03

2024 ANNUAL REPORT

3.1 SIGNIFICANT EVENTS OF THE FINANCIAL YEAR

In 2024, Séché Environnement continued to pursue its development strategy, combining internal growth and acquisitions, in the markets that are driving sustainable development and the ecological transition in France and abroad.

Accordingly, Séché Environnement has consolidated its positions on its markets in France and abroad thanks to the signing of major medium and long-term service contracts that add sustainability and visibility to the operations of the subsidiaries and geographic regions concerned.

In addition, the Group successfully integrated the international acquisitions made at the end of the previous year, as evidenced by the excellent sales performance posted by Furia (Italy), Essac (Peru), and Rent-A-Drum (Namibia).

Above all, Séché Environnement completed a major external growth transaction by acquiring Singapore's leading hazardous waste company ECO, a major strategic operation that will ultimately open up a dynamic new industrial market.

Séché Environnement's commercial and operational performance over the 2024 financial year was in line with its initial objectives.

The Group has therefore once again demonstrated the resilience of its business model by absorbing the impact of falling energy prices and the first half delays in service activities (remediation, environmental emergencies, etc.) on its revenue and gross operating margin, thanks to a second half significantly more dynamic than the first, particularly in France.

The Group thus confirms the objectives of its 2026 roadmap as presented in December 2023[1] and revised upwards in terms of revenue forecast and operating profitability target take into account the achievements of fiscal 2024 and the positive impact of the acquisition of ECO over the period.

3.1.1 ECO ACQUISITION: A MAJOR STRATEGIC DEVELOPMENT

On June 17, 2024, Séché Environnement announced the signature of an SPA[2] with a view to acquiring ECO Industrial Environmental Engineering Pte Ltd ("ECO"), the leading player in Singapore's hazardous industrial waste market.

3.1.1.1 Acquisition of ECO and entry of CVC DIF into the share capital of the new subsidiary – An immediately accretive transaction from an operational point of view[3]

The ECO acquisition was completed on July 18, 2024 through a Singaporean acquisition company ("SPV") Séché Holdings (SG) Pte. Ltd.

The acquisition concerned 100% of the shares and represented a purchase price of around SGD 608 million (Singapore dollars), financed partly through a bank credit facility and partly by a drawdown on the Group's revolving credit facility ("RCF").

On November 1, 2024, Séché Environnement and CVC DIF, the infrastructure arm of leading global private market manager CVC, entered into an agreement whereby CVC DIF will hold 49.9% of ECO's share capital following a reserved capital increase of around SGD 312 million (c. €216 million).

The entry of CVC DIF into ECO's share capital reflects Séché Environnement's desire to associate the development of its Singapore subsidiary with a long-term financial partner already heavily invested in South-East Asia, in order to step up its development in Singapore's buoyant industrial waste market.

The transaction was closed on November 22, 2024. Following the transaction, ECO remains fully consolidated by Séché Environnement.

Immediately accretive to operating margins, this acquisition permanently strengthens the Group's financial profile by sustainably strengthening the Group's outlook in terms of growth and operating profitability.

3.1.1.2 ECO: a leading player in Singapore's hazardous waste management market

Present since 1995 across the entire value chain in the hazardous waste business, and with a market share of around 32%, ECO is today the number one operator in Singapore's hazardous waste recovery and treatment markets, well ahead of its main competitors in terms of installed capacity, volumes handled, service offerings, and customer portfolio.

1 *See press releases of December 12, 2023 and September 5, 2024*
2 *Share Purchase Agreement*
3 *See press releases of June 17, 2024, July 18, 2024, and November 4, 2024*

With around 300 employees, ECO is present for its customers at every stage of the hazardous waste management value chain in Singapore, providing collection, transportation, recovery and treatment services for hazardous waste.

In 2024, almost 80% of the Company's sales were generated by the recovery and treatment of hazardous waste and 10% by the treatment of sewage sludge from Singapore's Water Reclamation Plants.

ECO has all the necessary permits to manage different types of solid, gaseous, and liquid hazardous waste – including sludge from industrial wastewater treatment plants – from a diversified customer base of leading industrial operators in the target sectors of chemicals, pharmaceuticals, energy, renewable energies, and semiconductors.

A true "all-in-one" center for the recovery and treatment of hazardous industrial waste, ECO is located on a single site spanning 68,400 m^2, where its facilities (incinerators with or without energy recovery, industrial water treatment plant, stabilization plant, etc.), all built recently with complementary technologies, offer a total annual capacity of nearly 440 Kt.

ECO also holds stakes in two joint ventures active in the circular economy, one specializing in activated carbon reactivation with a global chemicals manufacturer, and the other in precious metals regeneration in partnership with a global precious metals recycling manufacturer.

For the rest, ECO offers its customers several complementary services with high added value, such as total waste management, remediation (including environmental emergency services and asbestos removal), trade in the by-products of material recovery, deconstruction, decontamination, and promising niche activities such as the treatment of carbon soot waste from synthetic gas production or the recovery of activated carbon.

The company also operates a fleet of about 35 vehicles to ensure all its collection, transport and decontamination services.

With its recognized technical capabilities and know-how, ECO is responding to the prospects of a Singaporean hazardous waste market with high barriers to entry, driven by the chemical, energy, and renewable energies industries.

As a result, ECO has developed strong business relationships with a diverse industrial client base, resulting in a high contract renewal rate, a strong revenue base, and a high level of visibility on its revenue profile.

In 2024, the company generated sales of around SGD 108 million and EBITDA of around SGD 41 million.

