

SUSTAINABLE WATER MANAGEMENT IN A *Changing Climate*

13th BALKANS JOINT CONFERENCE
AND EXHIBITION



11-12-13 NOVEMBER 2025
DURRËS, ALBANIA

Financial sustainability and PPP models for water utilities in the Balkans

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Durres, 12th November 2025



Who we are

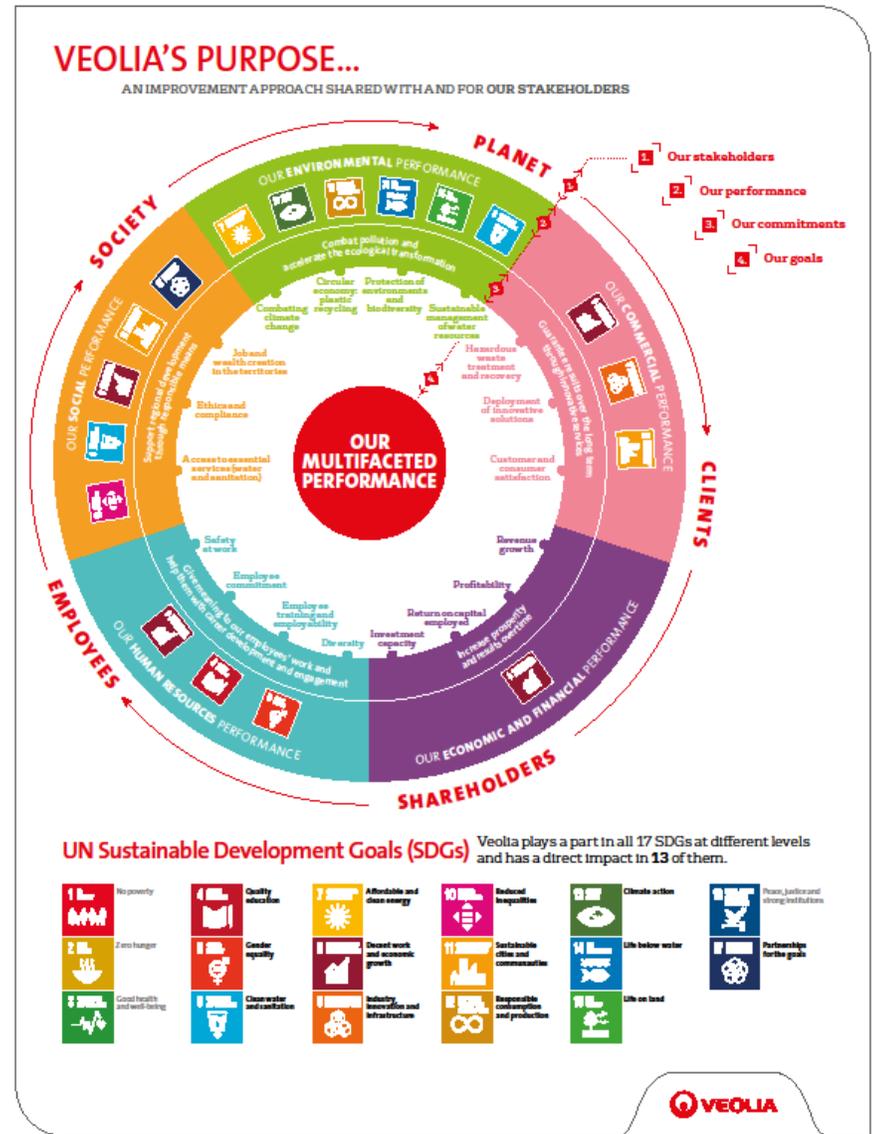
Veolia provides water, waste and energy management solutions to facilitate access to essential services and natural resources, and efficiently conserve, use and recycle those natural resources.



Our mission is to resource the world

Improvement of our environmental footprint and that of our customers is central to our business and its economic model.

