Today’s agenda

Q1 2020 performance: good start to the year offset by Covid-19 impacts in March

Explain Covid-19 impacts on Q1 and in March / April

SUEZ anticipates, adapts and prepares for exit and rebound
Mobilised to adapt to Covid-19

Bertrand Camus
Chief Executive Officer
Mobilised to adapt to Covid-19 crisis

Ensure continuity of our essential services while guaranteeing employee safety

Mobilize to serve our clients
Large, small, private individuals and industries across the world

Anticipate and prepare for the redeployment of business activities around the world

Engage measures to mitigate potential impacts on operational performance
All teams highly engaged
Guarantee employee safety

Equip our teams with the adapted PPE

Adapted operational procedures
Covid-19 infected & suspected cases
Weekly employee follow up

In % of employees, per region

Group

Europe

North America

AMECA

Asia – Pacific

South America

AMECA = Africa, Middle East, Central Asia
Business continuity plan activated
Success in adapting to Covid-19

Agile and committed workforce

62% On site / Office
24% Teleworking
14% Inactive

Figures as of April 28th
Size of the pie chart illustrates the proportion of workforce in the geographical area

Europe
- Europe: 59%
- North America: 25%
- Latin America: 16%
- AMECA: 10%
- Asia - Pacific: 87%

AMECA = Africa, Middle East, Central Asia
Committed to support our customers
Reinforced closeness with clients - large, small, private individuals and industries

Ensure full reliability to accompany our clients
Roll out seamless business continuity
Be ready for the post lockdown period
Support critical operations during the health crisis

Working differently with our clients

Food&Beverage
Global Key Account (PL)
Conventional waste collection & recovery maintained to secure our F&B customer continuity of operation

Chemicals
ARKEMA (FR)
Hazardous Waste continuity allowing customer to switch production to hydroalcoholic gels

Food&Beverage
COCAMAR (BRA)
WTS Insight solution
Continuity of service through remote control for water treatment of F&B factory producing food in crisis time

Smart City solutions
On’Dijon (FR)
The 100% connected operation of “OnDijon” has helped to better manage the coronavirus crisis. The cockpit helps make decisions faster

Health-care waste management
Île de France / Grand Est (FR)
+40% surge in volumes of medical waste.
Specific expertise, with 7 EIW equipped to receive and treat infectious waste.
Sealed bins, automatic disinfection.
VALO’MARNE and Sausheim facilities are run with extended operating hours to adjust to the rise in volume of waste
Prepare business activity for lockdown exit
Supporting our clients

Experience from China

Proven reliability of our Industrial assets in China to accompany our clients in ramp-up phase

Collaboration & experience sharing to transpose to other regions

Anticipate the recovery with increased commercial intensity
Q1 highlights (excluding Covid-19)

- Solid organic growth at WTS
- Working capital
- Pricing momentum in Recycling & Recovery
- Commercial wins
- Low volumes in R&R Australia
- Commodity prices
- Drought in Chile
# Key financials Q1 2020

Revenue and EBIT growth impacted by global context of Covid-19

<table>
<thead>
<tr>
<th>In €m</th>
<th>Q1 2019</th>
<th>Q1 2020</th>
<th>Gross</th>
<th>Organic</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>4,210</td>
<td>4,198</td>
<td>(0.3)%</td>
<td>+0.5%</td>
</tr>
<tr>
<td>EBITDA</td>
<td>709</td>
<td>676</td>
<td>(4.7)%</td>
<td>(1.5)%</td>
</tr>
<tr>
<td>% Revenue</td>
<td>16.9%</td>
<td>16.1%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>EBIT</td>
<td>293</td>
<td>231</td>
<td>(21.2)%</td>
<td>(14.9)%</td>
</tr>
<tr>
<td>% Revenue</td>
<td>7.0%</td>
<td>5.5%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- **FX impacts**
  - €(27)m on Revenue

