Mobile water solutions
An innovative, fast-track and environmentally-proven solution for industries facing shortages

We're digital pioneers
Harnessing data and AI to preserve and revalue a precious resource

Revolution underway: Saur’s futureproof growth model

Ready to transform the water sector
Nearly 90 years have passed since the Saur Group signed its first contract for the outsourced management of public water services with a small local authority in the West of France. Since then, our service portfolio has evolved into a comprehensive range of management solutions for local authority water services, and we have expanded our reach to include innovative industrial water treatment solutions. We have also become an international force: the small French player we once were is now a global stakeholder with the ambition of leading our market. If Saur has changed, the water challenges in our world have changed even more, driving us to rethink our core business. The transition toward a new reality has clearly accelerated in recent years, as societal awareness of the global ecological crisis increases.

A futureproof growth model
To ensure that we can respond effectively to today’s changing business environment in ways consistent with our traditional values and permanent commitment to water, we have redesigned our growth model. The goal was not just to improve our financial performance, but also our social and environmental performance. After two years of work, that process is now complete.

Today, a new Saur faces the future with fresh confidence. Our Group now has stronger support, financial credibility, and an organizational structure that aligns more closely with our operational challenges. Our technological added value and digital expertise are highly valued by our stakeholders. And we operate on a corporate philosophy of uncompromising commitment. The target Saur has set itself for 2030 is clear: to become the champion of the water transition by 2030 and to support all those who want to build an eco-friendly water service, from local authorities to private citizens, industrial companies, farmers and others.

Leading from the front
We have a huge responsibility: to transform our industry, so that we can rapidly transition toward circularity. If we falter, we will be unable to give water the protection and value it needs and deserves. Our 12,000 employees in nearly 100 countries have the tools and resources they need to build a different and committed Group, leading from the front on all water management challenges. Taking action, campaigning and uniting our stakeholders around a shared vision of the true value of water: that is our corporate purpose.

Patrick Blethon
Executive Chairman of the Saur Group
# In this edition

<table>
<thead>
<tr>
<th>Topic</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ready to transform the water sector</td>
<td>04</td>
</tr>
<tr>
<td>Safety first</td>
<td>06</td>
</tr>
<tr>
<td>Absolute zero</td>
<td>08</td>
</tr>
<tr>
<td>A purpose foundational to our strategy</td>
<td>10</td>
</tr>
<tr>
<td>Record performance in water services</td>
<td>12</td>
</tr>
<tr>
<td>Meet our new public sector services unit</td>
<td>14</td>
</tr>
<tr>
<td>New €30.4 Mil. contract in Corbeil Essonnes</td>
<td>16</td>
</tr>
<tr>
<td>Making a difference in water stress zones</td>
<td>18</td>
</tr>
<tr>
<td>Efficient, futureproof and eco-friendly</td>
<td>20</td>
</tr>
<tr>
<td>Industrial water revolution</td>
<td>22</td>
</tr>
<tr>
<td>4 new kids on the block</td>
<td>24</td>
</tr>
<tr>
<td>Mobile water solutions to the rescue</td>
<td>26</td>
</tr>
<tr>
<td>Digital Water Pioneers</td>
<td>28</td>
</tr>
<tr>
<td>Digital partnership in Saudi Arabia</td>
<td>34</td>
</tr>
<tr>
<td>Jobs that matter for people who care</td>
<td>35</td>
</tr>
<tr>
<td>Talent meets purpose</td>
<td>36</td>
</tr>
<tr>
<td>Where to meet Saur</td>
<td>38</td>
</tr>
</tbody>
</table>
The challenges of our time call on all of us to change. With the support of EQT, we have spent two years doing exactly that. We have emerged with a renewed, rejuvenated, and feminized governance structure: a Group with a fresh look and a sound long-term growth trajectory.

As business hits record heights, Saur has the assets it needs to make itself heard in the international water services market.

1. **Expert, committed people**
   The continuity of service we were able to deliver in 2020 and 2021 is a direct result of the unfailing commitment shown by all our employees around the globe. Against the backdrop of the Covid-19 pandemic and a headcount growth from 7,000 to 12,000, the Group reinvented itself, while remaining the steady partner our clients rely on.

2. **International expansion**
   In 2018, just 6% of the Group’s EBITDA came from our international operations. The figure for 2021 will be above a third. The acquisition and integration of Aquapor Services and Gestagua have established us as a key player in Europe, while our position in the Gulf has been strengthened by our success in Saudi Arabia and Qatar. Our target now is to generate 50% of our business from international operations.

3. **Diversification**
   With a technological portfolio dedicated to industry - following the merger of Nijhuis, Unidro and Econvert - Nijhuis Saur Industries consolidates Saur’s position as a pure player in the water sector. Its focus is on high value-added businesses and the creation of an industrial water platform based in the Netherlands. More about this record-breaking Division on pages 16-19.
Company on a mission
In short, the Saur Group has entered this decade in excellent health, focused on winning new business, with a diverse base of activities and geographies that will limit future risk. The mission written in Saur’s DNA will continue to guide our future actions: conserving water resources and putting environmental protection for current and future generations at the heart of our roadmap to a sustainable, resilient and inclusive future.

