

THE ESSENTIALS 2020 — 2021

THE BENCHMARK COMPANY
FOR THE

ECOLOGICAL TRANSFORMATION



VEOLIA, THE BENCHMARK COMPANY FOR THE ECOLOGICAL TRANSFORMATION

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COMPANY FOR
THE ECOLOGICAL
TRANSFORMATION**

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What stands out from 2020 – disrupted by the coronavirus pandemic and the economic crisis – is the very strong resilience of our Group and its tremendous capacity to bounce back. This is due in particular to the nature of our businesses, which are an essential part of day-to-day life, the exceptional mobilization of our employees, and the good sectoral and geographic distribution of our activities.

Despite the pandemic and its consequences, the ecological emergency is still with us. This is why our Impact 2023 strategic plan is still relevant, as is the ambition on which it is based – to become the benchmark company for the ecological transformation. And this is all the more true as in various countries it will benefit from economic recovery plans, large parts of which will be devoted to the environment. Our Impact 2023 plan will enable our company to strengthen its positions in the most buoyant markets, such as energy efficiency in buildings, plastics recycling and industrial waste treatment. Through this plan and as its purpose states, Veolia is seeking to have more impact on all its stakeholders. The plan therefore includes a system of 18 indicators that measure our company's multifaceted performance for its stakeholders.

To further increase its impact, Veolia has embarked on a major project to merge with Suez. A significant strategic operation, it gives us the historic opportunity to build a global champion of ecological transformation. This industrial project offers a far-reaching response to this century's environmental challenges. Indeed, the exceptional entity we will form will give us more resources in terms of talent, know-how, geographic platforms, research and development, and investment capacity, so that the vital ecological transformation that the world so badly needs can become a reality more quickly.