ECOLOGICAL TRANSFORMATION IS OUR PURPOSE



CEE Zone operation at a glance



ACCESS TO WATER & SANITATION

946 WTP/WWTP plants
20,3 million people served
57,612 km water/sewage networks
Sales **557 million m³** drinking water



LOCAL LOOPS OF ENERGY

2,348 thermal plants
5,775 km district heating networks
22,9 million MWh heat/cold produced
5,7 million MWh electricity produced
Sales **20,8 million MWh** heat/cold/electricity



SOLID WASTE TREATMENT, RECYCLING & VALORIZATION



WATER TECHNOLOGIES, TREATMENT PLANTS & NETWORKS

In **6 countries**

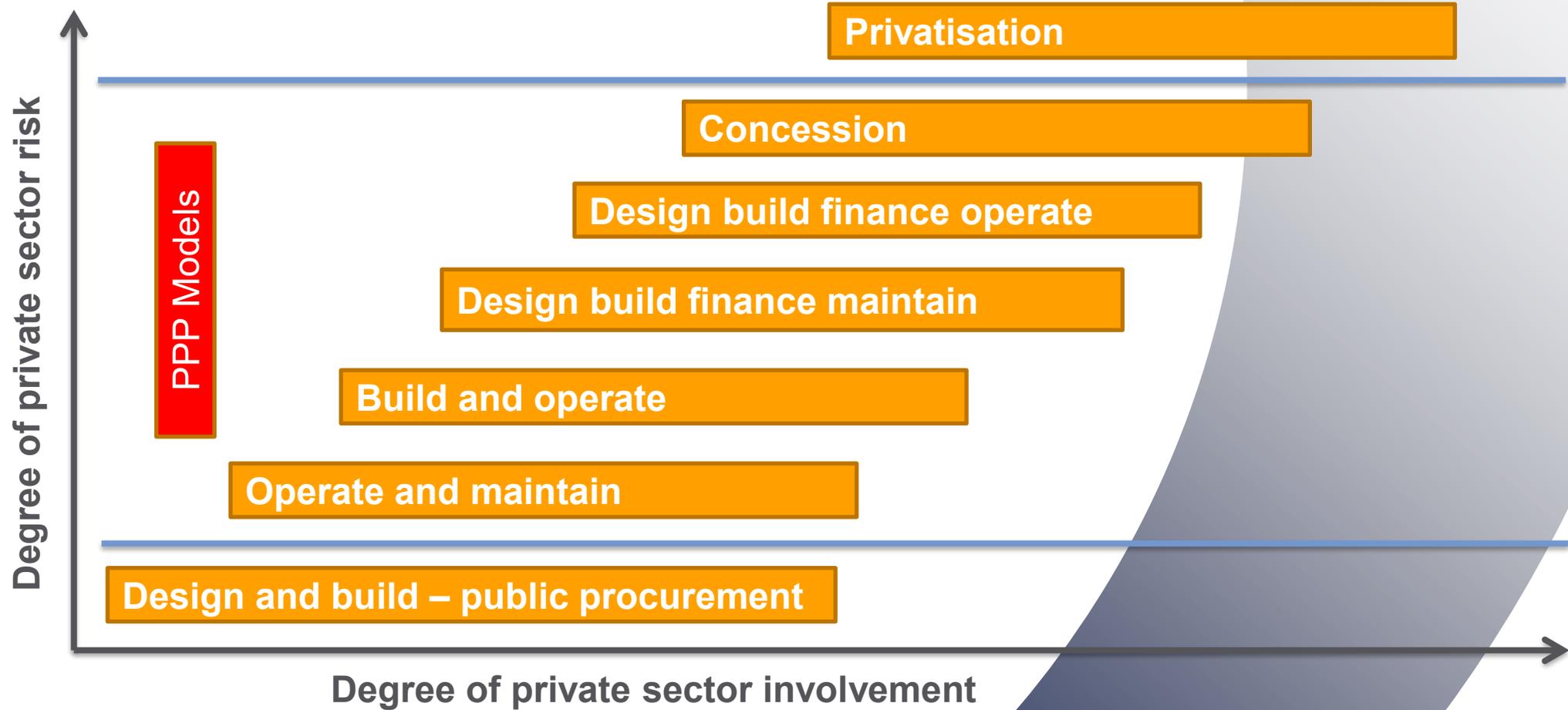
ON-SITE SERVICES TO INDUSTRIAL CLIENTS

1,047 Industrial sites



Public Private Partnerships

