



Dear employee shareholders,

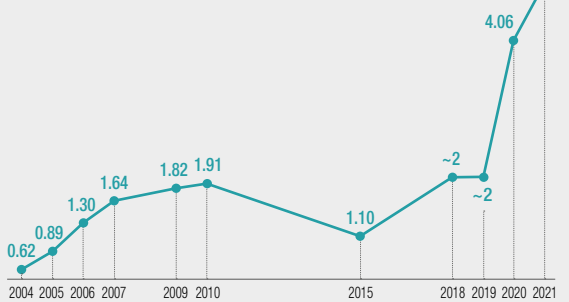
## Between March 4<sup>th</sup> and 14<sup>th</sup>

elections will be held to elect the employee shareholder representative who will sit on the Group Board of Directors in accordance with the Action Plan for Business Growth and Transformation of May 22<sup>nd</sup>, 2019 - the Pacte Law.

Today, as employee shareholders

- we own nearly **5%** of Group equity capital; a level five times higher than in 2015
- we are **2<sup>nd</sup>** largest shareholder in the Group

% of equity capital owned by employees (exc. UK)



## AAVE introduces its candidate for election as the employee shareholder representative on the Group Board of Directors.

### WHY?

**To defend and promote your interests as employee shareholders and take forward the initiatives of AAVE.**

AAVE is a French non-profit association independent of all political or trade union organizations and administered by an elected Board of Directors. Ever since its creation, it has actively represented employee shareholders in the Group's decision-making bodies.

By building on the success of our previous mandate and ability to influence strategic choices of the Group to offer regular, secured and levered shareholding plans, we intend to continue our initiatives to promote and effectively represent shareholding in the company for the benefit of employees.

### WITH WHAT COMMITMENTS?

- 1 To target a 10% share of equity capital for employee shareholders**  
by pursuing our strategy to ensure that in the medium term, employees hold 10% of the company's equity capital, and become the Group's largest and most influential shareholder. ■ **NICOLAS GERMOND, PRESIDENT**
- 2 To be your voice**  
in the decision-making bodies of Veolia and be a stakeholder contributor to the strategic choices made by the Group, especially when voting on resolutions at shareholder meetings. ■ **ANNE-CATHERINE PELISSIER, MANAGEMENT BOARD MEMBER**
- 3 To promote a persuasive, regular and secure policy of employee share ownership**  
by bringing forward new ways of rewarding shareholders who retain their shares for the long term, such as higher dividends or - as is already the case - double voting rights for all loyal shareholders, which employee shareholders are a prime example. ■ **NICOLAS RENARD, MANAGEMENT BOARD MEMBER**
- 4 To work with you and support you with regular information**  
about the various profit-sharing techniques available to optimize the savings you have invested in the Group, depending on your own plans and finances. ■ **THIERRY PAGNIEZ, MANAGEMENT BOARD MEMBER**
- 5 To unpack and analyze the latest news from the Group**  
through the lens of employee share ownership, and adopt a position on the basis of our analysis. ■ **JEAN-BAPTISTE DUCHATEAU, MANAGEMENT BOARD MEMBER**

### WHO ARE THE CANDIDATES?

#### Our AAVE candidate

#### Agata MAZUREK-BAK

Human Resources Director for the Central & Continental Europe and Veolia Poland



Agata Mazurek-Bak joined the Group in 2005 with a background in finance and audit (as a statutory auditor), and substantial experience in human resources and operational optimization.

Fluent in Polish, English and French, Agata plays an active role in the French Chamber of Commerce & Industry in Poland, as well as in organizations that support the ecological transition and gender equality in business.

#### Why stand for appointment to the Group Board as a member of AAVE?

*"Because I'm committed to aligning the interests of employees and shareholders as closely as possible, and contributing to sustainable growth through my understanding of Veolia, its core businesses, the mechanisms of value creation and the importance of diversity. I want to promote employee share ownership as a tool for motivating our people and retaining our most talented individuals. I also want to contribute the international perspective of employee shareholders from high-growth countries, as well as that of parents, for whom the ecological transformation is a duty owed to future generations."*

#### Our AAVE deputy candidate

#### Romain ASCIONE

Regional Director for the South of France (PACA) at Veolia RVD



Originally trained as an engineer, Romain Ascione joined the Water Division of the Veolia Group in 2009, and successfully filled a succession of operational roles in the regions of France. He joined Veolia Recycling and Waste Management (RVD) in 2020 as its Regional Director for the South of France (PACA).

#### Why stand for appointment to the Group Board as a member of AAVE?

*"My career in small businesses, midsize companies and corporate groups, and the operational experience I've gained with Veolia over the past 12 years, have given me a detailed understanding of the practical aspects of the ecological transition and, perhaps more importantly, the visions and expectations our customers have of it. The Veolia Group is able to meet those expectations, and I want to work within AAVE to generate greater interest in employee savings and promote an attractive, regular and secure policy of employee share ownership."*

**So to increase the influence of employee shareholders in the governance bodies of the Group, please support our AAVE candidate and her deputy.**

The combined operational and central services experience of our candidates in France and abroad genuinely reflects the diversity of our employee shareholders.

AAVE – THE VEOLIA EMPLOYEE SHAREHOLDERS ASSOCIATION – Your Management Board Members

[aave.veolia.com](http://aave.veolia.com)