Antoine Frérot, Veolia Chairman and CEO

OUR 3 BUSINESSES



WATER

WASTE

ENERGY



95

MILLION PEOPLE SUPPLIED WITH SAFE DRINKING WATER

62

MILLION PEOPLE CONNECTED TO WASTEWATER SYSTEMS

3,362

DRINKING WATER PRODUCTION PLANTS MANAGED

2,737

WASTEWATER TREATMENT PLANTS MANAGED



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



43

MILLION MWH PRODUCED

45,806

THERMAL INSTALLATIONS MANAGED

2,137

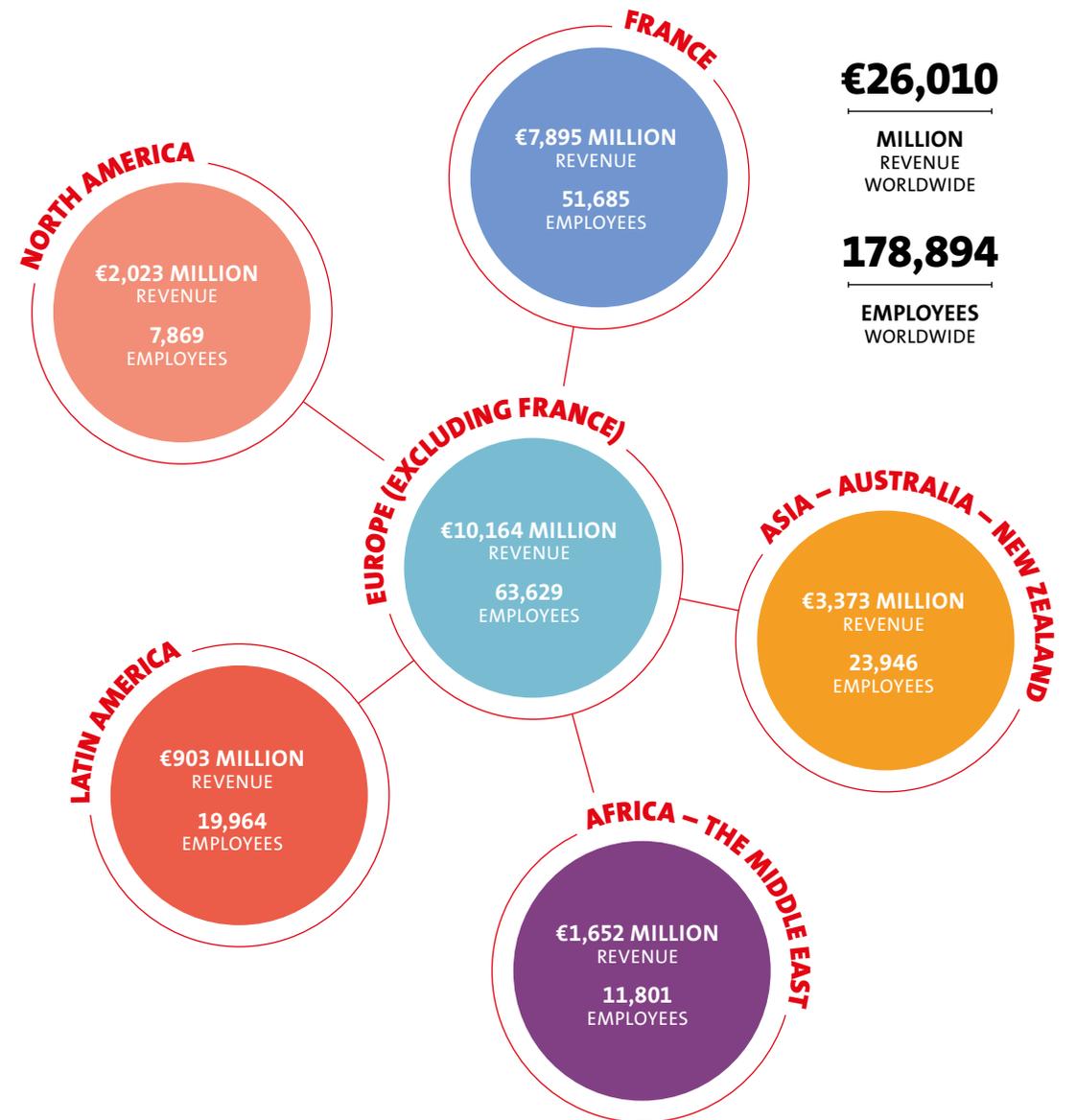
INDUSTRIAL SITES MANAGED

611

HEATING AND COOLING NETWORKS MANAGED

OUR WORLDWIDE PRESENCE

PRESENCE





THE PURPOSE AND MULTIFACETED PERFORMANCE

Veolia's core purpose, established and designed for the long term, is expressed in the Impact 2023 strategic plan, which is conducted to meet the challenges of multifaceted performance

THE PURPOSE

OUR COMPASS

As a powerful driver for recovery and transformation, Veolia's commitment to multifaceted performance aims to strike a new balance between economic, social and environmental considerations.



