

Aubervilliers, Monday, June 14, 2021

Dear Sir/Madam,

It gives me great pleasure to write to you in your capacity as Suez employees, whether you have worked for the company for several months, several years or perhaps even several decades. As Veolia's Chairman and Chief Executive Officer, I am obviously more particularly addressing those who will join our Group in the next few months, but I also have the feeling that what I have to say may interest all Suez employees, who in one way or another are just as much affected by our merger.

On Friday, May 14 of this year, my company, Veolia, and your company, Suez, entered into a combination agreement which, when it is completed, will mean that those of you at Suez and all of us at Veolia will work together within one and the same group, in which everyone will have their place.

This agreement marks a historic turning point for Suez and Veolia. It will unite the two best teams in the world in the ecological transformation sector, both of which are pioneers in the areas of water treatment and distribution, and waste collection and recycling, and both of which are resolutely focused on developing the most innovative solutions to combat climate change, to treat all kinds of pollution, to optimize resources, and finally, to improve people's quality of life.

**Finally, we are going to fight together for the things that have been driving
Suez and Veolia for more than 150 years!**

I am aware that this merger will necessarily be seen to represent a collective and personal change that follows the upheaval that we have all had to go through with the health crisis. We have not had a moment's rest and I am conscious of the effort required of each and every one of you at Suez, and everyone at Veolia, and of the efforts still required of us as, from tomorrow, we take on the substantial new challenge of building the world champion of ecological transformation.

However, I am certain that in the future we will be proud of having been bold enough to undertake this project today, given the extent to which it will redefine and structure our business sector for the next 20 years at least. There has never been a more opportune moment for us to combine our talents, our expertise and our resources and to apply shared determination to change the ecological and climate landscape: the needs of our regional and business customers are growing, and in responding to their constantly increasing expectations and in continuing to offer them the best ecological transformation services, we will obviously be stronger together. Together, we will also benefit more widely from the many resources deployed all over the world by the various recovery plans to speed up the development of future solutions for the planet and for society.

Because our project embodies a particularly strong ambition, because you and all of us have so much to gain from new opportunities and new prospects, in a larger, more robust, more international group, in which everyone will be able to make their own way, I invite you to embrace this project with enthusiasm and optimism!

At Veolia, we look forward to finally being able to build this great world champion of ecological transformation with all of you. I personally will ensure that at all times, the values of responsibility, solidarity and respect that our two groups share, and that are at the heart of Veolia's purpose, as well as the spirit of innovation and customer focus that have always motivated us, will continue to be the guiding lights of this great enterprise on which, with complete confidence, we are embarking together.

Yours truly,



Antoine Frérot
Chairman and Chief Executive Officer