- **Commodity impacts**
  - €(43)m on Revenue

- **Working Capital Requirement & Capex lower year-on-year**

<table>
<thead>
<tr>
<th>In €m</th>
<th>Q1 2019</th>
<th>Q1 2020</th>
<th>Gross</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net debt</td>
<td>10,367</td>
<td>10,402</td>
<td>+0.3%</td>
</tr>
<tr>
<td>Net debt / EBITDA</td>
<td>3.3x</td>
<td>3.3x</td>
<td></td>
</tr>
</tbody>
</table>
Covid-19: focus on the recovery in China

Focus on Hazardous Waste

- Sharp decrease from week 4 with 6 hazardous waste facilities shut down
- Volumes at SCIP volatile but hold on
- Weekly volatility relatively high

Estimated impact on EBIT in China at €30m to €40m in 2020 confirmed

Focus on Water volumes

- Volume decrease in tourism exposed areas, mainly Macao
- c.20% decrease in volumes in week 4, progressively recovering up to week 12
Covid-19: impact in Water – end Q1

- Reduction in volumes observed in some geographies, mainly linked to tourism
  - Europe: tourism-dependent places in France and Spain impacted by lower consumption
- No significant impact observed so far in North America
- Chile equally impacted by drought and Covid-19
- We have suspended disconnections in all impacted geographies
- Construction projects generally stopped
Covid-19: impact in Water – April / Today
Varied impacts: illustration

> North America
Volumes sold have remained in line with historical trends

> Czech Republic
Implementation of containment measures led to a slowdown in volumes from Mid-March. Positive trend observed since the second half of April, with progressive restart of economy.

> Spain (tourism)
Tourism regions like the Canaries and Balearic Islands facing a severe decrease in volumes. Lockdown measures expected to be maintained at least until end-May.
Covid-19: impact in Recycling & Recovery – end Q1

- **Europe** most impacted area, with strong differences between countries
- **Sharp decline of I&C collected and treated volumes,** driven by industrial production slowdown and store closures
- **Rapid implementation** of mitigation measures (interventions, logistics, interims, partial unemployment)
- **Saturation of EfW facilities maintained**
Covid-19: impact in Recycling & Recovery – April / Today

Varied impacts: illustration

- **Germany**: Global volumes of processed waste maintaining, despite lower contribution from I&C

- **Australia**: As was anticipated, slowdown in infrastructure works leads to a reduction in landfill volumes. I&C volumes down in the three first weeks of April

- **France**: I&C volumes strongly impacted.
  Municipal waste impacted notably by cessation of large and green waste collection. Part of those volumes should be recovered after lockdown.

Weekly follow-up of I&C orders, base 100 9/03/2020

Magnitude of the slowdown - illustration
Covid-19: impact in Environmental Tech & Solutions – Q1 / April / Today

Focus per division

- Hazardous Waste affected by low volumes
  - Minerals hit by stop of all civil and constructions works,
    Chemicals resisting well
  - Lower activity in remediation in Europe
  - Fall in volumes in Asia due to plants closure in February

- WTS quite resilient up to now
  - Supply chain impact in China
  - Rest of business proving resilient through April

- SES: contained impact over Q1, solid trend in orders
  - Digital and Consulting activities resisting well
  - Environmental Quality Monitoring impacted by slowdown in economic activity, Consulting by lockdown

ETS revenue exposure
% of 2018 revenue, by industry

- Municipal 19%
- Oil & Gas 16%
- Chemical & Pharmaceutical 13%
- Other Manufacturing 10%
- Power 8%
- Environmental Services 7%
- Food & Beverage 6%
- Construction, Deconstruction & Materials 4%
- Electronic and Electric Products 4%
- Metallurgy 4%
- Other industry & services 10%
Covid-19: mitigation actions
Swift adaptation of our operations and cost structure

**Cost management**

- Reduced consumption, driven by partial closure HQs
- Travel freeze
- Reduce or replace subcontractors
- Terminate interim missions, in line with activity decrease

**Operational adjustments**

- Non-critical business postponed
- Part time / furlough of employees in line with activity slowdown
- Negotiated compulsory holiday period for French employees during the containment and activity slowdown