The first to index debt to eco criteria
In September 2021, we were the first water sector industry company to refinance our debt using a sustainability-linked bond issue: the better our environmental and social performance, the less interest we pay. Valued at around 1 billion euro, this refinancing deal was extremely successful, demonstrating investor confidence in our business plan. Our BBB- credit rating over the last year puts us on a par with our key competitors.

4. Digital innovation
The Group is using digital transformation to power innovation - a vital theme you can read more about on pages 20-21.

5. Operational excellence
The root-and-branch transformation of Saur France to boost operational excellence was achieved in record time, setting a new benchmark. Now structured around 16 operations management centers throughout France, it puts excellence in operational performance at the heart of our growth model.

6. Financial health and new business
The Group was able to report annual revenues of almost 2 billion for 2021, a 30% increase from 2018. This performance puts us two years ahead of our roadmap, bringing within reach our target of €2.5 billion in annual revenue by 2025. In France, we achieved a 2021 performance unprecedented in the history of the company, including some high-profile new business gains you can read about on pages 10-13. The industry as a whole is experiencing a similar trend, with a 60% year-on-year increase in orders in 2021 at a record value in excess of €220 million.
For an organization like ours, safety is not a theme, it’s a lifestyle and a lifeline. It shapes our outlook, our daily attitudes, our decisions and behavior. Our future, and that of many others, depends upon it. Whether we are preserving and providing water, contributing to communities and industries, or working with staff and supply chains, safety is a number one priority.

As workers in the water sector, we deal with many risks and hazards every day. We supervise plants, we work with heavy materials, our people travel - sometimes over long distances - to remote pumping stations or reservoirs. There, they may have to work in small spaces, handling high voltage materials, chemicals, contaminated water, gases. Beyond these risks to ourselves, we manage risks for society, as we provide and transport large volumes of drinking water, treat used water, predict and mitigate the risk of floods and droughts. On an even larger scale, part of our job is to prepare society for a future, in which water needs are likely to go up, as resources dwindle.

**Safety first and Zero Accidents in our operations.**

**Frugality, or reduced water consumption and carbon emissions for the safety of people and our planet.**

**Keeping safely ahead of the game through expertise, excellence and innovation.**

**Accidents and operational safety**

In the first dimension, we need to operate rigorously on the basis of Safety First and Zero Accidents principles. Why? Because before we can protect water, we must first protect ourselves as the experts in water.

Christophe Tanguy, Senior Executive Vice-President Operations, comments that we have a lot of work to do on operational safety. We had too many accidents in 2021. Every accident or incident can be traumatic to those involved, directly or indirectly as colleagues or loved ones, he notes. Too often, our protective measures are still
"Safety, frugality and excellence are about doing things better and differently. These factors must be permanently at work in our daily lives and in the way we do our work if we are to fulfill Mission Water"

Christophe Tanguy,
Senior Executive Vice-President Operations

ad hoc. We are working hard on changing this quickly and drastically. Our duty is to protect our employees. And part of that is to further develop our collective awareness of these issues. Many measures are being implemented to improve safety in this dimension. Some examples:

- Unannounced Prevention Audit support, which allows us to improve the content of audits, to better manage observations, corrective actions and progress.
- Launch of the ‘Safety Management’ training course to enable all managers to adopt the best managerial posture with their teams for spreading a culture of zero accidents.

Frugality, or reduced consumption and carbon emissions
As an example-setting company, we need to be extremely cautious about how we use water, resources and energy. This means withdrawing less water by optimizing the operation of our plants. It means decarbonizing quickly - in less than ten years, because the energy transition won’t wait. You can read more about our targets and efforts in these areas on our website (saur.com).

Keeping safely ahead of the game
The third dimension of safety in the context of Mission Water is all about excellence, the ability to stay one step ahead. This means setting the pace for innovation and essential business expertise. Defining and sharing the reference framework that underpins Saur’s corporate culture. So that these skills contribute to our operational excellence and our growth. Because excellence is what our customers buy from us. It is what keeps us and the people and industries we serve safe. It is what helps us to secure our planet’s water resources.
Absolute zero

When it comes to safety at Saur, there are only absolutes, says Patrick Blethon, our Executive Chairman, whose perception of safety was shaped by a tragic incident earlier in his life. “The only number that counts in terms of accidents and safety incidents is zero.”

“We have to understand that with regard to safety, Saur must speak with one voice, act in one way, and allow for no alternatives to what our safety rules and policies prescribe for us. Safety is about how we take care of each other in our day to day tasks on the job. It is about being alert as well as following our common sense: the moment you feel that something is not quite right, or according to safety prescriptions, intervene. It is about listening to our clients about safety conditions that are good and necessary for people and for their operations. Safety is about allowing for zero compromise. It means acting every minute of the day in full alignment with our Safety Strategy.

Memory of a fatality

“In a previous part of my life, I once had to go to a family to announce a fatality. The memory of bringing that news to those people will never leave me. I will always have it in my mind. As a Safety Guardian at Saur, you have put all your energy and all your leadership into making sure that we respect the rules governing our safety, the safety of water and the safety of the communities and industries we work with. The only number that counts in terms of accidents and safety incidents is zero. It is the one and only goal for our entire company all over the globe and across all our entities.”
Safety lesson 01

'I don’t go down into a trench if it isn’t completely safe.'

