

# Press release

Aubervilliers, May 30, 2017

## Water in France

### Veolia Water France reveals its ambitious corporate project: « Osons 20/20 ! »

Frédéric Van Heems, the CEO of Veolia Water France, today presented his corporate project for the company. « Osons 20/20 ! » is the result of several months of collaborative work and numerous meetings with local government authorities. The project puts the emphasis on growth and sets out to win back cities and regions and its market. The new corporate project sets strategic objectives that will serve an ambitious goal: to ensure that Veolia is, more firmly than ever, the leader and the reference for future water and wastewater services in France.



« **Osons 20/20 !** » puts the emphasis firmly on growth. It's a “shared direction” with a clear vision, precise strategic objectives, and with values and principles that place people at the center of all decisions and actions. Presented today by Frédéric Van Heems, CEO of Veolia Water France, the new corporate project for water in France focuses on a business revival and sets out to win back cities and regions and its market.

Over a number of years, this market has undergone profound change and now offers new opportunities. Veolia wants to serve its local government and business customers, as well as end users, by guaranteeing them access to high-quality water and wastewater service for all and meeting the challenges of human ecology and territories' development where it operates.

« **Osons 20/20 !** » is a clear affirmation of the project's ambitious goal: to be, more firmly than ever before, the leader and the reference for future water and wastewater services in France.

To become the driving force of the Veolia group, this new corporate project has set five strategic objectives:

1. Enter into a business revival and give new momentum to sales and winning contracts through being more agile, competitive and innovative, and listening more attentively to clients
2. Simplify, modernize, innovate, digitize “at every stage” in order to gain in efficiency, rapidity and quality
3. Think and act “glocal” by strengthening roots in areas all over France—the local aspect—based on the country's NOTRe law on local government reform while at the same time taking full advantage of the strengths of the Veolia group's global policies and functions

4. Work better together, offer new prospects to a maximum number of employees, empower all of them to meet their full potential and learn new skills, free up our people's sense of initiative, modernize relationships within the company, and become exemplary in all areas, especially safety
5. Generate revenue of €3 billion in 2020, and double operating profit

To meet these objectives, Veolia Water France is putting in place a new organizational structure that will better serve the operational staff who are in direct contact with clients and end users: 67 territories will be formed. The 12,400 employees who provide daily service to over 23 million end users and 400 companies will be able to rely on these territories, which will form the cornerstones of the organization. From national head office to the 550 local units in nine regions, these 67 territories lie at the center of the new "geographies" for Veolia's water business in France. The organization takes the form of an upside-down pyramid in order to place responsibility clearly with operations on the ground and thereby serve clients better.

Frédéric Van Heems, CEO of Veolia Water France, said, "A great deal of work has already gone into this. It's now time to 'rekindle the fire' and change our way of thinking. There is a wide range of challenges to take up: financial, regulatory, sanitary, environmental, social and societal." The new head of the water business in France continued: "The complete water cycle is at the heart of the major issues of the 21st century: climate change, humanized globalization, the digital transformation. These are marvelous opportunities to modernize our business with passion and determination."

He concluded: "The concept of 'delegating the service to a private operator' has to be adjusted. Local government authorities want ever more transparency, close collaboration, involvement of elected officials, efficiency, quality, innovation (especially digital), and inclusion of all residents, especially the most vulnerable. We have to invent a new relationship between the public and private sectors. It's up to us to put forward new solutions, thanks to our talent and energy—and we have plenty of both—to bring the magic back to our business. Let's go for it—the revival, the territories and renewed trust—to give access to high-quality water and wastewater service to all and make a return to sustainable growth."

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**Veolia** group is the global leader in optimized resource management. With over 163 000 employees worldwide, the Group designs and provides water, waste and energy management solutions that contribute to the sustainable development of communities and industries. Through its three complementary business activities, Veolia helps to develop access to resources, preserve available resources, and to replenish them. In 2016, the Veolia group supplied 100 million people with drinking water and 61 million people with wastewater service, produced 54 million megawatt hours of energy and converted 30 million metric tons of waste into new materials and energy.

Veolia Environnement (listed on Paris Euronext: VIE) recorded consolidated revenue of €24.39 billion in 2016.

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