**Investments reduction**

- Total 2020 investments reduced by c.15%
- Non-critical maintenance operations postponed
Covid-19: uncertainty on the remaining duration of the containment measures and speed of the economic recovery

<table>
<thead>
<tr>
<th>Region</th>
<th>Q1 2020</th>
<th>April 2020</th>
<th>Going forward</th>
</tr>
</thead>
<tbody>
<tr>
<td>China</td>
<td>Full impact</td>
<td>Lower impact</td>
<td>&gt; Mitigation actions to continue</td>
</tr>
<tr>
<td>Europe</td>
<td>Full impact for c. 2 weeks</td>
<td>Full impact</td>
<td>&gt; Volumes stable at this point</td>
</tr>
<tr>
<td>Americas</td>
<td>Full impact for c. 1-2 weeks</td>
<td>Full impact</td>
<td>&gt; Commodities volatile but paper and oil now positive</td>
</tr>
<tr>
<td>AMECA</td>
<td>Full impact for c. 2 weeks</td>
<td>Full impact</td>
<td>&gt; Governments determined to reopen economies in April / May / June</td>
</tr>
</tbody>
</table>

EBIT impact: around €60m

> Lower impact in China
> Full impact elsewhere
A strong reinforcement of our liquidity

April financing operations

> **Issuance of €850m** of senior bonds;

> **Repayment** of €100m and **issuance of €340m** of private placements;

> **Repayment** of €240m and **issuance of €265m** of commercial paper;

> **Extension** of main €2.5bn revolving credit facility for 1 additional year to April 2025;

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Liquidity position

| Pro forma following April refinancing operations | 5,566 |
| Undrawn credit lines | 5,257 |
| Cash\(^{(1)}\) | 2,658 |

\(^{(1)}\) Cash net of mark-to-market derivatives
Organising for rebound

Bertrand Camus
Chief Executive Officer
Shaping SUEZ 2030 helping better position the Group

- Reinforce selectivity
  - Support our customers maintaining an open dialog with Municipalities/I&C/Industrials
  - Anticipate opportunities by identifying potential shift in businesses/eco-system/customers

- Performance plan essential to adapt, mitigate and prepare for lockdown exit
  - Wave 1 rolled out as planned and strong short-term additional measures taken
  - Monitor health and well-being of employees and social climate

- Reallocate our capital resources
  - Moving forward on our asset rotation plan
  - Total 2020 investments down by around 15% compared to 2019 levels
Shaping a sustainable environment, now!

- All the more relevant solutions with positive impact on health, quality of life and the protection of the natural capital
  - Cultural change at every level of the Group
  - Contribution to a sustainable environment reaffirmed

- Work in close collaboration with governments and authorities
  - European green deal
  - Stimulus package taking into account climate change, biodiversity and environment protection
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Appendix 1

2019 Revenue, EBITDA, EBIT under the new segment structure
# 2019 under the new segment structure

<table>
<thead>
<tr>
<th></th>
<th>Q1 2019</th>
<th>H1 2019</th>
<th>9M 2019</th>
<th>FY 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>In €m</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>REVENUE</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Water</td>
<td>1,608</td>
<td>3,340</td>
<td>5,127</td>
<td>7,055</td>
</tr>
<tr>
<td>Recycling &amp; Recovery</td>
<td>1,837</td>
<td>3,692</td>
<td>5,530</td>
<td>7,463</td>
</tr>
<tr>
<td>Environmental Tech &amp; Solutions</td>
<td>800</td>
<td>1,706</td>
<td>2,606</td>
<td>3,690</td>
</tr>
<tr>
<td><em>Intercompany transactions</em></td>
<td>(35)</td>
<td>(82)</td>
<td>(136)</td>
<td>(193)</td>
</tr>
<tr>
<td><strong>EBITDA</strong></td>
<td>709</td>
<td>1,521</td>
<td>2,330</td>
<td>3,220</td>
</tr>
<tr>
<td>Water</td>
<td>853</td>
<td></td>
<td></td>
<td>1,788</td>
</tr>
<tr>
<td>Recycling &amp; Recovery</td>
<td>521</td>
<td></td>
<td></td>
<td>1,067</td>
</tr>
<tr>
<td>Environmental Tech &amp; Solutions</td>
<td>186</td>
<td></td>
<td></td>
<td>435</td>
</tr>
<tr>
<td>Other</td>
<td>(39)</td>
<td></td>
<td></td>
<td>(70)</td>
</tr>
<tr>
<td><strong>EBIT</strong></td>
<td>293</td>
<td>645</td>
<td>1,016</td>
<td>1,408</td>
</tr>
<tr>
<td>Water</td>
<td>432</td>
<td></td>
<td></td>
<td>923</td>
</tr>
<tr>
<td>Recycling &amp; Recovery</td>
<td>210</td>
<td></td>
<td></td>
<td>411</td>
</tr>
<tr>
<td>Environmental Tech &amp; Solutions</td>
<td>81</td>
<td></td>
<td></td>
<td>217</td>
</tr>
<tr>
<td>Other</td>
<td>(78)</td>
<td></td>
<td></td>
<td>(143)</td>
</tr>
</tbody>
</table>
2019 under the new segment structure