Contractual models



The Concession Contract

Key aspects

Output based specification

Contracting authority defines the services required
Scope of the works to deliver the service lies with the private sector

Long-term contractual arrangements

The contract can be in the range of 20 - 30 years

Value for money

Cost measured against conventional procurement
Life-cycle costs and quality are combined to gauge value for money

Transfer of risk

Transfer of design and construction risk
Risk of ownership transferred to the private sector

Market competition

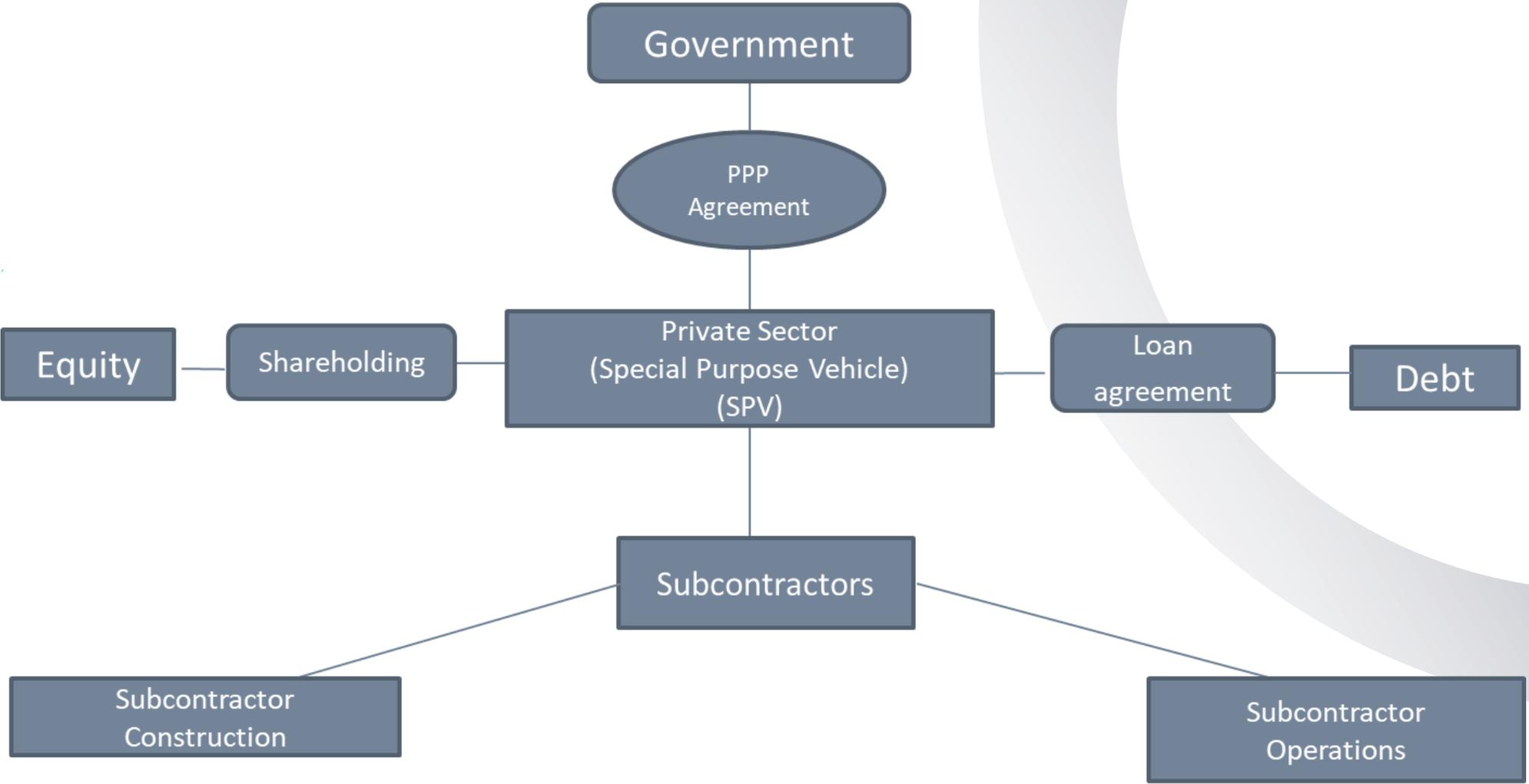
Competition is the driver for best value for the citizens
Public sector receives access to innovation

