



**Acquisition of Thermal North America, Inc.,  
US Largest Heating and Cooling Networks Portfolio**

Paris, June 12, 2007



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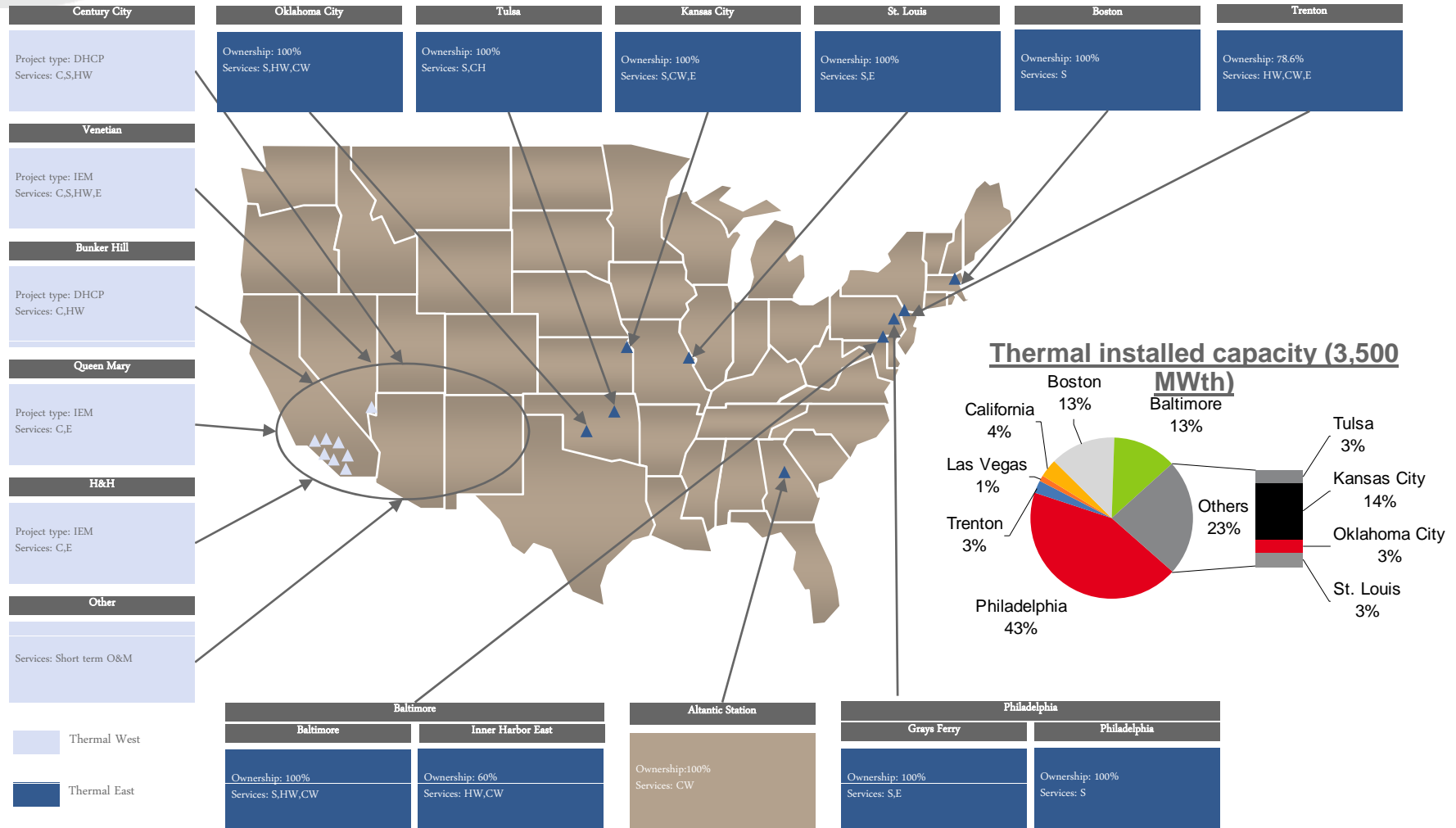


## Thermal North America, Inc. – Largest District Heating & Cooling Systems portfolio in the US

- ➔ June 2007: Acquisition of TNAI for an enterprise value of \$788 million, i.e. a 2008 EBITDA multiple of around 9.5x  
Estimated 2007 revenue: \$425 million
- ➔ Major player in the United States in the DHCS (District Heating and Cooling Systems) market
- ➔ Also operates in the power production (cogeneration) sector as well as Facility Management
- ➔ TNAI operates in cutting-edge regions with respect to environmental issues, in particular the north-eastern states and California
- ➔ TNAI owns and operates heating networks in Boston, Philadelphia, Baltimore, Atlanta and Kansas City as well as several several cooling networks in Las Vegas and Los Angeles



# Thermal North America, Inc. – Largest District Heating & Cooling Systems portfolio in the US



DHCP: District Heating and cooling plant / IEM: Integrated energy management / CW: Chilled water / C: Cooling / S: Steam / HW: hot water / E: Electrical and controls / E.F.M: Energy Facilities Management



# Thermal North America, Inc. – Largest District Heating & Cooling Systems portfolio in the US

- ➔ Largest District Heating & Cooling Systems portfolio in the United States, the country that boasts the world's biggest market of energy services in terms of value
- ➔ First-class platform for organic growth in the United States with, among others, commercial and corporate synergies to be achieved from the existing platform (steam distribution network in Cambridge, Massachusetts)
- ➔ 3,500 MW of thermal capacity, 520 MW of cooling capacity & 245 MW of power capacity
- ➔ 1,100 clients served
- ➔ 450 employees
- ➔ Expected consolidation in 2008

- An acquisition which is earnings accretive in 2008,
- Veolia Energy: Largest <sup>(1)</sup> District Heating & Cooling Systems portfolio in the United States with 10%<sup>(1)</sup> market share

(1) After transaction is completed



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