Safety lesson 02

'I always think before I act, even if it means putting an operation on hold.”

Safety lesson 03

'I act professionally, sticking to my expertise and calling in other experts whenever necessary.'
A purpose foundational to our strategy

Businesses owe their right to existence to the contributions they make to society. Beyond profitability and growth - and against the backdrop of today’s complex global challenges - we are here to create real, lasting value. In this article we discuss Saur’s Purpose Statement as disclosed by Saur’s Executive Chairman on 7th February 2022, after months of elaboration with the management and the teams.

Bound up with many of the risks and pressures our planet faces are global challenges related to water. How can we manage it sustainably, avoiding floods and droughts, preserving ecosystems, supplying communities and industries? How can we ensure that it is available where and when needed, in the right terms of quantity and quality?

Heeding an international call

Look at the Sustainable Development Goals (SDGs) set by the United Nations for 2030 - and formulated back in 2015 - and it’s easy to see that beyond the specific goal of ensuring the availability and sustainable management of water and sanitation for all (SDG 6), many, if not all, of the other 16 SDGs depend in some way on water. From poverty, hunger and health issues, to energy, industry and urban sustainability. Water touches everything we do and our future depends on our ability to give it the value it deserves.

In France, the law of May 22nd 2019 on the growth and transformation of companies, known as the PACTE law, invites companies “to rethink their place in society by taking social and environmental issues into consideration”. It allows them to specify a purpose in their statutes. Internationally, the expansion of the B Corp label, a certification awarded by the independent NGO B Lab to companies that integrate social, societal and environmental objectives into their business model, has also reinforced this dynamic.

Our Purpose Statement

Saur’s Purpose Statement is clear, urgent and foundational to our business strategy. It encompasses the common good and will positively impact future generations, guiding us and all who engage with us in the years ahead: Our company purpose is to advocate that everyone (municipalities, industries, citizens, farmers, NGOs, and civil society as a whole) gives water the value it deserves. Beyond our initial business – that of providing an adequate supply and responsible treatment of high-quality water – we are committed to act and to convince others so that together we can invest to save water, and invent new models to preserve the most precious resource on our planet.
Why our purpose matters

By managing water, we have always been useful to society, of course. But these initiatives challenge us to go further: to be more proactive than ever, and to contribute to the transformation of society. We must be part of this transformation. We want to. And we are. Here are three reasons why our purpose matters.

1. First, as a pure water player, we are constantly reminded in our daily work of the value and the vulnerability of water: the challenges we face are extremely urgent.

2. Second, our purpose is the expression of strong convictions shared among both management and employees, as it should be. It is associated with an ambitious and transformational Sustainable Development Roadmap, with a medium-term horizon set at 2025 and 9 initial ultra-concrete commitments. So we are already taking action.

3. Third, the financial markets are already endorsing the purpose we have formulated. They have granted us a refinancing of nearly one billion euro in so-called “sustainability-linked” bonds, a financial instrument that links our interest rates to our environmental and social performance. Saur Group is the first French group in its field to have issued sustainability-linked bonds.
Record performance in water services

Thousands of municipalities across Europe and the Middle East rely on Saur’s Water Services Division to provide their citizens with clean drinking water and efficient, effective wastewater treatment. The number of contracts and concessions we manage is steadily growing, as more clients tap into our proven combination of high performance, proximity and resilience. In fact, 2021 was a record year.

Steady, consistent growth in France
The successes of 2021 are not random: all of these figures have been on the rise since 2019. Renewals stood at 60% and 66% in 2019 and 2020 respectively versus 71% in 2021, new wins at 23 M€ and 31 M€ versus 53 M€, and renegotiations at 2.2 M€ and 3.4 M€ versus 3.5 M€. This means that in the space of just a few years, Saur has become a very good commercial machine, with tangible impact at market level, with close to 0.5 pts of market share gain in a single year.

In the face of harsh competition
These developments are taking place in the face of harsh competition on prices. We have generated a profitable development with decent margin level, as well as many opportunities to develop side business around the contracts, notably higher-margin engineering works.

All in all, we ended the 2021 commercial year on a good note, experiencing valuable successes, and a strong mobilization of all our teams: Bureau d’études, Experts, Project Managers, as well as all the operational agents on the ground, who make it easier to win contracts on the back of diligent contract execution.

In 2022, we aim to maintain this momentum, continuing to raise our performance levels. The climb is steep, but we intend to make it. In fact, the first successes of 2022 have already been achieved with the registration of two new contracts in January: Bresse Dombes Saône of 2.4 M€ and Barjac for 0.5 M€, with both contracts starting in April 2022.
Meet our new public sector services unit

Saur Group has created a new Business Unit to serve the specific needs of public-sector utility authorities. The new unit will help to accelerate our pace of development in a new market segment focused on service provision to local authorities.

**Responding to sectoral shifts**
The new Business Unit is being set up as a direct response to recent developments in the water market. Our local authority clients are now large businesses with greater in-house expertise and new expectations, whose existence reflects the policies now in place for remunicipalizing public-sector water services. The new Public-Sector Partnerships Department extends and strengthens our commercial growth strategy, giving us the opportunity to promote our committed and proactive credentials to these key water market players, and invent new models for combating climate change and conserving water resources.

