.3 below);
- a policy of openness towards training sectors (schools, universities): hiring of student interns (2,045 in 2020), Trophées de la Performance (performance awards), summer schools, student forums and fairs (see Section 4.4.4.3 below).

Community initiatives adapted to a specific local context are rolled-out in the different geographies:

- the Reconciliation Action Plan (RAP) 2019-2022 in Australia aimed at Aboriginal Australians;
- the Amendis collaboration, Veolia Morocco, with the Enfants du Paradis association to support young people with disabilities;
- the creation of training modules to improve safety standards and working conditions for people working in the waste management sector in India;
- in Niger, SEEN (Société d'Exploitation des Eaux du Niger) has partnered with the Nigerien Agency for the Promotion of Employment. It supports an integration program for young graduates which aims to make young people more employable and help them enter the workforce. Through this program, 13 young people were offered paid internships in 2020, seven of whom were subsequently recruited.

Australia: The Reconciliation Action Plan

Veolia reaffirms its historic commitment to defending the rights of Aboriginal Australian and Torres Strait Islander peoples, and launched the third **Reconciliation Action Plan (RAP)** 2019-2022.
This commitment started in 1997 with the partnership to employ Aboriginal people signed with Indigenous Business Australia. In 2013, *The North West Alliance* joint venture was created with the Aboriginal Australian company, Our Country. This alliance has become the biggest provider of waste management services in the Pilbara region. This was followed by the 2014-2016 and 2017-2019 RAP, strategic frameworks to combat inequality and to develop long-term ties with the communities and local organizations.
The priority areas for action of this new 2019-2022 plan will be education, employment, community partnerships and collaboration with Aboriginal and Torres Strait Islander peoples.

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 priority areas of action, along with development assistance and humanitarian emergencies and environmental and biodiversity protection. In particular, it supports initiatives and structures that encourage the return to work of people outside mainstream society (*e.g.* work sites, associations and companies that foster professional reinsertion through economic activity, training, social assistance, entrepreneurial solidarity and microcredit, etc.). Beyond just financial support, the 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.

Multi-year partnerships

Through its multi-year partnerships, the Veolia Foundation supports associations involved with the social and professional reinsertion of the most disadvantaged populations. The major partnerships are:

- **The Institut Télémaque**, an association that works for equal opportunities in education by supporting young people from modest backgrounds from secondary school onwards *via* a tutoring system;
- **Life Project 4 Youth (LP4Y)** which sets up training centers in India for extremely vulnerable young people;
- **Solinum**, an association dedicated to innovation in social action, in particular through the development of a GPS of essential services for the homeless.

Projects to support the transition to work and social cohesion in 2020

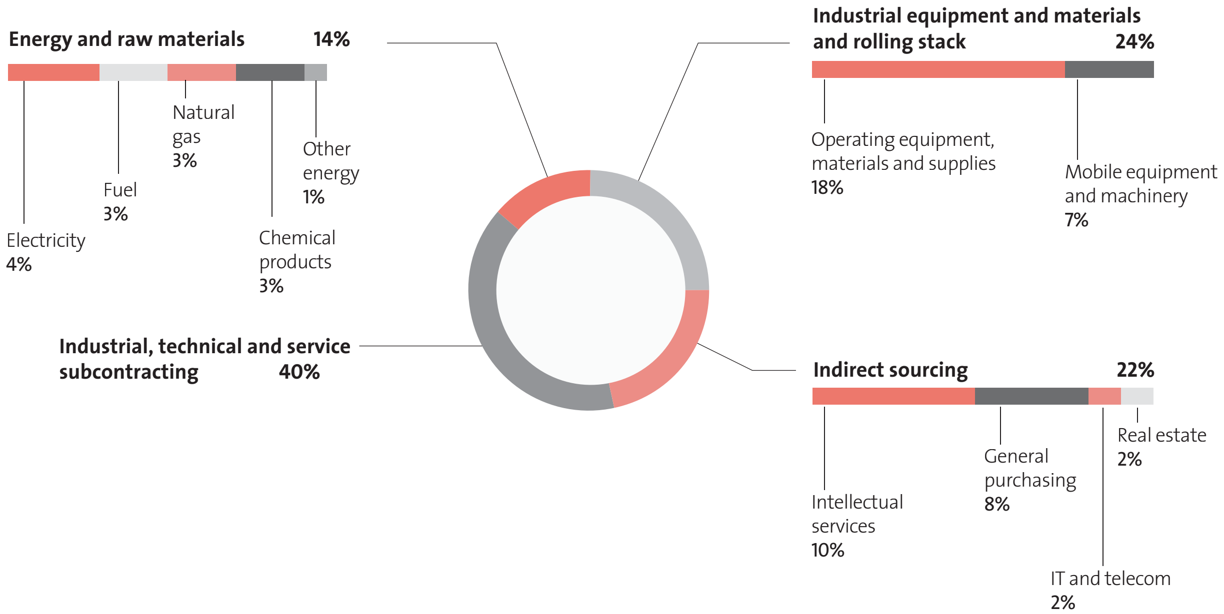
Beyond these historic partnerships, each year the Veolia Foundation supports various associations and companies working to help the most underprivileged transition to work and to improve neighborhood social cohesion. In 2020, the Foundation supported 14 projects that help people find employment and build social connections, such as **Aux captifs la libération, L'Ecole des cuistots migrateurs, Couleurs d'Avenir, l'Association Aurore, and the CUCM Nord region.**

Zero Long-Term Unemployment Region - Bouffémont Attainville Moisselles

"Zero Long-Term Unemployment Regions" is an innovative scheme to put an end to long-term unemployment. Trialed in January 2017 under a law passed unanimously by the French Parliament in February 2016, it is being piloted in ten regions of 5,000 to 10,000 inhabitants thanks to the involvement of several NGOs, including ATD Fourth World, Emmaus France, Secours Catholique, le Pacte Civique and the Fédération des acteurs de la solidarité. The objective is clear: to show that no one is unemployable. In the Bouffémont-Attainville-Moisselles region to the north of Paris in the Val d'Oise, the program will help more than 350 long-term unemployed people.

4.3.2.3.4 Establish responsible relationships with our suppliers

Breakdown of total 2020 external spending [(1)]



Veolia's purchases are highly diversified and mainly fall into the following three areas:

- energy and raw materials, locally sourced from domestic players or subsidiaries of international suppliers;
- industrial and service subcontracting of maintenance, servicing and construction work for equipment and installations, logistics and waste processing. Subcontracting is carried out by local and small-scale players (small and medium-sized enterprises, intermediate-sized enterprises, etc.);
- industrial equipment and materials and mobile equipment, at the core of the business operations conducted for the Group's major customers, represent a significant portion of energy consumption. These purchases are therefore fully costed over the life cycle.

Crisis management and the Covid task force

For the purchase of personal protective equipment in the midst of the crisis caused by the Covid-19 epidemic, the Group's purchasing departments worked hard to guarantee the supply of face masks, hand sanitizer, wipes, protective suits and thermometers. One of the priorities of the Group Purchasing Department has been to source from French suppliers, for washable, FFP2 and surgical face masks.

(1) The total spending corresponds to the sum of external spending. Are excluded the Energy entities in France, the new Waste activities in the Nordic countries, as well as the France Water capsules, the international entities of Veolia Industries Global Solutions and SADE, and the joint ventures.

Veolia's sustainable purchasing policy is based on three principles, measured with indicators.

	Monitoring indicator	2016	2017	2018	2019	2020	2020 objective
1/ Engaging our suppliers	Share of contracts including sustainable development clauses	59%	57%	63%	71%	76%	80%
2/ Evaluating their CSR performance	Share of strategic suppliers* evaluated in the past three years	49%	48%	55%	61%	70%	70%
3/ Contributing to local development	External spending on the protected and adapted sector	€7.3 million	€8.8 million	€9.6 million	€10.4 million	€7.7 million	NA

* *In 2016 and 2017, a strategic supplier is a supplier rated A, with spending in excess of €3 million per year (greater than €2 million in 2016), and/or for which a contract or action plan exists for a Business Unit and/or when the latter has already been assessed.*
Since 2018, a strategic supplier directly contributes to the Group's strategy and has a critical role in Veolia industrial processes (industrial equipment, production energies, chemical products, rolling stock and major telecoms & IT operators). It represents a recurring expense at Group or Business Unit level.

Engaging our suppliers

In relation to regulatory changes and new Group policies, Veolia has reinforced its purchasing compliance program and its Corporate Social Responsibility (CSR) policy.

In 2019, Veolia launched a buyer certification program on purchasing compliance, through e-learning developed jointly with the Veolia Campus. This program ended in November 2019. It helped train and certify 370 buyers and 48 Compliance officers.

The Supplier charter, updated in March 2019 and available at veolia.com, is always sent during consultations and signed by third parties. It helps engage and make suppliers accountable regarding Veolia purchasing principles and processes, including their supply chain.

In order to prevent risks linked to compliance with ethical rules, employment law and the environment (human rights, child labor, corruption, etc.), specific sustainable development and anti-corruption clauses are included in new contracts or renewed contracts/amendments with suppliers and subcontractors.

At the end of 2020, 76% of the Group supplier contract database included a sustainable development clause. This clause commits the supplier to:

- complying with the Universal Declaration of Human Rights and the United Nations Convention on the Rights of the Child;
- complying with ethical, social and labor law requirements, particularly all applicable mandatory labor law regulations and International Labor Organization (ILO) conventions: concealed employment, child labor, forced labor, etc.;
- complying with the Group's health and safety prevention policy;
- complying with regulations concerning the protection of the environment and the implementation of necessary measures to reduce its impact on the environment;
- making sure that its own suppliers and sub-contractors comply with the same obligations;
- making available and communicating its commitment policy to Veolia.

Evaluating our suppliers

In the call for tenders, supplier risks are identified using a risk mapping by purchasing category integrating the following criteria: expense amount, energy consumption, business strategy, as well as CSR and ethics criteria consistent with the Group's risk mapping. This mapping allows buyers to identify, analyze and rank strategic suppliers and/or suppliers in the most exposed categories (overall score of 1 to 5).

In 2020, a new Compliance / CSR questionnaire was made mandatory in the bidding phase for suppliers in global risk purchasing categories 3 to 5, according to the risk mapping by purchasing category. This questionnaire contains questions about the supplier's business and financial information, its certifications, ethics and compliance, and social, environmental and societal aspects.

In addition, Veolia uses an assessment system to measure the CSR performance of its suppliers. This involves a documentary audit and the consideration of controversies by an independent service provider covering twenty-one criteria across environmental, social (human rights, etc.), ethical (corruption, etc.) and sustainable purchasing 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 assessment campaign was considerably improved in 2020, with roll-out in all geographies. Assessments now cover **70% of strategic Group suppliers,** but also 435 non-strategic suppliers and 259 level 2 and 3 suppliers. 47% of these suppliers declare they have at least one operating site that is ISO 14001 certified.

In the second quarter of 2019, the Group implemented an internal site visit report solution to supplement its monitoring system, organized around the main topics relating to health and safety, the environment and social matters.

Contributing to the development of the local economy

As part of the France Water business partnership with the GESAT network [1] (disability strategies), the Group Purchasing Departments have adopted since 2013 an approach that promotes purchasing from the protected workers sector (signed supported employment (ESAT)/ protected workshop (EA) contracts, use of a search engine by category and region, awareness campaigns with purchase requesters, etc.). In 2020, purchase expenditure, excluding VAT, in the protected workers sector totaled €7.7 million for the France scope. This expenditure is down year-on-year due to the non-negligible impact of Covid on purchases.

Since 2019, the Purchasing Department contributes to calculating the Group's socio-economic footprint, enabling a better understanding of Veolia's impact on its supply chain. For 2019 Purchases, nearly **286,000 indirect jobs** were supported in the supply chain and **GDP of €13.3 billion** was generated. For the same purchasing base, an average of 82.4% of purchases were local.

In addition, Veolia purchases contribute to the spending reinvested locally indicator (see Section 4.3.3.3.1 above).

Environmental performance of purchases

Environmental performance is systematically taken into account when selecting suppliers and is reflected by numerous efficiency program strategies. For the Purchasing departments, these major issues have the following points in common:

- reduction in CO_2 emissions;
- lower energy consumption;
- introduction of new alternative energies;
- systematic inclusion of the TCO (Total Cost of Ownership);
- roll-out of asset management solutions;
- integration of new circular economy models.

These new projects allow the optimal integration of supplier innovations and therefore new optimization levers to be activated.

VEGA Move, the Group's mobility program

For several years, the Group has set an ambitious CO_2 emissions reduction policy for its vehicle fleet of 20% clean vehicles by 2025. The main actions to green the fleet involve a ban on diesel for service vehicles and company cars and the introduction of hybrid or electric models in each vehicle category.

The Group's mobility program also includes new offers around carpooling and car sharing (Klaxit), an electric bike offer for employees (Zenride), eco-driving applications and the launch of new offers for electric vehicle charging stations. This program also encompasses the modernization and optimization of the truck fleet. In 2020, 8.3% of new chassis are clean trucks (compressed natural gas, hydrotreated vegetable oil).

Solar panel offer and energy certificate policy

In 2020, the Group signed a partnership for the roll-out of solar panels at Veolia sites in France. This offer comprises several phases (study, installation, operation) and involves panels manufactured in France. It targets all types of site managed by Veolia (wastewater treatment facilities, pumping stations, sorting centers, incinerators, technical landfill sites, administrative buildings, etc.).

During the year, the energy certificate program once again reflected the policy to replace energy-intensive equipment and enabled cumulative savings of 1,581 GWhc.

Prescription solution for the replacement of electric pumps

To assist operating staff as well as possible and manage the renewal of its pumps, Veolia, in partnership with Greenflex, has developed a prescription solution for this equipment using a TCO approach. This new solution, deployed in France and for new entities, will cover several equipment categories (pumps, compressors, suppressors, centrifugal systems, etc.) and therefore enable:

- implementation and energy consumption costs to be simulated for the different equipment;
- purchasing gains to be generated by calculating the new TCO of the replaced model;
- energy consumptions savings to be realized (-3,870 MWh for the France scope) and CO_2 saved to be calculated in 2021;
- needs to be refocused on referenced suppliers according to the prescribers requirements. On average and depending on the framework agreements negotiated for Veolia, replaced equipment enables the Group to obtain between 50% and 70% of the total cost of a pump.

(1) GESAT: Association created in 1982 to promote the protected and adapted employment sector and support economic players in their relations with this sector.

4.3.3 SUPPLY AND MAINTAIN SERVICES CRUCIAL TO HEALTH AND DEVELOPMENT

4.3.3.1 Risks and opportunities

Beyond the fundamental measures taken in favor of consumer health and safety to comply with its obligations in terms of hygiene-related risks (see Section 2.2.2.2 above), Veolia acts to provide and maintain the services crucial to health and development.

Through its business, close ties with local communities and its significant regional presence (see Section 4.3.2 above), Veolia contributes globally to the United Nations Sustainable Development Goals. This regional network and the Group's proximity to local issues is an opportunity to develop services adapted to specific contexts, and to launch development aid or emergency assistance activities.

4.3.3.2 Policy and commitments

The Group provides drinking water to 95 million people, wastewater treatment services to nearly 62 million people, waste collection services to 40 million people, and supplies heating to close to 7.4 million people worldwide [(1)].

Alongside delegating authorities, partners and industrial customers, Veolia aims to offer sustainable access to essential water, waste and energy services, specifically in favor of targeted policies for the most disadvantaged people or districts.

Operating worldwide, Veolia is attentive to the objectives of the international community.

As part of its sustainable development commitments (see Section 4.1.1 above), Veolia adopted the following commitment and 2020 objective in 2015.

Commitment 6	2020 objective	2020 Results	Sponsor
Supply and maintain services crucial to health and development	• Contribute to the United Nations Sustainable Development Goals, in the same way as we contributed to the Millennium Development Goals	Number of people gaining access since 2020: ▪ to drinking water: 11.3 million ▪ to sanitation: 4.6 million	Mr. Régis Calmels, Member of the Executive Committee [(2)], Senior Executive Vice-President, Asia

As part of its Purpose and its Impact 2023 strategic program, Veolia is committed to *supporting the development of the regions in a responsible manner* (see Chapter 1, Section 1.2.4.6 above). This commitment can be broken down into several objectives, including that of providing and maintaining access to water and sanitation services for communities that are vulnerable or not living close to these services. To illustrate its commitment, the Group has set a target for 2023 of increasing by 12% the number of people benefiting from these inclusive schemes.

Commitment	Objective	SDG	Indicator - definition	2020 Results	2023 Target
Support the development of regions in a responsible manner	**Access to essential services (water and sanitation)**	6 CLEAN WATER AND SANITATION 17 PARTNERSHIPS FOR THE GOALS	• Number of people benefiting from inclusive solutions [(3)] to access water and sanitation services under contracts with Veolia	6.12 Mhab (+7%)	+12% (*vs.* 2019 at constant scope)

(1) *The number of people served takes account of people directly supplied by a distribution network operated by Veolia and people receiving water produced by Veolia but supplied by a third party. For distribution, this relates to people identified according to local practices (INSEE in France) in the region supplied. For production without distribution, the number of people supplied may be estimated from the volume sold to the distributor based on an average volume distributed per day and per person. The data gathered regarding the number of people and volumes sold to third parties are updated each year. The number of people supplied with wastewater treatment services is calculated according to the same principle, using the capacity of wastewater treatment plants in terms of population equivalent when wastewater is collected by a third party.*

(2) *No longer a member as of the date of this Universal Registration Document.*

(3) *The typology of inclusive schemes includes:*

- *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 programmes, infrastructure, etc.*

The indicator is calculated on the basis of consumer reporting (number of subscribers), to which a conversion coefficient is applied to determine the number of people benefiting (number of people per household - source UNDESA).

4.3.3.3 Actions and results

4.3.3.3.1 Contribute to Sustainable Development Goals

Veolia plays an active role in implementing objectives defined by the international community. While its contribution now includes other business areas and expertise, access to and maintenance of essential services remains a major factor in the Group's strategy. Since 2000 and the definition of the Millennium Development Goals (MDGs), the Group has provided 11.3 million people with access to drinking water and 4.6million with access to sanitation services in emerging and developing countries, specifically through its social outreach programs in Africa and Latin America.

Since the implementation of the SDGs in 2015, the Group has provided 5.6 million people with access to drinking water, and 2 million people with access to sanitation services. In 2020, 575,000 people gained access to drinking water, and 72,000 to sanitation [(1)].

	Since definition of the MDGs (2000)	Since definition of the SDGs (2015)	2020 objective
Population with access *(in millions of people)*	• drinking water: 11.3 million • sanitation: 4.6 million	• drinking water: 5.6 million • sanitation: 2 million	Contribute to the United Nations sustainable development objectives, in the same way as we contributed to the Millennium Development Goals

The Toilet Board Coalition

Since 2018, Veolia has been a member of **the Toilet Board Coalition**, a multi-stakeholder platform which aims to provide as many people as possible with access to sanitation services (SDG 6). This platform links up multinationals, entrepreneurs, public institutions and NGOs to identify initiatives and solutions to accelerate the sanitation economy and significantly impact this market and society. The collaboration between Veolia and the Toilet Board Coalition focuses on the deployment of decentralized solutions complementary to existing systems, to develop access to toilets, and improve the performance of centralized systems. Business partnerships are being studied in Africa.

4.3.3.3.2 Develop and maintain systems for access to services adapted to the local context

Some groups of people have difficulty accessing or maintaining the services provided by Veolia, which are crucial for health and development. This can be for financial reasons (high initial connection costs, cost of work required for connection or difficulties in paying the subscription), or administrative, linguistic or physical reasons (remoteness, elderly persons, etc.).

As a result, Veolia works with delegating authorities, partners and industrial customers to provide long-term access to essential services and to develop locally adapted solutions.

Access to services

Giving everyone access to high-quality services through the ACCES approach

The Group has developed a set of solutions tailored to the local context, ensuring everyone has access to high-quality services. ACCES expertise (technical, financial, institutional, or societal engineering) is a good example of Veolia's strategy and commitment. It is broken down into three areas:

- technical engineering: providing as many people as possible with access to the same resource and infrastructure, and proposing new distribution methods;
- financial and institutional engineering: implementing socially acceptable price policies, increasing individual subsidized connections, developing new social research and innovation models, seeking innovative funding and approaching backers;
- social and customer relations engineering: developing local customer services and mediation solutions, promoting suitable service use to optimize benefits, evaluating the impacts on quality of life, developing partnerships and co-creating new solutions.

(1) *Providing new access to drinking water and sanitation systems includes distribution and new production/treatment units, without final distribution, in 12 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 the average number of people per household as estimated by INED (French National Institute of Demographic Studies). For 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 wastewater treatment plants in terms of population equivalents when wastewater is collected by a third party.*

These solutions, initially developed for water access in Africa, have now been rolled out to all countries and services. Veolia is particularly in favor of targeted policies for more disadvantaged populations and/or districts.

In developing and emerging countries, years of working with local public authorities have proven that Veolia is reliable, effective and creative and can help them develop and implement ambitious policies to effectively achieve the MDGs and SDGs. The Group has worked with numerous municipalities in these countries under contracts with specific goals and incentives to extend access to and maintain services.

With "Eau pour tous", public authorities support all service users

In developed countries, the Group is also mindful of access to services for the poorest populations, as well as for people in situations of financial uncertainty and the homeless. In France, its solidarity program enables public authorities to open up local community initiatives to all service users. It is designed to complement social or fair pricing and combines three types of assistance:

- **emergency** solutions to maintain access to water services by offering different forms of financial assistance appropriate to the individual's situation, such as payment schedules, debt write-off and water vouchers;
- **support** services to help people manage their consumption and budget in the long term;
- **prevention** solutions to alert users to unusual over-consumption.

The Group's approach is based on shared responsibility between different service stakeholders: the public authority, the service operator and the user. It allows each person to exercise their rights and do their duty:

- the users' right to assistance and equal treatment, and their duty to control their consumption;
- the operator's duty to provide information and commit to offering effective solutions;
- the public authority's duty to tackle exclusion.

Through its "Eau pour tous" program, **Veolia Water France** contributed €3.2 million of emergency aid in 2019 through the housing solidarity funds and the grant of water vouchers. These initiatives directly concerned over 20,000 beneficiaries *via* debt waivers and the payment of funds.

In **China** in 2020, more than 11,000 low-income or extremely poor households in the cities of Lanzhou, Changzhou, Shenzhen, Kunming and Haikou benefited from low-cost or free drinking water services.

In **Colombia**, the "La Pollita II Raised Reservoir" project was designed by Veolia Sabana and the Municipal Authority and financed with resources from the national government's General Revenues System, which allocates revenues from the exploitation of non-renewable natural resources to projects with a major social impact. The reservoir can hold 8 million liters of drinking water and supplies 90% of Sincelejo's urban area 24 hours a day. This reservoir is the second largest raised reservoir in Colombia and ensures excellent service continuity. It also guarantees quality of service during peak consumption times.

In **India**, through local public policies, over 2,300,000 people in the country benefit from support schemes for access to and maintenance of drinking water services. In Nagpur, under the national slum development program, 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, informs residents directly about drinking water connection conditions (first 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 and extending 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 initially defined and managed through agreements with the delegating authority. At the end of 2020, over 110,000 welfare connections had been provided for drinking water and sanitation.

Also in **Morocco**, with the launch of the National Human Development Initiative (INDH) in 2005, and the signing of a framework agreement in 2006 in the presence of His Majesty King Mohammed VI, describing the principles of the program to provide universal access to water and wastewater services, Veolia Amendis is developing its welfare connections programs. By the end of 2020, over 120,000 households had been equipped in Tangier and Tetouan within the scope of the delegated management contract. The improved coverage rate is largely due to the proactive policy pursued by Amendis and its delegating authority to provide welfare connections through partnership agreements with the various municipalities, provincial councils and prefecture.

The French Inclusive Business Group

Veolia is a member of the French Inclusive Business Group, launched in December 2018 to develop access to essential products and services, as well as training and employment. As part of this, Veolia committed to accelerating the deployment of water vouchers in partnership with public authorities.

Maintaining and organizing services

Throughout the world, services delivered daily by Veolia meet the essential needs of populations. More than ever, the Covid-19 pandemic has highlighted the fundamental nature of these businesses.

From the beginning of the pandemic, while many countries rolled-out exceptional measures to slow its spread, Veolia activated its continuity plan for each country and business. Objective: guarantee both the continuation and quality of services and employee safety.

To ensure employee safety, and in particular the safety of older employees, and minimize their exposure to Covid-19, Veolia conducted a vast campaign in **Nagpur, India**, to promote the use of digital tools to pay water bills and communicate widely on services.

In Tangier and Tetouan in **Morocco**, Veolia implemented measures to help consumers deal with difficulties relating to Covid-19. Vulnerable customers paying social tariffs were, for example, automatically provided an additional payment period and digital tools were made available to facilitate access to key services.

In the Montevideo II district of Villa del Rosario in **Colombia**, Veolia supported a local citizen education and prevention group to supply drinking water to dozens of families in Covid-19 quarantine.

In **Armeni**a, some consumers who live below the poverty line and who have technical or financial difficulties in accessing and maintaining water or sanitation services, receive discounts on the price of the service. This unusual year due to the pandemic has affected not only business activities but also the financial situation of the population. In recognition of the role of doctors and medical centers in combating the pandemic, Veolia Djur decided to offer special terms and conditions to nine medical centers providing treatment to those with the illness. These medical centers were not required to pay for the water they consumed in March and April 2020.

In Bucharest, **Romania**, Veolia has set up schemes to address consumers' financial difficulties in obtaining a new connection or paying their water bills. Through two welfare funds set up in collaboration with the Municipality of Bucharest, disadvantaged people get help for the laying or repair of connections, or with paying their bills (water vouchers or discounts on bills).

Smart meters to better manage a budget and improve access by the most disadvantaged groups

The issue of the cost of access to water is a daily challenge for the most vulnerable populations. Veolia has got together with the start-up City Taps, which has developed a unique pre-payment solution including a smart meter. Customers can pay for water in advance using their mobile phone, for a set amount or depending on what they can afford: 1 m^3, 2 m^3, 10 m^3 or more. This solution allows households to better manage their budget, and thanks to the mobile solution it can be deployed easily and widely in African countries. The service was tested first in Niamey, Niger with Société d'Exploitation des Eaux du Niger customers using 200 meters. The objective is to enable around 100,000 people in Niamey to access water.

In France, Veolia is a leading partner of PIMMS

It is crucial to have access to drinking water and energy to be able to live and work with dignity. Veolia believes it has a leading role to play to help users in difficulty who are in a vulnerable situation or have even lost access to public services. That is why the Group took part in the creation of the PIMMS system (Multi-service information and mediation point), alongside other major public service operators. The PIMMS concept consists of facilitating access to public services for people in a given area and preventing problems, thanks to mediation staff who offer users support, explanations (about topics such as day-to-day processes, billing arrangements and access to Internet services) and advice (on matters such as managing a family budget and controlling energy consumption).

The Socias Gestoras program in Mexico

In Mexico, the Veolia subsidiary Compagnie des eaux d'Aguascalientes (CAASA) has launched the "Socias Gestoras" program. This initiative relies on women from the local community who visit users who cannot make payments, informing them about existing systems and proposing solutions, such as bill discounts, staggered payments or specific aid. The "Socias Gestoras" program reflects the 17 United Nations Sustainable Development Goals; it encourages access to essential services, contributes to local development and helps integrate women in difficult situations. These single mothers, who are heads of households, are involved in an empowering activity which generates an income. This program is in collaboration with a local association, Civile Tlanemani.

Colombia: the "Mi isla limpia" program

In Cartagena, Colombia, Veolia has developed the "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 5,500 people in the Baru peninsula and around 28 islands of the Rosario archipelago. 75% of this population belongs to the most vulnerable segments of the population and this service is subsidized by the national government.

4.3.3.3.3 Take consumer health and safety measures

Veolia provides drinking water to 95 million people around the world. With the constant concern of controlling the quality of the water produced and distributed, Veolia has established a water quality control policy in order to comply with current standards and anticipate changes using a complete range of technological solutions. This approach is based on four principles:

- anticipating: through scientific monitoring of emerging parameters, particularly new micropollutants such as endocrine disruptors and pharmaceutical product residues, improving analytical methods for detecting these micropollutants and assessing their effects on health;
- monitoring:
  - by performing more frequent and complex water analyses within shorter timescales, using standardized methods, cutting-edge equipment and qualified personnel. In 2020, regulatory compliance rates for water distributed were 99.8% and 99.8% respectively for bacteriological and physicochemical parameters,
  - by monitoring compliance of the largest distribution networks throughout the world;

		2016	2017	2018	2019	2020
Compliance rate with local regulations and distributed water contractual requirements	Bacteriological parameters	99.7%	99.7%	99.8%	99.8%	99.8%
	Physicochemical parameters	99.7%	99.7%	99.7%	99.7%	99.8%

- offering solutions to local authorities for operational improvements and the investments required to control water quality across the entire supply chain: maintaining network water quality, safeguarding the production and distribution of drinking water and protecting resources;
- informing populations and ensuring an optimal response in case of accidents or crisis situations: on-call service 24/7, telephone service for responding to consumer concerns, distribution of bottled water in the event of extended service disruption, telephone warning system to advise all consumers of any restrictions on consumption and distribution points for bottled water.

4.3.3.3.4 Lead international outreach actions with the Veolia Foundation

Solidarity is expressed in contracts through the services that the Group provides and that contribute to the common good. Combating insecurity and inequality by ensuring access to essential services for people without a water supply, sanitation services or electricity is one of the ways that Veolia is actively committed.

Veolia's commitment is also demonstrated through its Foundation. One of its missions is to help people to live healthily and with dignity. As part of this mission, the Veolia Foundation:

- provides **emergency humanitarian assistance** during natural disasters and humanitarian crises to evaluate requirements and ensure that people have access to water, sanitation, energy and waste management;
- supports **development aid projects** for these essential services which are core Veolia businesses.

Veolia Foundation's international solidarity initiatives help develop access to essential services. It provides financial support and the skills of the Group's employees.

Multi-year partnerships

The Veolia Foundation has forged numerous partnerships: with United Nations agencies (**UNICEF**, **UNHCR**), major international bodies (**Red Cross, Doctors of the World, Doctors Without Borders, International Solidarity Movement, Oxfam**, etc.) and States. One such example is the partnership signed in 2014 and renewed on December 19, 2017, with the French Ministry for Europe and Foreign Affairs to boost efficiency when responding to emergency humanitarian situations.

The Foundation has also committed to provide **Doctors without Borders** with Veoliaforce experts to support its research and innovation projects for humanitarian issues in sectors close to Veolia's business lines. With **Doctors of the World**, it works to prevent health and environmental risks incurred by dismantlers in Manila and supports health watches organized in France in migrant camps. The Foundation has also strengthened its links with the **Red Cross**, by pooling its logistics bases in Pantin and offering additional training to Red Cross emergency response teams.

Veoliaforce missions, emergency humanitarian assistance and development aid in 2020

The Veolia Foundation naturally works alongside stakeholders to temporarily respond to essential needs in the event of a crisis or deploy long-term solutions in regions without a suitable infrastructure. In 2020, the Veolia Foundation took part in 16 development aid or emergency humanitarian assistance projects. Nine Veoliaforce missions called upon some 20 volunteers for 358 man-days of skill-based sponsorship, to be added to the seven permanent staff members dedicated to the Foundation's support and sponsorship activities.

Lebanon: an emergency intervention prolonged by post-emergency work

In Lebanon, after the explosion that devastated Beirut on August 4, 2020, the Foundation's Veoliaforce experts took emergency action on August 11. An assessment and technical diagnostics were carried out alongside the Beirut Water Authority and with the support of OTV's branch office in Lebanon. Equipment was dispatched and staff trained. The intervention allowed a targeted response to be defined to help ensure the widest possible resumption of service in the disaster area. In partnership with Unicef, the mission then continued with a new team of Veoliaforce volunteers tasked with carrying out a major leak detection operation. This was necessary in order to coordinate the repair of the primary and secondary water distribution networks.

Niger: special efforts to restore access to water in record time

Hit at the end of August 2020 by heavy rains, Niamey spent the end of the summer under water: more than 350,000 people were affected. In the face of this situation, the Veolia Foundation took action. A team of Veoliaforce volunteers arrived at the scene on September 14 and nearly 11 metric tons of humanitarian aid supplies were dispatched in just a few days. Within 48 hours, thanks to the work of SEEN (Société d'Exploitation des Eaux du Niger) and Foundation staff, three Aquaforces 5000 mobile water purification units were ready to be used. The quality of the water produced was checked using bacteriological analyses, and distribution began on September 18.

Covid-19: the Veolia Foundation supports the homeless

In the spring of 2020, the Veolia Foundation mobilized to help those living on the streets protect themselves against Covid-19. At the request of local authorities, solutions to provide access to water for people living in precarious conditions were implemented. At the same time, health kits were put together by Croix-Rouge Insertion before being distributed to the homeless in camps, squats and shantytowns by grassroots NGOs such as Solidarités International. At the invitation of the Veolia Foundation, several private sector organizations have joined this scheme and are lending their support: the Vinci pour la Cité Foundation, the Crédit Agricole Solidarity and Development Foundation, the Eiffage Foundation and Icade.

Covid-19: the Veolia Foundation working in Africa

In Cameroon, the city of Bangangté has embarked on a five-pronged program to combat the spread of coronavirus. With the support of the Veolia Foundation and the International Association of French-speaking Mayors (AIMF), the municipality has increased the number of humanitarian, healthcare and economic support measures for the population: provision of standpipes and hand-washing facilities, staff reinforcements and additional protective equipment for medical centers, support for small farmers who can no longer sell their produce, distribution of food parcels, and support for young people adversely affected by the situation.

4.4 Human resources performance: impact on employees

4.4.1 COMMITMENTS AND ORGANIZATION

Human resources are at the core of Veolia's Purpose and play a key role in a culture that is common to all Veolia's actions, founded on the five principles of responsibility, solidarity, respect, innovation and customer focus.

Veolia's responsibility is to ensure the health, well-being, development and fulfillment of its employees. Social cohesion and dialogue, notably within staff representative bodies, are very important to the Group and ensures the promotion of professional equality between men and women. The Group's overall performance also depends on its ability to attract and retain talent. Veolia endeavors, as never before, to be an employer of choice for all the regions.

Under its Impact 2023 strategic program and its commitment to multifaceted performance, Veolia confirmed its human ressources performance policy around four objectives for 2023:

- workplace safety (see Section 4.4.3 below);
- employee commitment (see Section 4.4.4 below);
- employee training and employability (see Section 4.4.4 below);
- diversity (see Section 4.4.5 below).

These objectives are consistent with the three commitments given previously regarding the Company's men and women as part of sustainable development commitments (see Section 4.1.1 above):

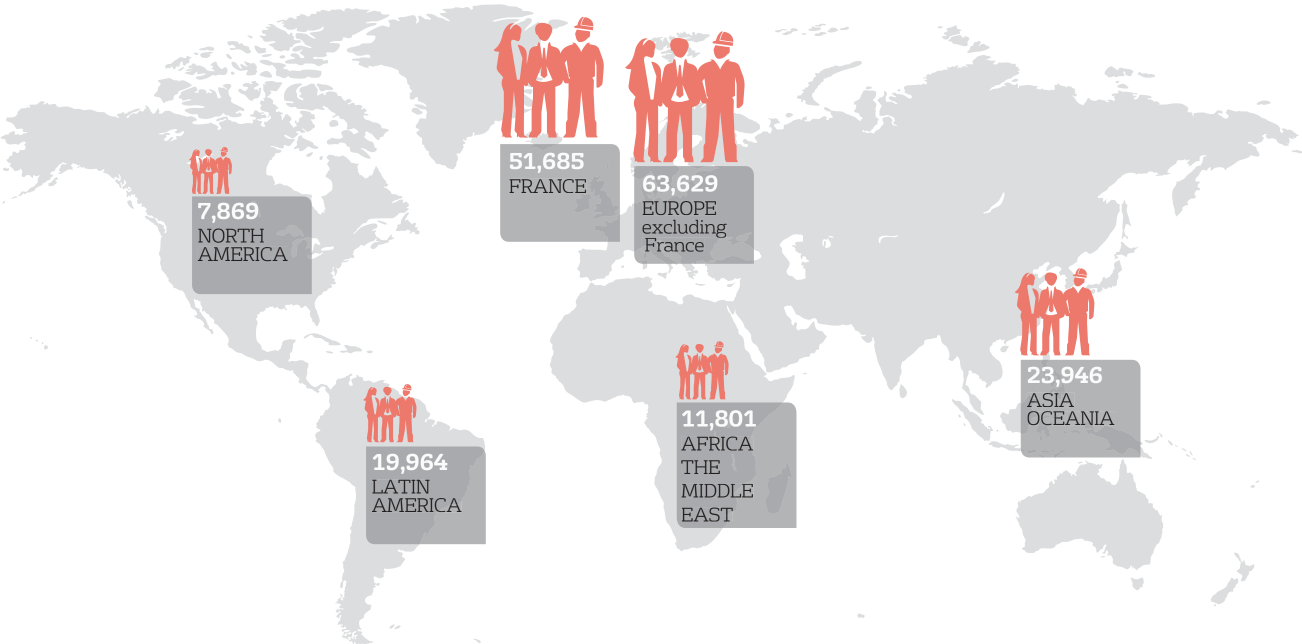
- **commitment 7:** guarantee a safe and healthy work environment (see Section 4.4.3 below);
- **commitment 8:** encourage each employee's professional development and commitment (see Section 4.4.4 below);
- **commitment 9:** guarantee that diversity and fundamental human and social rights are respected within the Company (see Section 4.4.5 below).

Through its "Human resources initiatives" approach, the Group Human Resources Department inventories best practices in the Group's companies, to demonstrate its social performance. Using this approach, it is possible to identify the actions conducted in coordination with human resources priorities, to enhance them and to promote their use beyond their region of origin. The end result is a Human Resources Initiatives Awards ceremony, which recognizes initiatives in occupational health and safety, skills and talent development, social responsibility, diversity and cohesion, operationnal performance and development. The next edition will be launched in 2021.

The Group also uses social reporting to monitor the roll-out of its human resources policies and their performance using the Group's human resources data. The human resources information presented below is extracted from this tool.

4.4.2 WORKFORCE BREAKDOWN

Geographic breakdown of the workforce: 178,894 (√) employees as of December 31, 2020 (1)



Geographic breakdown and change in the workforce over three years

	2018	2019	2020	2020-2019 change
Europe	115,829	116,115	115,314	-0.7%
• Including France	50,849	51,113	51,685	+1.1%
North America	8,138	8,539	7,869	-7.8%
Latin America	13,409	18,019	19,964	+10.8%
Africa – Middle East	10,968	11,653	11,801	+1.3%
Asia – Oceania	23,151	24,454	23,946	-2.1%
TOTAL WORLD (√)	171,495	178,780	178,894	+0.06%

Despite the health crisis, Veolia maintained its workforce levels.

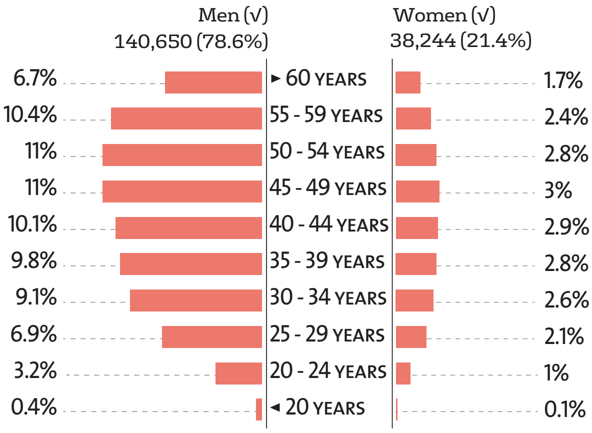
As of December 31, 2020, the total workforce was 178,894 employees, compared with 178,780 as of December 31, 2019.

In 2020, the workforce increased by +114 employees, or 0.06%, due to:

- an increase (excluding inter-company scope impacts) of 11,100 employees as a result of acquisitions, new contracts and/or business development. The main increases are:
  - in Latin America, nearly 5,000 employees, including nearly 1,000 employees in Colombia, as well as in Ecuador, Peru and Costa Rica for SADE. In Chili, several municipal contracts requiring a large number of employees were signed in response to the health crisis,
  - in Asia, nearly 1,500 employees, including in Malaysia, Indonesia, China and Japan,
  - in South Africa, nearly 500 employees;
- a decrease (excluding inter-company scope impacts) of approximately 11,000 employees. This decrease is due to entity disposals, employee departures and lost contracts. The main decreases are:
  - in Asia, with the sale of urban cleaning activities in Singapore,
  - in North America, due to reduced activity,
  - in Africa/Middle East, due the sale of activities in Madagascar,
  - in Australia/New Zealand, for waste activities.

(1) *Excluding employees of the Chinese concessions.*

Workforce by gender and age in 2020 measured in percentage and value



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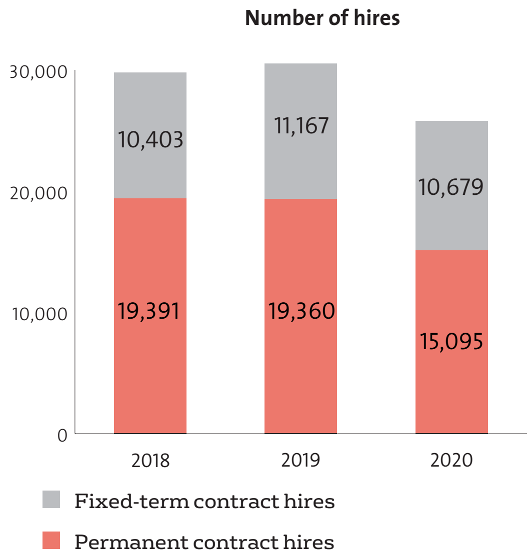
Breakdown of total workforce by type of contract and by category

	2018	2019	2020
Total workforce as of December 31	171,495	178,780	178,894 (√)
Annual full-time equivalent workforce	162,740	171,212	171,450 (√)
Share of workforce with permanent contracts (FTE)	91.3%	93.4%	92.4%
Total managerial staff	12.2%	12.2%	13.3% (√)
Total non-managerial staff	87.8%	87.8%	86.7% (√)

The full-time equivalent workforce corresponds to the number of employees Veolia would have had, if all employees worked full-time throughout the year. It is calculated by weighting the total workforce by both the employment rate and the amount of time worked by each employee. This represents the proportion of employee work.

Hires and Departures – Permanent and fixed-term contracts



	2018	2019	2020
Fixed-term contracts transformed to permanent contracts	3,693	4,850	3,947
Permanent contract hires as a% of total external recruitment	65.1%	63.4%	58.6%
Hires following a contract takeover	1,685	734	3,960
Internal mobility	5,342	4,570	5,273

In 2020, the Group recruited 19,042 employees on the labor market.

Of the total departures recorded by the Group in 2020, 14.3% were the result of individual dismissals and 1% followed collective redundancies. 4,103 departures were recorded in 2020 following the loss of a contract. The turnover rate for employees with permanent contracts was 11.6% in 2020.

Planned reductions in workforce, job protection schemes, and support measures

The restructuring plans implemented in 2020 most often corresponded, after a review of the various alternatives, to a reorganization that was vital for Business Units. These operations are carried out in compliance with legislation and in consultation with labor and management representatives and giving priority to internal redeployment within the Group.

Accordingly, the departures recorded in 2020 under the voluntary departure plan negotiated in 2018 for the France Water scope, concerned 118 employees. Moreover, in Armenia and Germany, a redundancy plan concerned 55 and 41 employees, respectively.

As part of voluntary departure programs or redundancy plans, accompanying measures (both internal and external) are implemented and facilitated with the constant aim of ensuring the employability of individuals. In addition, in order to adapt employee organizations and skills to economic and social changes, the Group signed an agreement on the forward management of jobs and skills in France in 2017. This enables changes in business and skills to be anticipated by promoting training and professional mobility.

4.4.3 GUARANTEE A SAFE AND HEALTHY WORK ENVIRONMENT

4.4.3.1 Prevention, health and safety in the workplace

4.4.3.1.1 Risks and opportunities

The Group's most valuable resource and consequently its primary asset is its employees. Sustainably protecting the health and safety of employees and sub-contractors while protecting customers and communities served by the Group is an absolute priority.

The variety of Veolia's business sectors, geographic zones and working environments require constant due diligence (see Chapter 2, Section 2.2.2.2 above). The Group is committed to ensuring the physical and psychological integrity of its employees and sub-contractors in all its businesses and facilities by implementing a permanent approach.

The Group is aware of its responsibility and makes "zero accidents" an objective and a performance driver.

4.4.3.1.2 Policy and commitments

As part of its sustainable development commitments (see Section 4.1.1 above), Veolia adopted the following commitment and 2020 objective in 2015.

Commitment 7	2020 objective	Sponsor
Guarantee a safe and healthy work environment	• Achieve an injury frequency rate of less than or equal to 6.5	Mr. Antoine Frérot, Chairman and Chief Executive Officer

Health and safety results are monitored closely by different governance bodies, *i.e.* the Executive Committee and the Management Committee, the Board of Directors, the Ethics Committee and the Sustainable Development Committee. They are also shared with employee representative bodies and are made available to all Group employees *via* the Veolia intranet.

Health and safety at the core of Veolia's Purpose

As part of its Purpose and the Impact 2023 strategic program, Veolia gave commitments in favor of its employees with a 2023 target (see Chapter 4, Section 4.1.2 above). These commitments comprise several objectives, including workplace safety.

Commitment	Objective	SDG	Indicator - definition	2020 Results	2023 Target
Give meaning to and support the development and commitment of employees	**Workplace safety**	8 DECENT WORK AND ECONOMIC GROWTH	• Lost time injury frequency rate	6.6 (√)	5

The sponsor of this objective is Antoine Frérot, Chairman and Chief Executive Officer.

A commitment shared at all levels of the organization

The Chairman and Chief Executive Officer of Veolia Environnement signed the Seoul declaration at the International Labor Organization's headquarters (ILO), which recognizes the fundamental human right to a safe and secure working environment.

Veolia is committed to promoting the continuous improvement of prevention, health and safety and training for managers and employees and more generally, all Group stakeholders, as well as promoting social dialogue on these issues.

Extending to the highest level of the organization, Veolia's prevention, health and safety continuous improvement process is formalized by a letter of undertaking signed by the Chairman and Chief Executive Officer.

Veolia's five strategic pillars of prevention, health and safety are to:

- involve the entire managerial line;
- improve health and safety risk management;
- improve communication and dialogue;
- train and involve all employees;
- monitor and control health and safety performance.

This process supports the efforts already initiated and involves all employees at all levels of the organization, as well as the Group's suppliers, subcontractors and joint venture partners.

A steering body: the prevention, health and safety center of excellence

The prevention, health and safety center of excellence is comprised of some 25 international experts within the Group. It proposes prevention, health and safety strategies to the Executive Committee and coordinates Group-wide projects, creates synergies between the businesses by encouraging the sharing of best practices, and evaluates results using performance indicators. In addition, a number of prevention, health and safety experts have been appointed across the Group to ensure the consistency of the measures applied by country and by region, as well as coordination and follow-up actions. This organization provides a structured, flexible and ongoing improvement system which incorporates the cultural dimensions specific to each country. In 2020, the center of excellence met six times.

A continuous improvement process

To communicate their involvement and commitment, all management levels regularly conduct safety field visits. These visits offer an opportunity to observe working situations and discuss best practices with employees and areas for improvement, and thus take action on certain behaviors.

Moreover, the comprehensive assessment of management performance includes a criterion covering improved prevention, health and safety performance, as does the calculation of the variable portion of top management compensation, based on quantitative and qualitative criteria.

Security policy

To ensure the security of Veolia employees, the Security Department has introduced a set of measures and procedures covering temporary or permanent international assignments, particularly in areas that present a high level of security risk, as detailed in Chapter 2, Section 2.2.2.2 above.

4.4.3.1.3 Actions and results

Health and safety tested by the health crisis

Veolia adapted its working methods and the operation of its sites worldwide in response to the Covid-19 crisis. Heath prevention and work organization methods were therefore adapted to limit as far as possible the risks of contamination by coronavirus and enable strict application of social distancing and hygiene rules. This global and sustainable approach ensured the protection of all employees.

A business continuity plan was implemented for each Veolia activity identified as vital. The vast majority of employees continued to commute daily to sites and worked in the field to ensure the continuity of key services.

This business continuity plan enabled:

- compliance with social distancing and hygiene rules;
- limits on the number of people in meetings;
- the introduction of a one-way walking system; a number of employees were asked to work from home;
- organization of the replacement of sick employees and employees required to self-isolate thanks to rotating production teams set-up for this purpose;
- team training in managing unusual situations in "degraded" operating conditions, while ensuring the collective and individual safety of employees;
- digitization to be used and accentuated.

Managers implemented measures aimed at limiting as far as possible the risk of the virus being introduced onto sites, both during the lockdown phase and as lockdown was eased. These measures apply to everyone entering our sites (employees, temporary staff, consultants, sub-contractors and service providers):

- good understanding of social distancing and hygiene measures by all employees;
- distribution of face masks in line with service requirements;
- disinfection and cleaning of sites;
- Covid-19 testing.

The principles of prevention, information and training therefore underpin the general approach to controlling as best as possible the risk of coronavirus contamination at the Group's sites.

A daily crisis unit based at the Group's headquarters is responsible for coordination, analyzing the situation worldwide and defining priority actions according to the various contamination phases in the different countries.

Managers are responsible for the proper application of these measures in conjunction with the "Covid Officers" appointed as close as possible to the operating entities.

Additional measures adapted to each business line and site are taken in consultation with line management based on Group procedures.

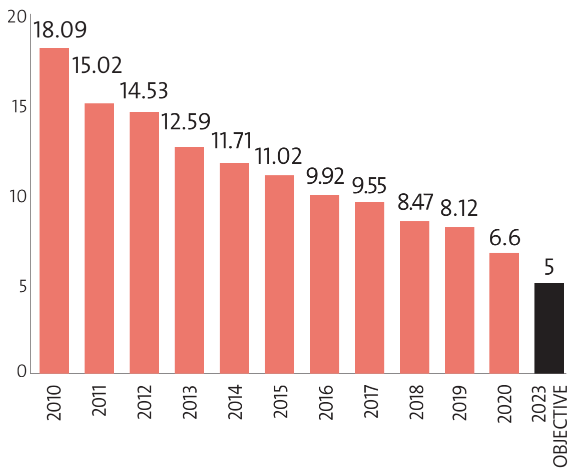
A constantly falling frequency rate

Since 2010, the frequency rate (the number of lost-time accidents per million hours worked) has been constantly falling: from 18.09 in 2010 to 6.6 (√) in 2020 (*i.e.* -18.72% *vs.* 2019).

This decrease is the result of significant measures implemented to prevent workplace accidents for all employees. Actions taken in recent years were continued and stepped up in 2020. In addition to face-to-face training sessions, strengthened e-learning actions contributed to the marked improvement in lost time injury frequency rate in 2020.

In 2020, 34 Group countries did not record any lost time injuries.

Trend of the lost time injury frequency rate since 2010



Occupational health and safety management guidelines

Members of the prevention, health and safety center of excellence have developed occupational health and safety management guidelines based on best practices identified in Group operations.

The objective of these guidelines is to organize and define clear guidance to enable line management to develop and implement a continuous improvement plan, adapted to each Business Unit.

The guidelines were designed based on Veolia's five Prevention, Health and Safety strategic pillars; these cover the specific measures, actions and requirements to reach an "interdependent" safety culture and make zero accidents a choice and target excellence.

In addition, Veolia has set up structured and determining prevention processes based on standards such as ILO OSH 2001 and/or OHSAS 18001. Every year, entities are certified, labeled or recognized worldwide for their procedures in prevention, health and safety.

In 2020, 62.1% of revenue was covered by OHSAS 18001 certification.

A global accident management solution: roll-out of the "PaTHS" program

The PaTHS program (Prevention & Training on Health & Safety), which is currently being rolled-out, comprises a collaborative tool aimed at all individuals involved in workplace health and safety. The tool simplifies and harmonizes the management of accidents, occupational diseases, near misses, dangerous situations and acts and best practice. It comprises six integrated and scalable complementary modules to:

- track and manage health and safety events in accordance with local regulations and Veolia processes;
- analyze the causes of events using a harmonized corporate method;
- assess the risks of each role in line with Veolia risk standards;
- create and manage corrective and preventive actions plans;
- anticipate and manage health and safety training courses. Track and verify authorizations and accreditations;
- produce reports, steer health and safety performance and conduct predictive analyses.

A related mobile app allows all employees to contribute to health and safety prevention in the workplace.

Risk mapping and the ten standards of high-risk activity management

A list of high-risk activities common to Veolia business lines is drawn up by the prevention, health and safety center of excellence after analyzing past incidents, accidents and fatal accidents in Veolia. Members of the center of excellence then define priorities to produce standards based on internal and external best practices. Ten management standards were therefore drafted for high-risk activities, in conjunction with internal stakeholders in this process (Technical Departments, operational managers, Human Resource Departments, Legal Departments). A matrix to evaluate the level of compliance with the human, organizational and technical requirements of the high-risk activity management standards was also implemented to support operational deployment in the field. Implementation is tracked within each country, then each zone, and finally consolidated at Group level.

Safety audits and visits and the monitoring of action plans

Safety audits and visits of the facilities are carried out before operations commence to detect any risk situations and propose corrective measures. The Group's facility 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. Audits are performed each year. No audits were conducted in 2020 due to the health situation.

Regular presentations to the Executive Committee allow the fit between actions conducted and the Group strategy to be verified.

Sharing best practices

A monthly collection of health and safety initiatives, the PowerBook is developed based on best practices promoted by different countries. It is notably intended to guide managers with the deployment of standards and to promote best practices on site in order to encourage individuals to deploy these standards.

Posters are created in line with each "Powerbook" to make best practices available to all and to encourage the sharing of good ideas.

Moreover, innovative local occupational health and safety practices have also been identified and shared across the Group. Several of these practices were recognized with "Human Resources Initiatives Awards", underscoring the inclusion of health and safety aspects in the corporate human resources and social policy.

A joint commitment

The strengthening of prevention and analysis of accidents are essential to labor relations. In 2020, 10.2% (√) of agreements signed related to prevention, health and safety.

The signature in 2012 of a letter of undertaking between management and employee representatives on the Group's European Works Council ensures consistent approaches in the field in all European countries where Veolia operates. The structural themes of this joint commitment include the systematic analysis of accidents, strengthened prevention in occupational health, including factors relating to hardship, and improved social dialogue on health and safety topics.

Raise awareness and train

Training is one of the five pillars of the occupational prevention, health and safety policy.

In 2020, 67.5% of Veolia employees received safety training, and nearly 46.5% of training hours were devoted to safety.

In 2019, the Group Prevention, Health and Safety Department and Veolia Campus implemented a development program entitled *OHS Skills*. This program aims to reinforce the knowledge and skills of the health and safety network, to provide them with the best tools to support managers with decision-making, and also to involve employees as close as possible to situations in the field. In 2019, during the pilot phase, 40 experts started training in France, 10 in Latin America, and 10 in the United Kingdom; this training continued in 2020. In 2020, virtual classes were organized to continue roll-out in the context of the Covid-19 pandemic and facilitate implementation of the program for health and safety experts in the various countries.

In addition, the Safety Leadership training program for top management and all line management is now available. Roll-out commenced in Veolia Énergie France in 2020 and will continue in the different countries in 2021.

Example of safety training best practice: SARP designed a video combining real images and 3D effects to raise safety awareness amongst teams. Virtual technology provides more opportunities, enabling the inside of pipes to be viewed and serious accidents to be simulated. The video is shown to all new employees who are then assessed, with this assessment affecting their later assignment to projects.

Analysis to prevent risks

The Group is particularly attentive to employee awareness and the monitoring of at-risk situations and near misses.

The Prevention, Health and Safety Department uses the Bird pyramid to prevent accidents, which has five levels:

- near misses, unsafe acts, unsafe conditions (base of the pyramid);
- first aid injuries;
- medical treatment injuries;
- lost time injuries;
- fatalities.

The resulting analysis helps prevent risks based on the following assumption: "the higher the number of near misses, the higher the probability that accidents will occur".

The Group has also had "safety alerts" for many years for prevention purposes. In the event of a workplace accident, the health and safety coordinator sends the Group Prevention, Health and Safety Department a record using a template detailing the circumstances, consequences of the event and the corrective measures put in place (human, organizational and technical). These safety alerts are then shared with the entire prevention, health and safety network, and more broadly on the Group intranet.

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.

The 2020 edition was held in the specific context of the Covid-19 pandemic. The identification of lessons learned from the crisis management and the risk measures implemented provide precious examples for better understanding other risks and promoting changes in behavior.

This sixth edition involved presentations on raising risk behavior awareness, with campaigns focusing on the perception of danger: "What you see is not what I see."

Objective: strengthen perception of professional risks, the identification of dangerous situations in our work environment and the treatment of such situations, by implementing measures to reduce these risks to an acceptable level.

Communication tools (posters, videos, roadmap, and roll-out guide) were made available to help raise employee awareness and full-scale risk hunts were organized by the teams at the sites.

The resulting international mobilization enabled this week-long event to promote worldwide the people on the ground and understand and resolve over 4,000 health and safety risk scenarios.

Monitoring of temporary staff and sub-contractors

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 regularly audited.

Depending on the specific characteristics of Veolia's businesses, regulatory measures and a cultural adaptation approach are integrated into the management of stakeholders' health and safety within the Group.

Managing sub-contractors operating on Veolia sites and Veolia customer sites is a vital component of the overall prevention, health and safety policy.

In this respect, Veolia has monitored workplace accidents of sub-contractors in the same way as employees since 2018.

	2018	2019	2020
Lost time injury frequency rate for employees and sub-contractors	7.47	7.88	6.65

Sub-contractors inform the Prevention, Health and Safety Department when accidents occur in the Veolia global scope *via* "safety alerts".

At Veolia Industries Global Solutions, an annual appraisal of sub-contractors is organized in conjunction with the Purchasing Department. This appraisal considers the following criteria: the Occupational Health and Safety (OHS) policy, health and safety management, risk management, action plans, OHS performance indicators and certifications. Companies rated below a certain level can no longer act on behalf of Veolia Industries Global Solutions.

Veolia Water Technologies has rolled-out a booklet on work-site health and safety, explaining the minimum standards in a fun way. The aim of these guidelines is to communicate Veolia health and safety practices and expectations to service providers working on work sites. The booklet provides key information for the health and safety of sub-contractor employees and to guarantee a safe, secure and healthy work environment for all employees on the site.

In the United Kingdom, a film was made to support the sub-contractor internal management procedure. This film introduces all operators of sub-contractor companies to security issues. It communicates widely on the specific risks and health and safety rules at Veolia sites. The film must be watched every six months and an operator working on several sites must watch the film at each new site. A questionnaire was introduced to ensure operators understand the information presented. A minimum grade of 8/10 is necessary to be authorized to enter the site. If this grade is not attained, the operator can watch the film again and retake the test. If despite spoken exchanges and watching the film twice the minimum grade cannot be attained, the sub-contractor operator will not be authorized to enter the Veolia site.

A system for monitoring temporary staff accidents was set up through annual meetings with temporary employment agencies, to define appropriate prevention measures and share best practices and assess the performance of these companies.

An analysis tool for occupational disease exposure

All employees attend regular medical appointments to detect occupational diseases, with a particular focus on prevention.

To supplement the tools for identifying workstation accident situations, Veolia designed a tool to analyze exposure to occupational diseases. This tool is shared with the trade union and employee representatives of the Group French Works Council, and is available to all health and safety officers. It enables the Group to anticipate exposure to risk factors and define and implement a joint action plan.

In 2020, 110 employees had an occupational disease. However, the information on occupational diseases can vary due to differences in local practices and regulations.

Well-being in the workplace

A psychosocial risk prevention unit was set up.

In France, the approach to quality of life in the workplace incorporates procedures to prevent psychosocial risk factors. Employees are informed of prevention measures, particularly during the presentation of the internal survey results. A training program has been rolled-out for managers designed to assist them incorporate psychosocial risks into their managerial practice.

This process also includes an ergonomic analysis of workstations, the promotion of best practices in health and nutrition, and the fight against alcoholism and drug use. Certain operations offer their employees muscle warm-up exercises before they start work.

The UK has introduced a program that offers a wide range of information sources to raise the awareness of employees and motivate them to take care of their health and achieve a good work/life balance. Various employee initiatives have been rolled-out: medical check-ups, awareness-raising initiatives on the dangers of tobacco or the benefits of a healthy diet, developing a physical exercise program, etc.

In North America, a social protection access system which benefits all its employees has been implemented *via* a wellness program.

The health and well-being approaches are adapted to the context and maturity of the countries where Veolia operates.

Sport: a source of well-being and development

Because Veolia's Purpose underlines the importance of health and safety but also personal development, the Group relies on sport as a source and driver of wellbeing, quality of life and occupational health.

Sport helps underline and promote Veolia's ethics and values: Responsibility, Solidarity, Respect, Innovation and Customer Focus.

Veolia provides a specific and common definition of sport by breaking down a new Sport identity in all Group countries, with the name "So'Sport", a logo, a slogan, statements, etc.

In the different Veolia zones, countries and sites, there are various sports and well-being initiatives which help unite, bring together, share and reinforce the feeling of belonging to the Group. The Group is committed to promoting and sharing them.

Veolia provides the opportunity to take part in annual national, European and global sports events, where to date, over 3,000 athletes from more than 40 countries have taken part and won national, European and world titles.

In addition, over 3,000 Veolia employees have taken part in the various Diversity races since 2014, including 800 participants during the most recent event which took place on September 24, 2020 in Vincennes, France, while fully respecting social distancing and hygiene rules.

For the first time, an e-race was also organized in parallel between September 17 and 24, "La International E-run for Diversity", bringing together Veolia countries around this event and promoting the colors and values of our Group.

An active outreach plan

For many years, an Active Outreach Plan has been deployed in France in consultation with trade union and employee representatives to support the most vulnerable employees in view of the social context. 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.

In 2020, around 370 calls were received, mainly about housing and/or financial issues.

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. This association is represented by Group management and trade union organizations which sit on its Board of Directors.

Monitoring prevention, health and safety indicators

Using an internal tool, accident data has been compiled on a quarterly basis since 2015. The Group has adopted a single definition of workplace accidents for all countries and subsidiaries, *i.e.* all workplace accidents which resulted in at least one day of absence from work (lost time injuries), excluding commuting.

	2018	2019	2020
Lost time injuries (excluding commuting)	2,611	2,631	2,103
Calendar work days lost due to workplace accidents (excluding commuting) (permanent and fixed-term contracts)	142,694	146,321	137,082 (√)
Lost time injury frequency rate [(1)]	8.47	8.12	6.6 (√)
Injury severity rate [(1)]	0.47	0.45	0.43 (√)
Number of employee deaths tied to processes	0	6	3
Number of employees trained in safety	99,403	106,131	136,072
Number of authorities dedicated to the study of health and safety issues	2,004	1,969	1,927

(1) Including the Chinese concessions.

4.4.3.2 Work organization

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.

The average work-week is 39 hours (√).

In 2020, the total number of calendar days of absence was 2,696,076 days (√), including 1,854,787 days of absence for sickness. Other reasons for absence were mainly workplace accidents and family events. The total number of overtime hours worked was 14,957,674 (√), *i.e.* an average per employee of 89 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 timeframe, for example.

Trend in the absenteeism rate

	2018	2019	2020
Absenteeism rate (excluding maternity and paternity leave)	4.16%	4.08%	4.54% (√)

4.4.4 ENCOURAGE EACH EMPLOYEE'S PROFESSIONAL DEVELOPMENT AND COMMITMENT

4.4.4.1 Risks and opportunities

The quality of Veolia's responses to environmental challenges and to the growing demands of public authorities and industrial entities depends on its expertise and, more generally, the performance of its labor relations model. Veolia's performance partly depends on its ability to attract and retain talent and manage risks linked to the availability of skills which it needs (see Chapter 2, Section 2.2.2.2 above).

The Group is convinced that the motivation and mobilization of the Company's staff is an asset and a genuine competitive advantage. This is why 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.

4.4.4.2 Policy and commitments

As part of its sustainable development commitments (see Section 4.1.1 above), Veolia adopted the following commitment and 2020 objectives in 2015.

Commitment 8	2020 objective	Sponsor
Encourage each employee's professional development and commitment	• Deliver training to over 75% of employees annually • Maintain the manager commitment rate at over 80%	Mr. Jean-Marie Lambert, Member of the Executive Committee, Group Human Resources Director

As part of its Purpose and the Impact 2023 strategic program, Veolia gave commitments in favor of its employees with a 2023 target (see Chapter 4, Section 4.1.2 above). These commitments break down into several objectives, including employee commitment and employee training and employability.

Commitment	Objective	SDG	Indicator - definition	2020 Results	2023 Target
Give meaning to and support the development and commitment of employees	**Employee commitment**	8 DECENT WORK AND ECONOMIC GROWTH	• Commitment rate of employees measured by an independent survey	87%	80%
	Employee training and employability	4 QUALITY EDUCATION	• Average number of training hours per employee per year	17h (√)	23h

The sponsor of these objectives is Jean-Marie Lambert, Group's Human Resources Director and member of the Executive Committee.

4.4.4.2.1 Train and develop skills

Veolia has an ambitious training policy, whose main challenges are to:

- accompany the Group's strategy to make Veolia the reference company for ecological transformation;
- accompany the skills development essential to supporting the transformation of our businesses and attaining our operational performance objectives;
- propose training to support our commercial development;
- continuously adapt skills to increasingly complex businesses to support innovations, technological changes and the digitization of our activities and businesses;
- promote career development;
- anticipate the renewal of key skills, notably through work-study training;
- promote commitment, the sharing of a common culture around our Purpose and bring our values to life.

Training for all

Training is aimed at all staff categories. It starts at induction for new employees and continues throughout their career. It seeks to develop and adapt their skills to the constantly changing requirements of our businesses, through recognized courses that lead to certifications and accreditations and promote job mobility and career development. For this purpose, it is supported by a network of expert contributors made up of Group employees.

Partnerships and Networks

The Training Department is supported by the Group's network of Campuses to implement its policy. This network aims to develop training courses which meet the Group's professionalization requirements in collaboration with public authorities or teaching organizations in France. The creation of apprentice training centers, certificates and degrees such as professional bachelor's degrees or master's degrees are examples of this policy. Through its close local ties, it encourages local integration policies through an agreement with public institutions and associations. It contributes to the Group's social responsibility policy.

Work-study policy

The work-study policy is specifically implemented through the Veolia Campus network and a growing number of partnerships with local employment and training players. For this purpose, Veolia is one of the partner companies of the GAN France business network (Global Apprenticeship Network), a group of companies which works to employ young people and support apprenticeships, with the support of the OECD, the ILO and the FIPA network (Innovation Foundation for Apprenticeships).

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, whilst providing a tangible avenue to promote their expertise.

Veolia confirmed its commitment to apprenticeship by signing, in January 2020, an apprenticeship pact. Veolia undertook to increase the number of apprentices to 2,500 in France by 2023 and the number of apprentices present to 5% of its French workforce.

4.4.4.2.2 Manage careers: sourcing, identification and development tools

A department dedicated to career management

The Group Human Resources Development Department seeks to attract and retain talent throughout the world and facilitate the assessment of managerial performance. Its dual aim is to meet the skills requirements of the Group's business activities and to provide career opportunities for employees. Employee career development is a major focus of the human resources management policy. Its implementation relies on various processes and tools.

A common job appraisal tool for all the Group's businesses

A unique classification tool was deployed for all management roles (the Global Grading System, developed by the firm Willis Towers Watson). By positioning the different positions within the organization, this tool enables objectives to be set according to their relative impact. This common job grading methodology supports professional mobility and helps organize HR processes with transparency, fairness and performance management in mind.

This new classification has been used by executive management for several years. It is being deployed in the zones and countries and is the backbone supporting all HR processes.

Sourcing

A career portal	Publishes all job offers in the Group.
A bi-monthly publication	Veolia JobLink traces the latest Group management and supervising jobs presented in the career portal. Since late 2019, this publication is not limited to the offers available in the Group tool, but also management offers published locally.
A program to attract young talent	The PANGEO program offers young talent under the age of 28 an international experience of 12 to 24 months. It enables Veolia to create a multicultural incubator of employees trained in its business lines. The program relies in large part on the International Business Volunteers (VIE) contract.

Talent APP: pilot launch of a new skills management digital app

A pilot test of the Talent App was launched in January 2021 with 2,000 users. Based on artificial intelligence, this app is designed to accelerate the development of mobility and cooperation by mobilizing employees for short assignments. With employee self-reporting of expertise and the easy communication of available positions and short assignments, the app should help match the needs of the organization and the development wishes of employees in a targeted and innovative way. The pilot will be assessed after the summer 2021 and a general roll-out envisaged at that time.

Identification

A renewed talent management process

Since 2017, staff reviews common to all entities are organized for executives, key contributors and high potential employees, notably to develop succession plans and to implement a development plan to retain the managers of the future. The sharing and implementation of this common methodology aims to consolidate organizations' sustainability and agility, and to help with the individual development of the most talented employees.

This methodology, which is currently used for Top Management, will be applied in the Business Units.

In 2020, this process was partially continued remotely and allowed progress with the number of women in Top Management to be measured.

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 is used for all managers at all our sites worldwide. This document harmonizes criteria and provides a common language to define individual objectives and adapt the Group's strategy. This tool is also used to appraise performance and skills, share the Group's values and identify employee aspirations, development needs, career prospects and the actions necessary to their implementation.

Performance appraisal is based on financial, safety and qualitative objectives and takes into consideration an employee's place in the hierarchy and their position. For managers, some of the qualitative objectives are based on compliance with and dissemination of the Code of conduct based on the Group's founding principles. Job safety is a priority objective for Veolia. All employees can contribute to achieving the zero-accident objective, by reporting or preventing a dangerous situation, or avoiding accidents. For this purpose, each employee makes a health and safety commitment, which is formalized during their annual interview. Veolia's values naturally have their place in this objective.

In 2020, a section dedicated to Veolia's Purpose was included in the annual interview to:

- promote discussion of the Purpose between managers and employees and thereby continue the communication and appropriation of the Purpose in the field;
- formally document for 2021 non-financial quantitative objectives tied to the multifaceted performance indicators, which will ultimately be included in the calculation of manager bonuses (from 2020 for executives).

The Business Units have their own annual interview process for non-management employees. In addition to local systems, several Business Units, including those in the United States, Poland and Ireland, use the Group tool.

Development

Talent development programs

Veolia Excellence is the training program for Veolia talent. Sessions are organized in three primary areas: business models, value creation, and team management in a context of rapid and profound change. 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.

Three other collective individual development programs are deployed by the Group:

- DISRUPT is a program aimed at "millennial" managers to accelerate their integration within the Group;
- ACCELERATE is 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;
- WIL (Women in Leadership) is specifically designed to develop female leadership in relation to the Group's ambitious gender diversity targets (see Section 4.4.5.3.2 below).

Mindful of allowing its talents to have personal alignment as well as sharing a common strategic vision, the Group fully integrates staff development tools in these programs (MBTI, 360°, Self Management Leadership).

Equivalent programs are offered by the zones such as *Impulsa* in Latin America, *Nest* in Northern Europe, *Stream* in Asia and *Relief* in France. Leaders for Tomorrow is a training program for emerging talent in the United States and Canada. The eight-month program includes an appraisal period, individual coaching and a personalized development plan.

Executive development programs

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 values of corporate social responsibility. It is based on four study trips spread over one year and offers training conferences, the discovery of Veolia activities and numerous visits to external companies. 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. In 2019, nearly 40 employees took part in this program.

The Covid-19 health crisis forced the Group to suspend the organization of these Talent programs (with the exception of WIL largely organized remotely): the added value of these programs also lies in the development of professional networks through personal encounters during these face-to-face programs. Their mobilization is nonetheless planned as soon as health conditions permit.

4.4.4.2.3 Engage employees

Manager's Code of conduct

Veolia's ambitions and strategy require consistency and cohesion. The Group's Executive Management accompanies managers in their supervisory role through a common value framework and involvement in decision-making.

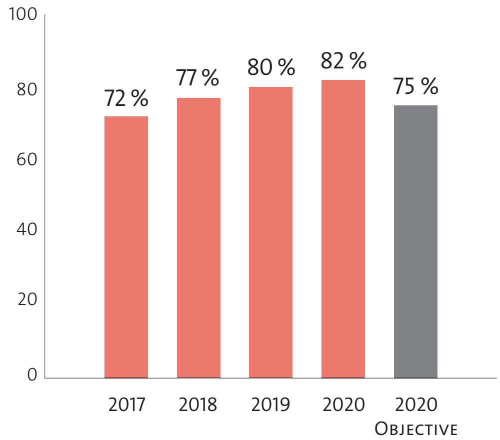
In order to strengthen cohesion and solidarity in the Group's general interest, Veolia established the Manager's Code of conduct in 2012. It is based on the Group's five values: responsibility, solidarity, respect, innovation and customer focus. For each of these values, the Code reflects the Group's commitment and the collective and individual conduct expected of managers, which they must promote with their teams.

4.4.4.3 Actions and results

Training indicators

In 2020, 82% of employees participated in at least one training program.

Percentage of employees who participated in at least one training course



Evolution in worldwide training indicators

In some areas, the health crisis has had an impact on the delivery of face-to-face training. Nevertheless, there has been an acceleration of digitalisation with a disparity according to the zones, which has led to a decrease in the average number of hours of training per employee in 2020.

	2018	2019	2020
Number of training hours effectively given	2,888,774	3,081,137	2,891,041
Average number of training hours per employee	17.8	18	17 (√)
Percentage of training hours intended for operators and technicians	82%	83%	86%

A range of programs was developed by in-house learning specialists, trainers and contributors based on Group strategy and input from Corporate and Business Training Departments and local business units. As a result, the training on offer continually reflects the realities of the business and the field, as well as business development plans.

Veolia is dedicated to training all its employees; it is notable that over 86% of training hours are aimed at operators and technicians.

The Veolia Campus network operates in eight countries, has thirteen training centers and covers two-thirds of Veolia's operating regions. Since 2017, it has been the international training and development network with other major countries where Veolia operates. This network shares best practices, educational innovations, and the various training programs. It also co-creates some international programs, such as the WIL (Women in Leadership) program.

Diploma training programs

The Group offers training which leads to diplomas and certificates. This approach aims to motivate employees by recognizing their existing skills, boosting their employability and acquiring new skills. For more than 20 years, this aim has been embodied by the creation of diploma programs dedicated to the Group's activities, at all levels of training offered in the Campus network. The French network offers 18 recognized professional diplomas, ranging from a CAP (certificate of professional aptitude) to a vocational master's degree, organized under work-study programs to better integrate trainees within Group entities.

The UK Campus offers the possibility of 16 work-study diplomas: 12 diplomas equivalent to the CAP and 4 diplomas equivalent to the trade baccalaureate.

Veolia trains Veolia

Veolia is both the main actor and the director of its training policy. The Group has various in-house trainers for core business activities. Striking a balance between permanent trainers and *ad hoc* contributors from within the Group's companies and external experts ensures the relevance of content and enhances cohesion, performance and added value. In-house trainers and participants are also responsible for conveying the corporate culture.

Educational partnerships

Veolia has deployed an active policy of partnerships with employment and training operators in the regions and a number of educational partnerships.

In the UK, Veolia has drawn up numerous agreements, particularly with the University of Northampton for high-level waste management training and the Institute of Leadership & Management for manager qualification programs.

Management programs rolled out in Northern Europe (NEST) and Asia (STREAM) are developed in partnership with Hamburg University and the EM Lyon Business School.

Employee integration

JIVE is a training and integration week aimed at newly recruited or promoted managers in the Group, across all business lines and countries. This international and cross-functional onboarding system aims to help them learn more about the Group, create an internal and international network, embrace Veolia culture and values and give meaning to their day-to-day activities to support a global strategy. This program is punctuated by discussions with professionals, meetings with managers, site visits and brainstorming meetings. In 2019, nearly 740 managers took part, including 35% women and 40% international managers from 40 countries. In 2020, JIVE could not be held due to the health conditions tied to the Covid-19 pandemic.

Relations with schools

Mobilizing and attracting the resources required by the Group 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. Programs like the “Veolia Summer School” and the “Trophée Performance awards” 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 and innovative business.

A fully remote Veolia Summer School

Each year, Veolia organizes a one week event at the Jouy le Moutier Campus, bringing together students from a wide range of international universities. Despite the Covid-19 pandemic, Veolia decided to maintain the eleventh edition. The 2020 edition was therefore entirely digital and organized remotely: during four days, 51 master’s students from 23 countries organized into three teams across three time zones (Europe/Africa - Americas - Asia/Oceania) discovered the Veolia universe through a series of presentations by experts, operating managers and Corporate program managers.

The work-study option

Work-study contracts are a key recruiting tool for helping young workers into stable employment, particularly in France, the UK, Colombia and Germany.

At the end of 2020, Veolia had 3,300 trainees on work-study contracts. In France, there are nearly 2,000 trainees on work-study contracts, an increase of over 40% in five years.

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.

During the health crisis, the Campus training teams ensured continued remote learning for all diploma levels, providing individual follow-up for the lower qualifications to avoid any risk of drop-out. For 2020 enrollments, open days were held online and proved highly successful. Nearly 1,400 new contracts were signed in France in 2020.