3.1.2 INCREASED OPERATIONS VISIBILITY IN FRANCE AND ABROAD – SIGNING OF SIGNIFICANT MEDIUM-TERM SERVICE CONTRACTS

3.1.2.1 New public service delegation contract for the extension and operation of the Nantes – Alcea Waste Treatment and Recovery Center[1]

On December 16, 2024, Séché Environnement was chosen by the Groupement d'Autorités Concédantes (GAC) for the redesign, operation, and maintenance of the new Waste Treatment and Recovery Center (CTVD) located in the future Urban Ecology Cluster in the Prairie de Mauves district of Nantes, France.

Since 2012, through its subsidiary Alcea, Séché Environnement has been treating some of the waste produced by the city's inhabitants through the Prairie de Mauves Waste Treatment and Recovery Center (CTVD) under a public service delegation (PSD).

A new public service delegation (PSD) will take effect from April 1, 2025, for a period of 20 years, entrusting Séché Environnement as operator with the operation and maintenance of the current and future CTVD, a contract worth around €188 million over the period. The construction of the new site constitutes a second contract worth around €300 million, which will be coordinated by a non-consolidated special purpose vehicle ("SPV") bringing together Séché Environnement and the other project partners.

1 See press release of December 16, 2024

3.1.2.2 Increased visibility of operations in Latin America: new multi-year high-value service contracts

Landmark remediation project in Chile: the Las Salinas contract[1]

Following an international call for tenders, on May 23, 2024 Las Salinas, a subsidiary of Empresas Copec, chose Séché Environnement to clean up a 7-hectare area in the heart of the seaside town of Viña del Mar, near Valparaiso in Chile. The site has hydrocarbon soil pollution located mainly between 5 and 8 meters deep, linked to the area's industrial past and in particular to the presence of previous oil activities.

This large-scale project, which is expected to last three years, confirms Séché's world-renowned expertise in environmental services.

This project meets the most stringent environmental standards and is part of a circular economy approach aiming to treat and then reuse all regenerated soil on site.

Signing of major medium-term service contracts in Peru

During the second half of 2024, Séché Environnement signed several major contracts for waste management in the mining sector in Peru.

These multi-year contracts total an estimated value of €64.6 million over the next 5 years, testifying to the Group's recognized expertise in implementing circular economy solutions in complex mining environments.

Case study: Antamina[2], an innovative project for the sustainable management of mining waste

Among the recent contracts signed in Peru, Séché Environnement has entered into a major partnership with Compañía Minera Antamina to provide total waste management services as part of a circular economy approach to maximize waste recovery and support the mine's sustainability objectives.

Case study: Quellaveco, further recognition of the Group's circular economy expertise with regard to mining waste

On August 27, 2024, Séché Group Peru announced the signing of a major contract with Anglo American to provide total waste management services for the Quellaveco copper mine, one of the largest deposits in the world.

This contract is a renewal of the initial two-year contract under which Séché Environnement supported Quellaveco's transition from the construction phase to the operational phase: Séché Group Peru was selected primarily for its cutting-edge circular economy solutions aimed at minimizing environmental impact and maximizing waste recovery at Quellaveco, which echo the mine's shared commitment to protecting the environment and local communities.

3.1.3 FINANCIAL PERFORMANCE IN LINE WITH 2024-2026 ROADMAP TRENDS

3.1.3.1 Confirmed business resilience – Dynamic second half

For the year ended December 31, 2024, Séché Environnement reported contributed revenue of €1,110.4 million, up 9.6% compared to 2023.

At constant scope and exchange rates, revenue was virtually stable (down 0.6%) compared to the previous year, illustrating the resilience of the Group's business over the period.

Indeed, revenue rose 3.5% in the second half, thereby absorbing the effects of falling energy prices and largely offsetting the sharp first half decline in construction site activities (remediation, environmental emergencies, etc.).

Business during the year was driven by the French markets (68% of contributed revenue), where the Group continued to enjoy strong sales momentum in robust markets (particularly during the second half), while the international segment posted some large-scale commercial successes, particularly in the services and circular economy businesses, which will contribute significantly to growth across the relevant scopes from 2025.

1 See press release of May 23, 2024

2 Antamina is one of the world's top ten mines in terms of production volume of copper, zinc, silver, lead, and molybdenum.

France: robust markets and resilient business – Strong second half

In France, Séché Environnement, an integrated operator in the circular economy and environmental services businesses, is active on markets sustained by regulatory changes promoting the circular economy and efforts to combat climate change and by environmental safety issues related to industrial and regional infrastructures.

With organic revenue growth of 0.9% in 2024 to €755.6 million[1], the dynamic second half performance in France offset the impact of the sharp fall in energy sale prices – to the tune of €(19.4) million – as well as the first half delays in construction site operations (remediation and environmental emergencies).

The France scope posted significant second half organic growth of 5.0%, thereby demonstrating business resilience and the strength of the industrial and municipal markets. In these main markets in France, the Group benefited from the extensive use of its treatment and recovery facilities, sustained by the healthy orientation in volumes allowing the continuation of positive price momentum. It also records the positive effects of the signature of an amendment to the public service delegation agreement for the Strasbourg-Sénerval incinerator.

International business: contribution from new areas – Varying organic growth depending on geographic region

International revenue amounted to €354.2 million, up 33.7% versus 2023 on a reported basis.

This includes a scope effect of €102.8 million reflecting a strong *pro rata* contribution from the subsidiaries consolidated in 2023, notably Furia (Italy), as well as the integration of ECO (Singapore) over 6 months in 2024. The foreign exchange effect was limited to €(0.7) million.

At constant scope, revenue amounted to €251.4 million, down 4.9% at constant exchange rates versus 2023. This change reflects the slight increase in Europe (outside France), curbed by South Africa which was penalized by a less buoyant economy. In Latin America, the Group won a number of multi-year service contracts during the year, which only contributed to fourth quarter revenue.