**New business and acquisitions**
Vincent Pégoud is the Senior Executive Vice-President of Public-Sector Services and has a seat on the General Management Committee. The objective of the new unit is to provide the strategic leadership required to win new business and make the acquisitions essential for our future development. Vincent Pégoud will oversee the creation of a new package of services and modular digital solutions, tailored to the needs of public-sector water companies. At the same time, he will work closely with other Group entities to generate new business from a target group of public-sector authorities in France.
Saur recently won a 30.4 M€ contract with SIARCE, in other words the Syndicat Intercommunal d’Aménagement, de Rivières et du Cycle de l’Eau, which brings together 44 municipalities in the 3 departments of Essonne, Seine-et-Marne en Loiret.
The contract covers management of the networks in the collection basin and the Exona wastewater treatment plant, which has a capacity of 100,000 population equivalents. Saur will operate the Exona wastewater treatment plant in Corbeil-Essonnes (Essonne) until the end of 2022. Management of the 500 km of collection networks will continue for the next nine years.

Vital innovations

Our offer includes vital innovations for the environment of the territory. The backbone of our proposal, the permanent diagnosis, has been a key element of the project. It will be completed by the implementation of a dynamic network management, based on a data analysis technology and the use of a predictive model. This will enable the network to be managed continuously and will considerably reduce effluent discharges into the natural environment.

Reducing CO₂ by 10%

Saur’s offer also includes major actions to optimize the operation of the wastewater treatment plant: renewal of tertiary filters, optimization of Biofor, control of olfactory nuisances from the composting unit of the wastewater treatment plant, in particular. It also includes a number of actions to reduce the service’s greenhouse gas emissions by 10%. Saur has in fact completed its proposal by installing a mobile biogas purification unit and storing the CNG produced to send it to local service stations.
Making a difference in water stress zones

More and more places in the world face high water stress. Saur’s Mission Water means offering services and unmatched innovations designed to reduce and overcome this stress. In this article, we look at two concrete examples in Cyprus.
Water stress has different faces. It can occur when the demand for water exceeds supplies during a certain period. It can also occur when poor quality restricts its use, for example, as a result of contamination. One of the many solutions we offer against water stress is to treat wastewater in such a way that it can be reused. This is a key element in our renewed contract with the Sewerage Board of Nicosia for operating the Vathia-Gonia wastewater treatment plant in Nicosia, capital of the Republic of Cyprus, as well as in a new contract with the Sewerage Board of Paphos, also on Cyprus.

**First in Europe**
The Vathia-Gonia wastewater treatment plant is the largest operated by the Saur Group using membrane filtration technology, and the first designed in Europe to reuse all its treated water for agricultural irrigation. Commissioned in 2010, the treatment plant has a daily processing capacity of 22,000 m³, serves 120,000 people, and was designed and built by Saur’s company Stereau. It uses the Aqua-RM® treatment process patented by the Saur Group, as well as ultraviolet disinfection technology. These processes produce treated water of exceptionally high quality. The membranes used also act as a physical barrier to viruses, bacteria and suspended solids. Working at the forefront of water resource conservation, the Saur Group has focused a great deal of expertise on developing this membrane technology, which is perfectly relevant to protecting sensitive environments and to enable the reuse of treated wastewater. Our work here enables the conservation of precious water resources on an island that suffers significantly from drought. “As we tackle the challenges of climate change and resource scarcity, the implementation of adaptation strategies is essential, particularly in areas that suffer from water stress,” says Saur’s Executive Chairman, Patrick Blethon. “This contract showcases our commitment to offering alternative solutions for the sustainable management of water resources for all users in all markets.”

**Preserving water in Paphos**
The Paphos contract offers another illustration of Saur’s expertise in preserving water resources. Worth €14.6 Million, the contract involves the operation of the Paphos wastewater treatment plant for eight years. The site is equipped with technologies allowing the reuse of treated wastewater and the production of renewable energy from the sludge treatment. Together with our Cypriot partner Iacovou Group, specialized in civil engineering, we will optimize the installation and bring it up to industrial standards. Our work at the Paphos wastewater treatment plant allows for the reuse of treated wastewater for groundwater recharge, relieving pressure on domestic water supplies in the region, while covering up to 20% of the plant’s power consumption with green electricity.

**Restoring the value of water**
“The Paphos contract demonstrates our Group’s ability and expertise in water stress zones,” says Patrick Blethon. “In line with our roadmap and our ambition to become the champion of the water transition by 2030, this success is a new step in Saur’s international expansion. With this contract, we reaffirm our commitment to supporting Cyprus in building a sustainable future by restoring the true value of water.”
Solutions for tomorrow’s demands
The processes involved in managing today’s water cycles face tough demands. Our clients call on us for engineering solutions that will enable them to adapt their processes to fluctuations in water quality and quantity. To optimize energy and reagent consumption. To eliminate micro-pollutants. To reuse treated water. With Saur’s Water Engineering teams, these clients tap into the very best in water tech innovation. Along with the synergies arising from our broad portfolio and international experience, this means they can count on real answers to the challenges of their specific processes.

