

“Value begins with a change of mindset: instead of considering pollution a nuisance, Veolia Water views it as a resource from which value can be extracted.”

Interview with Jean-Michel Herrewyn

Head of the Water Division, Chief Executive Officer of Veolia Water



Veolia Water has redefined its business by integrating the concepts of Service, Value and Responsibility. Is this new SVR approach well adapted to the current economic environment?

Jean-Michel Herrewyn: SVR is becoming a natural, intrinsic reflex for how we think about our business and how we present our offer. It is a frame of reference that enables us to respond effectively to our clients' priorities, including: the need for cost-effective, high-quality services; the ability to constantly find new ways of creating value in a highly-competitive economic environment; and the ability to demonstrate that we are responding to stakeholder expectations by making responsible decisions to ensure a sustainable future. These three elements enable us to maximize benefits for our clients. In this challenging economic environment, more than ever, SVR provides a relevant framework for our offer.

Is your business model evolving?

JMH: In the municipal market, we continue to invest in the infrastructure of the water networks we operate. We also are seeing increased demand from clients for our service expertise. In these situations, it is our capacity to optimize management of assets and improve operational efficiency and customer services that is our added value. Our contract with the City of Winnipeg, Canada, to design, build and operate the city's wastewater and sludge treatment plants is just one example. Likewise, in New York, the City's Department of Environmental Protection called on our expertise in its effort to provide residents with better water and wastewater treatment services. We will be working with them to recommend measures to increase productivity and improve reliability while reducing costs.

Part of our compensation is linked to the recurrent savings achieved. These and other new opportunities reflect the exceptional strengths of our technologies, our network optimization capabilities and our service expertise.

What are your overall prospects for the coming year?

JMH: We will continue to develop in France, Eastern Europe, the US, India and China. In 2011, we took a number of actions to refocus our expertise and core technical competencies on the most promising markets, laying the foundations for future growth. With our ability to adapt, to innovate and to deliver industry-leading performance, we should see the first results from the implementation of our strategy in 2012. •

€12.6 bn

revenue

Revenue breakdown by geographic area