<table>
<thead>
<tr>
<th>Revenue, in €m</th>
<th>Q1 2019</th>
<th>H1 2019</th>
<th>9M 2019</th>
<th>FY 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>WATER</strong></td>
<td>1,608</td>
<td>3,340</td>
<td>5,127</td>
<td>7,055</td>
</tr>
<tr>
<td>Europe</td>
<td>856</td>
<td>1,796</td>
<td>2,758</td>
<td>3,794</td>
</tr>
<tr>
<td>AMECA</td>
<td>193</td>
<td>394</td>
<td>610</td>
<td>865</td>
</tr>
<tr>
<td>Asia Pacific</td>
<td>116</td>
<td>261</td>
<td>397</td>
<td>572</td>
</tr>
<tr>
<td>Americas</td>
<td>443</td>
<td>889</td>
<td>1,362</td>
<td>1,824</td>
</tr>
<tr>
<td><strong>RECYCLING &amp; RECOVERY</strong></td>
<td>1,837</td>
<td>3,692</td>
<td>5,530</td>
<td>7,463</td>
</tr>
<tr>
<td>Europe</td>
<td>1,525</td>
<td>3,090</td>
<td>4,625</td>
<td>6,240</td>
</tr>
<tr>
<td>AMECA</td>
<td>27</td>
<td>53</td>
<td>73</td>
<td>97</td>
</tr>
<tr>
<td>Asia Pacific</td>
<td>276</td>
<td>532</td>
<td>806</td>
<td>1,083</td>
</tr>
<tr>
<td>Americas</td>
<td>8</td>
<td>16</td>
<td>26</td>
<td>43</td>
</tr>
<tr>
<td><strong>ENVIRONMENTAL TECH &amp; SOLUTIONS</strong></td>
<td>800</td>
<td>1,706</td>
<td>2,606</td>
<td>3,690</td>
</tr>
<tr>
<td>Europe</td>
<td>348</td>
<td>718</td>
<td>1,083</td>
<td>1,504</td>
</tr>
<tr>
<td>AMECA</td>
<td>33</td>
<td>75</td>
<td>106</td>
<td>147</td>
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<tr>
<td>Asia Pacific</td>
<td>106</td>
<td>254</td>
<td>378</td>
<td>546</td>
</tr>
<tr>
<td>Americas</td>
<td>313</td>
<td>658</td>
<td>1,039</td>
<td>1,494</td>
</tr>
<tr>
<td>Intercompany transactions</td>
<td>(35)</td>
<td>(82)</td>
<td>(136)</td>
<td>(193)</td>
</tr>
<tr>
<td><strong>TOTAL REVENUE</strong></td>
<td><strong>4,210</strong></td>
<td><strong>8,656</strong></td>
<td><strong>13,127</strong></td>
<td><strong>18,015</strong></td>
</tr>
</tbody>
</table>