Manager development programs

The management offering covers all Group employees with a management role. From local manager to executives, the Group proposes programs to develop managerial skills.

Local manager development programs

Local managers are a key performance driver. Key elements of the Company’s social fabric, they are offered courses focused on their business lines and specific situations. These operational training sessions are rolled out in the Business Units and aim to increase the professionalism of local managers and perfect their skills.

Programs to train managers in specific challenges

In Asia, the STREAM (Study and Training Expedition for Asian Managers) program is an itinerant training program for managers from all functions, which aims to facilitate the sharing of experience and the exchange of best practices between managers within the same zone. Zone visits during the various sessions are an opportunity to discover the flagship projects and industry benchmarks of each country.

NEST is a similar program rolled out in the Northern Europe zone. The final sessions of these programs are held jointly to promote cooperation between the zones.

Updated learning methods

Different formats are proposed to encourage employee learning and develop their skills in all learning situations:

- collectively, through collective intelligence, design thinking, co-development and peer learning workshops;
- as part of personal development through coaching and mentoring schemes.

The Covid-19 pandemic accelerated the role of digital technology and the development of new learning methods combining teaching, webinars, virtual classrooms, coaching and collective problem solving or individual projects presented to a jury of internal experts, contributing to a wider skills development system. Certain geographic zones strengthened their training actions and capitalized on the period of health measures to train employees. This was the case in Latin America where the digitization of training was recommended: all employees participated in at least one training course to strengthen knowledge of workplace health and safety issues and develop skills.

As an example, the Group’s Compliance Department has developed and deployed e-learning training with the campus, dedicated to combating corruption, conflicts of interest and influence peddling. In 2020, nearly 16,700 employees received training. It is an essential aspect of the Group’s compliance policy that everyone has a perfect understanding of the challenges posed by these issues and is reminded of the best practices to adopt.

This online training is an opportunity not only to underline essential principles, but also to raise all employees' awareness of these issues, by reminding them that the Group views the rules contained in its anti-corruption Code of conduct as crucially important.

In addition, a dedicated module was designed and deployed to help managers understand climate change issues and the Group's commitments to reducing the carbon footprint of both Veolia and its customers.

As part of the digital transformation, new tools are now available such as the "learning@Veolia" platform, which aims to increase the number of e-learning courses (240 courses available to all units); the main courses in number of employees concerned are: "My heath reflexes" launched during the health crisis, ethics and compliance training, the fight against everyday sexism and the climate e-learning. The roll-out of this Learning Management System helps accelerate the distribution of these new training programs. In 2020, over 41,000 employees accessed the platform, with nearly 480,000 connections.

In November 2020, "Digital passport" training sessions were transferred from Netexplo to the new Veolia platform. This will help improve recording of the number of trainees and training hours.

Reinforcement of commercial development

The Sales Academy was launched by a working group dedicated to skills development, as part of the commercial development center of excellence. It brings together around twenty representatives of Business Units, reflecting Veolia's commercial diversity: geographic locations, types of sales, size and commercial challenges which the Business Units encounter.

This working group has already helped:

- identify a range of skills, processes and tools with which teams should be familiar to cover the entire sales process. A list of 47 capabilities has been defined;
- compile a list of training sessions dedicated to the sales teams across the Group. 120 training sessions were listed.

This dual mapping helped define the Group's development priorities and to produce seven training courses targeting the main commercial development contributors in each Group entity.

The Sales Academy strengthens the consistency and performance of development teams across zones worldwide. Nearly 900 employees follow this course digitally, supported by over 150 internal tutors. These courses are deployed in over 20 Business Units. The blended learning experience begins with an interactive and fun e-learning, followed by coaching sessions and includes practical workshops for a long-term impact on behavior with customers and internally.

Anticipating transformation and skills requirements (eRHgo)

eRHgo is a joint venture in the Lyon region based on the shared commitment of its founders: L'Olympique Lyonnais and Veolia. eRHgo is both a tool for innovative and responsible forward management of jobs and skills and an HR laboratory: the Group is firmly committed to this approach, which promotes equal opportunities by no longer using CVs. eRHgo is a tool to help operating staff make decisions. It helps refresh recruitment and mobility practices: opening up to different profiles, professional gateways.

The approach relies on observing capacities used on a daily basis in work or experience outside of work.

Employee engagement survey

As part of its sustainable development commitment, Veolia undertook to promote each employee's professional development and commitment, with notably a 2020 objective of maintaining the manager commitment rate at over 80%.

The engagement index and the positive response rate to the ethics and values question are included in Veolia's multifaceted performance indicators.

The "Voice of Resourcers" engagement survey, launched in a new format in 2019 in articulation with Veolia Purpose, was conducted in 2020 with an extended panel of over 80,0000 employees.

This survey in now 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 2020 "Voice of Resourcers" edition provides an updated view of the social climate, providing key indicators and trends for employee commitment and their understanding of the Company's vision, policies and culture.

The 2020 "Voice of Resourcers" helps:

- 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 survey was conducted over three weeks in November 2020 with over 80,000 employees, based on a questionnaire available in 15 languages and adapted to a large audience, as follows:

- the 5,000 key Group managers in 55 countries;
- all employees in 14 Business Units/entities: Germany, Argentina, Canada, China, France Water, USA, Ireland, Morocco, Poland, Czech Republic, Waste Solutions, United Kingdom, VESA and VERI.

All employees on the panel were invited to answer the questionnaire online. Digital tools were set-up to provide everyone with easy access to the questionnaire.

The survey participation rate was another success: 90% for key managers (+8 points *vs.* 2019) and 70% for the full panel (+12 points *vs.* 2019).

The 2020 results were strong as a whole, and reflect an organization in movement, where employees feel the changes. In general, the strategic vision and trust are improving amongst managers, who have adopted the Purpose and see themselves in the "We are Resourcers" slogan.

The overall engagement index increased three points (87%) for the panel as a whole and 2 points (94%) for managers: these extremely high levels benefit once again from support, in particular, for the question regarding the usefulness of the activity / employee contribution.

The commitment index is calculated based on questions relating to the clarity of work objectives, the usefulness of the contribution, the work atmosphere, pride of belonging and whether or not they would recommend working at Veolia to their friends and family.

In addition, management of the health crisis is praised by a large majority of employees: 90% of employees consider that Veolia took the right measures to deal with the Covid-19 crisis and 94% of managers believe their entity knows how to adapt to the business impacts and bounce back.

The overall results of this survey were presented to the Group's Executive Committee and the Board of Directors of Veolia Environnement. The results per zone were sent to zone directors and human resources directors, which organize feedback with the surveyed employees.

Action plans will be established based on the overall results of each zone and will be implemented during the first-half of 2021.

4.4.4.4 Compensation policy and employee savings

Veolia applies a comprehensive compensation policy that is consistent with the Company's results and encompasses the following components: wages, social protection, employee savings and retirement.

This policy is based on the following principles:

- offering fair compensation in accordance with local markets;
- guaranteeing competitive fixed and variable compensation which reflects the Company'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 indicators in the bonus calculation of all managers;
- 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.

Compensation

The annual average gross compensation for all Group employees was €33,185 in 2020 (€33,775 in 2019).

This decrease is mainly due to high inflation in Latin America (primarily Argentina), which led to a depreciation in the currency; to Veolia's entry into new countries and new contracts employing a primarily worker population (Indonesia, Peru, Colombia).

In 2020, average gross compensation was €33,767 for men (€34,342 in 2019), and €30,844 for women (€31,473 in 2019), representing an average difference of €2,923.

This difference is mainly due to the distribution of men and women between different jobs. Women occupy 28.2% of managerial roles, which partially explains this difference in average salary. Veolia has therefore set ambitious targets to increase female representation in managerial roles: 30% by the end of 2020 (see Section 4.4.5.3 below).

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. This data is 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.

Social protection

Social protection encompasses all benefits relating to healthcare costs (incurred by the employee and his or her beneficiaries) and additional healthcare and insurance coverage (employee coverage for life accidents: disability and death).

In France, a standardized Group scheme in terms of healthcare costs was deployed from 2017; it now covers over 7,000 employees. For additional healthcare and insurance plans, all Group managerial staff receive, in addition to coverage provided by external insurers, additional coverage based on a unique scheme in the event of death or accidental disability at work. This additional coverage is entirely funded through captive insurance by a wholly-owned Veolia Environnement subsidiary.

Due to its international scope, the Group must take these factors into account and ensure that certain basic principles are applied:

- comply with local legislation and, wherever possible, implement complementary social protection systems in order to guarantee fair coverage for all its employees;
- ensure that the Company management is sound by controlling the costs associated with benefit obligations;
- fund plans through employer and employee co-investment insofar as possible so that each party assumes responsibility.

In 2019, Veolia launched an audit of its international social protection systems, with the aim of optimizing the management and cost of existing plans (healthcare, insurance, supplementary pension). In 2020, this process was extended to include other countries and particularly Japan, Spain and the Czech Republic.

The objective of this audit is to cover all countries where the Group has significant activities by the end of 2021.

For information purposes, note that 2020 contributions for the 51,685 Group employees in France totaled nearly:

- €61.12 million for healthcare costs;
- €37.17 million for additional healthcare and insurance coverage.

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.

In general, the Group 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 2020, approximately 80% employees of French entities were covered by an incentive agreement.

In 2020, profit-sharing and incentive payments for the French entities including Veolia Environnement, in respect of 2019, totaled €49 million. Amounts invested in 2020 by employees of French entities in respect of 2019 profit-sharing and incentive payments totaled €32.8 million [(1)], or 67% of the sums distributed.

Added to this amount is a contribution from the Group's French entities amounting to €3.7 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 partners (December 2012), access to a Group retirement savings plan ("PERCO 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 2020, employee savings in France in the two Group savings plans totaled €471.7 million broken down as follows:

- €422.9 million in the PEG held by 75,340 current and former employees;
- €48.8 million in the PERCOL G held by 33,043 current and former employees.

Company investment funds invested in Veolia shares (employee share ownership) total €218.3 million in 2020 and are held in the PEG.

The range of dedicated company investment funds (monetary, equity, bonds, and diversified) totaling €253.3 million is held in the PEG and the PERCOL G [(2)].

Employee share ownership

The last transaction took place in 2020. For the first time since 2007, Veolia wished to enable 137,826 employees [(3)] in 31 countries (in Asia, Oceania, Europe, North America and Latin America) to benefit from a leveraged offer in addition to the standard offer. With these two offers, employees benefited from:

- a secure offer guaranteeing the capital invested and the employer's contribution, as well as a multiple in the event of an increase in the Veolia share price;
- a standard offer with a discounted subscription price.

Subscriptions therefore totaled 51,184, representing a subscription rate of 37.14% Group-wide, with rates in excess of 80% in several countries, including South Korea (100%), Hungary (99%), Romania (100%), China (94%), the Czech Republic (88%), Hong Kong (93%) and Slovakia (83%). Accordingly, the total amount subscribed was €158 million [(4)], including leverage and the Group's additional contribution.

As of December 31, 2020, nearly 120,000 current and former Group employees were Veolia Environnement shareholders, holding 4.06% of its share capital.

4

Performance share plan

In 2020, Veolia deployed a performance share plan aimed at 421 beneficiaries, including executives, high potential staff and key Group contributors, including corporate officers. This plan, which was launched in 2020 with an expiry date in 2023 following the publication of the financial statements, replaces the plan granted in 2019. The conditions for granting performance shares are 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 2023;
- 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.

These elements are detailed in Section 3.4.3 above.

Pension plans

Pension plans are directly managed in the various countries where the Group operates based on the applicable labor and tax legislation. There are two types of pension plans:

- state pension plans;
- company pension plans (defined benefit and defined contribution plans).

The Group pension plan policy is to replace defined benefit pension plans, if possible, with defined contribution pension plans that are more cost-effective.

(1) Including amounts invested in respect of the 2020 employee share ownership plan.

(2) Including blocked current accounts for €4.5 million.

(3) Including the UK, with deployment of a Share Incentive Plan.

(4) Excluding the UK.

4.4.5 ENSURE RESPECT FOR DIVERSITY AND SOCIAL COHESION

4.4.5.1 Risks and opportunities

Social cohesion and stability, respect for diversity and equal opportunities and the fight against discrimination are all very important to the Group. Veolia considers diversity and social cohesion as an asset and a driver of performance. Moreover, the Group views diversity as a priority, as it ensures internal cooperation, commitment and employee loyalty.

Non-compliance with human and social rights has a direct impact, leading to labor disputes, disengagement and damage to the employer brand (see Chapter 2, Section 2.2.2.4 above).

Consequently, Veolia aims for innovative and respectful labor relations with its internal stakeholders, which allows it to provide collective solutions.

4.4.5.2 Cohesion and social dialogue

4.4.5.2.1 Policy and commitments

Veolia is particularly vigilant regarding labor relations, as it contributes to greater workforce cohesion, the implementation of human resources policies, and the Group's economic and social performance.

As part of its Purpose, Veolia encourages social dialogue, particularly within employee representative bodies, which help employees to adopt the collective project. Mr. Antoine Frérot and the Group Human Resources Department met the French and European trade union and employee representatives on two occasions to share and discuss the definition of Veolia's Purpose in February and April 2019.

Commitment 9	2020 objective	Sponsor
Guarantee that diversity and fundamental human and social rights are respected within the Company	• Ensure over 95% of employees have access to a social dialogue mechanism	Mr. Jean-Marie Lambert, Member of the Executive Committee Group Human Resources Director

This commitment no. 9 is currently at the core of Veolia's Purpose and therefore contributes to promoting social dialogue in all geographies where Veolia operates.

To advance the quality and development of labor relations, 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. Within Veolia, 1,369 (√) labor agreements signed at operating level supplement the Group directives and agreements;
- 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.

The agreements to create Group French and European Works Councils were both subject to an agreement reviewed in 2015. Taking into account the change in the Group's scope and the experience gained from the previous agreement helped bolster and modernize Group labor-management relations in France and in Europe.

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 more than two-thirds of Veolia employees. It is made up of 17 countries: Belgium, Bulgaria, Czech Republic, Denmark, France, Germany, Hungary, Italy, Lithuania, 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 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 made within the Group European Works Council demonstrate the will of Executive Management to structure unique relations with employee representatives and thus contribute to the Group's actions on behalf of all its employees.

Annual discussion on Group strategy with the Group French and European Works Councils

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.

Support for changes in jobs and skills

In 2018, members of the Group European Works Council and the Group Human Resources Department signed an agreement in the form of a letter of undertaking on support for changes in jobs and skills in relation to the Group's strategic direction. This letter of undertaking results from a working group made up of representatives from different European countries.

Ten commitments were defined, notably for skills and their renewal or adaptation, workplace equality, the impact of digital on work and passing on knowledge between generations. These are to be supported and promoted *via* country social dialogue spaces, aiming to implement specific actions encouraging:

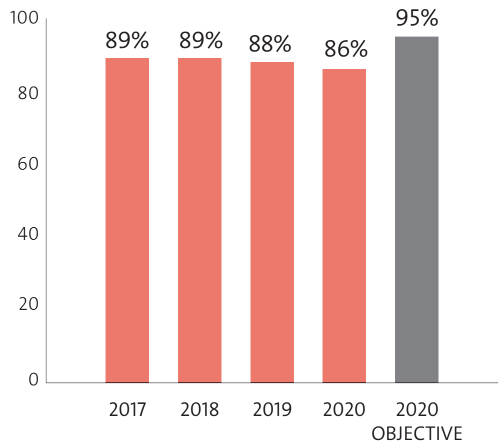
- a shared understanding of Group strategy and its adaptation to different countries;
- establishment of social diagnoses to objectively take advantage of changes in jobs and skills;
- the definition of appropriate action plans in view of identified economic and social issues.

4.4.5.2.2 Actions and results

Change in the rate of coverage by a social dialogue body

In 2020, 86% of employees were covered by a social dialogue body.

With an extremely high rate of 86%, social dialogue is at the core of Veolia's Purpose (nearly 1,400 agreements signed in 2020). Nonetheless, due to the development of its industrial activities, Veolia has decreased the number of representatives for its municipal business lines. In addition, certain countries where Veolia's presence has increased since 2015 do not authorize the set-up of employee dialogue systems.



With an extremely high rate of 86%, social dialogue is at the core of Veolia's Purpose (nearly 1,400 collective agreements signed in 2020). Changes in geographical scope and business sectors explain this decrease.

However, in countries where freedom of association and the right to collective bargaining are not recognized, Veolia maintains labor relations by leading workshops groups on specific issues (health and safety, social protection, social responsibility, etc.).

Overview of collective agreements

In 2020, nearly 1,400 new collective agreements were signed at entity or company level or with Group bodies in each country. All of these collective agreements impact the Company's labor and therefore economic performance.

Breakdown of issues covered by signed agreements at global level

Compensation and benefits	Health, safety or working conditions	Organization and working time	Social dialogue	Skills development	Other
32.9%	10.2%	39%	6.4%	4.7%	6.8%

These agreements have been signed in 38 countries where Veolia operates. The five main countries are France, Japan, Germany, Poland and Brazil.

At the end of 2020, there were 7,533 employee representatives worldwide.

There were 91 strikes in 2020, representing 0.04% of the total number of days worked.

Group France agreements and commitments given by the Group European Works Council

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 Board of Directors for four years, until October 15, 2018. In May 2018, Mr. Pavel Páša was reappointed by the Group European Works Council. In September 2018, Mr. Franck Leroux was elected by the Group French Works Council. Their terms of office will end in October 2022 (see Section 3.1.1.2 above).

Date of signature	Purpose of the agreement
2015	Agreement on the Group's strategic direction. Representatives of the Group French Works Council, French trade union representatives and members of the Group European Works Council meet annually to discuss Group strategy and its social consequences, in the presence of executives in charge of strategy and operations. On this occasion, the themes of ethics, the Sapin 2 law and the corporate duty of care are presented and discussed.
2017	Renewal of the agreement on the generation contract for the Group in France. This agreement focuses specifically on the integration of young people and the employment of older people.
	New Group France agreement on the forward management of jobs and skills.
2018	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 Group retirement savings plan to a PERCOL and enabling Group employees to benefit from the advantages offered by the Pacte Law (see the Section on Employee savings and retirement savings above).
	Agreement on the quality and the development of labor relations 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.

Continued social dialogue during the Covid-19 pandemic crisis

Social dialogue has been sustained since the beginning of the health crisis, with the setting of weekly digital meetings bringing together Group trade union representatives, the Works Council secretaries and the France Director representing employees. The office of the Group European Works Council met every two weeks.

Discussions focused on the health and safety of operating employees and the definition of operating methods for the business lines; monitoring of the health situation and employee support (set-up of a psychological support unit to prevent vulnerability); organization and work methods including working from home and links with operating teams; implementation of country measures (furlough and payment of a recognition bonus to nearly 25,000 employees in France).

Social dialogue also considered the economic and social impacts of the health crisis.

Regular reports were prepared, both in France and at global level, to monitor active employees and measures implemented to ensure continued activity at all sites. These reports were shared with local employee representative bodies.

All social dialogue and Group bodies (plenary meetings and Group French and Europe Works Council meetings) met digitally and, in addition to monitoring the health crisis, considered the Impact 2023 strategy implementation dossiers and the Suez acquisition project, examining the related information, consultations and viewpoints.

Training of trade union partners

Training employee representatives in the performance of their duties is key to high quality social dialogue on the Group's economic and human resources issues. Training representatives also recognizes the importance of Group employees and their representatives as key internal stakeholders. Members of the Group European Works Council have therefore received high-level training since 2010 to more broadly address the cultural diversity of trade unions and the plurality of Veolia's businesses and their challenges. As part of the implementation of a European letter of undertaking signed on May 30, 2018, members of the Group European Works Council received training in 2019 entitled "How to implement the European letter of undertaking on support for changes in jobs and skills" to allow them to share existing national practices in the matter, prepare to circulate and support the letter of undertaking within social dialogue spaces in each country and anticipate work on prioritizing the commitments.

Central French trade union representatives can receive training initially established in partnership with Sciences Po Paris and the "Dialogues" association. 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 trade union seminars are renewed each year and are the subject of an open dialogue session with Group human resources management.

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. Training sessions on social dialogue and collective bargaining may also be implemented under this social dialogue agreement. In addition, in 2020, Veolia in France is the first company to partner with Afpa (national agency for adult vocational training) to support employee representatives in their skills certification process.

Adherence to the Global Deal

In accordance with its commitments to sustainable development, notably commitment 9 regarding diversity and fundamental human and social rights, Veolia has adhered to the Global Deal.

The Global Deal is a platform created by the Swedish government, publicized by the French Ministry of Labor and developed with the ILO and OECD, partners and founders of the Swedish initiative. It aims to tackle the challenges of a global economy and labor market by reinforcing a balanced and responsible approach through social dialogue.

The Global Deal brings together wide range of stakeholders: governments, companies, unions and other organizations at national, local and global level.

Adherence relates to three key areas: a voluntary commitment, sharing knowledge to create open and responsible social dialogue, and sharing best practices between Global Deal stakeholders. Veolia's commitments and initiatives, as well as its monitoring and evaluation of social dialogue initiatives, were mentioned in the "Global Deal flagship reports" published jointly by the OECD and the International Labor Organization. This publication explains how social dialogue is a response to current challenges in the labor market and global economy.

Veolia participates actively in Global Deal France working groups, notably on the future of work and changes to skills. Veolia's international skills-based labor relations experience was presented as part of the publication "Members of the global deal commit to the social G7".

4.4.5.3 Promotion of professional equality and diversity and the fight against discrimination

4.4.5.3.1 Policy and commitments

As part of its Purpose and the Impact 2023 strategic program, Veolia gave commitments in favor of its employees with a 2023 target (see Chapter 4, Section 4.1.2 above). These commitments comprise several objectives, including diversity.

Commitment	Objective	SDG	Indicator - definition	2020 Results	2023 Target
Give meaning to and support the development and commitment of employees	**Diversity**	5 GENDER EQUALITY	• Proportion of women appointed among the Group's Top 500 Executives between 2020 and 2023	28.3%	50%

The sponsor of this objective is Jean-Marie Lambert, Group's Human Resources Director and member of the Executive Committee.

Diversity policy and inclusion

Diversity is an integral part of sustainable development commitments. The Group undertakes to guarantee that diversity and fundamental human and social rights are respected within the Company.

Diversity is an equity, performance, appeal and credibility issue for the Group. To encourage diversity, Veolia implemented a policy several years ago founded on the belief that all employees should share the values of respect and solidarity.

In the 2020-2023 Diversity & Inclusion letter of undertaking signed in 2020 by the Group Human Resources Director, Mr. Jean-Marie Lambert, Veolia confirms its desire for an increasingly diverse and inclusive company that guarantees respect, equity and individual social advancement.

This letter recaps three Group priorities:

- guarantee fair and non-discriminatory HR practices, from induction 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.

It underlines that the Group is particularly committed to:

- continuing implementation of actions plans promoting diversity and gender equality (development of local WEDO networks/salary and career equality between men and women);
- developing and/or creating inclusion programs for people with disabilities;
- developing and/or creating LGBTI inclusion programs in line with Veolia's support for the UN recommendations issued in this regard to companies;
- developing and/or creating social inclusion and advancement action plans.

Diversity approach

The diversity policy is supported by a global network of officers whose 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.

To measure the impact of its diversity actions, Veolia monitors several indicators:

- gender equality: the employment rate for women, the percentage of women managers, the percentage of women in management recruitment, the percentage of women executives, and the percentage of women on Group company Boards of Directors, including the Veolia Environnement Board;
- disability: the employment rate for employees with disabilities;
- seniors: the employment rate for employees over the age of 55;
- young people: the employment rate for employees under the age of 30.

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 drawn up an action plan focusing on gender 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.

To encourage diversity and gender equality in the workplace, Veolia has set itself quantified objectives:

- women to make up 40% of the Veolia Environnement Board of Directors;
- women to make up 30% of managers in 2020;
- 50% of women appointed among the Group's Top 500 Executives between 2020 and 2023.

Diversity at the heart of social dialogue

The Group European Works Council created a working group of representatives from different European countries to identify diversity themes and priority actions to be shared within the Country's Labor Relations Spaces. These diversity priority actions supplement the ten priority actions in the European letter of undertaking on support for changes in jobs and skills signed in May 2018. Equal treatment and disability are among the priority actions identified in this regard.

Support for the United Nations LGBTI standards of conduct for business

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 combating discrimination against the lesbian, gay, bisexual, transgender and intersex community. These five standards were developed by the United Nations High Commissioner for Human Rights.

A commitment to inclusive growth

On the launch of "Business for Inclusive Growth" in August 2019, an initiative coordinated by the OECD for inclusive growth, Mr. Antoine Frérot, underlined the commitment of the entire Group to inclusive growth.

Mindful of the fact that inequalities are reaching record levels, a coalition of 34 major international companies (including Veolia) pledged to implement specific actions to advance human rights throughout their value chains, to create inclusive working environments and reinforce inclusion within their internal and external ecosystems. This initiative will extend and supplement the efforts deployed by G7 countries to promote equal opportunities, resolve regional disparities and combat gender discrimination.

4.4.5.3.2 Actions and results

Roll-out of diversity commitments

Numerous actions have been taken to promote Group diversity and are notably developed *via* the Human Resources Initiatives process. In 2019, 51 countries contributed to collecting human resources initiatives, with more than 310 projects identified. Nearly a hundred of these projects were presented in the social accountability, diversity and cohesion category; 13 are highlighted in the publication "Human resources initiatives in 2019". The prize in this category was presented to Colombia for an initiative aimed at reconciling the integration of vulnerable people and environmental protection. Human resource initiatives were collected again in January 2021, with the social accountability, diversity and cohesion category included once more. Online debates (HR&co) are regularly organized with the entire HR community to promote and accompany the process of duplicating best practice (Copy&Adapt), with the aim of making these practices more visible and encouraging them to be copied.

Long-term partnerships

The Group is a partner and/or a member of various organizations that promote diversity and equal opportunity, notably the UN Global Compact.

In June 2016, Veolia partnered with the Elles Bougent ("Women on the Move") association, which organizes on-site meetings between female students and women sponsors, current female engineers or technicians or representatives, male engineers or technicians. The accounts of these professionals on the reality of their career paths demonstrates that technical jobs are open to young girls. This partnership extends the actions deployed by the Group's Relations with Schools and Universities Department.

As part of this partnership, Veolia took part in the "Girls on the Move" initiative launched in 22 countries during the week of March 8, 2020. Over 47 events were organized by different Veolia entities across five continents (site visits, school events, etc.) to demonstrate to young girls that they could also work for Veolia. These activities were carried out with over 2,300 young girls, with the assistance of nearly 100 Veolia participants worldwide. This was a record participation rate for Veolia, with an increase in figures on 2019 despite the health crisis. Veolia now has nearly 160 women sponsors in France.

Veolia has also partnered with the French Association of Diversity Managers (AFMD).

Sport as a driver of diversity

Veolia relies on sport and its values to promote diversity. During the traditional annual Diversity Race in September 2020, including the "La E-Run for Diversity" held in parallel for the first time, over 800 men and women from Veolia entities in France and other Veolia countries represented our Group despite the health crisis. It was an opportunity to come together and share a convivi*a*l moment of team-building and healthy emulation and confirm our desire to surpass our limits, as well as our team-spirit and confidence in the future.

Over 3,000 employees have participated in the Diversity Race since the beginning of Veolia's commitment in 2014. Veolia is involved in this event through its partnership with the French Federation of Corporate Sports (FFSE), and an increasing number of employees in France and Veolia's countries are taking part on-site and now through the e-race.

Diversity within the Group

At the end of 2020 the Veolia Group comprised:

- 21.4% (√) women;
- 28.2% (√) women managers;
- 21% women executives;
- 45% women [(1)] on the Board of Directors of Veolia Environnement.

In 2020, 28.3% of women were appointed among top executives (Group's Top 500 Executives).

Several initiatives promoting gender equality in the workplace have been rolled out in the various countries where the Group operates:

- the WEDO network: Veolia's internal gender equality network launched in 2016, bringing together Veolia's men and women who wish to promote gender equality within the Group. This network, sponsored by members of the Executive Committee, has nearly 3,000 employees from 48 countries at the end of 2020. It now has around twenty local networks across five continents, responsible for discussing and implementing local action plans. An initial seminar bringing together around ten of these networks was organized in December 2019 in Brussels to share existing initiatives and collectively discuss those to be implemented; six meetings (How do WEDO) were organized in 2020 to continue discussing and sharing best practices on diversity issues;
- a development program entitled "Women In Leadership" launched by Veolia in North America and progressively rolled-out in other geographic zones: Europe (France, United Kingdom, Ireland, Germany, Spain, Belgium), Africa (Morocco), Latin America, Asia/Oceania and the Middle East. This 11-month coaching program seeks to create development opportunities for women managers in the organization. It coached 84 women in 23 countries in 2020. The opening sessions, which are normally held face-to-face, were held in virtual classrooms, using the educational methodologies of flipped classrooms and dynamic training sequences. The success of "WIL" is demonstrated by its high satisfaction rate. In 2020, the program obtained a satisfaction rate of 87% from participants and 86% for their managers;
- in line with its commitment to combat workplace sexism signed in France in 2016 by Mr. Jean-Marie Lambert, the Group Human Resources Director, an online module to raise awareness and combat everyday sexism was launched in September 2020 with a pilot group of 1,000 people in France. Over 90% of users recommend this module, making it an efficient tool for better understanding and managing sexism at work. This module supplements the awareness actions already conducted within several Veolia entities;
- in 2019, Veolia took part in a survey in France supervised by the High Council for Workplace Equality (CSEP) which considered parenting in the workplace. It was deployed online to employees in France. More than 7,500 employees participated in this survey, which helped draw lessons to supplement existing action plans or to create new systems in favor of a positive work-life balance. Several entities propose a parenting guide, including Société des Eaux de Marseille in France and Veolia in Australia / New Zealand, which introduced specific systems to support new parents;
- for the male/female professional equality index that companies with over 50 employees in France are required to publish, the results of Veolia entities in France published in March 2021 are mostly above 75/100 (legal minimum), with an overall index at 90/100. 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

At the end of 2020, 2.5% [(2)] of Veolia employees worldwide had disabilities, *i.e.* 3,489 employees. In France, this rate was 3.8% [(3)] and €7.7 million was spent in the protected workers sector. Veolia wishes to change people's perceptions of disability and the ways it is represented. It also seeks to accompany people with disabilities and their integration. Veolia's action strategies are as follows:

- raise the awareness of Group employees regarding disability;
- strengthen job protection for people with disabilities and accompany them so that their disability is recognized;
- support the ergonomic adaptation of workstations;
- encourage recruitment and support employers of the protected workers sector (ESAT in France).

On November 18, 2019, Veolia signed the "Manifesto for the inclusion of disabled people in economic life", a charter of operational commitments already ratified by around sixty companies in France to:

- offer an improved welcome to disabled students (internships, work-study contracts);
- combat stereotypes and discrimination;
- develop digital access to workstations;
- support Adapted businesses and Specialized work-based assistance institutions (ESAT);
- include human resources criteria relating to disability in calls for bids.

Veolia has been mindful of disability issues for many years, and deploys actions in different countries where the Group operates.

(1) Excluding Directors representing employees in accordance with the AFEP-MEDEF Code.

(2) Number of employees with declared disabilities compared to the total workforce as of 12/31 in countries where it is possible to declare disability.

(3) Number of employees with declared disabilities compared to the total workforce as of 12/31 in France.

Several Group entities in different countries have implemented action plans and deployed awareness campaigns to better acknowledge people with disabilities, in accordance with the legal framework in each country.

Veolia Spain continues to work with the Envera association on the launch of the “Afloramiento de la Discapacidad” campaign, which seeks to help employees with disabilities integrate the workforce.

In Ukraine, in accordance with Ukrainian legislation, 4% of Veolia employees have disabilities. They receive additional days off and hold part-time roles or jobs with special work conditions.

In Sweden, Veolia works with the Swedish organization Samhall which encourages the employment of people with a functional impairment reducing their working capacity. These employees work based on their personal abilities.

In France, during the Week for the Employment of People with Disabilities, the Disability Unit of the Veolia entities located at the administrative headquarters in Aubervillers organized an awareness-raising event on disability innovations. This took the form of a Handiscover online challenge (presentation of 12 innovations revolutionizing the everyday life of people with disabilities in the four corners of the world).

Development of inter-generational relations

In 2020, 21.1% (√) of the Group’s workforce were seniors (over the age of 55) and 13.8% (√) were young (under the age of 30). Veolia encourages its employees to profit from the knowledge of experienced seniors, as well as the latest professional skills and aptitudes of its young recruits. Veolia maintains the balance between seniors and young people through internal recruiting, mentoring, training, etc.

On the renewal of the generation contract in France, the Human Resources Department developed an e-learning course in collaboration with the Campus in 2018 entitled “Acting as a mentor for young people *via* a generation contract”. This e-learning for mentors should allow them to understand the generation contract and its objectives, particularly at Veolia: measuring the complexity of the environments which a young person joins, indicating the role and duties of the mentor and finally preparing, formalizing and tracking the young person’s on-boarding and integration process.

Interculturality and religious diversity

Veolia has pledged to integrate and respect cultural differences (origin, language, nationality, etc.) within the Group’s organization and operations.

Veolia Australia has developed two training programs that are offered to all employees in order to strengthen relations and respect between the community at large and the Aboriginal and Torres Strait Islander peoples. Since 2015, 3,758 employees have taken this training program and Veolia has committed to an Aboriginal and Torres Strait Islander peoples employment rate of 3%.

In France, specifications covering managerial best practices for religious issues were rolled out in 2017 for oversight purposes and to assist human resources managers likely to face this type of situation.

Recruit without discrimination

In 2020, a “Recruit without Discriminating” guide was developed for Veolia recruiters and managers in France, setting out the legislative framework and providing concrete solutions to avoid any risk of discrimination in recruitment. A digital version of this guide will be available in the first quarter of 2021 and supplemented by an e-learning course, “Recruit without discriminating”. This system is accompanied by a one year subscription to the association, *A Compétences Egales*, a partner in the preparation of the guide. This subscription provides Veolia recruiters with access to best practices in other companies and legal advice and allows them to participate in discussion workshops on this issue.

Supporting the most vulnerable employees

Wherever the Group operates, Veolia encourages outreach activities to help the most vulnerable employees.

In Colombia, the Veolia teams have created a new “Environmental Observers” position which is aimed at employees suffering from health problems who are no longer fit to perform their duties. Their role is to maintain and smarten up waste collection points, clean green areas and discourage flytipping.

In France, the Veolia South-West Campus has set-up a professional support project for refugees *via* apprenticeships. The project, which is in collaboration with the Hautes-Pyrénées prefecture, the association Atrium FJT and the Tarbes local mission, enabled three young refugees to obtain a conduits certificate of professional competence.

Along with a group of businesses, Veolia works alongside the OFII (French Office of Immigration and Integration) to integrate recognized migrants, particularly through work-study contracts. Several working meetings resulted in a joint recommendation by the group of businesses and the OFII. These initiatives have enabled the reception of migrants to be reinforced, in partnership with the Humando association and the Campus in Île-de-France (France) within the waste activities.

Solidarity fund for Veolia employees in Latin America

To support employees and their families heavily touched by coronavirus in Latin American countries (particularly Ecuador) and to help them deal with certain economic consequences, the Latam-Iberia zone, together with VWT and SADE, decided to create the Covid-19 solidarity fund.

This fund seeks to cover funeral, medical and child schooling costs not covered by insurance. For each euro given, Veolia Latam-Iberia, VWT and SADE added the same amount.

4.5 Ethics and Compliance

Veolia considers ethics and compliance to be inextricably linked; they both contribute to "ethical security".

The Group is therefore attentive to the knowledge, understanding, sharing and compliance by all employees with these values and the resulting rules of conduct and especially those relating to human and social rights and business ethics set forth in international laws and treaties in the 55 countries [1] where it is present. This approach fits naturally with the Group's Purpose, in the same way as consideration of cultural diversity and preserving the environment. The Company makes every effort to promote these issues among all of its stakeholders.

The Groups rolls out ethics and compliance policies aimed at preventing ethical, legal and reputation risks through compliance with applicable standards, to ensure the implementation of its values.

4.5.1 ETHICS

4.5.1.1 Ethics Guide

In February 2003, the Company implemented the "Ethics, Commitment and Responsibility" program, which was updated in 2004, 2008, 2011 and 2013, when it was renamed the "Ethics Guide". The most recent version of this Guide, issued in December 2018, includes the presentation of the new Group Ethics Whistleblowing system, implemented in response to the recommendations set out in the Sapin II law of December 9, 2016, the Law of March 27, 2017 on the corporate duty of care, and the GDPR general data protection regulation. This system supplements the whistleblowing mechanism levels implemented in the Business Units.

It is designed as a reference document for the conduct of all Group employees at all management levels and in all countries where the Group operates. The anti-corruption Code of conduct is appended.

The 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 the harmonious development of territories 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 occupational health and safety;
- **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 our services, listen to customers and strive to fulfill their technical, economic, environmental and societal expectations through our capacity to provide appropriate and innovative solutions.

4.5.1.2 Ethics Committee

The Ethics Committee has five 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 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

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

intervene on any issues within its remit. It can also call on the services of external experts or visit any Group sites or companies.

Since 2004, any employee who believes there has been a failure to comply with the values and rules of conduct set forth in the Ethics Guide and who believes that informing his or her line manager may cause difficulties or is not satisfied by the latter's response, can refer the matter directly to the Ethics Committee.

In this context, the Ethics Committee is responsible for managing the new Group Ethics Whistleblowing tool in force since January 15, 2019 and based on a secure platform enabling whistleblowers to report in over twenty languages. An information campaign informed employees of the launch of this tool and was rolled out in all zones by the Internal Communications Departments. This whistleblowing system was opened to third parties in early 2020.

As in the past, a whistleblower may also refer any matters within its remit to the Ethics Committee and in particular any actions considered to represent corruption or influence peddling, using all means available.

While the Ethics Committee does not recommend that whistleblowers remain anonymous, employees and third parties may do so if they wish by using the secure digital platform.

The Ethics Committee will safeguard the rights and interests, not only of the whistleblowers, who it will protect throughout the investigation, but also of the accused parties. The Committee communicates reports that appear within its remit to the Compliance Department and particularly issues covered by the Sapin II law and the corporate duty of care. It can also be assisted by country alert delegates in its investigation.

The Ethics Committee reports annually on its activities to the Veolia Environnement Board of Directors.

4.5.2 COMPLIANCE

4.5.2.1 Strategy and organization

The Group's Legal Department, which was historically responsible for compliance within the Group, transferred a large portion of its duties in this area to the compliance function at the end of 2017. In early 2018, Veolia created a Compliance Department, which reports directly to the Chairman and Chief Executive Officer. 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;
- general lobbying framework;
- 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 non-compliance. 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 is supported by a network of compliance officers in the zones and countries to provide Business Units (BUs) with support (see Section 4.5.3.3.1 below).

Along with other departments, the Compliance Department is also responsible for detecting cases of non-compliance, 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 Committee, Management Committee) and the Board of Directors of Veolia Environnement are fully involved in the definition and application of the Group's compliance policy. The Compliance Director, who is a member of the Management Committee, regularly attends Executive 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.

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.

4.5.2.2 Management

The Group's Compliance Department interacts with the following Group functional departments: Risk & Insurance Department, the Security Department, the Legal Department, the Finance Department and the Internal Audit and Internal Control Department.

The compliance approach is based around managing or participating in the following Committees:

Veolia Ethics and Compliance Committee	Created in 2018, this Committee brings together the main functional departments involved in the ethics and compliance policy and promotes the necessary coordination in this area. The Committee is chaired by the chairman of the Ethics Committee (see Section 4.5.3.3.1 below).
Sponsorship and Patronage Committee	Chaired by the Group's General Counsel, this Committee examines and approves sponsorship and patronage projects by Veolia Environnement or projects co-funded by several Group entities in France.
Human Rights and Duty of Care Committee	Created in 2016 by the Executive Committee, and chaired by the Group's General Counsel, this Committee steers Veolia's human rights and duty of care policy.
Inside Information Committee	Created following a meeting of the Disclosure Committee in 2016, this Committee rules in particular on the classification of any event or information likely to be classified as inside information pursuant to the Market Abuse Regulation (MAR). It is chaired by the Chief Financial Officer.
Fraud Prevention Committee	Set up in 2020 and chaired by the Chief Compliance Officer, this Committee brings together the departments involved in fraud detection, investigation, implementation of action plans and prevention. It meets twice a year and ad hoc meetings are organized when necessary.

4

4.5.3 PREVENTING CORRUPTION, ANTI-COMPETITIVE PRACTICES AND FRAUD

4.5.3.1 Risks and opportunities

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 (see Chapter 2, Section 2.2.2.4 above on regulatory, legal and ethical risks in particular), mainly 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 criminal and/or civil penalties as well as harm to its reputation.

Prevention of corruption, anti-competitive practice and fraud programs foster a culture of transparency and integrity within the Group, thereby working to protect its reputation and retain the trust of internal and external stakeholders. They not only help reduce risk in these areas, but also strengthen the Group's appeal and the uniqueness of its commercial offerings.

4.5.3.2 Policy and commitments

Veolia values, which are set forth in the Ethics Guide, and notably legal compliance, the Group's internal rules and respect for others, must guide the individual behavior of all employees and managers.

The Company's Executive Management is highly committed to preventing and uncovering corruption, as well as preventing anti-competitive practices. Various internal standards have been implemented in this area since 2002 (notably the Ethics Guide, the Competition Law Compliance Guide, the Criminal Risk Prevention Guide, the Anti-Corruption Code of conduct, the internal whistleblowing system, the "key" procedures, etc.), specifically aiming to prevent the risks of corruption and anti-competitive practices. These procedures cover a certain number of the Group's "at risk" activities, such as commercial intermediation, sponsorships and patronages, activities in sensitive countries, etc.

This Group commitment is also reflected by various statements by the Company's Chairman and Chief Executive Officer, underlining the importance of the compliance policy (management seminar, New Year's speech, etc.).

The Group has implemented measures that seek to satisfy the highest international standards, as well as principles and recommendations issued by international bodies, such as the OECD, the World Bank, the United Nations and Transparency International. These measures and procedures cover Veolia Environnement and all of its subsidiaries.

Veolia has also reinforced its approach with ongoing employee training and awareness actions since 2004 (see Section 4.5.3.3.4 below).

In terms of sustainable purchasing, Veolia has reinforced its compliance program: a specific clause on the prevention of corruption is included in new contracts with suppliers and sub-contracts and on contract renewal. Suppliers are required to take recommendations made during evaluations into account, implement corrective action plans if needed, and where applicable, involve their own suppliers and subcontractors (see Section 4.3.2.2.4 above).

This policy is part of the application of Law no. 2016-1691 of December 9, 2016 on transparency and anti-corruption and modern business practices (also known as the "Sapin II law").

As part of the roll-out of its activities, the fight against fraud was entrusted to the Compliance Department in 2019, in conjunction with the Finance Department.

The fight against fraud and fraud prevention mainly concerns: attempted wire transfer fraud, investigations into fraud alerts escalated to the Ethics Committee and organizing reporting on identified frauds, monitoring action plans and communicating an annual summary to the Accounts and Audit Committee.

4.5.3.3 Actions and results

4.5.3.3.1 Define, steer and coordinate compliance programs

Governance and definition of compliance programs

A Compliance Department, reporting directly to the Chairman and Chief Executive Officer, was created in January 2018. It is responsible for the governance of compliance programs regarding notably the topics of corruption, anti-competitive practices, fraud and lobbying (see Section 4.5.2. above).

Governance, steering and coordination of zones and Business Units

The compliance policy reinforcement initiative was accompanied in 2018 by the implementation of a new mission statement for Zone Directors, underlining their compliance responsibilities. Each zone was attributed a Zone Compliance Officer (ZCO), reporting hierarchically to the Zone Director and functionally to the Group Compliance Director. Each ZCO deploys the Group compliance policy and performs her/his duties in accordance with the zone or subsidiary's requirements. The Group compliance network covers all BUs and was consolidated in 2020.

Veolia Ethics and Compliance Committee

To materialize the complementarity between ethics and compliance a new 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.

4.5.3.3.2 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 carried out at Group, zone and Business Unit levels using a common Veolia methodology, which combines internal and external data. The mapping of corruption risks is based on an analysis at Group level ("top-down" approach) and supplemented by risk analyses at zone and Business Unit levels ("bottom-up" approach).

Corruption risk mapping: main stages of implementation and updating

2017	**Audit of existing situation**	• mapping of systems and best practices in place in the form of an online questionnaire sent to the main internal stakeholders (legal directors, corporate secretaries, risk managers, etc.).
2018	**Corruption risk mapping** at Group level	• identifying and evaluating the main risk areas, depending on business segments, contracts and internal processes; • inventorying existing systems and determining their level of deployment; • reinforcing the level of control through specific action plans deployed for the Group.
2018 and 2019	**Analysis of corruption risks** at Business Unit and zone level	• developing corruption risk scenarios based on risk areas identified at Group level. These risk analyses are organized with local teams (executives and management) representing the zone or Business Unit, in the form of interviews and workshops; • identifying priority actions to be implemented and monitored in action plans.
2020	**Update of the Group Corruption Risk Map** through consolidation of the Business Unit and zone analyses	• consolidating corruption risk areas based on the risk scenarios from the *Business Unit* and zone workshops; • determining the risk profile of each geographic zone and assessing the level of maturity of their control environment.
	Third Party Corruption Risk Mapping	• updating the map of supplier corruption risks based on the Group's purchasing categories; • structuring a methodological approach in order to map customer corruption risks

This methodology is consistent and integrated with the Group's overall risk mapping process. It is also in line with recommendations issued by professional associations and institutions such as those indicated by the French Anti-corruption Agency in December 2017.

Third party evaluation (suppliers, partners, intermediaries, customers)

Considering the analysis of third party risks, Veolia has chosen to initially prioritize evaluation of top-level suppliers, strategic suppliers and certain, particularly sensitive third parties, such as commercial intermediaries and partners in development projects.

Regarding purchasing, buyers (at all Group levels) are responsible for identifying the strategic suppliers to be evaluated. The prior analysis performed through the risk mapping can be used to identify suppliers to evaluate during the call for tender process and/or through annual campaigns.

The evaluation systems also allow Veolia to measure the CSR performance of its strategic suppliers. This involves a documentary audit performed by an external service provider covering twenty-one criteria across environmental, social (human rights), ethical (corruption) and supplier relation issues. During the last three years, nearly 70% of the Group's strategic suppliers were assessed.

The supplier tender process was reviewed in 2020. For at-risk suppliers, a "compliance/CSR" questionnaire has been introduced and is now mandatory. Where there is a high level of risk, the Compliance Department must step in and decide whether or not to continue the tendering process.

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. In 2018, an investigation office was created in the Security Department. It is responsible for part of the third-party evaluation process designed to deal with legal, commercial, financial and reputation risks.

Regarding customers, the evaluation system is deployed within the Business Units through the Group Customer-Sales procedure, updated in early 2020. Implementation is delegated to the BUs. When the Group considers contracting with third parties for project development purposes, an assessment of these third parties is performed based on the internal procedure related to "major projects" (see Section 4.5.3.3.5 below).

A call for tenders for the acquisition of a dedicated third party assessment tool was issued in 2020. This project aims to strengthen the Group's capacity to assess third parties in conjunction with its risk maps. The new system, which is software-based, will allow for mass third party auditing and will include a component for evaluating customers, suppliers and other third parties. It will be rolled out gradually within the BUs.

4.5.3.3.3 Identify and manage whistleblowing reports

Whistleblowing system

Veolia has had a whistleblowing system since 2004. This general whistleblowing system is noted in the Ethics Guide. Any breach of one of the rules of conduct indicated in this document can be reported to the Ethics Committee *via* a dedicated number, the Committee's email address or any other means.

Furthermore, certain Group entities (notably the US, Canada, the United Kingdom and Germany) have previously implemented a specific financial whistleblowing system, operated by an external supplier.

Compliance with the "Sapin II" law led the Group to adopt a new internal whistleblowing system in 2018, which replaced the specific systems in early 2019, improving guarantees given to whistleblowers and the people targeted by the alerts.

This whistleblowing system is intended to allow the collection of alerts regarding conduct or situations which are contrary to applicable laws and Group policies and rules, notably the Ethics Guide and the Anti-Corruption Code of conduct. It is important to underline that this whistleblowing system supplements the existing hierarchical alert systems within the Business Units (BU), which continue and are encouraged.

The new system, like its predecessor, is managed by the Ethics Committee. This centralized and secure tool allows whistleblowers to remain anonymous, if they wish. Access to the tool was initially restricted to Group employees but was extended to third parties in early 2020. However, all internal and external parties can still bring their concerns directly before the Ethics Committee, again with the utmost confidentiality.

Any alerts received *via* these various systems that appear to fall within the remit of the Compliance Department are immediately forwarded to it by the Ethics Committee to be dealt with.

Fraud reporting

The Compliance Department is responsible for facilitating and coordinating the fraud prevention system, founded on several components. A "Warning and fraud reporting" internal Group procedure was implemented in 2015, supplementing the fraud reporting tool deployed within the Group since 2005. This mechanism seeks to facilitate the escalation and understanding of fraud patterns, thereby enabling the implementation of necessary protection measures. Three major categories of fraud must be reported: "misappropriation of assets", "communication of fraudulent information" and "corruption and unethical behavior".

4.5.3.3.4 Train and raise awareness of our employees and stakeholders

History of anti-corruption and fraud prevention training, and competition law compliance training

Veolia has been organizing training in ethics and compliance since 2004. These programs, which are regularly updated and improved, focus on the prevention of anti-competitive practices, criminal risk and fraud. They are delivered both through e-learning tools and face-to-face activities.

In 2018 the Group began tightening up its compliance procedures and as a result has decided to step up its training efforts by ensuring that as many employees as possible receive appropriate training on the main compliance risks affecting them.

Specific training sessions on the Anti-Corruption Code of conduct and anti-competitive practices, the content of which was defined by the Compliance Department, were organized in 2018. These training sessions are mandatory. They are deployed as e-learning courses by the Veolia Campus networks and primarily target the Group's main executives, then an extended group of the "TOP #5000", including people whom it would seem appropriate to train considering their responsibilities and their exposure to these issues. These trainings courses were started in November 2018 and completed during 2019. This training was extended in 2020 to cover an additional level of management. Nearly 32,185 Group employees were trained in this way in 2019 and 2020.

In a broader sense, the Zone Compliance Officers were tasked with 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. These training plans seek to train all relevant employees, notably managers and individuals with sensitive roles.

In addition, a ninth training module on fraud prevention was developed in 2020 to complement the previous modules implemented between 2017 and 2019. It will be rolled out in 2021 as part of a new training campaign on this subject.

Development and deployment of the Anti-Corruption Code of conduct

An Anti-Corruption Code of conduct was adopted by the Executive Committee in 2018. It improves other texts in force within the Company regarding this topic, notably the Ethics Guide and the internal procedure "Preventing criminal risk and corruption".

The Anti-Corruption Code of conduct describes the principles and actions intended to respect the Group's commitment to ban any form of corruption and similar or equivalent behavior, and to comply with best practices 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 BUs 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 Anti-Corruption Code of conduct was presented to the Works Council. Outside France, the Code disclosure and implementation processes depend on local legal requirements.

In 2020, the 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.

Launch of an "Ethics and Compliance" communication campaign

On December 9, 2020, on International Anti-Corruption Day, Veolia launched a communication campaign entitled "Ethics & 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.

4.5.3.3.5 Control and improve processes

Development project selection procedure

The Group development project validation process is subject to the rules and methods defined in an internal procedure relating to "major projects", notably referral to the Investment Committee at country/BU, zone or Group level.

In 2020, this procedure was updated and approved by the Group's Executive Committee. An important part of this update concerns the strengthening of the role of the compliance function in this process, which affects all levels of the organization: BU, zone and Group.

In order to evaluate all risks associated with a specific geographic area, the Risk Department has a risk evaluation system using a specific program (see risk policies, Chapter 2, Section 2.2.2.1 above). This provides a diagnosis on the risks and opportunities of projects by theme, including those linked to compliance (corruption, human rights, etc.).

Furthermore, projects involving countries subject to international sanctions are systematically reviewed by the Compliance Department to ensure not only that the project is compatible with the sanction framework applicable to these countries, but more generally the project's overall compliance in the country in question (see Section 4.5.5.5. below).

Updating of certain accounting procedures

Certain accounting procedures, in particular those relating to the customer-sales process and expense claims, were updated by the Group's Internal Control department in 2020. The new procedure for the reimbursement of expenses now makes direct reference to the main Compliance Department policies and procedures. Meanwhile, the categories of authorized expenses have been brought into line with the requirements of the procedure for gifts and festive invitations (see Chapter 2, Section 2.1.2 above).

Strengthening of the Sponsorship and Patronage system

The Group procedure was updated in 2019 to improve control over sponsorship and patronage actions. These actions are subject to strengthened specific control ensuring their transparency, legality and compliance with internal procedures. This also ensures actions are in the interests of the Group, its employees and the beneficiaries of the actions themselves. Strict compliance with an inquiry and authorization process is necessary before a firm commitment is given to a partner/beneficiary. The procedure update lowered the threshold requiring an action to be presented to the Approval Committee, to strengthen control.

In conjunction with this update, a first annual report was drawn up in 2020 to list all operations by Group BU and zone. This reporting process will provide greater transparency, enabling the Group to better identify and prevent potential risks. Finally, in order to support our employees in these sponsorship and patronage activities, a contract template for France was created in 2020, in particular to secure the Group's interests and to standardize the framework for these operations.

ISO 37001 certification initiatives

In 2020, some zones, notably Latin America - Iberian Peninsula and Central Europe, began the process of ISO 37001 certification. This is the international reference standard for the design and implementation of anti-corruption management systems. Almost all the BUs in Latin America and some in Central Europe have been certified by external auditors as complying with this standard. These results validate and strengthen the Group's efforts to prevent and combat corruption.

Updating of the "Commercial Intermediaries" procedure

Improvements in Veolia's compliance system and more stringent internal and external requirements in this area have led to the internal procedure in force since 2016 being updated. The main changes include clarifying the scope of the text, raising the level of authority required to sign commercial intermediation contracts and tightening the framework governing the terms under which intermediaries are remunerated. In addition, the reporting system has been reorganized and the data validation circuit strengthened.

Implementation of the "Management of Conflicts of Interest" procedure

The procedure for identifying, preventing and managing conflicts of interest within the Group underwent a complete overhaul in 2020. It explicitly concerns all Veolia personnel, without exception, but places a particular obligation of high standards and exemplary behavior on managers and supervisors. This new system represents a minimum standard for the Group's various BUs, but it may be reinforced by country-specific measures based on existing legal obligations and/or best practices.

4.5.4 HUMAN RIGHTS

4.5.4.1 Risks and opportunities

Due to the geographic scope of its activities, the Group is exposed to non-compliance by stakeholders with the principles set out in the Group's human rights policy and notably external stakeholders (subcontractors, suppliers) (see Chapter 2, Section 2.2.2.4 above on regulatory, legal and ethical risks in particular). Veolia therefore implements appropriate due diligence to ensure compliance.

The Veolia Human Rights program seeks to retain the trust of internal and external stakeholders, reinforce appeal and commercial differentiation and protect the Group's reputation. This program naturally forms part of the Group's Purpose.

4.5.4.2 Policy and commitments

Since it joined the United Nations Global Compact in 2003, Veolia has backed and promoted the principles in its sphere of influence, particularly the protection of international law on human rights, the recognition of collective bargaining rights, and the elimination of 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 steering the human rights framework within Veolia (see Section 4.5.2.2 above).

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 areas where it operates. Veolia's dedication to human rights is reflected in its sustainable development commitments (see Section 4.1.1 above) and its fundamental values and principles set out in its Ethics Guide (see Section 4.5.1.1 above).

The Veolia human rights policy focuses on 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 labor rights:
  - elimination of forced labor,
  - abolition of child labor,
  - elimination of discrimination,
  - promotion of freedom of association and collective bargaining,
  - right to a safe and healthy work environment.

The Human Resources Department and the Compliance Department have pledged to ensure these rights are respected in cooperation with the Group's other functional departments and all entities.

Right to a healthy environment and protection of resources

These concerns are particularly important for Veolia, as they are at the heart of its businesses. Section 4.2 above presents detailed information regarding these two themes.

Right to water and sanitation

These two topics are essential issues for Veolia due to its history and business activities. They are detailed in Sections 4.1.1 and 4.3.4 above.

Rights and lifestyles of local communities

Veolia is committed to recognizing the rights and lifestyles of communities where it operates. The Group implements various initiatives to maintain a constant dialogue with local people (see Section 4.3.2.3.2 above).

Elimination of forced or compulsory labor

Veolia prohibits any form of forced or compulsory labor. These commitments are recalled in the Ethics Guide, in particular, the requirement to comply with fundamental international labor standards and the prohibition on the use of forced labor in all its operations. This prohibition also applies to any form of modern slavery and human trafficking.

Abolition of child labor

Veolia strictly prohibits child labor. 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 labor standards and the prohibition of child labor.

Fight against discrimination

Veolia's commitments are described in Section 4.4.5.3 above.

Freedom of association and recognition of the right to collective bargaining

Veolia's commitments are described in Section 4.4.5.2 above.

Right to a safe and healthy work environment

Veolia's commitments are described in Section 4.4.3 above.

Veolia has therefore clearly adopted a continual improvement approach to the challenges it faces.

To this end, the Group requests the opinion of various stakeholders especially concerned with this issue such as international organizations, specialist associations and businesses.

4.5.4.3 Actions and results

4.5.4.3.1 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 managing issues concerning human rights and fundamental freedoms (see Section 4.5.2 above). This body is 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. The Committee met three times in 2020 to guarantee the effectiveness of this policy.

Contribution of the international network

The Compliance Department performs its human rights role through a network of compliance officers covering the entire Group (see Section 4.5.3.3.1 above). This network is coordinated and facilitated by a human rights and duty of care manager reporting to the Compliance Department. Within the framework of this system, the compliance managers took a greater role in Veolia's Human Rights and Duty of Care Committee meetings in 2020 in order to strengthen the dialogue between Head Office and the Business Units on human rights issues.

4.5.4.3.2 Identify and evaluate risks

Veolia identifies risks linked to human rights and the duty of care through different tools and methods.

Human rights risk mapping

Building on the analyses conducted in 2014 and 2016, and as approved in 2019 by the Human Rights and Duty of Care Committee, a survey was conducted in 2020 to update the Human Rights risk map. It was based on a methodology developed by the Risk Department, combining the results of studies carried out at Group level with contributions from the operating entities. Unlike previous years, the 2020 survey covered the entire scope of the Group. It was also redesigned to focus on the following issues: human rights within the Business Units; external stakeholders; and the Group's human rights management system.

The findings of this work will serve as a basis for steering Veolia's human rights system for the entire Group.

Purchasing risk mapping

The purchasing category mapping which includes a human rights component since 2018 was updated in 2020. The analysis methodology has been adapted and now takes into account the type of supplier, the objective being to better identify high-risk suppliers in terms of CSR and compliance criteria. If the level of risk for a given purchasing category is not acceptable, a specific assessment is triggered. Corrective actions are launched if necessary.

Third party evaluation

Veolia has a third-party evaluation system, comprising several components.

The Group notably calls on an external service provider to evaluate the performance of its strategic and/or "at risk" suppliers since 2012, including in the fields of fundamental, social and environmental rights (see Section 4.3.2.3.4 above). It includes 21 criteria including topics such as water, local contamination, social dialogue, child labor and forced labor.

In 2020, two projects helped strengthen the Group's capacity to assess third parties in conjunction with its risk map:

- the Purchasing Department implemented a "Compliance & CSR" questionnaire, the purpose of which is to strengthen the scope of assessment of those suppliers considered to be most at risk in the context of calls for tenders conducted by the Group;
- a project to acquire an additional third party assessment tool was also carried out in 2020. One of its major functions is to bring to light any human rights violations and other issues related to the duty of care, which are identified by monitoring media controversies and court convictions.

4.5.4.3.3 Identify and manage 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. This system was supplemented in early 2019 with a secure external platform. This platform can also be accessed by third parties since 2020.

The whistleblowing system is explained in Section 4.5.3.3.3 above.

4.5.4.3.4 Train and raise awareness of our 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.

A copy of this document is given to each new Group employee.

Raising supplier awareness

Veolia's Supplier Charter, "Our General Principles for Supplier Relationships", was updated in 2019. It aims to engage and make Veolia suppliers accountable, particularly in terms of labor law and environmental protection.

Furthermore, as part of evaluations, 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.

The purchasing compliance policy is detailed in Section 4.3.2.3.4 above.

Raising awareness of purchasing compliance

Purchasing is an essential topic as part of commitments made by Veolia to sustainable development. In order to reach its targets, the Group has implemented a progressive approach targeting purchasing teams as a priority. These teams followed a training course on purchasing compliance in 2019, which was also attended by members of the compliance network (see Section 4.3.2.3.4 above).

In 2020, the updating of the sustainable purchasing process and the introduction of the "Compliance & CSR" questionnaire resulted in 14 awareness-raising sessions being held in the Purchasing Department.

4.5.4.3.5 Control and improve processes

Control and evaluation

In 2020, the Human Rights and Duty of Care Committee examined progress with operating and functional actions plans.

The Committee's activities benefited from the Group's participation in the human rights association, *Entreprises pour les droits de l'homme*, a forum for peer exchange aimed at consolidating and distributing human rights best practices. The Committee takes account of feedback from members of this organization, particularly with regard to steering the Group's vigilance plan (see Section 4.6 below).

Implementation of the sustainable development clause

Mandatory since 2018, the sustainable development clause is included in new contracts, renewed contracts and amended contracts with suppliers and subcontractors. It aims to prevent risks related to ethics and labor law rules (human rights, child labor, corruption, etc.) The deployment of this clause increased from 71% in 2019 to 76% in 2020 (see Section 4.3.2.3.4 above).

4.5.5 OTHER COMPLIANCE PROGRAMS

4.5.5.1 Protecting personal data

The Group continues to organize itself to ensure that national provisions and the European Regulation on the protection of individuals with regard to the processing of personal data (GDPR) are applied, giving priority to entities falling within the scope of the GDPR.

It is focusing in particular on the measures to be adopted as a result of the recent positions taken by the European institutions on data transfers outside the European Union.

The Group is also preparing to strengthen its global network organization, under the supervision of the Compliance Department, by appointing a coordinator who will ensure compliance in all countries where the Group operates with the common personal data protection standards defined and expected by the Group Compliance Department.

The network organization remains relevant with:

- a Global Data Protection Officer (GDPO) appointed for Veolia Environnement and its support functions, who reports to the Compliance Director and works with the Group's Information Systems (IS&T), Legal and Security Departments ("DPO Team"). The DPO Team supports the coordinator who will facilitate the network of Data Protection Correspondents (DPCs);
- a DPC per geographic zone who locally organizes her/his network of Data Protection Officers (DPOs) and Data Protection Managers;
- a DPO for each Business Unit in France.

In addition, Veolia Environnement has strengthened its Design and Legal Authority process, common to the IS&T, Safety, Compliance and Legal Departments, to ensure that each IT tool is evaluated (evaluation of the technical architecture, security standards, user experience and evaluation of legal documents, particularly with regard to the protection of personal data, limits on liability and licensing policies). This reinforced assessment procedure makes it possible to integrate the additional measures taken by the partners concerned whenever personal data is transferred to a country that does not offer adequate protection measures.

This assessment process continues to be implemented throughout the Group to ensure consistency and the best possible level of protection for individuals' data.

Internal audits on personal data were carried out in 2016 and 2019. As the Group continues to make progress in implementing applicable regulations and mandatory internal standards, a new audit is scheduled for 2021. To the best of our knowledge, all requests from individuals exercising one of their rights have been addressed by the Group entity concerned without this giving rise to sanctions from the supervisory authorities.

4.5.5.2 Environmental compliance

In 2019, the Group decided to strengthen the governance of environmental risk management, to be in a better position to respond to growing internal and external environmental expectations.

To this end, it has been decided to modify the current Group governance in this field as follows:

- the appointment of a Business Support and Performance Department as the lead department in this area; and
- the set-up of a specific Committee to monitor environmental risks, regularly bringing together the central functional departments involved in this task, to ensure good transversal coordination of all functions.

In 2020, the format of the Group's annual Environmental Management System (EMS) campaign changed. It is now based on a new, more detailed typology of environmental risks, which resulted from a review conducted by a working group comprising representatives from Veolia Environnement's risk, technical, sustainable development and compliance departments. The results of the EMS campaigns ensure that the Business Units follow up on environmental compliance issues.

4.5.5.3 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.

Since 2014, the Group also has a Code of conduct for employees performing lobbying activities.

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.

Veolia Environnement is also represented at the French Public Affairs Professional Association (APAP). This association contributes to the development of ethics in relations with public authorities as well as to the discussions led notably by the HATVP and parliamentary assemblies on developing a framework for relations with public decision-makers.

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 2020, the reporting procedure covering Group entity membership of professional associations was strengthened.

Through these rules and initiatives, the Group is formally committed to adhering and ensuring adherence to the Codes of conduct applied by these various institutions.

4.5.5.4 Preventing insider trading

To help prevent insider trading, the Company has adopted a Code of conduct for Securities Trading. The Chairman and Chief Executive Officer and members of the Executive Committee 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.

4.5.5.5 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.

Thus, to prevent any risk linked to activities in sensitive countries, Veolia implemented an internal procedure. Its main objective is to communicate prevailing regulations on the sanction framework to all Group entities, to ensure business is conducted in accordance with the Group's internal policy and the rules issued by national authorities and international bodies.

The procedure lists a number of so-called "sensitive" countries. This list takes account of states targeted by national and international sanctions, those where trade is partially or fully forbidden and those where sanctions only concern designated nationals.

The procedure requires a prior risk assessment by the Compliance Department of any activity, new or existing, and subsequent monitoring of validated projects. An update of this procedure is planned, notably to better understand the risks tied to exports of sensitive goods. An internal audit of dual-use items was therefore conducted in 2020.

4.6 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 sub-contracting 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 can be accessed on the Group website at the following link: https://www.veolia.com/en/veolia-group/profile/compliance-and-vigilance.

4.6.1 COMPLIANCE OF THE PLAN WITH THE LAW

The Plan includes the five pillars required by the duty of care law:

- a risk mapping;
- regular assessment procedures covering the situation of subsidiaries, sub-contractors 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.

4.6.2 2020 IMPLEMENTATION REPORT

Veolia Environnement's duty of care system gathered momentum in 2020, building on the progress made in 2019, particularly in terms of governance and management. Thus, in spite of the challenging public health situation, important projects were carried out:

- **drafting of guidelines to formalize the Group's expectations in terms of the implementation of the duty of care**: the purpose of these recommendations is to provide a basis on which the Business Units can rely in order to meet these requirements. By extension, they will be a tool for assessing the effectiveness of the system deployed at operational level, thus contributing to the consolidation of the "monitoring and evaluation" aspect of the law. In 2021, these guidelines will be submitted to the Group's Human Rights and Duty of Care Committee for approval;
- **review of the human rights system following the update of the risk map**: as the previous human rights risk analysis conducted by the Group dates back to 2016, the Human Rights and Duty of Care Committee requested that it be updated in 2020. Unlike in previous years, the scope of this study encompassed the entire Group. The findings of this work are helping Veolia to bring its human rights system into line with the requirements of the law on the duty of care;
- **roll-out of the new format of the Group's annual environmental management system campaign**: involving a greater number of Business Units than in 2019, the 2020 campaign was conducted on the basis of a detailed typology of environmental risks, which resulted from a review carried out by a dedicated working group composed of employees from the Group's risk management, technical, sustainable development and compliance departments.

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.

4.7 Non-Financial Performance Statement Information Summary

Pursuant to Article R.225-102-1 and R. 225-105 of the French Commercial Code, Veolia Environnement presents information on how the Company takes into account the social and environmental consequences of its business activity, as well as the effects of this business activity regarding respect for human rights and combating corruption and tax evasion.

Based on its business model (see Chapter 1, Section 1.2.2 above), Veolia has identified the main risks linked to its business activities for each of the required information categories.

In 2017, Veolia mapped its CSR issues. These issues were ranked with respect to their impact for the Group and its stakeholders. In 2019, Veolia clarified this mapping, explaining the risks and opportunities associated with each issue. An update was made in 2020.

Veolia then analyzed the consistency of:

- its mapping of CSR issues (risks and opportunities); and
- its mapping of the Group's risk factors (see Chapter 2, Section 2.2 above).

These two mappings adopt a different analysis approach: the analysis of CSR issues takes account of the impact on Group stakeholders, in addition to the impact on the Group's activities. Adopting a prudent approach, the Group also chose to apply a lower level of criticality for non-financial risks. These differences in method therefore result in two separate mappings. Veolia nonetheless confirmed the continuity of these mappings.

The table below presents these issues and links them to the commitments which the Group has made and refers to the sections of this Universal Registration Document where the associated policies and results are described.

Risks and opportunities		Description of risks, policies and results – Section	Description of risks, policies and results – Page	Link with the Purpose and the multifaceted performance objectives
Environmental consequences of Veolia's activity				
Natural resources	**Risks** • *No major risks* **Opportunities** • Circular economy solutions	4.2.2 4.2.1	199 195	Circular economy
Climate change	**Risks** • GHG emissions at sites • Service interruption in the case of extreme climate events **Opportunities** • Energy efficiency, renewable energy use and methane capture solutions proposed to our customers • Climate change adaptation solutions proposed to our customers	4.2.3	204	Combating climate change
Biodiversity and natural environments	**Risk** • Pollution emitted by Veolia's activities • Damage to biodiversity at sites with significant issues **Opportunities** • Solutions for the treatment of difficult pollution proposed to our customers • Biodiversity protection and restoration solutions proposed to our customers	4.2.4	219	Protect natural environments and biodiversity
Water resources	**Risk** • Operating sites located in areas of water stress **Opportunities** • Solutions for protecting water resources	4.2.5	226	Sustainable management of water resources
Consequences on society of Veolia's activity				
Stakeholder dialogue	**Risk** • Discontent or protests by civil society or users of our services **Opportunities** • Development of partnerships and new dialogue mechanisms • Anticipation of expectations of external stakeholders • Legitimacy to operate	2.2.2.1 4.1.4	81 192	Multifaceted performance commitments with and for stakeholders

Risks and opportunities		Description of risks, policies and results		Link with the Purpose and the multifaceted performance objectives
		Section	Page	
Local development	**Risk** • Environmental, social or ethical violations by our suppliers or sub-contractors • Discontent or protests by civil society or users of our services **Opportunities** • Local socio-economic development • Co-development of new services tailored to local issues	2.2.2.1 2.2.2.2 and 2.2.2.4 4.3.2	81, 84, 93 104 and 105 231	**Job and wealth creation in the regions**
Access to services	**Risks** • Discontent or protests by civil society or users of our services Distribution of water of unsatisfactory quality **Opportunities** • Tailored solutions to maintain and develop universal access to services • Solutions to develop reliable access to high-quality water	2.2.2.1 4.3.3	89 242	**Access to essential services (water and sanitation)**
Workforce consequences of Veolia's activity				
Health and safety	**Risk** • Risk of employee or sub-contractors accidents or death **Opportunities** • Physical and mental health of employees • Employee satisfaction and well-being • Productivity and performance improvements	2.2.2.2 4.4.3	89 250	**Workplace safety**
Professional development and commitment	**Risks** • Reduced employability of our employees • Lack of employee commitment **Opportunities** • Development of employee skills • Employee satisfaction, well-being and commitment	2.2.2.2 4.4.4	95 256	**Employee training and employability** **Employee commitment**
Respect for diversity, cohesion and social dialogue	**Risk** • Non-compliance with collective bargaining and diversity rights **Opportunities** • Workforce cohesion and stability • Employee motivation and commitment	2.2.2.4 4.4.5	105 264	**Diversity**
Preventing corruption				
	Risks • Corruption **Opportunities** • Trust of stakeholders • Competitiveness and unique commercial offer	2.2.2.4 4.5.3	105 273	**Ethics and compliance**
Respect for Human Rights				
	Risk • Non-compliance with human rights **Opportunities** • Trust of stakeholders • Competitiveness and unique commercial offer	2.2.2.4 4.5.4	105 277	
Combating tax evasion				
	The Group applies a fiscal policy, available on the website, which consists in: • complying with all laws and prevailing international tax agreements; • paying the right amount of tax around the world; • ensuring that the tax risk is managed; • applying tax choices which correspond to the economic substance of its activities; • adopting a responsible approach with the tax authorities. For fiscal year 2020, no consequences due to Group activities were identified in this area when implementing appropriate internal control measures.	- - 6.1 Note 13.3 2.1.1 and 2.1.5 2.2.2.3	- - 425 72 and 77 100	

Other issues referred to in Article L.225-102-1

Information about:	Section	Page
• The consequences on climate change of the Company's business activity and the use of goods and services that it produces	4.2.3	204
• Corporate social commitments in favor of:		
• sustainable development	4.1	186
• the circular economy	4.2.2	199
• combating food waste	4.2.2.3.2.1 (box "Combating food waste")	202
• combating food shortages	Veolia does not believe that it bears major risks or opportunities in relation to the topics of combating food shortages and respect for animal welfare	
• respect for animal welfare		
• responsible, fair and sustainable food	4.2.2.3.2.1 (example partnership with Entofood)	202
• Collective agreements in the Company and their impacts on the Company's economic performance, as well as employee work conditions	4.4.5.2	264
• Actions aiming to combat discrimination and promote diversity, and measures taken to support people with disabilities	4.4.5.3	267

4

4.8 Methodology

The social and environmental information in this document has been taken from the international database that Veolia has developed for its social and environmental reporting. The societal information is taken from this same database and other Group reporting (finance and sustainable purchasing) or obtained from limited geographic or business areas or from departments centralized at Group level.

The indicators were chosen to monitor the following as a priority:

- performance relating to the Group's principal CSR challenges;
- effects of the Group's CSR policy;
- regulatory obligations (Article R.225-105-1 of the French Commercial Code; Article 173-IV of the energy transition law).

Scope

Social reporting covers all companies that are fully consolidated in the Group's financial statements and the companies included in the financial statements which the Group manages operationally, and which are located in all the countries where the Group has employees.

As from 2018, all acquisitions of entities (outside of the Veolia Group) made during year Y, are taken into account in the social scope starting from January 1 of year Y+1. This rule allows for a better integration of the Veolia human resources processes, safety standards and Group commitments.

Since 2016, to ensure consistency with the financial reporting scope, the Chinese concessions are no longer included in the social reporting, except for the indicators defined for sustainable development commitments. Hence, injury frequency and severity rates, the rate of employees who participated in at least one training course and the rate of coverage by a social dialogue organization were calculated including the Chinese concessions which represented 8,846 employees as of December 31, 2020.

Since 2017, employees absent during the entire year for reasons other than occupational disease or following a workplace accident are deducted in calculating the number of calendar days of absence. They are also excluded from the calculation of the full-time equivalent (FTE) workforce.

In 2020, to better respond to the time requirements of the Group's multifaceted performance, the reference period for training hours was changed to December 1, Y-1 to November 30, Y.

The diversity multifaceted performance indicator refers to Group's Top 500 Executives. In Veolia Group this encompasses executive employees with a job position graded 16 and above in the Willis Tower Watson Global Grading System.

In the face of the health crisis and to assess the potential impact of Covid-19 on employee data, an indicator was created to record absences in calendar days relating to this period (self-isolation, furlough, childcare).

Environmental reporting covers activities linked to the operation of public water and wastewater treatment services, waste collection, transfer and processing activities, as well as industrial cleaning and maintenance and energy services (heating and cooling systems, industrial utilities and energy services for buildings). Within this scope, the reporting covers all activities over which the Group exercises operating control. Excluded activities in 2020 are estimated at approximately 4% of revenue and are split between a few operational activities that still need to be integrated into the reporting and low environmental impact activities (support functions, design offices and in-house training centers).

Within this scope, environmental and social information taken from the Group's dedicated information system is fully consolidated regardless of the consolidation rate in the financial statements.

Societal reporting covers the same scope as that of the social and environmental reporting for the data included in one of these reports, as stated in the societal reporting guidelines. Societal reporting also covers specific scopes due to the nature of the indicators and sources from which the data originates. In this case, the specific nature of the information is stated with the presentation of the indicator.

In calculating the indicator monitoring commitment six (number of people connected), people connected to water or wastewater treatment networks by Veolia continue to be included in this indicator after the termination of the related contracts.

The data collected covers the period from January 1 to December 31, 2020.

Guidelines

Where there is no recognized and relevant external reporting reference framework, the Group has defined its own reporting procedures, drawn from best practices and draft international standards, that describe the methodology used for compiling, measuring, calculating, checking, analyzing and consolidating data. The environmental and societal reporting guidelines are available in French and English for the entities and on the Veolia website (www.veolia.com). The social reporting reference framework is available for the entities in French, English, German, Spanish and Portuguese.

Consolidations and control

The Group uses a software package to conduct automated checks on entities. The data is consolidated and checked by the Group's Corporate Human Resources Department and Technical and Performance Department for the social and environmental indicators respectively. The societal indicators that are not taken from the social or environmental reporting are consolidated and checked by the department/entity concerned (Finance, Purchasing, Foundation) and subsequently by the Sustainable Development Department.