Life-cycle costing

Long-term responsibility for operation and maintenance
Focus on cost efficiency

Typical contractual model

Main stakeholders



Apa Nova București

Bucharest, Romania



The water cycle in Bucharest, Romania

Network and Facilities Overview



SUPPLYING OVER
2.5 millions
PEOPLE

MANAGING WATER



350k m³ WATER STORAGE
285 PUMPING STATIONS
2545 KM PIPES
140k CONNECTIONS

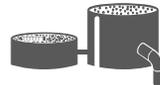


3 DRINKING WATER PLANTS
1.53 M m³/day
FULL TREATMENT CAPACITY

MANAGING SEWERAGE



92 PUMPING STATIONS
2440 km PIPES
135k CONNECTIONS



1 WASTEWATER
TREATMENT PLANT
8.3 m³/s FULL
TREATMENT CAPACITY



1 SLUDGE INCINERATOR
72,171 t/y TREATMENT
CAPACITY



2063
Employees



321.2 M€
Turnover
(FY2024)



Bucharest

The Concession Contract

Main Facts

37- years concession agreement (Y2000 - Y2037)

Shareholding structure

Veolia (73.7%)

Municipality of Bucharest (16.3%)

Employees (10%)

Integrated management

Production, transport, distribution of drinking water

Collection, transport and treatment of wastewater and rainwater

Treatment, pumping and distribution industrial water

Regulation

Implemented by State Regulatory body

Performance monitoring by a Municipal Regulator

Supervision of the Concession by a committee of international experts (Expert Panel)

Investment programme & KPI levels setting

Tariff verified by Expert Panel and approved by State Regulatory body

The Concession Contract

Key achievements



INVESTMENTS

- Important investor in the water market in Romania with app. 47.08 M€/year in the current Business Plan
- Since 2000, more than 700 km of water mains were built or rehabilitated
- Since 2000, 748.7 M€ have been invested in networks and services



CIRCULAR ECONOMY

- The electricity produced from sustainable sources increased by 376% in 2024 compared to 2011
- The average energy self-sufficiency of the installations is 40% in 2025
- To cut environmental transport impact, by end of 2024, ANB had 85 EVs and 64 fast charger stations