- 1. Our stakeholders
- 2. Our performance
- 3. Our commitments
- 4. Our goals

OBJECTIVES AND ASSOCIATED INDICATORS	2019 BASELINE	2020 RESULTS	2023 TARGET
Economic and financial performance			
<ul style="list-style-type: none"> ● Revenue growth Annual growth in published revenue ● Profitability of activities Current net income – Group share ● Return on capital employed Post-tax ROCE (with IFRS 16) ● Investment capacity Free cash flow (before discretionary investment) 	<p>€27.2 billion</p> <p>€760 million</p> <p>8.4%</p> <p>€1,230 million</p>	<p>€26.0 billion</p> <p>€415 million</p> <p>6.4%</p> <p>€942 million</p>	<p>Annual target</p> <p>€1 billion</p> <p>Annual target</p> <p>Annual target</p>
Human resources performance			
<ul style="list-style-type: none"> ● Employee commitment Commitment rate of employees measured by an independent survey ● Workplace safety Lost time injury frequency rate ● Employee training and employability Average number of training hours per employee per year ● Diversity Proportion of women appointed between 2020 and 2023 among the Group's Top 500 executives 	<p>84%</p> <p>8.12</p> <p>18 h</p> <p>Not applicable</p>	<p>87%</p> <p>6.6</p> <p>17 h</p> <p>28.3%</p>	<p>≥ 80%</p> <p>5</p> <p>23 h</p> <p>50%</p>
Environmental performance			
<ul style="list-style-type: none"> ● Combating climate change <ul style="list-style-type: none"> • Reduction in GHG emissions: progress with the investment plan to eliminate coal in Europe by 2030 • Avoided emissions: annual contribution to avoided GHG emissions (assessed with regard to a reference scenario) ● Circular economy: plastic recycling Volume of transformed plastic, in metric tons of products leaving plastic transformation plants ● Protecting natural environments and biodiversity Rate of progress with action plans aimed at improving the impact on the natural environment and biodiversity at sensitive sites ● Sustainable management of water resources Efficiency of drinking water networks⁽²⁾ (volume of drinking water consumed/volume of drinking water produced) 	<p>Not applicable</p> <p>12 million metric tons of CO₂ eq.</p> <p>350 thousand metric tons</p> <p>Not applicable</p> <p>72.5%</p>	<p>8.1% of total achieved investment</p> <p>12.8 million metric tons of CO₂ eq.</p> <p>391 thousand metric tons</p> <p>1.6%</p> <p>73.4%</p>	<p>30% of investment to be achieved⁽¹⁾</p> <p>15 million metric tons of CO₂ eq.</p> <p>610 thousand metric tons</p> <p>75%</p> <p>> 75%</p>
Customer satisfaction performance			
<ul style="list-style-type: none"> ● Customer and consumer satisfaction Customer satisfaction rate calculated using the Net Promoter Score methodology ● Development of innovative solutions Number of innovations included in at least 10 contracts signed by the Group ● Hazardous waste treatment and recovery Consolidated revenue of the "Liquid and hazardous waste treatment and recovery" segment 	<p>Not applicable</p> <p>Not applicable</p> <p>€2.56 billion</p>	<p>NPS = 41 with 57% of the revenue covered</p> <p>2</p> <p>€2.53 billion</p>	<p>NPS = 30 with 75% of the revenue covered</p> <p>12</p> <p>> €4 billion</p>
Social performance			
<ul style="list-style-type: none"> ● Job and wealth creation in the regions 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 ● Ethics and compliance Percentage of positive answers to the commitment survey question "Are Veolia's values and ethics applied in my entity?" ● Access to essential services (water and sanitation) Number of inhabitants benefiting from inclusive solutions to access water or sanitation services under Veolia contracts 	<p>Not applicable</p> <p>92% of Top 5,000</p> <p>5.78 million inhabitants</p>	<p>1,105,388 jobs supported and €51 billion of added value created</p> <p>95% of Top 5,000</p> <p>6.12 million inhabitants (+7%)</p>	<p>Annual assessment from 2020 of Veolia's impact in 45 countries</p> <p>≥ 80% on all respondents</p> <p>+ 12% at constant scope</p>

(1) The cumulative amount since 2019 of investments in new forms of energy to eliminate coal in Europe by 2030 has been estimated at €1.2 billion.

(2) For networks serving over 50,000 inhabitants. At constant perimeter.

2020, FIRST YEAR OF THE IMPACT 2023 STRATEGIC PLAN



More impact for the planet

Means reducing the consumption of natural resources and the amount of pollution produced

Veolia has stepped up its commitment to the planet by aligning its strategic vision and operational drivers. Asked by its investors to comply with the objectives of the Paris Agreement, Veolia uses scenarios created on the basis of climate change trajectories drawn up by the IPCC. It maps the risks by integrating the low-carbon sections of the various Covid-19 recovery plans. Veolia is renewing its Act for Nature commitment to protect biodiversity with action plans in seven high-stake countries. An e-learning module “Acting for the Planet” provides ecological transformation training for teams, customers and suppliers. The Group’s performance has been recognized by the World and Europe DJSI, the FTSE4Good and Euronext Low Carbon Europe 100, the CDP Climate Change, etc.



More impact on the territories

Means making them attractive and sustainable

Veolia’s direct and indirect socio-economic footprint in the territories is much larger than just its activities. This is why the regions are demanding that an increasing proportion of Veolia’s added value should contribute to local development (purchases, jobs, taxation, etc.). The Group’s Local Footprint®, measured in 51 countries, evaluates return on investment for its partners (investors, local authorities, etc.) through CSR reporting (ISO 26000, Global Reporting Initiative). Worldwide, Veolia has supported 1.1 million jobs (full-time equivalent) and helped create €51 billion in GDP – 30% directly, 26% for suppliers, 31% for households and 13% through taxation.