3.1.3.2 Operating income: strong contribution from historical France scope

Improved EBITDA and increased gross operating profitability

EBITDA amounted to €242.3 million, or 21.8% of contributed revenue, up 11.3% on a reported basis (vs. 217.7 million, or 21.5% of contributed revenue in 2023).

At constant scope, EBITDA rose 1.5% to €220.9 million or 21.9% of contributed revenue, illustrating the resilience of the gross operating margin, which absorbed the negative impact of lower energy sale prices and, to a lesser extent, the delays in construction site activities in the first half.

The increase in gross operating profitability reflects the solid contribution of the France scope:

- **France organic EBITDA** rose by 6.9% to €186.1 million, or 24.6% of contributed revenue, marking a significant improvement in gross operating profitability compared with the previous year (23.3% of contributed revenue).

  In addition to favorable commercial effects (volume and price effects), EBITDA in France benefited from controlled fixed costs, especially maintenance costs, as a result of the industrial efficiency policy in terms of capacity availability and organizational productivity.

  This performance is all the more remarkable given that it absorbed the €(10.5) million[2] negative impact of falling energy sale prices on EBITDA.
- **International EBITDA** fell 20.1% at like-for-like and constant exchange rates to €34.8 million, or 13.8% of contributed revenue (vs. €43.6 million, or 16.5% of contributed revenue in 2023).

  This change was mainly due to the lesser contribution from construction site activities (Latin America and South Africa) and the decline in business recorded by Interwaste in South Africa.

1 *On a reported basis, contributed revenue rose 1.0% to €756.2 million, including Séché ARI's contribution over six additional months compared to 2023.*
2 *Net price effect of the tax on the infra-maginal income of electricity producers introduced by the amended finance law for 2023.*

Current operating income impacted by an exceptional expense in France and a lesser contribution from the international business

Current operating income (COI) totaled €101.1 million, or 9.1% of contributed revenue, without change versus the previous year (€101.2 million, or 10.0% of contributed revenue).

At constant scope, COI amounted to €86.8 million, down 14.3% at constant exchange rates at 8.6% of contributed revenue:

- **France current operating income** amounted to €76.2 million, or 10.1% of contributed revenue (vs. 10.8% of contributed revenue in 2023), reflecting organic growth in EBITDA, curbed in particular by a €10.2 million provision for the risk of non-recovery of a major maintenance and repairs expense on the Strasbourg-Sénerval incinerator.
- **International current operating income** came to €10.6 million, or 4.2% of contributed revenue (vs. €20.4 million, or 7.7% of contributed revenue in 2023). This decline is mainly due to weaker international EBITDA performance at constant scope and exchange rates.

Operating income totaled €91.7 million, or 8.3% of contributed revenue, stable compared to the previous year (€91.4 million).

At constant scope and exchange rates, operating income was down 15.1% versus 2023. The decline reflects the reduction in COI at constant scope and is mainly impacted by a €(7.8) million expense representing the effects of business combinations.

3.1.3.3 Financial income and net income, Group share

Financial income reflecting the financing of the ECO acquisition

The net financial loss for 2024 came to €(35.4) million, compared to a €(22.2) million loss in 2023.

This change mainly reflects:

- The increase in gross debt costs to €(36.9) million, vs. €(26.1) million a year earlier, due to the increase in average gross financial debt over the period with the ECO acquisition in July, while average gross debt costs were stable at 3.52%, vs. 3.49% in 2023.
- The decline in “Other financial income and expenses,” at €(3.2) million, vs. income of +€0.9 million in 2023, due to bank commissions totaling €(2.3) million, mainly related to the ECO acquisition, while in the previous year accretion income of +€2.3 million was recognized on the thirty-year provision.

Income tax: increase in effective tax rate

The income tax expense for 2024 amounted to €(18.3) million, vs. €(17.8) million in 2023, giving an effective tax rate of 32.5%, vs. 25.8%, due to lesser recognition of tax loss carryforwards.

Consolidated net profit Group share impacted by financial income – Dividend maintained

After accounting for the share of profit of associates, i.e., +€0.2 million in 2024 compared to €(1.3) million in 2023, net consolidated income came to €38.2 million, vs. €50.0 million in 2023.

Net of the share attributable to non-controlling interests totaling €(2.7) million, **net income, Group share** for 2024 amounted to €35.5 million, or 3.2% of contributed revenue (vs. €47.8 million, or 4.7% of contributed revenue in 2023).

Earnings per share came to €4.57, vs. €6.13 in 2023.

The **dividend** is maintained at €1.20 per share, subject to approval by the Annual General Meeting of Shareholders on April 25, 2025. It will be withdrawn on July 8, 2025 for payment on July 10, 2025.

3.1.3.4 Strong cash generation and confirmation of solid financial position

Free operating cash flow amounted to €111.5 million, up 10.2% compared to 2023 (€101.3 million). This positive trend is due in particular to tight control of industrial investments and rigorous management of working capital requirements.

Industrial investments disbursed thus totaled €79.4 million, or 7.2% of contributed revenue (vs. €88.7 million, or 8.8% of contributed revenue in 2023).

Change in working capital requirement amounted to €(5.4) million, compared to €(6.3) million in 2023. This change is mainly due to the consolidation of the new scopes, while the Group successfully neutralized the change in WCR within its historical scope in accordance with its DSO management policy.

After taking into account interest paid -including interest on finance leases- (€31.4 million vs. €23.2 million in 2023), the **EBITDA-to-cash conversion rate** amounted to 46% (vs. 47% in 2023), thereby confirming the resilience of the Group’s financial profile and its strong cash generation.