CUSTOMER CENTRICITY

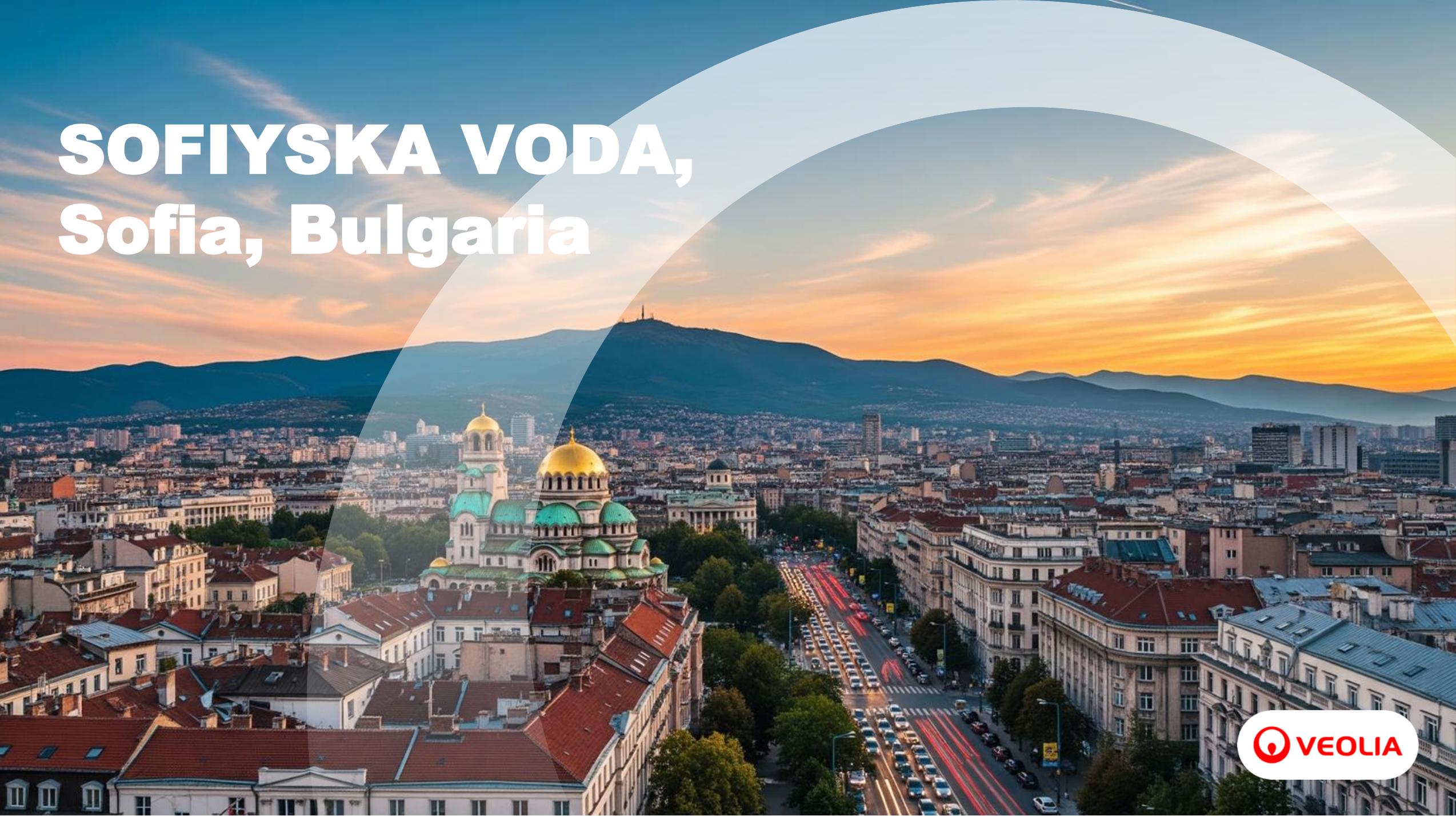
- In 2025, the ANB water tariff is the second lowest among 49 operators
- 52.5 % Net Satisfaction Score (NSS) in 2024
- Service digitalization to optimize customer interface



EFFICIENCY

- Reduction of non-revenue water from 49.61% (Y2000) to 21.02% (Y2024)
- Reduction of raw water consumption by 67.87% in 2024 compared to 2000
- Innovation and digitalization driven improvement of the operations