All the information published by the Group in Chapter 4 has been subject to a specific external review. For fiscal year 2020, the indicators identified by the symbol (√) were checked with a reasonable level of assurance.

Methodological limits

It is important to note that there may be methodological limits to the indicators due to the following:

- lack of harmonization between national and international legislation;
- heterogeneous nature of the data managed and the variety of tools in the Group's many subsidiaries;
- changes in definition that may affect the comparison of indicators;
- specific characteristics of labor laws in certain countries;
- practicalities of data collection;
- availability of source data on the reporting date.

The indicators should be interpreted with caution, in particular averages, since the figures comprise worldwide data that requires a more detailed analysis at the level of the geographic zone, country or business line in question.

As methane production at landfill sites cannot be measured on site, it is modeled using the IPCC TIER 2 methodology. The model is recalculated annually based on the following parameters for each site: historic tonnage (since the site's opening if available), climate data (rainfall, temperature, etc.) and the standard composition of incoming waste (Modecom, Gas Sim, IPCC, etc.).

4.9 Report by one of the Statutory Auditors, appointed as independent third party, on the consolidated non-financial statement

Year ended December 31, 2020

To the Annual General Meeting,

In our capacity as Statutory Auditor of your company (hereinafter the "entity") appointed as independent third party, and accredited by the French Accreditation Committee (*Comité Français d'Accréditation* or COFRAC) under number 3-1049 [1], we hereby report to you on the consolidated non-financial statement for the year ended December 31, 2020 (hereinafter the "Statement"), included in the Group Management Report pursuant to the requirements of Articles L.225-102-1, R. 225-105 and R. 225-105-1 of the French Commercial Code (*Code de commerce*).

RESPONSIBILITY OF THE ENTITY

The Board of Directors is responsible for preparing a Statement in accordance with legal and regulatory provisions, including a presentation of the business model, a description of the principal non-financial risks, a presentation of the policies implemented considering those risks and the outcomes of said policies, including key performance indicators.

The Statement has been prepared in accordance with the entity's procedures (hereinafter the "Guidelines"), the main elements of which are presented in the Statement and available upon request at the entity's head office.

INDEPENDENCE AND QUALITY CONTROL

Our independence is defined by the requirements of Article L.822-11-3 of the French Commercial Code and the French Code of Ethics (*Code de déontologie*) of our profession. In addition, we have implemented a system of quality control including documented policies and procedures regarding compliance with applicable legal and regulatory requirements, the ethical requirements and French professional guidance.

RESPONSIBILITY OF THE STATUTORY AUDITOR APPOINTED AS INDEPENDENT THIRD PARTY

On the basis of our work, our responsibility is to provide a report expressing a limited assurance conclusion on:

- the compliance of the Statement with the requirements of Article R.225-105 of the French Commercial Code;
- the fairness of the information provided in accordance with Article R.225-105 I, 3° and II of the French Commercial Code, *i.e.*, the outcomes, including key performance indicators, and the measures implemented considering the principal risks (hereinafter the "Information").

Our responsibility is also to provide a report expressing, at the request of the entity and outside the scope of accreditation, a reasonable assurance conclusion that information selected by the entity, presented in the Appendix and identified with the symbol √ in Chapter 4 "Corporate Social Responsibility" of the Management Report has been prepared, in all material respects, in accordance with the Guidelines.

However, it is not our responsibility to comment on the entity's compliance with other applicable legal and regulatory requirements, in particular the French duty of care law and anti-corruption and

(1) *Accreditation Cofrac Inspection, number 3-1049, scope available at www.cofrac.fr*

tax avoidance legislation nor on the compliance of products and services with the applicable regulations.

Nature and scope of our work

The work described below was performed in accordance with the provisions of Article A.225-1 *et seq.* of the French Commercial Code, as well as with the professional guidance of the French Institute of Statutory Auditors (*Compagnie nationale des commissaires aux comptes* or CNCC) applicable to such engagements and with ISAE 3000 (1):

- we obtained an understanding of all the consolidated entities' activities, and the description of the principal risks associated;
- we assessed the suitability of the criteria of the Guidelines with respect to their relevance, completeness, reliability, neutrality and understandability, with due consideration of industry best practices, where appropriate;
- We verified that the Statement includes each category of social and environmental information set out in article L.225-102-1 III as well as information regarding compliance with human rights and anti-corruption and tax avoidance legislation set out in article L.22-10-36, paragraph 2;
- we verified that the Statement provides the information required under Article R.225-105 II of the French Commercial Code where relevant with respect to the principal risks, and includes, where applicable, an explanation for the absence of the information required under Article L.225-102-1 III, paragraph 2 of the French Commercial Code;
- we verified that the Statement presents the business model and a description of principal risks associated with all the consolidated entities' activities, including where relevant and proportionate, the risks associated with their business relationships, their products or services, as well as their policies, measures and the outcomes thereof, including key performance indicators associated to the principal risks;
- we referred to documentary sources and conducted interviews to:
  - assess the process used to identify and confirm the principal risks as well as the consistency of the outcomes, including the key performance indicators used, with respect to the principal risks and the policies presented,
  - corroborate the qualitative information (measures and outcomes) that we considered to be the most important presented in Appendix. Considering certain risks (2), our work was carried out on the consolidating entity, for the other risks, our work was carried out on the consolidating entity and on a selection of entities (3);
- we verified that the Statement covers the scope of consolidation, *i.e.* all the consolidated entities in accordance with Article L.233-16 of the French Commercial Code within the limitations set out in the Statement;
- we obtained an understanding of internal control and risk management procedures the entity has put in place and assessed the data collection process to ensure the completeness and fairness of the Information;
- for the key performance indicators and other quantitative outcomes that we considered to be the most important presented in Appendix, we implemented:
  - analytical procedures to verify the proper consolidation of the data collected and the consistency of any changes in those data,
  - tests of details, using sampling techniques, in order to verify the proper application of the definitions and procedures and reconcile the data with the supporting documents. This work was carried out on a selection of contributing entities and covers between 14% and 100% of the consolidated data selected for these tests.

We assessed the overall consistency of the Statement based on our knowledge of all the consolidated entities.

We believe that the work carried out, based on our professional judgment, is sufficient to provide a basis for our limited assurance conclusion; a higher level of assurance would have required us to carry out more extensive procedures.

Means and resources

Our work was carried out by a team of 9 people between November 2020 and March 2021 and took a total of about 20 weeks.

We were assisted in our work by our specialists in sustainable development and corporate social responsibility. We conducted about fifteen interviews with the people responsible for preparing the Statement.

Conclusion

Based on the procedures performed, nothing has come to our attention that causes us to believe that the non-financial statement is not presented in accordance with the applicable regulatory requirements and that the Information, taken as a whole, is not presented fairly in accordance with the Guidelines, in all material respects.

(1) ISAE 3000: international standard on assurance engagements other than audits or reviews of historical financial information.

(2) Corruption and business integrity risks; Risks related to changes in tax regulations; Transformation risks related to Multifaceted Performance.

(3) Veolia Water China; Veolia Water USA; Veolia Water France, including Veolia Water France – Normandie, Veolia Water France – Sud-Ouest; Veolia Energy Spain; Veolia Energy Finland; Veolia Energy Hungary; Veolia Energy Ireland; Veolia Energy Poland; Recyclage et Valorisation des Déchets (RVD), including RVD Centre Ouest, RVD Île-de-France; Veolia Waste Germany; Veolia Waste Brazil; Veolia Waste France Recycling; Veolia Waste Mexico; Veolia Waste UK; Veolia Waste Taiwan; Veolia Armenia; Veolia Japan; Veolia UK; SADE France; SARP France; SARPI France; SARPI Italy; Veolia Environnement headquarters (France).

REASONABLE ASSURANCE REPORT ON A SELECTION OF NON-FINANCIAL INFORMATION

Nature and scope of our work

With regard to the information selected by the entity presented in the Appendix and identified with the symbol √ in Chapter 4 "Corporate Social Responsibility" of the Management Report, we conducted the same procedures as those described in the paragraph "Nature and scope of our work" (for the most important non-financial information). However, these procedures were more in-depth, particularly regarding the number of tests.

Consequently, the selected sample represents between 44% and 63% of the information identified with the symbol √.

We believe that these procedures enable us to express reasonable assurance regarding the information selected by the entity and identified with the symbol √.

Conclusion

In our opinion, the information selected by the entity and identified with the symbol √ in Chapter 4 "Corporate Social Responsibility" of the Management Report has been prepared, in all material respects, in accordance with the Guidelines.

Paris-La Défense, March 16, 2021

KPMG S.A.

Fanny Houlliot
Partner
Sustainability Services

Baudouin Griton
Partner

Appendix

Qualitative information (actions and outcomes) considered most important

Social Information
PaTHS (Prevention & Training on Health & Safety) safety events management program
Skills development, performance assessment and reward systems
Employee engagement survey
Measures to promote diversity, inclusion and equal opportunities
Training of social partners

Environmental Information
Resources devoted to the prevention of environmental risks
The Group's environmental commitments
Solutions for optimizing material consumption
Measures taken to reduce the impact of activities on climate change
Measures to conserve energy resources
Actions to reduce the use of water resources
Actions to promote circular economy

Societal and commercial Information
Actions implemented in the field of innovation
Measures implemented for responsible purchasing and assessment of suppliers and subcontractors
Tax policy
Solidarity and education for sustainable development actions carried out by Veolia entities
Actions implemented in the field of territorial development
Systems developed to ensure access to and maintain services, adapted to the local context
Measures to promote the employability of young people and the most disadvantaged and their integration into working life

Key performance indicators and other quantitative results considered most important

Social key performance indicators and outcomes	Level of assurance
Total headcount at period end and breakdown by work category, contract, age, gender and geographical area	Reasonable
Average number of training hours per employee	
Lost time injury frequency rate	
Injury severity rate	
Absenteeism rate	
Proportion of women appointed among the top 500 Group executives during the period 2020-2023	Limited
Turnover rate of staff on permanent contracts	
Percentage of employees having received at least one training course during the year	
Rate of coverage by a social dialogue body	
Employee engagement rate	

Environmental key performance indicators and outcomes	Level of assurance
Non-hazardous waste production	Reasonable
Direct greenhouse gas emissions (scope 1)	
Indirect greenhouse gas emissions from energy purchases (scope 2)	
Energy consumption	
Water distribution network efficiency	
Volume of recycled plastic in Veolia transformation plants	Limited
Recovery rate for residual bottom ash (from waste incineration)	
Recovery rate for combustion waste	
Hazardous waste production	
Emissions due to heat, electricity and natural gas distribution only	
Progress of the investment plan to phase out coal in Europe by 2030	Limited
Annual contribution to avoided greenhouse gas emissions (assessed with regard to a reference scenario)	
Percentage reduction in greenhouse gas emissions from scopes 1 and 2 compared to the reference scope 2018	
Methane capture rate	
Total energy production (electrical and thermal)	
SO_x emissions (Energy & Waste)	
NO_x emissions (Energy & Waste)	
Dust emissions of thermal installations selling over 100 GWh/year and of waste incinerators	
Progress rate of action plans improving the footprint of environments & biodiversity on sensitive sites	
Energy efficiency of drinking water production (excluding seawater desalination)	
Recovery rate for wastewater treatment sludge	

Societal and commercial key performance indicators and outcomes	Level of assurance
Rate of coverage of Veolia's areas of activity and growth segments by major partnerships based on the creation of shared value	Limited
Share of expenditures reinvested in the territories	
Annual publication of the socio-economic footprint of Veolia's activities in at least 45 countries where the group operates, with regard to direct or indirect jobs supported and wealth created	
Precentage of positive answers to the commitment survey question "Are Veolia's values and ethics applied in my entity"	
Percentage of strategic suppliers assessed on their CSR performance	
Percentage of contracts incorporating sustainable development requirements	
Purchasing expenditure France carried out with the protected and adapted labour sector	
Number of inhabitants benefiting from inclusive measures to access water or sanitation services under Veolia contracts	
Population who had access to essential services in access-deficient countries	
Customer satisfaction rate calculated using the Net Promoter Score methodology	
Number of innovations included in at least ten contracts signed by the Group	
Consolidated revenue of the "Liquid and hazardous waste treatment and recovery" segment	

5

OPERATING AND FINANCIAL REVIEW RFA

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

5.1 Proposed merger with Suez

5.1.1 ACQUISITION OF 29.9% SHARE BLOCK IN SUEZ

On July 31, 2020, on the launch of its strategic review, Engie announced its decision to sell certain activities, including its investment in the Suez group.

On August 30, 2020, Veolia presented an offer to acquire Engie's 29.9% stake in Suez for a price of €15.5 per share, before increasing its offer to €18 per share (*cum* dividend) on September 30.

This proposal also comprised the following components:

- the intention, following the acquisition of the 29.9% share block, to file a public tender offer on the remaining Suez share capital for all its shareholders;
- a guarantee to maintain jobs and employee benefits for Suez employees in France;
- the preservation of competition through the takeover by the French company Meridiam of the Suez Water business in France; Meridiam has committed to preserving jobs and employee benefits, taking over Suez's R&D center and doubling planned investment by injecting €800 million in this new scope within 5 to 7 years.

On October 5 2020, Veolia duly noted Engie's decision to respond favourably to its purchase offer and signed a purchase agreement with Engie for the 29.9% share block.

The acquisition of the 29.9% Suez share block by Veolia became effective on October 6, 2020 following a cash payment of €3.4 billion in consideration for delivery of the shares. To protect Engie, the purchase agreement includes a price supplement clause should Veolia increase the price offered to the market, enabling Engie to benefit from this increase in full or in part.

5.1.2 FILING OF A PUBLIC TENDER OFFER FOR SUEZ SHARES

In its press release of October 5, 2020, Veolia announced its intention to file a voluntary public takeover bid on the remaining Suez shares to complete the merger of the two companies.

On January 7, 2021, Veolia announced it had sent to the Suez board of directors the public tender offer it intends to file for the 70.1% of shares not yet in its possession, formally setting out the components of the industrial project, the social project and the financial conditions.

Because of the lack of success of Veolia's attemptsfind an amicable solution, Veolia announced, on February 7, 2021, the filing of a tender offer for the entire share capital of Suez, at a price per share of €18 *cum* dividend.

On February 8, 2021, the French Financial Markets Authority (AMF) published the notice of filing for Veolia's public tender offer for the Suez share capital and Veolia published the draft offer document on its website.

In accordance with applicable AMF rules, the offer and the draft offer document will be subject to a compliance review by the AMF. This offer responds to the wishes of the Suez's management, expressed on several occasions, to be presented with a formal purchase offer. The Suez board of directors will be able to conduct a formal examination of Veolia's offer with a view to issuing the reasoned opinion required by regulations. The Suez employee representation bodies have a one-month information and consultation period, commencing the date of filing of the offer and its formal notification, to issue an opinion; in the absence of an opinion it will be deemed issued by law.

The offer is accompanied by all the guarantees presented publicly in recent months, first among which the preservation of jobs and employee benefits of Suez employees in France and more precisely:

- the offer will be in cash, without a cap, with Veolia reserving the possibility of adding to the part offered in cash a capped part in Veolia shares;
- it covers all of the shares already issued or likely to be (free share program);
- it remains subject to the suspensive condition of the authorization of the merger transaction by the European Commission's merger controls, a condition which Veolia may waive;
- the tender offer price will be the same price as that paid to Engie, *i.e.* €18 per share (coupon attached). This price will be adjusted to take into account any distributions in any form (cash or kind) or transactions impacting Suez's share capital.

Veolia also reserves the right to withdraw its offer, notably if Suez's substance is modified during the offer or if measures taken by Suez increase the costs of the offer for Veolia. This may particularly occur in the event of a commitment by Suez or any other entity of its group that may result in a transfer to a third party of an asset classified in the draft offer document as strategic (securities of Agbar group companies or any asset of those companies, any regulated water asset in the United States or any waste asset in the United Kingdom or Australia) or that, together with the disposals announced by Suez since January 1, 2020, may have a significant impact on Suez (as defined in the draft offer document filed with the AMF on February 8, 2021). This right to withdraw may only be exercised with the prior authorization of the AMF.

All the information concerning the public tender is provided in the draft offer document filed with the AMF on February 8, 2021 and published on Veolia's website.

5.1.3 EMPLOYEE COMMITMENTS

Veolia gave a commitment that the merger would not negatively impact employment in France. This commitment is effective until at least the second half of 2023.

Veolia also undertook that the chosen buyers for the activities in France that will have to be sold to obtain regulatory authorizations will provide the same employee commitments.

5.1.4 MERGER CONTROL AUTHORIZATIONS

As reported on August 30, 2020, Veolia has identified the targeted competition issues that a merger with Suez would involve and has anticipated remedies.

Notifications will be required in a number of jurisdictions, including notably the European Union, the United States of America, the United Kingdom, Australia, China and Morocco. Pending regulatory authorizations, Veolia will not exercise the voting rights attached to its stake, except for decisions to protect the property value of this stake with the authorization of the European Commission and the United Kingdom competition authority (CMA).

Among the remedies identified, Veolia proposed Meridiam as a buyer capable of preserving competition and employment for Suez's Water activities in France. Meridiam formally committed to this acquisition by submitting an offer to Veolia covering the management and operation of drinking water and sanitation services carried out in France, as well as R&D activities relating to water and water treatment facility design/construction activities in France (Degrémont France). Meridiam's offer expires on December 31, 2022.

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5.1.5 TRANSACTION FINANCING

On **October 20, 2020**, Veolia Environnement issued deeply subordinated perpetual hybrid notes in euros (€850 million bearing a coupon of 2.25% until the first reset date in April 2026 and €1,150 million bearing a coupon of 2.50% until the first reset date in April 2029). This transaction reinforced the Group's financial structure and was used to refinance **the purchase of the 29.9% stake in Suez from Engie,** while strengthening its credit ratios.

The Public Tender Offer is financed by a bridging loan with a banking syndicate. It is expected that this loan will be refinanced in part by the proceeds from the sale of assets required by the competition authorities, the hybrid bond issue and the issue of shares or securities granting access to the share capital. The aim is to preserve a solid investment grade credit rating while maintaining the extended Group's net financial debt/EBITDA ratio below 3.0x in the medium term, in accordance with the Group's objectives.

5.1.6 ONGOING LEGAL PROCEEDINGS

A certain number of legal proceedings were launched by Veolia and Suez, details of which have been provided in Chapter 8.2 of the 2020 Universal Registration Document.

5.1.7 IMPACTS IN THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2020 OF THE INVESTMENT IN SUEZ

Veolia reviewed the rights attached to the Suez shares acquired on October 6, 2020 to determine the appropriate accounting treatment of the 29.9% share block purchase.

The following was identified:

- Veolia does not have a representative on Suez's board of directors;
- Veolia cannot freely use its voting rights to influence Suez policies due to the restrictions imposed by the antitrust process: Veolia has undertaken not to exercise the voting rights attached to its stake until validation of the merger transaction, except for decisions to protect the property value of this stake with the authorization of the European Commission and the United Kingdom competition authority (CMA).

Accordingly, based on the facts set out above, Veolia management considers it cannot participate in Suez's financial and operating policy decisions within the meaning of IAS 28.

In the absence of significant influence, the 29.9% stake in Suez is recognized in the Consolidated Statement of Financial Position in "non-consolidated investments".

In accordance with IFRS 9, the shares are valued at fair value. In practice, the closing share price is used. In accordance with the Group accounting policy (see Note 10.1.2), fair value gains and losses, including for Suez shares the initial price difference between acquisition and market value, are recognized directly in other comprehensive income.

Accordingly, the Suez shares are valued at €3,046 million as of December 31, 2020. A total negative impact of €376 million is recognized in other comprehensive income since October 6, 2020.

Developments in ongoing proceedings will be closely monitored and, where appropriate, the Group will review the accounting method for this investment at future reporting dates.

5.2 Major events of the period

5.2.1 GENERAL CONTEXT

Group's resilience and ability to bounce back in an exceptional crisis due to the Covid-19 epidemic

Following a start to the year marked by the exceptional impact of the crisis due to the Covid-19 epidemic, the Group's 2020 performance confirms its capacity for resilience and the rebound in the second half. Despite the second wave of the Covid-19 crisis that hit Europe in the second half of the year, the Group's activity confirms its return to growth in the fourth quarter.

The strong recovery in activity observed in the third quarter, accelerated in the fourth quarter confirming the resilience of the Group's businesses and expertise, particularly in the management and distribution of water to our public customers, in heat distribution and production of in urban networks and in the treatment and collection of municipal waste.

During this period, the Group was able to take advantage of the large geographical footprint in which it operates, of the wide range of essential services that it offers to its diversified clientele in the private and public sectors and the local roots of its teams. Thanks to their strong mobilization in the field, it was able to ensure the continuity of its operations at the same time as guaranteeing the maximum protection for its employees. This crisis has also made it possible to confirm the importance of the digital transformation of the company and to accelerate its implementation, on behalf of its partners, customers and employees.

Fourth quarter return to revenue growth

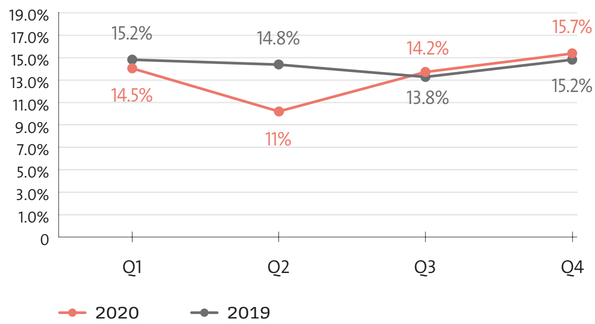
In the fourth quarter, the Group's revenue grew by 0.9% compared to the same period in 2019 at constant exchange rates. This performance confirms the growth and rebound in activity that began in June 2020 and on which the second wave of Covid-19 had only a limited impact.

The Group's return to growth in its activity in the fourth quarter was accompanied by a strong operating leverage generating an **EBITDA** margin rate of 15.7%, an improvement on Q4 2019 (EBITDA margin rate of 15.2%).

Operating margins profited fully from the rapid implementation, from the first half, of the **Recover and Adapt** program announced in April 2020. In addition to the recurring plan, which generated efficiencies of €278 million in 2020, the additional crisis adaptation measures generated savings of over €272 million to offset the impacts of the activity slump on Group margins tied to the Covid-19 crisis.

Variation at constant exchange rate 2019/2020	3rd quarter 2020	4th quarter 2020
Revenue	-0.6%	+0.9%
EBITDA	+1.7%	+4.2%

EBITDA/Revenue margin rate% by quarter



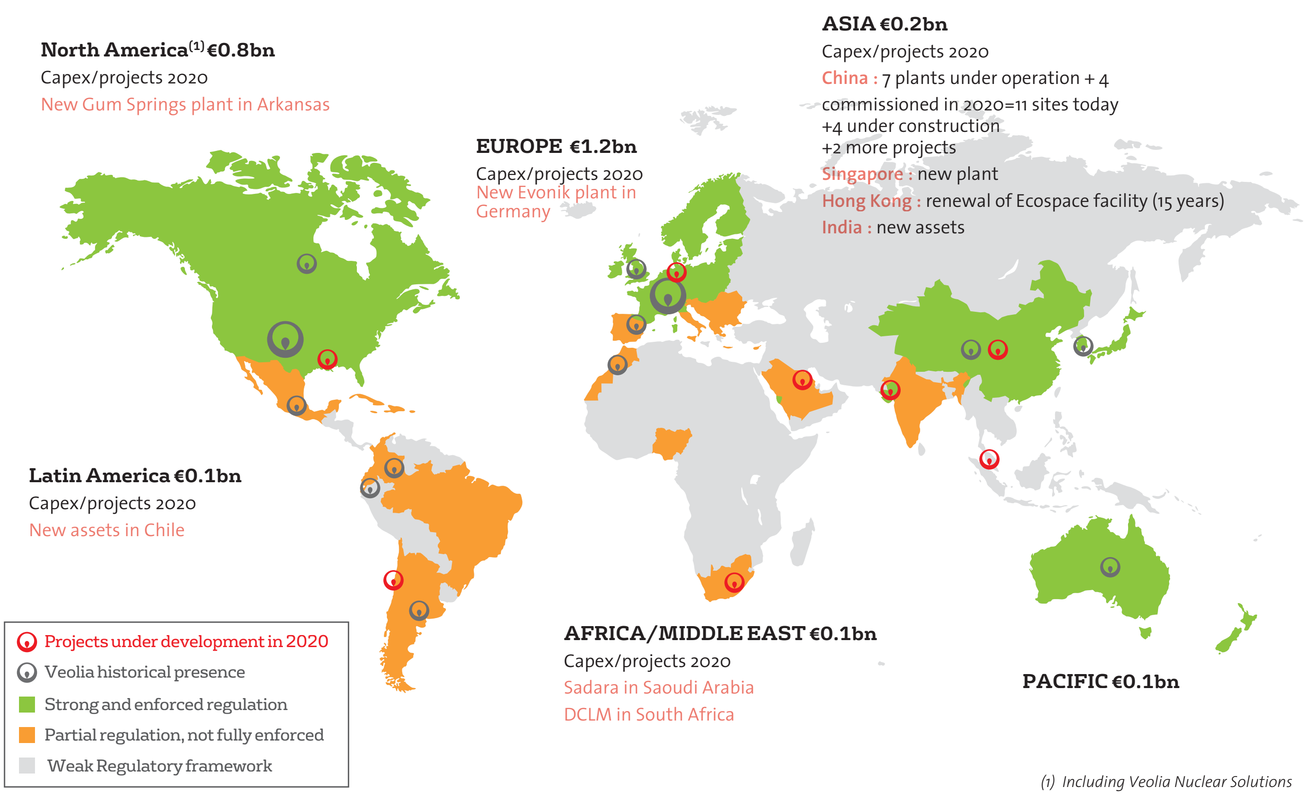
IMPACT 2023 strategic program

Despite the crisis related to the Covid-19 epidemic, the priorities defined by the Impact 2023 strategic program remain valid and the implementation was fully realized in 2020 in order to ensure the expected value creation for all stakeholders.

The impacts of the crisis have confirmed the relevance of the choices of the priority strategic developments of the **IMPACT 2023** program. The activities judged as priorities, in particular the services dedicated to our industrial customers, held up very well against the crisis, like the **hazardous waste treatment** which rebounded with a growth of 4% over the last quarter of the year at constant exchange rates.

The Group continued during the year to **accelerate**, in accordance with its strategic plan, the development of its processing capacities in this business line:

2020 TURNOVER IN HAZARDOUS WASTE : €2.5 BILLION



(1) Including Veolia Nuclear Solutions

The business lines for which the Group decided to limit growth within its business portfolio (construction, facility management) were also the most impacted by the slowdown in local economies during the second quarter.

The challenges of **energy transition** of heating production and distribution infrastructures remained at the center of the Group's investments concerns throughout the year. In line with the commitments included in its strategic roadmap, the Group has notably initiated the transition of those energy assets in the Czech Republic and in Germany by investing more than €92 million dedicated to the development of its sites. In the end, it is little over €1.2 billion that the Group intends to commit by 2030 to the energy transformation of its European production capacities.

The **recycling of plastics**, the Group's third priority area of development, is benefiting from a rapidly changing regulatory context and a buoyant market trends in the medium and long term despite pressure on resale prices of recycled plastics during 2020 (partly linked to the Covid-19 crisis). In particular, from 2021, the Group is preparing to commission new processing capacities in Indonesia and Japan.

The asset rotation strategy, allowing the Group to continue to **optimize** its resilient business portfolio by **withdrawing** from already mature non-strategic activities, reached a new important stage in 2020. Following the sale of heating networks in the United States at the end of 2019, completed by the sale of SADE's Telecom network activities and the withdrawal from municipal waste collection in Singapore, the Group notably invested this year in the liquid and hazardous business line (signing of the OSIS acquisition project in the second half) and in local energy loops (Prague's Right Bank in the Czech Republic and Budapest in Hungary). The Group is already well advanced on its asset rotation roadmap: of the €3 billion of investments planned in the program, around €2 billion have already been signed or closed at the end of December 2020.

The solid financial position of the Group, its strategic vision and its proven agility allow it to calmly tackle the challenges of climate change and the ecological transformation underway in the interests of all its stakeholders and in line with the roadmap of its Impact 2023 strategic program.

An annual performance marked by a rebound of activity in the fourth quarter, accelerating compared to the third quarter

Following the impact of the crisis, the recovery in the activity during the year was confirmed with in particular growth of 0.9% at constant exchange rates over the fourth quarter compared to 2019. Over the twelve months of the financial year, **revenue** amounted to **€26,010 million**, down -4.3% at current exchange rates (-2.9% at constant exchange rates).

At the same time, operating results recovered during the year (EBITDA growth of +4.2% at constant exchange rates in the fourth quarter of 2020 compared with the fourth quarter of 2019) after being strongly impacted in the second quarter. Group **EBITDA** for the full year is €3,641 million, down -9.5% at current exchange rates (-8.0% at constant exchange rates).

Group **Current EBIT** amounted to €1,275 million for the year: (-24.8% at constant exchange rates compared to 2019).

Benefiting from a steady fall in its gross cost of debt throughout the year, **current net income, group share** is €415 million. Down 44% at constant exchange rates year-on-year, it is €408 million at current scope and exchange rate in the second half of 2020 (up from €407 million in the second half of 2019 at constant exchange rates), confirming the profitable growth of the Group's activities in the second six months. **Net income, group share** is €89 million (compared with €625 million in 2019, which included the capital gain on the sale of heating assets in the United States of €269 million before tax).

This operating performance was accompanied by a selective investment policy prioritizing the Group's strategic developments in line with the objectives of the **Impact 2023** program. **Industrial net investments** totaled €2,151 million in 2020, down -2.3% at current exchange rates. The control of maintenance and contractually required investments, maintained at 7.5% of revenue (7.4% in 2019) allowed the allocation of €435 million to discretionary growth projects which will improve the Group's future growth, particularly in the circular economy and the treatment of liquid and hazardous waste.

Annual **Free Cash Flow** generation before financial investments and dividends is €507 million, down on 2019; the fall in EBITDA is partially offset by Group investments discipline and a further improvement in working capital requirements of +€233 million.

Following the sale at the end of 2019 of its North American heating networks, the Group continued implementing the asset rotation plan of its Impact 2023 program. In 2020, the Group completed **net financial acquisitions** totaling €1,476 million (excluding the purchase of Engie's minority share block in Suez) and notably signed in the second-half of 2020 the acquisition of Osis (closing of the transaction expected in the second-half of 2021) [(1)].

Group net financial debt is €13,217 million as of December 31, 2020. It includes the impact of the acquisition of Engie's shares in Suez for €1,453 million (part not financed by the issue of hybrids) and net financial investments of €1,476 million. Excluding these impacts, Group net financial debt is €10,288 million as of December 31, 2020 (€10,680 million as of December 31, 2019 and €11,564 million as of December 31, 2018).

5.2.2 CHANGES IN GROUP STRUCTURE

5.2.2.1 Commercial innovations and developments

The Group's business development and innovation, in line with the Impact 2023 program, remained dynamic throughout the year.

Resource management for industrial customers

The Group continues to innovate in the management of resources for its industrial customers. Veolia and the Solvay group have thus signed a partnership to create a circular economy consortium. Together, they offer new solutions that promise a more efficient management of metals used in the production of lithium ion electric vehicle batteries. This consortium will enable the extraction and purification of critical metals such as cobalt, nickel and lithium and transform them into high-purity raw materials for new batteries.

The Group also signed an agreement with GE Renewable to recycle onshore wind turbine blades in the United States: the recyclates (over 90% of the blades) will be used as alternative fuels in cement plants. Lastly, in Japan, the Group signed an agreement with Mitsui and Seven Eleven to build and operate a plastic recycling plant scheduled for commissioning in 2022.

Local energy loops and municipal water

In the municipal sector, the Group continues to develop, optimize and transform its existing platforms for water and heat distribution in central Europe. In Romania, the Group extended its water and wastewater concession contract for the city of Bucharest for a period of 12 years (€240 million in estimated revenues).

In the Czech Republic, the Group will operate the district heating network on the Prague's Right Bank (estimated annual revenues of €230 million), in addition to existing operations on the Prague Left Bank network. In Hungary, the Group acquired the BERT Group, specialized in the production and distribution of heat serving the district heating networks of the city of Budapest (estimated annual revenues of €140 million).

(1) Subject to the waiver of conditions precedent and competition authorizations.

Development of hazardous waste treatment in Asia

In the hazardous waste business, the Group is continuing its targeted development in Asia, with the upcoming start-up of an incineration unit in Singapore and the commissioning in the coming months of new treatment capacities in China (target of 15 sites in total in the medium term throughout the territory, including 7 already operational and 4 in the process of being put into production in 2020):

OSIS

The Group is continuing its development in the field of liquid and hazardous waste treatment with the imminent integration [(1)] of the company OSIS by the Société d'Assainissement Rationnel et de Pompage (SARP), which will position the Group as a leading player in this field.

5.2.2.2 Financial acquisitions: asset rotation on track

Alcoa (United States)

Announced on December 20, 2019, the Group acquired, *via* its subsidiary Veolia North America, the hazardous waste processing site of Alcoa USA Corporation for €231 million [(2)] in the first quarter of 2020.

Nagpur (India)

In the second quarter of 2020, the Group acquired the minority share of Orange City Water and Orange City Hydraulic Works in Nagpur, India (population of 2 million people) through Veolia India, for a consideration of €113 million [(2)], thereby expanding its water distribution activity in the Indian sub-continent.

MAG (Russia)

In the third quarter of 2020, the Group acquired the MAG Group in Russia through its subsidiaries Veolia Vostock and Neva Energia for a consideration of €125 million [(2)], thereby expanding its waste processing activities in Russia.

Prague Right Bank (Czech Republic)

On November 3, 2020, the Group, through Veolia Ceska Republika, completed the acquisition of Prazska Teplarenska which runs the district heating network in Prague's Right Bank for a consideration of €710 million [(2)], supplementing its energy services in the Czech Republic (see above).

BERT (Hungary)

In the fourth quarter of 2020, through Veolia Energia ZRT, the Group acquired Budapesti Eromu Reszveny Tarsasag and Energia-Pro, specializing in heat production and distribution for the Budapest urban heating networks in Hungary, for a consideration of €294 million [(2)], strengthening its presence in the energy sector in central Europe.

(1) Subject to the waiver of conditions precedent and competition authorizations.

(2) Including shares on net financial debt of newly consolidated companies.

5.2.2.3 Significant financial divestitures

Liuzhou (China)

In the third quarter of 2020, the Group completed the sale of its 49% stake in the water concession for the city of Liuzhou in China through its subsidiary Veolia Water Investment Ltd for €47 million, generating a capital gain of €9 million.

SADE Telecom (Global businesses)

In the fourth quarter of 2020, as part of its asset rotation program, the Group sold SADE's telecom network business for €44 million, generating a capital gain of €25 million.

5.2.3 GROUP FINANCING

The volume of bond renewal maturities at the end of 2020 and the beginning of 2021 (€1.8 billion) led the Group to stagger their refinancing over the year through three bond issues for €1.7 billion (in the first-half of 2020) and two bond issues on the Chinese domestic market (panda bonds) for €0.4 billion.

In the context of the crisis stemming from the Covid-19 epidemic, the Group also wanted to strengthen its gross liquidity by increasing the size of its commercial paper program, which increased from €4 billion at the end of 2019 to €6 billion at the end of 2020.

The acquisition in early October of the 29.9% stake in Suez held by Engie for €3.4 billion was partially refinanced by the issuing of hybrid debt for €2 billion.

5.2.3.1 Bond issues

On January 15, 2020, Veolia Environnement issued a €500 million bond, with a January 2031 maturity. This bond bears a coupon of 0.664% and was issued at par. The oversubscription ratio was close to 5, enabling Veolia to materially improve the issuing rate and obtain a final pricing which was better than the secondary market.

On April 15 and June 15, 2020, in a context of highly volatile financial markets due to the crisis, and especially credit markets, Veolia took advantage of a constructive market window to issue, respectively, a €700 million bond at par, maturing April 2028 and bearing a coupon of 1.25% and a €500 million bond at par, maturing January 2032 and bearing a coupon of 0.80%.

These three bond issues intended for general Group financing requirements enabled Veolia to bring forward the refinancing of all bond payments scheduled for 2020 and 2021 totaling €1.7 billion.

5.2.3.2 Panda bond issue

On June 24, 2020, Veolia Environnement successfully issued two bonds for a total nominal amount of 1.5 billion renminbi (188 million euro-equivalent) on the Chinese domestic market (Panda Bonds). These bonds were issued *via* a private placement and bear a coupon of 3.85%, for a 3-year maturity. They were issued to Chinese and international investors.

On December 16, 2020, Veolia Environnement continued its bond issue program with two additional 3-year bond issues for a total nominal amount of 1.5 billion renminbi (189 million euro-equivalent), bearing a coupon of 4.45%.

The proceeds of these bonds will be used to finance various Group projects in continental China. The conditions obtained show that Veolia's signature is viewed very favourably and demonstrated investor confidence in the Group's future development in China, where it has been present for over 20 years and has over 80 projects in 40 cities.

5.2.3.3 Hybrid bond issue

On October 20, 2020, Veolia Environnement issued deeply subordinated perpetual hybrid notes in euros (€850 million bearing a coupon of 2.25% until the first reset date in April 2026 and €1,150 million bearing a coupon of 2.50% until the first reset date in April 2029). This transaction reinforces the Group's financial structure and will be used to refinance the purchase of the 29.9% stake in Suez from Engie, while strengthening its credit ratios. The strong commitment to the operation from investors once again proves the strong support of the market for Veolia's planned combination with Suez.

5.2.3.4 Confirmation of the credit outlook

In the context of the crisis related to the Covid-19 epidemic, and following the announcements linked to Veolia's proposal to purchase the 29.9% of Suez shares held by Engie, Standard & Poors confirmed in September 2020 and in February 2021 Veolia's credit rating A-2/BBB environment with a stable outlook, and Moody's confirmed in October 2020 the P-2/Baa1 rating with a stable outlook (see also chapter 6.1, note 10.3.2.2 below).

5.2.3.5 Liquidity contract

As of December 31, 2020, under the liquidity contract signed by Veolia Environnement with Kepler Cheuvreux, 1,236 purchase transactions and 1,448 sales transactions were conducted during the half-year. It is recalled that on the last balance sheet date at June 30, 2020, 1,465 purchase transactions and 1,480 sales transactions had been performed.

The liquidity contract is implemented in accordance with AMF Decision no. 2018-01 of July 2, 2018, establishing equity security liquidity contracts as accepted market practice.

5.2.3.6 Dividend payment

The Combined General Meeting of April 22, 2020 approved payment of a dividend of €0.50 per share for fiscal year 2019. Given the exceptional circumstances related to Covid-19 and to protect the interests of all the Group's stakeholders in a spirit of solidarity, the board of directors decided on April 1, 2020 to half the dividend for fiscal year 2019 initially proposed at €1.00. The dividend therefore amounted to €277 million and was paid from May 14, 2020.

5.2.4 PERFORMANCE SHARE PLAN AND GROUP SAVINGS

5.2.4.1 Performance shares

Amendments to the 2019 Performance Share Plan

Given the exceptional circumstances, the board of directors - at the recommendation of the Compensation Committee - decided with regard to the 2021 compensation policy to review the grant conditions for all beneficiaries of the 2018 performance share plan set-up on May 2, 2018 (expiring in 2021), concerning fiscal years 2018, 2019 and 2020.

This plan includes a performance condition based on average growth in Current net income attributable to owners of the Company per share of 10% annually (for the vesting of all performance shares granted), as recorded at the end of the plan period in 2021, based on results for the 2018, 2019 and 2020 fiscal years compared with the 2017 base year. If this average growth is less than 5%, no performance shares will vest. Shares will vest on a proportional basis between 5% and 10%.

The board of directors decided to modify this performance objective by maintaining it for only the 2018 and 2019 fiscal years with respect to the reference period and by reducing the initial number of performance shares granted by one third in order to take into account the "neutralization" of the 2020 fiscal year. The Plan maturity date is unchanged (May 2, 2021). This modification will be put to a vote at the Annual General Meeting of Shareholders on April 22, 2021.

Implementation of the 2020 Performance Share Plan

In accordance with the Group's compensation policy and the authorization granted by the Veolia Environnement Extraordinary General Meeting of April 22, 2020 (23rd resolution), on May 5, 2020 the board of directors decided, at the recommendation of the Compensation Committee, to grant 1,109,400 performance shares (representing around 0.2% of the share capital respecting the General Shareholders' Meeting authorization of 0.5%) to approximately 450 beneficiaries, including top executives and high potential employees of the Group. The detailed features and performance conditions of this performance share plan are presented in Section 3.4.3 of the Company's 2020 Universal Registration Document.

5.2.4.2 Group savings plan

In addition, during the Veolia Environnement Combined General Meeting of April 22, 2020, the Company reaffirmed its wish to associate employees with the Group's development and performance by launching a new employee share purchase program. The main characteristics were decided by the board of directors on May 5, 2020. On September 7, 2020, the Group launched a share ownership plan open to more than 140,000 Group employees, through two separate offers: a secure leveraged offer (total investment guaranteed including the employer's contribution, with a multiple of the potential increase in the share price) and a conventional offer. The overall subscription rate exceeded 35%, resulting in a €56.7 million share capital increase bringing the Veolia Environnement share capital to €2,893.1 million. Settlement-delivery of the new shares issued was performed on December 17, 2020.

5.3 Accounting and financial information

5.3.1 KEY FIGURES

(€ million)	Year ended December 31, 2019	Year ended December 31, 2020	Change 2019/2020 Δ	Δ at constant exchange rates	Δ at constant scope and exchange rates
Revenue	**27,188.7**	**26,009.9**	**-4.3%**	**-2.9%**	**-2.5%**
EBITDA [(1)]	**4,021.8**	**3,640.8**	**-9.5%**	**-8.0%**	**-7.1%**
EBITDA margin	14.8%	14.0%			
Current EBIT [(1)]	**1,730.4**	**1,275.3**	**-26.3%**	**-24.8%**	**-21.2%**
Current net income - Group Share [(1)]	759.8	415.1	-45.4%	-43.9%	-38.0%
Net income – Group share	624.9	88.8	-85.8%	-87.7%	
Current net income – Group share, per share [(1)] (Basic)	1.37	0.75			
Current net income – Group share, per share [(1)] (Diluted)	1.31	0.72			
Dividend per share paid during the fiscal year	0.50	0.70[(2)]			
Net industrial investments	-2,201.0	-2,151.4			
Net free cash flow [(1)]	**868.4**	**507.5**			
Net financial debt	**-10,680.4**	**-13,217.0**			

(1) The indicators are defined in Section 5.5.8 below.
(2) Subject to the approval at the General Shareholders' Meeting on April 22, 2021.

The main foreign exchange impacts on revenue were as follows:

(vs December 31, 2019)	%	*(€ million)*
Revenue	-1.5%	(401)
EBITDA	-1.5%	(59)
Current EBIT	-1.5%	(25)
Current net income	-1.5%	(11)
Net financial debt	2.6%	273

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5.3.2 GROUP REVENUE

5.3.2.1 Revenue by operating segment

Fourth quarter performance

In the fourth quarter, the Group's **revenue** grew by 0.9% compared to the same period in 2019 at constant exchange rates, despite the second wave of Covid-19 in the second-half of the year, impacting activity in tertiary and commercial waste (the volumes of which are slightly down compared to 2019).

The geographic segments of **France** and the **Rest of Europe** returned to growth from the third quarter of 2020. They confirm this rebound and this trend over the last three months of the year (revenue up 2.5% and 5.3% respectively at constant exchange rates over the fourth quarter).

The Group's operations in the **Rest of the world** almost returned to the 2019 level of activity in the last quarter (98.5% of 2019 revenue at constant scope and exchange rates, excluding the disposal of district heating networks in the United States in 2019). **Global activities** after a rebound from June 2020, returned to activity levels of last year (particularly in construction) in the last quarter.

Change at constant exchange rates	Q1 2020	Q2 2020	Q3 2020	Q4 2020
France	-3.1%	-16.1%	0.8%	2.5%
Europe, excluding France	1.1%	-6.7%	0.8%	5.3%
Rest of the world	-1.8%	-5.7%	-6.0%	-4.6%
Global businesses	-3.6%	-20.8%	3.1%	-0.1%
GROUP	-1.3%	-11.0%	-0.6%	0.9%

Annual performance

Consolidated revenues totaled € 26,009.9 million as of December 31, 2020 compared to € 27,188.7 million as of December 31, 2019, down of **-2.9% at constant exchange rates and -2.5% organically**.

In a context of a global crisis linked to the Covid-19 pandemic, the Group's geographically diverse presence and the development choices launched as part of its strategic program have enabled the Group to prove the resilience of its growth model and its ability to adapt.

			Change 2019/2020		
(€ million)	Year ended December 31, 2019	Year ended December 31, 2020	Δ	Δ at constant exchange rates	Δ at constant scope and exchange rates
France	5,611.5	5,389.9	-3.9%	-3.9%	-3.9%
Europe, excluding France	9,501.1	9,411.4	-0.9%	0.4%	-0.8%
Rest of the world	7,303.5	6,759.7	-7.4%	-4.5%	-1.7%
Global businesses	4,733.8	4,443.9	-6.1%	-5.3%	-5.2%
Other	38.8	5.0	-87.1%	-	-
GROUP	27,188.7	26,009.9	-4.3%	-2.9%	-2.5%

Revenue decreased -3.9% in **France** at constant scope compared with the year ended December 31, 2019.

- water revenue was down -2.2% year-on-year at constant exchange rates. Despite the crisis, the volumes of water distributed increased by 0.8% compared to 2019 and the price indexation stood at +1.5% over the year; the level of activity remains down due to construction activity at a virtual stoppage during lockdown in the second quarter. Since June, the second half of the year has confirmed the gradual resumption of construction sites;
- waste revenue fell -5.9% at constant exchange rates year-on-year. The Group's pricing policy in collecting and processing as well as the increase in incineration volumes (+5.4% on the year, +5.7% over the fourth quarter following in particular the gains of the Bordeaux contract and related treatment volumes), offset the high volatility of paper prices and the volume reductions recorded over the year, linked to the Covid-19 crisis, particularly in commercial and industrial collection.

Europe excluding France grew +0.4% at constant exchange rates compared with the year ended December 31, 2019, with solid momentum thanks to the resilience of the water and heating/electricity distribution businesses in Central Europe, in Italy and Germany, which offset the drop in volumes linked to the Covid-19 crisis in certain geographies and their waste activities (notably the United Kingdom and the impacts of the lockdown on the Commercial and industrial collection activity in the fourth quarter):

- in **Central and Eastern Europe**, revenue increased +6.3% at constant exchange rates year-on-year to €3,400.6 million. This increase is mainly driven by the higher heating/electricity (+€114 million) and water distribution tariffs (+€34 million), a favourable climate effect (+€6 million for 2020) and the integration for the fourth quarter of newly acquired activities in Cogeneration (BERT, Hungary) and heat distribution (Prague Right Bank, Czech Republic). These effects offset a slight drop in water volumes linked to the Covid-19 crisis in the Czech Republic (impact of the summer tourist season);
- in the **United Kingdom/Ireland**, revenue fell -4.6% at constant exchange rates to €2,164.0 million. Operations were impacted by a drop in commercial and industrial collection volumes and landfill volumes, which after recovering in the third quarter, were impacted in the fourth quarter by new sanitary restriction measures put in place. The availability rate of incinerators, improved over the year compared to an already high performance in 2019 (94.1% in 2020 compared to 93.8% in 2019) and strong electricity prices partially offset this impact;
- in **Northern Europe**, revenue decreased -3.1% at constant exchange rates year-on-year to €2,653.6 million. The decrease is mainly linked to the impact of the crisis on industrial activities in the Nordic Countries, largely offset by a stabilization of the recycled plastic activities in the Netherlands and the resilience of the energy and water distribution segments in Germany, which limited the decline in its activity to -1.5% at constant exchange rates over the year as a whole (return to a volume of activity comparable to 2019 at the end of the year).

The **Rest of the world**, non-European geographies were down -4.5% at constant exchange rates, but down only -1.7% at constant exchange rates and scope compared with the year ended December 31, 2019 (disposal of TNAI heating and electricity networks at the end of December 2019). This performance, in a context of the Covid-19 crisis impacting in particular the Group's operations in the second quarter in Latin America, marks the resilience of a segment driven by strategic priority developments (hazardous waste in Asia, North America and the Middle East):

- in the last quarter **Asia**, **Pacific and Africa/Middle-East** region notably returned to a level of activity comparable to the pre- crisis situation despite delays in construction activities, following the slowdowns in works related to local adaptation measures. The Asia region grew +0.7% at constant exchange rates over the year, in particular due to continued growth in China (+0.7% at constant exchange rates over the year and +4.1% at constant exchange rates in the fourth quarter) and in Japan (+5.2% at constant exchanges rates compared to 2019). These two geographical markets are benefiting from the development of hazardous waste treatment (revenue in China up +27% at constant scope compared to December 31, 2019) and from partnerships set up in the industrial sector (battery recycling market in Japan);
- in **North America**, revenue decreased -3.2% at constant scope and exchange rates year-on-year to €1,746 million. During the second-half of the year, hazardous waste incineration volumes returned to similar levels to the previous year, the rebound remained less marked in the recycling of industrial liquid waste, which has not yet returned to its pre-crisis level of activity;
- in **Latin America**, revenue increased +6.6% at constant exchange rates, driven in particular by the acquisition of the activities of Stericycle in the treatment of hazardous waste in Chile and tariff increases linked to inflation (particularly in Argentina). Following the disruptions linked to the Covid-19 crisis during the first half of the year, these effects offset the activity in decline in other geographies. The zone posted a notable rebound over the last quarter of +7.1% at constant exchange rates compared to 2019.

Global businesses: revenue fell -5.3% at constant exchange rates compared with the year ended December 31, 2019:

- **hazardous waste activities in Europe** decreased -7.1% at constant exchange rates, with a steady return upturn in activity from June 2020 following the slowdown experienced during the second quarter. The pricing policy on treatment services largely offset the downward trends on the oil recycling markets (due to the volatility of oil market prices);
- **Veolia Water Technologies** activity rose by +3.7% at constant exchange rates with the progress of desalination signed in 2019. Veolia Water Technologies bookings totaled €1,500 million in 2020, down from previous years and in line with its strategy to refocus its portfolio on services and technology;
- **SADE** reported a -6.8% decline at constant exchange rates despite a marked improvement from June 2020 and a rebound in work in the last months of the year (the growth in revenue of the SADE in the fourth quarter was +8.1% at constant scope and exchange rates after restatement of the cession of SADE Telecom).

5.3.2.2 Revenue by business

The Group's activity by business is marked, in a context of the global crisis due to the Covid-19 epidemic, by a strong resilience over 2020 of the **Water** business (-1% at constant exchange rates compared to 2019) and the **energy** business (-2% at constant exchange rates and scope excluding in particular of the disposal of the heat networks in the United States in 2019).

The **waste** treatment business strongly impacted by the crisis in the second quarter (volumes of commercial and industrial collections down compared to 2019), benefited from a rebound in growth. Throughout the year, it benefited from the Group's pricing policy in the collection and treatment of municipal waste and continuous development of its growth segments (in particular the treatment of hazardous waste).

(€ million)	Year ended December 31, 2019	Year ended December 31, 2020	Change 2019/2020 Δ	Δ at constant exchange rates	Δ at constant scope and exchange rates
Water	11,142.1	10,900.0	-2.2%	-1.0%	-1.3%
of which Water Operations	*8,319.7*	*8,151.8*	*-2.0%*	*-1.0%*	*-1.5%*
of which Technology and Construction	*2,822.4*	*2,748.2*	*-2.7%*	*-1.2%*	*-0.8%*
Waste	10,166.7	9,672.9	-4.9%	-3.2%	-4.1%
Energy	5,879.9	5,437.0	-7.5%	-5.8%	-2.0%
GROUP	27,188.7	26,009.9	-4.3%	-2.9%	-2.5%

Water revenue

Water operations revenue was down -1.0% at constant exchange rates compared to December 31, 2019. The business proved to be particularly resilient in **France** with increased volumes (+0.8%) favourable tariff indexation (+1.5%) and an upturn in works activity in the fourth quarter (+1%) after a first-half heavily impacted by work site stoppages due to the crisis.

	Q1 2019	Q2 2019	Q3 2019	Q4 2019	2019	Q1 2020	Q2 2020	Q3 2020	Q4 2020	2020
France Water volumes	+1.1%	+1.1%	+1.0%	+0.7%	**+0.7%**	-0.1%	+0.3%	+0.8%	+0.8%	+0.8%
France Water tariffs	+1.2%	+1.4%	+1.4%	+1.4%	**+1.4%**	+1.5%	+1.5%	+1.5%	+1.5%	+1.5%

In **Europe excluding France**, tariff indexation increases in central Europe (+3%) largely offset the drop in volumes in the Czech Republic linked to the impacts of the Covid-19 crisis on the summer tourist season. Activity remains slightly down in the **Rest of the world**, linked in particular to the drop in volumes of water treated from industrial customers in the United States and the end of construction contracts in the Pacific.

Technology and Construction revenue declined -1.2% at constant exchange rates compared to the year ended December 31, 2019 following the shutdown of SADE construction sites in the second quarter, only partially offset in the second-half (SADE revenues down -6.8% at constant exchange rates year-on-year). VWT revenue of €1,517 million, up +3.7% at constant exchange rates, due to the desalination projects won in 2019 and growth in Technology activities.

Waste revenue

Waste revenue declined -3.2% at constant exchange rates compared with the year ended December 31, 2019 (-4.1% at constant consolidation scope and exchange rates). The waste businesses returned to growth in the last quarter thanks in particular the Group's pricing policy (+2,3% tariff increases during the last quarter of 2020) and a recovery in waste volumes and recycled material prices in the last months of 2020.

	Q1 2019	Q2 2019	Q3 2019	Q4 2019	2019	Q1 2020	Q2 2020	Q3 2020	Q4 2020	2020
Waste volumes	+2.6%	+1.1%	+2.0%	+0.4%	**+1.5%**	-1.8%	-14.7%	-2.6%	-1.8%	-5.2%
Waste tariffs	+2.7%	+2.3%	+3.5%	+1.1%	**+2.4%**	+2.4%	+1.9%	+1.6%	+2.3%	+2.0%

In **France**, the return to growth over the last quarter in solid waste (+2.5%) was marked by the gradual recovery in commercial and industrial collection volumes and in the price of recycled paper, which rose over the last quarter of the year.

In the **Europe excluding France**, commercial and industrial volumes were heavily impacted in the first-half of the year before returning to level towards their pre-crisis levels in Germany and the United Kingdom (before the lockdown measures introduced in November for the later). In the United Kingdom, the Group has favoured an allocation of the volumes collected to its incineration plants, benefiting from increased demand and higher electricity prices, to the detriment of landfills, of which the drop in volumes was only temporarily stopped in the third quarter.

Waste activities in the **Rest of the world** are benefiting from investments in Asia in the hazardous waste treatment business, and from a return in most geographical areas to volumes in line with 2019 over the last months of the year.

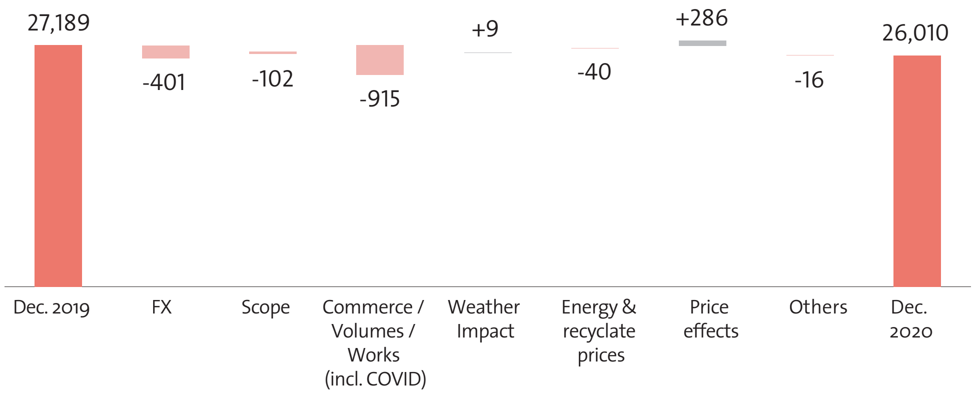
Energy revenue

Energy revenue fell -5.8% at constant exchange rates compared with the year ended December 31, 2019, but only -2% organically, restated for a scope effect of -€226 million, which includes the disposal of heating networks in the United States partially offset by the acquisition of the Prague Right Bank heating network in the Czech Republic and the heat production facility in Budapest, Hungary.

The strong resilience of the business is based upon a slightly positive weather impact over the year (+0.2%) in Europe as well as positive price effects (+1.2% driven by tariff increases in central Europe) offset by a negative volume effect limited to -2.1% (particularly in the tertiary building energy services business) and a slowdown in construction activity (-0.6%) in Asia (temporary stoppages or plant construction delays in Asia and Northern Europe).

5.3.2.3 Analysis of the change in group revenue

The decrease in revenue between 2019 and 2020 breaks down **by main impact** as follows:



The **foreign exchange impact** on revenue was -€401 million (-1.5% of revenue) and mainly reflects fluctuations in the American currency (-€170 million) and in central Europe (-€94 million) [(1)].

The **consolidation scope impact** of -€102 million mainly includes the impact of the disposal of heating networks in the United States in December 2019 (-€332 million) offset by acquisitions in energy loops in Central Europe (Prague Right Bank in the Czech Republic +€55 million, BERT in Hungary +€26 million) and in the building energy services in Hong Kong, and in waste treatment (Spain, Latin America and Russia) [(2)].

Energy and recyclate prices had an impact of -€40 million in recovery over the last quarter of the year (+€48 million over the last three months). The strong increase in energy prices (+€68 million), mainly in central and eastern Europe, did not manage to fully offset the lower recyclate prices over the first nine months of the year (total recycled material impact of -€108 million, mainly on paper indices, despite a return to price increases in the last quarter).

The **Commerce/Volumes/Works impact** is -€915 million and notably includes the impact of the crisis linked to the Covid-19 epidemic strongly felt over the first half year.

Favourable **price effects** (+€286 million) are mainly tied to positive tariff indexations of +2% over the whole year in waste, and positive price increases in water (particularly in France +1.5% over the year and more than 3% in central and Eastern Europe).

(1) Foreign exchange impacts by currency: Argentine peso (-€60 million), Brazilian real (-€45 million), US dollar (-€39 million) Polish zloty (-€37 million), Czech crown (-€32 million), pound sterling (-€29 million), Australian dollar (-€28 million), Colombian peso (-26 million) and Hungarian forint (-€25 million).

(2) Torrepet (Spain) +€23 million, Stericycle (Chile) +€22 million and MAG (Russia) +€29 million.

5.3.3 GROUP EBITDA

Group consolidated **EBITDA** for the year ended December 31, 2020 was €3,640.8 million, down -8.0% at constant exchange rates compared with the prior year. The margin rate was 14.0% over 2020, a strong improvement over the last quarter (15.7% over the fourth quarter of 2020, against 15.2% over the fourth quarter of 2019).

5.3.3.1 EBITDA by operating segment

Fourth quarter performance

The change in EBITDA over the fourth quarter of 2020 was marked by a strong rebound of +4.2% at constant exchange rates compared to the fourth quarter of 2019.

This growth confirms the improvement in the Group's operating leverage thanks to its rapid adaptation to the health crisis situation from the end of the second quarter.

The impacts of efficiency measures, above the annual target of €500 million and including the efficiency plans and the "Recover and Adapt program", made it possible to compensate for the lack of commercial activity in the regions of the Group which have not yet fully recovered to their 2019 performance level.

Change at constant exchange rates	Q1 2020	Q2 2020	Q3 2020	Q4 2020
France	-0,1%	-39,6%	+2,3%	+18,5%
Europe excluding France	-1,2%	-28,1%	+3,3%	+3,6%
Rest of the world	-17,6%	-37,3%	-12,2%	-0,4%
Global business	-25,7%	-78,0%	27,8%	-1,5%
GROUP	-5,3%	-33,9%	+1,7%	+4,2%

Annual performance

The change in EBITDA over the year 2020 compared to December 31, 2019 is -8.0% at constant exchange rates as follows:

			Change 2019/2020			EBITDA margin	
(€ million)	Year ended December 31, 2019	Year ended December 31, 2020	Δ	Δ at constant exchange rates	Δ at constant scope and exchange rates	Year ended December 31, 2019	Year ended December 31, 2020
France	899.7	847.7	-5.8%	-5.8%	-5.8%	16.0%	15.7%
Europe excluding France	1,501.2	1,403.7	-6.5%	-4.9%	-7.2%	15.8%	14.9%
Rest of the world	1,160.5	941.6	-18.9%	-16.0%	-10.1%	15.9%	13.9%
Global businesses	396.2	324.4	-18.1%	-18.1%	-17.3%	8.4%	7.3%
Other	64.2	123.4					
GROUP	4,021.8	3,640.8	-9.5%	-8.0%	-7.1%	14.8%	14.0%

In France, EBITDA declined by 5.8% in 2020 year-on-year. In the water business, the fall in EBITDA is mainly due to the impact of the health crisis on construction activities, partially offset by efficiency gains and higher volumes (+0.8%). In waste, the decline in EBITDA following the drop in collection volumes (particularly in commercial and industrial volumes) linked to the health crisis, is partially offset by the finalization of construction of additional treatment units for municipal customers and by the effects of the "Recover and Adapt" plan.

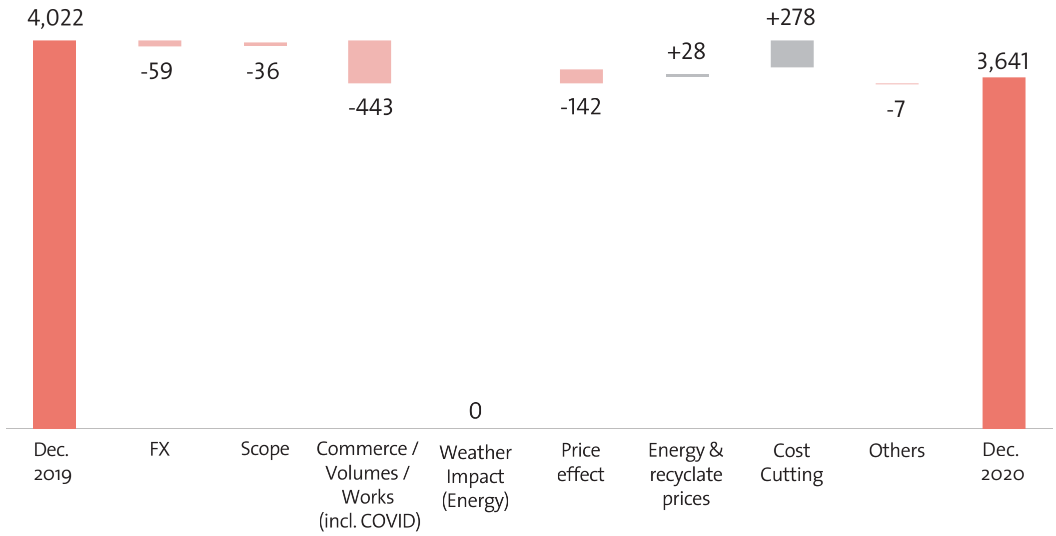
In Europe excluding France, EBITDA fell by 4.9% year-on-year at constant exchange rates. This change is mainly due to the decline in industrial and commercial collection volumes (Germany and the United Kingdom) offset by the resilience of the water and energy businesses which benefited from rising heating and electricity prices and favourable volume and price rises in water distribution contracts (with the exception of the drop in water volumes in Prague in the Czech Republic linked to the impact of the health crisis on the summer tourist season).

In the Rest of the world, EBITDA margins have recovered over the months. The change in EBITDA was -16.0% at constant exchange rates over the year as a whole, but only -0.4% at constant exchange rates over the last quarter of 2020 compared to 2019. The recovery in margin rates benefited fully from the strong adaptation and efficiency measures.

In the **Global businesses** segment, the EBITDA margin rate remained at 7.3% over the year (8.4% in 2019). Tariff discipline in the hazardous waste market and rigorous controls on operating costs in construction activities offset the decline in EBITDA in industrial and building maintenances businesses.

5.3.3.2 Analysis of the change in group EBITDA

The decrease in EBITDA between 2019 and 2020 breaks down by impact as follows:



The **foreign exchange impact** on EBITDA was -€59 million and mainly reflects unfavourable fluctuations in the American currency (-€22 million), and the central Europe (-€19 million) [(1)].

The **consolidation scope impact** of -€36 million mainly relates to the sale of heating networks in the United States in 2019 [(2)]

Unfavourable **commerce and volume** impacts totaled -€443 million and include the COVID impacts partially offset by the introduction of a "*Recover and Adapt plan*". This plan has enabled additional operating cost savings.

The **energy weather impact** is neutral for the year ended December 31, 2020: the favourable fourth quarter impact (particularly in central European countries) offset the unfavourable impact recorded at the end of September 2020.

Energy and recyclate prices had a favourable impact on EBITDA of +€28 million (*versus* -€53 million at December 31, 2019) including +€49 million in energy and -€21 million in recyclates, with a significant increase in the price of energy sold in central and eastern Europe (+€114 million mainly in Poland with higher heating prices) and an improvement in the impacts of recyclate prices (paper) over the last quarter.

The impact of prices net of inflation and others is -€142 million.

Cost-savings plans contributed +€278 million, ahead of the €250 million annual objective. These savings mainly concern operating efficiency (54%) and purchasing (35%) and were achieved across all geographic zones: France (27%), Europe excluding France (35%), Rest of the world (24%), Global businesses 13%) and Corporate (1%).

EBITDA Impact *(€ million)*	2020 objective	Actual Dec. 2020
Gross cost savings	250	278

(1) Currency impacts: Czech koruna (-€8 million), Polish zloty (-€7 million), Argentine peso (-€7 million), Colombian peso (-€6 million), real Brazilian (-€5 million), pound sterling (-€5 million), Chinese renminbi (-€5 million), Hungarian forint (-€4 million), Australian dollar (-€4 million), US dollar (-€4 million).

(2) Impacts from the TNAI disposal partially offset by the integration of Prague Right Bank, MAG waste treatment assets in Russia and heat production in the city of Budapest in Hungary.

5.3.4 OTHER INCOME STATEMENT ITEMS

5.3.4.1 Current EBIT

Group consolidated current EBIT for the year ended December 31, 2020 was €1,275.3 million, down -24.8% at constant exchange rates on the year ended December 31, 2019.

EBITDA reconciles with Current EBIT for the years ended December 31, 2020 related to December 31, 2019 as follows:

(€ million)	Year ended December 31, 2019	Year ended December 31, 2020
EBITDA	4,021.8	3,640.8
Renewal expenses	(280.3)	(275.4)
Depreciation and amortization [1]	(2,192.7)	(2,189.7)
Provisions, fair value adjustments & other	51.8	(10.9)
Share of current net income of joint ventures and associates	129.8	110.5
Current EBIT	1,730.4	1,275.3

(1) Including reimbursement of operational financial assets.

The €455 million deterioration in Current EBIT is mainly due to the drop in EBITDA (-€381 million), impacted by the health crisis in the first half of the year and by the absence of any significant provision reversals in 2020.

The amount of depreciation over the financial year was stable at constant exchange rates and perimeter compared to 2019.

The share of net current income of joint ventures and associates is down slightly compared to 2019 after a temporary contraction in China in the volumes of water distributed and waste collected at the start of the year, linked to the health crisis.

The currency effect on Current EBIT was negative at -€25 million and mainly reflects fluctuations in the American currency (-€7 million) and central Europe (-€7 million) [1].

The variation in current EBIT by operating segment is as follows:

(€ million)	Year ended December 31, 2019	Year ended December 31, 2020	Change 2019/2020 Δ	Δ at constant exchange rates
France	164.9	28.2	-82.9%	-82.9%
Europe excluding France	694.2	602.6	-13.2%	-11.5%
Rest of the world	695.8	492.7	-29.2%	-27.0%
Global businesses	193.5	111.9	-42.2%	-43.1%
Other	(18.0)	39.9	n/a	n/a
GROUP	1,730.4	1,275.3	-26.3%	-24.8%

(1) Foreign exchange impacts by currency: Argentine peso (-€4 million), Chinese renminbi (-€4 million), Polish zloty (-€4 million), Czech crown (-€3 million), pound sterling (-€3 million), Colombian peso (-€3 million).

5.3.4.2 Net financial expense

(€ million)	Year ended December 31, 2019	Year ended December 31, 2020
Cost of net financial debt (1)	**(440.5)**	**(414.4)**
Net gains/losses on loans and receivables	13.1	12.6
Net income (loss) on available-for-sale assets	3.4	3.1
Assets and liabilities at fair value through profit or loss	0.3	0.1
Foreign exchange gains and losses	(4.4)	(12.9)
Unwinding of the discount on provisions	(31.3)	(23.5)
Interest on concession liabilities	(81.3)	(79.8)
Interest on lease debt (IFRS 16)	(40.8)	(32.2)
Other	(38.0)	(33.2)
Other current financial income and expenses (2)	**(179.0)**	**(165.8)**
Gains (losses) on financial divestitures [1] (3)	23.9	26.1
Current net financial expense (1)+(2)+(3)	(595.8)	(554.1)
Other non-current financial income and expenses [2]	301.9	-
Net financial expense	(293.9)	(554.1)

(1) Including costs of financial disposals.
(2) Mainly linked to the impact of the operation to sell heating networks in the United States.

Cost of net financial debt

The cost of net financial debt totaled -€414.4 million for the year ended December 31, 2020, compared with -€440.5 million for the year ended December 31, 2019. This significant decrease in the Group's cost of debt is mainly due to the marked decrease in the cost of non-euro denominated debt, due to favourable interest rate changes across all currencies and the reduction in the US dollar debt following the sale of North American heating networks (+€22 million), supplemented by the dynamic management of the investment portfolio.

The Group's financing rate (including the impacts of IFRS 16) was therefore 3.74% at December 31, 2020, compared with 3.86% at December 31, 2019.

Other financial income and expenses

Other financial income and expenses totaled -€165.8 million for the year ended December 31, 2020, compared with -€179.0 million for the year ended December 31, 2019.

These expenses include interest on concession liabilities (IFRIC 12) of -€79.8 million and the unwinding of discounts on provisions of -€23.5 million.

Gains on financial divestitures recognized in 2020 totaled €26.1 million and include the capital gain on the divestiture of SADE Telecom of €25 million. In 2019, gains on current financial divestitures totaled €23.9 million.

5.3.4.3 Current income tax expense

The income tax expense for the year ended December 31, 2020 amounted to -€159.6 million, compared with -€227.6 million for the year ended December 31, 2019.

The current tax rate for the year ended december 31, 2020 is 26.1% (*versus* 22.6% in 2019), after adjustment for nonrecurring items in net income of fully-controlled entities. Due to the Covid crisis, tax efficiency was slightly lower than in 2019, especially in France.

(€ million)	Year ended December 31, 2019	Year ended December 31, 2020
Current income before tax (a)	**1,134.7**	**721.2**
of which share of net income of joint ventures & associates (b)	129.8	110.5
Re-presented current income before tax: (c) = (a)-(b)	**1,004.9**	**610.7**
Re-presented tax expense (d)	**(227.6)**	**(159.6)**
RE-PRESENTED TAX RATE ON CURRENT INCOME (D)/(C)	22.6%	26.1%

5.3.4.4 Current net income

Current net income attributable to owners of the Company was €415 million for the year ended December 31, 2020, compared with €759.8 million for the year ended December 31, 2019. Excluding capital gains and losses on financial divestitures net of tax and minority interests, current net income attributable to owners of the Company declined -44.8% at constant exchange rates to €396.0 million from €734.2 million for the year ended December 31, 2019.

5.3.4.5 Other income statement analysis

Selling, general and administrative expenses

Selling, general and administrative expenses impacting Current EBIT declined from €2,769 million for the year ended December 31, 2019 to €2,706 million for the year ended December 31, 2020, representing a decrease of -2.3% at current scope and exchange rates (-0.8% at constant exchange rates and -1.4% at constant scope and exchange rates). Despite the slowdown in the Group's activities, the ratio of selling, general and administrative expenses to revenue remained limited to 10.4% for the year ended December 31, 2020 (compared to 10.2% for the year ended December 31, 2019) thanks to the rapid implementation of the "*Recover and Adapt*" additional savings program, which allowed selling, general and administrative expenses to fall compared to the year ended December 31, 2019 (in particular following the reduction in travel expenses in the context of the health crisis during the period).

Current net income (loss)/ Net income (loss) attributable to owners of the company

The share of net income attributable to non-controlling interests totaled €119.7 million for the year ended December 31, 2020, compared with €135.7 million for the year ended December 31, 2019.

Net income attributable to owners of the Company was €89 million for the year ended December 31, 2020, compared with €625 million for the year ended December 31, 2019.

Current net income attributable to owners of the Company was €415 million for the year ended December 31, 2020, compared with €760 million for the year ended December 31, 2019.

Based on a weighted average number of outstanding shares of 554.9 million (basic), and 579.9 million (diluted) for the year ended December 31, 2020, compared with 553.4 million (basic) and 578.5 million (diluted) for the year ended December 31, 2019, the net income attributable to owners of the Company per share for the year ended December 31, 2020 was €0.16 (basic) and €0.15 (diluted), compared with €1.12 (basic) and €1.07 (diluted) for the year ended December 31, 2019. Current net income attributable to owners of the Company per share was €0.75 (basic) and €0.72 (diluted) for the year ended December 31, 2020, compared with €1.37 (basic) and €1.31 (diluted) for the year ended December 31, 2019.

The dilutive effect taken into account in the above earnings per share calculations concerns the OCEANE bonds convertible into and/or exchangeable for new and/or existing shares issued in September 2019 and maturing in January 1, 2025 and the performance share and free share grant plans set-up respectively on May 2, 2018 and maturing in May 2021, on April 30, 2019 and maturing in April, 2022 and on May 5, 2020 and maturing in April 30, 2023.

Net income (loss) attributable to owners of the Company for the year ended **December 31, 2020** breaks down as follows:

(€ million)	Current	Non-Current	Total
EBIT	**1,275.3**	**(355.8)**	**919.5**
Cost of net financial debt	(414.4)	-	(414.4)
Other financial income and expenses	(139.7)	-	(139.7)
Pre-tax net income (loss)	721.2	(355.8)	365.4
Income tax expense	(159.6)	22.6	(137.0)
Net income (loss) of other equity-accounted entities	-	-	-
Net income (loss) from discontinued operations	-	(19.9)	(19.9)
Net (income) loss attributable to non-controlling interests	(146.5)	26.8	(119.7)
NET INCOME (LOSS) ATTRIBUTABLE TO OWNERS OF THE COMPANY	415.1	(326.3)	88.8

Net income (loss) from discontinued operations to the end of December 2020 includes the impact of costs incurred on the discontinuation of Veolia Water Technologies' EPC international activities of -€19.9 million.

Net income (loss) attributable to owners of the Company for the year **ended December 31, 2019,** breaks down as follows:

(€ million)	Current	Non-Current	Total
EBIT	**1,730.4**	**(265.6)**	**1,464.8**
Cost of net financial debt	(440.5)	-	(440.5)
Other financial income and expenses	(155.2)	301.9	146.7
Pre-tax net income (loss)	1,134.7	36.3	1,171.0
Income tax expense	(227.6)	(70.9)	(298.5)
Net income (loss) of other equity-accounted entities	-	-	-
Net income (loss) from discontinued operations	-	(111.9)	(111.9)
Net (income) loss attributable to non-controlling interests	(147.3)	11.6	(135.7)
NET INCOME (LOSS) ATTRIBUTABLE TO OWNERS OF THE COMPANY	759.8	(134.9)	624.9

Current EBIT reconciles with operating income, detailing the non-current items of net income, as follows:

(€ million)	Year ended December 31, 2019	Year ended December 31, 2020
Current EBIT	**1,730.4**	**1,275.3**
Impairment losses on goodwill and negative goodwill	(1.6)	(44.1)
Net charges to non-current provisions	14.3	13.5
Restructuring costs	(126.9)	(106.6)
Personnel costs -share-based payments	(21.4)	(33.3)
Non-current provisions and impairment of property, plant and equipment, intangible assets, operating financial assets and other	(117.9)	(155.9)
Share acquisition costs, with or without acquisition of control	(12.1)	(29.4)
Total non-current items	**(265.6)**	**(355.8)**
OPERATING INCOME AFTER SHARE OF NET INCOME OF EQUITY-ACCOUNTED ENTITIES	1,464.8	919.5

The impairment of goodwill includes impairments on Mexican activities for -€44 million.

Restructuring charges for the year ended December 31, 2020 mainly concern Veolia Water Technologies for -€21 million, France RVD for -€11 million and Korea for -€10 million.

Non-current provisions and impairments of property, plant and equipment, intangible assets, operating financial assets and other non-current expenses for the year ended December 31, 2020 primarily concern:

- specific costs dedicated to the health crisis beyond the usual costs of employee equipment and individual protection, not only due to the level of consumption but also the unit cost of this equipment including considerable logistical costs (-€59 million);
- non-current asset impairment for intangible assets (notably in Latin America and Africa and the Middle East for -€51 million) and non-current impairment losses on withdrawals from contracts in North America and Latin America (-€38 million).