The **cash balance** amounted to €169.8 million, vs. €162.2 million a year earlier, a 4.6% increase reflecting strong generation of free cash flow in 2024 (excluding acquisitions). The **liquidity position** strengthened to €356.5 million at December 31, 2024 vs. €332.2 million at the end of 2023.

Net financial debt came to €849.7 million, vs. €641.9 million at December 31, 2023. The €208.0 million increase mainly reflects +€232.5 million of external growth[1] effects on financial debt, as the Group pursues its deleveraging strategy at constant scope.

Financial leverage[2] stood at 3.2 times EBITDA, vs. 2.8 times a year earlier), reflecting the increase in net financial debt due to the financing of the ECO acquisition.

3.1.4 SOLID EXTRA-FINANCIAL PERFORMANCE

Confirmation of high rates of eligibility and alignment with European green taxonomy.

Séché Environnement has a sustainable business model within the meaning of the European green taxonomy.

On the basis of the six delegated acts published by the European Commission on June 5, 2023, the percentages of eligibility and alignment of the company's activities with the 6 environmental objectives reached 82% and 67% respectively of its contributing sales on December 31, 2024.

These figures are well above the average for economic activities in Europe (estimated at less than 20%)[3], illustrating the company's contribution to the greening of the economy.

In 2023 and 2024, the company achieves its target of reducing GHG emissions by 2025.

With greenhouse gas emissions reduced to just 573 ktCO_2eq in 2024, Séché Environnement is continuing its decarbonization by achieving, ahead of schedule for the second year running, its greenhouse gas emissions reduction target set in 2021 for 2025 compared with 2020.

In particular, this indicator is included as an impact criterion in its November 2021 bond issue, namely the 10% reduction in France 2020 scope 1 and 2 greenhouse gas emissions.

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1 Impact of financing and integrating acquired companies.

2 Calculated according to the bank documentation methodology, on the basis of net financial debt of €820.3 million excluding non-recourse bank loans and 12-month adjusted EBITDA of €254.3 million in 2024.

3 Source: ESMA October 2023

3.2 SELECTED FINANCIAL INFORMATION ON THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2024

Excerpts from the primary financial statements

In millions of euros	2023	2024	Gross change
Revenue (reported)	1,088.9	1,190.4	+9.3%
o/w contributed revenue	**1,013.5**	**1,110.4**	**+9.6%**
EBITDA	**217.7**	**242.3**	**+11.3%**
Gross operating margin as % of contributed revenue	*21.5%*	*21.8%*	
Current operating income	**101.2**	**101.1**	**-0.1%**
Current operating margin as % of contributed revenue	*10.0%*	*9.1%*	
Operating income	91.4	91.7	+0.4%
Net financial income	(22.2)	(35.4)	+59.4%
Income tax	(17.8)	(18.3)	+2.8%
Share of profit of associates	(1.3)	0.2	-
Net consolidated income	**50.0**	**38.2**	**-23.6%**
Of which attributable to non-controlling interests	(2.2)	(2.7)	-
Of which attributable to owners of the parent	**47.8**	**35.5**	**-25.7%**
Diluted earnings per share (in euros)	**6.13**	**4.57**	**-25.7%**
Recurring operating cash flow	190.2	206.4	+8.5%
Net disbursed industrial investments	(88.7)	(79.4)	-10.5%
Free operating cash flow	**101.3**	**111.5**	**+10.2%**
Cash and cash equivalents	162.2	169.8	+4.7%
Net financial debt under IFRS	**641.9**	**849.7**	**+32.4%**
Financial leverage ratio[1]	2.8x	3.2x	+0.4 pp