01 Leaders in micropollutant removal
Our innovative solutions for the elimination of micropollutants allow us to offer clients efficient and economic treatments, both for drinking water and for sanitation.

02 Waste to value solutions
With the recovery processes we market, our clients can generate new sources of agricultural inputs, fuels and energy that help them make a positive contribution to dynamic regional economies.

03 Experts in laying pipes and networks
Always at the forefront of innovation, our teams develop digitalization applications for taking into account cutting-edge technological developments in the service of people, the environment, goods and performance.

Technological innovation and environmental and societal needs are important drivers of change in the water domain. Our Water Engineering companies deliver a wide and growing range of cutting-edge solutions for drinking water services and infrastructure. Thousands of clients, both public and industrial, tap into our hands-on expertise to ensure efficient, futureproof, eco-friendly operations.
Case stories

**Bourdary: green energy from wastewater**
In November 2021, the Bourdary wastewater treatment plant in the French Ardèche was inaugurated. Designed and built by Stereau, a company belonging to Saur’s Water Engineering Division, the plant is already a benchmark in the Ardèche for the production of green energy from wastewater treatment.

**An innovative facility**
The environmental performance of the installation was a guiding criterion during its design. Our water Engineering experts considered everything from energy consumption and carbon footprint to odor and noise pollution - all the while guaranteeing that the plant would deliver quality water and sludge treatment. On this last point, the Bourdary plant is particularly innovative. The installation of centrifuges allows for a reduction in the volume of residual sludge by 20% compared to the previous installation. This is complemented by a sludge digester that ensures a reduction of nearly 30% of injected sludge, as well as by the installation of a methanation unit to produce biogas.

**Less sludge**
“The combination of these two parameters has made it possible to reduce the quantities of sludge to be transported and treated by more than 50%”, says André Loyet, President of the Syndicat du Bourdary.

“This means eliminating 80 rotations per year of semi-trailers of 25 tons between the Ardeche and the Gard, compared to the quantities previously evacuated from the treatment plants of Tartary and Bourdary.” The Bourdary plant is an example of how innovation can help preserve water and protect the environment and in an economically viable way.

**Les Clouzeaux: storing water in a quarry**
Another Saur’s company contributing to the revaluing of water in innovative ways is Cise TP. Cise TP is specialized in infrastructure services, with a focus on pipeline design, installation and repair. In a large-scale project in and around the quarry of Les Clouzeaux, Vendée, France, the Cise TP team installed three massive pipes over a cliff of 60 meters. The pipework will help to prepare the quarry for its new destination as a water reservoir of 2.5 Million m3, helping to secure the region’s drinking water supplies. Kicked off in March 2021, the project is due for completion in April 2022. A spectacular project, the work was carried out in perfect coordination and complete safety with zero safety incidents.

**Tackling tomorrow’s water challenges**
Like all companies belonging to the Saur Group, Cise TP combines its own unique expertise with the broader portfolio and capacity of the Group, for instance in terms of research resources and synergies between engineering, services and innovation. Together, we offer a complete portfolio for tackling the water challenges of today and tomorrow.
Managing water is increasingly important for industries around the world. We help industrial players take their performance to new levels, economically and ecologically. From industrial water production to effluent treatment and reuse, we apply state-of-the-art technologies to optimize water cycles and water footprints. We design, build, operate and maintain water assets in different sectors, with an emphasis on food, dairy, beverage, meat processing, chemicals and pharmaceuticals, semiconductors, refineries, petrochemicals, infrastructures - including commercial buildings - and renewable energy.
Saur’s Industrial Water Solutions (IWS) Division delivers innovative and sustainable solutions, based on over 100 years of global expertise and experience. The Division has a strong safety record, meeting international health and safety standards with a firm commitment to Corporate Sustainable Responsibility.

The Division has Global Centers of Excellence throughout the world, from where it promotes our solution brands under the names Nijhuis Saur Industries, Econvert, Unidro, Riventa, Nortech, PWNT, Byosis, Sodai and our recently announced acquisition, Aqua-Chem. Nijhuis Saur Industries is leading the Industrial Water Solutions Division and offering a range of complementary and innovative technologies, game-changing solutions and value-added services, including consultancy, to manage and protect water resources, and help clients in over 130 countries to lower their life-cycle costs and meet the ever demanding requirements for sustainable water use, energy and resource recovery and contribute to a resilient future.

Record performance by a rapid grower

Our Industrial Water Solutions Division is amongst the movers and shakers in the world’s water tech innovation. It serves over 4,000 clients in more than 100 countries around the globe, including the Netherlands, Germany, the United Kingdom, Italy, France, Spain, Portugal, Dubai, Saudi Arabia, Egypt, Poland, Central Europe, Singapore, the United States and Latin America. In 2021, the Industry team achieved a record order entry in almost all industrial markets, grew the backlog to over €200 Million and 18% growth in recurring revenue driven by its mobile water services, game-changing innovations and unique Customer for Life approach.