The acquisition costs of shares include in particular the costs incurred in connection with the merger with Suez, not directly linked to the specific acquisition of 29.9% of Suez shares from Engie.

5.4 Financing

5.4.1 CHANGE IN FREE CASH FLOW AND NET FINANCIAL DEBT

The following table summarizes the change in net financial debt and net free cash flow:

(€ million)	Year ended December 31, 2019	Year ended December 31, 2020
EBITDA	**4,021.8**	**3,640.8**
Net industrial investments	(2,201.4)	(2,151.5)
Change in operating WCR	208.9	233.4
Dividends received from equity-accounted entities and joint ventures	97.9	75.3
Renewal expenses	(280.3)	(260.5)
Other non-current expenses and restructuring charges	(154.8)	(230.0)
Interest on concession liabilities (IFRIC 12)	(81.3)	(79.8)
Interest on IFRS 16 lease liabilities	(40.8)	(32.2)
Financial items (current interest paid and operating cash flow from financing activities)	(459.8)	(429.7)
Taxes paid	(241.8)	(258.3)
Net free cash flow before dividend payment, financial investments and financial divestitures	868.4	507.5
Dividends paid	(661.1)	(425.6)
Net financial investments	871.0	(4,898.0)
Change in receivables and other financial assets	(27.1)	(31.8)
Issue/repayment of deeply subordinated securities	(5.5)	1,987.1
Proceeds on issue of shares	17.8	139.0
Free cash flow	**1,063.7**	**(2,721.9)**
Effect of foreign exchange rate movements and other	(180.1)	185.3
Change	**883.6**	**(2,536.6)**
Opening net financial debt	(11,564.0)	(10,680.4)
CLOSING NET FINANCIAL DEBT	(10,680.4)	(13,217.0)

Net free cash flow is €507.5 million for the year ended December 31, 2020, compared with €868.4 million for the year ended December 31, 2019.

The change in net free cash flow compared with the year ended December 31, 2019 reflects:

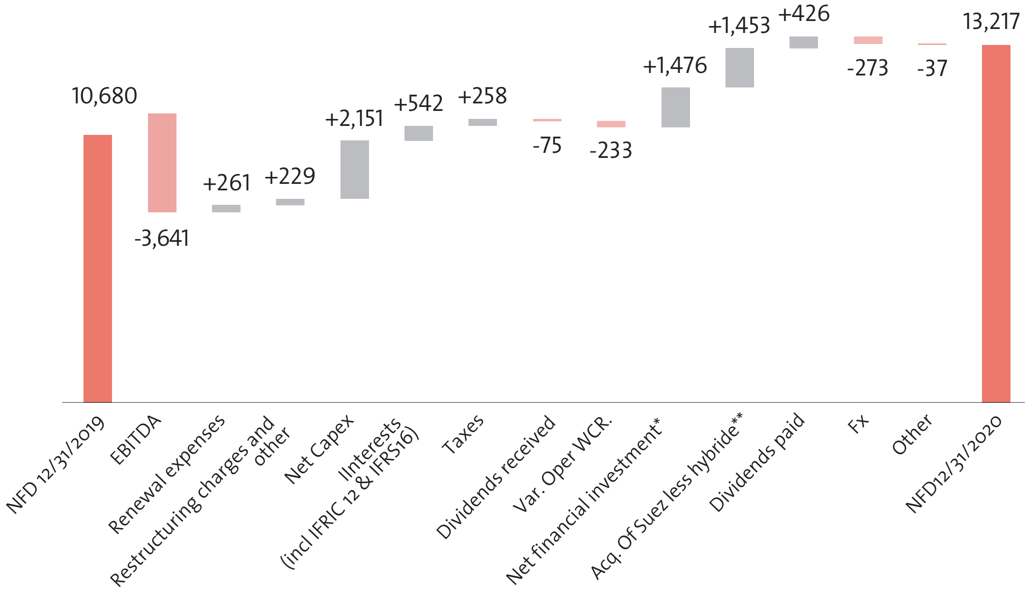
- the decline in EBITDA following the health crisis in the first-half of the year;
- net industrial investments of €2,151 million, down 2.3% at current and exchange rate (-0.5% at constant exchange rates), including:
  - maintenance investments of €1,025 million (4% of revenue),
  - growth investments in the current portfolio of €691 million (€729 million in the year ended December 31, 2019),
  - discretionary investments of €435 million, up +€73 million compared with 2019;
- a further reduction in operating WCR of €233 million, following a decrease of €209 million in 2019.

Net financial debt amounted to €13,217 million, compared with €10,680 million as of December 31, 2019.

Compared to December 31, 2019, the change in **net financial debt** is mainly due to:

- the net free cash flow generation of €507 million for the period;
- the acquisition of Suez shares for €3,422 million (including acquisition costs included in the amount of net financial investments) partially financed by a subordinated hybrid notes issue of €1,987 million;
- net financial investments excluding the acquisition of the Engie block of €1,476 million (including acquisition costs and net financial debt of new entities) and mainly comprising the impacts of the hazardous waste acquisitions (Alcoa, USA) in the first quarter and the operations in the second half of the year in central and Eastern Europe, net of financial disposals (SADE Telecom);
- dividends paid to Veolia Environnement's shareholders of €277 million compared with €509 million in the year ended December 31, 2019 (see Section 1.5 operations financing) and dividends paid to minorities virtually stable on the year ended December 31, 2019 (€149 million compared with €152 million in 2019).

Net financial debt was also impacted by positive exchange rate fluctuations of +€273 million as of December 31, 2020 compared with December 31, 2019 [(1)].



** Financial investments of €1.649 million including net financial disposal of € 174 million.*
*** Excluding acquisition costs.*

(1) Mainly driven by favourable impacts on the debt in Hong Kong dollars (+€64 million), the US dollar (+€60 million), the Polish zloty (+€39 million), the Real Brazilian (+€28 million) and the pound sterling (+€25 million) and to a lesser extent by the Canadian dollar (+€14 million) and the Colombian peso (+€14 million).

5.4.2 INDUSTRIAL AND FINANCING INVESTMENTS

5.4.2.1 Industrial investments

Total Group gross industrial investments, including new operating financial assets, amounted to €2,387 million for the year ended December 31, 2020, compared with €2,364 million for the year ended December 31, 2019.

Industrial investments, excluding discontinued operations, break down by **segment** as follows:

Year ended December 31, 2020 *(€ million)*	Maintenance and contractual requirements (1)	Discretionary growth	Total gross industrial investments (2)	Industrial divestitures	Total net industrial investments
France	447	34	481	(63)	418
Europe excluding France	742	167	910	(102)	808
Rest of the world	514	198	711	(27)	684
Global businesses	225	36	261	(43)	217
Other	24	0	24	0	24
GROUP	1,952	435	2,387	(236)	2,151

(1) Including maintenance investments in 2020 of € 1,261 million, and portfolio defense investments in 2020 of € 691 million.
(2) Including new operational financial assets in 2020 in the amount of €160 million.

Year ended December 31, 2019 *(€ million)*	Maintenance and contractual requirements (1)	Discretionary growth	Total gross industrial investments (2)	Industrial divestitures	Total net industrial investments
France	468	15	483	(46)	437
Europe excluding France	708	102	810	(60)	749
Rest of the world	532	231	763	(35)	727
Global businesses	268	15	283	(21)	262
Other	26	0	26	0	26
GROUP	2,002	362	2,364	(163)	2,201

(1) Of which maintenance investments in 2019 amounting to € 1,273 million, and portfolio defense investments in 2019 amounting to € 729 million.
(2) Including new operational financial assets in 2019 in the amount of €178 million.

At constant exchange rates, net industrial investments are down -0.5% compared to the year ended December 31, 2019. They include an envelope for maintenance and contractual requirements (7.5% of 2020 revenue compared to 7.4% in 2019) and discretionary growth investments up €73 million, +20.2% compared to the year ended December 31, 2019. In line with the strategic choices of the Impact 2023 program, these investments mainly include:

- in the Rest of the world, investments of €120 million including hazardous waste treatment business development (construction of incinerators in China, Singapore and Saudi Arabia) and €21 million in the circular economy of plastics (processing plants in Japan and Singapore);
- in Europe excluding France, €129 million in the energy loop business, covering in particular new connections and extension of water and heating networks to our municipal customers in central Europe and investments linked to the energy transition of our heat production assets (Germany and Czech Republic for a total of €92 million);
- discretionary investments in the waste businesses in France (modernization of sorting centers and processing facilities).

5.4.2.2 Financial investments and divestitures

Excluding the acquisition of Suez shares (€3,422 million including acquisition costs), **gross financial investments** totaled €1,649 million in 2020 (including acquisition costs and net financial debt of new entities) and mainly included the acquisition of the Prague Right Bank urban heating network in the Czech Republic (€710 million), heat production assets in Budapest, Hungary (€294 million), the Alcoa treatment site in the United States (€231 million), MAG in Russia (€125 million) and Nagpur's minority partners in India (€113 million).

In the year ended December 31, 2019, financial investments (€619 million, including the net financial debt of new entities) mainly comprised the impact of the acquisition of Levice in Slovakia (€71 million), Renascimento in Portugal (€39 million) and Huafei in China (€28 million). These investments also include the buyout of minority interests in energy assets in the United States (US$114 million), subsequently sold at the year end.

Financial divestitures totaled €174 million in 2020 (including disposal costs) and mainly comprise the sale of SADE's Telecom branch (€52 million), the sale of assets in Germany (€31 million), the sale of the investment in Liuzhou (water concession in China) (€47 million) and the sale of Campus X in Italy (€20 million), as well as the share capital increase by Southa in Hong Kong subscribed by minority shareholders for €14 million.

Financial divestitures totaled €1,490 million in 2019, and mainly comprise the sale of the energy assets in the United States (€1.1 billion) and the sale of Transdev Group (€338 million).

5.4.3 OPERATING WORKING CAPITAL

The change in operating working capital requirements (excluding discontinued operations) was €233 million for the year ended December 31, 2020, compared with €209 million for the year ended December 31, 2019.

This change reflects the regular monitoring and improvement of the collection and billing processes in a context of increased vigilance and denotes the resilience of the Group's municipal and industrial customers. At the end of December 2020, it notably includes the benefit of the direct debit offset measures proposed by certain administrations (in particular in the United Kingdom).

The net WCR position on the balance sheet as of December 31, 2020 is a resource of €1,511 million compared to €1,179 million as of December 31, 2019, a change of €332 million including €46 million relating to changes in consolidation scope and €15 million relating to foreign exchange impacts.

See Note 7.3.1 to the consolidated financial statements for the year ended December 31, 2020.

5.4.4 EXTERNAL FINANCING

5.4.4.1 Structure of net financial debt

(€ millions)	Notes to appendices of consolidated accounts	As of December 31, 2019	As of December 31, 2020
Non-current financial debt	10.1.1	10,785	12,133
Current financial debt	10.1.1	5,910	7,600
Bank overdraft and other cash flow items	10.1.3	302	218
Sub-total financial debt		16,996	19,950
Cash and cash equivalents	10.1.3	(5,843)	(5,840)
Allocation of the fair value of hedging instruments	10.3.1	(4)	(57)
Liquid assets and financial assets linked to financing	10.1.2	(468)	(835)
NET FINANCIAL DEBT		10,680	13,217

As of December 31, 2020, net financial debt after hedging is 98.4% at fixed rates.

The average maturity of net financial debt was 7.6 years as of December 31, 2020 compared with 6.9 years as of December 31, 2019.

5.4.4.2 Group liquidity position

Faced with an unprecedented crisis, Veolia immediately made liquidity monitoring a priority. This resulted in the follow-up of weekly cash flow forecasts over a five-week horizon of the Group's operations, by the regular review of the functioning of the Finance back office (invoicing, collections, payments, suppliers) and by a daily update on the situation of the financial markets at the Group level.

The Group has therefore pursued a prudent and resilient financing policy, the pooled cash is placed mainly in liquid monetary assets (monetary UCITS or liquid bank deposits).

The Group's gross liquidity position at December 31, 2020 stood at €10.7 billion and mainly consists of:

- €6.6 billion in cash or cash equivalents (centralized cash mainly invested in liquid monetary assets for €5.5 billion and cash available in subsidiaries for €1.1 billion);
- €4 billion of undrawn and available bilateral lines of credit and credit lines.

The Group's net liquidity at December 31, 2020 was €2.9 billion. It includes current debts and passive cash which decrease gross liquidity by €7.8 billion. The amounts of current debts and passive cash notably include €5.9 billion of commercial paper with an average maturity of 4.8 months, currently being refinanced.

Liquid assets of the Group as of December 31, 2020 break down as follows:

(€ millions)	As of December 31, 2019	As of December 31, 2020
Veolia Environnement:		
Undrawn syndicated loan facility	3,000.0	3,000.0
Undrawn MT bilateral credit lines	1,000.0	1,000.0
Undrawn ST bilateral credit lines	100.0	-
Letters of credit facility	86.8	21.6
Cash and cash equivalents (1)	5,092.4	5,542.2
Subsidiaries:		
Cash and cash equivalents (1)	1,218.5	1,132.9
Total liquid assets	**10,497.7**	**10,696.7**
Current debt and bank overdrafts and other cash position items		
Current debt	5,909.5	7,599.6
Bank overdrafts and other cash position items	302.2	217.6
Total current debt and bank overdrafts and other cash position items	**6,211.7**	**7,817.2**
TOTAL LIQUID ASSETS NET OF CURRENT DEBT AND BANK OVERDRAFTS AND OTHER CASH POSITION ITEMS (2)	**4,286.0**	**2,879.5**

(1) Including liquid assets and assets linked to financing included in Net financial debt.
(2) Including cash equivalents at GIE of Investments.

The decrease in net liquid assets compared to December 31, 2019 mainly reflects the reinvestment of cash received from the sale of heating assets in the United States in 2019, in 2020 acquisitions related to the treatment of hazardous waste (Alcoa, USA) and in energy in central Europe (Prague Right Bank and Budapest heat production facility).

The multi-currency syndicated loan facility initially secured on November 2, 2015, for an amount of €3 billion and with a maturity of 2020, was extended to 2022. It may be drawn in eastern European currencies and Chinese renminbi. This syndicated loan facility was not drawn as of December 31, 2020. In addition, Veolia Environnement has bilateral credit lines for a total undrawn amount of €1 billion as of December 31, 2020. Veolia Environnement may draw on the multi-currency syndicated loan facility and all credit lines at any time.

As of December 31, 2020, the US dollar bilateral letters of credit facility drawable in cash amounts to US$26.5 million (€21.6 million euro-equivalent) and is not used to date. It is included in the above liquidity table.

5.4.4.3 Bank covenants

See Notes 3 and 10.3.2.3 to the consolidated financial statements for the year ended December 31, 2020.

5.5 Other elements

5.5.1 RETURN ON CAPITAL EMPLOYED (ROCE)

Current EBIT after tax is calculated as follows:

(€ million)	Year ended December 31, 2019	Year ended December 31, 2020
Current EBIT (1)	**1,730**	**1,275**
• Current income tax expense	(228)	(160)
Current EBIT after tax	**1,502**	**1,115**

(1) Including the share of net income (loss) of joint ventures and associates.

The table below shows the calculation of Capital Employed:

(€ million)	As of December 31, 2019	As of December 31, 2020
Intangible assets and property, plant and equipment, net	12,528	13,086
Right of use	1,665	1,530
Goodwill, net of impairment	5,170	5,936
Investments in joint ventures and associates	1,880	1,375
Operating Financial Assets	1,517	1,371
Operating and non operating working capital requirements, net	(3,184)	(3,548)
Net derivative and other instruments	(104)	(40)
Provisions	(2,292)	(2,291)
Capital employed	**17,180**	**17,418**
Impact of discontinued operations and other restatements (1)	731	(285)
Capital employed	**17,911**	**17,133**

(1) The restatements in 2020 concern the prorating of the value of the securities acquired in the last quarter of 2020 (Prague Right Bank and Bert Hungary), and the reinstatement of the capital employed of the Shenzhen water concession which gave rise to a restatement in assets and liabilities held for sale on December 31, 2020. In 2019, the restatements mainly concerned the capital employed of TNAI sold on December 30, 2019.

The Group's post-tax return on capital employed (ROCE) is as follows:

(€ million)	Current EBIT after tax	Average capital employed	Post-tax ROCE
2019 (incl. IFRS 16)	1,502	17,924	8.4%
2020 (incl. IFRS 16)	**1,115**	**17,523**	**6.4%**

5.5.2 STATUTORY AUDITORS' FEES

	KPMG SA				Ernst & Young			
	Amount		Percentage		Amount		Percentage	
(€ million)	2020	2019	2020	2019	2020	2019	2020	2019
Certification of individual and consolidated accounts and limited annual review								
Veolia Environnement	1.5	1.5	11.5%	11.7%	1.7	1.7	11.2%	11.1%
Consolidated entities	9.7	9.1	75.0%	71.1%	10.4	10.4	68.6%	68.0%
Sub-total (a)	11.2	10.6	86.5%	82.8%	12.1	12.1	79.7%	79.1%
Services other than the certification of accounts required by legal and regulatory texts								
Veolia Environnement	0.2	0.1	1.4%	0.8%	0.0	0.1	0.0%	0.7%
Consolidated entities	0.3	0.1	2.6%	0.8%	0.5	0.2	3.5%	1.3%
Sub-total (b)	0.5	0.2	4.0%	1.6%	0.5	0.3	3.3%	2.0%
Services other than the certification of accounts provided at the request of the entity								
Veolia Environnement	0.2	0.1	1.5%	0.8%	0.3	0.3	1.9%	2.0%
Consolidated entities	1.0	1.9	8.1%	14.8%	2.3	2.6	14.8%	17.0%
Sub-total (c)	1.2	2.0	9.5%	15.6%	2.5	2.9	16.6%	19.0%
Services other than the certification of the accounts (1)								
Sub-total (d) = (b) + (c)	1.7	2.2	13.5%	17.2%	3.1	3.2	20.3%	20.9%
TOTAL (E) = (A) + (D)	13.0	12.8	100.0%	100.0%	15.2	15.3	100.0%	100.0%

(1) Other services than certification of accounts include services provided at the request of the consolidating entity or controlled entities (contractual audits, attestations, agreed procedures, accounting consultations, information system review in place or planned, acquisitions and disposal procedures, report on social, environmental and societal information and tax services that do not affect the independence of the Statutory Auditors).

5.5.3 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 15 to the consolidated financial statements).

5.5.4 SUBSEQUENT EVENTS

On January 11, 2021, Veolia Environnement successfully issued a €700 million bond maturing in 2027 with a negative yield of -0.021%. Strong investor demand enabled Veolia to materially improve the pricing of the issuance and reach this negative yield.

5.5.5 RISK FACTORS

The main risk factors the Group could face are set out in Chapter 2 of the 2020 Universal Registration Document.

5.5.6 OUTLOOK

2021 Prospect (1)(2)

Despite the continued sanitary crisis since the beginning of the year, Veolia should more than offset the unfavourable impacts of 2020 and plans to achieve strong growth in its results in 2021:

- revenue: above 2019 level;
- €350 Million of efficiency gains: €250 million recurring efficiencies and €100 million of complementary savings from the 'Recover & Adapt' Plan;
- EBITDA above €4 billion, a growth of more than 10% *vs.*2020;
- net financial debt down to below €12 billion at the end of 2021, and a leverage ratio below three times;
- objective to recover the pre-crisis dividend policy in 2021.

(1) These objectives are at constant exchange rates (based on rates at the end of 2020) and are founded on:
- *constant accounting standards;*
- *average temperature assumptions in our water and power operations;*
- *price and commodity assumptions based on market conditions at the end of December 2020.*

(2) These objectives are set and determined on a comparable basis to historical financial information and in accordance with the issuer's accounting methods.

5.5.7 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 5.3.4.5. 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 5.3.4.5.

5.5.7.1 EBITDA

The reconciliation of Operating cash flow before change in working capital with EBITDA is as follows:

(€ million)	Year ended December 31, 2019	Year ended December 31, 2020
Operating cash flow before changes in working capital	**3,255.1**	**2,892.8**
Of which operating cash flow from financing activities	(34.1)	(20.8)
Of which adjusted operating cash flow	3,289.2	2,913.5
Less:		
Renewal expenses	280.3	260.5
Non-current WCR impairment losses	1.2	20.8
Cash restructuring charges	109.9	116.4
Share acquisition and disposal costs	90.7	37.6
Other non-current expenses	88.8	92.8
Plus:		
Principal payments on operating financial assets	161.8	199.2
EBITDA	**4,021.8**	**3,640.8**

5.5.7.2 Net Free Cash flow

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)	Notes	Year ended December 31, 2019	Year ended December 31, 2020
Net cash from operating activities of continuing operations		**3,118.5**	**2,737.7**
Plus:			
Industrial investments, net of grants		(1,676.0)	(1,608.6)
Proceeds on disposal of industrial assets		162.8	235.9
New operating financial assets		(177.9)	(160.0)
Principal payments on operating financial assets		161.8	199.2
New finance lease debt		(406.6)	(488.7)
Dividends received		97.9	75.3
Net financial interest		(549.6)	(516.8)
Less:			
Share acquisition and disposal costs		137.5	33.5
NET FREE CASH FLOW		868.4	507.5

5.5.7.3 Industrial Investments

The reconciliation of Industrial investments, net of grants (included in the Consolidated Cash Flow Statement) with industrial investments as follows:

(€ million)	Year ended December 31, 2019	Year ended December 31, 2020
Industrial investments, net of grants	**(1,676.0)**	**(1,608.6)**
New finance lease debt	(406.6)	(488.7)
Change in concession working capital requirements	(103.6)	(130.0)
New operating financial assets	(177.9)	(160.0)
Industrial investments	**(2,364.1)**	**(2,387.3)**

5.5.8 DEFINITIONS

Strictly accounting indicators (“GAAP”: IFRS)

Cost of net financial debt is equal to the cost of gross debt excluding IFRS 16 financial interests presented as 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.

Non-strictly accounting indicators (non GAAP)

The term **“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.

The municipal sector encompasses services in the Water, Waste and Energy business lines aimed at users, performed under contracts with municipal governments, groups of municipal governments, or regional or national governments.

The industrial sector covers Water, Waste and Energy management services, offered to industrial or service sector customers.

EBITDA comprises the sum of all operating income and expenses received and paid (excluding restructuring charges, non-current WCR 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 the **Current EBIT** (which includes the share of current net income of joint ventures and associates), the following items will be deducted from operating income:

- goodwill impairments of fully controlled subsidiaries and equity-accounted entities;
- restructuring charges;
- non-current provisions and impairments;
- non-current and/or significant impairment of non-current assets (property, plant and equipment, intangible assets and operating financial assets);
- impacts relating to the application of IFRS 2. “Share-based payment”;
- share acquisition costs.

Current net income attributable to owners of the Company is defined as the sum of the following items:

- current EBIT;
- current net finance expenses, that include current cost of net financial debt and other current financial income and expenses, including capital gains or losses on financial divestitures (including gains or losses included in the share of net income of equity-accounted entities);
- current tax items;
- minority interests (excluding the portion of minority interests relative to non-current items in the income statement).

Current net income attributable to owners of the Company per share is defined as the ratio of current net income (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 splits its investments in three categories:

- (i) maintenance investments which reflect the replacement of equipment and installations used by the Group;
- (ii) growth investments which include investments in new equipment and installations to secure or embedded in existing contracts;
- (iii) 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 calculated by: 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.

The leverage ratio 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, 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. Current tax expense is the tax expense in the income statement re-presented for tax effects on non-current items;
- 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 nonoperating 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

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

6.1 Consolidated financial statements RFA

6.1.1 CONSOLIDATED STATEMENT OF FINANCIAL POSITION

Consolidated Statement of Financial Position-Assets

(€ million)	Notes	As of December 31, 2019	As of December 31, 2020
Goodwill	Note 9.1	5,128.0	5,888.9
Concession intangible assets	Note 9.2.1	3,517.4	3,544.9
Other intangible assets	Note 9.2.2	1,372.6	1,371.3
Property, plant and equipment	Note 9.3	7,679.8	8,216.6
Right of use (net)	Note 9.4	1,664.6	1,529.5
Investments in joint ventures	Note 7.2.4	1,497.7	1,020.8
Investments in associates	Note 7.2.4	382.5	353.9
Non-consolidated investments *		52.4	3,102.2
Non-current operating financial assets	Note 7.4	1,431.2	1,198.1
Non-current derivative instruments - Assets	Note 10.3	39.0	53.4
Other non-current financial assets	Note 10.1.2	374.6	427.3
Deferred tax assets	Note 13.2	952.9	1,036.5
Non-current assets		**24,092.7**	**27,743.6**
Inventories and work-in-progress	Note 7.3	792.0	797.7
Operating receivables	Note 7.3	9,341.7	9,106.2
Current operating financial assets	Note 7.4	86.0	172.8
Other current financial assets	Note 10.1.2	738.5	1,073.2
Current derivative instruments - Assets	Note 10.3	91.5	174.8
Cash and cash equivalents	Note 10.1.3	5,843.3	5,840.0
Assets classified as held for sale	Note 5.3	33.3	455.7
Current assets		**16,926.3**	**17,620.3**
TOTAL ASSETS		**41,019.0**	**45,363.9**

* *As of December 31, 2020, non-consolidated investments consist of Suez shares for €3,046.0 million (see Note 4) and* other securities for €56.2 million, compared with €52.4 *million as of December 31, 2019.*

The accompanying notes are an integral part of these consolidated financial statements.

Consolidated Statement of Financial Position – Equity and Liabilities

(€ million)		As of December 31, 2019	As of December 31, 2020
Share capital	Note 11.2.1	2,836.3	2,893.1
Additional paid-in capital		7,197.9	7,291.8
Deeply-subordinated perpetual securities	Note 11.4	-	1,987.1
Reserves and retained earnings attributable to owners of the Company	Note 11.2	(4,100.5)	(4,955.8)
Total equity attributable to owners of the Company	Note 11.2	**5,933.7**	**7,216.2**
Total equity attributable to non-controlling interests	Note 11.3	1,144.7	1,098.5
Equity		**7,078.4**	**8,314.7**
Non-current provisions	Note 12	1,848.7	1,846.8
Non-current financial liabilities	Note 10.1.1	9,366.8	10,836.4
Non-current IFRS 16 lease debt	Note 10.1.1	1,417.9	1,296.8
Non-current derivative instruments - Liabilities	Note 10.3	52.4	65.5
Concession liabilities - non-current	Note 7.5	1,421.7	1,459.9
Deferred tax liabilities	Note 13.2	984.4	1,094.4
Non-current liabilities		**15,091.9**	**16,599.6**
Operating payables	Note 7.3	11,753.6	11,850.4
Concession liabilities - current	Note 7.5	128.3	145.6
Current provisions	Note 12	539.1	510.7
Current financial liabilities	Note 10.1.1	5,443.7	7,196.7
Current IFRS 16 lease debt	Note 10.1.1	465.7	402.9
Current derivative instruments - Liabilities	Note 10.3	197.8	117.9
Bank overdrafts and other cash position items	Note 10.1.3	302.2	217.6
Liabilities directly associated with assets classified as held for sale	Note 5.3	18.3	7.8
Current liabilities		**18,848.7**	**20,449.6**
TOTAL EQUITY AND LIABILITIES		41,019.0	45,363.9

The accompanying notes are an integral part of these consolidated financial statements.

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6.1.2 CONSOLIDATED INCOME STATEMENT

(€ million)	Year ended December 31, 2019	Year ended December 31, 2020
Revenue	**27,188.7**	**26,009.9**
Cost of sales	-22,827.7	-22,121.8
Selling costs	-610.6	-562.1
General and administrative expenses	-2,157.4	-2,144.0
Other operating revenue and expenses	-258.0	-373.0
Operating income before share of net income (loss) of equity-accounted entities	**1,335.0**	**809.0**
Share of net income (loss) of equity-accounted entities	**129.8**	**110.5**
o/w share of net income (loss) of joint ventures	89.3	87.4
o/w share of net income (loss) of associates	40.5	23.1
Operating income after share of net income (loss) of equity-accounted entities	**1,464.8**	**919.5**
Cost of net financial debt	-440.5	-414.4
Other financial income and expenses	146.7	-139.7
Pre-tax net income (loss)	**1,171.0**	**365.4**
Income tax expense	-298.5	-137.0
Share of net income (loss) of other equity-accounted entities	-	-
Net income (loss) from continuing operations	**872.5**	**228.4**
Net income (loss) from discontinued operations	-111.9	-19.9
Net income (loss) for the year	**760.6**	**208.5**
Attributable to owners of the Company	**624.9**	**88.8**
Attributable to non-controlling interests	135.7	119.7
NET INCOME (LOSS) ATTRIBUTABLE TO OWNERS OF THE COMPANY PER SHARE		
Basic	1.12	0.16
Diluted	1.07	0.15
NET INCOME (LOSS) FROM CONTINUING OPERATIONS ATTRIBUTABLE TO OWNERS OF THE COMPANY PER SHARE		
Basic	1.32	0.20
Diluted	1.26	0.19
NET INCOME (LOSS) FROM DISCONTINUED OPERATIONS ATTRIBUTABLE TO OWNERS OF THE COMPANY PER SHARE		
Basic	-0.20	-0.04
Diluted	-0.19	-0.04

The accompanying notes are an integral part of these consolidated financial statements.

6.1.3 CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

(€ million)	Year ended December 31, 2019	Year ended December 31, 2020
Net income (loss) for the year	**760.6**	**208.5**
Actuarial gains or losses on pension obligations	-53.5	-4.3
Income tax expense	0.7	2.6
Amount net of tax	*-52.8*	*-1.7*
Fair value adjustments on financial instruments at fair value through equity not subsequently released to net income (1)	5.2	-375.2
Income tax expense	-1.5	-0.2
Amount net of tax	*3.7*	*-375.4*
Other items of comprehensive income not subsequently released to net income	-49.1	-377.1
o/w attributable to joint ventures	*-0.2*	-
o/w attributable to associates	*-0.1*	-
Fair value adjustments on hedging costs	-	-3.4
Income tax expense	-	-
Amount net of tax	-	*-3.4*
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	-0.7	31.5
Income tax expense	0.7	-4.7
Amount net of tax	-	*26.8*
Foreign exchange gains and losses:		
• on the translation of the financial statements of subsidiaries drawn up in a foreign currency	-109.0	-373.2
Amount net of tax	*-109.0*	*-373.2*
• on the net financing of foreign operations	112.3	8.2
• income tax expense	-	-
Amount net of tax	*112.3*	*8.2*
Other items of comprehensive income subsequently released to net income	**3.3**	**-341.6**
o/w attributable to joint venture (2)	***-4.6***	***-41.0***
o/w attributable to associates	***2.2***	***-18.0***
Total Other comprehensive income	**-45.8**	**-718.7**
TOTAL COMPREHENSIVE INCOME FOR THE PERIOD	714.8	-510.2
Attributable to owners of the Company	589.5	-586.9
Attributable to non-controlling interests	125.3	76.7

(1) Including -€376.0 million relating to the acquisition of Suez (see Note 4).
(2) The share attributable to joint ventures mainly concerns the change in foreign exchange translation reserves of the Chinese concessions (-€34.1 million for the year ended December 31, 2020 and -€7.3 million for the year ended December 31, 2019).

The accompanying notes are an integral part of these consolidated financial statements.

6.1.4 CONSOLIDATED CASH FLOW STATEMENT

(€ million)	Notes	Year ended December 31, 2019	Year ended December 31, 2020
Net income (loss) for the year		**760.6**	**208.5**
Net income (loss) from continuing operations		***872.5***	***228.4***
Net income (loss) from discontinued operations		***-111.9***	***-19.9***
Operating depreciation, amortization, provisions and impairment losses		2,028.1	2,058.2
Financial amortization and impairment losses		0.7	15.6
Gains (losses) on disposal of operating assets		12.5	19.2
Gains (losses) on disposal of financial assets		-403.0	-46.6
Share of net income (loss) of joint ventures	Note 7.2.4	-89.3	-87.4
Share of net income (loss) of associates	Note 7.2.4	-40.5	-23.1
Dividends received	Note 10.4.2	-3.4	-2.8
Cost of net financial debt	Note 10.4.1	440.5	414.4
Income tax expense	Note 13	298.5	137.0
Other items		138.4	179.9
Operating cash flow before changes in working capital		**3,255.0**	**2,892.8**
Change in operating working capital requirements		208.9	233.2
Change in concession working capital requirements		-103.6	-130.0
Income taxes paid		-241.8	-258.3
Net cash from operating activities of continuing operations		***3,118.5***	***2,737.7***
Net cash from operating activities of discontinued operations		***-30.7***	***-12.7***
Net cash from operating activities		**3,087.8**	**2,725.0**
Industrial investments, net of grants		-1,676.0	-1,608.6
Proceeds on disposal of industrial assets		162.8	235.9
Purchases of investments	Note 5.2	-321.6	-5,026.2
Proceeds on disposal of financial assets	Note 5.2	1,524.8	188.0
Operating financial assets		-	-
New operating financial assets	Note 7.4	-177.9	-160.0
Principal payments on operating financial assets	Note 7.4	161.8	199.2
Dividends received (including dividends received from joint ventures and associates)		97.9	75.3
New non-current loans granted		-208.3	-526.0
Principal payments on non-current loans		167.2	480.5
Net decrease/increase in current loans		14.0	6.6
Net cash used in investing activities of continuing operations		***-255.3***	***-6,135.3***
Net cash used in investing activities of discontinued operations		-	***-4.7***
Net cash used in investing activities		**-255.3**	**-6,140.0**

(€ million)	Notes	Year ended December 31, 2019	Year ended December 31, 2020
Net increase (decrease) in current financial liabilities	Note 10.1.1	-465.0	1,083.5
Repayment of current IFRS 16 lease debt	Note 10.1.1	-470.9	-478.9
Other changes in non-current IFRS 16 lease debt	Note 10.1.1	-76.3	-140.5
New non-current borrowings and other debt	Note 10.1.1	1,824.4	2,314.7
Principal payments on non-current borrowings and other debt	Note 10.1.1	-850.0	-70.6
Change in liquid assets and financing financial assets	Note 10.1.2	-274.7	-368.7
Proceeds on issue of shares	Note 11.2.1	16.7	147.2
Share capital reduction		-	-
Transactions with non-controlling interests: partial purchases		-127.8	-4.8
Transactions with non-controlling interests: partial sales		10.2	2.4
Proceeds on issue of deeply subordinated securities	Note 11.4	-5.5	1,987.1
Coupons on deeply subordinated securities	Note 11.4	-	-
Purchases of/proceeds from treasury shares		1.2	-8.3
Dividends paid		-661.0	-426.0
Interest paid	Note 10.4.1	-427.5	-404.8
Interest on IFRIC 12 operating assets		-81.3	-79.8
Interest on IFRS 16 lease debt *	Note 10.4.2	-40.8	-32.2
Net cash from (used in) financing activities of continuing operations		***-1,628.3***	***3,520.3***
Net cash from (used in) financing activities of discontinued operations		***-***	***-0.1***
Net cash from (used in) financing activities		**-1,628.3**	**3,520.2**
Effect of foreign exchange rate changes and other		-3.9	-25.7
Increase (decrease) in external net cash of discontinued operations		**-**	**1.8**
NET CASH AT THE BEGINNING OF THE YEAR		4,340.8	5,541.1
NET CASH AT THE END OF THE YEAR		5,541.1	5,622.4
Cash and cash equivalents	Note 10.1.3	5,843.3	5,840.0
Bank overdrafts and other cash position items	Note 10.1.3	302.2	217.6
NET CASH AT THE END OF THE YEAR		5,541.1	5,622.4

* *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 10.4).*

The accompanying notes are an integral part of these consolidated financial statements.

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 January 1, 2019 published	**565,593,341**	**2,828.0**	**7,182.5**	**17.6**	**-444.1**	**-3,433.0**	**-103.1**	**-62.5**	**5,985.4**	**1,158.9**	**7,144.3**
IFRS 16 impacts		-	-	-	-	-116.8	1.0	-	-115.8	-7.2	-123.0
Amount as of January 1, 2019 re-presented	**565,593,341**	**2,828.0**	**7,182.5**	**17.6**	**-444.1**	**-3,549.8**	**-102.1**	**-62.5**	**5,869.6**	**1,151.7**	**7,021.3**
Issues of share capital of the parent company	1,673,198	8.3	15.4	-	-	-7.0	-	-	16.7	-	16.7
Redemption of OCEANE bonds		-	-	-5.5	-	-	-	-	-5.5	-	-5.5
OCEANE equity component		-	-	-12.1	-	12.1	-	-	-	-	-
Parent company dividend distribution		-	-	-	-	-509.1	-	-	-509.1	-	-509.1
Movements in treasury shares		-	-	-	1.7	-0.5	-	-	1.2	-	1.2
Share-based payments		-	-	-	-	21.4	-	-	21.4	-	21.4
Third party share in share capital increases of subsidiaries		-	-	-	-	-	-	-	-	-7.4	-7.4
Third party share in dividend distributions of subsidiaries		-	-	-	-	-	-	-	-	-151.9	-151.9
Transactions with non-controlling interests		-	-	-	-	-86.5	-	-	-86.5	4.4	-82.1
Total transactions with non-controlling interests	**1,673,198**	**8.3**	**15.4**	**-17.6**	**1.7**	**-569.6**	**-**	**-**	**-561.8**	**-154.9**	**-716.7**
Other comprehensive income		-	-	-	-	-50.3	9.5	5.4	-35.4	-10.4	-45.8
Net income for the period		-	-	-	-	624.9	-	-	624.9	135.7	760.6
Total comprehensive income for the period		**-**	**-**	**-**	**-**	**574.6**	**9.5**	**5.4**	**589.5**	**125.3**	**714.8**
Other movements		-	-	-	-	36.4	-	-	36.4	22.6	59.0
Amount as of December 31, 2019	**567,266,539**	**2,836.3**	**7,197.9**	**0.0**	**-442.4**	**-3,508.4**	**-92.6**	**-57.1**	**5,933.7**	**1,144.7**	**7,078.4**

(€ million)	Number of shares outstanding	Share capital	Additional paid-in capital	Deeply subordinated securities	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, 2019	**567,266,539**	**2,836.3**	**7,197.9**	**-**	**-442.4**	**-3,508.4**	**-92.6**	**-57.1**	**5,933.7**	**1,144.7**	**7,078.4**
Issues of share capital of the parent company	11,344,823	56.8	93.9	-	-	-3.5	-	-	147.2	-	147.2
Proceeds on issue of deeply subordinated securities	-	-	-	1,987.1	-	-	-	-	1,987.1	-	1,987.1
Reclassification of coupons paid on hybrid debt/ deeply subordinated securities	-	-	-	-	-	-	-	-	-	-	-
Coupon on deeply subordinated securities				-	-	-	-	-	-		-
Parent company dividend distribution	-	-	-	-	-	-277.1	-	-	-277.1	-	-277.1
Movements in treasury shares	-	-	-	-	-8.3	-	-	-	-8.3	-	-8.3
Share-based payments	-	-	-	-	-	33.3	-	-	33.3	-	33.3
Third party share in share capital increases of subsidiaries	-	-	-	-	-	-	-	-	-	20.9	20.9
Third party share in dividend distributions of subsidiaries	-	-	-	-	-	-	-	-	-	-148.9	-148.9
Transactions with non-controlling interests	-	-	-	-	-	-3.5	-	-	-3.5	4.3	0.8
Total transactions with non-controlling interests	**11,344,823**	**56.8**	**93.9**	**1,987.1**	**-8.3**	**-250.8**	**0**	**0**	**1,878.7**	**-123.7**	**1,755.0**
Other comprehensive income *	-	-	-	-	-	-1.8	-313.0	-360.9	-675.7	-43.0	-718.7
Net income for the period	-	-	-	-	0	88.8	-	-	88.8	119.7	208.5
Total comprehensive income for the period	**-**	**-**	**-**	**-**	**-**	**87.0**	**-313.0**	**-360.9**	**-586.9**	**76.7**	**-510.2**
Other movements	-	-	-	-	-	-9.3	-	-	-9.3	0.8	-8.5
As of December 31, 2020	**578,611,362**	**2,893.1**	**7,291.8**	**1,987.1**	**-450.7**	**-3,681.5**	**-405.6**	**-418.0**	**7,216.2**	**1,098.5**	**8,314.7**

* *Including -€376.0 million relating to the acquisition of Suez (see Note 4).*

A dividend per share of €0.50 was distributed in 2020, compared with €0.92 in 2019.

A dividend distribution of €0.70 per share is proposed to the General Shareholders' Meeting of April 22, 2021.

The total dividend paid recorded in the Consolidated Cash Flow Statement for the years ended December 31, 2020 and 2019, respectively, breaks down as follows:

(€ million)	As of December 31, 2019	As of December 31, 2020
Parent company dividend distribution	-509.1	-277.1
Third-party share in dividend distributions of subsidiaries	-151.9	-148.9
Scrip dividend	-	-
TOTAL DIVIDEND PAID	-661.0	-426.0

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 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, 2020 were adopted by the Board of Directors on February 24, 2021 and will be presented for approval at the General Shareholders' Meeting on April 22, 2021.

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 euros, unless stated otherwise.

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, 2020, 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, 2020 comprise those applied by the Group as of December 31, 2019 and the standards, standard amendments and interpretations adopted or in the course of adoption by the European Union as of December 31, 2020:

- applicable from fiscal year 2020; or
- that the Group has elected to apply early as permitted by these texts.

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Texts applicable from 2020

- **Amendment to IFRS 16,** regarding Covid-19 related rent concessions;
- **Amendments to IAS 1 and IAS 8,** regarding the definition of relative importance;
- **Amendment to IFRS 3,** regarding the definition of a business;
- **Amendements aux normes IFRS 9 et IFRS 7 (phase 1),** relating to the interest rate benchmark reform:
- **Amendments to references to the conceptual framework in IFRS.**

The impact of the first-time application of these texts is not material for the Group.

Texts adopted early in 2020

Amendments to IFRS 9 and IFRS 7 (phase 2), relating to the interest rate benchmark reform:

The interest rate benchmark reform leading to the replacement of EONIA and IBOR rates from January 1, 2022, impacts or will impact certain of the Group's financial instruments and hedging transactions. The main indexes used by the Group and concerned by the reform are Euribor and Libor USD.

The Group launched an inventory of the impacts of this reform and is currently in discussions with its counterparties to integrate these changes in index. Certain investments are already based on these new indexes and others are under review.

These amendments clarify what represents a change in the contractual rate and introduce focused practical expedients enabling the continuation of hedge accounting.

As of December 31, 2020, the Group has elected for early application of the amendments to IFRS 7 and IFRS 9 (phase 2) published by the IASB.

At this date, the instruments concerned by the reform represent a nominal amount of €2,000 million and primarily consist of interest rate and cross currency swaps.

The Group does not expect a material impact on Euribor-based derivatives.

The following texts are of mandatory application after December 31, 2020 and were not applied early by the Group:

Texts applicables after 2020

- **IFRS 17, Insurance contracts;**
- **IFRS annual improvement process (2018-2020 cycle);**
- **Other amendments to the following standards:**
  - **IAS 1 :** classification of liabilities as current or non-current;
  - **IAS 16 :** property, plant and equipment - proceeds before intended use;
  - **IFRS 3 :** update of the reference to the Conceptual Framework;
  - **IAS 37 :** costs to be considered when determining if a contract is onerous.

The Group is currently assessing the potential impact of the first-time application of these texts.

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)*	Year ended December 31, 2019	Year ended December 31, 2020
US dollar	0.8902	0.8149
Pound sterling	1.1754	1.1123
Chinese renminbi	0.1283	0.1259
Australian dollar	0.6252	0.6291
Polish zloty	0.2349	0.2193
Hungarian forint	0.0030	0.0027
Argentinian peso	0.0149	0.0097
Mexican peso	0.0471	0.0410
Brazilian real	0.2214	0.1569
Czech crown	0.0394	0.0381

Average exchange rate *(one foreign currency unit = €xx)*	2019	2020
US dollar	0.8932	0.8762
Pound sterling	1.1398	1.1247
Chinese renminbi	0.1292	0.1270
Australian dollar	0.6210	0.6041
Polish zloty	0.2327	0.2250
Hungarian forint	0.0031	0.0028
Argentinian peso	0.0185	0.0097
Mexican peso	0.0464	0.0408
Brazilian real	0.2266	0.1699
Czech crown	0.0390	0.0378

1.3.2 Hyperinflation

The market consensus is that Argentina is a hyperinflationary economy since July 1, 2018. The provisions of IAS 29 are, however, applicable from the beginning of the period in which the existence of hyperinflation is identified (IAS 29.4). The Group has therefore applied the provisions of IAS 29 from 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.

Underlying estimates and assumptions are reviewed at each reporting date. 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.

The United Kingdom definitively exited the European Union after a transition period that ended on December 31, 2020. The local presence of the Group's activities limits its exposure to foreign exchange transactional risk. With regard to foreign exchange risk on assets, as it is Group policy to back net foreign investments with foreign-currency financing or foreign currency derivatives, the Group does not have a material foreign exchange position that could generate significant volatility in foreign exchange gains and losses. With respect to foreign currency translation risk, please refer to Note 10.3.1.2.

The Covid-19 pandemic led Veolia to pay close attention to certain judgments and estimates, as detailed in Note 3.

This is notably the case for impairment testing of assets with an indefinite useful life (goodwill). Note 9 presents the methodology and main assumptions used in preparing the financial statements for the year ended December 31, 2020 and particularly future flow and discount rate assumptions underlying the recoverable amount of these assets. Sensitivity analyses were also performed on the Goodwill CGUs and certain of them are presented in the aforementioned note.

Beyond the specific problems created by the Covid-19 pandemic, the items that generally require Management to make estimates or exercise judgment are as follows:

- determination of the recoverable amount of intangible assets and property, plant and equipment (Notes 7.2 and 9);
- property, plant and equipment estimated useful lives used for depreciation purposes, described in Note 9.3;
- measurement of provisions and employee commitments, as well as contingent assets and liabilities (Notes 8, 12 and 14);
- fair value measurement of financial instruments (Note 10.3) including derivatives;
- the amount of deferred tax assets and liabilities and the tax expense recognized (Note 13.2);
- methods used for determining the value of identifiable assets acquired and liabilities assumed in business combinations.

In addition, pursuant to the provisions of IFRS 5, Non-Current Assets Held for Sale and Discontinued Operations, the Group must exercise judgment in determining whether the criteria for recognizing an asset or group of assets as held for sale are met. Furthermore, discontinued operations are identified with respect to criteria also defined in IFRS 5. These assessments are reviewed at each period end taking account of any changes in facts or circumstances.

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 substantial rights. These judgments are reassessed when the facts and circumstances change.

The Group uses several discount rate calculation methodologies for the purposes of these estimates. They are detailed in Notes 8, 9 and 12.

NOTE 3 IMPACT OF THE COVID-19 PANDEMIC

The generalization of the pandemic across all geographies and its economic consequences led the Group to implement, from the outset of the pandemic, measures to ensure the continuity of customer services, while minimizing the effects of this crisis on employees, reducing the impact on results and preparing, as of now, the future growth. The crisis units were activated, continuity plans triggered and economic measures implemented.

The Group's geographical presence across all continents and the good balance between municipal and industrial customers, combined with a reasonable exposure to the oil and gas and automobile markets, generally ensured the good resilience of its business models. Certain zones, and particularly the Americas and Africa, were however more heavily impacted by the health crisis.

In preparing the consolidated financial statements for the year ended December 31, 2020, the main items directly impacted by the crisis were as follows:

Asset impairment tests (including goodwill)

Veolia performs systematic annual impairment tests on goodwill and other intangible assets with an indefinite useful life. More frequent tests are performed where there is indication that the cash-generating unit (CGU) may have suffered a loss in value (based on long-term plans prepared at the year-end by the entities). A specific methodology was therefore adopted for the half-year end, primarily focused on CGUs identified as at risk at the end of December 2019 and CGUs whose performance was materially impacted by the health crisis.

As of December 31, 2020, the Group conducted impairment tests in accordance with the methodology described in Note 9.1.2.

The procedures carried out as of December 31, 2020 led to the recognition of additional impairment to that already recognized as of June 30, 2020 of -€96.5 million.

Recoverable amount of operating assets (trade receivables, contract assets, etc.)

The Group has limited exposure to the risk of default by its counterparties due to the diversity and large number of its customers. In particular, the Group has minimal exposure to the industrial sectors heavily impacted by the health crisis, such as the automobile or oil and gas sectors.

Nonetheless, it reviewed the impact of the Covid-19 pandemic on the recovery of trade receivables. The Group observed one-off deteriorations in bad debts and unpaid amounts, but without any structural increase in credit defaults for customer segments that would require a comprehensive review of provision matrices as of December 31, 2020.

The Group therefore strengthened monitoring of changes in its working capital requirements and cash position. It continues to closely monitor client credit incidents that could require a review of provision matrices.

The customer portfolio and impairment of trade receivables is presented in Note 7.3.

Recoverability of deferred tax assets on tax losses

The Group conducted an in-depth review of the recoverable amount of deferred tax assets arising from material tax losses, without identifying a material impact on the 2020 financial statements (see Note 13).

Cash and net liquidity

During the first half of 2020, the Group strengthened the monitoring of its cash position (daily analysis of positions, weekly cash forecasts, etc.), investments and working capital requirements.

The Group also continued its debt management policy, completing in 2020:

- several bond issues for a total amount of €2.1 billion, intended for general corporate purposes. These enabled Veolia to bring forward the refinancing of all bond payments scheduled for 2020 and 2021 totaling €2 billion;
- a €2 billion issue of deeply subordinated perpetual hybrid notes. This transaction was used to refinance the purchase of the 29.9% stake in Suez from Engie, while strengthening the Group's credit ratios.

The financial terms and conditions of these transaction are presented in note 10.1.

In addition, the Group did not draw in 2020 on its €3 billion syndicated credit facility or its €1.0 billion bilateral credit lines.

The Group therefore has liquidity net of current debt and bank overdrafts and other cash position items of €2,879.5 million as of December 31, 2020 (see Note 10.3.2.2).

Credit outlook

In the context of the health and economic crisis and following the announcements regarding the proposed acquisition by Veolia of Engie's 29.9% stake in Suez, S&P confirmed Veolia Environnement's credit rating at A-2/BBB with a stable outlook in September 2020 and February 2021. Moody's confirmed its credit rating at P-2/Baa1 with a stable outlook in October 2020 (see also Note 10.3.2.2).

Covenants

In 2020, as detailed in Note 10.3.2.3, the legal documentation for bank financing and bond issues contracted by Veolia Environnement does not contain any financial covenants. In addition, the Group considers that the covenants included in the material financing agreements of subsidiaries were satisfied as of December 31, 2020.

Given the major uncertainties surrounding the development of the pandemic around the world (second wave and/or new lockdown measures), the Group is closely monitoring developments in the current crisis. Its potential economic and financial consequences for the Group will be identified, where applicable, at future reporting dates.

NOTE 4 PURCHASE PROJECT OF SUEZ ENVIRONNEMENT

Acquisition of a 29.9% share block in Suez

On July 31, 2020, on the launch of its strategic review, Engie announced its decision to sell certain activities, including its investment in the Suez group.

On August 30, 2020, Veolia presented an offer to acquire Engie's 29.9% stake in Suez for a price of €15.5 per share, before increasing its offer to €18 per share (*cum* dividend) on September 30.

This proposal also comprised the following components:

- the intention, following the acquisition of the 29.9% share block, to file a public tender offer on the remaining Suez share capital for all its shareholders;
- a guarantee to maintain jobs and employee benefits for Suez employees in France;
- the preservation of competition through the takeover by the French company Meridiam of the Suez Water business in France; Meridiam has committed to preserving jobs and employee benefits, taking over Suez's R&D center and doubling planned investment by injecting €800 million in this new scope within 5 to 7 years.

On October 5, 2020, Veolia duly noted Engie's decision to respond favourably to its purchase offer and signed a purchase agreement with Engie for the 29.9% share block.

The acquisition of the 29.9% Suez share block by Veolia became effective on **October 6, 2020** following a cash payment of €3.4 billion in consideration for delivery of the shares. To protect Engie, the purchase agreement includes a price supplement clause should Veolia increase the price offered to the market, enabling Engie to benefit from this increase in full or in part.

Filing of a public tender offer for Suez shares

In its press release of October 5, 2020, Veolia announced its intention to file a voluntary public takeover bid on the remaining Suez shares to complete the merger of the two companies.

On January 7, 2021, Veolia announced it had sent to the Suez Board of Directors the public tender offer it intends to file for the 70.1% of shares not yet in its possession, formally setting out the components of the industrial project, the social project and the financial conditions.

Because of the lack of success of Veolia's attemptsfind an amicable solution, Veolia announced, on February 7, 2021, the filing of a tender offer for the entire share capital of Suez, at a price per share of €18 *cum* dividend.

On February 8, 2021, the French Financial Markets Authority (AMF) published the notice of filing for Veolia's public tender offer for the Suez share capital and Veolia published the draft offer document on its website.

In accordance with applicable AMF rules, the offer and the draft offer document will be subject to a compliance review by the AMF. This offer responds to the wish expressed several times by Suez management to be presented with a formal tender offer. The Suez Board of Directors will be able to conduct a formal examination of Veolia's offer with a view to issuing the reasoned opinion required by regulations. The Suez employee representation bodies have a one-month information and consultation period, commencing the date of filing of the offer and its formal notification, to issue an opinion; in the absence of an opinion it will be deemed issued by law.

The offer is accompanied by all the guarantees presented publicly in recent months, first among which the preservation of jobs and employee benefits of Suez employees in France and more precisely:

- the offer will be in cash, without a cap, with Veolia reserving the possibility of adding to the part offered in cash a capped part in Veolia shares;
- it covers all shares already issued or likely to be issued (free share grant plan);
- it remains subject to the condition precedent of obtaining merger control authorization of the combination from the European Commission. Veolia can waive this condition;
- the offer price will be the same price as that paid to Engie, *i.e.* €18 per share (*cum* dividend). This price will be adjusted to take into account any distributions in any form (cash or kind) or transactions impacting Suez's share capital.

Veolia also reserves the right to withdraw its offer, notably if Suez's substance is modified during the offer or if measures taken by Suez increase the costs of the offer for Veolia. This may particularly occur in the event of a commitment by Suez or any other entity of its group that may result in a transfer to a third party of an asset classified in the draft offer document as strategic (securities of Agbar group companies or any asset of those companies, any regulated water asset in the United States or any waste asset in the United Kingdom or Australia) or that, together with the disposals announced by Suez since January 1, 2020, may have a significant impact on Suez (as defined in the draft offer document filed with the AMF on February 8, 2021). This right to withdraw may only be exercised with the prior authorization of the AMF.

All the information concerning the public tender is provided in the draft offer document filed with the AMF on February 8, 2021 and published on Veolia's website.

Employee commitments

Veolia gave a commitment that the merger would not negatively impact employment in France. This commitment is effective until at least the second half of 2023.

Veolia also undertook that the chosen buyers for the activities in France that will have to be sold to obtain regulatory authorizations, will provide the same employee commitments.

Merger control authorizations

As reported on August 30, 2020, Veolia has identified the targeted competition issues that a merger with Suez would involve and has anticipated remedies.

Notifications will be required in a number of jurisdictions, including notably the European Union, the United States of America, the United Kingdom, Australia, China and Morocco. Pending regulatory authorizations, Veolia will not exercise the voting rights attached to its stake, except for decisions to protect the property value of this stake with the authorization of the European Commission and the UK competition authority.

Among the remedies identified, Veolia proposed Meridiam as a buyer capable of preserving competition and employment for Suez's Water activities in France. Meridiam formally committed to this acquisition by submitting an offer to Veolia covering the management and operation of drinking water and sanitation services carried out in France, as well as R&D activities relating to water and water treatment facility design/construction activities in France (Degrémont France). Meridiam's offer expires on December 31, 2022.

Transaction financing

On **October 20, 2020**, Veolia Environnement issued deeply subordinated perpetual hybrid notes in euros (€850 million bearing a coupon of 2.25% until the first reset date in April 2026 and €1,150 million bearing a coupon of 2.50% until the first reset date in April 2029). This transaction reinforced the Group's financial structure and was used to refinance **the purchase of the 29.9% stake in Suez from Engie,** while strengthening its credit ratios.

The **Public Tender Offer is financed** by a bridging loan with a banking syndicate. It is expected that this loan will be refinanced in part by the proceeds from the sale of assets required by the competition authorities, the hybrid bond issue and the issue of shares or securities granting access to the share capital. The aim is to preserve a solid investment grade credit rating while maintaining the extended Group's net financial debt/EBITDA ratio below 3.0x in the medium term, in accordance with the Group's objectives.

Ongoing legal proceedings

A certain number of legal proceedings were launched by Veolia and Suez, which are detailed in Chapter 8.2 of this 2020 Universal Registration Document.

Impact in the consolidated financial statements for the year ended December 31, 2020 of the investment in Suez

Veolia reviewed the rights attached to the Suez shares acquired on October 6, 2020 to determine the appropriate accounting treatment of the 29.9% share block purchase.

The following was identified:

- Veolia does not have a representative on the Suez Board of Directors;
- Veolia cannot freely use its voting rights to influence Suez policies due to the restrictions imposed by the antitrust process: Veolia has undertaken not to exercise the voting rights attached to its stake until validation of the merger transaction, except for decisions to protect the property value of this stake with the authorization of the European Commission and the UK competition authority.

Accordingly, based on the facts set out above, Veolia management considers it cannot participate in Suez's financial and operating policy decisions within the meaning of IAS 28.

In the absence of significant influence, the 29.9% stake in Suez is recognized in the Consolidated Statement of Financial Position in "non-consolidated investments".

In accordance with IFRS 9, the shares are valued at fair value. In practice, the closing share price is used. In accordance with the Group accounting policy (see Note 10.1.2), fair value gains and losses, including for Suez shares the initial price difference between acquisition and market value, are recognized directly in other comprehensive income.

Accordingly, the Suez shares are valued at €3,046 million as of December 31, 2020. A total negative impact of €376 million is recognized in other comprehensive income since October 6, 2020.

Developments in ongoing proceedings will be closely monitored and, where appropriate, the Group will review the accounting method for this investment at future reporting dates.

NOTE 5 CONSOLIDATION SCOPE

5.1 Accounting principles relating to the consolidation scope

5.1.1 Consolidation principles

Controlled 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.

Net income and each component of other comprehensive income of subsidiaries are attributed to owners of the Company and to 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" or presented in a separate line "Share of net income (loss) of other equity-accounted entities" depending on whether the activities of such entities represent an extension of the Group's businesses.

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.

5.1.2 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 net of the acquisition-date 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 geographical area of operations;
- is part of a single coordinated plan to dispose of a separate major line of business or major geographical area of operations; or
- is a subsidiary acquired exclusively with a view to resale.

5.2 Main changes in Group structure

Acquisitions

Elemental Environmental Solutions (Alcoa) - Hazardous waste in North America

On January 31, 2020, the Group completed the takeover of Alcoa USA Corporation’s hazardous waste processing site in Gum Springs, Arkansas (United States), through its subsidiary, Veolia North America, adding to the Group’s hazardous waste processing activities in the region. The transaction was completed for a consideration of €231 million (enterprise value).

In accordance with the provisions of IFRS 3, Business combinations, Elemental Environmental Solutions is fully consolidated from this date. As of December 31, 2020, fair value remeasurement procedures were completed and the transaction is recognized as follows:

- recognition of definitive goodwill of €194.8 million (see Note 9.1.1);
- contribution to consolidated revenue of €14 million.

Nagpur (India)

In the second quarter of 2020, the Group acquired the 50% stake held by the partner in Orange City Water and Orange City Hydraulic Works in Nagpur, India, through its subsidiary, Veolia India, for a consideration of €113 million (enterprise value). This acquisition expanded the Group’s drinking water distribution activities in the Indian subcontinent. These companies carry the water delegated management contract for the city of Nagpur until September 30, 2037.

MAG (Russia)

In the third quarter of 2020, the Group acquired the MAG Group in Russia through its subsidiaries Veolia Vostock and Neva Energia for a consideration of €125 million (enterprise value), thereby expanding its waste processing activities in Russia.

Pražská Teplárenská (PT) (Czech Republic)

On November 3, 2020, Veolia acquired Pražská Teplárenská - PT, the subsidiary of the Energetický a Průmyslový Holding a.s Czech group managing the Prague Right Bank urban heating network, through its subsidiary Veolia Ceska Republika for a consideration of €710 million (enterprise value).

As the Group already operates the Prague Left Bank district heating network this contract will strengthen its presence in energy services in this country.

In accordance with the provisions of IFRS 3, Business combinations, PT is fully consolidated from this date. The purchase price allocation procedure will be completed in 2021. The transaction is recognized as follows:

- recognition of provisional goodwill of €429.3 million (see Note 9.1.1);
- contribution to consolidated revenue of €55 million.

BERT (Hungary)

On December 2, 2020, the Group acquired Budapesti Eromu Reszveny Tarsasag and Energia-Pro, which specialize in heat production for the Budapest urban heating networks, through CHP Energia ZRT for a consideration of €294 million (enterprise value).

In accordance with the provisions of IFRS 3, Business combinations, BERT is fully consolidated from this date. As of December 31, 2020, the fair value remeasurement procedures are in progress and will be completed in 2021. The transaction is recognized as follows:

- recognition of provisional goodwill of €127.9 million (see Note 9.1.1);
- contribution to consolidated revenue of €26 million.

In 2020, newly consolidated companies in the Group scope together contributed €214.6 million to revenue and €8.9 million to net income and represented cash inflows of €49.6 million.

Divestitures

Liuzhou (China)

In the third quarter of 2020, the Group completed the sale of its 49% stake in the water concession for the city of Liuzhou in China through its subsidiary Veolia Water Investment Ltd for €47 million, generating a capital gain of €9 million.

SADE Telecom (France)

In the fourth quarter of 2020, as part of its asset rotation program, the Group sold SADE's telecom network business for €44 million, generating a capital gain of €25 million.

5.3 Assets classified as held for sale, discontinued operations and divestitures

5.3.1 Discontinued operations

In the Consolidated Income Statement presented for comparative purposes, the net income (loss) of operations divested or in the course of divestiture was reclassified to "Net income (loss) from discontinued operations".

In 2020, discontinued operations concern VWT's EPC (Engineering, Procurement, Construction) business, discontinued in all regions, in the amount of -€19.9 million.

In 2019, discontinued operations concerned VWT's EPC business, discontinued in all regions, in the amount of -€145.2 million and net income in Gabon of €33.3 million.

5.3.2 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, 2019	As of December 31, 2020
Assets classified as held for sale	33.3	455.7
Liabilities directly associated with assets classified as held for sale	18.3	7.8

As of December 31, 2020, Assets classified as held for sale and Liabilities directly associated with assets classified as held for sale break down by operating segment as follows:

(€ million)	France	Europe excluding France	Rest of the world	Global businesses	Other	Total
Assets						
Non-current assets	-	3.5	441.9	-	-	445.4
Current assets	-	10.3	-	-	-	10.3
Cash and cash equivalents	-	-	-	-	-	-
ASSETS CLASSIFIED AS HELD FOR SALE	-	13.8	441.9	-	-	455.7
Liabilities						
Non-current liabilities	-	0.8	-	-	-	0.8
Current liabilities	-	7.0	-	-	-	7.0
LIABILITIES DIRECTLY ASSOCIATED WITH ASSETS CLASSIFIED AS HELD FOR SALE	-	7.8	-	-	-	7.8

In Europe excluding France, assets classified as held for sale concern Waste activities in Eastern Europe.

In the Rest of the world, they concern the full investment in two Chinese concessions, Shenzhen and Baoji, following the signature of sales agreements on December 31, 2020 (see also Note 7.2.4.1).

As of December 31, 2019, Assets classified as held for sale and Liabilities directly associated with assets classified as held for sale, break down by operating segment as follows:

(€ million)	France	Europe excluding France	Rest of the world	Global businesses	Other	Total
Assets						
Non-current assets	-	25.9		-		25.9
Current assets	-	4.4		-	-	4.4
Cash and cash equivalents	-	3.0		-	-	3.0
ASSETS CLASSIFIED AS HELD FOR SALE	**-**	**33.3**	**-**	**-**	**-**	**33.3**
Liabilities						-
Non-current liabilities	-	11.6		-	-	11.6
Current liabilities	-	6.7		-	-	6.7
LIABILITIES DIRECTLY ASSOCIATED WITH ASSETS CLASSIFIED AS HELD FOR SALE	**-**	**18.3**	**-**	**-**	**-**	**18.3**

It is recalled that these amounts consist of the assets and liabilities of a German subsidiary and its fully-consolidated subsidiary, classified in Assets classified as held for sale and Liabilities directly associated with assets classified as held for sale following the exercise of a call option by its partner, which were sold during 2020.

5.4 Off-balance sheet commitments relating to the consolidation scope

6

5.4.1 Commitments given

Off-balance sheet commitments given break down as follows:

(€ million)	As of December 31, 2019	As of December 31, 2020	Maturing in: Less than 1 year	1 to 5 years	More than 5 years
Vendor warranties	599.3	143.1	36.0	97.2	9.9
Securities purchase commitments	296.0	216.7	200.4	16.3	-
Sale commitments	0.3	-	-	-	-
Other commitments relating to the consolidated scope	0.5	3.2	1.3	1.5	0.4
TOTAL COMMITMENTS GIVEN RELATING TO THE CONSOLIDATED SCOPE	**896.1**	**363.0**	**237.7**	**115.0**	**10.3**

The decrease in **vendor warranties** between December 31, 2019 and December 31, 2020 is mainly due to the lifting of vendor warranties given on the sale of the investment in Eaux de Berlin of €484.0 million.

No warranties were given on the divestiture of district energy assets in the United States in 2019.

Securities purchase commitments concern current acquisition processes. As of December 31, 2020, they mainly concern the acquisition from Suez of shares in Osis, a specialist in wastewater services, for €182.5 million. As of December 31, 2019, they concerned the takeover of Alcoa's hazardous waste processing site in the United States for €223.3 million, as part of the Group's expansion in this business sector.

5.4.2 Commitments received

Commitments received relating to the consolidated scope total €591.6 million as of December 31, 2020, compared with €293.9 million as of December 31, 2019. This increase mainly concerns vendor warranties received on the acquisition of BERT in Hungary of €101.1 million and on the acquisition of PT in the Czech Republic of €221.7 million.

NOTE 6 REPORTING BY OPERATING SEGMENT

The operating segments are components of the Group that engage in activities and whose operating results are reviewed by the Group Chairman and 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 following segments are presented:

- **France;**
- **Europe excluding France;**
- **Rest of the world;**
- **global businesses;**
- **other**, including the various Group holding companies.

The main financial aggregates, in Group share, are also presented for the Chinese concessions, in the Water business.

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:

2020 (€ million)	France	Europe excluding France	Rest of the world	Global businesses	Other	Total consolidated financial statements	Chinese concessions (Joint ventures Data in Group share)
Revenue	5,389.9	9,411.4	6,759.7	4,443.9	5.0	**26,009.9**	797.3
EBITDA	847.7	1,403.7	941.6	324.4	123.4	**3,640.8**	166.3
Operating income after share of net income (loss) of equity-accounted entities	18.9	580.9	318.0	79.0	-77.3	**919.5**	99.4
Industrial investments net of subsidies	-261.9	-595.0	-574.7	-160.8	-16.2	**-1,608.6**	-100.2

2019 (€ million)	France	Europe excluding France	Rest of the world	Global businesses	Other	Total consolidated financial statements	Chinese concessions (Joint ventures Data in Group share)
Revenue	5,611.5	9,501.1	7,303.5	4,733.8	38.8	**27,188.7**	867.8
EBITDA	899.7	1,501.2	1,160.5	396.2	64.2	**4,021.8**	179.2
Operating income after share of net income (loss) of equity-accounted entities	139.9	654.0	589.2	129.6	-47.9	**1,464.8**	109.1
Industrial investments net of subsidies	-298.5	-559.5	-632.9	-164.2	-20.9	**-1,676.0**	-135.0

Assets and liabilities break down by operating segment as follows:

As of December 31, 2020 Assets by operating segment (€ million)	France	Europe excluding France	Rest of the world	Global businesses	Other	Total consolidated financial statements	Joint ventures Data in Group share: Chinese concessions *
Goodwill, net	1,236.7	2,954.7	975.4	719.7	2.4	**5,888.9**	244.7
Intangible assets and Property, plant and equipment, net	1,999.7	7,166.3	4,253.4	1,038.7	204.2	**14,662.3**	1,081.0
Operating financial assets	165.6	814.4	382.4	8.5	-	**1,370.9**	4.0
Working capital assets, including DTA	3,012.6	2,981.1	2,770.8	2,247.6	(71.7)	**10,940.4**	144.2
Investments in joint ventures	4.0	52.7	952.6	10.8	0.7	**1,020.8**	-
Investments in associates	0.5	249.1	93.2	7.8	3.3	**353.9**	-
TOTAL SEGMENT ASSETS	6,419.1	14,218.3	9,427.8	4,033.1	138.9	34,237.2	1,473.9
Other unallocated assets					11,126.7	**11,126.7**	331.0
TOTAL ASSETS						45,363.9	1,804.9

* *Excluding Shenzhen and Baoji reclassified in assets classified as held for sale as of December 31, 2020.*

As of December 31, 2019 Assets by operating segment (€ million)	France	Europe excluding France	Rest of the world	Global businesses	Other	Total consolidated financial statements	Joint ventures Data in Group share: Chinese concessions
Goodwill, net	1,233.5	2,333.6	799.9	757.7	3.3	**5,128.0**	255.1
Intangible assets and Property, plant and equipment, net	2,012.3	6,724.2	4,171.6	1,082.4	243.9	**14,234.4**	1,851.8
Operating financial assets	183.6	919.3	404.4	9.9	-	**1,517.2**	4.7
Working capital assets, including DTA	2,811.7	3,037.5	2,697.8	2,609.5	-69.9	**11,086.6**	253.9
Investments in joint ventures	3.8	22.3	1,439.1	31.8	0.7	**1,497.7**	-
Investments in associates	0.6	181.9	117.4	79.4	3.2	**382.5**	57.3
TOTAL SEGMENT ASSETS	6,245.5	13,218.8	9,630.2	4,570.7	181.2	33,846.4	2,422.8
Other unallocated assets					7,172.6	**7,172.6**	-716.0
TOTAL ASSETS						41,019.0	1,706.8

As of December 31, 2020 Liabilities by operating segment (€ million)	France	Europe excluding France	Rest of the world	Global businesses	Other	Total consolidated financial statements	Joint ventures Data in Group share: Chinese concessions *
Concession liabilities	159.1	1,431.1	15.2	0.1	-	**1,605.5**	27.8
Provisions for contingencies and losses	661.1	561.6	388.0	409.1	337.7	**2,357.5**	-
IFRS 16 lease debt	336.5	510.5	389.6	339.1	124.0	**1,699.7**	31.8
Working capital liabilities, including DTL	4,010.6	3,385.0	2,817.9	2,390.8	340.5	**12,944.8**	435.0
TOTAL SEGMENT LIABILITIES	5,167.3	5,888.2	3,610.7	3,139.1	802.2	18,607.5	494.6
Other unallocated liabilities					26,756.4	**26,756.4**	1,310.3
TOTAL LIABILITIES						45,363.9	1,804.9

* *Excluding Shenzhen and Baoji reclassified in assets classified as held for sale as of December 31, 2020.*

As of December 31, 2019 Liabilities by operating segment (€ million)	France	Europe excluding France	Rest of the world	Global businesses	Other	Joint ventures Data in Group share: Total consolidated financial statements	Chinese concessions
Concession liabilities	76.6	1,454.3	18.9	0.2	-	**1,550.0**	30.0
Provisions for contingencies and losses	633.6	573.5	392.0	446.5	342.1	**2,387.7**	28.7
IFRS 16 lease debt	351.8	568.2	420.8	389.1	153.7	**1,883.6**	30.7
Working capital liabilities, including DTL	3,733.8	3,182.3	2,746.2	2,624.1	451.6	**12,738.0**	641.3
TOTAL SEGMENT LIABILITIES	4,795.8	5,778.3	3,573.2	3,459.9	952.0	18,559.3	730.7
Other unallocated liabilities					22,459.7	**22,459.7**	976.1
TOTAL LIABILITIES						41,019.0	1,706.8

In application of IFRS 8.33, revenue by destination geography is as follows:

(€ million)	Year ended December 31, 2019	% of revenue 2019	Year ended December 31, 2020	% of 2020 revenue
Revenue	**27,188.7**	**100.0%**	**26,009.9**	**100.0%**
France	8,221.3	30.2%	7,847.3	30.2%
United Kingdom	2,264.5	8.3%	2,117.0	8.1%
United States	2,226.1	8.2%	1,647.8	6.3%
Germany	1,966.2	7.2%	1,900.5	7.3%
Czech Republic	1,155.4	4.2%	1,102.5	4.2%
Poland	1,095.3	4.0%	1,135.7	4.4%
Australia	1,059.7	3.9%	1,018.8	3.9%
China	947.2	3.5%	923.2	3.5%
Italy	788.7	2.9%	788.3	3.0%
Morocco	731.0	2.7%	694.2	2.7%
Japan	568.0	2.1%	596.9	2.3%
Other < €500 million	6,165.3	22.8%	6,237.7	24.1%

Revenue realized by destination in France may not be compared with revenue presented for the operating segment "France".

The EBITDA indicator reconciles with operating cash flow for fiscal years 2020 and 2019, as follows:

(€ million)		2019	2020
Operating cash flow before changes in working capital	**(A)**	**3,255.1**	**2,892.8**
o/w Operating cash flow from financing activities	(B)	-34.1	-20.8
o/w Adjusted operating cash flow	**(C) = (A)-(B)**	**3,289.2**	**2,913.6**
Less:	(D)	-	-
Renewal expenses		280.3	260.5
Restructuring costs *		109.9	116.4
Share acquisition and disposal costs		90.7	37.6
Other items		89.9	113.5
Plus:	(E)		
Principal payments on operating financial assets		161.8	199.2
EBITDA	(C)+(D)+(E)	4,021.8	3,640.8

* *2020 restructuring costs mainly concern the VWT transformation plan in the amount of -€20.7 million (-€33.7 million in 2019), the Water France transformation plan in the amount of -€15.6 million (-€14.8 million in 2019) and RVD transformation plan in the amount of -€11.2 million (-€13.9 million in 2019).*

NOTE 7 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 treatment, 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 treatment 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 9.2.1, 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.

Regulated activities

Veolia provides drinking water and heating production and distribution services in certain legal jurisdictions where the public authorities have performed privatizations. Accordingly, Veolia owns the production and/or distribution assets but remains subject to pricing regulations imposed by public authorities.

This is particularly the case in Eastern Europe where Veolia exercises this activity under mixed partial privatizations or public service management agreements between local subsidiaries and the public authorities in charge of the production and distribution of thermal energy.

Revenue from these activities is recognized in accordance with IFRS 15.

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 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 costs incurred, plus profits and less losses recognized and 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 an asset 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 7.4).

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, under the heading "Revenue from operating financial assets". 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.

7.1 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:

	Contracts					Revenue		
Environmental service	Concession	Regulated activity	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 contracts, 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 analyzing 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 2020 and fiscal year 2019 presented for comparison purposes (see Note 5.3).

Revenue breaks down by business as follows:

(€ million)	2019	2020
Water	11,142.1	10,900.0
Waste	10,166.7	9,672.9
Energy	5,879.9	5,437.0
GROUP	27,188.7	26,009.9

A breakdown of revenue by operating segment and region is presented in Note 6.

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, etc.), the backlog therefore primarily consists of revenue from VWT Engineering & Procurement projects, with an average contractual period of 2 to 3 years.

As of December 31, 2020, expected revenue is as follows:

(€ million)	Total	2021	2022 and beyond
Backlog	1,489.3	898.5	590.8

7.2 Operating income

Operating income breaks down as follows:

(€ million)	2019	2020
Revenue	**27,188.7**	**26,009.9**
Cost of sales	**-22,827.7**	**-22,121.8**
o/w:	-	-
• Renewal expenses	-280.3	-260.5
Selling costs	**-610.6**	**-562.1**
General and administrative expenses	**-2,157.4**	**-2,144.0**
Other operating revenue and expenses	**-258.0**	**-373.0**
o/w:	-	-
• Restructuring costs	-126.9	-106.6
• Impairment of goodwill	-	-44.1
• Employee costs – share-based payments	-21.4	-33.3
• Other non-current charges, impairment losses and net provisions	-96.1	-159.5
• Share acquisition costs	-12.1	-29.4
Operating income before share of net income (loss) of equity-accounted entities	**1,335.0**	**809.0**
Share of net income (loss) of equity-accounted entities	**129.8**	**110.5**
Operating income after share of net income (loss) of equity-accounted entities	**1,464.8**	**919.5**

7.2.1 Breakdown of provisions and impairment losses on non-current assets

The carrying amount of nonfinancial 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 (nonperformance of a significant long-term contract under the terms laid down in the contract, technical operating issues, and counterparty default for operating financial assets…). 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 9.1.2.

