



# TOGETHER TO TURN THE TIDE: ECOLOGICAL TRANSFORMATION

Veolia North America's merger with SUEZ North America



together  
to turn  
the tide

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“The future of our societies depends on our ability to reconcile human activity with a balanced environment, which is undoubtedly the biggest challenge that we have had to face. In order to take on that challenge, we must make a profound change to our societal models. In order to do that, we need major champions on the scale of large metropolises and big industries that are looking for large-scale solutions.”

**Antoine Frérot,**

Chairman & Chief Executive Officer



“The ecological transformation is a green transformation, an inclusive transformation. At Veolia, our job is clearly to help our customers and stakeholders realize the potential for everything the ecological transformation can become. It will be absolutely necessary in the years ahead for all of us to contribute to the common good. Above all, it is a systemic transformation in which every person, every organization, every government has to bring its own piece of the puzzle to solve the challenges before us. It is a time for change.”

**Frédéric Van Heems,**

Chief Executive Officer of  
Veolia North America



# THE ECOLOGICAL CHALLENGE

Despite stepped-up efforts around the world, global actions to mitigate the impacts of climate change have proven to be insufficient to meet scientific goals as recently set forth by a leading committee of the United Nations. The UN established a baseline of holding increases in global average temperatures to well below 2°C above pre-industrial levels.

The committee noted that, to accomplish this critical goal, nations everywhere need to enhance adaptive capacity, strengthen resilience and reduce vulnerability to extreme weather events. While many governments have made a commitment to act, an essential factor has been missing -- companies of sufficient size to swing the economy toward sustainable development.

When facing such a vast challenge, a major champion is needed to lead the way for an entire industry. Countries, states, cities and large industrial companies must transform their activities and reduce their impact to respond to the growing needs of their populations. They must be able to count on powerful partners with a capacity for intervention that is comparable to their own.

SUEZ and Veolia are the two largest international players in ecological transformation. But each of them alone, is no match for this challenge.

The combined strengths of **SUEZ and Veolia** will turn the tide for **Ecological Transformation**



**WATER: DRIVING  
INNOVATION TO  
SOLVE ONE OF THE  
GREAT CHALLENGES  
OF OUR TIME**

There's hardly anyone who has not been impacted by the challenges of maintaining access to clean, safe, reliable water services. In some parts of the U.S., millions of people are regularly confronted with water rationing or restrictions caused by severe drought or other climate conditions. In others, large populations are put at risk by a decaying water infrastructure. Pipes that were installed over 100 years ago are rapidly eroding and breaking down and bare-minimum repairs lead to water shutdowns and rate increases.

At Veolia North America, these challenges are being addressed with urgency and a commitment to innovation and customized solutions that meet the specific needs of each of our customers. And Veolia North America's upcoming merger with SUEZ North America will only strengthen those efforts, with the addition of more than 67 water treatment plants in six different states.

In areas of the country facing unprecedented water challenges caused by heat and drought, Veolia North America is developing solutions that create greater resilience and sustainability, ensuring that water treatment processes can continue even in emergency situations. For example, in the city of Rialto, CA, Veolia North America is designing a microgrid operated on a sustainable combination of biogas, solar power and battery storage that will be used to power the city's wastewater treatment plant. The microgrid will be able to continue providing power even when the region's main power grid is under stress or shut down, ensuring that this essential service can continue even in times of emergency.

As for the challenges posed by the nation's eroding water infrastructure, Veolia North America is leading the way with innovative capital program management solutions that empower municipal customers to make important upgrades and improvements to existing plants and distribution networks. The company is encouraged by the

priority that the federal government has recently placed on investing in infrastructure improvements, noting that an estimated six billion gallons of treated water is lost every day across the U.S. due to water main breaks. The scale of the problem is enormous, but there is increased awareness and appreciation on the part of our elected leaders that it's no longer acceptable to put this issue off for another day. **That day is here now.**

# A PROJECT FOR ALL STAKEHOLDERS

The merger of SUEZ North America and Veolia North America will have a positive environmental impact. It will also create additional value for all the stakeholders of the two companies, consistent with Veolia's multifaceted performance commitments.

## FOR THE PLANET

— Leverage our combined human expertise and experiences with the best technology and innovation to help guarantee a sustainable future for the world.

**Greatly increased resources and innovation to address the increasing demands on natural resources.**

## FOR EMPLOYEES

— Bring together the talent, expertise and innovation these two teams offer to respond to the significant environmental challenges of today and tomorrow.

— Offer new career opportunities and mobility throughout individual business units, both in North America and around the world.

**Jobs, mobility and career advancement across North America.**

## FOR CUSTOMERS

— Strengthen the solutions to operational and ecological challenges across North America.

— Deliver global innovation and expertise at local levels to ensure impact.

— Achieve their own ecological transformation objectives more rapidly.

**Faster and stronger responses to meet customers' needs.**







#### FOR SOCIETY

- Provide even more essential services to individuals, communities, businesses, towns and states.
- Invest more in the long term, innovate better and invent more, whether for clean water, handling hazardous waste or improving energy efficiency.
- Offer growth all over the U.S. and Canada as we build the world champion of ecological transformation.

#### FOR SHAREHOLDERS

- Create value for the shareholders of the new company from year one, largely from substantial operational and purchasing synergies.
- For SUEZ shareholders, an offer that represents a premium of nearly 100% compared to the closing price of the shares on July 30, 2020, and a price that is higher than the SUEZ share price at any time since its stock has been offered.