AMECA = Africa, Middle East, Central Asia
Appendix 2

Q1 2020 Revenue
Revenue +0.5% on an organic basis

Revenue in €m

Q1 2019

4,210

- (27) FX
- (5) Scope
+ 10 Water

Q1 2020

4,198

+ 23 ETS (2)
+ (8) Intercompany transactions

Revenue +0.5% organic

(1) Recycling & Recovery
(2) Environmental Tech & Solutions

32 | Q1 2020 Results | 30th April 2020
Water

Organic revenue growth +0.6%

- Volumes down in first quarter in Europe and China hit by Covid-19
  - Chile impacted by water restriction measures
- Tariffs up 1.7% in France and +2.0% in Chile, down -1.3% in Spain
- Commercial activity benefited from the start of Toulouse contract in France
Recycling & Recovery

Revenue down (0.3)% organically

- Processed waste volumes down (3.3)%, reflecting the impact of population containment on I&C customers and industrial production slowdown in March
- Negative impact from commodities prices, on a declining trend in Q1
- Construction activities slowed due to global context of Covid-19
Environmental Tech & Solutions

Dynamic activity supported by commercial wins

Revenue, in €m

- Solid performance of both Water Technologies & Solutions and SES
- Hazardous Waste strongly impacted by volume slowdown both in China and in Europe
## Revenue by division

<table>
<thead>
<tr>
<th>In €m</th>
<th>Q1 2019</th>
<th>Q1 2020</th>
<th>in % of total</th>
<th>Variation</th>
</tr>
</thead>
<tbody>
<tr>
<td>WATER</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Europe</td>
<td>1,608</td>
<td>1,598</td>
<td>38.1%</td>
<td>(0.6)%</td>
</tr>
<tr>
<td>AMECA</td>
<td>193</td>
<td>201</td>
<td>4.8%</td>
<td>+4.3%</td>
</tr>
<tr>
<td>Asia Pacific</td>
<td>116</td>
<td>120</td>
<td>2.9%</td>
<td>+3.3%</td>
</tr>
<tr>
<td>Americas</td>
<td>443</td>
<td>426</td>
<td>10.1%</td>
<td>(3.9)%</td>
</tr>
<tr>
<td>RECYCLING &amp; RECOVERY</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Europe</td>
<td>1,525</td>
<td>1,514</td>
<td>36.1%</td>
<td>(0.8)%</td>
</tr>
<tr>
<td>AMECA</td>
<td>27</td>
<td>24</td>
<td>0.6%</td>
<td>(11.5)%</td>
</tr>
<tr>
<td>Asia Pacific</td>
<td>276</td>
<td>268</td>
<td>6.4%</td>
<td>(3.1)%</td>
</tr>
<tr>
<td>Americas</td>
<td>8</td>
<td>11</td>
<td>0.3%</td>
<td>+41.3%</td>
</tr>
<tr>
<td>ENVIRONMENTAL TECH &amp; SOLUTIONS</td>
<td>800</td>
<td>826</td>
<td>19.7%</td>
<td>+3.3%</td>
</tr>
<tr>
<td>Europe</td>
<td>348</td>
<td>338</td>
<td>8.1%</td>
<td>(2.8)%</td>
</tr>
<tr>
<td>AMECA</td>
<td>33</td>
<td>39</td>
<td>0.9%</td>
<td>+18.0%</td>
</tr>
<tr>
<td>Asia Pacific</td>
<td>106</td>
<td>109</td>
<td>2.6%</td>
<td>+2.0%</td>
</tr>
<tr>
<td>Americas</td>
<td>313</td>
<td>341</td>
<td>8.1%</td>
<td>+9.0%</td>
</tr>
<tr>
<td>Intercos</td>
<td>(35)</td>
<td>(43)</td>
<td>(1.0)%</td>
<td>+22.2%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>4,210</td>
<td>4,198</td>
<td>100.0%</td>
<td>(0.3)%</td>
</tr>
</tbody>
</table>

(1) Mainly SUEZ Consulting
Appendix 3

Net debt evolution in Q1 2020
Net debt evolution in Q1 2020

Net debt 31/12/2019: 10,151

- Gross Cash Flow: (470)
- Change in WCR: +295
- Capex: +374
  - Of which: +182 Maintenance Capex, +192 Development Capex
- Others: +51