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 **2020** break down as follows:

- impairment losses on intangible assets, property, plant and equipment and operating financial assets of -€59.6 million, recognized particularly in the Rest of the world in the amount of -€58.5 million;
- other charges and non-current provisions of -€99.9 million, recognized particularly in the Rest of the world in the amount of -€44.5 million.

Other expenses, impairment losses and charges to non-current provisions in **2019** break down as follows:

- impairment losses on intangible assets, property, plant and equipment and operating financial assets of -€20.4 million, recognized particularly in the Rest of the world in the amount of -€26.2 million;
- other charges and non-current provisions of -€75.7 million, particularly in the following operating segments:
  - Europe excluding France, in the amount of -€16.3 million,
  - the Rest of the world, in the amount of -€58.4 million.

More generally, operating depreciation, amortization, provisions and impairment losses included in operating income in **2020** break down as follows:

	2019	2020		
(€ million)	Net	Charge	Reversal	Net
OPERATING DEPRECIATION, AMORTIZATION AND PROVISIONS, NET				
Depreciation and amortization	**-2,060.8**	**-1,991.8**	**-0.5**	**-1,992.4**
Property, plant and equipment *	-990.7	-916.0	-.05	-916.6
Intangible assets	-624.9	-636.5	-	-636.5
Right of use	-445.2	-439.3	-	-439.3
Impairment losses	**-17.4**	**-117.1**	**57.4**	**-59.7**
Property, plant and equipment	8.8	-59.0	24.7	-34.3
Intangible assets and Operating financial assets	-24.4	-58.0	32.4	-25.7
Right of use	-1.8	-	0.3	0.3
Impairment losses and impact of disposals on goodwill and negative goodwill recognized in the Consolidated Income Statement	**-1.6**	**-44.3**	**0.1**	**-44.2**
Non-current and current operating provisions	**51.7**	**-571.7**	**609.8**	**38.1**
Non-current operating provisions	-179.8	-327.1	149.0	-178.1
Current operating provisions	231.5	-244.6	460.8	216.2
OPERATING DEPRECIATION, AMORTIZATION, PROVISIONS AND IMPAIRMENT LOSSES	-2,028.1	-2,725.0	666.8	-2,058.2

* *Including investment grants.*

7.2.2 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.

	2019	2020
Restructuring costs	-109.9	-116.4
Net charges to restructuring provisions	-17.0	9.8
RESTRUCTURING COSTS	-126.9	-106.6

Restructuring costs recognized in operating income in **2020** mainly concern Water France in the amount of -€7.6 million, Waste in France in the amount of -€10.1 million and VWT in the amount of -€18.6 million.

Restructuring costs recognized in operating income in **2019** mainly concern Water France in the amount of -€14.8 million, Waste in France in the amount of -€15.8 million and VWT in the amount of -€40.0 million.

7.2.3 Research and development costs

Research and development costs total €56.5 million in **2020** and €55.6 million in 2019.

7.2.4 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 the four operating segments.

(€ million)	2019	2020
Share of net income (loss) of joint ventures	89.3	87.4
Share of net income (loss) of associates	40.5	23.1
Share of net income (loss) of equity-accounted entities	**129.8**	**110.5**

7.2.4.1 Joint ventures

Movements in investments in joint ventures in **2020** break down as follows:

(€ million)	As of December 31, 2019	Net income	Dividend distribution	Changes in consolidation scope	Foreign exchange translation	Other movements	As of December 31, 2020
Joint ventures	**1,497.7**	87.4	-46.2	-24.1	-30.3	-463.7	**1,020.8**

Changes in consolidation scope mainly reflect the sale of the Liuzhou sub-entity in the amount of -€43.8 million (see Note 5).

Other movements mainly concern the transfer to assets classified as held for sale of Shenzhen for -€429.1 million and Baoji for -€12.8 million (see Note 5.3.2).

	Share of equity		Share of net income(loss)	
(€ million)	December 31, 2019	December 31, 2020	December 31, 2019	December 31, 2020
Chinese concessions *	1,335.2	857.4	63.4	65.1
Other joint ventures	162.5	163.4	25.9	22.3
TOTAL ASSETS	1,497.7	1,020.8	89.3	87.4
Impact in the Consolidated Income Statement on Net income from continuing operations (a)+(b)				
Share of net income (loss) of joint ventures (a)			**89.3**	**87.4**
Impairment losses recognized in other operating revenue and expenses (b)			-	-

* *Including the impact of the transfer to assets classified as held for sale of Shenzhen and Baoji for €441.9 million as of December 31, 2020.*

Chinese concessions

As of December 31, 2020, the Chinese concessions comprise a combination of approximately twenty separate legal entities in which the Group holds interests of between 21% and 50%; the most significant concessions, in terms of revenue, are Shenzhen (25% 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	As of December 31, 2019	As of December 31, 2020
Current assets	1,613.4	1,725.1
Non-current assets	6,176.4	6,150.4
TOTAL ASSETS	7,789.8	7,875.5
Equity attributable to owners of the Company	3,224.0	3,138.4
Net income attributable to non-controlling interests	424.3	415.1
Current liabilities	2,551.4	2,547.7
Non-current liabilities	1,590.1	1,774.3
TOTAL EQUITY AND LIABILITIES	7,789.8	7,875.5
The above amounts of assets and liabilities include the following:		
Cash and cash equivalents	806.5	894.1
Current financial liabilities (excluding trade and other payables and provisions)	814.4	738.3
Non-current financial liabilities (excluding trade and other payables and provisions)	950.0	1,121.6
Income statement		
Revenue	2,517.9	2,440.0
Operating income	311.0	301.1
Net income (loss) from continuing operations	206.4	209.7
Post-tax net income (loss) from discontinued operations	-	-
Net (income) loss attributable to non-controlling interests	-28.2	-27.0
Net income (loss) attributable to owners of the Company at Chinese concession level	178.2	182.8
Net income (loss) for the year	206.4	209.7
Other comprehensive income for the year	57.4	-74.4
Total comprehensive income for the year	263.8	135.3
The above net income (loss) for the year includes the following:		
Depreciation and amortization	-187.7	-190.1
Interest income	13.5	18.8
Interest expense	-62.2	-73.0
Income tax (expense) income	-62.5	-50.1
Dividends		
Dividends received	30.5	26.5

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, 2019	As of December 31, 2020
Net assets of the Chinese concession joint ventures	3,224.0	3,138.4
Group's ownership interest in the Chinese concession joint ventures – weighted average rate	36.35%	36.07%
Goodwill	227.2	164.0 *
Other adjustments	-64.0	-438.6 *
Carrying amount of the Group's interest in the Chinese concession joint ventures	**1,335.2**	**857.4**

* *Including the impact of the transfer of Shenzhen and Baoji to assets classified as held for sale for €441.9 million as of December 31, 2020.*

As the Chinese concessions represent approximately twenty 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.

The decrease in the weighted average rate between 2020 and 2019 is due to a combination of two impacts:

- changes in scope tied to the Liuzhou and Weinan transactions;
- a change in the weightings of the contributions.

Accordingly, the “Other adjustments” line in the reconciliation of the summarized financial information on the Chinese concessions as a whole, to their carrying amount in the Consolidated Statement of Financial Position, represents the adjustment between the share in net assets obtained by applying the weighted average percentage interest for all Chinese concessions and the share in net assets recognized in the financial statements, calculated using the effective interest held in each of the Chinese concessions individually. As of December 31, 2020, it also includes the impact of the reclassification of the Shenzhen and Baoji concessions in assets classified as held for sale.

(€ million)	2019	2020
Net income (loss) for the year of the Chinese concession joint ventures	178.2	182.8
Group’s ownership interest in the Chinese concession joint ventures – weighted average rate	36.35%	36.07%
Other	-1.4	-0.8
Group share of net income (loss) of the Chinese concession joint ventures	**63.4**	**65.1**

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 2026, 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. In 2020, the health crisis was particularly concentrated in the first quarter of the year and did not have a significant impact on the recoverable amount of the Chinese concessions.

Given the models used and the time frame adopted, the recoverable amounts determined are sensitive and closely monitored. They are based on a certain number of structuring 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 €163.4 million as of December 31, **2020**.

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 10.1.2, “Other non-current and current financial assets”).

As of December 31, 2020, non-current and current loans granted to all these entities totaled €156.8 million, including €145.9 million in non-current (see Note 10.1.2.2) and €10.9 million in current. The loans were mainly granted to the Chinese Water concessions in the amount of €105.9 million.

As of December 31, 2019, current and non-current loans granted to all these entities totaled €159.5 million, including €136.3 million in non-current and €23.2 million in current. The loans were mainly granted to the Chinese Water concessions in the amount of €99.5 million.

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).

7.2.4.2 Investments in associates

Movements in investments in associates in **2020** break down as follows:

(€ million)	December 31, 2019	Net income	Dividend distribution	Changes in consolidation scope	Foreign exchange translation	Other movements	As of December 31, 2020
Investments in associates	**382.5**	23.1	-26.3	-0.9	-14.3	-10.2	**353.9**

Investments in associates break down as follows:

	Share of equity		Share of net income(loss)	
(€ million)	As of December 31, 2019	As of December 31, 2020	2019	2020
Fovarosi Csatomazasi Muvek	76.7	70.0	0.8	0.3
Siciliacque	59.1	61.7	-	2.4
Wasserversorg, in Mitteldeutschland GmbH	38.0	38.5	0.3	0.4
Ajman Sewerage Co. Ltd	31.4	28.9	7.5	8.3
Other nonmaterial associates (1)	177.3	154.8	31.9	11.7
TOTAL ASSETS	382.5	353.9	40.5	23.1
Impacts on the Consolidated Income Statement				
Share of net income (loss) of equity-accounted entities in continuing operations			40.5	23.1
Impairment losses recognized in other operating revenue and expenses (2)			-	-
Share of net income (loss) of other equity-accounted entities			-	-

(1) Impairment of goodwill pertaining to associates.
(2) Associates with a value below €15 million as of December 31, 2020.

7.3 Working capital

7.3.1 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 macro-economic environment. The matrix is 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 **2020** are as follows:

(€ million)	As of December 31, 2019	Changes in business	Impairment losses, net	Changes in consolidation scope	Foreign exchange translation	Other movements	As of December 31, 2020
Inventories and work-in-progress, net	792.0	68.0	-52.7	21.7	-26.0	-5.3	797.7
Operating receivables, net	9,341.7	159.7	-106.7	-12.5	-239.8	-36.2	9,106.2
Operating payables	-11,753.6	-297.2	0.5	-73.5	270.9	2.5	-11,850.4
NET WORKING CAPITAL	-1,619.9	-69.5	-158.9	-64.3	5.1	-39.0	-1,946.5

Movements in each of these working capital categories in **2020** are as follows:

(€ million)	As of December 31, 2019	Changes in business	Impairment losses, net	Changes in consolidation scope	Foreign exchange translation	Transfers to Assets/ Liabilities classified as held for sale	Other movements	As of December 31, 2020
Inventories and work-in-progress, net	792.0	68.0	-52.7	21.7	-26.0	-1.4	-3.9	797.7
Operating receivables (including tax receivables other than current tax) (1)	9,177.4	175.8	-107.3	-14.0	-231.5	-8.8	-24.4	8,967.2
Operating liabilities (including operating liabilities other than current tax) (1)	-11,148.6	-317.0	-	-53.2	242.9	-11.9	11.6	-11,276.2
OPERATING WORKING CAPITAL (2)	-1,179.2	-73.2	-160.0	-45.5	-14.6	-22.1	-16.7	-1,511.3
Tax receivables (current tax)	121.4	-8.4	-	0.6	-7.3	-	-0.1	106.2
Tax payables (current tax)	-215.3	42.5	-	-11.9	10.1	-	-2.4	-177.0
TAX WORKING CAPITAL	-93.9	34.1	-	-11.3	2.8	-	-2.5	-70.8
Receivables on non-current asset disposals	42.9	-7.7	0.6	0.9	-1.0	-	-2.9	32.8
Industrial investment payables	-389.7	-22.7	0.5	-8.4	17.9	0.1	5.1	-397.2
INVESTMENT WORKING CAPITAL	-346.8	-30.4	1.1	-7.5	16.9	0.1	2.2	-364.4
NET WORKING CAPITAL	-1,619.9	-69.5	-158.9	-64.3	5.1	-22.0	-17.0	-1,946.5

(1) Including contract assets and liabilities presented in Note 7.6.
(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.

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Movements in inventories during **2020** are as follows:

Inventories *(€ million)*	As of December 31, 2019	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, 2020
Raw materials and supplies	632.4	5.4	-	-	14.2	-22.3	-1.1	1.8	630.4
Work-in-progress	110.9	6.4	-	-	6.9	-1.2	-	-5.0	118.0
Other inventories (1)	124.5	56.2	-	-	0.7	-5.8	-1.0	-1.0	173.6
INVENTORIES AND WORK-IN-PROGRESS, GROSS	867.8	68.0	-	-	21.8	-29.3	-2.1	-4.2	922.0
IMPAIRMENT LOSSES ON INVENTORIES AND WORK-IN-PROGRESS	-75.8	-	-92.0	39.3	-0.1	3.3	0.7	0.3	-124.3
INVENTORIES AND WORK-IN-PROGRESS, NET	792.0	68.0	-92.0	39.3	21.7	-26.0	-1.4	-3.9	797.7

(1) Including CO_2 inventories.

Inventories mainly concern the Europe excluding France operating segment in the amount of €362.0 million, the Global Businesses operating segment in the amount of €171.7 million and the Rest of the world operating segment in the amount of €159.3 million.

Net impairment losses on inventories and work in progress total -€52.7 million and mainly concern Europe excluding France for -€47.7 million and primarily reflect the increase in the unit value of CO_2 emission allowances consumed by the Group in 2020.

Movements in operating receivables during **2020** are as follows:

Operating receivables *(€ million)*	As of December 31, 2019	Changes in business	Impairment losses (1)	Reversal of impairment losses (1)	Changes in consolidation scope	Foreign exchange translation	Transfers to Assets classified as held for sale	Other movements	As of December 31, 2020
Trade receivables	7,698.0	295.0	-	-	-19.0	-195.5	-8.1	-39.3	7,731.1
Impairment losses on trade receivables	-848.5	-	-230.1	103.1	-9.8	33.5	0.1	3.5	-948.2
TRADE RECEIVABLE, NET (1)	6,849.5	295.0	-230.1	103.1	-28.8	-162.0	-8.0	-35.8	6,782.9
Contract assets	637.7	-86.8	-	-	-4.7	-25.6	-	25.0	545.6
Losses on contracts assets	-	-	-	-	-	-	-	-	-
NET CONTRACTS ASSETS (2)	637.7	-86.8	-	-	-4.7	-25.6	-	25.0	545.6
Other current operating receivables	735.2	-127.9	-	-	30.8	-23.2	-0.8	-15.7	598.4
Impairment losses on other current operating receivables	-74.3	-	-2.0	23.5	0.6	1.0	-	-1.3	-52.5
OTHER OPERATING RECEIVABLES, NET	660.9	-127.9	-2.0	23.5	31.4	-22.2	-0.8	-17.1	545.8
Other receivables	245.0	42.9	-1.2	-	-5.1	-6.7	-	3.1	278.0
Tax receivables	948.6	36.5	-	-	-5.3	-23.3	-	-2.6	953.9
OPERATING RECEIVABLES, NET	9,341.7	159.7	-233.3	126.6	-12.5	-239.8	-8.8	-27.4	9,106.2

(1) Impairment losses are recorded in operating income and included in the line "Changes in working capital" in the Consolidated Cash Flow Statement.
(2) Contract assets and liabilities are described in Note 7.6.

Operating receivables held by the Group in countries considered high-risk by the IMF are not material in amount.

Movements in operating payables during **2020** are as follows:

Operating payables *(€ million)*	As of December 31, 2019	Changes in business	Changes in consolida-tion scope	Foreign exchange translation	Transfers to Lia-bilities classified as held for sale	Other movements	As of December 31, 2020
Trade payables	5,035.9	-423.8	4.4	-116.4	13.4	-9.0	4,504.5
Other current operating liabilities	4,234.9	608.2	47.1	-85.2	-0.7	-14.1	4,790.2
Contracts liabilities (1)	1,052.2	12.4	26.8	-29.3	-	-8.8	1,053.3
Other liabilities	193.2	52.8	5.2	-8.2	-0.7	19.3	261.6
Tax and employee-related liabilities	1,237.4	47.1	-10.0	-31.8	-0.2	-1.7	1,240.8
OPERATING PAYABLES	11,753.6	296.7	73.5	-270.9	11.8	-14.3	11,850.4

(1) Contract assets and liabilities are described in Note 7.6.

7.3.2 Working capital management transactions

Veolia had several programs for the assignment of receivables through factoring, discounting and assignment by way of security still in progress in **2020**.

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 €3,807.5 million were assigned under these programs in 2020, compared with €3,895.2 million in 2019. Receivables derecognized as of December 31, 2020 total €686.5 million, compared with €795.0 million as of December 31, 2019.

Discounting and assignment by way of security

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 or assignment by way of security 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.

Two assignments by way of security performed in 2005 and 2006 in connection with the specific terms and conditions of finance lease agreements entered into by the Waste solutions activities operate differently and do not permit the derecognition of the receivables assigned. The assignment terms provide for the provision of a joint surety by the subsidiaries and their partners to the assignee financial institutions.

Receivables of €38.2 million and corresponding finance lease obligations maturing in 2025 and 2026 of €38.9 million are recognized in Veolia's balance sheet as of December 31, 2020 in respect of these contracts (€45.5 million and €46.3 million, respectively, as of December 31, 2019).

The Group also assigned tax credits (Research tax credits in 2020 and 2019 and Competitiveness and Employment tax credits in 2019) through discounting of €11.1 million in December 2020, compared with €98.9 million in 2019. These receivables were derecognized in the Statement of Financial Position at the end of 2020.

7.4 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)	2019	2020	2019	2020	2019	2020
France	175.9	83.6	7.7	82.0	183.6	165.6
Europe excluding France	868.1	754.1	51.2	60.3	919.3	814.4
Rest of the world	378.7	353.5	25.7	28.9	404.4	382.4
Global businesses	8.5	6.9	1.4	1.6	9.9	8.5
Other	-	-	-	-	-	-
OPERATING FINANCIAL ASSETS	1,431.2	1,198.1	86.0	172.8	1,517.2	1,370.9
OF WHICH IFRIC 12 OPERATING FINANCIAL ASSETS	1,132.8	871.8	57.1	137.4	1,189.9	1,009.2
OF WHICH IFRS 16 OPERATING FINANCIAL ASSETS	298.4	326.3	28.9	35.4	327.3	361.7

Movements in the net carrying amount of non-current and current operating financial assets during **2020** are as follows:

(€ million)	As of December 31, 2019	New operating financial assets (2)	Repayments/ Disposals	Impairment losses (1)	Changes in consolidation scope	Foreign exchange translation	Non-current/ current reclassification	Other movements	As of December 31, 2020
Non-current and current IFRIC 12 operating financial assets	1,189.9	104.3	-154.3	1.5	3.4	-24.5	-	-111.1	1,009.2
Non-current and current IFRS 16 operating financial assets	327.3	53.7	-44.9	6.1	-	-7.9	-	27.4	361.7
NON-CURRENT AND CURRENT OPERATING FINANCIAL ASSETS	1,517.2	158.0	-199.2	7.6	3.4	-32.4	-	-83.7	1,370.9

(1) Impairment losses are recorded in operating income.
(2) New operating financial assets presented in the Consolidated Cash Flow Statement correspond to new operating financial assets in the above table (€158.0 million) net of the related acquisition debt (€2.0 million) as of December 31, 2020.

The principal **new** operating financial assets in 2020 mainly concern the increase in financial receivables for pre-existing contracts, in particular in the following operating segments:

- France, in the amount of €68.9 million, primarily following investments in the Troyes incineration plant of €24 million;
- Europe excluding France, in the amount of €75.0 million, primarily following investments in Germany under the Braunschweig contract of €18.5 million;
- the Rest of the world, in the amount of €13.4 million, primarily following investments by Veolia Energy North America to maintain the cogeneration plant in Virginia of €4.9 million.

The principal **repayments and disposals** of operating financial assets in 2020 concern the following operating segments:

- France, in the amount of -€87.1 million;
- Europe excluding France, in the amount of -€60.9 million;
- the Rest of the world, in the amount of -€49.7 million.

Foreign exchange translation gains and losses on non-current and current operating financial assets mainly concern movements in the pound sterling (-€17.4 million), the US dollar (-€5.9 million), the Korean won (-€4.2 million) and the Chinese renminbi (-€3.4 million) against the euro.

Other movements in non-current and current operating financial assets mainly concern contractual changes in Germany and Romania.

(€ million)	As of December 31, 2019	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, 2020
Gross	1,152.3	71.5	-57.3	-	3.4	-23.0	-96.5	-165.9	884.5
Impairment losses	-19.5	-	-	1.5	-	-	-	5.3	-12.7
NON-CURRENT IFRIC 12 OPERATING FINANCIAL ASSETS	1,132.8	71.5	-57.3	1.5	3.4	-23.0	-96.5	-160.6	871.8
Gross	57.1	32.8	-97.0	-	-	-1.5	96.5	49.5	137.4
Impairment losses	-	-	-	-	-	-	-	-	-
CURRENT IFRIC 12 OPERATING FINANCIAL ASSETS	57.1	32.8	-97.0	-	-	-1.5	96.5	49.5	137.4
NON-CURRENT AND CURRENT IFRIC 12 OPERATING FINANCIAL ASSETS	1,189.9	104.3	-154.3	1.5	3.4	-24.5	-	-111.1	1,009.2

(€ million)	As of December 31, 2019	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, 2020
Gross	355.1	41.7	-4.3	-	0.0	-7.3	-35.0	30.6	380.8
Impairment losses	-56.7	-	-	6.1	-	0.1	-	-4.0	-54.5
NON-CURRENT IFRS 16 OPERATING FINANCIAL ASSETS	298.4	41.7	-4.3	6.1	-	-7.2	-35.0	26.6	326.3
Gross	33.1	12.0	-40.6	-	-	-0.9	35.0	-3.2	35.4
Impairment losses	-4.2	-	-	-	-	0.2	-	4.0	-
CURRENT OPERATING IFRS 16 FINANCIAL ASSETS	28.9	12.0	-40.6	-	-	-0.7	35.0	0.8	35.4
NON-CURRENT AND CURRENT IFRS 16 OPERATING FINANCIAL ASSETS	327.3	53.7	-44.9	6.1	-	-7.9	-	27.4	361.7

IFRIC 12 operating financial assets maturity schedule:

(€ million)	1 year	2 years	3 years	4 years	5 years	More than 5 years	Total
France	82.0	34.1	13.2	10.6	8.2	17.5	**165.6**
Europe excluding France	37.5	140.2	65.0	31.3	28.6	378.1	**680.7**
Rest of the world	17.9	24.3	25.4	30.3	16.4	48.6	**162.9**
Global businesses	-	-	-	-	-	-	**-**
Other	-	-	-	-	-	-	**-**
TOTAL	137.4	198.6	103.6	72.2	53.2	444.2	1,009.2

IFRS 16 operating financial assets maturity schedule:

(€ million)	1 year	2 years	3 years	4 years	5 years	More than 5 years	Total
France	-	-	-	-	-	-	**-**
Europe excluding France	22.8	72.4	8.5	6.6	6.0	17.4	**133.7**
Rest of the world	11.0	18.1	9.6	14.2	17.2	149.4	**219.5**
Global businesses	1.6	1.4	1.4	1.4	1.4	1.3	**8.5**
Other	-	-	-	-	-	-	**-**
TOTAL	35.4	91.9	19.5	22.2	24.6	168.1	361.7

Operating financial assets held by the Group in countries considered high-risk by the International Monetary Fund are not material in amount.

7.5 Concession liabilities

Concession liabilities result from the application of IFRIC 12 on the accounting treatment of concessions (see Note 7).

Non-current and current concession liabilities in **2020** break down by operating segment as follows:

	Non-current		Current		Total	
(€ million)	As of December 31, 2019	**As of December 31, 2020**	As of December 31, 2019	**As of December 31, 2020**	As of December 31, 2019	**As of December 31, 2020**
France	61.8	133.6	14.8	25.5	76.6	159.1
Europe excluding France	1,344.2	1,313.6	110.1	117.5	1,454.3	1,431.1
Rest of the world	15.7	12.7	3.2	2.5	18.9	15.2
Global businesses	-	-	0.2	0.1	0.2	0.1
Other	-	-	-	-	-	-
CONCESSION LIABILITIES	1,421.7	1,459.9	128.3	145.6	1,550.0	1,605.5

7.6 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. These assets are mainly receivables recognized on a percentage completion basis in respect of construction activities, concession contracts including construction services or public or private service contracts including a construction component (concession or industrial BOT contract).

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:

	As of December 31			
	Contract assets		Contract liabilities	
(€ million)	2019	**2020**	2019	**2020**
France	29.3	27.9	100.9	149.3
Europe excluding France	92.1	88.9	372.9	375.2
Rest of the world	110.5	121.4	348.1	294.4
Global businesses	405.8	307.4	230.3	234.4
Other	-	-	-	-
TOTAL	637.7	545.6	1,052.2	1,053.3

Contract assets and liabilities are mainly included in Operating receivables, Non-current operating financial assets and Operating payables in the Consolidated Statement of Financial Position.

7.7 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 10.3.1.3.

7.8 Commitments relating to operating activities

7.8.1 Commitments given

Commitments given relating to operating activities comprise operating guarantees and purchase commitments.

Operational or operating guarantees encompass all commitments not relating to the financing of 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 12). 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 12).

  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 works and performance guarantees). Issued in favour 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 7.4.

- 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 10.3.1.3.

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 three 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 UK (electricity produced by waste incineration) and Energy activities in Central Europe.

Off-balance sheet commitments given break down as follows:

			Maturing in		
(€ million)	As of December 31, 2019	As of December 31, 2020	Less than 1 year	1 to 5 years	More than 5 years
Operational guarantees including *performance bonds*	8,272.0	7,826.6	3,769.3	2,050.8	2,006.5
Purchase commitments	205.4	189.6	122.1	51.1	16.4
TOTAL COMMITMENTS RELATING TO OPERATING ACTIVITIES	8,477.4	8,016.2	3,891.4	2,101.9	2,022.9

Commitments given break down by operating segment as follows:

(€ million)	As of December 31, 2019	As of December 31, 2020
France	276.7	278.0
Europe excluding France	1,598.4	1,702.8
Rest of the world	1,349.4	1,213.6
Global businesses	2,617.2	2,220.9
Other	2,635.7	2,600.9
TOTAL COMMITMENTS RELATING TO OPERATING ACTIVITIES	8,477.4	8,016.2

The decrease in commitments given between December 31, 2019 and December 31, 2020 (-€461.2 million) is mainly due to the fall in the number of VWT work sites, offset by the guarantee in Veolia Environnement regarding hazardous waste processing for €120 million (Ecospace project).

Total commitments given in respect of Veolia Water Technologies' activities amount to €1,808.0 million as of December 31, 2020, compared with €2,185.5 million as of December 31, 2019.

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 treatment contract in Hong Kong, in the Waste and Water businesses. This commitment, of an unlimited amount, is tied to the contract duration (37 months of construction and 15 years of operation) and has a residual duration of 8 years as of December 31, 2020.

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 (at 100%) total €578.8 million as of December 31, 2020 compared with €619.7 million as of December 31, 2019 and mainly consist of performance bonds given to Al Wathba VB in the amount of €386.7 million for the construction of a wastewater treatment plant and to Glen Water Holding in the amount of €73.3 million for a water treatment facility.

7.8.2 Commitments received

These commitments mainly consist of commitments received from our partners in respect of construction contracts.

They total €723.4 million as of December 31, 2020, compared with €683.6 million as of December 31, 2019.

Total commitments received in respect of Veolia Water Technologies activities amount to €111.3 million as of December 31, 2020, compared with €110.5 million as of December 31, 2019.

NOTE 8 PERSONNEL COSTS AND EMPLOYEE BENEFITS

8.1 Personnel costs and employee numbers

Personnel costs break down as follows:

(€ million)	2019	2020
Employee costs	-7,515.4	-7,407.3
Profit-sharing and incentive schemes	-126.3	-116.5
Share-based compensation (IFRS 2) *	-26.2	-35.1
PERSONNEL COSTS	-7,667.9	-7,558.9

* *As disclosed in Note 8.2, share-based compensation concerns the Management Incentive Plan and the Employee Savings Plan.*

Average consolidated employees (1) break down as follows:

By operating segment	2019	2020
France	30,497	30,380
Europe excluding France	58,383	60,688
Rest of the world	58,382	61,848
Global businesses	28,912	27,003
Other	1,847	1,595
CONSOLIDATED EMPLOYEES *	178,021	181,514

By company	2019	2020
Fully-consolidated companies	177,921	181,414
Joint operations	100	100
CONSOLIDATED EMPLOYEES *	178,021	181,514

(1) Consolidated employees, excluding employees of equity-accounted subsidiaries.

8.2 Share-based compensation

8.2.1 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.

Where beneficiaries are required to hold shares beyond the vesting period, the expense includes a discount for non-transferability.

With regard to Group Savings Plans (GSP), the Veolia Group applies CNC recommendations (press release of December 21, 2004 on Company Savings Plans and supplement of February 2, 2007). The GSP compensation expense corresponds to the discount and the Company's contribution to subscribers. It also takes account of the requirement to hold shares for five years.

The discount for non-transferability is calculated as the difference in value between a forward sale of shares at the end of the lock-in period and the spot purchase of the same number of shares, financed by a loan.

8.2.2 Share-based compensation expense

The share-based compensation expense breaks down as follows:

(€ million)	As of December 31, 2019	As of December 31, 2020
Employee savings plan	10.0	29.0
2018 Performance share grant plan	9.5	4.5
2019 Performance share grant plan	2.8	0.7
2020 Performance share grant plan	-	0.9
2018 Free share grant plan	3.9	-
TOTAL INCLUDING SOCIAL SECURITY COSTS	26.2	35.1

8.2.2.1 2020 Employee Savings Plans

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 2020, Veolia proposed a new Group employee share ownership transaction, rolled-out across 31 countries.

Under this transaction, shares were subscribed with a 20% discount on the average closing price of the share during the 20 trading days preceding the date the subscription price was set by the Chairman and Chief Executive Officer. The subscription price was set at €13.89.

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 November 1, 2020 and the share price on April 19, 2021, while benefiting from a contribution from the Group capped at GBP 250. This plan is still ongoing as of December 31, 2020.

On December 17, 2020, Veolia Environnement issued 11,344,823 new shares under the Group Savings Plan, representing a share capital increase of €157.6 million (see Note 11.2).

In 2020, an expense of €29.0 million is recorded in operating income.

8.2.2.2 2020 Performance Share Grant Plans

In 2020, the Group granted 1,109,400 performance shares (PS) to executives and employees of the Group, subject to the beneficiary's presence in the Group on May 5, 2023 and performance conditions based on the following criteria:

- financial criteria (average increase in Current net income 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);
- quantifiable nonfinancial 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 €13.59.

The performance and presence conditions are taken into account in estimating the compensation expense.

An expense of €0.9 million is recorded in operating income in 2020.

8.2.2.3 Plans implemented before 2020

Veolia implemented the following plans in previous years:

- **2019 Employee Savings Plans**: in 2019, Veolia proposed a new Group employee share ownership transaction, rolled-out across 30 countries. This plan expired on December 31, 2019 and therefore had no impact on the Group financial statements in 2020;
- **2018 and 2018 Performance Share Grant Plans:** the Group set-up performance share grant plans (PSP) in 2018 and 2019 subject to the beneficiary's presence in the Group at the vesting date on May 2, 2021 and April 30, 2022, respectively, and performance conditions. An expense of €5.2 million is recorded in operating income in 2020 in respect of these two plans. It includes the modification to the 2018 plan in the first half of 2020.

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8.3 Pension plans and other post-employment benefits

The following disclosures relate to the pension plans offered by fully consolidated entities.

8.3.1 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.

8.3.2 Description of plans

In accordance with the regulatory environment and collective agreements, the Group has established defined benefit and defined contribution pension plans (companies or multi-employer) in favour of employees and other post-employment benefits.

Defined contribution plans

Supplemental pension defined contribution plans have been set up in certain subsidiaries. Expenses incurred by the Group under these plans totaled €98.1 million in 2020 and €96.6 million in 2019.

Defined benefit plans

The tables in Note 8.3.3 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 and France.

United Kingdom

The defined benefit obligation in the United Kingdom is €1,155.0 million as of December 31, 2020 (compared with €1,177.7 million as of December 31, 2019) and is funded by plan assets of €1,195.0 million at this date (compared with €1,189.4 million as of December 31, 2019). The increase in the defined benefit obligation is presented in the table below in Note 8.3.3.

The average duration of these plans is approximately 17 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 has 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 €485.4 million as of December 31, 2020 (€464.2 million as of December 31, 2019) and is funded by plan assets of €78.3 million at this date (€80.6 million as of December 31, 2019). The increase in the defined benefit obligation is presented in the table below in Note 8.3.3.

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 12 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.

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 2020 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 €12.9 million in 2020 compared with €8.3 million in 2019.

8.3.3 Obligations in respect of defined benefit pension plans and other post-employment benefits

8.3.3.1 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, 2019	As of December 31, 2020
Discount rate	**1.57%**	**1.22%**
United Kingdom	*2.05%*	*1.45%*
Euro zone	*0.85%*	*0.65%*
Inflation rate	**2.25%**	**2.27%**
United Kingdom (RPI/CPI)	*2.90% / 1.90%*	*2.85% / 2.05%*
Euro zone	*1.50%*	*1.50%*

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8.3.3.2 Change in the Defined Benefit Obligation (DBO)

Change in the DBO *(€ million)*	United Kingdom 2019	United Kingdom 2020	France 2019	France 2020	Other countries 2019	Other countries 2020	Total 2019	Total 2020
								As of December 31
Defined Benefit Obligation at beginning of year	**1,019.2**	**1,177.7**	**413.2**	**464.2**	**473.0**	**496.6**	**1,905.4**	**2,138.5**
Current service cost	2.6	2.8	20.1	24.2	22.4	18.5	45.1	45.5
Plan amendments or new plans (contract wins)	0.3	-	0.5	7.0	-1.5	-0.7	-0.7	6.3
Curtailments and settlements	18.5	-5.5	-1.2	-5.4	-9.4	-144.7	7.9	-155.6
Interest cost	29.1	22.4	6.7	3.5	8.9	5.3	44.7	31.2
Actuarial (gains) losses	98.7	60.8	43.0	12.8	50.7	8	192.4	81.6
o/w actuarial (gains) losses arising from experience adjustments	*-3.3*	*-3.2*	*-4.0*	*3.7*	*2.6*	*3.6*	*-4.7*	*4.1*
o/w actuarial (gains) losses arising from changes in demographic assumptions	*-21.8*	*-7.6*	*0.7*	*0.3*	*1.9*	*-1.2*	*-19.2*	*-8.5*
o/w actuarial (gains) losses arising from changes in financial assumptions	*123.8*	*71.6*	*46.3*	*8.8*	*46.2*	*5.6*	*216.3*	*86.0*
Plan participants' contributions	0.3	0.3	-	0.0	1.5	0.9	1.8	1.2
Benefits paid	-40.5	-39.4	-17.6	-17.8	-30.9	-19.1	-89.0	-76.3
Benefit obligations assumed on acquisition of subsidiaries	-	-	1.3	0.4	0.9	4.3	2.2	4.7
Benefit obligations transferred on divestiture of subsidiaries	-	-	-1.3	-4.0	-9.9	-0.6	-11.2	-4.6
Foreign exchange translation	55.4	-63.9	-	0.0	8.7	-8.2	64.1	-72.1
Other	-5.9	-0.2	-0.5	0.5	-17.8	0.9	-24.2	1.2
(a) Defined Benefit Obligation at end of year	**1,177.7**	**1,155.0**	**464.2**	**485.4**	**496.6**	**361.2**	**2,138.5**	**2,001.6**

8.3.3.3 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 €262 million and the current service cost of the next year by €6 million. A 1% decrease in the discount rate would increase the defined benefit obligation by €308 million and the current service cost of the next year by €7 million.

Conversely, a 1% increase in the inflation rate would increase the defined benefit obligation by approximately €224 million and the current service cost by €6 million. A 1% decrease in the inflation rate would decrease the defined benefit obligation by €198 million and the current service cost by €5 million.

8.3.4 Change in the funding status of post-employment benefit obligations and the provision

	United Kingdom		France		Other countries		Total	
(€ million)	2019	2020	2019	2020	2019	2020	2019	2020
(a) Defined Benefit Obligation at end of year	1,177.7	1,155.0	464.2	485.4	496.6	361.2	2,138.5	2,001.6
(b) Fair value of plan assets at end of year	1,189.4	1,195.0	80.6	78.3	206.2	91.1	1,476.2	1,364.4
Funding status = (b) – (a)	**11.7**	**40.0**	**-383.6**	**-407.1**	**-290.4**	**-270.1**	**-662.3**	**-637.2**
Provisions	-18.3	-13.6	-383.8	-407.1	-290.9	-270.8	-693.0	-691.5
Prepaid benefits (regimes with a funding surplus)	30.0	53.6	0.2	0.0	0.5	0.7	30.7	54.3

Provisions for post-employment benefits total €691.5 million, compared with €693.0 million in 2019.

8.3.5 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		Other countries		Total	
(€ million)	2019	2020	2019	2020	2019	2020	2019	2020
Fair value of plan assets at beginning of year	**990.6**	**1,189.4**	**82.0**	**80.6**	**205.5**	**206.2**	**1,278.1**	**1,476.2**
Actual return on plan assets	145.3	95.0	2.3	1.7	26.3	1.1	173.9	97.8
o/w interest income	*29.0*	*23.1*	*1.5*	*0.7*	*3.0*	*1.2*	*33.5*	*25.0*
o/w return on plan assets excluding amounts included in interest income	*116.3*	*71.9*	*0.8*	*1.0*	*23.3*	*-0.1*	*140.4*	*72.8*
Employer contributions	20.9	19.9	0.2	0.3	7.6	6.0	28.7	26.2
Plan participants' contributions	0.3	0.3	-	0	1.5	0.9	1.8	1.2
Plan assets assumed on acquisition of subsidiaries	-	-	-	0	-	2.1	-	2.1
Plan assets transferred on divestiture of subsidiaries	-	-	-	0	-2.2	0	-2.2	-
Settlements	17.2	-5.5	-	0	-0.5	-120.1	16.7	-125.6
Benefits paid	-40.3	-39.3	-3.8	-4.0	-18.7	-4.8	-62.8	-48.1
Administrative expenses paid by the fund	-	-	-	0	-0.2	-0.2	-0.2	-0.2
Foreign exchange translation	55.4	-64.6	-	0	5.4	0.6	60.8	-64.0
Other	-	-0.2	-0.1	-0.3	-18.5	-0.7	-18.6	-1.2
(b) Fair value of plan assets at end of year	**1,189.4**	**1,195.0**	**80.6**	**78.3**	**206.2**	**91.1**	**1,476.2**	**1,364.4**

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Significant events

In Switzerland, the Group transferred pensions paid before December 31, 2019 to a collective foundation retaining no obligation to make additional payments. This transfer was recorded as a settlement with a reduction in the defined benefit obligation (-€123.7 million) and the corresponding assets (-€115.0 million).

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 (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 UK 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.

For the entire Group, the actual rate of return on plan assets reflects market performance based on the asset investment profiles. In 2020, assets were mainly impacted by the good performance of assets in the United Kingdom (+€95.0 million) and the plan settlement in Switzerland following the transfer of retired employees to a collective foundation (-€115.0 million), with the Group not retaining any obligation to make additional payments.

The Group plans to make contributions of €14.1 million to defined benefit plans in 2021, compared with €26.2 million in 2020. The decrease in expected contributions is mainly due to agreements signed with the Trustees in the United Kingdom in 2020, reducing the required contributions for the 2021-2023 three-year period.

Investment and return on assets

On average, Group pension plan assets were invested as follows:

	2019	2020
Unquoted assets	**10.6%**	**12.0%**
Liquid unquoted assets - Investment funds (general insurance fund)	7.6%	8.2%
Non-liquid unquoted assets - Investment funds (1)	2.3%	2.3%
Unquoted assets - Other	0.7%	1.5%
Quoted assets (liquid)	**86.8%**	**85.5%**
Government bonds (2)	29.5%	20.6%
Corporate bonds	5.6%	1.1%
Shares	1.6%	3.2%
Diversified Investment funds	48.7%	60.0%
Liquid quoted assets - Other	1.4%	0.5%
Liquid assets	**2.6%**	**2.6%**
TOTAL ASSETS	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.

8.3.6 Impact on comprehensive income

The net benefit cost breaks down as follows:

	Year ended December 31							
	United Kingdom		France		Other countries		Total	
(€ million)	2019	2020	2019	2020	2019	2020	2019	2020
Service cost	4.2	2.8	19.0	25.8	12.1	-6.8	35.3	21.8
o/w Current service cost	*2.6*	*2.8*	*20.1*	*24.2*	*22.4*	*18.5*	*45.1*	*45.5*
o/w Past service cost	*1.6*	*0*	*-1.1*	*1.6*	*-10.3*	*-25.3*	*-9.8*	*-23.7*
Net interest expense	0.1	-0.7	5.2	2.8	5.9	4.1	11.2	6.2
o/w Interest cost	*29.1*	*22.4*	*6.7*	*3.5*	*8.9*	*5.3*	*44.7*	*31.2*
o/w Interest income on plan assets	*-29.0*	*-23.1*	*-1.5*	*-0.7*	*-3.0*	*-1.2*	*-33.5*	*-25.0*
Interest income on right to reimbursement	-	-	-	-	-	-	-	-
Administrative expenses paid by the fund	-	-	-	-	0.2	0.2	0.2	0.2
Other	0.1	-	-	-0.1	-	-0.6	0.1	-0.7
Net benefit cost recognized in the Consolidated Income Statement	**4.4**	**2.1**	**24.2**	**28.5**	**18.2**	**-3.1**	**46.8**	**27.5**
Return on plan assets excluding amounts included in interest income	-116.3	-71.9	-0.8	-1.0	-23.3	0.1	-140.4	-72.8
Actuarial (gains) losses arising from experience adjustments	-3.3	-3.2	-4.0	3.7	2.6	3.6	-4.7	4.1
Actuarial (gains) losses arising from changes in demographic assumptions	-21.8	-7.6	0.7	0.3	1.9	-1.2	-19.2	-8.5
Actuarial (gains) losses arising from changes in financial assumptions	123.8	71.6	46.3	8.8	46.2	5.6	216.3	86.0
Net benefit cost recognized in other comprehensive income	**-17.6**	**-11.1**	**42.2**	**11.8**	**27.4**	**8.1**	**52.0**	**8.8**
NET BENEFIT COST RECOGNIZED IN TOTAL COMPREHENSIVE INCOME	**-13.2**	**-9.0**	**66.4**	**40.3**	**45.6**	**5.0**	**98.8**	**36.3**

The costs in the Consolidated Income Statement are recorded in operating income, except for the net interest expense, recorded in net finance costs.

8.4 Compensation and related benefits of key management (related parties)

Group Executive Committee members and directors represent the key management personnel of the Group.

The following table summarizes amounts paid by the Group in respect of compensation and other benefits granted to members of the Company Executive Committee.

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, 2019	Year ended December 31, 2020
Short-term benefits, excluding employer contributions	9.5	9.7
Employer contributions	3.6	3.8
Post-employment benefits (1)	0.1	0.1
Other long-term benefits (2)	-	-
Share-based payments	1.0	0.5
Other items	-	-
TOTAL	14.2	14.1

(1) Current service cost.
(2) Other compensation vested but payable in the long-term.

As of December 31, **2020**, total pension and post-employment benefits obligations in respect of members of the Executive Committee amount to €4.7 million, compared with €4.2 million as of December 31, 2019.

With the exception of the Chairman and Chief Executive Officer, the members of the Board of Directors receive no compensation other than directors' fees from the Company and, if applicable, from controlled companies. The total gross amount of compensation (before withholding tax) paid by the Company and controlled companies to directors and the non-voting members was €969,538 in **2020**.

NOTE 9 GOODWILL, INTANGIBLE ASSETS AND PROPERTY, PLANT AND EQUIPMENT

9.1 Goodwill

9.1.1 Movements in goodwill

Goodwill breaks down as follows:

(€ million)	As of December 31, 2019	As of December 31, 2020
Gross	6,042.3	6,831.6
Accumulated impairment losses	-914.3	-942.7
NET	5,128.0	5,888.9

9.1.1.1 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 country or group of countries.

The Group has 24 goodwill CGUs as of December 31, 2020, including nine with allocated goodwill in excess of €200 million, presented below.

(€ million)	As of December 31, 2019	As of December 31, 2020
Czech Republic and Slovakia	615.0	1,037.9
Water France	902.4	902.4
British Isles	801.4	762.8
Germany	383.1	383.4
North America	197.5	355.3
Hazardous Waste	364.1	340.8
France Waste	331.2	334.3
VWT	275.1	270.8
Poland	253.5	236.6
Goodwill balances > €200 million as of December 31, 2020	**4,123.3**	**4,624.3**
Other goodwill balances < €200 million	1,004.7	1,264.6
TOTAL GOODWILL	5,128.0	5,888.9

Goodwill balances of less than €200 million break down by operating segment as follows:

(€ million)	As of December 31, 2019	As of December 31, 2020
France	-	-
Europe excluding France	280.6	534.0
Rest of the world	603.1	620.1
Global businesses	118.4	108.0
Other	2.6	2.5
TOTAL	1,004.7	1,264.6

As of December 31, 2020, accumulated impairment losses total -€942.7 million and mainly concern goodwill of the Germany (-€493.0) and Poland (-€92.9 million) cash-generating units.

9.1.1.2 Movements in the net carrying amount of goodwill

Movements in the net carrying amount of goodwill during **2020** are as follows:

(€ million)	As of December 31, 2019	Changes in consolidation scope	Foreign exchange translation	Impairment losses	Transfers to Assets classified as held for sale	Other movements	As of December 31, 2020
France	1,233.5	3.1	-	-	-	-	1,236.6
Europe excluding France	2,333.6	687.8	-80.1	-	-	13.4	2,954.7
Rest of the world	800.0	298.0	-85.4	-44.1	-	6.9	975.4
Global businesses	757.7	-5.0	-32.6	-	-	-0.4	719.7
Other	3.2	-	-	-	-	-0.7	2.5
TOTAL GOODWILL	5,128.0	983.9	-198.1	-44.1	-	19.2	5,888.9

The main movements in Group goodwill **during 2020** were primarily due to:

- **changes in consolidation scope** in the amount of -€983.9 million, including:
  - provisional goodwill of €687.8 million in Europe excluding France, relating notably to the acquisition of PT in the Czech Republic (€429.3 million) BERT in Hungary (€127.9 million) and MAG in Russia (€111.7 million),
  - goodwill of €298.0 million in the Rest of the world, relating notably to the acquisition of Elemental Environmental Solutions (Alcoa) in the United States (€194.8 million);
- **impairment losses** of -€44.1 million in respect of Latin America - Mexico;
- **foreign exchange translation** gains and losses of -€198.1 million, mainly due to fluctuations in the US dollar (-€63.6 million), the pound sterling (-€43.3 million) and the Polish zloty (-€16.9 million) against the euro.

9.1.2 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, 2020.

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. In the context of the current health crisis, the cash flows used in impairment tests were prepared taking account of the performance of cash-generating units in the second half of 2020 and expectations for 2021. The cash flows adopted, in line with the financial performance of the Group's cash generating units in the second half of the year, confirm the resilience of activities and a one-year lag in financial objectives in the 2021 base plan. Among the main assumptions, the timing of a return to normal activities in 2021 remains a major area of judgment determined individually cash-generating unit per cash generating unit with local management;
- 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 (2026). These flows are determined for each CGU or group of CGUs based on a perpetual growth rate which takes account of factors such as 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, Portugal. 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 2020. This update included, where applicable and by geography, a specific risk relating to the health crisis;
- 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. 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:

Geographic area	Recoverable amount determination method	Discount rate	Perpetual growth rate
France	Value in use	5.2%	1.6%
British Isles	Value in use	5.6%	2.0%
Germany	Value in use	5.2%	1.9%
Czech Republic and Slovakia	Value in use	6.2%	1.9%
Poland	Value in use	6.3%	2.8%
North America	Value in use	6.0%	2.3%

9.1.2.1 Impairment test results

The health crisis relating to the Covid-19 pandemic and its consequences on the economy in the first half of the year, led the Group to conduct more in-depth impairment tests on its assets and particularly goodwill. This involved a specific exercise to identify cash-generating units at risk: an in-depth review of cash flow projections, limited to these sensitive CGUs or CGUs materially affected by the crisis, was conducted at the half year end. Following these procedures, the Group impaired the Mexico goodwill in full (CGU already identified as sensitive at the December 31, 2019 closing), in the amount of €44.1 million during the fiscal year.

As of December 31, 2020, no additional impairment was recognized following impairment testing of all Group cash-generating units.

9.1.2.2 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.

For a certain number of cash-generating units, these tests lead to the identification of recoverable amounts lower than the net carrying amount of the cash-generating unit, adjusted where appropriate for impairments recognized during the period:

(€ million)			Difference between the recoverable amount and the net carrying amount			
Cash-generating unit	Net carrying amount at 100%	o/w goodwil	As of December 31, 2020	With an increase in the discount rate (1%)	With a decrease in the perpetual growth rate (1%)	With a decrease in operating cash flows (5%)
Germany	1,468.2	383.4	301.7	-152.0	-97.6	211.0

As of December 31, 2020, the recoverable amount of the Poland CGU remains higher than its net carrying amount. The cash-generating unit nonetheless continues to be monitored with regard to its dependence on the realization of several operating assumptions, such as commercial wins, tariff rises and the implementation of its production asset decarbonization program.

The Group impaired in full the goodwill relating to the Mexico cash-generating unit in 2020, with the country heavily impacted by the health crisis. The progressive recovery in activity and the stabilization of invoicing and debt recovery conditions in the fourth quarter confirm the absence of any additional evidence of impairment as of December 31, 2020. Management nonetheless continues to closely monitor changes in performance and the conditions of contract renewal.

The performance of the Latin America cash-generating unit fell during the year, notably due to high exposure to bad debts and economical slow down linked to the health crisis. The sensitivity tests performed at the year-end did not identify any sensitivity. Nonetheless, the CGU continues to be monitored and management is closely watching the expected improvement in operating performance in 2021 and the conditions of upcoming contract renewals.

The Czech Republic-Slovakia cash-generating unit is no longer sensitive to changes in macro-economic and operational assumptions. However, it continues to be closely monitored due to the ambitions of the transformation plan and the integration of the Prague Right Bank recent acquisition.

9.2 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 (nonperformance of a significant long-term contract under the terms laid down in the contract, technical operating issues).

9.2.1 Concession intangible assets

Concession intangible assets 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 **2020** are as follows:

(€ million)	As of December 31, 2019	Additions	Disposals	Impairment losses	Amortization/ Reversals	Change in scope of consolidation	Foreign exchange translation	Transfers to assets classified as held for sale	Other movements	As of December 31, 2020
Concession intangible assets, gross	7,493.4	450.8	-251.5	-	-	12.8	-186.0	-	166.5	7,686.0
Amortization and impairment losses	-3,976.0	-	220.7	2.7	-420.8	0.4	86.0	-	-54.1	-4,141.1
CONCESSION INTANGIBLE ASSETS, NET	**3,517.4**	**450.8**	**-30.8**	**2.7**	**-420.8**	**13.2**	**-100.0**	**-**	**112.4**	**3,544.9**

Additions mainly concern France (€190.9 million) and Europe excluding France (€190.7 million).

Charges to **amortization and impairment losses** mainly concern Europe excluding France (-€202.5 million) and France (-€131.6 million) and include an impairment loss of -€17.3 million in respect of a concession contract in the Africa/Middle East region.

Foreign exchange translation gains and losses are primarily due to movements in the pound sterling (-€33.5 million), the US dollar (-€17.0 million) and the Czech crown (-€25.8 million) against the euro.

Other movements mainly concern Europe excluding France for €137.4 million and primarily relate to contractual changes in Germany and Romania.

Concession intangible assets break down by operating segment as follows:

		As of December 31, 2020		
(€ million)	Net carrying amount as of December 31, 2019	Gross carrying amount	Amortization and impairment losses	Net carrying amount
France	611.1	1,534.1	-878.7	655.4
Europe excluding France	2,124.2	4,708.5	-2,531.8	2,176.7
Rest of the world	780.6	1,432.2	-720.7	711.5
Global businesses	1.5	11.2	-9.9	1.3
Other	-	-	-	-
CONCESSION INTANGIBLE ASSETS	3,517.4	7,686.0	-4,141.1	3,544.9

9.2.2 Other intangible assets

Other intangible assets mainly consist of entry fees paid to local authorities for public service contracts, 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.

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Useful lives are as follows:

	Range of useful lives in number of years *
Entry fees paid to local authorities	3 to 80
Purchased contractual rights	3 to 60
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:

(€ million)	As of December 31, 2019	As of December 31, 2020
INTANGIBLE ASSETS WITH AN INDEFINITE USEFUL LIFE, NET	41.5	46.6
Intangible assets with a definite useful life, gross	3,896.5	3,824.7
Depreciation and impairment losses	-2,565.4	-2,500.0
INTANGIBLE ASSETS WITH A DEFINITE USEFUL LIFE, NET	1,331.1	1,324.7
OTHER INTANGIBLE ASSETS, NET	1,372.6	1,371.3

Movements in the net carrying amount of other intangible assets during **2020** are as follows:

(€ million)	As of December 31, 2019	Additions	Disposals	Impairment losses	Amortization	Changes in consolidation scope	Foreign exchange translation	Other movements	As of December 31, 2020
INTANGIBLE ASSETS WITH AN INDEFINITE USEFUL LIFE, NET	41.5	1.2	-	-0.1	-	3.3	-2.1	2.8	46.6
Entry fees paid to local authorities	34.6	0.5	-0.1	-	-11.1	13.1	-1.4	-0.5	35.1
Purchased contractual rights	378.0	0.6	-2.9	-36.5	-37.4	21.9	-20.9	5.7	308.5
Purchased software	160.1	49.1	-1.1	-0.1	-62.8	2.2	-5.0	32.4	174.8
Purchased customer portfolios	136.0	2.4	-	-0.1	-15.1	-3.8	-2.7	-0.1	116.6
Other purchased intangible assets	521.1	53.5	-1.0	0.1	-52.3	114.7	-40.7	-7.9	587.5
Other internally-developed intangible assets	101.3	32.8	-1.8	0.7	-37.0	0.2	-0.4	6.4	102.2
INTANGIBLE ASSETS WITH A DEFINITE USEFUL LIFE, NET	1,331.1	138.9	-6.9	-35.9	-215.7	148.3	-71.1	36.0	1,324.7
OTHER INTANGIBLE ASSETS	1,372.6	140.1	-6.9	-35.9	-215.7	151.5	-73.2	38.8	1,371.3

Intangible assets with an indefinite useful life are primarily trademarks.

Intangible assets with an definite useful life are comprised of:

- entry fees paid to local authorities in respect of public service contracts of €35.1 million as of December 31, 2020, including €9.4 million in France, compared with €34.6 million as of December 31, 2019, including €16.9 million in France;
- purchased contractual rights of €308.5 million as of December 31, 2020, compared with €378.0 million as of December 31, 2019;
- purchased software of €174.8 million as of December 31, 2020, compared with €160.1 million as of December 31, 2019.

Impairment losses include an amount of -€35.0 million in respect of a contractual right in Latin America, due to the difficult economic situation tied to the health crisis.

Changes in consolidation scope mainly concern the Rest of the world segment for €157.8 million and in particular the acquisition of Orange City Private Ltd in India for €94.6 million to be finalized in 2021.

9.3 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.

Estimated useful lives are reviewed regularly. Changes in estimated are accounted for on a prospective basis from the change date.

Useful lives are as follows:

	Range of useful lives in number of years *
Buildings	20 to 50
Technical installations	7 to 35
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.

9.3.1 Movements in the net carrying amount of property, plant and equipment

Movements in the net carrying amount of property, plant and equipment during **2020** are as follows:

(€ million)	As of December 31, 2019	Additions	Disposals	Impair-ment lsses	Deprecia-tion	Changes in consolidation scope	Foreign exchange translation	Other mo-vements	As of December 31, 2020
Property, plant and equipment, gross	19,575.5	1,278.7	-619.7	-	-	981.5	-681.3	-148.6	20,386.1
Depreciation and impairment losses	-11,895.7	-	535.1	-34.4	-916.0	-315.8	357.0	100.3	-12,169.5
PROPERTY, PLANT AND EQUIPMENT, NET	7,679.8	1,278.7	-84.6	-34.4	-916.0	665.7	-324.3	-48.3	8,216.6

Additions mainly concern:

- France (€138.4 million);
- Europe excluding France (€505.5 million); Additions mainly comprise the purchase of rolling stock and containers in the United Kingdom for €44.0 million; and maintenance investments, environmental standard compliance costs and the development of new connections in the Energy sector in Poland and the Czech Republic for €72.2 million and €52.5 million, respectively;
- the Rest of the world (€489.6 million). Additions mainly comprise the construction of new hazardous waste processing plants in Asia for €71.7 million (China and Singapore).

Disposals, net of impairment losses and depreciation, of -€84.6 million mainly concern:

- France (-€13.8 million);
- Europe excluding France (-€40.1 million);
- and the Rest of the world (-€19.4 million).

Depreciation of -€916.0 million mainly concerns France (-€177.9 million), Europe excluding France (-€390.5 million) and the Rest of the world (-€236.4 million).

Changes in consolidation scope of €665.7 million mainly concern:

- Europe excluding France (€621.0 million), including BERT in Hungary (€238.0 million) and PT in the Czech Republic (€351.2 million);
- the Rest of the world (€58.2 million).

Foreign exchange translation gains and losses are primarily due to movements in the US dollar (-€45.3 million), the Hungarian forint (-€40.4 million), the pound sterling (-€27.0 million) and the Polish zloty (-€91.3 million) against the euro.

Property, plant and equipment break down by operating segment as follows:

(€ million)	Net carrying amount as of December 31, 2019	As of December 31, 2020		
		Gross carrying amount	Depreciation and impairment losses	Net carrying amount
France	983.2	3,839.6	-2,905.2	934.4
Europe excluding France	3,751.8	9,581.7	-5,383.0	4,198.7
Rest of the world	2,280.6	4,459.2	-2,038.9	2,420.3
Global businesses	606.3	2,317.4	-1,703.1	614.3
Other	57.9	188.2	-139.3	48.9
PROPERTY, PLANT AND EQUIPMENT	7,679.8	20,386.1	-12,169.5	8,216.6

The breakdown of property, plant and equipment by class of assets is as follows:

(€ million)	Net carrying amount as of December 31, 2019	As of December 31, 2020		
		Gross carrying amount	Depreciation and impairment losses	Net carrying amount
Land	651.6	1,484.4	-801.5	682.9
Buildings	1,377.3	3,656.5	-1,930.0	1,726.5
Technical installations, plant and equipment	3,785.9	10,259.2	-6,410.6	3,848.6
Rolling stock and other vehicles	660.9	2,223.1	-1,580.1	643.0
Other property, plant and equipment	319.2	1,769.2	-1,411.6	357.6
Property, plant and equipment in progress	884.9	993.7	-35.7	958.0
PROPERTY, PLANT AND EQUIPMENT	7,679.8	20,386.1	-12,169.5	8,216.6

The increase in buildings between December 31, 2019 and 2020 is mainly due to the entry of PT in the Czech Republic into the consolidation scope for €289.0 million.

9.4 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, 2019	As of December 31, 2020
Short-term leases	2.3	13.0
Low value lease contracts	6.4	5.1
Variable leases	4.2	7.2
TOTAL	12.9	25.3

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 9.1.2.

Lease term

To determine the lease term, the Group analyzes the lease provisions, as illustrated below:

LEASE TERM	=	NON-CANCELLABLE PERIOD	+	OPTIONAL PERIOD FOR CANCELLATION	+	OPTIONAL PERIOD FOR EXTENSION
		Period of time during which the Group does not have the opportunity to cancel the contract		If the Group is reasonably assurednot to exercise the cancellation option.		If the Group is reasonably assured to exercise the extension option.

The enforceable period is also assessed taking into account the duration and characteristics of the customer contract.

Discount rate

When calculating the present value of future lease payments and as authorized by the standard, 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:

(€ million)	Net carrying amount as of December 31, 2019	As of December 31, 2020 Gross carrying amount	Depreciation and impairment losses	Net carrying amount
Right of use, Land	302.1	504.6	-209.2	295.4
Right of use, Buildings	736.7	1,499.0	-831.6	667.4
Right of use assets, Technical installations, plant and equipment	157.5	292.5	-156.6	135.9
Right of use assets, Rolling stock and other vehicles	421.5	790.0	-408.4	381.6
Right of use - Other PP&E	46.8	97.2	-48.0	49.2
RIGHT OF USE	1,664.6	3,183.3	-1,653.8	1,529.5

Right of use breaks down by operating segment as follows:

(€ million)	Net carrying amount as of December 31, 2019	As of December 31, 2020 Gross carrying amount	Depreciation and impairment losses	Net carrying amount
France	290.5	602.0	-315.9	286.1
Europe excluding France	495.8	890.9	-437.8	453.1
Rest of the world	365.5	689.9	-336.1	353.8
Global businesses	366.1	700.2	-381.5	318.7
Other	146.7	300.3	-182.5	117.8
RIGHT OF USE	1,664.6	3,183.3	-1,653.8	1,529.5

Movements in the net carrying amount of the right of use during **2020** are as follows:

(€ million)	As of December 31, 2019	Additions	Contract termination or expiry	Impairment losses	Depreciation	Changes in consolidation scope	Foreign exchange translation	Other movements	As of December 31, 2020
Right of use	3,273.6	484.9	-461.0	-	-	-55.0	-58.3	1.0	3,183.3
Depreciation and impairment losses	-1,609.0	-	329.1	0.3	-439.3	33.4	27.4	2.8	-1,653.8
RIGHT OF USE, NET	1,664.6	484.9	-131.9	0.3	-439.3	-21.6	-30.9	3.8	1,529.5

Additions mainly concern France (€127.7 million), Europe excluding France (€137.9 million) and Global businesses (€100.9 million).

Depreciation totals -€439.3 million in **2020** and mainly breaks down as follows:

- land: -€46.5 million;
- buildings: -€163.2 million;
- technical installations and plant and equipment: €59.5 million;
- vehicles: -€158.5 million.

Depreciation mainly concerns France (-€94.2 million), Europe excluding France (-€111.7 million), the Rest of the world (-€105.5 million), and Global businesses (-€93.1 million).

Sublease revenue associated with right-of-use assets is not material.

NOTE 10 FINANCING AND FINANCIAL INSTRUMENTS

10.1 Financial assets and liabilities

Financial assets and liabilities mainly consist of:

- financial liabilities, presented in Note 10.1.1;
- other non-current and current financial assets, presented in Note 10.1.2;
- cash and cash equivalents and bank overdrafts and other cash position items, presented in Note 10.1.3;
- derivative instruments, presented in Note 10.3.

10.1.1 Financial liabilities

Financial liabilities include borrowings, other financing and bank overdrafts and derivative liabilities.

With the exception of trading liabilities and derivative liabilities which are measured at fair value, borrowings and other financial liabilities are recognized initially at fair value less transaction costs and subsequently measured at amortized cost using the effective interest 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, 2019	As of December 31, 2020	As of December 31, 2019	As of December 31, 2020	As of December 31, 2019	As of December 31, 2020
Bond issues	10.1.1.1	8,830.4	10,205.2	1,145.4	648.1	**9,975.8**	10,853.3
Other financial liabilities	10.1.1.2	536.4	631.2	4,298.4	6,548.6	**4,834.8**	7,179.8
IFRS 16 lease debt	10.1.1.3	1,417.9	1,296.8	465.7	402.9	**1,883.6**	1,699.7
TOTAL NON-CURRENT AND CURRENT FINANCIAL LIABILITIES		10,784.7	12,133.2	5,909.5	7,599.6	16,694.2	19,732.8

The headings "Net increase/decrease in current financial liabilities" and "Repayment of current IFRS 16 lease debt" in the Consolidated Cash Flow Statement include redemptions of current bonds in the amount of -€1,148.1 million in 2020 and increases and repayments of other current financial liabilities of -€1,755.7 million. This heading does not include accrued interest payable of -€3.9 million in 2020, presented on the line "Interest paid" in the Consolidated Cash Flow Statement.

The heading "New non-current borrowings and other debts" in the Consolidated Cash Flow Statement includes non-current bond issues in the amount of €2,087.6 million in 2020 and new other non-current financial liabilities of €226.7 million. However, it excludes new finance lease obligations of €488.7 million in 2020, presented in investment flows.

10.1.1.1 Changes in non-current and current bond issues

Issues on the Panda Bond market

On June 24, 2020, Veolia Environnement successfully issued two Panda bonds of a nominal amount of 1.5 billion renminbi (€188 million euro-equivalent) on the Chinese domestic market, with a three-year maturity and bearing a coupon of 3.85%.

On December 16, 2020, Veolia Environnement issued two new three-year Panda Bonds for a total nominal amount of 1.5 billion renminbi (€189 million euro-equivalent) on the Chinese domestic market. The bonds have a 3 year maturity and bear a coupon of 4.45%.

Bond issues totaling €1.7 billion

In 2020, Veolia Environnement successfully performed in 2020:

- on January 15, a €500 million bond issue maturing in January 2031 and bearing a coupon of 0.66%;
- on April 15, a €700 million bond issue maturing in April 2028 and bearing a coupon of 1.25%;
- on June 15, a €500 million bond issue maturing in January 2032 and bearing a coupon of 0.80%.

These three issues enabled Veolia to bring forward the refinancing of all bond payments scheduled for 2020 and 2021 totaling €1.7 billion.

Non-current and current bond issues break down as follows:

(€ million)	As of December 31, 2019	Net move-ment	Redemp-tions	Changes in consolidation scope	Fair value adjust-ments (1)	Foreign exchange transla-tion	Non-current/ current reclassifi-cation	Other move-ments	As of December 31, 2020
Non-current bond issues	8,830.4	2,087.6	-	-	8.3	-69.7	-651.4	-	10,205.2
Current bond issues	1,145.4	-	-1,148.1	-2.1	-	-0.8	651.4	2.3	648.1
TOTAL BOND ISSUES	9,975.8	2,087.6	-1,148.1	-2.1	8.3	-70.5	-	2.3	10,853.3

(1) Value adjustments are recorded in financial income and expenses.

Net movements mainly concern bond issues performed by Veolia Environnement totaling €2.1 billion (see above).

Redemptions mainly concern the redemption at maturity on November 23, 2020 and December 11, 2020 of the euro bond lines in the nominal amount of €500 million and €431.2 million, respectively; and on December 17, 2020 of the Panda bond line denominated in renminbi in the euro-equivalent nominal amount of €192.2 million.

Non-current/current reclassifications total €651.4 million and mainly concern the euro bond line maturing in January 2021 in the nominal amount of €638.4 million.

Foreign exchange translation gains and losses total -€70.5 million and mainly concern the translation at the year-end exchange rate of the GBP bond line maturing in 2037 for a euro equivalent of -€40.4 million as of December 31, 2020 and of the US dollar bond line maturing in 2038 for a euro-equivalent of -€24.8 million as of December 31, 2020.

	Non-current		Current		Total	
(€ million)	As of December 31, 2019	As of December 31, 2020	As of December 31, 2019	As of December 31, 2020	As of December 31, 2019	As of December 31, 2020
Bond issues	**8,830.4**	**10,205.2**	**1,145.4**	**648.1**	**9,975.8**	**10,853.3**
• maturing in < 1 year	-	-	1,145.4	648.1	1,145.4	648.1
• maturing in 2-3 years	1,969.0	2,304.6	-	-	1,969.0	2,304.6
• maturing in 4-5 years	1,367.3	1,477.8	-	-	1,367.3	1,477.8
• maturing in > 5 years	5,494.1	6,422.8	-	-	5,494.1	6,422.8

Non-current bond issues break down by maturity as follows:

(€ million)	As of December 31, 2019	As of December 31, 2020	Maturing in 2 to 3 years	4 to 5 years	> 5 years
Publicly offered or traded issuances (1)	8,035.7	9,052.7	1,906.7	748.7	6,397.3
European market (i)	*7,747.0*	*8,789.0*	*1,906.7*	*748.7*	*6,133.6*
American market (ii)	*288.7*	*263.7*	-	-	*263.7*
Bonds convertible into and/or exchangeable for new and/or existing shares (OCEANE)	717.4	713.4	-	713.4	-
Panda	-	376.3	376.3	-	-
Stirling Water Seafield Finance bond issue (2)	48.0	39.1	14.6	15.7	8.8
Other amounts < €50 million in 2019 and 2020	29.3	23.7	7.0	-	16.7
NON-CURRENT BOND ISSUES	8,830.4	10,205.2	2,304.6	1,477.8	6,422.8

(1) Publicly offered or traded issuances.
(i) European market: as of December 31, 2020, an amount of €9,427.3 million is recorded in the Consolidated Statement of Financial Position in respect of bonds issued under the European Medium Term Notes (EMTN) Program, including €8,789.0 million maturing in more than one year. The impact of the fair value remeasurement of hedged interest rate risk is €8.3 million at the year-end (non-current portion).
(ii) American market: as of December 31, 2020, remaining nominal outstandings on the bond issues performed in the United States on May 27, 2008 total USD 300.0 million, maturing June 1, 2038 and paying fixed-rate interest of 6.75% (Tranche 3).
(2) Stirling Water Seafield Finance bond issue: the outstanding nominal balance as of December 31, 2020 on the amortizable bond issue performed in 1999 by Stirling Water Seafield Finance (Veolia Water UK subsidiary, Water activities), is GBP 40.2 million (non-current and current portion). This bond issue is recognized at amortized cost for a euro equivalent of €39.1 million as of December 31, 2020 (non-current portion). This bond matures on September 26, 2026.

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	6.13%	696
Series 23	05/24/2022	EUR	645	5.13%	658
Series 24	10/29/2037	GBP	723	6.13%	723
Series 29 (PEO)	03/30/2027	EUR	750	4.625%	701
Series 31 (PEO)	01/10/2028	EUR	500	1.590%	381
Series 33	10/04/2023	EUR	600	0.314%	599
Series 34	01/04/2029	EUR	500	0.927%	499
Series 35	03/30/2022	EUR	650	0.672%	649
Series 36	11/30/2026	EUR	650	1.496%	691
Series 38	01/07/2030	EUR	750	1.940%	748
Series 39	01/14/2024	EUR	750	0.892%	749
Series 40	01/15/2031	EUR	500	0.664%	498
Series 41	04/15/2028	EUR	700	1.250%	698
Series 42	01/15/2032	EUR	500	0.800%	499
Total bond issues (EMTN)	N/A	N/A	8,918	N/A	8,789
USD Series Tranche 3	06/01/2038	USD	244	6.750%	264
Total publicly offered or traded issuances in USD	N/A	N/A	244	N/A	264
Panda 4	06/24/2023	CNY	189	3.850%	188
Panda 5	12/16/2023	CNY	189	4.450%	188
TOTAL BOND ISSUES IN CNY	N/A	N/A	378	N/A	376
Bonds convertible into and/or exchangeable for new and/or existing shares (OCEANE)	01/01/2025	EUR	700	N/A	713
Total bonds convertible into and/or exchangeable for new and/or existing shares (OCEANE)	N/A	N/A	700	N/A	713
Stirling Water Seafield Finance bond issue	09/26/2026	GBP	35	5.822%	39
Total principal bond issues	N/A	N/A	10,275	N/A	10,181
Total other bond issues	N/A	N/A		N/A	24
TOTAL NON-CURRENT BOND ISSUES	N/A	N/A		N/A	10,205

10.1.1.2 Change in other financial liabilities

	Non-current		Current		Total	
(€ million)	As of December 31, 2019	As of December 31, 2020	As of December 31, 2019	As of December 31, 2020	As of December 31, 2019	As of December 31, 2020
Other financial liabilities	**536.4**	**631.2**	**4,298.4**	**6,548.6**	**4,834.8**	**7,179.8**
• maturing in < 1 year	-	-	4,298.4	6,548.6	4,298.4	6,548.6
• maturing in 2-3 years	228.6	171.1	-	-	228.6	171.1
• maturing in 4-5 years	60.0	109.1	-	-	60.0	109.1
• maturing in > 5 years	247.8	351.0	-	-	247.8	351.0

Movements in other **financial liabilities** in **2020** are as follows:

(€ million)	As of December 31, 2019	Net movement	Changes in consolidation scope	Fair value adjustments	Foreign exchange translation	Non-current/ current reclassi-fication	Transfers to Lia-bilities classified as held for sale	Other move-ments	As of December 31, 2020
Other non-current financial liabilities	536.4	156.5	42.2	-	-17.3	-79.0	-	-7.6	631.2
Other current financial liabilities	4,298.4	2,234.6	84.3	-	-150.2	79.0	-	2.5	6,548.6
OTHER FINANCIAL LIABILITIES	4,834.8	2,391.1	126.5	-	-167.5	-	-	-5.1	7,179.8

Other **non-current financial liabilities** mainly comprise debt carried by:

- France of €14.8 million;
- the Rest of the world of €372.9 million, including:
  - Redal and Amendis in Morocco (Water) of €62.7 million and €7.4 million, without recourse, respectively, as of December 31, 2020 compared with €71.4 million and €13.6 million, respectively, as of December 31, 2019,
  - International Water Services Guayaquil Interagua in Ecuador (Water) of €68.2 million as of December 31, 2020 and €79.1 million as of December 31, 2019;
- Europe excluding France, of which Germany, for €213.2 million, and mainly:
  - Braunschweig in Germany of €106.0 million as of December 31, 2020 and €38.0 million as of December 31, 2019,
  - Stadtwerke Gorlitz of €34.3 million as of December 31, 2020 and €34.9 million as of December 31, 2019;
- the Global businesses in the amount of €20.0 million, including €18.6 million in SARPI;
- certain subsidiaries of the Other operating segment in the amount of €10.3 million.

Other current financial liabilities total €6,548.6 million as of December 31, 2020, compared with €4,298.4 million as of December 31, 2019.

Net movements in other current financial liabilities in 2020 mainly reflect the increase in issued treasury notes for €2,463.0 million and the repayment in August and October 2020 of two Chinese renminbi loans for a total amount of €260.4 million.

As of December 31, **2020**, other current financial liabilities mainly concern Veolia Environnement for €6,132.5 million (including treasury notes of €5,957.8 million and accrued interest on debt of €139.4 million).

10.1.1.3 IFRS 16 lease debt

Lease debt recognition and measurement principles are disclosed in Note 9.4.

(€ million)	As of December 31, 2019	Net movement	Changes in consolidation scope	Fair value adjustments	Foreign exchange translation	Non-current/ current reclassi-fication	Transfers to Lia-bilities classified as held for sale	Other move-ments	As of December 31, 2020
Non-current IFRS 16 lease debt	1,417.9	348.2	-9.1	-1.8	-27.0	-431.4	-0.7	0.7	1,296.8
Current IFRS 16 lease debt	465.7	-478.9	-6.0	1.8	-9.1	431.5	-0.3	-1.8	402.9
IFRS 16 LEASE DEBT	1,883.6	-130.7	-15.1	-	-36.1	0.1	-1.0	-1.1	1,699.7

IFRS 16 lease debt by operating segment breaks down as follows:

(€ million)	IFRS 16 lease debt as of December 31, 2019	As of December 31, 2020		
		Non-current IFRS 16 lease debt	Current IFRS 16 lease debt	IFRS 16 lease debt
France	351.9	242.7	93.8	336.5
Europe excluding France	568.2	406.2	104.3	510.5
Rest of the world	420.0	299.5	90.1	389.6
Global businesses	389.1	259.8	79.3	339.1
Other	154.4	88.6	35.4	124.0
IFRS 16 LEASE DEBT	1,883.6	1,296.8	402.9	1,699.7

IFRS 16 lease debt by type of assets breaks down as follows:

(€ million)	As of December 31, 2019	As of December 31, 2020
Real estate	72.8%	70.0%
Technical installations, plant and equipment	8.4%	9.9%
Rolling stock and other vehicles	18.8%	19.7%

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The decrease in the weight of real estate lease debt in 2020 is mainly due to the sale of entities with a significant portion of real estate lease debt, particularly in Europe excluding France and the Rest of the world.

IFRS 16 lease debt by maturity breaks down as follows:

(€ million)	Non-current		Current		Total	
	As of December 31, 2019	As of December 31, 2020	As of December 31, 2019	As of December 31, 2020	As of December 31, 2019	As of December 31, 2020
IFRS 16 lease debt	1,417.9	1,296.8	465.7	402.9	1,883.6	1,699.7
• 1 year	-	-	465.7	402.9	465.7	402.9
• 2 years	338.5	328.5	-	-	338.5	328.5
• 3 years	263.2	249.6	-	-	263.2	249.6
• 4 years	198.6	184.5	-	-	198.6	184.5
• 5 years	148.9	127.6	-	-	148.9	127.6
• > 5 years	468.7	406.6	-	-	468.7	406.6

(€ million)	As of December 31, 2019	As of December 31, 2020
Repayments of IFRS 16 lease debt	446.7	619.4
Interest on IFRS 16 lease debt	40.8	32.2
Exemptions and variable leases	12.9	25.3
LEASE PAYMENTS OF THE PERIOD	500.4	676.9

10.1.1.4 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 €16,630.4 million as of December 31, 2020 and €13,195.2 million as of December 31, 2019;
- pound sterling-denominated debt of €926.1 million as of December 31, 2020 and €1,018.7 million as of December 31, 2019;
- US dollar-denominated debt of €807.6 million as of December 31, 2020 and €1,080.9 million as of December 31, 2019.