**Service jobs in all geographical areas, that cannot be offshored.**

**An operation that will provide long-term benefits for SUEZ shareholders and for the shareholders of the new company.**

# ALL OF OUR SERVICES ARE CRITICAL TO THE SUCCESS OF THE **ECOLOGICAL** **TRANSFORMATION**

The historic combination of Veolia and SUEZ will have far-reaching benefits across North America and in all of our business units, including hazardous waste management, energy and regeneration services. While combining our water services will initially be seen as the biggest growth area resulting from the merger, it will take ALL of our services to turn the tide of ecological transformation.

We share a commitment to provide the safest and best solutions to our customers. Our multifaceted performance — combining the strengths of SUEZ North America and Veolia's water, waste and energy business — is what will matter in the long run to provide the clean water, clean energy, clean industries and clean air our planet needs. As our Purpose states “in this way, Veolia prepares for the future, protecting the environment and responding to humanity's vital needs.”

## MERGER BENEFITS FOR ALL:

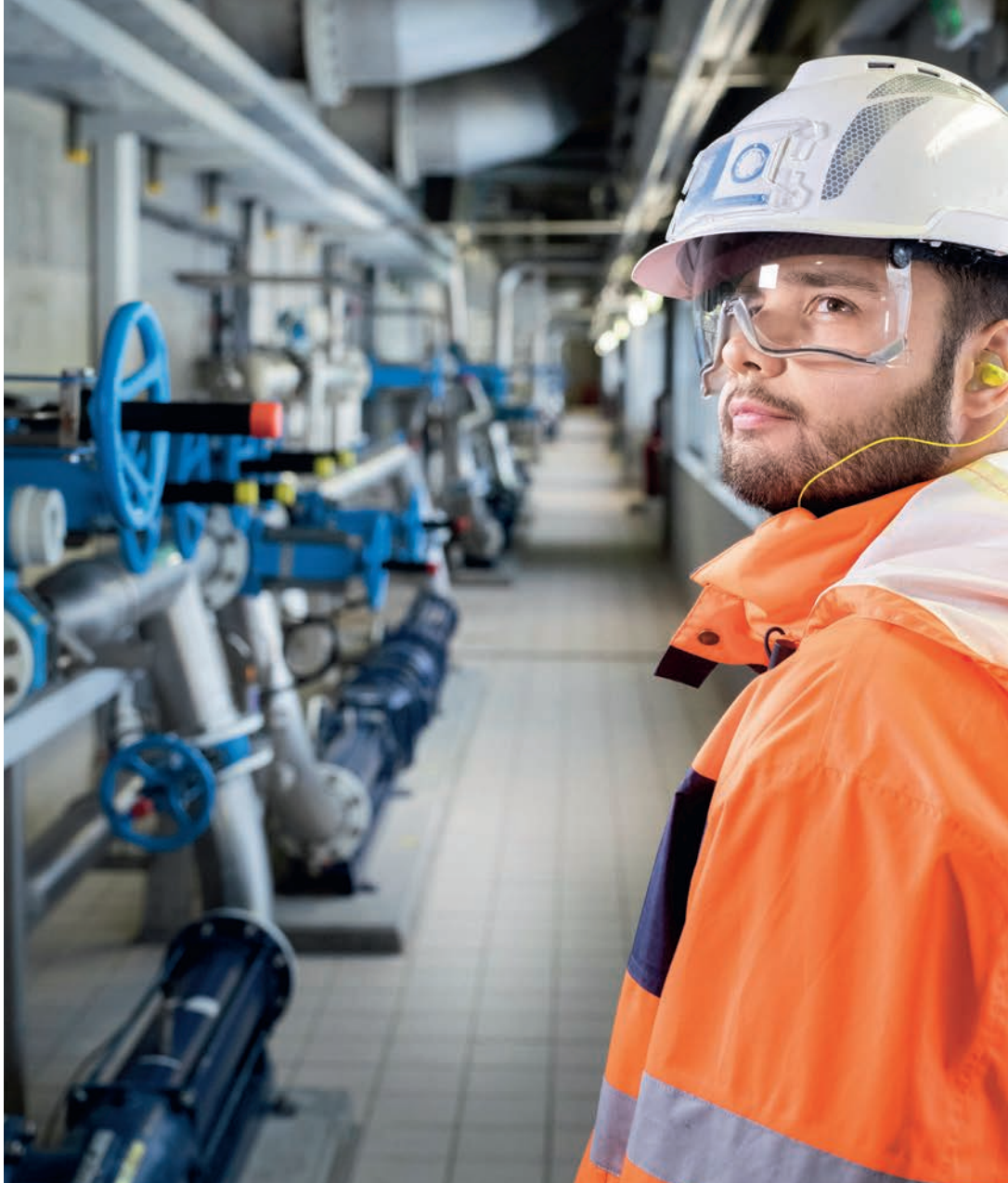
**Diversity and inclusion,  
jobs, mobility and career  
advancement opportunities**

**Innovation**

**Growth**

**Expanded customer base**





## Stay Informed

### All

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#### In English:

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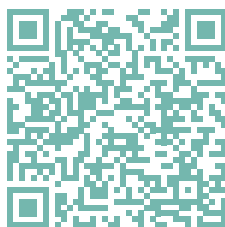
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### Nonemployees

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Resourcing the world

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