Support from plant to planet

Since 1904, we have delivered innovative technologies, engineering and consulting services, Mobile water solutions, EPC project execution, in-house R&D and manufacturing and Operations & Maintenance (O&M) site services all over the world. You can read more about these unique features on the following pages. We offer an extensive portfolio of industrial water solutions, which includes in-house technologies, systems and integrated solutions from Econvert, Unidro, Nortech, Riventa, PWNT, Byosis, Sodai and Aqua-Chem.

With our unique Customer for Life approach, we help industries, utilities, and cities to comply with the principles of ‘reduce, reuse and recover’. By integrating our purpose and our Company’s mission, Mission Water, we contribute to the climate and energy transition and the circular economy, helping to create a safer and resilient world for future generations.
PWNT
PWNT is offering cost-effective, innovative and reliable solutions for producing high-quality drinking water using surface water from rivers and lakes combining the extensive knowledge and experience gained in over 100 years with leading utilities in The Netherlands, Singapore, UK and Swiss. The firm’s extensive R&D program have led to the development of efficient and sustainable solutions in water treatment. Its integrated solutions, such as Suspended Ion Exchange (SIX®), Ceramic Membrane Applications (CeraMac®) and advanced oxidation, can be used to treat a wide variety of water sources. The company is based in the Netherlands, one of the leading countries in innovative water technologies.

Byosis
Byosis® offers practical skid mounted and/or containerized solutions. As an alternative, it develops customer-specific solutions to recover nutrients from waste material, such as agricultural residues, green waste, sewage sludge, municipal waste or (industrial) wastewater. The company has a strong worldwide reference base with its proprietary ammonia stripping technology recovering nitrogen which is a crucial resource as a base chemical or fertilizer for feed and food production. The company has deep engineering, operations, and maintenance know-how with special expertise to design and develop any type of stripper or scrubber to customer specification or to fit a solution into a specific process setup. Like PWNT, Byosis is based in the Netherlands.
In order to meet growing global demand for industrial and municipal water solutions, our Industrial Water Solutions Division is pursuing rapid growth. And with success. In 2022, we have already welcomed several new companies: PWNT®, Byosis® and Sodai® and recently announced the acquisition of Aqua-Chem®.

**Sodai**

Sodai S.p.A. is an environmental engineering and water management company operating in the purification and treatment of primary waters and process fluids sector. The firm is a leading industrial water operation and maintenance player in the energy and transportation sector. It offers an integrated Environmental Service thanks to their know-how developed and consolidated in more than 30 years of their experience.

Based in Italy, Sodai is present in 28 countries with leading companies operating in the oil, gas and power sector. These include operating centers of ENI and ENEL and owned and managed for over 15 years Sodai water treatment plants in Trenitalia.

**Aqua-Chem**

Headquartered in the Knoxville, Tennessee (USA), Aqua-Chem is specialized in water purification, with market leading technologies in vapor compression distillers, reverse osmosis, pure steam generation and pre-treatment solutions. Aqua-Chem focuses primarily on the North American market where it generates about 70% of its revenues.

The company employs 165 people worldwide and works with a highly diversified client base of more than 300 customers across its four end markets of pharmaceuticals, beverage, energy and military.
Mobile water solutions to the rescue

Dwindling water resources can significantly impact plant safety, availability and reliability performance for municipal and industrial players - not to mention financial performance. Many of them are not prepared for these scenarios and, when they occur, have little time, money and manpower to change course. Enter Saur’s Mobile Water Solutions.

Our proven Mobile Water Solutions include pre-treatment - for example, through DAF, or Dissolved Air Flotation - sludge management, aerobic treatment, nutrient recovery and anaerobic mobile solutions. Many of these are already well-known in the field. More recently, polishing and reuse solutions - including membrane technology - are gaining interest. The reason is that in recent years more stringent discharge limits have been set, while local (ground) water resources are providing less intake water for industrial processes.

Benefits of our mobile water reuse solution

- A fast-track solution available around the globe
- Reduced construction costs
- State-of-the-art technologies, such as UF, RO and dNF membranes
- Can be used as a pilot plant, in emergencies, or as a temporary solution to treat water without investment
- High-quality effluent in compliance with stringent discharge limits
- Depending on the flow size, it can be an ideal solution to ensure continuity of production in case of an emergency
- Includes i-MONITORING for real time data checks and trends, operator notifications and maintenance warnings
- Can be extended with several water treatment technologies, including disinfection, to make it a comprehensive mobile water treatment solution.
An Energy Recovery Facility site in the Netherlands facing under-capacity has incorporated a Nijhuis Saur Industries Mobile Water Solution in order to secure production continuation. The Dutch facility was confronted with under-capacity in its water sludge separation. Our mobile unit was on location and up and running in a few days. The one-stop solution provided by our Mobile Water Solutions team includes consultancy, design, delivery, installation and commissioning, supporting the client through the complete project life cycle.
Digital Water Pioneers
With 80% of our activities to be automated by 2025, Saur is harnessing the full potential of data and Artificial Intelligence. Our clients will benefit through reduced water and energy consumption, less use of chemicals, lower costs through predictive maintenance, and more effective water flow management, for example, in extreme weather conditions. With Saur, water performance is going digital.
digital solution gaining ground is Hypervision, which is helping us predict and prevent incidents in our industrial operations to ensure more effective management of our production resources.