More impact on employees

Means broadening their skills and their career development opportunities

Veolia is involving its employees in the ecological transformation and preparing to integrate the next generation. **Listening to engage:** 57,500 employees took part in the Voice of Resourcers engagement survey. Their engagement rate, one of the indicators in our purpose, is 87% (+3% compared to 2019). 90% praised the Group’s management of the Covid crisis. **Training to transform:** training programs were digitalized during the health crisis. Latin America led a global training approach via digital technology. **Reinforcing a culture of diversity:** the WEDO internal network with 3,100 members in 25 countries is developing a culture of diversity and increasing the number of women in management; and Women in Leadership offers remote coaching for women managers. **Preparing for tomorrow:** the Veolia Student Solidarity Award supports the engagement of new generations; the 100% digital Veolia Summer School 2020 brought together 51 students from 23 countries; Veolia welcomed 2,000 work-study students in France, and particularly the most vulnerable during the health crisis, compared with 1,800 in 2019.



More impact for customers

Means improving their performance and reducing their costs

In a difficult environment, Veolia has strengthened its local relationships with customers. The company uses the Net Promoter Score to identify the expectations of 300,000 customers and 10 million consumers worldwide. This forum enables Veolia to respond to their criticisms and reasons for satisfaction. At the request of UK customers during the health crisis, Veolia set up Customer Hubs giving them access to online performance indicators.



SOLUTIONS DRIVING THE ECOLOGICAL TRANSITION

Veolia puts its expertise at the service of industry and local authorities to improve their performance and reduce their environmental footprint

ACCESS TO WATER AND SANITATION



ROMANIA
700 km of water and wastewater networks

Bucharest, with a population of 2 million, has selected Veolia to modernize and expand its water and wastewater network, extending the contract until 2037. The project involves the construction of 700 km of networks covering more than 1,900 streets in the city. Residents will benefit from a fixed rate for water and wastewater services.

IVORY COAST
Drinking water for the Bouaké metropolitan area

With more than 1.5 million inhabitants, the Bouaké metropolitan area has to meet a growing demand for drinking water as well as securing a sustainable supply. It has awarded Veolia, together with the PFO group, a contract to build a water treatment plant (2,500 m³/h), a pumping station and rehabilitate the existing water plant with commissioning scheduled

for April 2022. In 2018, the city experienced an acute crisis when its main source of supply, the La Loka dam lake, dried up.



FRANCE
New sanitation services with the acquisition of Osis

In 2020, Veolia acquired the Suez subsidiary RV OSIS, which specializes in maintaining wastewater systems and infrastructure, and on-site industrial services. The Group has thus added new wastewater and liquid waste collection, industrial cleaning and building hygiene services to its range of high value-added services for its public, commercial and industrial customers throughout France.



SOUTH KOREA
Industrial water from petrochemicals

Veolia has renewed two major contracts in the petrochemicals sector. The first is a 20-year contract on a SEETEC site to treat and produce demineralized water, drinking water and cooling tower water. The second is a 15-year contract with Kumho Petrochemical to manage the water supply and cooling water facilities for its rubber and resin plants in Yeosu and Ulsan.



TECHNOLOGIES, STRUCTURES AND WATER TREATMENT NETWORKS

JAPAN
Digitization of the Hiroshima wastewater treatment plant

Hiroshima has renewed its 4-year operating and maintenance contract with Veolia relating to its 310,000 m³ per day wastewater treatment plant, Hiroshima Seibu. Veolia will improve the performance of the plant, which it has been managing since 2006, with its Aquavista solutions for digitalizing the water quality control processes.



