

Paris, April 9th, 2026

Full year 2025 results

Backed by sound fundamentals and a disciplined strategy, SUEZ is set to accelerate its sustainable growth

- **Clear growth drivers:** execution of a focused strategic roadmap prioritizing selective expansion internationally and in hazardous waste, two structurally attractive segments.
- **A transformation program under way:** organizational and operational initiatives launched to improve efficiency and profitability, supported by constructive and ongoing dialogue with employee representatives.
- **A renewed and more operational Executive Committee,** focused on serving customers to highest standards, steering the Group's transformation and pursuing sustainable growth.
- **Strong commercial momentum:** major contract wins secured in France, the UK and internationally.
- **Resilient performance and robust financial profile** supporting execution of the strategic roadmap.

Xavier Girre, CEO of SUEZ, said: *“SUEZ has accelerated its transformation to become a more agile and efficient business, supporting our growth ambitions. We have clarified our strategy, set out our medium-term financial plan and launched the transformation of the organisation, in close dialogue with employee representatives. In doing so, we are laying the foundations for robust, sustainable growth. I am pleased to see the first benefits of this transformation coming through, with several major contracts signed in water and waste services in France and internationally. I thank SUEZ employees for their commitment, and our customers and partners for their trust.”*

2025 Key Figures

- **Revenue:** €9.5bn, up + 3.6% year-on-year (+3.1% on an organic basis, at constant scope and currency), reflecting dynamic commercial performance, with continued international momentum.
- **EBITDA:** €1.5bn, down - 1.5% year-on-year (-2.5% on an organic basis, at constant scope and currency), impacted by energy price and challenging market conditions in France.
- **Net debt:** €5.8bn (vs €5.4bn at end of 2024), mainly due to increased investments in profitable growth opportunities.
- **Total available liquidity:** €2.2bn, comprise of €1.4bn of cash and cash equivalents and €0.8bn of undrawn committed syndicated facilities.



Revenue growth driven by commercial wins

Despite a challenging environment in France and the UK, **SUEZ secured several major water and waste long term contracts** including:

- A 15year contract to operate drinking water and wastewater services for the **Hérault Méditerranée** Urban Community (Southwest of France);
- A €465m, 10year contract to rebuild and operate the **Romainville–Bobigny** municipal waste treatment centre (Ile-de-France region);
- The management of the Ness Energy from Waste facility in Aberdeen (Scotland), as well as a number of other important contracts, and extensions, in Devon, South Gloucestershire and Doncaster amongst others.

In France, SUEZ is the leading operator of Energy-from-Waste facilities, based on authorized annual capacity.

The company has also strengthened its **hazardous waste activities**, following a prefectural authorization in September 2025 to extend the Villeparisis hazardous waste storage facility (Ile-de-France region). This secures operations for the next 20 years and increases final disposal of hazardous waste of SUEZ in France by 30%.

Continued international momentum

Outside France, **growth remains robust and driven by strong commercial momentum, leading to a continued increase in the share of international revenue.**

- **In India, SUEZ secured its largest drinking water production and distribution contract**, in Salem (Tamil Nadu), serving over one million people. The €456m, 25-year agreement will modernize the city's water infrastructure and deploy advanced technologies.
- **In Hong Kong, SUEZ won a sludge dewatering contract for the new Sha Tin Sewage Treatment Works**, one of Asia's largest cavern-based wastewater treatment facilities.
- **In Europe, SUEZ strengthened its position in hazardous waste** with the acquisition of Gruppo Ecosistem, a leading player in this high value-added segment in Italy. The business is ahead of plan and integration is progressing smoothly.

Strong financial profile and liquidity

EBITDA proved resilient despite energy price fluctuation and adverse market environment in France. The rollout of the transformation program is progressing as planned and has already delivered tangible results. Further efficiency and margin improvement opportunities have been identified and are expected to support profitability going forward.

SUEZ maintains a solid balance sheet and liquidity position. Cash of €1.4bn and total available liquidity of €2.2bn provide significant financial flexibility to fund growth and execute the strategic

roadmap. The increase in net debt remains contained and is largely attributable to strategic investments.

Innovation and ESG performance

In 2025, for the second consecutive year, **SUEZ is the only environmental services company to feature in the French Intellectual Property Institute (INPI)'s Top 50 for patent filings** – underlying the Group's innovation leadership in the market.

In parallel, **SUEZ's efforts in Sustainable Development** are reflected in **improved non-financial performance in 2025, as recognized by ratings agencies**: a score of 78/100 from EcoVadis, a BBB rating from MSCI, and a Sustainalytics score of 15.9, placing the Group among the lowest-risk players in the sector.

The consolidated financial statements as of and for the year ended December 31st, 2025 were approved by the Board of Directors on April 9th, 2026. The audit procedures for the financial statements have been completed. The audit report will be issued after confirmation of associated companies' results.

About SUEZ:

Faced with growing environmental challenges, SUEZ has been delivering essential services that protect and improve our quality of life for more than 160 years. SUEZ provides its customers with innovative and resilient solutions for water and waste services. With 40 000 employees across 40 countries, the Group works with customers to create value over the full lifecycle of their assets and services, and to drive their low carbon transition. In 2025, SUEZ provided drinking water for 67 million people worldwide and sanitation services for 36 million people. The Group generated 8.7 TWh of energy from waste and wastewater. In 2025, SUEZ generated revenues of 9.5 billion euros.

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