Embarking on a digital journey

Innovations like these are taking Saur - and our customers - into a completely new era. We embrace them, because we realize that digitalization has the power to drive transformation, creating new perspectives, new synergies and completely new solutions. For a company traditionally skilled in physical, technical work, this is a major shift. And we are working hard to rewire our organization and to on-board our staff for this journey deep into the digital era. Explains Alice Guehennec, “The data streams are now in place. It is a matter of putting everything to use. We have started to use algorithms, for example, to reduce energy consumption, to decrease the levels of chemicals we use in plants, to predict leaks in the network and solve them before they happen, and to predict extreme weather, like storms, so we can manage the incoming flow for a plant. 15 years ago, Saur invented the Operational Control Centers, and it was a revolution. The next revolution will be to break away from this concept, because everything will be digital and automated.”

Part of a wider transformation

“Digitalization is a key to the future of our company and our sector,” says Guillaume Dolbeau, Head of Saur Group’s Innovation and Digital Offer Department. “It is part of the wider transformation Saur is going through.” The Innovation and Digital Offer teams target four main groups - industrial players, municipalities, end customers and farmers - and will take Saur and these clients forward in two directions:

1. **Differentiation**

   Using digital tools to differentiate is all about penetrating new markets and customer segments, favoring customer preferences, and strengthening Saur’s image, benefit and value, both externally and internally.

2. **Business development**

   Here, the goals are to win new customers and maximize our conversion rate, through the integration of digital and innovative solutions while also contributing to customer loyalty by boosting contract renewals.

**Customer needs are the starting point**

“Basically, Digital Innovation’s priority is to support and accelerate the development of business-oriented and digital services, inspired by the needs of our customers,” says Guillaume Dolbeau. Our customers are the ones who know the problems they want to solve. Our job is to understand their needs and to connect them to digital solutions. Customer-centricity has to be at the heart of our work, otherwise we will create solutions or products that are not in line with the most urgent needs.” To ensure this kind of relevance, Saur’s digital innovation activities are based on a process that begins with customer insights and eventually leads to a marketable solution.
“Our motto is that we can't imagine, invent, experiment or industrialize solutions or services that have not been brought forward by our customers.”

Guillaume Dolbeau,
Head of Saur Group’s Innovation and Digital Offer Department
“Digitalization will enable us to build a global solutions portfolio, from which we can offer customers in any country the right solution.”
Exciting opportunities
The digital revolution sweeping across Saur involves many exciting opportunities. Digital tools can help to foster synergies between Saur’s international entities. They can provide detailed insight into market needs and wishes. They can strengthen Saur’s ecosystem and expertise by helping to integrate players at the forefront of innovation, for example through Internet of Things solutions, Big Data and Artificial Intelligence. They can help us to understand water challenges and chart future risks and opportunities. And they can help us to develop partnerships with other companies in order to test their solutions, and accelerate our progress on important topics.

Quicker and more consistent services
Some new digital tools for all of our teams in direct contact with clients are already being implemented, for example, providing ready-to-use content for answering bids more quickly and consistently. Similar tools are helping us to enrich and develop synergies across our teams internationally, giving shared access to available knowledge and data, services and solutions, projects and people. For a company in transformation, this kind of platform is vital. “Digitalization will enable us to build a global solutions portfolio, from which we can offer customers in any country the right solution,” says Guillaume Dolbeau, Head of Saur Group’s Innovation and Digital Offer Department. “This will allow us, first, to optimize and standardize our responses to Requests for Proposal (RFPs), and will help us promote and share the solutions developed across our Group. Second, it will help us achieve maximum digital cost efficiency. With such an approach, part of our mission is to help our commercial teams by providing content for their answers to customers, while also coordinating with IT teams to offer adapted solutions.”
Digital partnership in Saudi Arabia

Obeikan’s Digital Solutions will offer our customers a digital platform, adding significant value to their operations through the integration of innovative Lean technology and practices. Obeikan’s industrial applications and consulting services are helping many Saudi companies cultivate new enterprise insights and intelligence to enhance their competitiveness. As a water expert, Saur will offer its complementary digital assets to optimize water services. The partnership will provide the utilities market with an advanced suite of technologies to implement excellence on its operations.

An ecological and digital transformation
“"I am delighted to be partnering with such a dynamic company, to combine the strengths of the Saur group with Obeikan’s cutting-edge lean technological expertise,” says Saur’s Executive Chairman, Patrick Blethon. “Our goal is to use digital and lean technologies as a lever for progress to give water the value it deserves. We are proud to contribute to the Kingdom’s ecological and digital transformation in line with the Saudi Vision 2030.”

Abdallah Obeikan, Obeikan group CEO, says, “This partnership with Saur allows us to further strengthen our expertise and our presence in the Kingdom of Saudi Arabia, alongside a major player in water, a key sector in the coming years.”

Saur has signed a partnership with digital solutions company Obeikan to develop a digital business for the water and utilities market in Saudi Arabia.
Jobs that matter for people who care

Every year, we recruit over 2,000 new Saur people. We’ve noticed that nowadays people want to work at a company with a clear purpose that is relevant to society: we all want to contribute to a noble cause. Saur’s Mission Water is exactly that. With us, you can get up in the morning knowing the company you work for is making the world a better place.