FRANCE
Detecting SARS-CoV-2 in wastewater

Anticipating pandemic trends has become a major challenge for the territories. Veolia has therefore developed two services to combat the spread of the virus. In November 2020, Vigie Covid-19 enabled public authorities to detect the SARS-CoV-2 coronavirus in wastewater. Traces of the virus taken from wastewater treatment

plants are measured using the PCR (Polymerase Chain Reaction) method. In early 2021 and in collaboration with the CNRS and the Université de la Côte d'Azur, Veolia is launching Vigie Covid-19 Plus to track and quantify SARS-CoV-2 variants in wastewater.

SOLID WASTE

RECYCLING AND RECOVERY



UNITED STATES
Second life for wind turbine blades, a first in the USA

GE Renewable Energy has signed an agreement with Veolia to recycle its wind turbine blades and give them a second life in cement manufacturing – a first in the country's wind industry. The fiberglass blades are shredded at a Veolia plant in Missouri and processed with a solution that has already proved itself in Europe. 90% of the blades are reused

– 65% as raw material and 28% as energy. This results in a 27% reduction in CO₂ emissions. Recycling one blade avoids the consumption of 5 metric tons of coal, 2.7 metric tons of silica, 1.9 metric tons of limestone and 1 metric tons of mineral materials. GE Renewable Energy is thus reducing its environmental impact by targeting carbon neutrality.

WORLD
Reducing Sanofi's global environmental footprint

Sanofi approached Veolia to manage all its site waste in line with its Planet Mobilization strategy aimed at improving its environmental footprint. Veolia built a Greenboard to monitor and improve the performance of Sanofi's sites in the United States, Singapore, Mexico and France. With 11 KPIs aligned with the client's priorities, the Greenboard uses and manages information by integrating HSE (health, safety and environment) aspects, such as training and reporting. Veolia is thus contributing to the success of the pharmaceutical group's environmental goals.

FRANCE
Recycled plastic for 3D printing

Plastics are the main raw material for today's 3D printers. To make these plastics more sustainable, Veolia and Francofil are making filaments from recycled plastics such as polypropylene and coloured ABS. A key technology for Industry 4.0, 3D printing is used in many sectors for the automotive, electronics, aeronautics, biomedical and architectural industries.



UNITED STATES
Liquid and solid hazardous waste

Veolia has taken over the hazardous waste treatment site of Alcoa USA Corporation, a US-based aluminium production specialist. Located in Gum Springs, Arkansas, the site covers 5 km² and employs 73 people to treat hazardous waste from the aluminium smelting process ("spent pot lining") for North American foundries. Veolia will expand the type and volume of waste handled at the facility to include all categories of liquid and solid hazardous waste produced by its North American customers.

TREATMENT

AND RECOVERY OF LIQUID AND HAZARDOUS WASTE

GERMANY
Pfizer rinsing water

Pfizer has entrusted Veolia to build and operate a unit to treat rinse water from production at its Freiburg site, Germany. The installation will avoid transport of over 3,000 m³ of waste per year, thereby reducing Pfizer's carbon footprint by 460 metric tons of CO₂ each year. Furthermore, Pfizer has signed a multiyear master service agreement with Veolia for the operation and maintenance of selected pharmaceutical production sites in Ireland and Germany.

HONG KONG
The most complex hazardous waste treatment facility in Asia

Veolia manages the Hong Kong Chemical Waste Treatment Center (CWTC), the only facility authorized by the government to receive and treat chemical waste in compliance with international environmental standards (ISO 55000 and ISO 31000). This facility, the most comprehensive and sophisticated in Asia, treats mercury waste

(equivalent to 3.5 million lamps), 100,000 metric tons of chemical waste, 3,700 metric tons of clinical waste and recovers 52,250 MWh of energy per year. The 15-year contract includes a new incineration line, sterilization of clinical waste and discharge of gas cylinders.



LOCAL ENERGY LOOPS

UNITED KINGDOM
Green electricity for the county of Norfolk

Veolia supplies 110,000 homes in Norfolk (east coast of England) with green electricity generated by the recovery of 180,000 metric tons of household waste annually. The aim is to reduce carbon emissions and achieve zero waste to landfill in Norfolk. The contract also includes recycling metals and aggregates recovered during the process.