Definitions

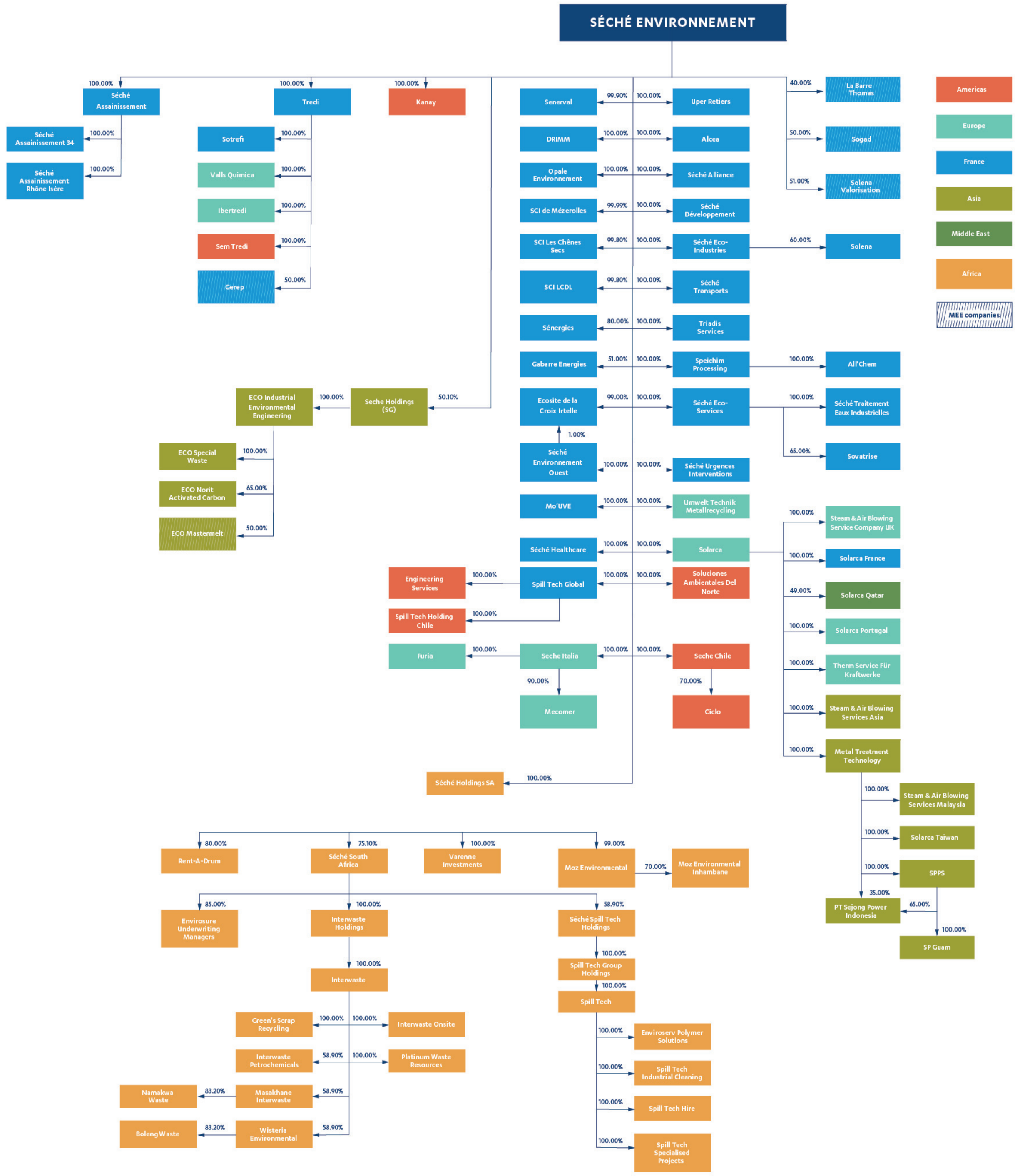
Contributed revenue: reported consolidated revenue net of 1/ IFRIC 12 revenue representing investments in assets under concession arrangements, which are recognized as revenue in accordance with IFRIC 12; 2/ the impact of the general tax on polluting activities (TGAP) paid by the waste producer and collected on behalf of the State by waste treatment operators.

Recurring operating cash flow: EBITDA plus dividends received from equity investments and the balance of other cash operating income and expenses (including net foreign exchange gains or losses) less rehabilitation and maintenance expenses for waste treatment facilities and assets under concession arrangements (including major maintenance and renewal contracts).

Free operating cash flow: recurring operating cash flow less changes in working capital requirements, taxes paid, net bank interest paid (including interest on finance leases) and recurring capital expenditure (maintenance), and before development investments, financial investments, dividends and financing.

1 *Calculated according to the bank documentation methodology, on the basis of net financial debt of €820.3 million excluding non-recourse bank loans and 12-month adjusted EBITDA of €254.3 million in 2024.*

Consolidation organizational chart



3.3 COMMENTS ON ACTIVITY AND CONSOLIDATED RESULTS FOR THE YEAR ENDED DECEMBER 31, 2024

3.3.1 COMMENTS ON BUSINESS ACTIVITY IN 2024

3.3.1.1 Reported revenue and contributed revenue – Scope effect

For the 2024 financial year, Séché Environnement reported **consolidated revenue** of €1,190.4 million, vs. €1,088.9 million in 2023.

This includes non-contributed revenue of €80.0 million (vs. €75.4 million in 2023), which breaks down as follows:

At December 31	2023	2024
IFRIC 12 investments See:[1]	15.6	13.0
TGAP[2]	59.8	67.0
Non-contributed revenue	**75.4**	**80.0**

Consolidated data in millions of euros.

Net of non-contributed revenue, **contributed revenue** totaled €1,110.4 million for the year ended December 31, 2024, up 9.6% over 2023 (€1,013.5 million).

This includes a positive **scope effect** of €103.4 million, broken down as follows:

- Séché Assainissement Rhône-Isère (France), consolidated from July 1, 2023: €0.6 million.
- Furia (Italy), consolidated from October 1, 2023: €49.7 million.
- Essac (Peru), consolidated from October 1, 2023: €3.4 million.
- Rent-A-Drum (Namibia) consolidated from January 1, 2024: €8.0 million.
- SPPS[3] (South Korea), retroactively consolidated from January 1, 2024: €4.0 million.
- ECO (Singapore), consolidated from July 1, 2024: €37.7 million.

At December 31, 2024	France	International	Total
Hazardous waste division	-	82.5	82.5
Non-hazardous waste division	0.6	20.3	20.9
Total scope effect	**0.6**	**102.8**	**103.4**

At constant scope, contributed revenue amounted to €1,007.0 million, slightly down (-0.6%) compared to 2023 (€1,013.5 million).

The **foreign exchange effect** was limited to €(0.7) million, compared to a strong negative effect of €(16.3) million in 2023.

At constant scope, organic growth in contributed revenue was negative at (-0.6%) compared to 2023, illustrating business resilience, while the beginning of the year was marked in France and abroad by significant delays in construction site activities and, over the full year in France, by a sharp fall in energy sale prices.

1 *Definitions in section 3.2 of this document. In 2024, these investments mainly represented investments in the Mo'UVE incinerator in Montauban.*
2 *Definitions in section 3.2 of this document.*
3 *The Solarca sub-group acquired "SPPS" and its subsidiaries "PT Sejong Power Indonesia" and "SP Guam" in 2024 as part of its expansion strategy in Asia (see paragraph 4.2.2.1.c of this document).*

Breakdown of contributed revenue by geographic region

At December 31	2023		2024		Gross change
	In € million	As a %	In € million	As a %	As a %
Subsidiaries in France	748.6	73.9%	756.2	68.1%	+1.0%
o/w scope effect	*60.4*	-	*0.6*	-	-
International subsidiaries	264.9	26.1%	354.2	31.9%	+33.7%
o/w scope effect	*17.1*	-	*102.8*	-	-
TOTAL CONTRIBUTED REVENUE	**1,013.5**	**100.0%**	**1,110.4**	**100.0%**	**+9.6%**

Consolidated data at current exchange rates. At constant exchange rates, contributed revenue for the year ended December 31, 2023 came to €1,012.8 million, reflecting a negative foreign exchange effect of €(0.7) million.