10.1.2 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.

10.1.2.1 Other non-current and current financial assets

Other non-current and current financial assets break down as follows:

(€ million)	Non-current		Current		Total	
	As of December 31, 2019	As of December 31, 2020	As of December 31, 2019	As of December 31, 2020	As of December 31, 2019	As of December 31, 2020
Gross	427.9	472.4	309.9	282.7	737.8	755.1
Impairment losses	-72.7	-68.8	-37.5	-37.4	-110.2	-106.2
FINANCIAL ASSETS RELATING TO LOANS AND RECEIVABLES, NET	355.2	403.6	272.4	245.3	627.6	648.9
OTHER FINANCIAL ASSETS	14.6	13.0	3.3	3.5	17.9	16.5
LIQUID ASSETS AND FINANCING FINANCIAL ASSETS *	4.8	10.7	462.8	824.4	467.6	835.1
TOTAL OTHER FINANCIAL ASSETS, NET	374.6	427.3	738.5	1,073.2	1,113.1	1,500.5

* *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.*

10.1.2.2 Changes in Other non-current financial assets

Changes in the value of other non-current financial assets during **2020** are as follows:

(€ million)	As of December 31, 2019	Changes in business	Changes in consolidation scope	Fair value adjustments	Impairment losses [1]	Foreign exchange translation	Non-current/current reclassification	Transfers to Assets classified as held for sale	Other movements [2]	As of December 31, 2020
Gross	427.9	37.1	6.8	-	0.2	-18.2	-2.8	-	21.4	472.4
Impairment losses	-72.7	-	-0.7	-	-1.3	5.8	-	-	-	-68.8
NON-CURRENT FINANCIAL ASSETS RELATING TO LOANS AND RECEIVABLES, NET	355.2	37.1	6.1	-	-1.1	-12.4	-2.8	-	21.4	403.6
OTHER NON-CURRENT FINANCIAL ASSETS	14.6	14.2	-0.2	0.3	-2.3	-	-	-	-13.8	13.0
LIQUID ASSETS AND FINANCING FINANCIAL ASSETS	4.8	6.8	-	-	-	-0.9	-	-	-0.1	10.7
TOTAL OTHER NON-CURRENT FINANCIAL ASSETS, NET	374.6	58.1	6.0	0.3	-3.4	-13.3	-2.8	-	7.5	427.3

(1) Impairment losses are recorded in financial income and expenses.
(2) Part of reinsurers.

Non-current financial assets relating to loans and receivables

As of December 31, 2020, the main non-current financial assets relating to loans and receivables primarily comprise loans granted to equity-accounted joint ventures totaling €145.9 million, compared with €136.3 million as of December 31, 2019 (see also Note 7.2.4.1).

These loans mainly comprise loans granted to the Chinese concessions in the amount of €105.6 million as of December 31, 2020, compared with €88.4 million as of December 31, 2019.

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 10.1.2.

Other financial assets held by the Group in countries considered high-risk by the IMF are not material in amount.

10.1.2.3 Movements in current financial assets

Movements in Other current financial assets during **2020** are as follows:

(€ million)	As of December 31, 2019	Changes in business	Changes in consolidation scope	Fair value adjustments	Impairment losses (1)	Foreign exchange translation	Non-current/ current reclassification	Transfers to Assets classified as held for sale	Other movements (2)	As of December 31, 2020
Gross	309.9	0.8	0.1	-	-29.6	-6.3	2.8	-	5.0	282.7
Impairment losses	-37.5	-	-	-	-0.9	1.6	-	-	-0.6	-37.4
CURRENT FINANCIAL ASSETS RELATING TO LOANS AND RECEIVABLES, NET	272.4	0.8	0.1	-	-30.5	-4.7	2.8	-	4.4	245.3
OTHER CURRENT FINANCIAL ASSETS	3.3	-	1.0	0.1	-	-	-	-	-0.9	3.5
LIQUID ASSETS AND FINANCING FINANCIAL ASSETS	462.8	361.9	-	-	-	-0.4	-	-	0.1	824.4
TOTAL OTHER CURRENT FINANCIAL ASSETS, NET	738.5	362.7	1.1	0.1	-30.5	-5.1	2.8	-	3.6	1,073.2

(1) Impairment losses are recorded in financial income and expenses.
(2) Part of reinsurers.

As of December 31, 2020, 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 2020 mainly concern the optimization of the Group's cash management and the allocation of a portion of the proceeds from the sale of energy assets in the United States to liquid assets at the end of 2019.

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 10.1.2.

10.1.3 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 Eonia) 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 Eonia (European Overnight Index Average) 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 10.2.1 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.

10.1.3.1 Movements in cash and cash equivalents

Movements in cash and cash equivalents and bank overdrafts and other cash position items during **2020** are as follows:

(€ million)	As of December 31, 2019	Changes in business	Changes in consolidation scope	Fair value adjustments [1]	Foreign exchange translation	Transfers to Assets/ Liabilities classified as held for sale	Other move-ments	As of December 31, 2020
Cash	1,449.8	13.1	77.7	-	-49.6	-	-74.3	1,416.7
Cash equivalents	4,393.5	27.7	3.5	-	-4.5	-	3.0	4,423.3
CASH AND CASH EQUIVALENTS	5,843.3	40.8	81.2	-	-54.1	-	-71.3	5,840.0
BANK OVERDRAFTS AND OTHER CASH POSITION ITEMS	302.2	-59.8	56.8	-	-4.1	-	-77.6	217.6
Net cash	**5,541.1**	**100.6**	**24.3**	**-**	**-50.0**	**-**	**6.3**	**5,622.4**

Cash and cash equivalents total €5,840.0 million, including €177.0 million "subject to restrictions" as of December 31, 2020.

Restricted cash comprises €105 million subject to contractual legal restrictions (particularly for the Group's reinsurance activities), €49 million backing the servicing of local financial liabilities and €23 million in respect of subsidiaries located in countries with currency restrictions.

Cash and cash equivalents remained stable over 2020.

As of December 31, 2020, the France segment held cash of €22.6 million, the Europe excluding France segment held cash of €267.9 million, the Rest of the world segment held cash of €428.5 million, the Global Businesses segment held cash of €136.9 million and the Other segment held cash of €560.8 million (including €394.3 million held by 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 10.3.2, "Management of liquidity risk", presents a breakdown of investments by nature.

As of December 31, 2020, cash equivalents were primarily held by Veolia Environnement in the amount of €4,128.6 million, including monetary UCITS of €2,772.1 million and term deposit accounts of €1,356.4 million.

Bank overdrafts and other cash position items consist of credit balances on bank accounts and related accrued interest payable, corresponding to brief overdrafts.

10.1.3.2 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.

10.2 Fair value of financial assets and liabilities

10.2.1 Principles

The recognition and measurement of financial assets and liabilities is governed by IFRS 9. Fair value measurement incorporates, in particular, the risk of nonperformance 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 for the determination of the market value. Non consolidated investments (including Suez shares), marketable securities and certain quoted bond issues are valued in this way.

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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 in respect of 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.

10.2.2 Financial assets

The following table presents the net carrying amount and fair value of Group financial assets as of December 31, 2020, grouped together in accordance with IFRS 9 categories.

		As of December 31, 2020							
		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 the Consolidated Income Statement	Total	Level 1	Level 2	Level 3
Non-consolidated investments *		3,102.2	3,102.2	-	-	3,102.2	3,046.0	56.2	-
Non-current and current operating financial assets	Note 7.4	1,370.9	-	1,370.9	-	1,502.4	-	1,502.4	-
Other non-current financial assets	Note 10.1.2	427.3		427.3	-	427.3	-	427.3	-
Trade receivables	Note 7.3	6,782.9	-	6,782.9	-	6,782.9	-	6,782.9	-
Other current operating receivables	Note 7.3	1,091.4	-	1,091.4	-	1,091.4	-	1,091.4	-
Other current financial assets	Note 10.1.2	1,073.2		1,073.2	-	1,073.2	-	1,073.2	-
Non-current and current derivative instruments	Note 10.3	228.2	-	-	228.2	228.2	-	228.2	-
Cash and cash equivalents	Note 10.1.3	5,840.0	-	-	5,840.0	5,840.0	4,188.9	1,651.1	-
TOTAL		19,916.1	3,102.2	10,745.7	6,068.2	20,047.6	7,234.9	12,812.7	-

* *Including Suez shares for €3,046 million as of December 31, 2020.*

Level 2 cash and cash equivalents mainly consist of negotiable debt instruments and term deposit accounts.

10.2.3 Financial liabilities

The following table presents the net carrying amount and fair value of Group financial liabilities as of December 31, 2020, grouped together in accordance with IFRS 9 categories.

		As of December 31, 2020							
		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 the Consolidated Income Statement	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 10.1.1	10,205.2	10,205.2	-	-	10,862.6	10,795.8	66.8	-
Current bond issues	Note 10.1.1	648.1	648.1	-	-	648.1	648.1	-	-
Non-current financial liabilities	Note 10.1.1	631.2	631.2	-	-	735.6	-	735.6	-
Current financial liabilities	Note 10.1.1	6,548.6	6,548.6	-	-	6,548.6	-	6,548.6	-
Non-current IFRS 16 lease debt	Note 10.1.1	1,296.8	1,296.8			1,296.8	-	1,296.8	-
Current IFRS 16 lease debt	Note 10.1.1	402.9	402.9			402.9	-	402.9	-
Bank overdrafts and other cash position items	Note 10.1.3	217.6	217.6	-	-	217.6	-	217.6	-
Trade payables	Note 7.3	4,504.5	4,504.5	-	-	4,504.5	-	4,504.5	-
Concession liabilities	Note 7.5	1,605.5	1,605.5	-	-	1,605.5	-	1,605.5	-
Non-current and current derivative instruments	Note 10.3	183.4	183.4		-	183.4	-	136.1	47.3
Other operating payables	Note 7.3	5,843.5	5,843.5	-	-	5,843.5	-	5,843.5	-
TOTAL		32,087.3	32,087.3	-	-	32,849.1	11,443.9	21,357.9	47.3

10.2.4 Offsetting of financial assets and financial liabilities

As of December 31, 2020, 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 €228.2 million and in liabilities in the amount of €183.4 million in the Consolidated Statement of Financial Position as of December 31, 2020.

10.3 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.

These risks are described in Chapter 5, Section 5.1, Note 7.2.1.3.

Equity risk is presented in Notes 10.1.3.2 and 11.2.2.2.

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, coal and gas. 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.

10.3.1 Management of market risk

The Group uses derivatives to manage and reduce its risk exposure: the Veolia Environnement Financing and Treasury Department is directly responsible for implementing and monitoring these hedges, while the Middle and Back Office teams in the Finance Department verify transactions and monitor limits, ensuring the security of transactions processed.

The fair value of derivatives in the Consolidated Statement of Financial Position breaks down as follows:

		As of December 31, 2019		As of December 31, 2020	
(€ million)	Notes	Assets	Liabilities	Assets	Liabilities
Interest rate derivatives	10.3.1.1	**34.1**	**3.6**	**41.3**	**7.4**
Fair value hedges		31.6	-	40.1	-
Cash flow hedges		0.7	0.4	-	5.2
Derivatives not qualifying for hedge accounting		1.8	3.2	1.2	2.2
Foreign currency derivatives	10.3.1.2	**83.0**	**186.7**	**152.5**	**120.3**
Net investment hedges		0.9	28.9	33.5	11.5
Fair value hedges		14.7	18.6	27.4	29.0
Cash flow hedges		-	3.4	3.8	1.9
Derivatives not qualifying for hedge accounting		67.4	135.8	87.8	77.9
Commodity derivatives	10.3.1.3	**13.4**	**59.9**	**34.4**	**55.7**
TOTAL DERIVATIVES		130.5	250.2	228.2	183.4
o/w non-current derivatives		**39.0**	**52.4**	**53.4**	**65.5**
o/w current derivatives		**91.5**	**197.8**	**174.8**	**117.9**

The fair value of derivatives recognized in the Consolidated Statement of Financial Position and the determination method (as described in Note 10.2.1) breaks down as follows:

	As of December 31, 2020		Level 2 *(in%)*		Level 3 *(in%)*	
(€ million)	Assets	Liabilities	Assets	Liabilities	Assets	Liabilities
Interest rate derivatives	41.3	7.4	100.0%	100.0%	0.0%	0.0%
Foreign currency derivatives	152.5	120.3	100.0%	100.0%	0.0%	0.0%
Commodity derivatives	34.4	55.7	100.0%	15.2%	0.0%	84.8%
TOTAL DERIVATIVES	228.2	183.4	100.0%	74.2%	0.0%	25.8%

Derivatives valued using internal models integrating certain non-observable data are primarily electricity derivatives (see Note 10.3.1.3) for which there are 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. In such cases, data is estimated by Veolia experts.

	As of December 31, 2019		Level 2 *(in%)*		Level 3 *(in%)*	
(€ million)	Assets	Liabilities	Assets	Liabilities	Assets	Liabilities
Interest rate derivatives	34.1	3.6	100.0%	100.0%	-	-
Foreign currency derivatives	83.0	186.7	100.0%	100.0%	-	-
Commodity derivatives	13.4	59.9	100.0%	23.9%	-	76.1%
TOTAL DERIVATIVES	130.5	250.2	100.0%	81.8%	0.0%	18.2%

10.3.1.1 Management of interest rate risk

The interest rate risk management policy is centralized. The financing 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 (Eonia for the treasury note program and Euribor/Libor for the main 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, 2019		As of December 31, 2020	
(€ million)	Outstandings	% total debt	Outstandings	% total debt
Fixed rate	12,403.0	73.0%	13,029.7	65.4%
Floating rate	4,593.4	27.0%	6,881.2	34.6%
Gross debt before hedging	16,996.4	100.0%	19,910.9	100.0%
Fixed rate	11,880.4	69.9%	13,069.1	65.5%
Floating rate	5,116.0	30.1%	6,881.2	34.5%
Gross debt after hedging and fair value remeasurement of fixed-rate debt	16,996.4	100.0%	19,950.3	100.0%
Fair value adjustments to (assets)/liability hedging derivatives	**-4.0**		**-57.1**	
GROSS DEBT AT AMORTIZED COST	16,992.4		19,893.2	

Total gross debt as of December 31, 2020, after hedging, is 65.5% fixed-rate and 34.5% floating-rate.

As of December 31, 2020, the Group has cash and cash equivalents of €5,840.0 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 (asset position) is -€206.1 million, maturing €317.2 million in less than one year, -€238.2 million in 1 to 5 years and -€285.1 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 10.1.1.1) recorded in non-current and current financial liabilities.

Fair value hedging swaps represent a notional outstanding amount of €500 million as of December 31, 2020, unchanged on December 31, 2019, with a net fair value in the Consolidated Statement of Financial Position of +€40.1 million as of December 31, 2020, compared with +€31.6 million as of December 31, 2019, as follows:

Fixed-rate receiver/floating-rate payer swaps		Notional contract amount by maturity			Fair value of derivatives	
(€ million)	Total	< 1 year	1 to 5 years	> 5 years	Total assets	Total liabilities
As of December 31, 2020	500.0	-	-	500.0	40.1	-
As of December 31, 2019	500.0	-	-	500.0	31.6	-

As of December 31, 2020, accumulated fair value hedging adjustments to bond issues included in their net carrying amount totaled -€95.8 million.

The +€8.5 million increase in fair value is due to the fall in euro forward rates during the period. It is offset by the fair value remeasurement of the debt relating to the hedged risk in the amount of -€8.5 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.

Contractual flows are paid to match interest flows on the hedged borrowings. The amount recorded in equity is released to net income in the period in which interest flows on the debt impact the Consolidated Income Statement.

Cash flow hedging swaps represent a notional outstanding amount of €1,027.4 million as of December 31, 2020, compared with €510 million as of December 31, 2019, with a net fair value of -€5.2 million as of December 31, 2020, compared with +€0.3 million as of December 31, 2019.

The change in the nominal amount of the cash flow hedging portfolio is mainly due to the set up-of fixed-rate payer swaps hedging in advance a future bond issue in the amount of €500 million. The -€5.5 million decrease in fair value is due to the fall in euro forward rates during the period.

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	Notional contract amount by maturity				Fair value of derivatives	
(€ million)	Total	< 1 year	1 to 5 years	> 5 years	Total assets	Total liabilities
As of December 31, 2020	1,027.4	500.8	-	526.7	-	5.2
As of December 31, 2019	510.0	-	501.5	8.5	0.7	0.4

An amount of -€20.9 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, 2020. +€0.2 million was released from equity to net income as of December 31, 2020.

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 amount as of December 31, 2020				Fair value of derivatives	
(€ million)	Total	< 1 year	1 to 5 years	> 5 years	Total assets	Total liabilities
Total firm financial instruments	189.3	150.0	39.3	-	1.2	2.2
Total optional financial instruments	-	-	-	-	-	-
TOTAL INTEREST-RATE DERIVATIVES NOT QUALIFYING FOR HEDGE ACCOUNTING	189.3	150.0	39.3	-	1.2	2.2

The increase in the portfolio of interest rate derivatives not qualifying for hedge accounting between 2019 and 2020 is mainly due to the set-up of short-term financial instruments hedging cash investments totaling €150 million.

Recap: the breakdown as of December 31, 2019 is as follows:

	Notional amount as of December 31, 2019				Fair value of derivatives	
(€ million)	Total	< 1 year	1 to 5 years	> 5 years	Total assets	Total liabilities
Total firm financial instruments	43.1	-	43.1	-	1.8	3.2
Total optional financial instruments	-	-	-	-	-	-
TOTAL INTEREST-RATE DERIVATIVES NOT QUALIFYING FOR HEDGE ACCOUNTING	43.1	-	43.1	-	1.8	3.2

10.3.1.2 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 Finance 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 net finance cost

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 Group's net finance cost, *i.e.* a euro-equivalent of -€414.4 million in 2020, is primarily denominated in EUR (51%), GBP (11%), USD (6%), CNY (9%), PLN (3%) and HKD (3%).

A 10% appreciation in the main currencies to which the Group is exposed (GBP, USD, PLN, HKD and CNY) against the euro would generate a €14.6 million increase in the net finance cost, while a 10% depreciation in these currencies would generated a €12.0 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 crown	Australian dollar	Chinese renminbi	Other currencies	**Total**	10%	-10%
Revenue	12,667.3	2,186.7	2,019.5	1,133.4	1,098.6	1,001.9	911.6	4,990.9	**26,009.9**	1,468.7	-1,201.7
Operating income	81.6	211.5	11.7	110.2	86.3	45.6	234.7	137.9	**919.5**	92.4	-75.6

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 and the Czech Republic. A 10% appreciation in the currencies of the above countries would increase net assets by €407 million, while a 10% depreciation in these currencies would reduce net assets by €333 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, 2020 by maturity				Fair value of derivatives	
	Amount	< 1 year	1 to 5 years	> 5 years	Total assets	Total liabilities
Currency payer swaps	112.7	112.7	-	-	3.4	0.9
Currency receiver swaps	19.4	19.4	-	-	0.2	-
Options	1,382.6	1,382.6	-	-	29.9	4.8
Cross currency swaps	60.0	-	-	60.0	-	5.8
Total foreign currency derivatives	1,574.7	1,514.7	-	60.0	33.5	11.5
USD borrowings					N/A	N/A
CNY borrowings					N/A	N/A
Total financing	-	-	-	-	N/A	N/A
TOTAL	1,574.7	1,514.7	-	60.0		

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 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 break-down of foreign exchange gains and losses recorded in Group foreign exchange translation reserves as of December 31, **2020** is presented in Note 11.2.4.

Recap: the breakdown as of December 31, 2019 is as follows:

Financial instrument (€ million)	Notional amount as of December 31, 2019 by maturity				Fair value of derivatives	
	Amount	< 1 year	1 to 5 years	> 5 years	Total assets	Total liabilities
Currency payer swaps	133.9	133.9	-	-	0.2	4.0
Currency receiver swaps	25.4	25.4	-	-	0.7	-
Options	1,323.7	1,323.7	-	-	-	20.1
Embedded derivatives (forward sale)	-	-	-	-	-	-
Cross currency swaps	60.0	-	-	60.0	-	4.8
Total foreign currency derivatives	1,543.0	1,483.0	-	60.0	0.9	28.9
USD borrowings	-	-	-	-	N/A	N/A
CNY borrowings	-	-	-	-	N/A	N/A
Total financing	-	-	-	-	N/A	N/A

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, 2020 by maturity				Fair value of derivatives	
	Amount	< 1 year	1 to 5 years	> 5 years	Total assets	Total liabilities
Forward purchases	194.4	190.8	3.6	-	3.4	8.4
Forward sales	1,444.3	423.5	1,020.8	-	24.0	20.6
FOREIGN CURRENCY DERIVATIVES: FAIR VALUE HEDGES	1,638.7	614.3	1,024.4	-	27.4	29.0

The fair value hedges presented above mainly consist of foreign currency swaps hedging balance sheet items and mainly hedges of internal financing or 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, 2019 by maturity				Fair value of derivatives	
	Amount	< 1 year	1 to 5 years	> 5 years	Total assets	Total liabilities
Forward purchases	216.7	166.6	50.1	-	8.0	2.4
Forward sales	826.6	408.1	418.5	-	6.7	16.2
FOREIGN CURRENCY DERIVATIVES: FAIR VALUE HEDGES	1,043.3	574.7	468.6	-	14.7	18.6

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, 2020 by maturity				Fair value of derivatives	
	Amount	< 1 year	1 to 5 years	> 5 years	Total assets	Total liabilities
Forward purchases	40.7	38.4	2.3	-	1.7	0.3
Forward sales	205.9	158.6	47.3	-	2.1	1.6
FOREIGN CURRENCY DERIVATIVES: CASH FLOW HEDGES	246.6	197.0	49.6	-	3.8	1.9

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 amounts as of December 31, 2019 by maturity date				Fair value of derivatives	
	Amount	< 1 year	1 to 5 years	> 5 years	Total assets	Total liabilities
Forward purchases	69.4	63.3	6.1	-	-	-
Forward sales	159.1	129.6	29.5	-	-	3.4
FOREIGN CURRENCY DERIVATIVES: CASH FLOW HEDGES	228.5	192.9	35.6	-	-	3.4

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, 2020 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	2,870.0	2,869.4	0.6	-	14.0	34.7
Currency payer swaps and forward sales	6,265.0	6,206.4	58.6	-	73.8	43.2
FOREIGN CURRENCY DERIVATIVES NOT QUALIFYING FOR HEDGE ACCOUNTING	9,135.0	9,075.8	59.2	-	87.8	77.9

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, 2019 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	4,038.4	3,982.0	56.4	-	53.9	13.9
Currency payer swaps and forward sales	6,873.7	6,643.5	230.2	-	13.5	120.0
Currency options	-	-	-	-	-	-
Embedded derivatives	4.6	4.6	-	-	-	1.9
FOREIGN CURRENCY DERIVATIVES NOT QUALIFYING FOR HEDGE ACCOUNTING	10,916.7	10,630.1	286.6	-	67.4	135.8

10.3.1.3 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 and gas 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). The majority of these commitments are reciprocal; the third parties concerned are obliged to deliver the quantities negotiated in these contracts and the Group is obliged to take them.

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, 2020, the fair value of commodity derivatives is recorded €34.4 million in assets and €55.7 million in liabilities.

(€ million)	As of December 31, 2019 Assets	Liabilities	As of December 31, 2020 Assets	Liabilities
Commodity derivatives	**13.4**	**59.9**	**34.4**	**55.7**
Electricity	13.4	56.6	9.9	55.4
Petroleum products	-	-	1.4	-
CO_2	-	-	8.2	-
Coal	-	1.7	0.5	0.1
Gas	-	1.6	14.2	-
Other	-	-	0.2	0.2

These derivatives break down by hedge type as follows:

(€ million)	As of December 31, 2019 Assets	Liabilities	As of December 31, 2020 Assets	Liabilities
Commodity derivatives	**13.4**	**59.9**	**34.4**	**55.7**
Fair value hedges	-	-	-	-
Cash flow hedges	-	3.3	23.1	0.1
Derivatives not qualifying for hedge accounting	13.4	56.6	11.3	55.6

Electricity risk

Certain subsidiaries enter into electricity transactions (forward contracts, options) which are recognized as derivative instruments in accordance with IFRS 9.

	Contract notional amount as of December 31, 2020 by maturity			
(€ million)	Total amount	< 1 year	1 to 5 years	> 5 years
Electricity purchase instrument:				
• in Gwh	3,911	1,190	2,721	
• in € million	149	49	100	
Electricity sales instrument:				
• in Gwh	1,562	1,008	554	
• in € million	73	47	26	

Electricity purchase and sales instruments maturing in 2021 have a market value of –€15 million (based on valuation assumptions at the reporting date). Instruments maturing after 2021 have a market value of -€31 million. These transactions are recorded in the Consolidated Statement of Financial Position at fair value based on the quoted price of commodities with similar maturities and using internal models integrating non-observable data in the absence of a liquid market.

A 10% increase or decrease in the price of electricity (all other things being equal) would have an impact on net income of +€7.4 million and -€5.4 million, respectively.

	Contract notional amount as of December 31, 2019 by maturity			
(€ million)	Total amount	< 1 year	1 to 5 years	> 5 years
Electricity purchase instruments:				
• in Gwh	5,158	1,321	3,154	683
• in € million	181	54	106	21
Electricity sales instruments:				
• in Gwh	1,899	1,255	644	0
• in € million	87	55	32	0

Greenhouse gases

The increase in greenhouse gases in the atmosphere led certain States and the international community to introduce regulatory measures to limit this trend. Under European regulations, the actual emissions position is determined each year and the corresponding rights surrendered. The Group then purchases or sells emission rights, depending on whether actual emissions are greater or lesser than emission rights allocated.

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;
- inventories consumptions are accounted according to its weighted average cost.

Transactions in these allowances performed on the forward market are generally recognized outside the application scope of IFRS 9 ("own use" exemption), except for certain specific transactions related to the hedging of electricity production activities.

The position in **2020** is as follows:

Volume *(in thousands of metric tons)*	As of January 1, 2020	Changes in consolidation scope	Granted	Purchased/ Sold/ Canceled	Used	As of December 31, 2020
TOTAL	484	-1	1,355	5,977	-7,246	569

The inventory of 569 thousand metric tons is equivalent to approximately €18.4 million as of December 31, 2020, including 2020 returned emissions allowances.

In 2020, the Group received the last free allocations under phase III (2013-2020) of the Emissions Trading Scheme which has now ended. This system will continue during phase IV (2021 to 2030) with a continued steady decrease in free allocations. However, the final amounts allocated by the European authorities have not yet been published.

10.3.2 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 4 - Non-current and current financial liabilities).

10.3.2.1 Maturity of financial liabilities

As of December 31, **2020**, undiscounted contractual flows on net financial debt (nominal value) break down by maturity date as follows:

	As of December 31, 2020		Maturity of undiscounted contractual flows					
(€ million)	Carrying amount	Total undiscounted contractual flows	2021	2022	2023	2024	2025	Beyond 5 years
Bond issues [1]	10,853.3	10,950.0	647.8	1,305.1	988.4	757.7	708.2	6,542.8
Other liabilities	7,396.1	7,396.1	6,767.9	85.9	122.6	31.5	34.1	354.1
Gross financial liabilities excluding IFRS 16, the impact of amortized cost and hedging derivatives	**18,249.4**	**18,346.1**	**7,415.7**	**1,391.0**	**1,111.0**	**789.2**	**742.3**	**6,896.9**
IFRS 16 lease debt	1,699.7	1,892.2	441.1	353.0	269.8	201.3	141.6	485.5
Gross financial liabilities excluding the impact of amortized cost and hedging derivatives	**19,949.1**	**20,238.3**	**7,856.8**	**1,744.0**	**1,380.8**	**990.5**	**883.9**	**7,382.4**
Impact of derivatives hedging debt	-57.1							
Gross financial liabilities	**19,892.0**							
Cash and cash equivalents	-5,840.0							
Liquid assets and financing financial assets	-835.0							
Net financial debt	**13,217.0**							

(1) Excluding the impact of amortized cost and derivatives hedging debt.

10.3.2.2 Net liquid asset positions

Liquid assets of the Group as of 31 December **2020** break down as follows:

(€ million)	As of December 31, 2019	As of December 31, 2020
Veolia Environnement [1]:		
Undrawn MT syndicated loan facility	3,000.0	3,000.0
Undrawn MT bilateral credit lines	1,000.0	1,000.0
Undrawn ST bilateral credit lines	100.0	-
Letters of credit facility	86.8	21.6
Cash and cash equivalents [2]	5,092.4	5,542.2
Subsidiaries:		
Cash and cash equivalents [2]	1,218.5	1,132.9
TOTAL LIQUID ASSETS	10,497.7	10,696.7
Current debt and bank overdrafts and other cash position items:		
Current debt	5,909.5	7,599.6
Bank overdrafts and other cash position items	302.2	217.6
TOTAL CURRENT DEBT AND BANK OVERDRAFTS AND OTHER CASH POSITION ITEMS	6,211.7	7,817.2
TOTAL LIQUID ASSETS NET OF CURRENT DEBT AND BANK OVERDRAFTS AND OTHER CASH POSITION ITEMS [2]	4,286.0	2,879.5

(1) Including liquids assets from GIE Placement.
(2) Including liquid assets and financing financial assets included in net financial debt.

As of December 31, 2020, Veolia has total liquid assets of €10.7 billion, including cash and cash equivalents of €6.7 billion.

As of December 31, 2020, cash equivalents are mainly held by Veolia Environnement in the amount of €4,128.6 million. They comprise monetary UCITS of €2,772.1 million and term deposit accounts of €1,356.4 million.

Confirmation of the credit outlook

The rating agencies confirmed the credit outlook in the fourth quarter of 2020 (see Note 3).

Refinancing of the multi-currency liquidity lines

In October 2017, the multi-currency syndicated loan facility initially secured on November 2, 2015 for an amount of €3 billion and with a maturity of 2020, was extended to 2022. It may be drawn in eastern European currencies and Chinese renminbi.

This syndicated loan facility was not drawn as of December 31, 2020.

Renewal of bilateral credit lines

Veolia Environnement has bilateral credit lines for a total undrawn amount of €1,000 million as of December 31, 2020.

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, 2020	Maturing in					
(€ million)	Total	2021	2022	2023	2024	2025	2026
Undrawn syndicated loan facility	3,000.0	-	3,000.0	-	-	-	-
Credit lines	1,000.0	-	300.0	200.0	200.0	300.0	-
Letters of credit facility	21.6	12.2	9.4	-	-	-	-
TOTAL	4,021.6	12.2	3,309.4	200.0	200.0	300.0	-

10.3.2.3 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, 2020.

10.3.3 Management of credit risk

The Group is exposed to counterparty risk in various areas: its operating activities, cash investment activities and derivatives.

10.3.3.1 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 risk dilution and late payments for private customers and exceptionally, for public customers, by a credit analysis.

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):

		As of December 31, 2020			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	7.4	1,438.1	-67.2	1,370.9	1,061.6	-	38.6	270.7
Trade receivables	7.3	7,731.1	-948.2	6,782.9	1,766.3	884.5	1,339.1	2,793.0
Other current operating receivables	7.3	1,144.0	-52.5	1,091.5	122.4	36.9	51.0	881.2
Non-current financial assets in loans and receivables	10.1.2	472.4	-68.8	403.6	59.1	26.7	5.8	312.0
Current financial assets in loans and receivables	10.1.2	282.7	-37.4	245.3	50.0	12.8	15.2	167.3
LOANS AND RECEIVABLES		11,068.3	-1,174.1	9,894.2	3,059.4	960.9	1,449.7	4,424.2
Other financial assets	10.1.2	863.3	-11.7	851.6	10.3	8.3	1.5	831.5
TOTAL AS OF DECEMBER 31, 2020		11,931.6	-1,185.8	10,745.8	3,069.7	969.2	1,451.2	5,255.7
TOTAL AS OF DECEMBER 31, 2019		11,901.2	-1,122.8	10,778.4	2,416.7	1,615.7	1,531.5	5,214.5

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	7.4	1,370.9	1,348.4	1.9	17.5	3.1
Trade receivables	7.3	6,782.9	4,861.3	1,369.4	220.2	332.0
Other current operating receivables	7.3	1,091.5	929.7	66.4	26.0	69.4
Non-current financial assets in loans and receivables	10.1.2	403.6	403.6	-	-	-
Current financial assets in loans and receivables	10.1.2	245.3	220.9	1.4	1.4	21.6
LOANS AND RECEIVABLES AS OF DECEMBER 31, 2020		9,894.2	7,763.9	1,439.1	265.1	426.1
Other non-current and current financial assets	10.1.2	851.6	851.6	-	-	-
TOTAL AS OF DECEMBER 31, 2020		10,745.8	8,615.5	1,439.1	265.1	426.1
TOTAL AS OF DECEMBER 31, 2019		10,778.4	8,551.1	1,608.5	267.0	351.8

Assets past due over six months are mainly concentrated in Italy, France and Morocco and concern local authorities.

In Morocco, net trade receivables total €242.2 million as of December 31, 2020, including €73.6 million over six months past due.

10.3.3.2 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 transactions 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 (€4.1 billion as of December 31, 2020) 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.

They were injected into the following types of investment:

- UCITS satisfying the AMF cash and cash equivalents classification for €2,772.1 million;
- term deposit accounts classified as cash equivalents, mainly with leading international banks, with a short-term rating from Standard & Poor's, Moody's or Fitch of A3/P3/F3, for €1,355.0 million.

10.4 Financial income and expenses

10.4.1 Cost of net financial debt

Finance costs 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 rate 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 include net gains and losses on derivatives allocated to debt, irrespective of whether they qualify for hedge accounting.

Finance income totals €82.1 million, while finance expenses total -€496.5 million in **2020**.

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 in 2020.

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 €3.9 million and fair value adjustments to hedging derivatives of -€5.5 million in 2020.

(€ million)	As of December 31, 2019	As of December 31, 2020
Expenses on gross debt	-348.4	-331.4
Assets at fair value through the Consolidated Income Statement (fair value option) *	13.3	3.7
Net gains and losses on derivative instruments, hedging relationships and other	-105.4	-86.7
COST OF NET FINANCIAL DEBT	-440.5	-414.4

* *Cash equivalents are valued at fair value through the Consolidated Income Statement.*

Net gains and losses on derivative instruments, hedging relationships and other mainly include the following amounts for fiscal year **2020**:

- a net interest expense on hedging relationships (fair value hedges and cash flow hedges) of -€4.9 million;
- net losses on derivatives not qualifying for hedge accounting of -€81.9 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 2020 or 2019.

10.4.2 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)	As of December 31, 2019	As of December 31, 2020
Net gains and losses on loans and receivables	13.1	12.6
Capital gains and losses on disposals of financial assets, net of disposal costs	325.8	26.1
Dividends received	3.4	2.8
Assets and liabilities at fair value through the Consolidated Income Statement	0.3	0.1
Unwinding of the discount on provisions	-31.3	-23.5
Foreign exchange gains and losses	-4.4	-12.9
Interest on concession liabilities	-81.3	-79.8
Interest on IFRS 16 lease debt	-40.8	-32.2
Other	-38.1	-32.9
OTHER FINANCIAL INCOME AND EXPENSES	146.7	-139.7

In **2020**, capital gains and losses on disposals of financial assets, net of disposal costs, include the impact of:

- the divestiture of SADE Telecom for €25.0 million;
- the divestiture of Liuzhou in China for €9.1 million.

In **2019**, capital gains and losses on disposals of financial assets, net of disposal costs, include the impact of:

- the divestiture of heating and cooling networks in the United States for €269.0 million before tax;
- the divestiture of Foshan for €36.4 million;
- the divestiture of Transdev for €32.7 million.

10.5 Financing commitments

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, 2019	As of December 31, 2020	Less than 1 year	1 to 5 years	More than 5 years
Letters of credit	-39.6	-50.5	-30.8	-13.3	-6.4
Debt guarantees	-35.1	-47.7	-18.8	-1.1	-27.8
Other financing commitments given	-43.9	-42.2	-6.1	-23.1	-13.0
TOTAL FINANCING COMMITMENTS GIVEN	-118.6	-140.4	-55.7	-37.5	-47.2

Commitments on lease contracts entered into by the Group are analyzed in Note 9.3.

Commitments given in respect of joint ventures (at 100%) total €3.4 million as of 31 December **2020** compared with €3.7 million as of December 31, 2019.

10.5.1 Commitments received

Commitments received total €144.9 million as of December 31, 2020, compared with €134.8 million as of December 31, 2019 re-presented.

10.5.2 Collateral guaranteeing financial liabilities

As of December 31, 2020, the Group has given €47.0 million of collateral guarantees in support of borrowings including €23.0 million in support of borrowings of its joint ventures.

The breakdown by type of asset is as follows (€ million):

Type of pledge/mortgage *(€ million)*	Amount pledged (a)	Total in the Consolidated Statement of Financial Position (b)	Corresponding % (a)/(b)
Tangible assets	11	8,217	0.1%
Financial assets *	24		
Total non-current assets	35	27,744	
Current assets	12	17,620	0.1%
TOTAL ASSETS	47	17,620	

* *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:

(€ million)	As of December 31, 2019	As of December 31, 2020	Maturing in: Less than 1 year	1 to 5 years	More than 5 years
Tangible assets	**18**	**11**	**1**	**10**	**0**
Mortgage pledge	5	0	0	0	0
Other PP&E pledge (1)	13	11	1	10	0
Financial assets (2)	**109**	**24**	**23**	**1**	**0**
Current assets	**21**	**12**	**10**	**0**	**2**
Pledges on receivables	21	12	10	0	2
TOTAL	148	47	34	11	2

(1) Mainly equipment and traveling systems.
(2) Including non-consolidated investments of €98.8 million and other financial assets (primarily operating financial assets) of €10.2 million as of December 31, 2019, compared with non-consolidated investments of €23.0 million and other financial assets (primarily operating financial assets) of €1.0 million as of December 31, 2020.

NOTE 11 EQUITY AND EARNINGS PER SHARE

11.1 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 Chevreux, effective June 1, 2019, for an initial period expiring on December 31, 2019, tacitly renewable thereafter for periods of one year. This contract complies with the prevailing legal framework.

11.2 Equity attributable to owners of the Company

11.2.1 Share capital

The share capital is fully paid-up.

11.2.1.1 Share capital increase reserved for Group employees

In 2020, Veolia Environnement performed a share capital increase of €56.8 million as part of the 2020 Sequoia employee share ownership plan, using the delegation of authority granted by the Combined General Meeting of April 22, 2020, bringing the share capital to €2,893,056,810 as of December 31,2020. This capital increase is accompanied by an additional paid in -capital of €100.9 million. An extra maount of €5.7 million has been realized through a deduction on paid-in capital.The expenses relating to this transaction were deducted from additional paid-in capital for €1.3 million.

In 2019, Veolia Environment performed a share capital increase of €1.2 million by capitalizing reserves, in order to grant five free shares to beneficiary employees as decided by the Board of Directors on May 2, 2018, bringing the share capital to €2,829,128,105.

Veolia then performed a second share capital increase of €25.1 million as part of the 2019 Sequoia employee share ownership plan, using the delegation of authority granted by the Combined General Meeting of April 18, 2019, bringing the share capital to €2,836,332,695. An amount of €6.0 million was charged to the legal reserve through a deduction from additional paid-in capital. The expenses relating to this transaction were deducted from additional paid-in capital for a net of tax amount of €1.4 million.

11.2.1.2 Number of shares outstanding and par value

The number of shares outstanding was 567,266,539 as of December 31, 2019 and 578,611,362 as of December 31, 2020. The par value of each share is €5.

11.2.1.3 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 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.

These resolutions are generally 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 €850 million (*i.e.* approximately 30% of the Company's share capital on the date of the General Shareholders' Meeting that approved these resolutions); and
- resolutions authorizing share capital increases without PSR subject to an overall maximum par value amount capped at €281 million (*i.e.* approximately 10% of the Company's share capital on the date of the General Shareholders' 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 ceiling of a par value amount of €850 million (approximately 30% of the Company's share capital on the date of the General Shareholders' Meeting that approved these resolutions).

All these authorizations are suspended during a public tender offer filed by a third party and aimed at taking control of the Company.

Fiscal years 2019 and 2020

For 2019, 169,000,000 shares could be issued pursuant to the share increase authorizations granted by the General Meeting of April 19, 2018, based on 565,593,341 shares comprising the share capital as of April 18, 2019.

As of December 31, 2019, 1,440,918 shares had been issued under the above transaction and 232,280 shares under free share grants, representing a total of 1,673,198 shares.

For 2020, 170,000,000 shares could be issued pursuant to the share increase authorizations granted by the General Meeting of April 22, 2020, based on 567,266,539 shares comprising the share capital as of April 22, 2020.

As of December 31, 2020, 11,344,823 shares had been issued from among the 170,000,000 above-mentioned authorized shares.

11.2.2 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.

11.2.2.1 Purchases and sales of treasury shares

Purchase and sale transactions in Veolia Environnement shares under the liquidity contract in 2020 and 2019 were as follows:

	2019	2020
Number of shares purchased during the year	1,545,769	2,406,320
Number of shares sold during the year	1,535,769	2,016,320

As of December 31, 2019 and 2020, Veolia Environnement did not hold any shares under the liquidity contract. A €20 million drawdown authorization was granted for the operation of this liquidity contract.

12,450,465 and 12,839,673 treasury shares are held as of December 31, 2019 and December 31, 2020, respectively.

11.2.2.2 Equity risk

As of December 31, 2020, Veolia Environnement holds 12,839,673 of its own shares, of which 8,389,059 are allocated to external growth transactions and 4,450,614 were acquired for allocation to employees under employee savings plans. These shares have a market value of €256.9 million, based on a share price of €20.01 and a net carrying amount of €450.7 million deducted from equity.

11.2.3 Appropriation of net income and dividend distribution

The General Shareholders' Meeting of April 22, 2020 set the cash dividend for 2019 at €0.50 per share. The shares went ex-dividend on May 12, 2020 and the dividend was paid from May 14, 2020 for a total amount of €277.1 million.

A dividend of €509.1 million was distributed by Veolia Environnement in 2019 and deducted from 2018 net income.

11.2.4 Foreign exchange gains and losses

Accumulated foreign exchange translation reserves total -€92.6 million as of December 31, 2019 (attributable to owners of the Company).

In 2019, the change in foreign exchange translation reserves primarily reflected fluctuations in the Chinese renminbi (-€10.4 million), the pound sterling (+€31.7 million), the Canadian dollar (+€10.1 million), the Hong Kong dollar (-€19.3 million) and the Argentinian peso (-€34.2 million).

Accumulated foreign exchange translation reserves total -€405.6 million as of December 31, 2020 (attributable to owners of the Company).

In 2020, the change in foreign exchange translation reserves in 2020 primarily reflects fluctuations in the Chinese renminbi (-€47.4 million), the US dollar (-€108.0 million), the pound sterling (-€39.4 million) and the Hong Kong dollar (+€69.4 million).

Movements in Foreign exchange translation reserves (attributable to owners of the company and to non-controlling interests)

(€ million)	Total	o/w Attributable to owners of the Company
Translation differences on the financial statements of subsidiaries drawn up in a foreign currency	150.5	103.4
Translation differences on net foreign investments	-195.7	-196.0
As of December 31, 2019	**-45.2**	**-92.6**
Translation differences on the financial statements of subsidiaries drawn up in a foreign currency	-373.2	-321.2
Translation differences on net foreign investments	8.2	8.2
Movements in 2020	**-365.0**	**-313.0**
Translation differences on the financial statements of subsidiaries drawn up in a foreign currency	-222.7	-217.9
Translation differences on net foreign investments	-187.5	-187.7
AS OF DECEMBER 31, 2020	**-410.2**	**-405.6**

Breakdown by currency of foreign exchange translation reserves attributable to owners of the company

(€ million)	As of December 31, 2019	Change	As of December 31, 2020
Chinese renminbi	272.1	-47.4	224.7
US dollar	139.7	-108.0	31.7
Czech crown	22.4	-21.7	0.7
Mexican peso	-17.5	-11.2	-28.7
Polish zloty	-21.3	-29.7	-51.0
Argentinian peso	-98.2	-25.6	-123.8
Pound sterling	-154.1	-39.4	-193.5
Hong Kong dollar	-238.2	69.4	-168.8
Colombian peso	-23.9	-18.3	-42.2
Hungarian forint	-18.7	-19.6	-38.3
Other currencies	45.1	-61.5	-16.4
TOTAL	-92.6	-313.0	-405.6

11.2.5 Fair value reserves

Fair value reserves attributable to owners of the Company total -€418.0 million as of December 31, 2020 and -€57.1 million as of December 31, 2019, 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, 2019	**11.6**	**-1.8**	**-4.4**	**-**	**-62.5**	**-57.1**	**-57.1**
Fair value adjustments	-375.4	12.2	2.1	-3.4	0.4	-364.1	-370.3
Other movements	-	12.0		-		12.0	9.4
AS OF DECEMBER 31, 2020	-363.8	22.4	-2.3	-3.4	-62.1	-409.2	-418.0

Amounts are presented net of tax.

The change in financial instruments at fair value through equity mainly concerns the Suez shares for -€376.0 million (see Note 4).

No material amounts were released to the Consolidated Income Statement in respect of interest rate derivatives hedging cash flows and recorded in finance costs and income.

11.3 Equity attributable to 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.

11.3.1 Equity attributable to 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, 2020, non-controlling interests mainly concern:

- in Europe excluding France: Poland (€170.9 million) and Germany (€184.5 million);
- in the Rest of the world: China (€391.3 million).

The change in non-controlling interests is mainly due to net income for the year (€119.7 million), dividend distributions (-€148.9 million) and changes in consolidated scope (+€5.1 million).

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11.3.2 Net income (loss) attributable to non-controlling interests

Net income attributable to non-controlling interests is €119.7 million for the year ended December 31, 2020, compared with €135.7 million for the year ended December 31, 2019.

Net income attributable to non-controlling interests breaks down by operating segment as follows:

(€ million)	As of December 31, 2019 re-presented	As of December 31, 2020
France	0.7	-0.7
Europe excluding France [(2)]	-53.6	-53.7
Rest of the world [(1)]	-70.9	-61.6
Global businesses	-11.9	-3.7
Other	-	-
NET INCOME ATTRIBUTABLE TO NON-CONTROLLING INTERESTS	-135.7	-119.7

(1) Including net income attributable to non-controlling interests in China (€34.2 million) as of December 31, 2020.
(2) Including net income attributable to non-controlling interests in Central Europe (€38.5 million) as of December 31, 2020.

11.4 Deeply-subordinated securities and OCEANE convertible bonds

11.4.1 OCEANE convertible bonds

On March 8, 2016, Veolia Environnement issued convertible "OCEANE" bonds. The conversion option of this transaction may be settled solely in shares and is recognized in equity. The bonds convertible and/or exchangeable for new and/or existing shares ("OCEANEs") issued in March 2016 were redeemed on September 14, 2019. -€5.5 million was recognized in equity as of December 31, 2019.

On September 12, 2019, Veolia Environnement completed an offering of bonds convertible and/or exchangeable for new and/or existing shares maturing January 1, 2025 by way of a private placement without shareholders' preferential subscription rights, of a nominal amount of €700 million (see Note 10.1.1.1).

11.4.2 Deeply subordinated securities

As disclosed in Note 4, Veolia Environnement performed a €2 billion debt issue on October 20, 2020 to refinance the acquisition of the 29.9% Suez share block from Engie.

This issue comprised two tranches of deeply subordinated perpetual hybrid notes in euros:

- €850 million bearing a coupon of 2.25% until the first reset date in April 2026;
- €1,150 million bearing a coupon of 2.50% until the first reset date in April 2029.

Costs relating to this transaction totaled -€12.9 million.

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.

11.5 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 fiscal year.

Pursuant to IAS 33, the weighted average number of shares outstanding taken into account for the calculation of net income per share is adjusted for the distribution of scrip dividends during the year. Pursuant to IAS 33.9 and IAS 12, 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 fiscal year plus the weighted average number of ordinary shares that would be issued following the conversion into ordinary shares of all potentially dilutive ordinary shares.

Net income and the number of shares used to calculate basic and diluted earnings per share are presented below for all activities.

	As of December 31, 2019	As of December 31, 2020
Weighted average number of ordinary shares *(in millions of shares)*	**553.4**	**554.9**
Weighted average number of ordinary shares for the calculation of basic earnings per share	553.4	554.9
Theoretical number of additional shares resulting from the exercise of share purchase and subscription options	25.1	25.0
Weighted average number of ordinary shares for the calculation of diluted earnings per share *(in millions of shares)*	**578.5**	**579.9**
Net income (loss) attributable to owners of the Company per share (in millions of euros)		
Net income (loss) attributable to owners of the Company	619.4	88.8
Net income (loss) attributable to owners of the Company per share:		
Basic	1.12	0.16
Diluted	1.07	0.15
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	-111.8	-19.9
Net income (loss) from discontinued operations attributable to owners of the Company per share:		
Basic	-0.20	-0.04
Diluted	-0.19	-0.04
NET INCOME (LOSS) FROM CONTINUING OPERATIONS ATTRIBUTABLE TO OWNERS OF THE COMPANY PER SHARE (IN MILLIONS OF EUROS)		
Net income (loss) from continuing operations attributable to owners of the Company	731.3	108.7
Net income (loss) from continuing operations attributable to owners of the Company per share:		
Basic	1.32	0.20
Diluted	1.26	0.19

The only potentially dilutive instruments recognized by Veolia Environnement are the share subscription and purchase options presented in Note 8.2.2.

NOTE 12 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; UK: 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 **2020** are as follows:

(€ million)	As of December 31, 2019	Addition/ Charge	Repay-ment/ Utilization	Reversal	Actuarial gains (losses)	Unwin-ding of the discount	Changes in consolidation scope	Foreign exchange translation	Non-cur-rent/ current reclassifi-cation	Other movements	As of December 31, 2020
Tax litigation [1]	48.3	12.1	-5.1	-5.7	-	-	0.1	-1.6	-	-0.3	47.8
Employee litigation	18.5	8.2	-2.4	-1.6	-	-	-	-0.5	-	-	22.2
Other litigation	152.3	28.1	-7.0	-9.5	-	0.1	-0.3	-4.0	-	-17.4	142.3
Contractual commitments	74.1	202.8	-181.8	-1.8	-	0.7	-	-0.1	-	0.1	94.0
Provisions for work-in-progress and losses to completion on long-term contracts	138.9	52.4	-69.2	-5.3	-	2.2	19.5	-6.3	-	-2.4	129.8
Closure and post-closure costs	678.7	17.4	-28.4	-25.2	-	43.5	13.8	-22.2	-	0.4	678.0
Restructuring provisions	57.3	38.4	-31.2	-17.0	-	-	-	-0.9	-	-1.1	45.5
Self-insurance provisions	251.4	71.1	-44.4	-36.6	-	0.4	-	-0.9	-	-0.2	240.8
Other provisions	182.3	82.8	-38.6	-25.1	-	-	-	-4.0	-	-13.2	184.2
Provisions excluding pensions and other employee benefits	**1,601.8**	**513.3**	**-408.1**	**-127.8**	**-**	**46.9**	**33.1**	**-40.5**	**-**	**-34.1**	**1,584.6**
Provisions for pensions and other employee benefits	**786.0**	**60.5**	**-77.6**	**-28.8**	**3.1**	**7.8**	**0.1**	**-12.0**	**-**	**33.8**	**772.9**
TOTAL PROVISIONS	2,387.8	573.8	-485.7	-156.6	3.1	54.7	33.2	-52.5	-	-0.3	2,357.5
NON-CURRENT PROVISIONS	1,848.7	356.5	-259.4	-74.3	3.1	54.8	31.8	-41.8	-80.5	7.9	1,846.8
CURRENT PROVISIONS	539.1	217.3	-226.3	-82.3	-	-0.1	1.4	-10.7	80.5	-8.2	510.7

(1) Provisions other than for income tax.

Provisions for litigation total €212.3 million overall as of December 31, 2020, compared with €219.1 million overall as of December 31, 2019.

The France, Europe excluding France, Rest of the world and Global Businesses operating segments account for €55.1 million, €71.2 million, €36.4 million and €43.8 million of these provisions, respectively, as of December 31, 2020.

Additional information on the main litigation is presented in Note 14.

As of December 31, 2020, **provisions for contractual commitments** primarily concern the France operating segment in the amount of €59.8 million.

Provisions for work-in-progress and losses to completion on long-term contracts total €129.8 million as of December 31, 2020 and mainly concern the France operating segment in the amount of €19.6 million, the Europe excluding France operating segment in the amount of €27.1 million, the Rest of the world operating segment in the amount of €48.5 million and the Global Businesses operating segment in the amount of €34.6 million.

Provisions for closure and post-closure costs total €678.0 million as of December 31, 2020 compared with €678.7 million as of December 31, 2019 and mainly concern the following operating segments:

- France in the amount of €262.9 million in 2020, compared with €245.9 million in 2019;
- Europe excluding France, in the amount of €219.0 million in 2020, compared with €231.8 million in 2019.

The change in these provisions in 2020 is mainly due to the unwinding of the discount in the amount of €43.5 million, net reversals of provisions in the amount of -€36.2 million and foreign exchange translation gains and losses in the amount of -€22.2 million.

By nature of obligation, these provisions concern:

- provisions for site rehabilitation in the amount of €626.0 million at the end of 2020, compared with €632.8 million at the end of 2019;
- provisions for environmental risks in the amount of €17.8 million at the end of 2020, compared with €19.8 million at the end of 2019;
- provisions for plant dismantling in the amount of €34.2 million at the end of 2020, compared with €26.1 million at the end of 2019.

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 amount. They primarily concern the following operating segments:

- France in the amount of €34.9 million as of December 31, 2020, compared with €36.0 million as of December 31, 2019;
- Europe excluding France, in the amount of €60.3 million as of December 31, 2020, compared with €48.7 million as of December 31, 2019;
- the Rest of the world in the amount of €40.3 million as of December 31, 2020, compared with €42.9 million as of December 31, 2019;
- Global businesses in the amount of €24.5 million as of December 31, 2020, compared with €30.1 million as of December 31, 2019.

Provisions for pensions and other employee benefits as of December 31, 2020 total €772.9 million, and include provisions for pensions and other post-employment benefits of €691.5 million (governed by IAS 19 and detailed in Note 8.3), and provisions for other long-term benefits of €81.4 million.

NOTE 13 INCOME TAX EXPENSE

13.1 Income taxes

The income tax expense (income) includes the current tax expense (income) and the deferred tax expense (income).

13.1.1 Analysis of the income tax expense

The income tax expense breaks down as follows:

(€ million)	2019	2020
Current income tax (expense) income	**-331.4**	**-224.2**
France	-33.7	-22.9
Other countries	-297.7	-201.3
Deferred tax (expense) income	**32.9**	**87.2**
France	-14.6	11.7
Other countries	47.5	75.5
TOTAL INCOME TAX EXPENSE	-298.5	-137.0

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 Veolia Environnement level.

13.1.2 Effective tax rate

	2019	2020
Net income (loss) from continuing operations (a)	872.5	228.4
Share of net income (loss) of associates (b)	40.5	23.1
Share of net income (loss) of joint ventures (c)	89.3	87.4
Share of net income (loss) of other equity-accounted entities (d)	-	-
Income tax expense (e)	-298.5	-137.0
Net income from continuing operations before tax (f) = (a)-(b)-(c)-(d)-(e)	1,041.2	254.9
Effective tax rate (e)/(f)	**28.7%**	**53.8%**
Theoretical tax rate (1)	**34.4%**	**32.02%**
Net impairment losses on goodwill not deductible for tax purposes	0.0%	5.1%
Differences in tax rate	-11.1%	-16.1%
Capital gains and losses on disposals	1.4%	-4.6%
Dividends	0.9%	2.4%
Taxation without tax base	4.6%	8.4%
Effect of tax projections (2)	-1.4%	9.2%
Other permanent differences	-0.1%	17.4%
EFFECTIVE TAX RATE	28.7%	53.8%

(1) The tax rate indicated is the statutory tax rate in France applicable in fiscal years 2019 and 2020.
(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 **2020** are as follows:

- transactions in countries with a lower tax rate than the French standard rate;
- taxation without tax base.

It is recalled that the main elements explaining the effective tax rate in **2019** were as follows:

- transactions in countries with a lower tax rate than the French standard rate;
- taxation without tax base.

13.2 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;
- 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.

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Movements in deferred tax assets and liabilities during **2020** are as follows:

(€ million)	December 31, 2019	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 move-ments	December 31, 2020
Deferred tax assets, gross	2,599.7	136.0	13.9	8.5	-107.8	-1.9	-1.9	2,646.5
Deferred tax assets not recognized	-1,646.8	-13.4	-4.7	-5.9	58.1	0.5	2.2	-1,610.0
DEFERRED TAX ASSETS, NET	952.9	122.6	9.2	2.6	-49.7	-1.4	0.3	1,036.5
DEFERRED TAX LIABILITIES	984.4	35.4	9.6	116.2	-52.2	-0.2	1.2	1,094.4

As of December 31, 2020, deferred tax assets not recognized total -€1,610.0 million, including -€1,256.8 million on tax losses and -€353.3 million on timing differences. As of December 31, 2019, such deferred tax assets totaled -€1,646.8 million, including -€1,328.5 million on tax losses and -€318.3 million on timing differences.

Due to the impacts of the Covid-19 pandemic, the Group reviewed the recoverable amount of deferred tax assets arising from material tax losses.

Deferred tax assets and liabilities **break down by nature** as follows:

(€ million)	As of December 31, 2019	As of December 31, 2020
DEFERRED TAX ASSETS		
Tax losses	1,587.4	1,561.7
Provisions and impairment losses	148.1	177.0
Employee benefits	218.0	218.7
Financial instruments	60.3	70.6
Operating financial assets	34.4	39.7
Fair value of assets purchased	23.8	18.2
Foreign exchange gains and losses	0.1	0.2
Finance leases	38.3	40.6
Intangible assets, PP&E and operating financial assets	94.8	97.8
Other	394.5	422.0
DEFERRED TAX ASSETS, GROSS	2,599.7	2,646.5
DEFERRED TAX ASSETS NOT RECOGNIZED	-1,646.8	-1,610.0
RECOGNIZED DEFERRED TAX ASSETS	952.9	1,036.5

(€ million)	As of December 31, 2019	As of December 31, 2020
DEFERRED TAX LIABILITIES		
Intangible assets and Property plant and equipment	438.1	462.2
Fair value of assets purchased	213.6	263.1
Operating financial assets	70.8	69.1
Financial instruments	26.0	49.3
Finance leases	53.9	59.7
Provisions	32.0	32.2
Foreign exchange gains and losses	7.7	4.9
Employee benefits	38.3	41.0
Other	104.0	112.9
DEFERRED TAX LIABILITIES	984.4	1,094.4

The breakdown **by main tax group** as of December 31, 2020 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 Veolia tax group	10.7	79.3	-79.3	10.7
United States tax group	164.1	105.0	-135.6	133.5
TOTAL FOR THE MAIN TAX GROUPS	174.8	184.3	-214.9	144.2

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 Veolia tax group	10.7	-	**10.7**			**-**	10.7	-	**10.7**
United States tax group	164.1	-	**164.1**	0.8	-31.4	**-30.6**	164.9	-31.4	**133.5**

The **expiry schedule** for deferred tax assets on tax losses recognized and not recognized as of December 31, 2020 is as follows:

	Maturing in				
(€ million)	5 years or less	More than 5 years	Unlimited	Total as of December 31, 2020	Total as of December 31, 2019
Recognized tax losses	9.8	179.5	115.6	304.9	258.7
Tax losses not recognized	122.1	330.5	804.2	1,256.8	1,328.7

The increase in tax losses not recognized as of December 31, 2020 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, 2019	As of December 31, 2020
DEFERRED TAX ASSETS, NET		
Deferred tax assets through net income	885.3	962.5
Deferred tax assets through equity	67.6	74.0
DEFERRED TAX ASSETS, NET	952.9	1,036.5
DEFERRED TAX LIABILITIES		
Deferred tax liabilities through net income	956.0	1,055.6
Deferred tax liabilities through equity	28.4	38.8
DEFERRED TAX LIABILITIES	984.4	1,094.4

13.3 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, 2020, 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.

NOTE 14 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, 2020 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, ("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 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 odour, 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, discolouration and taste and odour 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. Michigan government officials maintained that it was an isolated incident, not a system-wide problem.

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, odour and discolouration. The report also recommended that Flint work with the State regulators and Flint's engineering firm (LAN) to establish a corrosion control plan. Most of these recommendations were ignored by Flint.

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.

Individual and class actions

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 and three of the US subsidiaries of the Company, Veolia North America Inc., VWNAOS and Veolia North America LLC (collectively "VNA"). Flint residents allege that they were injured by exposure to toxins, including lead, contained in Flint River water, and brought several claims against VNA, including for professional negligence and fraud. The federal court dismissed the fraud claims.

Although the Company has been named in several putative class actions and individual actions, it has not been served and is not a party to any of these actions. Only the three U.S. subsidiaries of the Company are active parties in these actions.

In January 2018, a mediation process was ordered by the federal court. The mediators required the participation of all parties to the federal litigation, which includes the three U.S. subsidiaries of the Company, but not the Company itself.

Mid July, 2020, the plaintiffs in the federal putative class action filed their motion for Class Certification. This procedure is ongoing.

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, for USD $641.25 million. This settlement agreement remains subject to the final approval of the federal judge in charge of these proceedings. The proceedings will continue with regard to those who are not parties to the settlement, including VNA.

In October 2021, the first trials for the individual federal actions will be held.

Civil action of the State of Michigan's Attorney General

On June 22, 2016, the State of Michigan's Attorney General filed a civil action in state court against several corporations, including VWNAOS and the Company itself, for their alleged roles in the Flint water crisis. The Attorney General subsequently dismissed that action, and filed a new civil action on August 17, 2016. Among other allegations, the Attorney General refers to the interim report delivered by VWNAOS. The Attorney General alleged that the acts and omissions of these corporations constitute, among other things, professional negligence and fraud. Subsequent to filing the new action, the Attorney General agreed to dismiss the Company without prejudice from the case.

On September 12, 2016, stipulations of dismissal were filed with the state court to that effect.

On November 6, 2018, the State of Michigan elected a new Governor and a new Attorney General. The new Attorney General subsequently filed, on April 12, 2019, a new amended complaint against, among others, the Company and its three U.S. subsidiaries. The Company has not been served with that complaint and so it is not currently an active party in this civil action, but its U.S. subsidiaries are.

In early November 2019, the state court dismissed all claims against the Company's U.S. subsidiaries and LAN except for a claim for unjust enrichment. In early December 2019, the Attorney General, the Company's U.S. subsidiaries, and the LAN defendants, filed motions to reconsider this decision. The motions of the Company's U.S. subsidiaries and the LAN defendants were denied by the court.

The Group strongly contests the merits of all these legal proceedings.

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.

Mid January 2021, the Michigan Attorney General's Office announced that a Grand Jury had issued criminal indictments against eight former Flint and state officials and one current State official for their alleged roles in the Flint watercrisis. The Michigan Solicitor General stated the investigation remains open and is ongoing.

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.

Central and Eastern Europe

Romania

In 2000, Apa Nova Bucuresti ("ANB"), Veolia Eau's Romanian subsidiary in which it holds a 74% stake, signed a 25-year concession agreement for water distribution and wastewater services with the city of Bucharest.

At the end of July 2015, the National Anticorruption Division of Ploiesti ("NAD") opened an investigation on influence peddling involving several persons and entities, including several Romanian subsidiaries of the Company.

ANB and certain of its former managers were suspected of having purchased, between 2008 and 2015, the influence of three natural persons in order to obtain favourable decisions from Bucharest's public authorities, resulting in significant increases in water prices. In exchange for their influence, ANB allegedly made significant payments to companies controlled by these three persons or related persons, without these payments being proportionate to the services rendered, and without these services necessarily being real.

Throughout October 2015, three former managers of ANB were placed under the status of "*inculpat*". On October 30, 2015, ANB was placed under this same status, for bribery, buying influence, invasion of privacy, tax evasion and money laundering.

The Securities and Exchange Commission (SEC) and the Department of Justice (DOJ) opened investigations concerning possible violations of US federal laws, relating to the facts which are the subject of NAD's investigation. At the SEC's behest, as part of international cooperation, the Autorité des marchés financiers (AMF) opened its own investigation on the matter.

In 2017, the Parquet National Financier confirmed that a preliminary investigation has been launched.

By letter July 8, 2019, the SEC informed the Company's US lawyer that it has concluded its investigation and that it does not intend to recommend any enforcement action against the Company.

By order November 1st, 2019, the NAD decided (i) to dismiss the charges of bribery, buying influence and invasion of privacy against ANB and all the named individuals and (ii) to continue the investigations for tax evasion and money laundering against ANB and two of its former executives. This order is now final.

In July 2020, the Parquet National Financier ended its investigation with no charges.

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 €19M 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.

(i) ICSID arbitration

In January 2016, the Company, Veolia Énergie 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").

To date, the Companies' claim amounts to circa €80M (not including interest). For its part, Lithuania withdrew its €150M counterclaim in its last submission. 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.These developments may have an impact on the ICSID arbitration and, as the case may be, on the enforcement of the future award.

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. To date, only VEI, UVE and Litesko have been served with Lithuania's writ of summons. These latter vigorously contest Lithuania's claims. In August 2020, the Vilnius regional court declared Lithuania's claim inadmissible. Lithuania appealed that decision. In March 2021, the court of appeal annulled the decision and remanded the case to the tribunal.

(ii) SCC arbitration

In November 2016, in the context of the Vilnius agreement which expiration date was nearly reached (March 2017), the Company and UVE filed a request for arbitration before the Stockholm Chamber of Commerce ("SCC") to secure the appointment of an independent expert to evaluate the condition of the assets. That SCC arbitration has since expanded in scope to address claims by the Company, UVE, Vilnius and municipal company VST ("VST") in connection with the Vilnius lease.

In this arbitration, the Company and UVE filed a claim for an indemnity of circa €22M. For their part, Vilnius and VST submitted counterclaims quantified to date at circa €690M. This procedure is still ongoing. The Company and UVE vigorously contest Vilnius and VST's counterclaims and seek their dismissal.

Other segments

VWT v. K+S Potash

On December 1, 2012, Veolia Water Technologies, Inc. ("VWT") signed a $324.5MUSD contract with K + S Potash Canada GP ("KSPC") for the design, supply and commissioning of a 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 $14.6MUSD.

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 ("Change Orders") and additional costs. Mid-June, 2017, a second letter of guarantee at first request was issued by VWT to KSPC in the amount of $15MUSD.

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.* $19MUSD. Mid-January 2019, the arbitral tribunal accepted jurisdiction over only some claims (approximately $13.6MUSD). 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 Queen's Bench for Saskatchewan and Paris Commercial Court)

On April 11, 2018, KSPC brought claims against VWT before the Court of Queen's Bench for Saskatchewan in the amount of $180MCAD (approximately €119M) 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.

By an Act of May 28, 2018, one of KSPC's subcontractors, AECON, sued KSPC before the Court of Queen'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 $466MCAD (approximately €318M) as well as for reimbursement of sums already paid by KSPC to other subcontractors.

On March 25, 2020, KSPC brought claims against VWT before the Court of Queen's Bench for Saskatchewan for an amount quantified to date at $4,6MCAD (approximately €3M). These new claims include an equipment failure occurred in November 2018 and alleged corrosion in specific materials of the plant. In June 2020, VWT filed a statement of defence before this court and contested these new claims.

KSPC obtained payment of the first and second letter of guarantee in November 2020 and 2019, respectively.

The Group strongly contests the merits of all these legal proceedings.

These lawsuits have been reported to insurance companies, which have already covered part of the expenses incurred.

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 letter of 12 September 2019, Antero wrongly terminated the DBA without proper contractual notice.

On March 13, 2020 VWT filed suit against Antero in United States District Court in Colorado alleging breach of contract and seeking damages of USD $120 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 for damages of approximately USD $600 million and explains that the largest portion of its claims is based on an alleged VWT gross negligence. VWT vigorously rejected all of these claims, as they are without merit.

VWT's claims have been consolidated with Antero's claims. The consolidated proceedings were suspended for a few months due to Covid-19. The proceedings are now ongoing.

The Antero lawsuit has been reported to the insurers.

NOTE 15 RELATED-PARTY TRANSACTIONS

The Group identifies related parties in accordance with the provisions of paragraph 9 of IAS 24 revised, Related Party Disclosures.

A breakdown of compensation and related benefits of key management (related parties) is presented in Note 8.4.

A breakdown of relations with joint ventures is presented in Note 7.2.4.1.

Relations with other related parties break down as follows:

Relations with Icade SA, a subsidiary of Caisse des dépôts et consignations (6.07% shareholding as of December 31, 2020)

On January 31, 2013, Icade SA and Veolia Environnement entered into a firm lease for off-plan property (BEFA) for the building housing Veolia's administrative headquarters in Aubervilliers. This nine-year lease entered into effect on July 18, 2016, for an annual rent of €16,590,104, excluding taxes and VAT.

Veolia Environnement recorded a rental expense payable to the lessor of €17,557,141 in respect of fiscal year 2020.

Caisse des dépôts et consignations (CDC) and its subsidiary, Icade SA, are considered related parties in the context of this lease agreement. CDC is a director on the Board of Directors of Veolia Environnement, as a legal entity, and of Icade SA. In addition, Mr. Olivier Mareuse, CDC's representative on the Veolia Environnement Board of Directors, also sits on the Icade SA Board of Directors as a private individual.

Relations with the association the Institut de l'Entreprise

The Institut de l'Entreprise is an association governed by the law of 1901 bringing together a community of multinational companies working to better understand and enhance the role of the company at the heart of society. It helps to define new balances between economic, social, societal and environmental performance through reflections and educational actions aimed at fostering dialogue between companies and other actors in society.

The governance of the association is ensured by a steering committee made up of about twenty business leaders setting the association's policy and objectives and determining the means necessary for their achievement. This steering committee is chaired by Mr. Antoine Frérot.

During the confinement of the first half of 2020, Veolia Environnement and other companies belonging to the association wished to support a specific initiative consisting of giving a daily voice to a company manager so that they could testify about their way of managing the unprecedented coronavirus health crisis. This initiative was a great success and made it possible to give high visibility to the leadership of business leaders in the management of a particularly complicated period.

This specific initiative led Veolia Environnement to make an exceptional contribution of €300,000 not including tax, which was paid to the association at the end of December 2020.

Through its steering committee chaired by Mr. Antoine Frérot, the Institut de l'Entreprise association is considered a related party because of the functions of the CEO of Veolia Environnement, also exercised by Mr. Antoine Frérot.

NOTE 16 SUBSEQUENT EVENTS

€700 million bond issue

On January 11, 2021, Veolia successfully issued a €700 million bond maturing in January 2027 (6 years) with a negative yield of -0.021%. The proceeds of this issuance will be used for financing purposes, and in particular to anticipate bond repayments due at the end of 2021.The high subscription rate, the quality of the investor base, their diversification and the good conditions which were achieved are signals that Veolia's signature is viewed very favourably and of its financial strength.

NOTE 17 MAIN COMPANIES INCLUDED IN THE CONSOLIDATED FINANCIAL STATEMENTS

In 2020, Veolia Group consolidated or accounted for a total of 1,662 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
FRANCE				
Water				
Veolia Eau – Compagnie Générale des Eaux 21 rue La Boétie 75008 Paris	572 025 526 10945	FC	100.00	100.00
Veolia Water 21 rue La Boétie 75008 Paris	421 345 042 00053	FC	100.00	100.00
Compagnie des Eaux et de l'Ozone 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	99.62	99.62
Compagnie Fermière de Services Publics ZAC de la Pointe 9, rue des Frênes 72190 Sargé-lès-Le-Mans	575 750 161 00904	FC	99.87	99.87
Compagnie Méditerranéenne d'Exploitation des Services d'Eau – CMESE 1 rue Albert Cohen Immeuble Plein Ouest A 13016 Marseille	780 153 292 00187	FC	99.72	99.72
Société des Eaux de Melun Zone Industrielle – 198/398, rue Foch 77000 Vaux Le Pénil	785 751 058 00047	FC	99.32	99.32
Société des Eaux de Marseille 25, rue Edouard-Delanglade 13006 Marseille	057 806 150 00017	FC	98.43	98.43
Waste				
Veolia Propreté 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	100.00	100.00
Onyx Est ZI de la Hardt – Route de Haspelschiedt 57230 Bitche	305 205 411 00070	FC	95.00	95.00

Consolidation method.
FC: Full consolidation – EA: Equity associate.

Company and address	French company registration number (Siret)	Consolidation method	% control	% interest
Paul Grandjouan SACO 6 rue Nathalie Sarraute 44200 Nantes	867 800 518 00609	FC	100.00	100.00
OTUS 28 boulevard de Pesaro 92000 Nanterre	622 057 594 00385	FC	100.00	100.00
OTHER EUROPEAN COUNTRIES				
Veolia Water UK Plc 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 - N19JY (United Kingdom)		FC	100.00	100.00
Veolia Umweltservice GmbH and its subsidiaries Hammerbrookstrasse 69 20097 Hamburg (Germany)		FC	100.00	100.00
Veolia Deutschland GmbH and its subsidiaries Lindencorso Unter den linden 21 10117 Berlin (Germany)		FC	100.00	100.00
Braunschweiger Versorgungs- AG &Co.KG Taubenstrasse 7 38106 Braunschweig (Germany)		FC	74.90	50.11
Aquiris SA Avenue de Vilvorde, 450 1130 Brussels (Belgium)		FC	99.00	99.00
Apa Nova Bucuresti Srl Strada Aristide Demetriade nr 2, Sector 1 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	83.05
Prazske Vodovody A Kanalizace a.s. Ke Kablu 971/1 102 00 Prague 10 (Czech Republic)		FC	51.00	51.00
Sofiyska Voda AD Mladost region Mladost 4 Business Park Street Building 2a 1000 Sofia Sofia (Bulgaria)		FC	77.10	77.10
Veolia Energy UK PLC and its subsidiaries 210 Pentonville Road N1 9JY London (United Kingdom)		FC	100.00	99.99
Veolia NV-SA and its subsidiaries 52, quai Fernand-Demets 1070 – Brussels (Belgium)		FC	100.00	100.00
Siram Spa and its subsidiaries Via Bisceglie, 95 20152 Milan (Italy)		FC	100.00	99.99
Veolia Espana S.L.U.and its subsidiaries Cl Juan Ignacio Luca De tena, 4 28027 Madrid (Spain)		FC	100.00	99.99

Consolidation method.
FC: Full consolidation – EA: Equity associate.

Company and address	French company registration number (Siret)	Consolidation method	% control	% interest
Veolia Energia Polska ul. Puławska 2, Budynek Plac Unii C 02-566 Warszawa (Poland)		FC	60.00	60.00
Veolia Term SA and its subsidiaries ul Pulawska 2, 02-566 Warszawa (Poland)		FC	100.00	60.00
Veolia Energia Warszawa and its subsidiary ul Pulawska 2, 02-566 Warszawa (Poland)		FC	97.16	58.29
Veolia Nordic AB and its subsidiaries Hälsingegatan 47 113 31 Stockholm (Sweden)		FC	100.00	99.99
Veolia Nederland BV and its subsidiaries Wattbaan 2 3439 ML Nieuwegein (Netherlands)		FC	100.00	99.99
Vilnius Energija Joconiu St. 13 02300 Vilnius (Lithuania)		FC	100.00	99.99
Veolia Energy Hungary Co Ltd and its subsidiaries Szabadsag ut 301 2040 Budapest (Hungary)		FC	99.98	99.97
Veolia Energia Slovensko A.S. and its subsidiaries Einsteinova 25 851 01 Bratislava (Slovakia)		FC	100.00	99.99
LLC Veolia Mag and its subsidiaries (Russia)		FC	100.00	99.99
Pražská teplárenská – PT and its subsidiaries Partyzánská 1 170 00 Praha 7-Holešovice (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	83.05
REST OF THE WORLD				
VNA Regeneration Services LLC 4760 World Houston Parkway, Suite 100 Houston, TX 77032 (United States)		FC	100.00	100.00
Veolia Water Americas, LLC and its subsidiaries 53 State street 14th floor 02109 MA Boston (United States)		FC	100.00	100.00
Veolia Environmental Services North America 53 State street 14th floor 02109 MA Boston (United States)		FC	100.00	100.00
VES Technical Solutions LLC 53 State street 14th floor 02109 MA Boston (United States)		FC	100.00	100.00
Veolia ES Canada Industrial Services Inc. 1705, 3ème avenue H1B 5M9 Montreal – Quebec (Canada)		FC	100.00	100.00
Veolia Holding America Latina SA Calle Torrelaguna 60, 2 Planta 28043 Madrid (Spain)		FC	100.00	100.00

Consolidation method.
FC: Full consolidation – EA: Equity associate.