Net debt 31/03/2020: 10,402

3.3x ND/EBITDA
Appendix 4

Q1 2020 operational KPIs
### Non financial KPIs

#### WATER

<table>
<thead>
<tr>
<th>Mm³ sold (1)</th>
<th>Q1 2020</th>
<th>Δ 20/19</th>
</tr>
</thead>
<tbody>
<tr>
<td>France</td>
<td>133</td>
<td>(1.8)%</td>
</tr>
<tr>
<td>Spain</td>
<td>151</td>
<td>+1.1%</td>
</tr>
<tr>
<td>Chile</td>
<td>167</td>
<td>(2.4)%</td>
</tr>
<tr>
<td>China</td>
<td>178</td>
<td>(6.8)%</td>
</tr>
<tr>
<td>North America</td>
<td>53</td>
<td>(1.3)%</td>
</tr>
<tr>
<td>Morocco</td>
<td>37</td>
<td>+4.6%</td>
</tr>
<tr>
<td>Water DB backlog - €bn (3)</td>
<td>1.1</td>
<td>(3.2)%</td>
</tr>
</tbody>
</table>

#### ENVIRONMENTAL TECH & SOLUTIONS

**Water Technologies & Solutions**

<table>
<thead>
<tr>
<th>in €m</th>
<th>Q1 2020</th>
<th>Δ 20/19 (2)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Engineered Systems (ES)</td>
<td>381</td>
<td>(7.5)%</td>
</tr>
<tr>
<td>Chemical &amp; Monitoring Solutions (CMS)</td>
<td>244</td>
<td>+7.5%</td>
</tr>
</tbody>
</table>

**Total orders**

<table>
<thead>
<tr>
<th>€m</th>
<th>Q1 2020</th>
<th>Δ 20/19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Engineered Systems (ES)</td>
<td>381</td>
<td>(7.5)%</td>
</tr>
<tr>
<td>Chemical &amp; Monitoring Solutions (CMS)</td>
<td>244</td>
<td>+7.5%</td>
</tr>
<tr>
<td>Total orders</td>
<td>625</td>
<td>(2.1)%</td>
</tr>
</tbody>
</table>

**Hazardous Waste**

<table>
<thead>
<tr>
<th>Mt</th>
<th>Q1 2020</th>
<th>Δ 20/19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Elimination</td>
<td>200</td>
<td>+1.3%</td>
</tr>
<tr>
<td>Recovery</td>
<td>280</td>
<td>(4.2)%</td>
</tr>
<tr>
<td>Total Hazardous Waste</td>
<td>480</td>
<td>(2.0)%</td>
</tr>
</tbody>
</table>

#### RECYCLING & RECOVERY

<table>
<thead>
<tr>
<th>Mt</th>
<th>Q1 2020</th>
<th>Δ 20/19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Elimination</td>
<td>3.5</td>
<td>(8.1)%</td>
</tr>
<tr>
<td>Recovery</td>
<td>5.1</td>
<td>+0.3%</td>
</tr>
<tr>
<td>Energy from Waste</td>
<td>2.2</td>
<td>(1.7)%</td>
</tr>
<tr>
<td>Sorting &amp; Recycling</td>
<td>2.9</td>
<td>+2.0%</td>
</tr>
<tr>
<td>Total processed volumes</td>
<td>8.6</td>
<td>(3.3)%</td>
</tr>
</tbody>
</table>

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(1) At iso contracts  
(2) Organic growth  
(3) Variation vs December 31st, 2019
Recycling & Recovery Europe
Commodity prices evolution

**BDSV Sorte 1 (ferrous metal, recycled) – in €/ton**

Average Q1 2020
Average Q1 2019

**1.05 (corrugated board) – in €/ton**

**Brent – in €/baril**
Recycling & Recovery Europe
Commodity prices evolution

PET (Virgin material) – in €/ton

PEBD – in €/ton

Electricity – in €/Mwh – CAL 20
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