CZECH REPUBLIC
The country's largest heating network

Veolia, which already operates the Prague Left Bank district heating network, has

strengthened its presence in the Czech capital with the operation of the Prague Right Bank network by taking over the Pražská Teplárenská company. 600 people operate the 550 kilometres of the country's largest heating network to supply heat to 230,000 homes, municipal facilities and commercial premises. Prague city council has been a shareholder in PVK, a Veolia subsidiary, for more than 20 years.



HUNGARY
Three cogeneration plants in Budapest

With the acquisition of three gas-fired cogeneration plants, Veolia is supplying heat to Budapest's district heating network while at the same time producing electricity for the city's power grid. For the 3 plants: 765 MWh of heat supplied per year to 142,000 households and 4,400 other users, with a total installed electrical capacity of 400 MWe.

BUILDING ENERGY SERVICES

FINLAND
Trigeneration for BASF

Veolia will build and operate a trigeneration plant to supply steam, water and pressurized air to BASF's future lithium-ion electric vehicle battery production plant in Harjavalta. By replacing fossil fuels, energy recovered from other industries in the Harjavalta industrial park and a new power plant will minimize the site's environmental footprint.



BELGIUM
Erasmus hospital reduces its environmental footprint

Under the energy performance project with the 1,000-bed Erasmus university hospital in Brussels, Veolia installed a new 1.5 MW cogeneration plant that will enable the hospital to reduce its environmental footprint. Thanks to Veolia, over the past 8 years the Erasmus university hospital has not only cut its emissions by 7,500 metric tons of CO₂ per year but also already reduced its energy bill by 18%.



ITALY
Energy services in Taranto

The city of Taranto in Puglia has awarded Veolia a contract to manage energy services in 67 schools. The contract includes maintenance of electrical and thermal installations, heating, air conditioning, electricity, water and fire systems. The facilities will be modernized to optimize energy efficiency, with the goal of avoiding 4,933 metric

tons of CO₂ per year – equivalent to the absorption capacity of 822 hectares of forest.



ON-SITE SERVICES

TO INDUSTRY

ENHANCED INNOVATION

To meet ecological transformation challenges, Veolia has chosen to strengthen its innovation in six areas: reduce the consequences of climate change; preserve natural resources; develop environmentally friendly agricultural practices; reduce the impact of pollution on health; provide access to low-carbon energy; and optimize natural resource management through digital technology and artificial intelligence.

COLOMBIA

Recycling waste from 26 Coca-Cola Femsa sites

For Coca-Cola Femsa, Veolia manages recycling and waste-to-energy operations at seven bottling plants and 19 distribution centres across the country. Especially for the world's largest bottler of Coca-Cola products and the leading supplier of beverages in Latin America, Veolia has deployed a solution that recycles the materials from the production process (paper, wood, glass and steel) to make new products: toilet paper, wooden pallets, glass and profiled steel. A trigeneration unit will ensure energy self-sufficiency for the Barranquilla plant's processes.



CHINA

Cleaner steel production

China's largest steel producer, Tangshan Industry Trade, has renewed its confidence in Veolia to treat its industrial water and reduce its environmental impact. A subsidiary of the HBIS Group, one of China's largest steelmakers, Tangshan Industry Trade will increase its production capacity with new facilities using phenol-cyanide and cooling circuits. Veolia is working with Tangshan Industry Trade to meet discharge levels required by local regulations and increasingly stringent environmental standards.

MEXICO

Industrial water from the Salina Cruz refinery

The Ingeniero Antonio Dovali Jaime refinery in Salina Cruz entrusted Veolia with monitoring its industrial water and its PTA (purified terephthalic acid) content. Following refinery maintenance operations, Veolia ensured the continuity of the process by delivering 2 mobile filtration units and 5 reverse osmosis systems to the site.



JAPAN

Chemical effluent treatment

In the area devastated by the 2011 Fukushima earthquake in eastern Japan, Veolia is helping to build a new 10,000-metric-ton-per-year lithium hydroxide (LiOH) production plant for Toyotsu Lithium, a joint venture between Toyota Tsusho and Orocobre, a global producer of lithium chemicals.