The 2024 financial year confirmed strong business levels across the France scope, offsetting the impact of falling energy prices and the early year decline in spot activities (remediation, environmental emergency). The international business showed more variations across geographic regions and subsidiaries, while the major service contracts signed in summer only contributed to revenue towards the end of the year, while some geographic regions experienced significant delays in construction site activities at the beginning of the year:

- **In France**, contributed revenue edged up 1.0% to €756.2 million from €748.6 million in 2023.

  The scope effect was a €0.6 million increase (see above).

  At constant scope, contributed revenue generated by the French subsidiaries amounted to €755.6 million, up 0.9% year on year.

  Séché Environnement benefited from strong industrial and local authority markets, except in the energy recovery sector, where energy prices (steam and electricity) returned to normal after the high prices observed in 2022 and 2023, and construction site activities (remediation, environmental emergencies), spot activities by nature, which were penalized by a strong basis of comparison in the first half of 2023.

  Growth momentum in France accelerated during the year, leading to a significant improvement in the second half (up 5.0% compared to the second half of 2023). This sales momentum enabled the Group to optimize the utilization rates of its facilities and capitalize on favorable mix effects (volumes, prices). The Group also recognized the favorable effects of the amendment to the public service delegation contract for the management of the Strasbourg-Sénerval incinerator.

  As such, over the full year France managed to absorb the €19.4 million negative impact of falling energy prices (steam and electricity). This performance also offset the significant delays incurred by spot activities in the first half, which recorded a €9.8 million deficit compared to the first half of 2023.

  Sales in France accounted for 68.1% of contributed revenue as at December 31, 2024 (vs. 73.9% a year earlier);

- **International** contributed revenue amounted to €354.2 million, vs. €265.0 million in 2023, up 33.7% on a reported basis.

  International revenue included a positive scope effect of €102.8 million (see above.) The foreign exchange effect was limited to €(0.7) million.

  At constant scope, the international subsidiaries generated revenue of €251.4 million, representing organic growth of (4.9)% year on year.

  The international scope was mainly affected at the beginning of the year by the decline in the contribution from construction site activities (remediation, environmental emergencies). The recovery in these activities and the signing of major contracts from the summer onwards failed to offset the initial delays in these activities. Overall, performance over the period varied considerably between subsidiaries depending on the geographic region and subsidiary:

  - Europe (outside France) (revenue: €126.4 million, up 0.5%), mainly recorded a decline in business at Mecomer (hazardous waste platform in Italy), which was penalized by the lack of availability of certain incinerators in Europe, while Valls Quimica (chemical purification in Spain) posted dynamic growth in the high value-added markets of the circular economy applied to chemicals, and Solarca (chemical cleaning) experienced significant growth in its markets in Europe and worldwide.
  - Southern Africa (revenue: €84.0 million, down 12.4% organically) was impacted by the delay in Spill Tech's environmental emergency activities at the beginning of the year, while Interwaste recorded a significant decline due to a deteriorating economic situation in South Africa.
  - Latin America (revenue: €41.0 million, down 3.7% organically, posted a performance that belied its commercial momentum, as subsidiaries in Peru and Chile signed multi-year service contracts of exceptional scale in the second half which will make a significant contribution to the region's revenue from 2025 onwards.

  Revenue earned by subsidiaries outside France accounted for 31.9% of contributed revenue for the year ended December 31, 2024 (vs. 26.1% one year earlier).

Analysis of contributed revenue by activity

At December 31	2023		2024		Gross change
	In € million	As a %	In € million	As a %	As a %
Services	464.8	45.9%	505.7	45.6%	+8.8%
o/w scope effect	*53.2*	-	*67.4*		
Circular economy and decarbonization	341.0	33.7%	357.7	32.2%	+4.9%
o/w scope effect	*24.3*	-	*5.9*		
Hazard management	207.7	20.5%	247.0	22.2%	+18.8%
o/w scope effect	-	-	*30.1*		
TOTAL CONTRIBUTED REVENUE	**1,013.5**	**100.0%**	**1,110.4**	**100.0%**	**+9.6%**

Consolidated data at current exchange rates.

Organic growth was driven by decarbonization activities (excluding energy) and hazard management in France and abroad. At the beginning of the year, service activities experienced significant delays in construction site activities (remediation, environmental emergencies), which were not fully offset by a more positive trend in the second half of the year, particularly in the international sector.

Service activities posted revenue of €505.7 million for the year ended December 31, 2024, up 8.8% on a reported basis.

This increase includes a positive scope effect of €67.4 million, mainly reflecting the integration of the service activities of Furia and ECO, as well as the consolidation of Essac, Rent-A-Drum and SPPS (see above). The foreign exchange effect was €(0.2) million.

At constant scope, service activities revenue was down 5.7% year on year at constant exchange rates to €438.3 million. This includes:

- In France (revenue: €294.8 million, down 5.2%), the first half delay in spot activities (remediation and environmental emergency), representing total revenue of around €9.8 million, not fully offset despite the improvement in the second half. Other service activities, such as comprehensive services and industrial water management, experienced dynamic growth over the period.
- Internationally (revenue: €143.5 million, down 6.6% at constant exchange rates): the decline in remediation and environmental emergency activities in South Africa and Latin America, despite major acquisitions during the year in Latin America in the remediation business and comprehensive services, which will contribute significantly from 2025.