Company and address	French company registration number (Siret)	Consolidation method	% control	% interest
Beijing Yansan Veolia Water No. 5 Yanshan Xinghua East Road, 102500 Beijing China		FC	50.00	50.00
Shenzhen Water (Group) Co. Ltd and its subsidiaries 23 Floor, Wan De Building Shennan Zhong Road Shenzhen, (China)		EA	45.00	25.00
Shanghai Pudong Veolia Water Corporation Ltd No. 703 Pujian Road, Pudong New District 200127 Shanghai (China)		EA	50.00	50.00
Changzhou CGE Water Co Ltd No.12 Juqian Road, Changzhou Municipality, Jiangsu Province 213000 (China)		EA	49.00	24.99
Kunming CGE Water Supply Co Ltd No.6 Siyuan Road, Kunming Municipality, Yunnan Province 650231 (China)		EA	49.00	24.99
Veolia Korea and its subsidiaries East 16 F Signature Towers Building Chungyechou-ro 100 Jung-gu (South Korea)		FC	100.00	100.00
Veolia Water Australia and its subsidiaries Level 4, Bay Center, 65 Pirrama Road, Pyrmont NSW 2009 (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 Tangier (Morocco)		FC	100.00	100.00
REDAL SA 6 Zankat Al Hoceima, BP 161 10 000 Rabat (Morocco)		FC	100.00	100.00
Lanzhou Municipal Water Supply (Group) Co LTD No. 2 Hua Gong Street, Xigu District, Lanzhou, Gansu Province (China)		EA	35.84	18.27
Sharqiyah Desalination Co. SAOC PO Box 685, PC 114 Jibroo, (Sultanate of Oman)		EA	35.75	35.75
Tianjin Jinbin Veolia Water Co Ltd No2 Xinxiang Road, Bridge 4 Jin Tang Expressway, Dongli District Tianjin Municipality (China)		EA	49.00	49.00
Veolia Water – Veolia Environmental Service (Hong Kong) - VW- VES (HK) Ltd Units 7601-03&06-13,76/F, The Center, 99 Queen's Road Central, (Hong Kong)		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
Veolia Environmental Services Asia Pte Ltd 143 Cecil Street, 17-00, GB Building 069542 (Singapore)		FC	100.00	100.00
Veolia Environmental Services China LTD Units 7601-02 and 06-13 76/F, the center, 99 Queen's road central (Hong Kong)		FC	100.00	100.00

Consolidation method.
FC: Full consolidation – EA: Equity associate.

Company and address	French company registration number (Siret)	Consolidation method	% control	% interest
GLOBAL BUSINESSES				
SADE-Compagnie Générale de Travaux d'Hydraulique (CGTH-SADE) and its subsidiaries ZAC François Ory 23/25 avenue du docteur Lannelongue 75014 Paris	562 077 503 02584	FC	100.00	99.47
Veolia Water Technologies and its subsidiaries l'Aquarène 1, place Montgolfier 94417 St Maurice Cedex	414 986 216 00037	FC	100.00	100.00
OTV l'Aquarène – 1 place Montgolfier 94417 St Maurice Cedex	433 998 473 000 14	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	100.00	99.86
Société d'Assainissement Rationnel et de Pompage (SARP) and its subsidiaries 52 avenue des Champs Pierreux – 92000 Nanterre	775 734 817 00387	FC	100.00	99.68
Société Internationale de Dessalement (SIDEM) 20-22 rue de Clichy – 75009 Paris	342 500 956 000 20	FC	100.00	100.00
Veolia Nuclear Solutions, Inc and its subsidiaries 575 High street, suite 330, Palo Alto 94301 CA California (United States)		FC	100.00	100.00
OTHER				
Veolia Énergie International 21 rue La Boétie 75008 Paris	433 539 566 00045	FC	99.99	99.99

Consolidation method.
FC: Full consolidation – EA: Equity associate.

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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
	BIOCYCLING GmbH	Germany	EUR
	BRAUNSCHWEIGER NETZ GmbH	Germany	EUR
	BRAUNSCHWEIGER VERSORGUNGS-AG & Co. KG	Germany	EUR
	BRAUNSCHWEIGER VERSORGUNGS-VERWALTUNGS-AG	Germany	EUR
	EUROLOGISTIK UMWELTSERVICE GmbH	Germany	EUR
	GASVERSORGUNG GÖRLITZ GmbH	Germany	EUR
	GERAER STADTWIRTSCHAFT GmbH	Germany	EUR
	GLOBALIS BETEILIGUNGSGESELLSCHAFT mbH	Germany	EUR
Yes	GLOBALIS SERVICE GmbH & CO. KG	Germany	EUR
Yes	GUD GERAER UMWELTDIENSTE GmbH & Co. KG	Germany	EUR
	GUD GERAER UMWELTDIENSTE VERWALTUNGS GmbH	Germany	EUR
	HVT Handel Vertrieb Transport GmbH	Germany	EUR
	INTROTEC SCHWARZA GmbH	Germany	EUR
	JOB & MEHR GmbH	Germany	EUR
	KANALBETRIEBE FRITZ WITHOFS GmbH	Germany	EUR
	KOM-DIA GmbH	Germany	EUR
	MULITPET GmbH	Germany	EUR
	MULITPORT GmbH	Germany	EUR
	ÖKOTEC Energiemanagement GmbH	Germany	EUR
	ONYX ROHR- UND KANAL-SERVICE GmbH	Germany	EUR
	Ostthüringer Wasser und Abwasser GmbH	Germany	EUR
	RECYCLING & ROHSTOFFVERWERTUNG KIEL GmbH	Germany	EUR
	RECYPET AG	Switzerland	CHF
Yes	ROHSTOFFHANDEL KIEL GmbH & Co. KG	Germany	EUR
	STADTENTWAESSERUNG BRAUNSCHWEIG GmbH	Germany	EUR
	STADTWERKE GÖRLITZ Aktiengesellschaft	Germany	EUR
	STADTWERKE PULHEIM DIENSTE GmbH	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 DEUTSCHLAND GmbH	Germany	EUR
	VEOLIA ENERGIE DEUTSCHLAND GmbH	Germany	EUR
	VEOLIA ENVIRONNEMENT LAUSITZ GmbH	Germany	EUR
	VEOLIA GEBÄUDESERVICE DEUTSCHLAND GmbH	Germany	EUR

Publication exemption	Company	Country	Currency
	VEOLIA INDUSTRIE 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 PET GERMANY GmbH	Germany	EUR
	Veolia Pet Norge AS	Norway	NOK
	VEOLIA PET SVENSKA AB	Sweden	SEK
	VEOLIA STADTWERKE BRAUNSCHWEIG BETEILIGUNGS- GmbH & Co.KG	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
Yes	VEOLIA UMWELTSERVICE OST GmbH & Co. KG	Germany	EUR
	VEOLIA UMWELTSERVICE OST VERWALTUNGS GmbH	Germany	EUR
	VEOLIA UMWELTSERVICE RESSOURCENMANAGEMENT GmbH	Germany	EUR
Yes	VEOLIA UMWELTSERVICE SÜD GmbH & Co. KG	Germany	EUR
	VEOLIA UMWELTSERVICE SÜD VERWALTUNGS GmbH	Germany	EUR
	VEOLIA UMWELTSERVICE WERTSTOFFMANAGEMENT GmbH	Germany	EUR
	VEOLIA UMWELTSERVICE WEST GmbH	Germany	EUR
	VEOLIA VERWALTUNGSGESELLSCHAFT mbH	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 18 AUDIT FEES

Audit fees incurred by the Group, including fees related to subsidiaries accounted for under the equity method, during fiscal years 2020 and 2019 total €28.2 million and €28.1 million, respectively, including:

- €23.3 million in 2020 and €22.7 million in 2019 in respect of the statutory audit of the accounts; and
- €4.8 million in 2020 and €5.4 million in 2019 in respect of services falling within the scope of diligences directly related to the audit engagement.

6.1.7 STATUTORY AUDITORS' REPORT ON THE CONSOLIDATED FINANCIAL STATEMENTS

This is a free translation into English of the Statutory Auditors' report on the consolidated financial statements issued in French and it is provided solely for the convenience of English-speaking users.
This report includes information specifically required by European regulation or 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.

Year ended December 31, 2020

To the General Shareholders' Meeting of Veolia Environnement,

Opinion

In compliance with the engagement entrusted to us by your General Shareholders' Meetings, we have audited the accompanying consolidated financial statements of Veolia Environnement for the year ended December 31, 2020.

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 as of December 31, 2020 and of the results of its operations for the year then ended 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, 2020 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

Due to the global crisis related to the Covid-19 pandemic, the financial statements of this period have been prepared and audited under specific conditions. Indeed, this crisis and the exceptional measures taken in the context of the state of sanitary emergency have had numerous consequences for companies, particularly on their operations and their financing, and have led to greater uncertainties on their future prospects. Those measures, such as travel restrictions and remote working, have also had an impact on the companies' internal organization and the performance of the audits.

It is in this complex and evolving context that, in accordance with the requirements of Articles L. 823-9 and R. 823-7 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.

Impairment tests on goodwill of the Mexico, Poland, Germany, Czech Republic/Slovakia, Latin America and Chinese Concession cash-generating units

Notes 9.1.1, 9.1.2 and 7.2.4.1 to the consolidated financial statements

Risk identified	As of December 31, *2020,* the total net carrying amount of goodwill is *€5,889 million.* Goodwill of the Chinese concession joint ventures is €164 million (Group share) as of December 31, 2020. For the purpose of impairment tests, goodwill is allocated, from the acquisition date, to each *of* the cash-generating units (CGU) or each of the groups of cash-generating units (CGUs) that are expected to benefit from the business combination. The Group performs systematic annual impairment tests and more frequent tests where there is indication that the CGU or group of CGUs may have suffered a loss in value. 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 is the higher of fair value less costs to sell and value in use. For CGUs that are not classified as held for sale (IFRS 5), the value in use is equal to the present value of future cash flows expected to be derived from the CGU. The impairment test method and the assumptions adopted are presented in Notes 9.1.2 and 7.2.4.1 to the consolidated financial statements. Determining value in use requires the Group to make significant judgments, particularly regarding factors such as changes in economic data and market prices, efficiency gain and performance assumptions and discount rates and long-term growth rates. Sensitivity tests performed by the Group on the Germany CGU indicate that a change in assumptions produces a recoverable amount lower than the net carrying amount, as disclosed in Note 9.1.2 to the consolidated financial statements. For the Mexico CGU, the downturn in performance impacted by the health crisis and the change in the long-term outlook led to the impairment in full of goodwil in the amount of €44 million as of June 30, 2020.

Risk identified	Sensitivity tests performed on the Poland, Czech Republic/Slovakia and Latin America CGUs produced recoverable amounts in excess of net carrying amounts. However, the value of these CGUs remains dependent on the management assumptions as disclosed in Note 9.1.2. to the consolidated financial statements. The recoverable amounts of the Chinese concessions are founded on structuring operational assumptions as disclosed in Note 7.2.4.1 to the consolidated financial statements. We therefore considered the impairment testing of the goodwill of these CGUs to be a key audit matter.
Our response	We assessed the compliance of the methodology adopted by the Group with prevailing accounting standards. We also performed a critical review of the implementation of this methodology for these CGUs and notably assessed: • the amount of items comprising the carrying amount of the CGUs tested and the consistency of the method of calculating this value with the method of calculating forecast cash flows for the value in use; • the reasonableness of forecast cash flows given the economic and financial context in which the CGU operates and the reliability of the process for determining estimates by analyzing, for prior year forecasts, the causes of any forecast/actual variances; • the consistency of these forecast cash flows with the most recent Group estimates as presented to the Board of Directors as part of the budget process; • the consistency of discount rates and long-term growth rates adopted with the type of underlying assets; • the analysis of the sensitivity of the values in use calculated by your Group to a change in the main assumptions adopted. • Finally, we verified the appropriateness of disclosures in Notes 9.1.2 and 7.2.4.1 to the consolidated financial statements.

Assessment of the recoverable amount of intangible assets, property, plant and equipment and operating financial assets of contracts

Notes 7.2.1, 7.4, 9.2 and 9.3 to the consolidated financial statements

Risk identified	As of December 31, 2020, the net carrying amount of your Group's intangible assets, property, plant and equipment and operating financial assets is €3,545 million, €8,217 million and €1,371 million, respectively. These assets primarily consist of intangible assets and operating financial assets under concession arrangements (IFRIC 12) and the production and distribution assets 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 a loss in value (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 9.2 and 9.3 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 7.2.1 and 7.4 to the consolidated financial statements. Determining value in use requires your Group to make significant judgments; we have therefore considered the valuation of intangible assets, property, plant and equipment and operating financial assets of contracts to be a key audit matter.
Our response	We assessed the compliance of the methodology adopted by your Group 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: • the reasonableness of forecast cash flows given the economic and financial context in which the contracts are performed (commercial development assumptions, price changes, efficiency gains, etc.), in particular by analyzing the main data and assumptions underlying the estimates and assessing any variances between forecast and actual cash flows for prior periods; • the reasonableness of 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 and K+S Potash – in Romania and Lithuania

Notes 12 and 14 to the consolidated financial statements

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 14 to the consolidated financial statements, due to their amount or the parties involved, represent a greater exposure for your Group. As disclosed in Note 12, your Group records a provision when, at year end, it has a current legal or implicit obligation to a third party as a result of a past event, when it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and when the amount of the obligation can be reliably estimated. In the case of these litigations, estimates by your Group to determine any provisions were made in an uncertain context as to their outcome. As disclosed in Note 14 to the consolidated financial statements and in accordance with IAS 37, where the outcome of legal, administration or arbitration proceedings is uncertain, your Group does not consider it appropriate to recognize a provision, or where applicable an additional provision, in respect of these proceedings, but discloses them in the notes to the consolidated financial statements. We considered this issue to be a key audit matter due to the amounts involved 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 Company to identify and inventory all risks; • obtaining an understanding of the risk analysis performed by your Group, of the corresponding documentation and the written consultations from external advisors; • analyzing the information on the ongoing proceeding 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 your Group and their accounting treatment; • assessing the information regarding these risks disclosed in Note 14 to the consolidated financial statements.

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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.

We attest that the consolidated non-financial statement required by Article L.225-102-1 of the French Commercial Code (*Code de commerce*) is included in Group management report, it being specified that, in accordance with the provisions of Article L.823-10 of the Code, we have verified neither the fair presentation nor the consistency with the consolidated financial statements of the information contained therein. This information should be reported on by an independent third party.

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 Chairman and 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.

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 the Shareholders' Meetings of December 18, 1995 for KPMG Audit and December 23, 1999 for Ernst & Young et Autres.

As of December 31, 2020, KPMG SA was in the twenty-sixth year of total uninterrupted engagement and Ernst & Young et Autres the twenty-second year, including twenty-one 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 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. 823-10-1 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 and furthermore:

- 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 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 Group 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. 822-10 to L. 822-14 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 16, 2021

The Statutory Auditors

KPMG Audit		ERNST & YOUNG et Autres	
A Division of KPMG S.A.			
Valérie Besson	Baudoin Griton	Jean-Yves Jégourel	Quentin Séné

6.2 Company financial statements RFA

6.2.1 BALANCE SHEET AS OF DECEMBER 31, 2020

Assets

(€ thousand)	Gross	Deprec., amort. & impairment	As of December 31, 2020 Net	As of December 31, 2019 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	221,323	200,013	21,310	26,481
Purchased goodwill (1)	-	-	-	-
Other intangible assets	-	-	-	-
Intangible assets in progress	16,223	-	16,223	13,440
Property, plant and equipment				
Land	-	-	-	-
Buildings	-	-	-	-
Industrial and technical plant	-	-	-	-
Other property, plant and equipment	39,577	28,028	11,549	14,933
Property, plant and equipment in progress	235	-	235	447
Payments on account - PP&E	-	-	-	-
Long-term loans and investments (2)				
Equity investments	17,351,251	1,874,560	15,476,691	11,540,778
Loans to equity investments	12,236,979	-	12,236,979	11,331,353
Long-term portfolio investments	6,864	1,152	5,712	6,632
Other long-term investment securities	8,777	-	8,777	7,153
Loans	1,256,429	-	1,256,429	1,176,214
Other long-term loans and investments	749,801	133,340	616,461	645,679
TOTAL (I)	31,887,459	2,237,093	29,650,366	24,763,110

(€ thousand)	Gross	Deprec., amort. & impairment	As of December 31, 2020 Net	As of December 31, 2019 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	**2,302**	**-**	**2,302**	**3,420**
Receivables [(3)]				
Operating receivables:				
Trade receivables and related accounts	112,845	13,137	99,708	102,595
Other receivables	1,866,557	2,031	1,864,526	1,815,387
Miscellaneous receivables:				
Share capital subscribed and called but not paid in	-	-	-	-
Marketable securities				
Treasury shares	97,925	9,578	88,347	91,018
Other securities	2,772,762	-	2,772,762	2,968,283
Treasury instruments	234,785	-	234,785	151,302
Cash	**494,387**	**-**	**494,387**	**491,448**
Prepayments [(4)]	**122,521**	**-**	**122,521**	**73,537**
TOTAL (II)	5,704,084	24,746	5,679,338	5,696,990
Accrued income and deferred charges				
Deferred charges (III)	68,258	-	68,258	58,707
Bond redemption premiums (IV)	93,297	-	93,297	111,128
Unrealized foreign exchange losses (V)	2,097,442	-	2,097,442	1,838,320
GRAND TOTAL (I+II+III+IV+V)	39,850,540	2,261,839	37,588,701	32,468,254
(1) Of which leasehold rights			*-*	*-*
(2) Portion due in less than one year			*157,464*	*632,699*
(3) Portion due in more than one year			*19,800*	*21,381*
(4) Portion due in more than one year			*77,076*	*53,447*

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Liabilities

(€ thousand)	As of December 31, 2020	As of December 31, 2019
Shareholders' equity		
Share capital (of which paid in: 2,893,057)	2,893,057	2,836,333
Additional paid-in capital	7,104,502	7,010,577
Revaluation reserves	-	-
Equity-accounting revaluation reserve	-	-
Reserves		
Reserve required by law	289,306	282,797
Reserves required under the Articles of Association or contractually	-	-
Special long-term capital gains reserve	-	-
Other reserves	-	-
Retained earnings	1,307,827	527,489
Net income for the year	620,913	1,058,299
Sub-total: Shareholders' Equity	**12,215,605**	**11,715,495**
Investment subsidies	-	-
Tax-driven provisions	9,095	7,119
TOTAL (I)	**12,224,700**	**11,722,614**
Equity equivalents		
Proceeds from issues of equity equivalent securities	-	-
Subordinated loans	-	-
Other	2,000,000	-
TOTAL (I A)	**2,000,000**	**-**
Provisions		
Provisions for contingencies	36,499	37,031
Provisions for losses	7,029	7,107
TOTAL (II)	**43,528**	**44,138**

(€ thousand)	As of December 31, 2020	As of December 31, 2019
Liabilities [1]		
Convertible bonds	-	-
Other bond issues	11,027,063	10,114,400
Bank borrowings [2]	10,010	349,099
Other borrowings [3]	9,904,904	8,046,965
Payments received on account for work-in-progress	-	-
Operating payables		
Trade payables and related accounts	140,419	113,198
Tax and employee-related liabilities	76,804	76,654
Other operating payables	-	-
Miscellaneous liabilities		
Amounts payable in respect of PP&E and related accounts	6,633	5,795
Tax liabilities (income tax)	-	-
Other miscellaneous liabilities	67,196	62,446
Treasury instruments	192,654	242,807
Accrued income and deferred charges		
Deferred income [1]	**75,075**	**88,771**
TOTAL (III)	**21,500,758**	**19,100,135**
UNREALIZED FOREIGN EXCHANGE GAINS (IV)	**1,819,715**	**1,601,367**
GRAND TOTAL (I+II+III+IV)	**37,588,701**	**32,468,254**
(1) Portion due in more than one year	*10,338,495*	*8,964,408*
Portion due in less than one year	*11,162,263*	*10,135,727*
(2) Of which overdrafts and current bank facilities	*10,010*	*78,430*
(3) Of which equity equivalent loans	-	-

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6.2.2 INCOME STATEMENT FOR THE YEAR ENDED DECEMBER 31, 2020

(€ thousand)	2020	2019
Operating revenue (1)		
Sales of bought-in goods	-	-
Sales of own goods and services	526,656	505,580
Net sales	526,656	505,580
Of which export sales		
Changes in inventory of own production of goods and services	-	-
Own production capitalized	9,606	9,252
Operating subsidies	174	13
Write-back of provisions (and depreciation and amortization) and expense reclassifications	75,525	17,902
Other revenue	74,331	83,597
TOTAL (I)	686,292	616,344
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 *	366,401	297,645
Duties and taxes other than income tax	31,581	17,282
Wages and salaries	133,442	137,281
Social security contributions	73,120	71,638
Depreciation, amortization, impairment and charges to provisions:		
On non-current assets: depreciation and amortization	32,892	34,661
On non-current assets: impairment	211	426
On current assets: impairment	2,444	1,926
For contingencies and losses: charges to provisions	6,347	4,400
Other expenses	96,559	108,051
TOTAL (II)	742,997	673,310
1. OPERATING LOSS (I – II)	-56,705	-56,966
Joint venture operations	**1,499**	**647**
Profits transferred in or losses transferred out (III)	1,499	647
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	-	-

(€ thousand)	2020	2019
Financial income		
Financial income from equity investments [3]	498,175	880,446
Financial income from other securities and long-term receivables [3]	5,754	3,534
Other interest and similar income [3]	162,916	144,860
Write-back of provisions for financial items, impairment and expense reclassifications	650,093	819,740
Foreign exchange gains	1,042,163	641,106
Net proceeds from sales of marketable securities	666	-
TOTAL (V)	2,359,767	2,489,686
Financial expenses		
Amortization, impairment and charges to provisions for financial items	220,720	21,151
Interest and similar expenses [4]	504,037	498,021
Foreign exchange losses	1,041,032	638,679
Net expenses on sales of marketable securities	6,167	3,441
TOTAL (VI)	1,771,956	1,161,292
2. NET FINANCIAL INCOME (V-VI)	587,811	1,328,394
3. NET INCOME FROM ORDINARY ACTIVITIES BEFORE TAX (I-II+III-IV+V-VI)	532,605	1,272,074
Exceptional income		
Exceptional income from non-capital transactions	6	57
Exceptional income from capital transactions	1,665	340,370
Write-back of provisions for financial items, impairment and expense reclassifications	4,045	6,828
TOTAL (VII)	5,716	347,255
Exceptional expenses		
Exceptional expenses on non-capital transactions	15	4,009
Exceptional expenses on capital transactions	3,136	630,001
Amortization, impairment and charges to provisions for financial items	4,560	2,348
TOTAL (VIII)	7,711	636,358
4. NET EXCEPTIONAL ITEMS (VII-VIII)	-1,995	-289,103
STATUTORY EMPLOYEE PROFIT-SHARING (IX)	-	-
INCOME TAX EXPENSE (X)	90,303	75,327
TOTAL INCOME (I+III+V+VII)	3,053,274	3,453,932
TOTAL EXPENSES (II+IV+VI+VIII+IX-X)	2,432,361	2,395,633
NET INCOME/(LOSS)	620,913	1,058,299
(3) Of which income from related parties	*536,346*	*1,826,825*
(4) Of which interest charged by related parties	*16,704*	*22,800*

6.2.3 PROPOSED APPROPRIATION OF 2020 NET INCOME

(in euros)	2020
2020 Net income	**620,912,828**
Distributable reserves	7,104,501,770
Prior year retained earnings	1,307,827,016
***i.e.* a total of**	**9,033,241,614**
To be appropriated as follows (1)	
• to the reserve required by law	0
• to dividends (€0.70 x 565,771,689 shares) (2)	396,040,182
• to retained earnings	1,532,699,662
Shareholders' equity accounts after appropriation and distribution of the dividend	
Share capital	2,893,056,810
Additional paid-in capital	7,104,501,770
Reserve required by law	289,305,682
2020 retained earnings	**1,532,699,662**
TOTAL (3)	**11,819,563,924**

(1) Subject to the approval of the General Shareholders' Meeting.
(2) The total dividend distribution presented in the above table is calculated based on 578,611,362 shares outstanding as of December 31, 2020, less 12,839,673 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 "2020 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 2020, shareholders' equity of the Company will be €11,819,563,924.

6.2.4 STATEMENT OF SOURCE AND APPLICATION OF FUNDS

(€ thousand)	2020	2019
Source of funds		
Operating cash before changes in working capital (1)	228,440	529,980
Disposals or decreases in non-current assets:		
• Disposals of intangible assets and PP&E	-	-
• Disposals of equity investments (2)	100	340,062
• Disposals of long-term investment securities	-	-
Repayment of financial receivables (long-term advances) (3)	2,189,754	259,522
Repayment of other long-term loans and investments	13	878
Increase in shareholders' equity (4)	2,156,322	23,747
New borrowings	2,077,400	1,909,049
TOTAL SOURCE OF FUNDS	6,652,029	3,063,238
Application of funds		
Dividend distribution (including registration fees)	277,125	509,050
Acquisitions or increases in non-current assets:		
• Intangible assets and Property, plant and equipment	14,983	14,616
Long-term loans and investments:		
• Equity investments (5)	3,593,971	45,152
• Long-term financial receivables (3)	3,261,981	810,216
• Long-term portfolio investments	231	305
Other long-term loans and investments	81,102	240,084
Decrease in shareholders' equity	-	-
Principal payments on borrowings	1,386,175	1,504,321
TOTAL APPLICATION OF FUNDS	8,615,568	3,123,744
Increase/decrease in working capital requirements	-1,963,539	-60,506
TOTAL	6,652,029	3,063,238

(1) Decrease of €5.3 million in operating items; increase of €371.4 million in financial items; decrease of €48.2 million in exceptional items.
(2) In 2019, Veolia Environnement sold its residual 30% stake in Transdev Group for €340 million.
(3) The €1.1 billion increase in net financial receivables is mainly due to new financing for subsidiaries acquired in Hungary and the Czech Republic at the end of 2020.
(4) This heading comprises:
- *share capital increases, net of issue costs, relating to employee share ownership plans;*
- *a €2 billion issue of deeply subordinated perpetual notes (see Note 4.1A below).*

(5) Veolia Environnement acquired a 29.9% Suez share block from Engie for €3.4 billion.

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6.2.5 NOTES TO THE COMPANY FINANCIAL STATEMENTS

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NOTE 1 MAJOR EVENTS OF THE YEAR

1.1 The health crisis

Veolia Environnement took all necessary measures to ensure the continuity of its everyday key services while protecting its employees.

However, the consequences of this pandemic and notably the changing lockdown measures in France led to a slowdown in activity and disrupted certain supply processes and generated delays in customer receipts.

Valuation work on equity investments as of December 31, 2020 did not lead to the recognition of any specific impairment losses due to the pandemic.

1.2 Proposed merger with Suez

1.2.1 Acquisition of a 29.9% share block in Suez

On July 31, 2020, on the launch of its strategic review, Engie announced its decision to sell certain activities, including its investment in the Suez Group.

On August 30, 2020, Veolia Environnement presented an offer to acquire Engie's 29.9% stake in Suez for a price of €15.5 per share, before increasing its offer to €18 per share (*cum* dividend) on September 30.

This proposal also comprised the following components:

- the intention, following the acquisition of the 29.9% share block, to file a public tender offer on the remaining Suez share capital for all its shareholders;
- a guarantee to maintain jobs and employee benefits for Suez employees in France;
- the preservation of competition through the takeover by the French company Meridiam of the Suez Water business in France; Meridiam has committed to preserving jobs and employee benefits, taking over Suez's R&D center and doubling planned investment by injecting €800 million in this new scope within 5 to 7 years.

On October 5, 2020, Veolia Environnement duly noted Engie's decision to respond favourably to its purchase offer and signed a purchase agreement with Engie for the 29.9% share block.

The acquisition of the 29.9% Suez share block by Veolia Environnement became effective on October 6, 2020, following a cash payment of €3.4 billion in consideration for delivery of the shares. To protect Engie, the purchase agreement includes a price supplement clause should Veolia Environnement increase the price offered to the market, enabling Engie to benefit from this increase in full or in part.

1.2.2 Filing of a public tender offer for Suez shares

In its press release of October 5, 2020, Veolia Environnement announced its intention to file a voluntary public takeover bid on the remaining Suez shares to complete the merger of the two groups.

On January 7, 2021, Veolia Environnement announced it had sent to the Suez Board of Directors the public tender offer it intends to file for the 70.1% of shares not yet in its possession, formally setting out the components of the industrial project, the social project and the financial conditions.

Despite this openness, Suez continued to refuse to enter into any form of in-depth discussion with Veolia Environnement.

On February 7, 2021, Veolia Environnement announced the filing of a tender offer for the entire share capital of Suez, at a price per share of €18 *cum* dividend.

On February 8, 2021, the French Financial Markets Authority (AMF) published the notice of filing for Veolia Environnement's public tender offer for the Suez share capital and Veolia Environnement published the draft offer document on its website.

In accordance with applicable AMF rules, the offer and the draft offer document will be subject to a compliance review by the AMF. This offer responds to the wish expressed several times by Suez management to be presented with a formal tender offer. The Suez Board of Directors will be able to conduct a formal examination of Veolia Environnement's offer with a view to issuing the reasoned opinion required by regulations. The Suez employee representation bodies have a one-month information and consultation period, commencing the date of filing of the offer and its formal notification, to issue an opinion; in the absence of an opinion it will be deemed issued by law.

The offer is accompanied by all the guarantees presented publicly in recent months, first among which the preservation of jobs and employee benefits of Suez employees in France and more precisely:

- the offer will be in cash, without a cap, with Veolia Environnement reserving the possibility of adding to the part offered in cash a capped part in Veolia Environnement shares;
- it covers all shares already issued or likely to be issued (free share grant plan);
- it remains subject to the condition precedent of obtaining merger control authorization of the combination from the European Commission. Veolia Environnement can waive this condition;
- the offer price will be the same price as that paid to Engie, *i.e.* €18 per share (*cum* dividend). This price will be adjusted to take into account any distributions in any form (cash or kind) or transactions impacting Suez's share capital.

Veolia Environnement also reserves the right to withdraw its offer, notably if Suez's substance is modified during the offer or if measures taken by Suez increase the costs of the offer for Veolia Environnement.

This may particularly occur in the event of a commitment by Suez or any other entity of its group that may result in a transfer to a third party of an asset classified in the draft offer document as strategic (securities of Agbar group companies or any asset of those companies, any regulated water asset in the United States or any waste asset in the United Kingdom or Australia) or that, together with the disposals announced by Suez since January 1, 2020, may have a significant impact on Suez (as defined in the draft offer document filed with the AMF on February 8, 2021). This right to withdraw may only be exercised with the prior authorization of the AMF.

All the information concerning the public tender is provided in the draft offer document filed with the AMF on February 8, 2021 and published on Veolia Environnement's website.

1.2.3 Employee commitments

Veolia Environnement gave a commitment that the merger would not negatively impact employment in France. This commitment is effective until at least the second half of 2023.

Veolia Environnement also undertook that the chosen buyers for the activities in France that will have to be sold to obtain regulatory authorizations, will provide the same employee commitments.

1.2.4 Merger control authorizations

As reported on August 30, 2020, Veolia Environnement has identified the targeted competition issues that a merger with Suez would involve and has anticipated remedies.

Notifications will be required in a number of jurisdictions, including notably the European Union, the United States of America, the United Kingdom, Australia, China and Morocco. Pending regulatory authorizations, Veolia Environnement will not exercise the voting rights attached to its stake, except for decisions to protect the property value of this stake with the authorization of the European Commission and the UK competition authority.

Among the remedies identified, Veolia Environnement proposed Meridiam as a buyer capable of preserving competition and employment for Suez's Water activities in France. Meridiam formally committed to this acquisition by submitting an offer to Veolia Environnement covering the management and operation of drinking water and sanitation services carried out in France, as well as R&D activities relating to water and water treatment facility design/construction activities in France (Degrémont France). Meridiam's offer expires on December 31, 2022.

1.2.5 Transaction financing

On October 14, 2020, Veolia Environnement issued deeply subordinated perpetual hybrid notes in euros (€850 million bearing a coupon of 2.25% until the first reset date in April 2026 and €1,150 million bearing a coupon of 2.50% until the first reset date in April 2029). This transaction reinforced the Group's financial structure and was used to refinance the purchase of the 29.9% stake in Suez from Engie, while strengthening its credit ratios.

The public tender offer is financed by a bridging loan with a banking syndicate. It is expected that this loan will be refinanced in part by the proceeds from the sale of assets required by the competition authorities, the hybrid bond issue and the issue of shares or securities granting access to the share capital. The aim is to preserve a solid investment grade credit rating while maintaining the extended Group's net financial debt/EBITDA ratio below 3.0x in the medium term, in accordance with the Group's objectives.

1.2.6 Ongoing legal proceedings

A certain number of legal proceedings were launched by Suez, in addition to those launched by Veolia Environnement against the Dutch stichting foundation, which are detailed in Chapter 8.2 of the 2020 Universal Registration Document (URD).

1.2.7 Impact in the Company financial statements for the year ended December 31, 2020 of the investment in Suez

On October 6, 2020, Veolia Environnement acquired a 29.9% Suez share block from Engie.

This acquisition concerned 187,800,000 shares at a unit price of €18.

External expenditure of €41.4 million was incurred in connection with this acquisition.

The total acquisition cost is €3,421.76 million.

In accordance with French accounting principles, the Suez shares were valued at their value in use, defined as the price the entity would accept to pay to acquire the securities.

As Veolia Environnement has filed a public tender offer for the remaining 70.1% of Suez shares at a price per share of €18, no impairment of the 29.9% stake is necessary.

1.3 Events relating to bond issues

1.3.1 Bond issues

On January 15, 2020, Veolia Environnement issued at par a €500 million bond issue, maturing in January 2031 (eleven years) and bearing a coupon of 0.66%.

On April 15, 2020, Veolia Environnement issued at par a €700 million bond issue, maturing in January 2028 (eight years) and bearing a coupon of 1.25%.

On June 15, 2020, Veolia Environnement issued at par a €500 million bond issue, maturing in January 2032 (twelve years) and bearing a coupon of 0.80%.

1.3.2 Panda bond issue

On June 24, 2020, Veolia Environnement successfully issued two bonds for a total nominal amount of 1.5 billion renminbi (€188.2 million euro-equivalent) on the Chinese domestic market (Panda Bonds);

The bonds have a 3 year maturity and bear a coupon of 3.85%.

On December 16, 2020, Veolia Environnement successfully issued two bonds for a total nominal amount of 1.5 billion renminbi (€189.2 million euro-equivalent) on the Chinese domestic market (Panda Bonds);

The bonds have a 3 year maturity and bear a coupon of 4.45%.

1.3.3 Redemptions of bond lines

Redemptions mainly concerned the following maturities:

- on November 23, 2020, a euro bond line in the nominal amount of €500 million;
- on December 11, 2020, a euro bond line in the nominal amount of €431.2 million.

1.3.4 Redemption of two Panda bond lines

On December 17, 2020, two renminbi bond lines of a nominal amount of 1.5 billion renminbi (€192.2 million equivalent) were redeemed at maturity.

1.4 Treasury shares

Due to the decrease in the share price, Veolia Environnement recognized a charge to financial impairment of €38.9 million in 2020, based on an average share price of €19.85 in December 2020, compared with €23.35 in December 2019.

The gross value of the 12,839,673 treasury shares held as of December 31, 2020 was €397.7 million, impaired in the amount of €142.8 million, and representing a net carrying amount of €254.9 million.

NOTE 2 ACCOUNTING POLICIES AND METHODS

2.1 Basis of preparation

The Company financial statements for the year ended December 31, 2020 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, 2020 and has a duration of 12 months.

Veolia Environnement, whose registered office is located at 21, rue La Boétie -75008 Paris, prepared Veolia Group consolidated financial statement under the number: 403 210 032 R.C.S. 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 when they satisfy certain criteria. 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 six to ten 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 five years.

Equity investments: this heading records the acquisition cost of securities held by Veolia Environnement in companies over which it exercises control or significant influence, directly or indirectly.

At the date of entry into Company assets, the gross value of "Equity investments" is their acquisition cost. The Company has elected to capitalize costs relating to the acquisition of equity investments. At the closing 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 five 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 contract 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 matching positions are recorded in dedicated unrealized foreign exchange gains and losses - matching positions 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 profit or loss.

Pursuant to Article 628-11 of AC 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 exchange derivatives in accordance with Article 628-8 of AC 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 AC 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 transactions 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 transactions (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. Issue premiums are 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. Interest provisioned 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 exchange 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.

The notional amounts of instruments are recorded in specific off-balance sheet accounts.

Interest rate derivatives: pursuant to AC 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 and 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 expense.

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 newly created accounts 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 exchange 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.

Provision for incentive schemes

The unit amount of incentive payments is based on the following performance criteria:

- current net income (Group share) compared to the estimated amount in the 2020 revised budget;
- 2020 purchase expenditure, excluding taxes, recorded for the sheltered employment sector (France group scope);
- attainment rate for the 2020 skills development program (employee reporting data) in average number of hours per employee in Veolia Environnement;
- 2020 engagement survey participation rate and employee engagement rate according to this survey 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.

Provision for bonuses

This provision is determined based on the amount of bonuses awarded in the previous year multiplied by an estimated percentage change and changes in employee numbers.

2.2.6 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.

2.2.7 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

(€ thousand)	Opening balance	Increase	Decrease	Closing balance	Notes
Intangible assets	**253,586**	**14,265**	**30,305**	**237,546**	**3.1.1**
Property, plant and equipment	**39,362**	**718**	**268**	**39,812**	**3.1.1**
Long-term loans and investments					
Equity investments	13,757,499	3,593,971	219	17,351,251	3.1.2
Loans to equity investments	11,437,703	3,296,417	2,497,141	12,236,979	3.1.3
Long-term portfolio investments	6,632	232	-	6,864	
Other long-term investment securities	7,153	1,624	-	8,777	
Loans	1,176,214	1,840,894	1,760,679	1,256,429	3.1.4
Other long-term loans and investments	749,571	937	707	749,801	3.1.5
TOTAL	27,427,720	8,749,058	4,289,319	31,887,459	

Movements in depreciation, amortization and impairment

(€ thousand)	Opening balance	Increase Charge	Decrease, removals and write-backs	Closing balance	Notes
Amortization of intangible assets	211,723	16,843	30,305	198,261	3.1.1
Depreciation of property, plant and equipment	23,447	4,132	268	27,311	3.1.1
Impairment of intangible assets	1,942		190	1,752	3.1.1
Impairment of property, plant and equipment	535	211	29	717	3.1.1
Impairment of equity investments	2,216,721	160,883	503,044	1,874,560	3.1.2
Impairment of loans to equity investments	106,350	-	106,350	-	3.1.3
Impairment of long-term portfolio investments	-	1,152	-	1,152	
Impairment of other long-term loans and investments	103,892	29,448	-	133,340	3.1.5
TOTAL	2,664,610	212,669	640,186	2,237,093	
Nature of charges and write-backs:					
Operating		21,052	30,792		
Financial		191,483	609,394		
Exceptional		134	-		
TOTAL		212,669	640,186		

3.1.1 Intangible assets and PP&E

Intangible assets have a gross value of €237.5 million and a net value of €37.5 million.

Property, plant and equipment have a gross value of €39.8 million and a net value of €11.8 million.

3.1.2 Long-term loans and investments: Equity investments

Equity investments have a gross value of €17,351.3 million as of December 31, 2020. Impairments total €1,874.6 million, reducing the net value to €15,476.7 million.

3.1.3 Long-term loans and investments: Loans to equity investments

Loans to equity investments have a gross value of €12,237 million as of December 31, 2020.

Movements recorded in 2020 break down as follows:

(€ thousand)	Opening balance	Increase	Decrease	Foreign exchange translation	Closing balance
VE Finance	9,906,537	19,024	2,071,546	-206,333	7,647,682
Veolia Česká Republika AS	0	722,283	-	24,404	746,687
Veolia UK	745,378	941	4,682	-29,425	712,212
Veolia Energia Polska SA	0	529,356	-	-9,808	519,548
Veolia Eau-Compagnie Générale des Eaux	337,879	176,453	78	-11,045	503,209
Veolia Énergie International	36,276	401,584	76	-10,043	427,741
CHP Energia ZRT	0	329,639	-	-6,044	323,595
Veolia Energia Lodz SA	0	166,971	-	-3,922	163,049
Veolia Energia Poznan SA	0	109,479	-	-2,572	106,907
Vigie 43 AS	0	105,132	-	-8,003	97,129
Veolia Water South China Ltd	1	99,294	-	-7,517	91,778
Veolia Water Technologies	104,854	21	21,039	-132	83,704
Aquiris	81,901	1,232	12,608	-	70,525
Veolia Water Industrial Shanghai Co. Ltd	0	55,413	-	1,380	56,793
Taiyuan Shuitta Green Energy Co. Ltd	27,039	21,487	99	-688	47,739
Veolia (Harbin) Heat Power Co. Ltd	0	43,029	-	1,176	44,205
Ecoenergies Barcelona Sau, Zona Franca I Gran Via l'Hospitalet SA	0	42,081	-	-	42,081
Veolia Energia Warszawa SA	0	40,960	-	-962	39,998
Orange City Water Private Ltd	0	34,378	-	-818	33,560
Proactiva Medio Ambiente Brasil LTDA	0	32,191	-	-1,489	30,702
Veolia NV-SA	28,361	59	61	-	28,359
Paul Grandjouan Société d'Assainissement et Collecte	0	28,024	-	-	28,024
Veolia Term SA	0	26,113	-	-613	25,500
Veolia Propreté Nord Normandie	0	25,021	-	-	25,021
Veolia Recycling (Hangzhou) Co. Ltd	25,267	108	114	-472	24,789
Veolia Espaňa S.L.U.	0	22,796	-	-	22,796
Dalian Changxing Island Renewable Resource Co. Lid	0	23,576	-	-842	22,734
Shipbreaking	0	20,982	-	511	21,493
Veolia Umweltservice GmbH	0	21,018	-	-	21,018
Vigie 49 AS	0	19,439	-	-	19,439
Vus Beteiligungsverwaltungs GmbH	0	17,034	-	-	17,034
Veolia Pet Norge AS	0	15,282	-	316	15,598
Jining Danjia Environment Services Co. Ltd	15,727	67	71	-294	15,429
Veolia China Holding Ltd	0	14,645	-	6	14,651
SARP SA	0	10,011	-	-	10,011
Veolia Południe SP Z.O.O.	0	9,529	-	-236	9,293
Yibin Qifeng Green Energy Co. Ltd	0	8,863	-	-9	8,854
Onyx Languedoc Roussillon	0	8,007	-	-	8,007

(€ thousand)	Opening balance	Increase	Decrease	Foreign exchange translation	Closing balance
Veolia Polnoc SP Z.O.O.	0	7,555	-	-206	7,349
Gansu Xinxin Energy Engineering Co. Ltd	0	7,208	-	-127	7,081
Comma NV	7,013	14	13	-	7,014
Veolia Industry Polska SP Z.O.O.	0	6,747	-	-155	6,592
Veolia Servicios Norte S.A.U.	0	6,506	-	-	6,506
Pannon Ho Kft	0	6,457	-	-336	6,121
Veolia Water & Technologies Saudi Chemicals Industries	0	5,917	-	-14	5,903
Veolia Propreté Limousin SA	0	5,004	-	-	5,004
Giroa SAU	0	5,004	-	-	5,004
Bakonyi Erõmû Zártkorûen Mûkõdõ Tarsasag	0	5,177	-	-195	4,982
PT Veolia Services Indonesia	0	4,663	-	-5	4,658
Association Vecteur Pyrénées	4,557	183	656	-	4,084
Veolia Wschod	0	4,050	-	-95	3,955
Doplhin Coast Landfill Management	0	3,728	-	174	3,902
Veolia Middle East	3,850	9	14	-324	3,521
Consorcio Veolia – Proactiva	0	3,767	-	-344	3,423
Pannon-Biomassza Kft	0	2,984	-	-77	2,907
Chp-Erõmû Kft	0	2,807	-	-81	2,726
Bakonyi Bioenergia	0	2,685	-	12	2,697
Linyi Bojia Es Co. Ltd	0	2,679	-	-18	2,661
Cdr Pedreira	0	1,881	-	-73	1,808
Veolia Holding Colombia SA	0	1,806	-	-11	1,795
Veolia Innove	0	1,754	-	-	1,754
VE Servicios de Eficiencia Energetica S.	0	1,771	-	-221	1,550
Société de logistique et de préparation pour la biomasse	1,500	-	-	-	1,500
Gestion Ambiental Petrolera SA	0	1,262	-	-47	1,215
Veolia Environnement Ingénierie Conseils	2,550	-	1,350	-	1,200
Ecospace Ltd	0	1,087	-	-34	1,053
Przedsiebiorstwo Produkcyjno – Uslugowe (EKO – ZEC) SP Z.O.O.		900	-	-21	879
Gadere SA	0	866	-	-51	815
Veolia Ecuador SA	0	424	-	-	424
Veolia Water Industrial Outsourcing Ltd	1	-	-	-	1
Veolia Africa	1	-	-	-	1
Artelia Ambiente SA	106,350	-	106,350	-	0
Veolia Water Resource Development Co. Ltd	2,661	-	2,477	-184	0
TOTAL	11,437,703	3,296,417	2,221,234	-275,907	12,236,979

Loans to equity investments also include write-backs of impairment in the amount of €106.3 million.

3.1.4 Long-term loans and investments: Loans

Loans total €1,256.4 million as of December 31, 2020.

Loans mainly include term accounts not classified as cash equivalents of €1,256.4 million (including accrued interest).

3.1.5 Other long-term loans and investments

Other long-term loans and investments have a gross value of €749.8 million and a net value of €616.5 million as of December 31, 2020 and mainly comprise:

- the reclassification of the technical merger loss of €448.1 million recognized on the merger by absorption of Veolia Services Énergétiques in 2014. Impairment testing in 2020 did not give rise to the recognition of an impairment loss;
- the net carrying amount of the 8,389,059 treasury shares held by Veolia Environnement, with a gross value of €299.8 million and a net value of €166.5 million. An impairment of €29.4 million was recorded in fiscal year 2020. Impairment of treasury shares totals €133.3 million as of December 31, 2020.

3.2 Trade receivables

Trade receivables have a gross value of €112.8 million and a net value of €99.7 million as of December 31, 2020 and primarily concern services billed to Group subsidiaries.

3.3 Other receivables

Other receivables total €1,866.6 million and mainly comprise the following balances:

(€ thousand)	As of December 31, 2020	As of December 31, 2019
Current accounts with Group subsidiaries	**1,775,690**	**1,775,407**
Other receivables	**61,546**	**50,524**
• Income tax receivables	26,947	20,338
• Other tax receivables	25,113	12,935
• Financial receivables on derivatives	6,319	8,427
• Accrued interest on current accounts	3,167	8,824

3.4 Marketable securities

3.4.1 Treasury shares

Veolia Environnement holds 12,839,673 treasury shares purchased under share purchase programs, including 8,389,059 shares recorded in "Other long-term loans and investments" (see Note 3.1.5 above).

The remaining 4,450,614 shares recorded in marketable securities have a gross carrying amount of €97.9 million and a net carrying amount of €88.3 million at the end of 2020. These shares are mainly allocated to cover stock option programs or other share award programs to Group employees, with 400,000 shares allocated to the liquidity contract.

An impairment of €9.6 million was recognized in 2020 and represents the difference between the average purchase cost of the Veolia Environnement shares and the average stock market price during the twenty trading days preceding December 31, 2020.

Liquidity contract

The liquidity contract signed with Kepler Cheuvreux with effect from June 1, 2019, was automatically renewed for a period of 12 months in December 2020. As of December 31, 2020, an amount of €20 million is allocated to the operation of this liquidity account.

This liquidity contract forms part of the share buyback program authorized by the Veolia Environnement General Shareholders' Meeting of April 24, 2014.

In 2020, 2,406,320 shares were purchased for a total amount of €49.3 million and a weighted average share price of €20.49 and 2,016,320 shares were sold for a total amount of €42.4 million and a weighted average share price of €21.02. A net capital loss of €1.4 million was generated under this contract.

3.4.2 Other securities

Other securities total €2,772.8 million as of December 31, 2020 and comprise SICAV mutual funds.

3.4.3 Treasury instruments - Assets

Treasury instruments total €234.8 million as of December 31, 2020 and break down as follows:

- interest-rate derivative spreads: €1.2 million;
- foreign currency derivatives: €217.4 million;
- premium/discount: €16.2 million.

3.5 Cash at bank and in hand

Liquid assets total €494.4 million as of December 31, 2020 and include term accounts classified as cash equivalents and related accrued interest in the amount of €100 million.

3.6 Prepayments

Prepayments total €122.5 million and mainly concern:

- balancing cash adjustments paid on interest rate swaps of €52.3 million;
- expenditure incurred in relation to the health crisis of €44.9 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, 2020 total €68.2 million. The charge for the year was €10.3 million.

Other deferred charges total €0.1 million and mainly comprise credit line issue costs, amortized on a straight-line basis over the repayment term. The charge for the year was €1.8 million.

3.7.2 Bond redemption premiums

Unamortized bond redemption premiums total €93.3 million and mainly comprise the redemption premium recognized on the bond exchange performed in 2015 of €75.7 million as of December 31, 2020.

Bonds redemption premiums are amortized on a straight-line basis over the bond term.

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3.8 Accrued income

Accrued income totals €94.41 million and primarily comprises the following items:

(€ thousand)	As of December 31, 2020	As of December 31 2019
Accrued interest on loans to equity investments	36,061	31,486
Sales invoice accruals	34,208	44,256
Supplier credit notes receivable	16,840	27,799
Accrued interest on current accounts	3,167	8,824

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.

(€ thousand)	Unrealized foreign exchange losses	Change in value of treasury instruments - Assets	Unrealized foreign exchange gains	Change in value of treasury instruments - Liabilities	Notes
Matching foreign exchange positions	771,323	1,319,391	220,346	1,594,092	3.9.1
Overall foreign exchange position	6,728	-	5,277	-	3.9.2
TOTAL	778,051	1,319,391	225,623	1,594,092	

The following tables present the foreign exchange positions for the main currencies determined at the balance sheet date.

3.9.1 Unrealized foreign exchange gains and losses and changes in value of treasury instrument 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 AC Regulation no. 2015-05.

The following information concerns the most material currencies:

Account heading concerned by matching foreign exchange positions (€ thousand)	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		1,412	0	0		
Foreign currency derivatives	17,529	0	3,140	17,475		
Total ARS	17,529	1,412	3,140	17,475	20,669	18,887
Loans	50,851	0	0	183		
Foreign currency derivatives	3,983	1,667	159,736	200,135		
Total AUD	54,834	1,667	159,736	200,318	214,570	201,985
Loans	37,616	0	19	0		
Foreign currency derivatives	1,310	9,856	17,028	46,114		
Total BRL	38,926	9,856	17,047	46,114	55,973	55,970
Loans	0	41	1,754	964		
Foreign currency derivatives	0	22	10,413	11,079		
Total CAD	0	63	12,167	12,043	12,167	12,106
Loans	7,864	0	0	0		
Foreign currency derivatives	1,379	0	3,957	13,172		
Total CLP	9,243	0	3,957	13,172	13,200	13,172
Loans	20,700	4,380	12,938	2,401		
Borrowings	3,300	185	917	8,494		
Foreign currency derivatives	1,834	4,510	24,187	35,567		
Total CNY	25,834	9,075	38,042	46,462	63,876	55,537
Loans	22,945	0	0	0		
Foreign currency derivatives	6,094	19	16,038	39,025		
Total COP	29,039	19	16,038	39,025	45,077	39,044

Account heading concerned by matching foreign exchange positions *(€ thousand)*	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	5,465	27,205	18,769	7,353		
Foreign currency derivatives	2,291	8,957	52,493	34,392		
Total CZK	7,756	36,162	71,262	41,745	79,018	77,907
Loans	169,934	75	21,126	4,213		
Borrowings	363	44,887	0	0		
Foreign currency derivatives	8,875	1,543	416,985	570,909		
Total GBP	179,172	46,505	438,111	575,122	617,283	621,627
Loans	57,343	16	2,918	182		
Foreign currency derivatives	281	22,910	129,468	145,402		
Total HKD	57,624	22,926	132,386	145,584	190,010	168,510
Loans	31,027	16	0	73		
Foreign currency derivatives	14	12,520	9,835	23,120		
Total HUF	31,041	12,536	9,835	23,193	40,876	35,729
Loans	9,862	0	0	0		
Foreign currency derivatives	0	753	5,157	4,404		
Total INR	9,862	753	5,157	4,404	15,019	5,157
Loans	3,526	0	0	0		
Foreign currency derivatives	547	0	10,240	14,313		
Total MXN	4,073	0	10,240	14,313	14,313	14,313
Loans	12,581	2,929	8,966	2,122		
Foreign currency derivatives	0	6,668	41,212	51,079		
Total JPY	12,581	9,597	50,178	53,201	62,759	62,798
Loans	23,869	0	25,891	1,689		
Foreign currency derivatives	797	7,185	144,689	177,051		
Total PLN	24,666	7,185	170,580	178,740	195,246	185,925
Loans	5,002	2,510	0	0		
Foreign currency derivatives	5,514	0	17,117	25,096		
Total SEK	10,516	2,510	17,117	25,096	27,633	27,606
Loans	2,105	28,036	13,186	9,724		
Borrowings	221,212	2,423	20,458	32,534		
Foreign currency derivatives	7	18,807	95,590	56,099		
Total USD *	223,324	49,266	129,234	98,357	352,558	147,623
Total Other currencies	35,303	10,814	35,164	59,728	70,467	70,542
GRAND TOTAL	771,323	220,346	1,319,391	1,594,092	2,090,714	1,814,438

* *A provision was not booked in respect of US dollar net unrealized foreign exchange losses on matching positions of €201.7 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 *(€ thousand)*	Total net unrealized foreign exchange loss	Total net unrealized foreign exchange gain
AMD	193	0
AUD	0	87
BHD	4	454
CAD	47	299
CHF	174	0
CLP	218	0
CNY	802	2
COP	667	135
CZK	3	255
GBP	20	1,301
HKD	63	1,014
HUF	1	905
JPY	221	0
KRW	4	484
KWD	469	0
MUR	0	62
MXN	1,210	32
NOK	90	0
NZD	0	137
PLN	348	0
QAR	52	0
RON	87	2
SAR	110	0
SEK	726	4
SGD	279	0
USD	476	48
ZAR	329	0
Other currencies	135	56
GRAND TOTAL	6,728	5,277

Provisions for foreign exchange losses concern:

- the overall foreign exchange position for €6.7 million, determined based on the overall foreign exchange position for each currency and year of maturity;
- operating receivables for €1.3 million.

NOTE 4 BALANCE SHEET EQUITY AND LIABILITIES

4.1 Share capital and reserves

(€ thousand)	Opening balance	Change of method	Increase	Decrease	Closing balance
Share capital (1)	**2,836,333**	**-**	**56,724**	**-**	**2,893,057**
Additional paid-in capital (1)	2,878,901	-	99,597	5,672	2,972,826
Additional paid-in capital (2003 share capital reduction)	3,443,099	-	-	-	3,443,099
Additional paid-in capital in respect of contributions	3,971	-	-	-	3,971
Additional paid-in capital in respect of bonds convertible into shares	681,881	-	-	-	681,881
Additional paid-in capital in respect of share subscription warrants	2,725	-	-	-	2,725
Reserve required by law	282,797	-	6,509	-	289,306
Special long-term capital gains reserve	-	-	-	-	-
Frozen reserves	-	-	-	-	-
Other reserves	-	-	-	-	-
Retained earnings	527,489	-	780,338	-	1,307,827
Prior year net income/(loss)	1,058,299	-	-	1,058,299	-
Tax-driven provisions	7,119	-	1,976	-	9,095
TOTAL BEFORE NET INCOME FOR THE YEAR	11,722,614	-	945,144	1,063,971	11,603,787
Net income for the year	-	-	620,913	-	620,913
TOTAL AFTER NET INCOME FOR THE YEAR	11,722,614	-	1,566,057	1,063,971	12,224,700

(1) €156.3 million net share capital increase through the issue of 11,344,823 new shares with a par value of €56.7 million, plus net additional paid-in capital of €99.6 million (see Note 7.8 below).

The share capital comprises 578,611,362 shares with a par value of €5 each, compared with 567,266,539 shares with a par value of €5 each as of December 31, 2019.

The €56.7 million share capital increase was the result of share subscriptions under the Group employee savings plan.

The €99.6 million net increase in "Additional paid-in capital" is due to the share capital increase under the Group employee savings plan; the €5.7 million decrease reflects the charge to the reserve required by law.

Dividends distributed to shareholders totaled €277.1 million and were deducted from net income for fiscal year 2019 of €1,058.3 million. €0.8 million was taken to the legal reserve and the remaining €780.3 million was taken to retained earnings.

4.1 A Equity equivalents

(€ thousand)	Opening balance	Change of method	Increase	Decrease	Closing balance
Proceeds from issues of equity equivalent securities	-	-	-	-	-
Subordinated loans	-	-	-	-	-
Other	-	-	2,000,000	-	2,000,000
TOTAL EQUITY EQUIVALENTS	-	-	2,000,000	-	2,000,000

The €2 billion issue of deeply subordinated securities (TSSDI) in October 2020 breaks down as follows:

- €850 million bearing a coupon of 2.25% until the first reset date in April 2026;
- €1,150 million bearing a coupon of 2.50% until the first reset date in April 2029.

4.2 Provisions for contingencies and losses

Movements in provisions for contingencies and losses

(€ thousand)	Opening balance	Change of method	Charge	Write-backs used	Write-backs not used	Closing balance
Provision for foreign exchange losses	6,829	-	1,330	204	-	7,955
Provision for other contingencies	30,202	-	2,450	2,922	1,186	28,544
Provision for losses	7,107	-	5,017	11	5,083	7,029
TOTAL	44,138	-	8,797	3,137	6,269	43,528
Nature of charges and write-backs:						
Operating			6,347	53	5,104	
Financial			-	204	-	
Exceptional			2,450	2,880	1,165	
TOTAL			8,797	3,137	6,269	

4.3 Bonds issues

(€ thousand)	Opening balance	Increase	Decrease	Foreign exchange translation	Closing balance
Other bond issues	9,987,643	2,077,400	1,123,395	-63,513	10,878,135
Accrued interest on other bond issues	126,757	148,928	126,757	-	148,928
TOTAL	10,114,400	2,226,328	1,250,152	-63,513	11,027,063

The €2,077.4 million increase breaks down as follows:

- a new €500 million fixed-rate bond issue performed on January 15, 2020 and maturing in January 2031;
- a new €700 million bond issue performed on April 15, 2020 and maturing in April 2028;
- a new €500 million bond issue performed on June 15, 2020 and maturing in January 2032;
- two new fixed-rate Panda bond issues of 750 million Chinese renminbi each (€188.2 million) performed on June 24, 2020 and maturing in June 2023;
- two new fixed-rate Panda bond issues of 750 million Chinese renminbi each (€189.2 million) performed on December 16, 2020 and maturing in December 2023.

The €1,123.4 million decrease breaks down as follows:

- the maturity on November 23, 2020 of the euro-denominated bond line in the residual amount of €500 million;
- the maturity on December 11, 2020 of the euro-denominated bond line in the residual amount Nominal €431.2 million;
- the redemption on maturity on December 17, 2020 of two renminbi-denominated bond lines of a nominal amount of 1.5 billion renminbi (€192.2 million euro-equivalent).

4.4 Bank and other borrowings

Bank and other borrowings total €9,914.9 million and break down as follows:

(€ thousand)	As of December 31, 2020	As of December 31, 2019
Current accounts with Group subsidiaries	3,809,758	4,370,114
Treasury note outstandings	5,949,859	3,493,422
Bank borrowings (1)	-	270,669
Tax group current accounts	145,287	183,429
Bank accounts in overdraft and short-term bank facilities	10,010	78,430
TOTAL	9,914,914	8,396,064

(1) Bank borrowings include two loans maturing in August 2020 totaling €270.7 million that were repaid.

4.5 Operating payables

Tax and employee-related liabilities

This heading totals €76.8 million and includes:

- personnel costs – accrued expenses: €39.2 million;
- social welfare organizations: €28.2 million;
- taxes collected on behalf of the French State: €2.1 million;
- value added tax: €4 million;
- French State - accrued expenses: €3.3 million.

4.6 Miscellaneous liabilities

Treasury instruments – Liabilities

This heading totals €192.7 million and includes:

- interest-rate derivative spreads: €1.7 million;
- foreign currency derivatives: €149.9 million;
- premium/discount: €41.1 million.

Deferred income

Deferred income totals €75.1 million and mainly concerns financial instruments:

- balancing payments on derivatives of €49.3 million;
- bond issue premiums of €17.7 million;
- interest on treasury notes of €7.9 million.

4.7 Accrued expenses

Accrued expenses total €329 million and primarily comprise the following items:

(€ thousand)	As of December 31, 2020	As of December 31, 2019
Accrued interest on bond issues	148,928	126,757
Purchase invoice accruals	102,804	85,490
Provisions for personnel costs	56,562	49,817
Accrued customer credit notes	12,441	12,458

NOTE 5 RECEIVABLES AND DEBT MATURITY ANALYSIS

(€ thousand)	Amount	Falling due in one year	Falling due in more than one year
Non-current assets			
Loans to equity investments	12,236,979	36,060	12,200,919
Other long-term investment securities	8,777	-	8,777
Loans	1,256,429	121,404	1,135,025
Other long-term loans and investments	749,801	-	749,801
Current assets			
Payments on account – inventories	2,302	2,302	-
Trade receivables and related accounts	112,845	112,845	-
Group and associates	1,775,690	1,775,690	-
Other receivables	90,867	71,067	19,800
Marketable securities	3,105,472	3,066,909	38,563
Cash at bank and in hand	494,387	494,387	
Prepayments	122,521	77,076	45,445
TOTAL RECEIVABLES	19,956,070	5,757,740	14,198,330

(€ thousand)	Amount	Falling due in one year	Falling due in one to five years	Falling due in more than five years
Liabilities				
Bond issues	11,027,063	787,328	4,372,231	5,867,504
Bank borrowings	-	-	-	-
Other borrowings	5,949,859	5,949,859	-	-
Group and associates	3,955,045	3,955,045	-	-
Bank accounts in overdraft and short-term bank facilities	10,010	10,010	-	-
Other	558,781	460,021	60,770	37,990
TOTAL LIABILITIES	21,500,758	11,162,263	4,433,001	5,905,494

NOTE 6 INCOME STATEMENT

6.1 Net income from ordinary activities

Net income from ordinary activities before tax is €532.6 million.

6.1.1 Operating revenue

(€ thousand)	Year ended December 31, 2020	Year ended December 31, 2019	Notes
Sales of services and other	526,656	505,580	Note 1
Own production capitalized	9,606	9,252	
Operating subsidies	174	13	
Write-back of provisions (and depreciation and amortization) and expense reclassifications	75,525	17,902	Note 2
Other revenue	74,331	83,597	Note 3
TOTAL	686,292	616,344	

Note 1: the increase in sales of services is tied to amounts billed to Group subsidiaries.

Note 2: write-backs of provisions for contingencies and losses total €5.2 million, write-backs of impairment on trade receivables total €0.3 million and expense reclassifications total €69.9 million, including Suez share acquisition costs of €41.4 million and loan issue costs of €21.5 million.

Note 3: other revenue includes indemnities in full and final settlement of repair and maintenance work (see Note 7.2. below).

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6.1.2 Operating expenses

(€ thousand)	Year ended December 31, 2020	Year ended December 31, 2019	Notes
Other purchases and external charges	366,401	297,645	Note 1
Duties and taxes other than income tax	31,581	17,282	Note 1
Personnel costs (wages, salaries and social security contributions)	206,562	208,919	
Depreciation, amortization, impairment and charges to provisions	41,894	41,413	
Other expenses	96,559	108,051	Note 2
TOTAL	742,997	673,310	

Note 1: the €83.1 million increase primarily breaks down as follows:

- costs relating to the acquisition of the 29.9% Suez share block of €31.6 million in Other purchases and external charges and €10.1 million in Duties and taxes other than income tax;
- costs relating to the health crisis of €25.3 million in Other purchases and external charges and €2.7 million in Duties and taxes other than income tax;
- loan commission of €14.3 million.

Note 2: €11.5 million decrease in renewal expenses (see Note 7.2 below).

6.1.3 Financial income and expenses

(€ thousand)	Year ended December 31, 2020	Year ended December 31, 2019	Notes
Expenses on borrowings	**-320,913**	**-316,957**	
Income from other securities and long-term receivables	**5,754**	**3,534**	
Foreign exchange gains and losses	**1,131**	**2,427**	
Other financial income and expenses	-20,208	-36,204	
Amortization, impairment and charges to provisions for financial items	-220,720	-21,151	Note 1
Investment income	498,175	880,446	
Net gain/loss on sales of marketable securities	-5,501	-3,441	
Write-back of provisions for financial items, impairment and expense reclassifications	650,093	819,740	Note 2
Other financial income and expenses	**901,839**	**1,639,389**	
NET FINANCIAL INCOME	587,811	1,328,394	

Note 1: financial charges in 2020 primarily break down as follows:

- amortization of redemption premiums of €17.8 million in 2020, compared with €18.3 million in 2019;
- impairment on treasury shares of €38.9 million in 2020 compared with a write-back of impairment on treasury shares of €60.1 million in 2019;
- impairment of equity investments of €160.9 million including:
  - impairment of Artelia Ambiente SA securities of €134.2 million,
  - impairment of Campus Veolia Environnement securities of €18.9 million,
  - impairment of Vigie 2 securities of €7.4 million;
- impairment of the Veolia Innove loan of €1.8 million in 2020.

Note 2: write-backs of provisions and impairment in 2020 primarily break down as follows:

- write-backs of impairment of equity investments of €503 million including:
  - a write-back of Veolia Eau-Compagnie Générale des Eaux impairment of €500 million and CODEVE impairment of €2.7 million;
- write-backs of impairment of current accounts and loans of €146.8 million including:
  - a write-back of impairment of the Artelia loan of €106.3 million,
  - write-backs of impairment of Artelia Ambiente SA current accounts of €32 million, Vigie 2 current accounts of €7.4 million and Campus Veolia Environnement current accounts of €1.1 million;
- a write-back of provisions for foreign exchange losses of €0.2 million, compared with a write-back of €3.5 million in 2019.

6.2 Exceptional items

Exceptional items, representing a net expense of €2 million, break down as follows:

(€ million)	Year ended December 31, 2020
Net charge to contingency provisions	1.6
Net exceptional income from non-capital transactions	0
Loss on redemption of bond and convertible issues	0
Other [(1)]	-3.6
TOTAL	-2.0

(1) Mainly the net loss on treasury shares of €1.4 million and charges to accelerated depreciation of €2 million.

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 2020 is reflected in the Veolia Environnement financial statements by a tax saving in respect of the subsidiaries of €91.1 million.

A tax charge of €9.3 million corresponding to income tax and tax credits not offset against current income tax was also recognized.

6.4 Net income

Veolia Environnement reported net income of €620.9 million for fiscal year 2020.

NOTE 7 OTHER DISCLOSURES

7.1 Off-balance sheet commitments

Commitments given by Veolia Environnement total €1,854.4 million as of December 31, 2020, (including counter-guarantees) and primarily consist of financing and performance guarantees given on behalf of subsidiaries:

(€ thousand)	As of December 31, 2020	As of December31, 2019	Notes
Commitments given			
Discounted notes not yet matured			
Endorsements and guarantees (1)	1,782,904	2,071,755	Note 1
Equipment finance lease commitments			
Real estate finance lease commitments			
Pension obligations and related benefits	71,478	67,919	Note 2
TOTAL	1,854,382	2,139,674	Note 3
Commitments received			
Endorsements and guarantees	-	48,826	

(1) Of which commitments given in respect of related companies: €1.8 million.

Note 1: Main endorsements and guarantees

The €288.9 million decrease in commitments given breaks down as follows:

- the lifting of vendor warranties given on the divestiture of the investment in Berlin Water in the amount of €485 million;
- new completion bonds given in the North America zone of €285.2 million;
- the decrease in future rent payable in the total amount of €32.7 million;
- a decrease related to foreign exchange impacts of €90.8 million.

Veolia Environnement is required to grant the following types of endorsement and guarantee:

- **Operational or operating guarantees of €1 billion**

These are commitments not relating to the financing of 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 €0.7 billion**

These primarily relate to guarantees given to financial institutions in connection with the borrowings 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 given on the divestiture in 2004 of Veolia Environnement's activities in the United States in the amount of €61.1 million;
- 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 €441 million;
- warranties given under the trade receivables factoring program in France, the United Kingdom and the United States in the amount of €92.1 million.

Note 2: Pension obligations and related benefits

A breakdown of obligations, net of plan assets, is presented below:

(€ thousand)	
Pension obligations pursuant to Title V of the Collective Agreement	47,926
Collective insurance contract in favour of Group executives (active and retired)	19,178
Insurance company contract in favour of Executive Committee members (retired)	4,374
TOTAL *	71,478

* *Of which obligations for Executive Committee members as of December 31, 2020: €4.7 million.*

The economic assumptions underlying the actuarial valuation of employee-related commitments as of December 31, 2020 are a discount rate of 0.65% and an inflation rate of 1.5%.

Note 3: Other commitments given

In addition to commitments given of €1,854.4 million, 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.

These commitments are limited to the duration of the related contracts and were approved in advance by the Veolia Environnement Board of Directors.

7.2 Specific contractual commitments

The financial management of maintenance and repair costs 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 water and heating subsidiaries of Veolia Eau-Compagnie Générale des Eaux, has undertaken to repay all maintenance and repair costs 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, 2020, Veolia Environnement held 12,839,673 treasury shares, of which 8,389,059 were allocated to external growth operations and 4,450,614 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 treasury note 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, 2020, 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 following table presents the net carrying amount of derivatives at the balance sheet date:

(€ thousand)	Assets	Liabilities
Accrued interest on swaps	1,216	1,643
Foreign currency derivatives	217,418	149,925
Premium/discount *	16,151	41,086
Prepayments	52,275	-
Deferred income	-	49,279
TOTAL	287,060	241,933

* *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 balance sheet date is presented below:

(€ thousand)	Assets	Liabilities
Interest rate derivatives		
Hedging derivatives	42,273	4,577
Derivatives not qualifying for hedge accounting (trading)	-	-
Foreign currency derivatives		
Derivatives used in matching foreign exchange positions	98,076	63,549
Derivatives used in the overall foreign exchange position	74,925	76,416
Commodity derivatives		
Derivatives hedging fuel and metals	1,584	1,584
TOTAL	216,858	146,126

The notional amounts of interest rate swaps globally designated as interest rate hedges at the balance sheet date are presented in the following table:

(€ thousand)		Foreign currency amount	€ equivalent
Swaps hedging debt			
Fixed-rate payer/floating-rate receiver swaps	EUR	1,209,119	1,209,119
Floating-rate payer/fixed-rate receiver swaps	EUR	559,800	559,800
TOTAL		1,768,919	1,768,919
Trading swaps			
Fixed-rate receiver/floating-rate payer swaps	EUR	-	-
Fixed-rate payer/floating-rate receiver swaps	EUR	-	-
TOTAL		-	-

The notional amounts of the most material cross-currency swaps, currency swaps and currency forwards at the balance sheet date are presented below:

(€ thousand)	Purchases	Sales
Currency hedging instruments included in matching foreign exchange positions:		
Cross currency swaps:		
CNY	79,080	79,080
CZK	-	171,481
EUR	288,666	60,000
KRW	-	109,693
TOTAL	367,746	420,254
Currency forwards:		
AUD	-	497,609
BRL	1,255	94,559
CAD	61,345	69,532
CLP	443	48,900
CNY	118,284	798,032
COP	-	58,933
CZK	-	1,304,343
EUR	5,490,417	393,671
GBP	2,225	1,032,547
HKD	55,789	908,955
HUF	5,565	522,672
IDR	-	35,671
INR	-	248,259
JPY	-	165,945
KRW	13,585	127,433
MXN	-	33,687
PLN	2,215	1,151,796
RON	-	112,334
RUB	-	121,253
SEK	-	180,191
SGD	2,343	53,334
USD	59,588	709,625
ZAR	81	24,405
Other currencies	-	95,483
TOTAL	5,813,135	8,789,169

(€ thousand)	Purchases	Sales
Currency hedging instruments included in the overall foreign exchange position:		
Cross currency swaps:		
EUR	60,000	-
TOTAL	60,000	-
Currency forwards:		
AED	9,129	38,436
AUD	134,286	133,411
BHD	1,589	12,750
CAD	11,121	155,469
CHF	28,478	860
CNY	241,978	183,876
COP	5,573	12,854
CZK	208,273	161,956
DKK	24,842	21,248
EUR	2,588,167	3,155,582
GBP	1,102,032	243,960
HKD	129,992	442,649
HUF	155,023	110,841
JPY	131,549	127,768
KWD	10,780	8,769
MXN	11,115	14,732
NOK	10,712	15,722
NZD	15,233	7,478
PLN	324,430	223,235
RON	50,540	107,647
SAR	29,197	29,251
SEK	39,325	86,226
SGD	136,343	120,296
USD	1,090,302	643,698
ZAR	4,437	9,760
Other currencies	11,515	23,964
TOTAL	6,505,959	6,092,435

7.4 Average workforce

	2020 Salaried employees	2019 Salaried employees
Executives	978	985
Supervisors and technicians	52	51
Administrative employees	41	46
Workers	-	-
TOTAL	1,071	1,082

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	**3,157,898**

The above amount only includes compensation borne by Veolia Environnement.

Compensation paid by other entities is, therefore, excluded.

7.6 Deferred tax

Deferred tax liabilities

(€ thousand)	Amount
Tax-driven provisions	
Accelerated depreciation	9,095
Provisions for price increases	-
Provisions for exchange rate fluctuations	-
Other	
Investment subsidies	-
Income temporarily non-taxable	-
Income deferred for accounting but not tax purposes	-
Expenses deducted for tax purposes but deferred for accounting purposes	88,238
Unrealized foreign exchange losses	1,978,997
Change in value of treasury instruments - Assets	-
TOTAL	2,076,330

Deferred tax assets

(€ thousand)	Amount
Provisions not deductible in the year recorded	
Provisions for paid leave	-
Statutory employee profit-sharing	-
Provisions for contingencies and losses	-
Other non-deductible provisions	103,108
Other	
Taxed income not recognized	48,662
Difference between the net carrying amount/tax value of treasury shares	91,207
Amortization of option premiums	-
Unrealized foreign exchange gains	1,819,714
Change in value of treasury instruments - Liabilities	-
TOTAL	2,062,691
Tax losses carried forward	3,539,278
Long-term capital losses	-

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If the Company were taxed separately, the impact of these timing differences on the financial statements would generate a theoretical net tax receivable of €910.7 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 4, Section 18 above).

7.8 Share-based compensation

2020 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 2020, Veolia proposed a new Group employee share ownership transaction, rolled-out across 31 countries.

Under this transaction, shares were subscribed with a 20% 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 €13.89.

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 December 17, 2020, Veolia Environnement issued 11,344,823 new shares under the Group Savings Plan, representing a share capital increase of €157.6 million.

In 2020, an expense of €9.1 million was recognized in respect of the savings plan and rebilled in part to Group subsidiaries.

2020 Performance Share Grant Plan

In 2020, the Group granted 1,109 400 performance shares (PS) to executives and employees of the Group, subject to the beneficiary's presence in the Group on May 5, 2023 and performance conditions based on the following criteria:

- financial criteria (average increase in Current net income 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);
- quantifiable nonfinancial 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 €13.59.

A charge to the provision for performance share grant plans was recorded in operating income in the amount of €0.1 million in 2019.

Plans implemented before 2020

Veolia Environnement implemented the following plans in previous years:

- **2019 Employee Savings Plans**: in 2019, the Group proposed a new Veolia Environnement employee share ownership transaction, rolled-out across 30 countries. This plan expired on December 31, 2019 and therefore had no impact on the Company financial statements in 2020;
- **2018 and 2019 Performance Share Grant Plans**: the Group set-up performance share grant plans (PSP) in 2018 and 2019 subject to the beneficiary's presence in the Group at the vesting date on May 2, 2021 and April 30, 2022, respectively, and performance conditions. A charge to the provision for performance share grant plans was recorded in operating income in the amount of €0.7 million in 2020. It includes the modification to the 2018 plan in the first half of 2020.

7.9 Related party transactions

Relations with other related parties break down as follows:

Relations with Icade SA, a subsidiary of Caisse des dépôts et consignations (6.07% shareholding as of December 31, 2020)

On January 31, 2013, Icade SA and Veolia Environnement entered into a firm lease for off-plan property (BEFA) for the building housing Veolia's administrative headquarters in Aubervilliers. This nine-year lease entered into effect on July 18, 2016, for an annual rent of €16,590,104, excluding taxes and VAT.

Veolia Environnement recorded a rental expense payable to the lessor of €17,557,141 in respect of fiscal year 2020.

