



Record 2025 Results

Exceeding annual guidance

REVENUE

€44,396 million

+2.8%¹

EBITDA

€7,050 million

+6.3%²

CURRENT EBIT³

€3,740 million

+8.9%²

CURRENT NET INCOME³

€1,643 million

+9.1%⁴

Efficiency gains of **€399 million**,
above annual target of **€350 million**



Enhanced growth in international markets

Leader in 44 countries - 5 continents



EUROPE
€19.2bn (43%)

+3.3%²

WATER TECH
€5.0bn (11%)

+3.6%¹

AMERICAS, ASIA PACIFIC,
AFRICA MIDDLE-EAST
€11.3bn (26%)

+4.1%¹

FRANCE
€8.9bn (20%)

Stable¹