Service activities accounted for 45.6% of contributed revenue in 2024 (vs. 45.9% in 2023).

Circular economy and decarbonization activities posted revenue of €357.7 million in December 31, 2024, up 4.9% on a reported basis.

The scope effect was positive at €5.9 million, mainly due to the circular economy activities of Furia and ECO. The foreign exchange effect was negative at €0.1 million.

At constant scope, revenue rose 3.2% at constant exchange rates to €351.8 million, illustrating the dynamism of these activities excluding energy recovery.

This increase reflects:

- In France (revenue: €255.6 million, up 6.9%), the dynamism of material recovery activities, in particular chemical purification, driven by the implementation of circular economy regulations and customer demand for decarbonization solutions, which offset the €19.4 million negative price effect incurred by energy recovery activities.
- Internationally (revenue: €96.2 million, down 5.4% at constant exchange rates), mainly the decline in Mecomer, exceptionally penalized by the lack of availability of certain outlets in France and Europe.

Circular economy and decarbonization activities accounted for 32.2% of contributed revenue in 2024 (vs. 33.7% in 2023).

Hazard management activities generated revenue of €247.0 million, up 18.9% on a reported basis.

The scope effect was positive at €30.1 million, driven by the integration of ECO. The foreign exchange effect was negative at €(0.4) million.

At constant scope, growth was strong at 4.6% at constant exchange rates:

- In France, revenue from these activities rose 3.3% to €205.3 million. While volumes remained strong, activities benefited from favorable price effects in markets characterized by high utilization of thermal treatment facilities in the hazardous waste division, as well as the saturation of permits in the final waste management business in the non-hazardous waste division;
- Internationally, with revenue of €11.6 million, these activities posted significant growth of 30.9% at constant exchange rates, reflecting growth momentum in final waste management activities in Peru.

Hazard Management activities accounted for 22.2% of contributed revenue at December 31, 2024 (vs. 20.5% in 2023).

Breakdown of contributed revenue by division

At December 31	2023		2024		Gross change
	In € million	As a %	In € million	As a %	As a %
Hazardous waste division	686.4	67.7%	762.9	68.7%	+11.1%
o/w scope effect	*74.7*	-	*82.5*	-	-
Non-hazardous waste division	327.1	32.3%	347.5	31.3%	+6.2%
o/w scope effect	*2.8*	-	*20.9*	-	-
TOTAL CONTRIBUTED REVENUE	**1,013.5**	**100.0%**	**1,110.4**	**100.0%**	**+9.6%**

Consolidated data at current exchange rates.

Organic growth was driven by strong momentum in the non-hazardous waste division in France (excluding energy), which benefited from largely positive volume and price effects. Meanwhile, the hazardous waste division was penalized in France by falling energy prices, which overshadowed the strong performance by hazard management activities, while the positive trend in the international business was confirmed with the exception of construction site activities.

The **hazardous waste division** generated revenue of €762.9 million, a significant increase of 11.1% versus 2023.

The division recorded a positive scope effect of €82.5 million relating to the integration of the Furia and ECO hazardous waste activities and the consolidation of Essac and SPPS (see above). The foreign exchange effect was €1.7 million.

At constant scope , revenue was slight decrease, down just 1.1% at constant exchange rates:

- In France, this division generated €480.1 million in revenue, up 0.9% from 2023. In industrial markets underpinned by well-oriented commercial effects (volumes and prices), the division broadly withstood the sharp fall in energy sale prices, which represented a negative price impact of €9.0 million.
- Internationally, the division recorded €200.3 million in revenue, down 5.6% at constant exchange rates compared to the previous year. The division's strength in the circular economy and services businesses in Europe was curbed by the decline in construction site activities in Latin America and, to a lesser extent, in South Africa.

The hazardous waste division accounted for 68.7% of contributed revenue in 2024, vs. 67.7% a year earlier.

The **non-hazardous waste (NHW) division** generated contributed revenue of €347.5 million, up 6.2% on a reported basis compared to 2023.

This increase includes a €20.9 million scope effect linked to the integration of Furia's NHW activities and the full-year consolidation of Séché ARI 38, as well as Rent-A-Drum (see above). The foreign exchange effect was negative at €2.3 million.

At constant scope, revenue was flat, up 0.5% at constant exchange rates. This change is attributable to:

- In France (revenue: €275.5 million, up 1.0%), solid growth in most businesses, which absorbed the impact of the sharp fall in energy sale prices (€10.4 million).
- Internationally (revenue: €51.1 million, down 1.9%), the decline in the non-hazardous waste business in South Africa.

The non-hazardous waste division accounted for 31.3% of contributed revenue in 2024, vs. 32.3% a year earlier.

3.3.2 COMMENTS ON THE CONSOLIDATED RESULTS FOR 2024

3.3.2.1 Growth in EBITDA and gross operating profitability

2024 EBITDA amounted to €242.3 million, or 21.8% of contributed revenue, up 11.3% year on year on a reported basis (vs. €217.7 million, or 21.5% of contributed revenue a year earlier).

The scope effect was positive at €21.5 million. The currency effect is negligible.

At constant scope and exchange rates, EBITDA for the period rose €3.2 million, or 1.5%, to €220.8 million, or 21.9% of contributed revenue.

Growth was mainly driven by France (up €12.0 million).

The increase in EBITDA essentially reflects:

- Positive volume and mix effects totaling €16.9 million, driven by France, while international volumes were mainly impacted by the decline in the services businesses (spot activities and in South Africa).
- Negative price effects for (2.9) million euros, reflecting the solid positive price momentum recorded in most markets in France, offset by lower energy selling prices (€19.4 million).