Caisse des dépôts et consignations (CDC) and its subsidiary, Icade SA, are considered related parties in the context of this lease agreement. CDC is a director on the Board of Directors of Veolia Environnement, as a legal entity, and of Icade SA. In addition, Mr. Olivier Mareuse, CDC's representative on the Veolia Environnement Board of Directors, also sits on the Icade SA Board of Directors as a private individual.

Relations with the association l'Institut de l'Entreprise

L'Institut de l'Entreprise is a non-profit organization governed by the Law of 1901, bringing together a community of multinational companies working to better understand and promote the role of companies in society. It contributes to defining a new balance between economic, social, societal and environment performance through discussion and training actions aimed at encouraging dialogue between companies and other stakeholders in society.

The association is governed by an Advisory Committee comprising around twenty business leaders, which sets the association's policies and objectives and determines the resources necessary to attain them. This Advisory Committee is chaired by Mr. Antoine Frérot.

During the lockdown in the first half of 2020, Veolia Environnement and other member companies of this association sought to support a specific initiative involving a daily presentation by a business leader on how they are managing the unprecedented coronavirus health crisis. This initiative was highly successful and gave insight into the leadership provided by business leaders in dealing with this extremely complicated period.

Veolia Environnement made an exceptional contribution of €300,000, excluding VAT, to the association at the end of December 2020 in respect of this specific initiative.

Through its Advisory Board chaired by Mr. Antoine Frérot, l'Institut de l'Entreprise is considered a related party due to Mr. Antoine Frérot's duties as Chief Executive Officer of Veolia Environnement.

7.10 Subsequent events

Bond issue

On January 14, 2021, Veolia Environnement successfully issued at par a €700 million six-year bond maturing in January 2027 with a negative yield of (0.021%). The proceeds of this issue will be used for general corporate purposes, and in particular in anticipation of bond repayments at the end of 2021. The high subscription rate, the quality of the investor base, their diversification and the good conditions which were achieved are signals that Veolia's signature is viewed very favourably and of its financial strength.

7.11 Subsidiaries and equity investments [1]

Investments acquired in 2020, within the meaning of Article L. 233-7 of the French Commercial Code (crossing of investment thresholds laid down by law) concern:

- the acquisition of a 29.9% stake in Suez.

Company	Number of shares held	Share capital	Shareholders' equity other than share capital *	% share capital held	Carrying amount of shares held	
					Gross	Net
Net Veolia Eau-Compagnie Générale des Eaux [1]	214,187,296	2,207,287	631,724	100.00%	8,300,000	6,666,473
Suez [1]	187,800,000	2,513,450	NC	29.89%	3,421,757	3,421,757
Veolia Propreté [1]	8,967,700	143,483	1,216,093	100.00%	1,930,071	1,930,071
Veolia Énergie International [1]	87,996,411	1,760,127	468,211	99.99%	1,137,275	1,137,275
VE Finance [1]	100,003,700	1,000,037	11,838	100.00%	1,000,037	1,000,037
Veolia North America Inc. [2]	198	1	951,686	13.43%	693,526	693,526
Veolia Holding America Latina SA	16,283	97,698	33,860	100.00%	311,397	311,397
Veolia Environnement Énergie et Valorisation [1]	13,703,700	137,037	6,704	100.00%	137,037	137,037
Artelia Ambiente S.A.	10,000	50	-93	100.00%	134,211	0
Veolia Environnement Services-RE	10,099,999	101,000	44,669	100.00%	101,000	101,000
Campus Veolia Environnement	10,000	100	1,587	100.00%	85,351	1,687
Codeve	18,000,000	18,000	28,581	100.00%	53,000	46,282
Veolia Industries Global Solutions	1,033,334	15,500	-9,885	100.00%	16,113	16,113
VIGIE 43 AS [1]	3,700	37	-148	100.00%	10,037	10,037
Veolia Environnement Ingénierie Conseil	14,657	147	13	100.00%	7,520	159
VIGIE 2	3,814	38	-38	99.84%	7,481	0
Veolia Water Information Systems (VW IS)	260,173	9,625	1,464	13.52%	1,717	1,500
Veolia Innove	3,700	37	-4,000	100.00%	903	0
SA LT 65	60,000	1,220	-1,326	1.03%	300	0

** 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) The main activity of this company is head holding company of the UK consolidated tax group.
(4) Number of votes.
NC Not communicated
N/A Not applicable

(1) Reporting currency – in thousands.

Loans and advances granted by the Company (gross) **	2019 revenue	2020 revenue (provisional figures)	2019 net income	2020 net income (provisional figures)	Dividends recorded in the last fiscal year	Year-end
-89,082	2,451,074	2,015,402	-93,018	73,783	26,551	Year ended December 31, 2020
-	1,281,045	NC	917,187	NC	-	Year ended December 31, 2020
-247,464	451,937	365,607	62,380	29,041	-	Year ended December 31, 2020
-594,178	95,390	115,265	-27,702	89,085	-	Year ended December 31, 2020
7,049,239	564,557	754,132	18,396	7,401	17,001	Year ended December 31, 2020
86,866	113,877	47,776	106,331	994	-	Year ended December 31, 2020
145,047	8,667	11,177	-14,886	-3,459	-	Year ended December 31, 2020
-47,807	16	102,191	-402	-170	1,507	Year ended December 31, 2020
0	0	0	-2,982	-103	-	Year ended December 31, 2020
-	59,619	72,131	4,709	6,541	-	Year ended December 31, 2020
3,338	24,105	26,681	-2,758	-10,851	-	Year ended December 31, 2020
-	28,941	42,964	2,330	2,732	-	Year ended December 31, 2020
-393	199,268	194,306	-2,384	-8,714	-	Year ended December 31, 2020
129,076	1,484	1,245	-316	-8,075	-	Year ended December 31, 2020
2,582	35	111	5	-15	-	Year ended December 31, 2020
0	-	-	-21	-18	-	Year ended December 31, 2020
-	93,035	89,866	267	225	-	Year ended December 31, 2020
1,831	5,302	5,744	362	-4,535	-	Year ended December 31, 2020
0	1,540	1,108	-190	1	-	Year ended June 30, 2020

Company	Number of shares held	Share capital	Shareholders' equity other than share capital *	% share capital held	Carrying amount of shares held	
					Gross	Net
VIGIE 3 AS	41,829	251	12,505	100.00%	266	266
VIGIE 1 AS [(1)]	21,100	211	-3,276	100.00%	238	238
Institut de l'Economie Positive	8,305	1,675	107	4.96%	150	88
Vestalia	519	37	560	14.03%	89	87
SIG 41	2,000	20	-5	100.00%	53	23
VIGIE 28 AS	3,700	37	22	100.00%	37	37
VIGIE 33	2,000	20	-5	100.00%	37	37
VIGIE 34	3,694	37	-23	99.84%	37	14
VIGIE 37 AS	3,700	37	-51	100.00%	37	0
VIGIE 41 AS	3,700	37	-22	100.00%	37	15
VIGIE 48 AS	3,700	37	-9	100.00%	37	37
VIGIE 50 AS	3,700	37	-10	100.00%	37	37
VIGIE 51 AS	3,700	37	-10	100.00%	37	37
VIGIE 52 AS	3,700	37	-10	100.00%	37	37
Veolia Eau d'Île-de-France	100	100	19,149	1.00%	1	1
Sloveo AS	1	33	2,162	1.00%	0	0
GIE Veolia Placements [(4)]	1	N/A	3,186	50.00%	0	0
SNCM **Judicial liquidation**	1,581,185	32,477	-701,917	73.03%	0	0
Other subsidiaries and equity investments (less than 1% of share capital)						
Veolia UK [(3)]	866,733	860,954	36,089	0.11%	1,387	1,387
Fovarosi Csatornazasi Muvek Reszvenytar	1	199,485	90,796	0.00%	0	0

** 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) The main activity of this company is head holding company of the UK consolidated tax group.
(4) Number of votes.
NC Not communicated
N/A Not applicable

Loans and advances granted by the Company (gross) **	2019 revenue	2020 revenue (provisional figures)	2019 net income	2020 net income (provisional figures)	Dividends recorded in the last fiscal year	Year-end
8,195	-	-	3,566	3,266	5,266	Year ended December 31, 2020
10,143	0	0	-2,605	-2,545	-	Year ended December 31, 2020
-	751	1,177	-257	-336	-	Year ended December 31, 2020
-	14,536	10,672	205	350	-	Year ended December 31, 2020
-9	-	-	-2	-2	-	Year ended December 31, 2020
-24	-	-	-2	0	-	Year ended December 31, 2020
-15	-	-	-2	-2	-	Year ended December 31, 2020
-15	-	-	-2	-2	-	Year ended December 31, 2020
-	-	-	-2	-2	-	Year ended December 31, 2020
-	-	-	-2	-2	-	Year ended December 31, 2020
-	-	-	-2	-2	-	Year ended December 31, 2020
-	-	-	-2	-2	-	Year ended December 31, 2020
-	-	-	-2	-2	-	Year ended December 31, 2020
-	-	-	-2	-2	-	Year ended December 31, 2020
-	424,666	433,801	17,608	19,149	-	Year ended December 31, 2020
-	10,427	10,090	409	830	-	Year ended December 31, 2020
0	4,184	5,744	2,645	3,186	-	Year ended December 31, 2020
-	NC	NC	NC	NC	-	Year ended December 31, 2020
712,313	94,234	74,713	-1,814	18,475	-	Year ended December 31, 2020
0	115,818	102,853	13,052	12,815	-	Year ended December 31, 2020

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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.

To the General Shareholders' Meeting of Veolia Environnement,

Opinion

In compliance with the engagement entrusted to us by your General Shareholders' Meetings, we have audited the accompanying annual financial statements of Veolia Environnement for the year ended December 31, 2020.

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 December 31, 2020 and of the results of its operations for the year then ended in accordance with French accounting principles.

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 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, 2020 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

Due to the global crisis related to the Covid-19 pandemic, the financial statements of this period have been prepared and audited under specific conditions. Indeed, this crisis and the exceptional measures taken in the context of the state of sanitary emergency have had numerous consequences for companies, particularly on their operations and their financing, and have led to greater uncertainties on their future prospects. Those measures, such as travel restrictions and remote working, have also had an impact on the companies' internal organization and the performance of the audits.

It is in this complex and evolving context that, in accordance with the requirements of Articles L. 823-9 and R. 823-7 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 annual 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, 2020, equity investments and loans to equity investments are recorded in the balance sheet at a net carrying amount of €27,714 million and represent 74% of total assets. At their date of entry into Company assets, they 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 in the balance sheet and the sensitivity of the value in use to changes in assumptions, 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 conducting a critical assessment of the implementation of this methodology and particularly, where applicable:
  - assessing the consistency of forecast cash flows with the most recent Company estimates used in the budget process and with respect to the economic and financial context in which the entities operate by analyzing the source of any differences between forecast and actual cash flows of prior periods,
  - assessing 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 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 scope of consolidation. Based on this work, we attest the accuracy and fair presentation of this information.

We verified the compliance of the information provided pursuant to Article L. 22-10-11 of the French Commercial Code (*Code de commerce*) on factors that your Company considered likely to have an impact in the event of a public offer for cash or shares, with the relevant source documents communicated to us. Based on this work, we have no matters to report on this information.

Other information

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 Chairman and 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 annual 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 annual 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 Shareholders' Meetings of December 18, 1995 for KPMG SA and December 23, 1999 for Ernst & Young et Autres.

As of December 31, 2020, KPMG SA was in the twenty-sixth year of total uninterrupted engagement and Ernst & Young et Autres the twenty-second year, including twenty-one 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 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 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. 823-10-1 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 and furthermore:

- identifies and assesses the risks of material misstatement of the annual 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 the 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 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 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. 822-10 to L. 822-14 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 16, 2021

The Statutory Auditors

KPMG Audit		**ERNST & YOUNG et Autres**	
A Division of KPMG SA			
Valérie Besson	Baudoin Griton	Jean-Yves Jégourel	Quentin Séné

6.2.7 PARENT COMPANY RESULTS FOR THE LAST FIVE YEARS AND OTHER SPECIFIC INFORMATION

Parent company results for the last five years

	2020	2019	2018	2017	2016
Share capital at the end of the fiscal year					
Share capital *(€ thousand)*	2,893,057	2,836,333	2,827,967	2,816,824	2,816,824
Number of shares issued	578,611,362	567,266,539	565,593,341	563,364,823	563,364,823
Transactions and results for the fiscal year *(€ thousand)*					
Operating income	686,292	616,344	670,285	617,915	599,793
Income before taxes, depreciation, amortization and impairment	138,209	212,057	489,543	256,086	295,026
Income tax expense	90,303	75,327	73,693	94,566	103,370
Income after taxes, depreciation, amortization and impairment	620,913	1,058,299	883,060	314,498	513,840
Distributed income	396,040 (1)	277,125	509,050	462,640	439,728
Earnings per share *(in euros)*					
Income after taxes, but before depreciation, amortization and impairment	0.39	0.51	1.00	0.62	0.71
Income after taxes, depreciation, amortization and impairment	1.07	1.87	1.56	0.56	0.91
Dividend per share	0.70	0.50	0.92	0.84	0.80
Personnel					
Number of employees	1,071	1,082	1,075	1,074	1,019
Total payroll *(€ thousand)*	133,442	137,281	139,234	132,793	132,621
Total benefits (social security, benevolent works, etc.) *(€ thousand)*	73,120	71,638	82,478	58,385	63,283

(1) The total dividend distribution presented in the above table is calculated based on 578,611,362 shares outstanding as of December 31, 2020, less 12,839,673 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 €1,048,908 (additional depreciation on passenger vehicles and compensation paid to directors).

Branches

Pursuant to Article L. 232-1 of the French Commercial Code, Veolia Environnement declares it had branches as of December 31, 2020.

Supplier and customer settlement periods

Pursuant to Article D. 441-4 of the French Commercial Code, the following disclosures are provided for supplier and customer settlement periods:

- for suppliers, the number and amount of invoices received, not settled at the year end and past due; this amount is broken down by period past due and presented as a percentage of total purchases, including VAT, for the period;
- for customers, the number and amount of invoices issued, not settled at the year end 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, 2020 and past due

Article D. 441 1-1: invoices received 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)
(A) Late payment period						
Number of invoices concerned	480					80
Total invoice amount concerned (incl. VAT) *(€ thousand)*	36,906	3,348	3,289	26	63	6,726
As a percentage of total purchases of the fiscal year (incl. VAT)	8.08%	0.73%	0.72%	0.01%	0.01%	1.47%
Percentage of total revenue of the fiscal year (incl. VAT)						
(B) Invoices not included in (A) relating to receivables and payable in dispute or not recognized in the accounts						
Number of invoices excluded	405					
Total invoice amount excluded (incl. VAT) *(€ thousand)*	18,707					
(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					

Article D. 441 1-2: 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)
186					598
48,908	(19,349)	(6,255)	(70)	31,462	5,788
8.09%	(3.20%)	(1.03%)	(0.01%)	5.20%	0.96%
19					
13,439					
Generally, 45 days from the end of the invoice month					

7

SHARE CAPITAL AND OWNERSHIP

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, 2020, Veolia Environnement's share capital was €2,893,056,810, divided into 578,611,362 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
July 20, 2000	ISIN	Reuters	Bloomberg	August 8, 2001
	FR 0000124141-VIE	VIE. PA	VIE. FP.	

Euronext Paris - Share price and trading volumes

	Share price *(in euros)*		
Year *(month)*	**High**	**Low**	**Trading volume**
2020			
December	20.620	18.705	34,468,891
November	19.995	16.000	54,057,701
October	19.035	15.675	45,799,952
September	20.550	17.880	42,987,508
August	20.600	18.630	35,259,841
July	20.590	19.075	40,250,340
June	22.180	19.735	43,762,392
May	20.100	17.820	36,686,927
April	20.640	17.500	44,855,741
March	28.680	16.015	95,375,115
February	29.090	25.590	50,566,702
January	26.990	23.230	36,961,422
2019			
December	24.100	22.570	28,759,394
November	23.670	22.540	29,501,985
October	23.610	22.050	34,267,802
September	23.280	21.190	43,719,824
August	22.960	21.300	37,657,025
July	23.220	21.400	36,350,913

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.

The ADR program is managed by Deutsche Bank as a sponsored level 1 facility.

7.1.3 PURCHASE OF TREASURY SHARES BY THE COMPANY (1)

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 22, 2020)

During the Combined General Meeting of April 22, 2020, the Company's shareholders authorized a share repurchase plan that allows the Company to purchase, sell or transfer its shares at any time, **except during a public offer**, 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 plan 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 concluded over-the-counter or through delivery of shares following the issue of securities granting access to the Company's share capital through 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 plan 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 (or equivalent plan), (iii) granting free shares, (iv) delivering shares on the exercise of rights attached to securities granting access to the share capital *via* 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 contract that complies with the Ethics Charter recognized by the AMF, or (vi) canceling all or some of the shares thus repurchased.

The Combined General Meeting of April 22, 2020 set the maximum share purchase price at €36 per share and set the maximum amount that the Company may allocate to the share repurchase plan at €1 billion. The General Shareholders' Meeting 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 eighteen months from the date of the Combined General Meeting of April 22, 2020, *i.e.*, on October 22, 2021, 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 2020

Percentage of the Company's share capital held as treasury shares as of December 31, 2020	2.22
Number of treasury shares held as of December 31, 2020	12,839,673
Carrying value of the portfolio as of December 31, 2020*	€397,707,769.35
Market value of the portfolio as of December 31, 2020**	€254,874,429.29
Number of shares canceled over the past 24 months	0

* *Carrying value excluding provisions.*
** *Based on the closing price as of December 31, 2020 (€19.85).*

On May 28, 2019, Veolia Environnement entrusted the implementation of a new liquidity contract 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.

(1) *This section includes the information required in the plan description pursuant to Article 241-2 of the AMF's general regulations and the information required pursuant to the provisions of Articles L. 225-211 of the French Commercial Code.*

The table below details transactions by the Company in treasury shares during fiscal year 2020 under the program authorized by the Combined General Meetings of April 18, 2019 and April 22, 2020:

	Cumulative gross flows as of December 31, 2020		Open positions as of December 31, 2020			
	Purchases (1)	Sales / Transfers (2)	Open buy positions		Open sell positions	
			Call options purchased	Forward purchases	Call options sold	Forward sales
Number of shares	2,406,320	2,017,112	N/A	N/A	N/A	N/A
Average transaction price *(in €)*	20.49	20.35	N/A	N/A	N/A	N/A
Average strike price *(in €)*	N/A	N/A	N/A	N/A	N/A	N/A
AMOUNT *(in euros)*	**49,305,752.55**	**41,046,519.77**	**N/A**	**N/A**	**N/A**	**N/A**

N/A: not applicable.
(1) Purchases performed under the liquidity agreement.
(2) Sales performed under the liquidity agreement and the UK Share Incentive Plan.

7.1.3.3 Objectives of transactions carried out in 2020 and allocation of treasury shares held

As of December 31, 2020, Veolia Environnement held a total of 12,839,673 treasury shares, representing 2.22% 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:

- 4,450,614 shares were allocated to cover stock option programs or other share grant programs to Group employees;
- 8,389,059 shares were allocated to external growth transactions.

As of December 31, 2020, Veolia Environnement held 400,000 shares under the current liquidity agreement.

7.1.3.4 Description of the program submitted to the Combined General Meeting of April 22, 2021 for authorization

The share repurchase authorization described in Section 7.1.3.1 above will expire on October 22, 2021 at the latest, unless the Combined General Meeting of April 22, 2021 adopts the resolution presented in accordance with the provisions of Articles L. 22-10-62 *et seq.* of the French Commercial Code and set out below.

This resolution, in consideration of the report by the Board of Directors, authorizes the Company to implement a new plan 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 *et seq.* 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 affiliated companies, (v) delivering shares on the exercise of rights attached to securities granting access to the share capital *via* redemption, conversion, exchange, presentation of a warrant, or in any other way, (vi) cancelling all or some of the securities thus repurchased, pursuant to the 24th resolution adopted by the Combined General Meeting of April 22, 2020 or to any resolution of the same nature that may follow this resolution during the period of validity of the present authorization, (vii) stimulating the secondary market for, or the liquidity of Veolia Environnement shares through an investment services provider, as part of a liquidity contract that complies with the Ethics Charter recognized by the AMF.

This program is also intended to allow the use of any market practice that might be accepted by the French Financial Markets Authority, 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:
  - the number of shares purchased by the Company throughout the term of the share repurchase plan, at any time whatsoever, does not exceed 10% of the shares comprising the Company's share capital (this percentage will apply to the share capital, as adjusted in light of transactions affecting it after this General Shareholders' Meeting), *i.e.* 57,861,136 shares as of the date of filing of this Universal Registration 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 AMF'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 bought, 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, but not during a public offer, and by any means, particularly on regulated markets, multilateral trading systems, with systematic internalizers or over-the-counter, including by block purchases or sales (with no limit on the proportion of the share repurchase plan 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 through conversion, exchange, redemption, exercise of a warrant or otherwise. Transactions may be conducted either directly or indirectly through an investment services provider;
- the maximum purchase price of the shares under this resolution will be €36 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 22, 2021 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, capital increase *via* capitalization of reserves, grant of free shares, division or regrouping of securities, distribution of reserves or of any other assets, redemption of capital or any other transaction concerning the 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 buyback program authorized above may not exceed €1 billion.

This authorization would, as from the date of the Combined General Meeting of April 22, 2021, 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 eighteen 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 decide on and implement this authorization, to specify, if necessary, the terms thereof and decide on the conditions thereof, to carry out the purchase plan, 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, determine the terms and conditions under which, if applicable, the rights of holders of securities or options will be protected, in compliance with the statutory, regulatory and contractual provisions, make all declarations to the AMF 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 22, 2020 (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)*	Used in 2020
Share repurchases				
	Share repurchase program Except during a public offer period (Resolution 14) [1]	18 months October 22, 2021	**€36 per share, up to a limit of 56,726,653 shares and €1 billion;** the Company may not hold more than 10% of its share capital	**Treasury shares** As of December 31, 2020, the Company held 12,839,673 shares, valued based on the closing share price as of December 31, 2020 (€19.85) at €254,874,429.29 **Movements in the liquidity contract** 2,406,320 shares purchased and 2,017,112 shares sold. As of December 31, 2020, the Company held 400,000 shares under the current liquidity contract (see Section 7.1.3 of the 2020 Universal Registration Document).
Share issues				
	Issues with preferential subscription rights (PSR)* Issue of all types of securities (Resolution 15) [1]	26 months June 22, 2022	€850 million (par value) representing **approximately 30% of the share** capital as of the date of the General Meeting (counting towards the overall maximum par value amount of €850 million, hereinafter the "overall cap")	None
	Issues with no preferential subscription rights (PSR)* Issue of all types of securities by public offer – mandatory priority subscription period (Resolution 16) [1]	26 months June 22, 2022	€283 million (par value) representing **approximately 10% of the share** capital as of the date of the General Meeting (counting towards the overall cap)	None
	Issues with no preferential subscription rights (PSR)* Issue of all types of securities, by way of private placement (Resolution 17)	26 months June 22, 2022	€283 million (par value) representing **approximately 10% of the share** capital as of the date of the General Meeting (counting towards the par value upper limit of €283 million for share capital increases without PSR and towards the overall cap)	None
	Issue of securities as payment for contributions in kind* (Resolution 18)	26 months June 22, 2022	**10% of the share capital** (counting towards the par value upper limit of €283 million for share capital increases without PSR and towards the overall cap)	None

(1) A new authorization is submitted to the Combined General Meeting of April 22, 2021 which, subject to its adoption, will cancel this authorization for its unused portion.

** 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 €850 million set forth in the 15th resolution presented to the Combined General Meeting of April 22, 2020.*

*** 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 lending 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).*

(1) Authorizations still in effect as of the date of filing of this Universal Registration Document only.

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)*	Used in 2020
	Increase in the number of securities in the event of share capital increases with or without preferential subscription rights *(green shoe option)** (Resolution 19) (1)	26 months June 22, 2022	**Extension by no more than 15%** of a share capital increase performed with or without PSR (additional issue 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 €283 million for share capital increases without PSR)	None
	Increase in share capital through the capitalization of premiums, reserves, profits or other items* (Resolution 20)	26 months June 22, 2022	€400 million (par value) representing **approximately 14.2% of the share capital** as of the date of the General Meeting (this maximum par value amount counting towards the overall cap)	None
Share issues reserved for Group employees and executives				
	Issues reserved for members of employee savings plans with cancellation of preferential subscription rights* Share capital increase by issuing shares or securities granting access to the Company's share capital (Resolution 21) (1)	26 months June 22, 2022	€56,726,653 (par value) representing **approximately 2% of the share capital** as of the date of the General Meeting (this amount counting towards the overall cap)	Share capital increase reserved for employees (Group savings plan): issue on December 17, 2020 of 9,206,811 new shares, representing **approximately 1.6% of the share capital** at this date.
	Issues reserved for employees with cancellation of preferential subscription rights*/** Share capital increase reserved for a category of beneficiaries (Resolution 22) (1)	18 months October 22, 2021	€17,017,996 (par value) **representing approximately 0.6% of the** share capital as of the date of the General Meeting (this amount counting towards the overall cap)	Share capital increase reserved for employees (Group savings plan): issue on December 17, 2020 of 2,138,012 new shares, representing **approximately 0.4% of the share capital** at this date.
	Authorization granted to the Board of Directors to award free shares, existing or to be issued, to employees of the Group and corporate officers of the Company, with waiver by shareholders of their preferential subscription rights (Resolution 23) (1)	26 months June 22, 2022	**0.5% of the share capital** as of the date of the General Meeting.	During its meeting of May 5, 2020, the Board of Directors decided to grant, effective the same day, 1,109,400 performance shares to approximately 450 beneficiaries, representing **approximately 0.2% of the share capital** at this date.
Share capital reduction by cancellation of shares				
	Cancellation of treasury shares (Resolution 24)	26 months June 22, 2022	10% of the share capital within any 24-month period	None

(1) A new authorization is submitted to the Combined General Meeting of April 22, 2021 which, subject to its adoption, will cancel this authorization for its unused portion.

** 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 €850 million set forth in the 15th resolution presented to the Combined General Meeting of April 22, 2020.*

*** 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 lending 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 proposed to the Combined General Meeting of April 22, 2021

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 16)	18 months October 22, 2022	**€36 per share, up to a limit of 57,861,136 shares and €1 billion;** the Company may not hold more than 10% of its share capital
Share issues			
	Issues with preferential subscription rights (PSR)* Issue of all types of securities (Resolution 17)***	26 months June 22, 2023	€868 million (par value) representing **approximately 30% of the share capital** as of the date of the General Meeting (counting towards the overall maximum par value amount of €868 million, hereinafter the "overall cap")
	Issues with no preferential subscription rights (PSR)* Issue of all types of securities by public offer – mandatory priority subscription period (Resolution 18)***	26 months June 22, 2023	€868 million (par value) representing **approximately 30% of the share capital** as of the date of the General Meeting (counting towards the overall cap)
	Increase in the number of securities in the event of share capital increases with or without preferential subscription rights *(green shoe option)** (Resolution 19)***	26 months June 22, 2023	**Extension by no more than 15%** of a share capital increase performed with or without PSR (additional issue 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 €289 million for share capital increases without PSR)
Share issues reserved for Group employees and executives			
	Issues reserved for members of employee savings plans with cancellation of preferential subscription rights* Share capital increase by issuing shares or securities granting access to the Company's share capital (Resolution 20)	26 months June 22, 2023	€57,861,136 (par value) representing **approximately 2% of the share capital** as of the date of the General Meeting (counting towards the overall cap)
	Issues reserved for employees with cancellation of preferential subscription rights*/** Share capital increase reserved for a category of beneficiaries (Resolution 21)	18 months October 22, 2022	€17,358,340 (par value) representing **approximately 0.6% of the share capital** as of the date of the General Meeting (counting towards the overall cap)
	Authorization granted to the Board of Directors to award free shares, existing or to be issued, to employees of the Group and corporate officers of the Company, with waiver by shareholders of their preferential subscription rights (Resolution 22)	26 months June 22, 2023	**0.5% 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 €868 million set forth in the 17th resolution presented to the Combined General Meeting of April 22, 2021.*

** *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 lending 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).*

*** *In respect of the Suez merger project.*

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

In accordance with the Group's compensation policy and the authorization granted by the Company's Extraordinary General Meeting of April 19, 2018, the Board of Directors decided on May 2, 2018, at the recommendation of the Compensation Committee, to grant 1,731,368 performance shares, representing approximately 0.31% of the share capital as of December 31, 2018, to around 700 top executives and high-potential employees of the Group.

In addition, pursuant to the authorization granted by the Company's Extraordinary General Meeting of April 18, 2019, the Board of Directors decided on April 30, 2019, at the recommendation of the Compensation Committee, to grant 1,131,227 performance shares, representing approximately 0.20% of the share capital at this date, to around 450 beneficiaries.

Finally, pursuant to the authorization granted by the Company's Extraordinary General Meeting of April 22, 2020, the Board of Directors decided on May 5, 2020, at the recommendation of the Compensation Committee, to grant 1,109,400 performance shares, representing approximately 0.20% of the share capital at this date, to around 450 beneficiaries.

The scheduled issue date is May 2021 for the 2018 performance shares, May 2022 for the 2019 performance shares and May 2023 for the 2020 performance shares. If all these shares were issued, this would represent a dilution of 0.69%, based on 578,611,362 shares outstanding as of December 31, 2020.

See Chapter 3, Section 3.4.3.1 above.

7.1.6 CHANGES IN SHARE CAPITAL OVER THE LAST FIVE FISCAL YEARS

The table below shows the changes in the Veolia Environnement share capital since the start of fiscal year 2016:

Meeting date	Transaction	Transaction date	Number of shares issued	Par value of the shares *(in €)*	Par value amount of the share capital increase *(in €)*	Additional paid-in capital *(in €)*	Total share capital *(in €)*	Total number of shares
04/19/2018	Share capital increase reserved for employees (Group savings plan)	09/20/2018 (recorded by the Chairman and Chief Executive Officer)	2,228,518	5	11,142,590	22,909,165.04	2,827,966,705	565,593,341
04/19/2018	Share capital increase following the vesting of free shares granted to all French employees of the Group (46,456 employees)	05/03/2019 (recorded by the Chairman and Chief Executive Officer)	232,280	5	1,161,400	-	2,829,128,105	565,825,621
04/18/2019	Share capital increase reserved for employees (Group savings plan)	11/15/2019 (recorded by the Chairman and Chief Executive Officer)	1,440,918	5	7,204,590	17,925,019.92	2,836,332,695	567,266,539
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	100,855,476.47	2,893,056,810	578,611,362

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.

The main outstanding bond issues performed under the EMTN program as of December 31, 2020 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, 2020 *(in millions of currency units)*	Interest rate	Maturity
November 25, 2003	EUR	700		700	6.125%	November 25, 2033
May 24, 2007	EUR	1,000				
December 2013	EUR		-150			
April 2015	EUR		-205	645	5.125%	May 24, 2022
October 29, 2007	GBP	500				
January 7, 2008	GBP		150	650	6.125%	October 29, 2037
July 6, 2010	EUR	834				
April 2015	EUR		-196	638	4.247%	January 6, 2021
March 30, 2012	EUR	750		750	4.625%	March 30, 2027
April 9, 2015	EUR	500		500	1.59%	January 10, 2028
October 4, 2016	EUR	600		600	0.314%	October 4, 2023
October 4, 2016	EUR	500		500	0.927%	January 4, 2029
March 30, 2017	EUR	650		650	0.672%	March 30, 2022
March 30, 2017	EUR	650		650	1.496%	November 30, 2026
December 5, 2018	EUR	750		750	1.94%	January 7, 2030
January 14, 2019	EUR	750		750	0.892%	January 14, 2024
January 15, 2020	EUR	500		500	0.664%	January 15, 2031
April 15, 2020	EUR	700		700	1.25%	April 15, 2028
June 15, 2020	EUR	500		500	0.80%	January 15, 2032

As of December 31, 2020, the total nominal outstanding amount of the EMTN program was €8,918 million, maturing in more than one year.

Offering of bonds convertible into and/or exchangeable for new and/or existing shares (OCEANE)

Veolia Environnement redeemed early the bonds convertible into and/or exchangeable for new and/or existing shares (“OCEANE”) issued on March 8, 2016 and maturing March 15, 2021, in the nominal amount of approximately €700 million. On September 13, 2019, an initial redemption of 93% of the nominal amount was performed at a unit price of €30.31 as part of a redemption offer. This was followed on November 13, 2019 by a second supplementary redemption of 7% of the nominal amount at par, that is a unit price of €29.99, on the exercise of a clean-up call.

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.

As of December 31, 2020, the total nominal outstanding amount was approximately €700 million, maturing in more than one year.

Public issue on the US market

On December 23, 2019, Veolia Environnement performed a partial redemption in the amount of US$100 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, 2020, the total nominal outstanding amount was US$300 million (€244 million euro-equivalent), maturing in more than one year.

Bond issue program on the Chinese domestic market (Panda Bonds)

On December 10, 2019, Veolia Environnement filed with the National Association of Financial Market Institutional Investors (NAFMII) two bond issue programs on the Chinese domestic market for a period of two years and a maximum nominal amount of 10 billion renminbi, replacing the program signed in August 2016 and maturing in August 2018.

On June 24, 2020, Veolia Environnement performed two bond issues under this new program for a total amount of 1.5 billion renminbi, through a private placement with Chinese and institutional investors. The bond issues mature on June 24, 2023 and pay a coupon of 3.85%.

On December 16, 2020, Veolia Environnement continued its bond issue program with two bond issues totaling 1.5 billion renminbi, maturing on December 16, 2023 and bearing a coupon of 4.45%.

As of December 31, 2020, the total nominal outstanding amount on these bond issues was 3 billion renminbi (€378 million euro-equivalent).

Commercial paper

Veolia Environnement has a short-term financing program comprising Negotiable European Commercial Paper (NEU CP) capped at €6 billion. The financial documentation for this program was updated with the Bank of France on September 7, 2020.

As of December 31, 2020, the total outstanding amount of negotiable commercial paper issued by the Company was €5,950 million.

On May 18, 2020, Veolia Environnement set-up a commercial paper program capped at GBP 600 million with the Bank of England (which launched this program), under the bank's COVID Corporate Financing Facility assistance program.

This facility had not been used as of December 31, 2020.

7.2 Veolia Environnement shareholders AFR

7.2.1 BREAKDOWN OF SHAREHOLDERS AS OF DECEMBER 31, 2020

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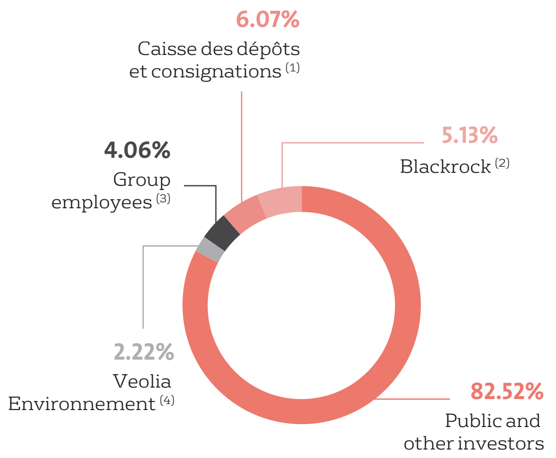
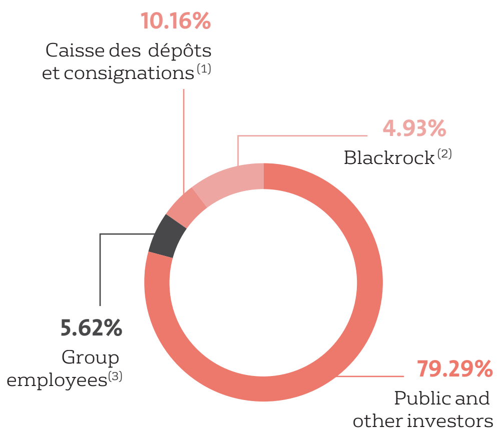
Breakdown of shareholders (number of shares)



Breakdown of shareholders (voting rights available for exercise)



(1) According to the notification to the Company on December 3, 2020 by Caisse des dépôts that it had a crossed a legal reporting threshold (AMF Decision and Information no. 220C5270 dated December 4, 2020).

(2) According to the notification to the Company on November 30, 2020 by BlackRock that it had crossed a legal reporting threshold (AMF Decision and Information no. 220C5214 dated December 1, 2020).

(3) Direct and indirect shareholdings, including financial investment vehicles. Pursuant to the provisions of Article L. 225-102 of the French Commercial Code, employee share ownership as of December 31, 2020 is 3.65% of share capital and 5.23% of voting rights.

(4) Treasury shares without voting rights.

7.2.2 CHANGES IN THE COMPANY'S PRINCIPAL SHAREHOLDERS DURING THE LAST 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, 2020 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 last three years [(1)].

A double voting right was introduced on April 3, 2016 for shares held in registered form by the same shareholder for at least two years, in accordance with the Florange law of March 29, 2014 (see Chapter 8, Section 8.1.4, below).

To the best of the Company's knowledge, as of the date of filing of this Universal Registration 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 rights.

	Position as of December 31, 2020					Position as of December 31, 2019			Position as of December 31, 2018		
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	% of voting rights that may be exercised*	Number of shares	% of share capital	% of voting rights that may be exercised*
Caisse des dépôts [(1)]	35,135,341**	6.07	61,171,460	61,171,460	10.16	33,344,181	5.88	10.07	26,036,119	4.60	8.88
BlackRock [(2)]	29,669,536	5.13	29,669,536	29,669,536	4.93	28,489,269	5.02	4.83	28,234,644	4.99	4.82
Employees [(3)]	23,470,055	4.06	33,872,862	33,872,862	5.62	12,572,327	2.22	3.52	10,970,187	1.93	2.89
Franklin Resources [(4)]	-	-	-	-	-	42,036,249	7.41	7.13	48,457,878	8.57	8.27
Veolia Environnement [(5)]	12,839,673	2.22	12,839,673	0***	0***	12,450,465	2.19	0	12,510,389	2.21	0
Public and other investors	477,496,757	82.52	477,453,495	477,453,495	79.29	438,374,048	77.28	74.45	439,384,124	77.70	75.14
TOTAL	578,611,362	100%	615,007,026	602,167,353	100%	567,266,539	100%	100%	565,593,341	100%	100%

* *Percentage of voting rights as a proportion of effective voting rights (Veolia Environnement treasury shares do not exercise voting rights).*

** *Including 26,036,119 shares held in registered form for more than two years.*

*** *As of December 31, 2020, Veolia Environnement held 12,839,673 treasury shares.*

(1) *According to the notification to the Company on December 3, 2020 by Caisse des dépôts that it had a crossed a legal reporting threshold (AMF Decision and Information no. 220C5270 dated December 4, 2020). During the year ended December 31, 2020, Caisse des dépôts filed several notifications that it had crossed, upwards or downwards, the legal 10% share capital and/or voting rights threshold (see AMF Decisions and Information no. 220C0114, no. 220C0352, no. 220C0413, no. 220C3309 and no. 220C5120).*

(2) *According to the notification to the Company on November 30, 2020 by BlackRock that it had crossed a legal reporting threshold (AMF Decision and Information no. 220C5214 dated December 1, 2020). During the year ended December 31, 2020, BlackRock filed several notifications that it had crossed, upwards or downwards, the legal 5% share capital and/or voting rights threshold (see AMF Decisions and Information no. 220C0966, no. 220C0989, no. 220C1005, no. 220C1071, no. 220C1241, no. 220C1276, no. 220C1341, no. 220C1354, no. 220C1427, no. 220C1597, no. 220C1624, no. 220C1685, no. 220C1730, no. 220C2823, no. 220C2875, no. 220C2905, no. 220C2946, no. 220C2989, no. 220C3031, no. 220C3148, no. 220C3161, no. 220C3242, no. 220C3403, no. 220C3628, no. 220C3689, no. 220C3725, no. 220C3763, no. 220C3823, no. 220C3860, no. 220C4104, no. 220C4131, no. 220C4267, no. 220C4338, no. 220C4370, no. 220C4478, no. 220C4512, no. 220C4560, no. 220C4586, no. 220C5031, no. 220C5072, no. 220C5107, no. 220C5129 and no. 220C5189). Between January 1, 2021 and March 15, 2021, BlackRock filed several notifications that it had crossed, upwards or downwards, the legal 5% share capital and/or voting rights threshold (see AMF Decisions and Information no. 221C0194, no. 221C0205, no. 221C0231, no. 221C0238, no. 221C0385, no. 221C0417, no. 221C0436, no. 2221C0444, no. 221C0512 and no. 221C0538). At the date of the most recent notification, i.e. March 11, 2021, BlackRock held, directly or indirectly, 29,888,579 shares and as many voting rights, representing 5.17% of the share capital and 4.86% of voting rights of Veolia Environnement.*

(3) *Direct and indirect shareholdings, including financial investment vehicles.*

(4) *During the year ended December 31, 2020, Franklin Resources filed several notifications that it had crossed downwards the legal 5% share capital and/or voting rights threshold (see AMF Decisions and Information no. 220C0693 and no. 220C0739). At the date of the most recent notification to the Company that it had crossed a bylaws reporting threshold,* i.e. *January 12, 2021, Franklin Resources held 5,742,772 shares and as many voting rights, representing 0.99% of the share capital and 0.95% of voting rights of Veolia Environnement.*

(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 8, 2021.*

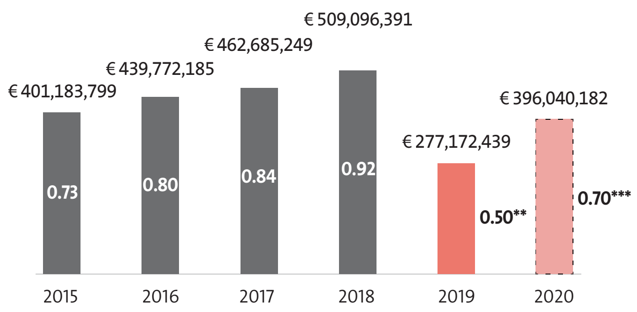
(1) *Figures are taken from the 2020, 2019 and 2018 fiscal years.*

To the best of the Company's knowledge, as of the date of this Universal Registration Document, there are no agreements between one or more of the Company's shareholders and no shareholders' agreements or agreements to which the Company is a party, that could have a material impact on the Company's share price, and there are no shareholders' agreements or other agreements of such nature to which any significant non-listed subsidiary of the Company is a party.

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 DIVIDENDS* PER SHARE AND TOTAL AMOUNTS PAID DURING THE PAST FIVE FISCAL YEARS



A dividend payment of €0.50 per share for each of the Company's outstanding shares carrying dividend rights as of January 1, 2020 was approved by the Combined General Meeting of April 22, 2020. The ex-dividend date was set at May 12, 2020 and the dividend was paid from May 14, 2020. As of December 31, 2019, the share capital comprised 567,266,539 shares, including 12,450,465 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 €0.70 per share for 2020, payable in cash, will be proposed to the General Shareholders' Meeting of April 22, 2021. The ex-dividend date has been set at May 10, 2021 and the 2020 dividend will be paid from May 12, 2021.

For individual shareholders who are French tax residents, a mandatory flat-rate levy of 12.8% will be deducted as payment on account for income tax due in 2021 on 2020 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 couples, 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 in the year following receipt of the dividends.

Whether paid in cash or shares, dividends 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 French tax residents, dividends are subject to withholding tax at a rate dependent on the country of tax residence.

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* *The dividend is eligible for the 40% tax rebate.*

** *The Board of Directors, during its extraordinary meeting of April 1, 2020, given the exceptional 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 (see press release of April 1, 2020).*

*** *Subject to approval of the General Shareholders' Meeting of April 22, 2021. The total dividend is calculated based on 578,611,362 shares outstanding as of December 31, 2020, less 12,839,673 treasury shares held as of this date, i.e. 565,771,689 shares, and may change depending on movements in the number of shares conferring entitlement to dividends up to the ex-dividend date.*

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 the Company's net income and financial position, as well as the dividends paid by other French and international companies within 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.

8

ADDITIONAL INFORMATION

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

8.1 Main provisions pursuant to the law and the Articles of Association 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		
Administrative headquarters	30, rue Madeleine Vionnet, 93300 Aubervilliers		
Website	www.veolia.com (1)	**Telephone**	+33 (0) 1 85 57 70 00

Legal form	Société anonyme to 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 Shareholders' 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 Shareholders' 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 Shareholders' Meeting has the option of granting the 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 Shareholders' 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 Shareholders' 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 registered 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 Shareholders' 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 Shareholders' Meeting.

Shareholders can access a dedicated voting website 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 Shareholders' 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 Shareholders' 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 the filing of this Universal Registration 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 (Veolia Environnement, Office of the General Counsel) by registered letter with acknowledgment of receipt or by e-mail to AGveoliaenvironnement.ve@veolia.com, no later than twenty-five 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* (BALO) (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 (Veolia Environnement, Office of the General Counsel) by registered letter with acknowledgment of receipt, no later than four business days prior to the meeting. In order for these questions to be taken into consideration, it is imperative that they are accompanied by a share 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 Shareholders' Meetings" section.

Consultation of the documents made available

Documents and information relating to General Shareholders' 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 Shareholders' Meetings" section, no later than twenty-one days prior to the meeting.

8.1.4 DOUBLE 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.

However, in accordance with the provisions of Articles L. 225-123 and L. 22-10-46 of the French Commercial Code, a double voting right [(1)] is granted to all fully paid-up shares registered in the name of the same shareholder for at least two years, as well as to new registered shares which would be granted without consideration to a shareholder in the event of a share capital increase by capitalization of reserves, profits or additional paid-up capital, in respect of shares enjoying this right.

In accordance with the provisions of Article L. 225-124 of the French Commercial Code, double voting rights cease for all shares converted to bearer form or sold. Nonetheless, transfers as a result of succession, the liquidation of joint property between spouses or an *inter vivos* gift to a spouse or relative entitled to inherit, does not result in the loss of this right or interrupt the two-year vesting period. This also applies in the event of a transfer as a result of a merger or spin-off of a shareholder company.

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 provisions of the laws and regulations 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 the dividend payments attached to the shares.

(1) The Veolia Environnement Combined General Meeting of April 22, 2015 rejected resolution A (not approved by the Board of Directors) which sought to exclude the automatic acquisition of double voting rights introduced by the Florange law for all shares held in registered form for at least two years.

8.1.6 CROSSING OF THRESHOLDS

In addition to the thresholds provided by the law and the 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 Shareholders' Meetings 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 3.2.1.6 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.

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: 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 his 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).

8.2 Litigations and arbitrations

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, note 13.3 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 14 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 14 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. The largest reserves booked for disputes (excluding tax and labor law litigation) in the financial statements for December 31, 2020 are approximately €19.1M.

NORTH AMERICA

United States - Flint

See chapter 6, Section 6.1, note 14 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 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, 2020, 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 $781,243 after reimbursements by insurance companies.

(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.

CENTRAL AND EASTERN EUROPE

Romania

See chapter 6, Section 6.1, note 14 of the consolidated financial statements, above.

Lithuania

See chapter 6, Section 6.1, note 14 of the consolidated financial statements, above.

AFRICA MIDDLE EAST

Egypt

In September 2000, Veolia Propreté entered into a 15-year contract with the Governorate of Alexandria ("Governorate") for the collection and treatment of waste, as well as urban cleaning of the city of Alexandria ("Contract").

In October 2011, Onyx Alexandria, a subsidiary of Veolia Propreté incorporated to perform the Contract, terminated the Contract for serious breach by the Governorate of its payment obligations, and more generally for misconduct committed by the Arab Republic of Egypt ("Egypt"), causing the total loss of the investment made by Veolia Propreté.

In June 2012, Veolia Propreté initiated arbitration proceedings against Egypt on the basis of the France-Egypt bilateral investment treaty ("BIT") and under the auspices of the ICSID (International Center for Settlement of Investment Disputes).

On November 9, 2016, the Governorate initiated arbitration proceedings against Veolia Propreté and Onyx Alexandria before the Cairo Regional Centre for International Commercial Arbitration ("CRCICA") and sought compensation for damages resulting from the alleged wrongful termination of the Contract and Onyx Alexandria's breach of its contractual obligations for an amount of 186.2 million Egyptian pounds (which corresponds to an amount of approximately €9,7M). Veolia Propreté and Onyx Alexandria strongly contest the merits of all these claims.

In an award dated May 25, 2018, the ICSID ruled that the Contract's breaches by the Governorate did not involve sufficiently serious acts of Egypt that could be assimilated to violations of the BIT and consequently rejected all of Veolia Propreté claims for compensation. The arbitral tribunal held in particular that the contractual claims should have been referred to CRCICA according to the arbitration clause included in the Contract. In this arbitration, Onyx Alexandria submitted counterclaims for approximately 1 billion Egyptian pounds (approximately €52,5M) and the Governorate requested the arbitral tribunal's authorization to amend its initial claims for compensation of approximately €28M. The procedure is still ongoing.

ASIA

Hong Kong Sludge

On September 27, 2010, VW-VES (HK) Limited (VW-VES), an indirect subsidiary of the Company, won a tender launched by the Environmental Protection Department of the Government of Hong Kong SAR (HK Government) for the design, construction and operation of a sludge incinerator facility in Hong-Kong. VW-VES outsourced the project's conception, design and construction to a joint-venture (JV) in which Veolia Water South China Limited, an indirect subsidiary of the Company, holds a majority interest.

During the course of the project, various problems, which VW-VES considers are not attributable to it, caused delay and additional significant costs borne by VW-VES and the JV. As a result, VW-VES has sent several claims to HK Government for a total amount of more than €196M (1.8 Billion HK$). On its part, HK Government considers that it is entitled to liquidated damages of approximately €38M (350 M HK$).

In August 2016, after an unsuccessful mediation attempt, VW-VES served a notice of arbitration against HK Government. In November 2020, this arbitration was terminated after the parties concluded a settlement agreement.

OTHER

VWT v. K+S Potash

See chapter 6, Section 6.1, note 14 of the consolidated financial statements, above.

VWT v. Antero

See chapter 6, Section 6.1, note 14 of the consolidated financial statements, above.

VEOLIA ENVIRONNEMENT

Veolia Environnement v. Suez

Following the acquisition by the Company, on October 5, 2020, of a 29.9% stake in the share capital of Suez SA, held by Engie, the Company and Suez have engaged in several legal disputes.

These disputes concern in particular:

1) The Company's press release of August 30, 2020 and the opening of a pre-offer period for the Suez shares (action brought by Suez): on February 11, 2021, the Paris Court of Appeal dismissed Suez's action and confirmed the September 24, 2020 French Financial Markets Authority's (AMF) decision which held that the Company's press release of August 30, 2020 did not qualify as a draft public offer and that therefore no pre-offer period for the Suez shares began to run.

2) The information and consultation process with the employee representative bodies (IRPs) of Suez (action initiated by the Suez IRPs):

- by order dated October 9, 2020, the interim relief judge of the Paris first instance tribunal considered that the announcements made by the Company on August 30, 2020 should be the subject of an information and consultation process of the Suez group's IRPs and ordered the Company and Engie to provide Suez with the information necessary for such information-consultation; the tribunal also ordered (i) the suspension of the transaction resulting from the offer by the Company to acquire the Suez shares held by Engie and the takeover bid by the Company for Suez and (ii) the suspension of the effects of the sale of the shares held by Engie in Suez, until the information and consultation process has been completed. This decision was confirmed by the Paris Court of Appeal on November 19, 2020;
- these two interim rulings were overruled following the judgment on the merits handed down on February 3, 2021 by the Nanterre court, which held that the IRPs of Suez should not be consulted at the stage of the acquisition by the Company of 29.9% of the shares held by Engie in Suez and of the proposed tender offer. Suez and its IRPs have appealed this judgment before the Versailles Court of Appeal. The Court will render its decision on April 15, 2021.

3) The inalienability mechanism of Suez Eau France activities through the "Stichting foundation" of Suez created in the Netherlands (action launched by the Company):

- by order dated November 19, 2020, the President of the Commercial Court of Nanterre paralyzed this mechanism by prohibiting the directors and officers of Suez from making it irreversible until the annual Suez shareholders' meeting called to vote on the financial statements for 2020. This order was reversed by a decision of March 4, 2021;
- at the same time, the Company brought an action on the merits against Suez and the SEF Stichting Foundation before the Commercial Court of Nanterre to have the deliberations of the Suez Board of Directors and all subsequent acts that established and organized the foundation declared null and void. This procedure is ongoing.

4) The tender offer filed by the Company for Suez shares on February 8, 2021 with the French Financial Markets Authority (AMF) (legal action initiated by Suez):

- on February 8, 2021, Suez obtained an order from the President of the Commercial Court of Nanterre to prevent the Company from filing a takeover bid for the remainder of the Suez shares. This order was overturned by a decision dated February 23, 2021 by which the tribunal finally declined jurisdiction and referred the matter to the Paris Commercial Court. Suez also initiated parallel proceedings in order to obtain the withdrawal of the offer, but on February 23, 2021, the Nanterre Commercial Court also declined jurisdiction over these proceedings and referred them to the Paris Commercial Court;
- in mid-February 2021, Suez filed an appeal before the Paris Court of Appeal requesting the annulment of the notice of the tender offer published by the AMF on February 8, 2021. On March 4, 2021, Suez withdrew its appeal;
- on March 8, 2021, Suez brought an expedited action on the merits against the Company before the Commercial Court of Paris for breach of the alleged unilateral undertaking by the Company not to initiate the takeover bid without the prior approval of the Suez Board of Directors.

8.3 Change in control and major contracts AFR

In many countries, including France, local authorities can terminate contracts entered into with Group companies (see Chapter 2, Section 2.2.2.4 above). The 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 financial statements set forth in Chapter 6, Section 6 above.

Veolia Environnement primarily finances its Business Units through loans and current accounts (net position of €10.2 billion as of December 31, 2020) and through equity. As a result, it received €457.9 million in interest and €49.5 million in dividends in 2020. 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 €494.4 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 €69.9 million in full and final settlement from Water France Business Unit subsidiaries and paid €84.8 million to Water France Business Unit subsidiaries in 2020.

As part of its operating activities, Veolia Environnement has granted financial and operating guarantees totaling €1,854.4 million as of December 31, 2020.

The table below details certain balance sheet line items (non-current assets, debt, net cash), net cash flows from operating activities and dividends paid in 2020 and attributable to the Company as of December 31, 2020, broken down between Veolia Environnement and its Business Units.

Impact on the consolidated financial statements *(€ million)*	France	Europe excluding France	Rest of the world	Global businesses	Other	Veolia Environnement	Consolidated total
Non-current assets	3,592.5	11,650.4	7,295.6	1,986.7	(111.4)	3,327.2	**27,741.0**
Non-Group debt [1]	123.4	1,333.9	975.0	392.3	(149.0)	16,999.9	**19,675.5**
Net cash per the balance sheet [2]	762.0	(4,938.9)	(1,796.0)	(875.5)	(2,233.7)	14,704.5	**5,622.4**
Net cash flows from operating activities	501.6	1,227.1	670.2	304.8	(4.9)	39.0	**2,737.8**
Impact on the financial statements of VE SA *(€ million)*							
Dividends paid during the period and attributable to Veolia Environnement	25.7	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 • 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	www.veolia.com/en/veolia-group/finance/regulated-information 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	www.veolia.com/en/governance
• Minutes of General Shareholders' Meetings, Statutory Auditors' reports and all other corporate documents	30, rue Madeleine Vionnet, 93300 Aubervilliers

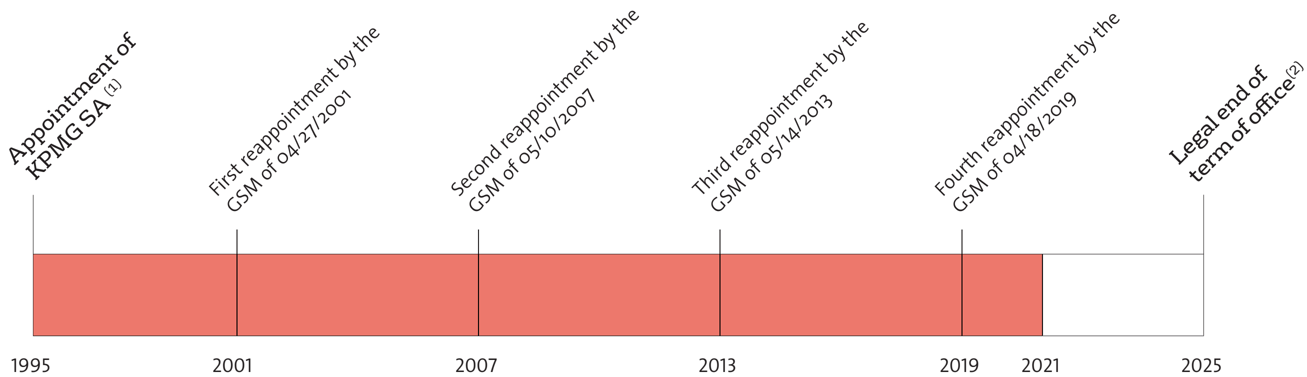
8.6 Persons responsible for auditing the financial statements

KPMG SA

Member of the *Compagnie Régionale des Commissaires aux Comptes de Versailles* (Versailles Regional Auditors' Association).

Represented by Mrs. Valérie Besson and Mr. Baudouin Griton.

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.

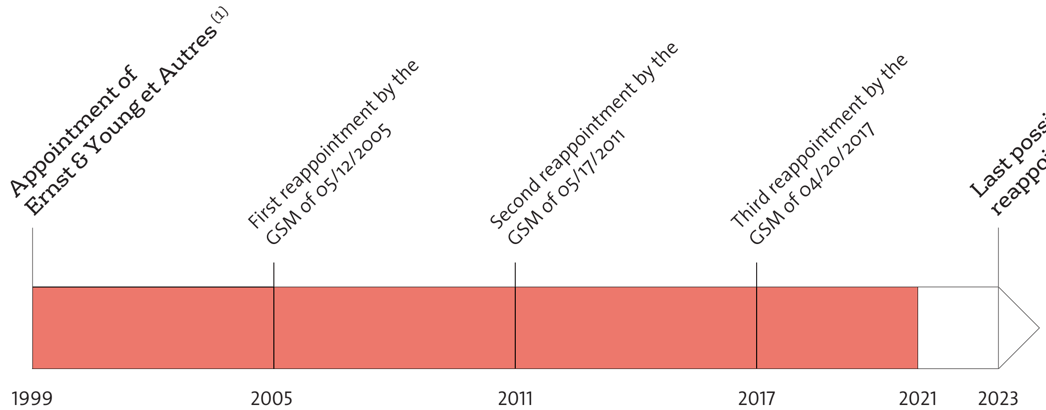
(2) Term of office expiring at the end of the General Shareholders' Meeting called to approve the financial statement for the year ending December 31, 2024.

ERNST & YOUNG ET AUTRES

Member of the *Compagnie Régionale des Commissaires aux Comptes de Versailles* (Versailles Regional Auditors' Association).

Represented by Mr. Jean-Yves Jégourel 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, 2022.*

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 2019 and the corresponding Statutory Auditors' reports, included in Chapter 3 and Chapter 4, Sections 4.1 and 4.2, respectively, of the Veolia Environnement Universal Registration Document for fiscal year 2019, filed with the AMF on March 17, 2020 under the number D. 20-0136;
- the operating and financial review, the consolidated financial statements and the parent company financial statements for fiscal year 2018 and the corresponding Statutory Auditors' reports, included in Chapter 3 and Chapter 4, Sections 4.1 and 4.2, respectively, of the Veolia Environnement Registration Document for fiscal year 2018, filed with the AMF on March 13, 2019 under the number D. 19-0140.

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

Mr. Antoine Frérot, Chairman and 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 have been prepared in accordance with applicable accounting standards and give a true and fair view of the assets, liabilities, financial position and results of the Company and all consolidated companies, and that the management report contained in this document provides a fair review of the development and performance of the business, results and financial position of the Company and all consolidated companies, and describes the principal risks and uncertainties they face.

Aubervilliers,

March 16, 2021

Chairman and Chief Executive Officer

Antoine Frérot

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 regulations of the French Financial Markets Authority (*Autorité des Marchés Financiers*);
- the information comprising the Board of Directors' management report, including notably the corporate governance report 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 or Sections	Pages
6 –	**Organizational structure**		
6.1	Brief description of the Group	1.5.1	42
6.2	List of issuer's significant subsidiaries	6.1.6 note 17 and 6.2.5 note 7.11	431 and 480
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, 5.2, 5.3.1, 5.3.2, 5.3.3, 5.5.1, 5.5.7, 5.5.8 and 6.1.1 to 6.1.3	1 to 12, 186, 299, 305, 306, 310, 321, 324, 325 and 328 to 331
7.2	Operating results	5.3.4.1, 5.3 4.5 and 6.1.6 note 7.2	312, 314 and 355
8 –	**Capital resources**		
8.1	Information on the issuer's capital resources	6.1.5 and 6.1.6 note 11	334 and 415
8.2	Sources and amounts of cash flows	6.1.4, 6.1.6 notes 7.3, 10.3.2 and 7.1.7	332, 360, 409 and 500
8.3	Borrowing requirements and funding structure	5.4.1, 5.4.3, 5.4.4, 6.1.6 notes 10.1 and 10.2	316, 319, 319, 389 and 397
8.4	Restrictions on the use of capital resources that have materially affected the Group's operations	6.1.6 note 10.1.3	396
8.5	Anticipated sources of funds	5.5.4 and 6.1.6. note 16	323 and 430
9 –	**Regulatory environment**	1.6	57
10 –	**Trend information**		
10.1.a	Significant recent trends in production, sales and inventory, and costs and selling prices since the end of the last fiscal year	1.3.2 and 5.5.4	28 and 323
10.1.b	Description of any significant change in the financial performance of the Group	N/A	N/A
10.2	Trends, uncertainties, demands, commitments or events that are reasonably likely to have a material effect on the issuer's prospects	1.2 and 5.5.6	17 and 323
11 –	**Profit forecasts or estimates**		
11.1.	Published profit forecasts or estimates	5.5.6	323
11.2	Statement setting out the principal assumptions underlying profit forecasts or estimates	5.5.6	323
11.3	Statement that profit forecasts or estimates are comparable with historical financial information and consistent with accounting policies	5.5.6	323
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	108 and 121
12.2	Administrative and management bodies and senior management conflicts of interests	3.1.3	121
13 –	**Compensation and benefits**		
13.1	Compensation paid and benefits in kind granted	3.4.1, 3.4.3 and 3.4.4	142, 160 and 171
13.2	Total amounts set aside or accrued to provide for pension, retirement or similar benefits for corporate officers	6.1.6 note 8.2 and 3.4.2	370 and 157
14 –	**Board practices**		
14.1	Date of expiration of current terms of office	3.1.1 and 3.1.2	108 and 121
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 15, 3.1.3 and 3.6	430, 121 and 181
14.3	Information on the Audit and Compensation Committees	3.2.2.1 and 3.2.2.3	133 and 137
14.4	Statement regarding corporate governance	3.2.1.1	122
14.5	Potential material impacts on corporate governance	3.1.2, 3.2.1.2 and 3.2.2	121, 122 and 133

Heading in Annexes 1 and 2 of the Delegated Regulation of March 14, 2019		Chapters or Sections	Pages
15 –	**Employees**		
15.1	Number of employees and breakdown by main category	Profile/Key figures and 4.4.2	1 to 12 and 248
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 3.5.1	109, 145, 160, 171 and 180
15.3	Arrangements providing for employee involvement in the share capital	4.4.4.4 and 5.2.4	262 and 304
16 –	**Major shareholders**		
16.1	Shareholders holding more than 5% of the share capital and voting rights	7.2	501
16.2	Existence of different voting rights	7.2 and 8.1.4	501 and 509
16.3	Control of the issuer	7.2.2	502
16.4	Arrangements, known to the issuer, the operation of which may at a subsequent date result in a change in control	8.3	514
17 –	**Related party transactions**	6.1.6 note 15	430
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	1 to 12, 305, 328, 442 and 516
18.2	Interim and other financial information	N/A	N/A
18.3	Auditing of historical annual financial information	6.1.7 and 6.2.6	438 and 484
18.4	Pro forma financial information	N/A	N/A
18.5	Dividend policy	7.3 and 8.1.2	503 and 507
18.6	Legal and arbitration proceedings	6.1.6 note 14 and 8.2	426 and 511
18.7	Significant change in the issuer's financial position	5.5.4 and 6.1.6 note 16	323 and 430
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	492 and 496
19.1.2	Shares not representing capital	N/A	N/A
19.1.3	Shares held by the issuer or its subsidiaries	7.1.3	493
19.1.4	Convertible securities, exchangeable securities or securities with subscription warrants	7.1.5, 7.1.7 and 6.1.6 note 10.1.1.1	499, 500 and 389
19.1.5	Acquisition rights and/or obligations over authorized but unissued capital or an undertaking to increase the capital	7.1.4	496
19.1.6	Options over share capital of Group members	N/A	N/A
19.1.7	Share capital history	7.1.6	499
19.2	Memorandum and Articles of Association		
19.2.1	Issuer's objects and company register	8.1.1	506
19.2.2	Rights, preferences and restrictions attaching to shares	8.1.2 and 8.1.4 to 8.1.6	507 and 509 to 510
19.2.3	Provisions that could delay, defer or prevent a change in control of the issuer	N/A	N/A
20 –	**Material contracts**	8.3	514
21 –	**Documents available**	8.5	515

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 regulations of the French Financial Markets Authority (*Autorité des Marchés Financiers*).

8.9.3 MANAGEMENT REPORT (INCLUDING THE REPORT ON CORPORATE GOVERNANCE AND THE NON-FINANCIAL PERFORMANCE STATEMENT)

The following cross-reference table identifies the information that must be published in the management report and particularly the information set out in Articles L. 225-100 *et seq.*, L. 232-1 II and R.225-102 *et seq.* of the French Commercial Code, as well as those disclosures required in the corporate governance report (information referred to in Article L. 225-37 *et seq.* and L.22-10-8, L. 22-10-9 and L. 22-10-10 of the French Commercial Code and contained in the specific section of the management report on corporate governance).

8

	Chapters or Sections	Pages
3 – Accounting and financial information		
Changes to the presentation of the annual financial statements or the valuation methods adopted	6.1.6 note 1 and 6.2.5 note 2	337 and 454
Amount of expenses not deductible for tax purposes	6.2.7	487
Overall amount of sumptuary expenditure and the corresponding tax (Article 223 quarter of the French General Tax Code)	6.2.7	487
General expenses added-back to taxable income, by overall amount and expense category	6.2.7	487
Net income for the fiscal year and proposed appropriation of net income	6.2.3	448
Reminder of dividend distributions during the past three fiscal years	7.3.1	503
Table of results for the past five years	6.2.7	487
4 – Information about the share capital		
Breakdown of the Company's share ownership and changes during the fiscal year	7.2	501
Employee share ownership in the Company	4.4.4.4 and 7.2.1	262 and 501
Buyback and sale of treasury shares by the Company	6.1.6 note 11.2.2 and 7.1.3.1 to 7.1.3.3	416 and 493 to 494
Details of potential adjustments to securities granting access to share capital in the event of share buybacks or financial transactions	7.1.3.4	494
Name of controlled companies holding shares in the Company and the percentage of share capital held	N/A	N/A
Transfers or disposals of shares to regularize cross-shareholdings	N/A	N/A
Information on transactions by management and closely-related persons in the Company securities	3.5.2	180
Obligation to hold free shares granted to executive corporate officers	3.2.1.7, 3.4.1.1, 3.4.3.1 and 3.4.4	131, 142, 160 and 171
5 – Statement of non-financial performance	4.7	283
6 – Other information		
Anti-competitive practices	N/A	N/A
Information on supplier and customer payment periods	6.2.7	487
Information on facilities classified as high risk: • risk prevention policy for technological accidents implemented by the Company; • ability of the Company to cover its third-party liability for property and persons resulting from the operation of such facilities; • means implemented by the Company to ensure the management of victim compensation in the event of a technological accident for which the Company is liable.	2.1.6.3 and 2.2.2.2	78 and 89
8 – Statutory Auditors		
Terms of office of Statutory Auditors	8.6	515
9 – Corporate Governance		
Governance		
List of offices and positions held in all companies by each corporate officer during the fiscal year	3.1.1.3	110
Agreements entered into between a corporate officer or shareholder holding over 10% of voting rights and a controlled company as defined by Article L. 233.3 of the French Commercial code	6.1.6 note 15	430
Summary table of current delegations of authority and powers granted to the Board of Directors by the General Shareholders' Meeting in respect of share capital increases and use of such delegations during the past fiscal year	7.1.4	496
Organization of executive management's powers	3.3.1	140
Composition of the Board of Directors and conditions of preparation and organization of Board of Directors' activities	3.1.1, 3.1.2 and 3.2	108, 121 and 122
Diversity policy for the Board of Directors, balanced representation of men/women on the committee, gender parity progress in the 10% most senior positions	3.1.1.1, 3.2.1.2 and 4.4.5.3	108, 122 and 267
Limits on the powers of Executive Management	3.3.2	140
Reference to a corporate governance code and application of the "comply or explain" rule and the location where this code can be consulted	3.2.1.1	122
Specific procedures governing the attendance of shareholders at General Shareholders' Meetings	8.1.3	507
Assessment procedure for everyday agreements entered into at arm's length and implemented	3.2.1.8	132

	Chapters or Sections	Pages
Factors likely to have an impact in the event of a public offer:		
• share capital structure of the Company;	7.1.1, 7.2.1 and 7.2.2	492, 501 and 502
• 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	N/A
• 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	501 and 502
• list of holders of any securities conferring special controlling rights and description thereof;	7.2.1 and 7.2.2	501 and 502
• control mechanisms provided in any employee share ownership system, when control rights are not exercised by this system;	3.4.3	160
• 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;	N/A	N/A
• 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	108, 508, 510 and 511
• powers of the Board of Directors, in particular regarding share issues and buybacks;	7.1.3 and 7.1.4	493 and 496
• 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	514
• agreements providing for compensation for members of the Board of Directors or employees in the event of resignation or dismissal.	3.4.2.3	159
Compensation		
Compensation policy of corporate officers and related draft resolutions	3.4.1, 3.4.2, 3.4.3 and 3.4.4.2	142, 157, 160 and 176
Compensation and benefits in kind paid in respect of duties during the fiscal year or awarded in respect of the same fiscal year; proportion relating to the fixed and variable compensation	3.4.1.1.1, 3.4.1.1.2 and 3.4.4.1	142, 145 and 171
Utilization of the possibility to request the repayment of variable compensation	N/A	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	3.4.2	157
Compensation paid or awarded by a company included in the consolidation scope	N/A	N/A
Presentation of ratios of the compensation of each executive corporate officer to the average and median compensation of Company employees Annual trends in compensation, Company performance, average compensation of Company employees and the aforementioned ratios over the past five year	3.4.1.1.2	145
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	3.4.1.1.2	145
Inclusion of the vote of the last Ordinary General Meeting on the compensation policy	N/A	N/A
Difference and derogation compared with the compensation policy implemented	N/A	N/A
Suspension of compensation, where applicable, for failure to comply with parity rules	N/A	N/A
Grant to and retention by corporate officers of free shares and/or stock options granted	3.4.3.1	160
10 – Documents to be appended to the management report and/or to be communicated to shareholders		
The special report on performance shares granted in 2020 (see Article L. 225-197-4 of the French Commercial Code) comprising the following sections:	3.4.3.1 and 3.4.3.2	160 and 168

8.10 Appendices

8.10.1 PROGRESS WITH THE INDIVIDUAL COMMITMENTS GIVEN BY VEOLIA UNDER THE ACT4NATURE INITIATIVE

Area of action	Related commitments	Objectives and indicators	Target year of attainment	Scope
Natural environment and biodiversity	1-3-5	Rate of progress with action plans aimed at improving the impact on the natural environment and biodiversity at sensitive sites and deployed at least 75% of our corresponding action plans. proforma 2019-2020	By 2023	Global
	1	Implement ecological management on 75% of sites with green spaces exceeding 1 ha. proforma 2019-2020		Global
	1-5	Zero use of phytosanitary products on 75% of our sites. proforma 2019-2020		Global
	2-8-9	Raise awareness internally or externally on the issues of protecting natural environments and biodiversity on 50% of our sites. proforma 2019-2020		Global
Climate change	1-4	Progress with the investment plan to eliminate coalin Europe by 2030 (30%).	By 2023	Europe
	1-4-5	Annual contribution to avoided emissions (new methodology) of 15 million metric tons of GHGs.		Global
	1-5	Supply the sites of our energy sector with biomass, with 98% of wood traced (94% in 2019) and 80% certified (66% in 2019).		Global
Circular economy	1-4	Increase the volume of plastics recycled in Veolia's processing plants to 610,000 metric tons (350,000 metric tons in 2019).	By 2023	Global
		Reach €6.3 billion in revenue in the circular economy (€5.2 billion in 2019).		Global
Water resources	1-5	Preserve water resources by improving the efficiency rate of drinking water systems to 75% [(1)] (72.5% in 2019).	By 2023	Global
	1-5	Carry out a diagnosis of water resources on 95% of our sites with high water stress.		Global
Research and development	3-9	Build a tool to measure the footprint on "environments and biodiversity" specific to Veolia's activities.	2020	Global
	3-9	Steer the European project MEDIPLAST on the sources and concentrations of micro-plastics in aquatic environments.	2022	Europe
Investment	1-3-9	Assess the major risks to biodiversity for 100% of projects submitted to the Group Commitment Committee (acquisition, investment, etc.).	2023	Corporate
Purchases	4	Evaluate 75% of strategic suppliers with the highest environmental impact (Ecovadis).	2023	Corporate
Business standards	3	Develop our "waste landfill" business standard by including operating recommendations that promote biodiversity.	2022	Corporate
Co-construction with our stakeholders	2-7	Involve our external stakeholders in the construction of our biodiversity commitments (Purpose: review of objectives by the Critical *Friends Committee*, IUCN French Committee, etc.).	Ongoing	Corporate

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

2020 partial results	Comments	Communication / sources
1.6%	The low roll-out rate for action plans aimed at improving the impact on the natural environment and biodiversity at sensitive sites is due to delays relating to the health crisis (completion of the footprint tool delayed until end-August).	Verified as part of the NFPS
21.9%	Provision, roll-out and progressive appropriation of new tools (ecological management charter to be integrated into contracts with our green space service providers and implemented at our sites) Sites with over 1 hectare of green space are located 50% in Europe.	Verified as part of the NFPS
18.6%	Progressive appropriation on the sites requiring changes in the practices of our green space service providers and our sites.	Verified as part of the NFPS
21.9%	Roll-out of tools designed locally by operating entities.	Verified as part of the NFPS
8.1%	The objective to eliminate the use of coal in Europe by 2030 is on track. 2020 investment focused on facilities in Germany and the Czech Republic.	Verified as part of the NFPS
12.8 million metric tons of CO_2 eq.	At the end of 2020, thanks notably to its recycling, waste recovery and waste-to energy activities, cogeneration and the production of renewable energy, Veolia is in line with the initial trajectory.	Verified as part of the NFPS
87% traced and 74% certified	The share of traced biomass decreased in 2020 due to the significant ramp-up of activities at the sites, notably in Asia, using less certified and traced resources.	Verified as part of the NFPS
391,345 metric tons	Veolia is in line with the planned trajectory. In 2020, the Group entered the plastic recycling market in Spain with the acquisition of TorrePet, a specialist in recycling food grade PET (PolyEthylene Terephthalate) plastic, and commissioned a PET recycling facility in Indonesia.	Verified as part of the NFPS
€5.2 billion	In 2020, circular economy revenue remained stable despite a fall in activity in certain business segments tied to the health crisis.	Verified as part of the NFPS
73.4%	Despite difficulties in 2020 tied to the health crisis, 2020 performance is in line with the planned improvement trajectory.	Verified as part of the NFPS
36%	This new scope of sites with high water stress represented 19.7% of Veolia water abduction in 2019. Water resource diagnoses were carried out at eight sites with high water stress.	Verified as part of the NFPS
Completed	Veolia's biodiversity footprint methodology developed specifically for its activities was completed in 2020. The project team joined with Veolia's Research and Development teams, the 2Ei internal research center, Veolia Eau Ile de France, the ECOSPHERE research office and the IUCN French Committee.	
In progress	The objectives of the MEDIPLAST project are to identify the sources and concentrations of micro and nano-plastics in the sea and assess processes for the retention and reduction of plastics in water treatment systems. In 2020, the sampling strategy was reviewed (improved micro and nano-particle quantification techniques).	https://www.fondation.veolia.com/fr/microplastiques-les-equipes-de-la-fondation-tara-ocean-et-veolia-collaborent
Action planned	Implementation not scheduled in 2020.	
Action planned	Implementation not scheduled in 2020.	
Action planned	Implementation not scheduled in 2020.	
Ongoing	Support from *Critical Friends* and the IUCN in the choice and definition of the Group's biodiversity objectives. Support from the IUCN French Committee in drafting the Group's biodiversity strategy and its individual commitments to Act4Nature International.	

Link to Veolia's individual commitments to Act4Nature International: http://www.act4nature.com/wp-content/uploads/2020/10/VEOLIA-VF.pdf

2021
FINANCIAL REPORTING SCHEDULE

February 25
2020 Annual Result

April 22
General Shareholders' Meeting

May 5
Key figures for the period ending March 31, 2021

July 29
2021 First Half Results

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Resourcing the world

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