Circular economy for electric vehicle batteries (Europe)

Groupe Renault, Veolia and Solvay have teamed up to create a circular economy for electric vehicle battery materials in Europe. Groupe Renault brings its experience in the circular economy and battery life cycle management. Solvay, its experience in chemistry and metals extraction, and Veolia its 10 years of experience in dismantling and recycling lithium-ion batteries via a hydrometallurgical process. In a closed circuit, strategic materials will be extracted and transformed into high purity materials to be reused in new batteries.

Carbon capture and storage (India)

Veolia and Carbon Clean, a leader in CO₂ capture and separation, have created a joint venture to decarbonize industrial processes at scale. The Tamil Nadu coal-fired power plant is the first in the world to convert its 60,000 metric tons of CO₂ emissions per year into soda ash to make glass. The cost of this decarbonization is 30 dollars per metric ton of CO₂ – half the cost of other solutions.

Reverse auction blockchain platform (China)

In the midst of the health crisis, Veolia launched a blockchain-based reverse auction platform dedicated to calls for tenders. This innovation has made online tenders sustainable by avoiding any risk of transaction disruption. Blockchain (data encrypted and verified at regular intervals by blocks forming a chain) combines security, traceability and lower costs.

The highest production of green gas from waste storage in Europe (France)

Veolia and Waga Energy have signed a partnership agreement

to build a WAGABOX® that will recover biomethane from landfill waste and supply 20,000 homes in the Paris region with renewable gas for 15 years. Result: 120 GWh per year of 98% pure biomethane obtained by filtration and cryogenic distillation, equivalent to 25,000 metric tons of CO₂ avoided per year.

When waste becomes animal feed protein (Malaysia)

The first Entofood plant, a French start-up supported by Veolia, has gone live. This new facility produces oil, protein-rich meals and fertilizers thanks to fly larvae (*Hermetia illucens*) feeding on organic waste.

Digital transformation, a pivotal innovation tool (World)

Veolia's digital transformation is one factor in optimizing its operational performance. It improves customer relations. Digital technology permeates all Veolia's strategic segments. It creates more value for customers by saving natural resources. It is an "augmented Veolia to go one step further".

VEOLIA MOBILIZING AND SHOWING SOLIDARITY

DURING THE COVID-19 CRISIS

Across the world, the Covid-19 pandemic has more than ever highlighted the essential nature of the services Veolia provides day in and day out to meet people's basic needs for water, energy and waste treatment. Right at the start of the epidemic, Veolia activated its continuity plan, country by country and business by business. The aim was to guarantee the continuity and quality of its services and the safety of its employees.

Meeting basic needs

CHINA : transforming the telephone operator network into a hotline for solving customers' problems remotely.

CAMEROON, Bangangté: a program to facilitate access to water, improve hospital equipment and support healthcare workers, support farmers, provide food baskets and offer unemployed young people work in soap making.

FRANCE: address the emergency by treating more than 60% of the volume of waste from hospitals in the Grand Ouest and Île-de-France regions. And provide 55 individual housing units at Campus Veolia in Lyon for vulnerable groups of people.

Securing access to water

BANGLADESH : providing quality water to 4,000 people to apply social distancing measures.

ECUADOR: 150,000 families benefited from 3,000 m³ of free water per day and 1,500 food baskets were distributed by Veolia to the poorest families in Guayaquil.

COLOMBIA: distributing 5,000 m³ of drinking water free of charge in hard-to-reach residential areas.



Supporting hospitals and health measures

HONG KONG : increasing the capacity of the negative pressure isolation rooms at Princess Margaret Hospital, to protect non-Covid-19 patients and healthcare personnel from infection.

ITALY: mobilizing 3,000 employees to help open new beds in hospitals in Lombardy, Friuli and Campania.

HUNGARY: donating medical equipment (infusion pumps, bronchoscopy and electrocardiogram equipment) for 400 patients to the Szegeged clinic.

CZECH REPUBLIC: distributing lunches to the elderly and to hospitals in Prague. Donating 15,000 protective equipment items and producing 4,500 hand-sewn protective masks.

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Resourcing the world

Veolia

30, rue Madeleine-Vionnet - 93300 Aubervilliers - France

Tel.: +33 (0)1 85 57 70 00

www.veolia.com