Mission Water reminds us daily what we are working for (check our website for more information about Mission Water, or to download Mission Water Manifesto). The mission was launched in early 2022, and each new recruit brings a fresh set of talent and drive to help us pursue it. This is why we take talent and employment seriously. The daily goal of our talent acquisition and development staff is to make sure all our employees get the development possibilities they want or need - in ways that will contribute to Mission Water.

A passion for water
One of the common denominators across our staff is a passion for water. It makes the job of recruitment a lot easier! The majority of candidates who meet us during job applications and get to know our company and culture decide they want to join us. This applies as much to young people as to more senior applicants: age makes no difference.

Stronger together
There is a saying that when under pressure a person will reveal their true self. At Saur, we see that as a good thing. In times of crisis – for example, when severe weather, like flooding, hits a region – we see our teams come and work together in a supportive attitude, finding solutions together that no individual could come up with alone. There is this feeling of being stronger together. Besides being professional, our company culture is warm, passionate, and family-like. It makes a lot of us very proud to be a part of Saur (you can find out more about our Vision Purpose and Values on our website, saur.com).
At Saur, age plays different roles. Seniors bring experience to the table, juniors bring fresh ideas - and all share the same passion for protecting and preserving water, for making it available where needed in the right quantities and qualities, and for giving it the value it deserves. One group of younger colleagues have a special role in carrying out Mission Water: NextGen’Voices.

NextGen’Voices is a group of talented young Saur employees, who form a shadow executive committee and help us to move forward with urgent and inspiring themes. Currently, their work centers on six themes they defined themselves - themes that are important to them, to Saur, and to society as a whole:

1. **Sustainability and making purpose real and impactful**
   This theme is about challenging ourselves to make a lasting difference for our target groups, our sector and the planet we live on.

2. **Corporate and employer branding, with a focus on helping Saur to be an increasingly attractive organization for talented people who care about water**
   Here, the goal is to help Saur gain recognition as the most attractive, innovative and responsible player in the global water sector.
3. **Our performance and growth mindset**
   This theme is about fostering an entrepreneurial spirit across our entire organization, while always operating in close proximity to our clients.

4. **Our digital services for end-users**
   Saur aims to become the digital pioneer of the water sector - a theme you can read more about on the previous pages.

5. **Operational excellence and field work**
   Here, the aim is to identify the resources, tools and technologies we need most to excel in every aspect of our work as a pure water player.

6. **Driving change and knowledge sharing**
   This NextGen Voices theme focuses on developing a vibrant knowledge-sharing culture across Saur, while increasing our internationality, openness and diversity.

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**You can be a voice for water**

In a world where water resources are becoming scarce and at the same time people are searching for jobs with a purpose, we provide an answer for both. Whoever in our company we ask, no matter their age or job title, every single one of them wants to be a voice for water. And together we strive daily to reimagine the future of water - and to convert that vision into hands-on water performance solutions. Do you want to be a part of this exciting, challenging adventure?

Check our website now at [www.saur.com](http://www.saur.com).
Where to meet Saur

Exhibitions 2022

April
17th to 24th - SIWW Singapore (Singapore)

May
16th to 18th - Global Water Summit 2022 Madrid (Spain)
30th of May to 3rd of June - IFAT (Munich, Germany)

June
7th to 8th - BlueTechForum (Vancouver, Canada)
29th to 30th - Carrefour des Gestions Locales de l'Eau (Rennes, France)

November
22nd to 24th - Salon des Maires et des Collectivités Locales (SMCL) Paris (France)
Saur locations

Saur
11 chemin de Bretagne
92130 Issy-les-Moulineaux
France

Aquapor
Av. Marechal Gomes Da Costa, 33
1800-255 Lisboa
Portugal

Gestagua
Calle Rosario Pino, 14-16
28020 Madrid
Spain

Nijhuis Saur Industries
Innovatieweg 4
7007 CD Doetinchem
Netherlands

Saur Polska
Ul. Domaniewska 39A
02-672 Warszawa
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A corporate mission that guides everything we do

#missionwater

For almost a century, the Saur Group has been at work protecting and conserving water resources in all its operating regions. As a vital resource for all forms of life, water is central to our very existence. In today’s world, this precious resource is subject to many threats. These threats jeopardize not only our own future, but also the survival of all ecosystems and natural environments. At a time when the challenges of the ecological transition are central to the problems faced by society worldwide, Saur is reasserting its commitments to taking action, advocating and rallying all stakeholders to ensure a safer world for future generations.

Mission Water is the fusion of these commitments.

1. As a global force in the water industry, we take action on a daily basis to ensure that people have the water they need in terms of quantity and quality.

2. To ensure that this happens, we advocate that everyone gives water the value it deserves: municipalities, industries, citizens, farmers, NGOs and civil society as a whole.

3. At Saur, we are innovators, catalysts and unifiers. We use all our knowledge, expertise and skills to rally as many people as possible around the stakes of water.

Over and above our traditional core business, we are committed to act and convince others around the world so that together we can invest in saving water and inventing new models to preserve the most precious resource on our planet. Our common cause is the future of water.