SOFIYSKA VODA, Sofia, Bulgaria



The water cycle in Sofia, Bulgaria

Network and Facilities Overview



SUPPLYING OVER
1,5 million
PEOPLE



OVER
3800 km
DRINKING WATER NETWORK



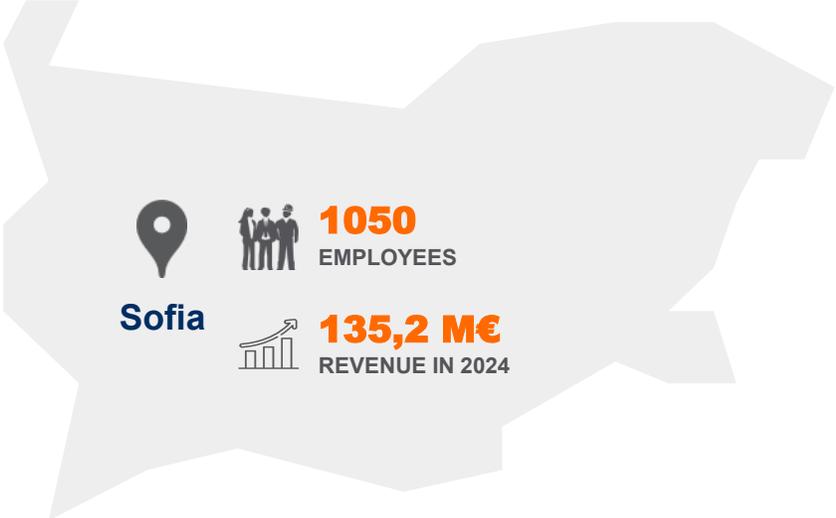
MANAGING
4 DRINKING WATER PLANTS
68 RESERVOIRS
12 PUMPING STATIONS
35 CHLORINATION STATIONS



OVER
1750 km
SEWERAGE NETWORK



MANAGING
1
WASTE WATER PLANT
480 000 m³/day



The Concession Contract

Main Facts

25-years concession agreement (Y2000 - Y2025)

Extended in 2023 for 8 years $\frac{1}{3}$ until 2034

This concession is the only PPP in water until now
Veolia is the majority shareholder since 2010

Shareholding structure

Veolia Central & Eastern Europe (77,1%)

Municipality of Sofia through ViK Sofia (22,9%)

Integrated management

of the whole water cycle in Sofia

Regulation

Implemented by State Regulatory body

Investment programme & KPI levels setting

Tariff set for 5 years business plan

The Concession Contract

Key achievements



INVESTMENTS

- Sofiyska Voda is the **largest investor** in water market in Bulgaria after the State with app. **26 M€/year** in the current Business Plan
- Since 2010, more than **376 km** of water mains were built or rehabilitated.
- Since 2010, **255 M€** have been invested in networks and assets



CIRCULAR ECONOMY

- Kubratovo WWTP is self **sufficient since 2015**
- **297 GWh** generated green energy from sludge over the period 2010-2024
- **Energy neutrality of the full water cycle** expected to be reached after completion of 3 PV plants in 2026
- **Carbon Neutrality** roadmap with the development of two HPPs on the water mains in 2029 to offset CO₂ emissions



CUSTOMER CENTRICITY

- SV tariff in 2025 is the **4th lowest** water tariff in Bulgaria
- Water tariff in Sofia represents **only 35%** of the affordability threshold set for the capital
- First among Sofia utility providers in customer surveys (83 % satisfaction in 2024)
- Customer digital apps and online services



EFFICIENCY

- **Reduction of non-revenue water** from 60,38% (Y2010) to 38% (Y2024)
- SV emissions reductions are certified by Gold Standard (**850 Ktons** reduced emissions CO₂ over the period 2010-2024)
- GIS-centred operations management with distant control of production facilities
- Advanced network management with detailed zoning and hydraulic modelling

Resourcing the world