This increase was partially offset by the following increases:

- Variable operating expenses (up €9.4 million), mainly reflecting the increase in subcontracting costs in France.
- Fixed costs (up €11.2 million): the increase in payroll expenses in France and especially abroad absorbed the decrease in maintenance costs in France and abroad.

Breakdown of EBITDA by geographic scope

At December 31	2023			2024		
In millions of euros	Consolidated	France	International	Consolidated	France	International
Contributed revenue	1,013.5	748.5	265.0	1,110.4	756.2	354.2
EBITDA	**217.7**	**174.1**	**43.6**	**242.3**	**186.0**	**56.3**
% of contributed revenue	21.5%	23.3%	16.5%	21.8%	24.6%	15.9%

Consolidated data at current exchange rates.

For each geographic scope, the main changes were as follows:

- **In the France scope**, EBITDA totaled €186.0 million, or 24.6% of contributed revenue, an increase of 6.8% (vs. €174.1 million, or 23.3% of contributed revenue in 2023).
  This increase includes a €0.1 million negative scope effect corresponding to the contribution from Séché ARI 38 over six additional months in 2024.
  At constant scope, France EBITDA amounted to €186.1 million, or 24.6% of contributed revenue, up 6.9% versus 2023.
  The increase in gross operating profitability to record levels is especially remarkable given the €10.5 million impact of falling energy sale prices on EBITDA.
  In particular, it is due to:
  - Largely positive volume and mix effects illustrating positive trends on the industrial and local authority markets.
  - Positive price effects excluding energy: the fall in energy prices was partly offset by the favorable price trend underpinned by high utilization of facilities and partly – to the tune of €(8.9) million – by the reduction in tax on the sub-marginal revenue generated by of electricity producers, as provided for by the French Amending Finance Act for 2023, for sales above €175/MWh.
  - An increase in variable operating expenses in line with the increase in activity and subcontracting costs, reflecting the overall positive price trend in the waste management markets.
  - Control of fixed costs, reflecting in particular wage moderation and lower maintenance costs, which benefited from the positive effects of the industrial efficiency policy.

International EBITDA totaled €56.3 million, or 15.9% of contributed revenue (vs. €43.6 million, or 16.5% of contributed revenue, in 2023).

This includes a positive scope effect of €21.6 million. The currency effect is negligible.

At constant scope, EBITDA came to €34.7 million, down 20.2% organically to 9.8% of contributed revenue.

This change €(8.9) million mainly reflects:

- Negative volume and mix effects mainly related to a decline in spot activities.
- A slight decline in price effects, mainly reflecting the deteriorating economic situation in South Africa, while prices remained stable in most geographic regions.
- Control of variable operating expenses, which moved in line with the level of activity in each geographic region.
- Increasing fixed costs, fueled in particular by the increase in payroll expenses to support the Group's development in strategic geographic regions.

3.3.2.2 Current operating income: exceptional impact of the provision allocation for major maintenance and repairs

Current operating income (COI) for the year ended December 31, 2024 totaled €101.1 million, or 9.1% of contributed revenue, virtually stable compared to the previous year (€101.2 million, or 10.0% of contributed revenue).

This includes a negative scope effect of €14.3 million. The foreign exchange effect was positive at €0.1 million.

At constant scope and exchange rates, COI was down 14.3% to €86.8 million, or 8.6% of contributed revenue. This decline reflects (i) in France, recognition of a significant provision for major maintenance and repair expenditure on the Strasbourg-Sénerval incinerator, and (ii) the decline in international EBITDA.

Breakdown of current operating income by geographic scope

At December 31	2023			2024		
In millions of euros	Consolidated	France	International	Consolidated	France	International
Contributed revenue	1,013.5	748.5	265.0	1,110.4	756.2	354.2
Current operating income	**101.2**	**80.8**	**20.4**	**101.1**	**76.0**	**25.1**
% of contributed revenue	*10.0%*	*10.8%*	*7.7%*	*9.1%*	*10.1%*	*7.1%*

Consolidated data at current exchange rates.

For each geographic scope, the main changes were as follows:

- **In the France scope**, current operating income totaled €76.0 million, or 10.1% of contributed revenue (vs. €80.8 million, or 10.8% of contributed revenue a year earlier), down 6.0% versus 2023.

  This includes a negative scope effect of €0.2 million due to the contribution of Séché ARI 38 over six additional months compared to 2023.

  At constant scope, current operating income in France amounted to €76.2 million, or 10.1% of contributed revenue. This decline, which fails to reflect the solid €12.0 million increase in EBITDA at constant scope, was mainly the result of changes made to the major maintenance and repairs plan at the Strasbourg-Sénerval incinerator, leading to an allocation to provisions totaling €10.2 million for the risk of non-recovery of these expenses and, more marginally, to a €2.6 million increase in the provision for thirty-year risk. Otherwise, the change in France COI mainly tracks the increase in depreciation due to the commissioning of new capacities in the chemical purification business lines and new incineration technology.
- **In the international scope**, current operating income totaled €25.2 million, or 7.1% of contributed revenue, up 23.2% year on year (vs. €20.4 million, or 7.7% of contributed revenue in 2023).

  This increase includes a positive scope effect of €14.5 million. The foreign exchange effect was positive at €0.1 million.

  At constant scope and exchange rates, COI was down 48.3% to €10.7 million, or 4.2% of revenue.

  This lower contribution reflects the €8.8 million organic decline in international EBITDA, as well as the impact of finance leases in Latin America due to the deployment of major contracts for comprehensive services signed during the year.

3.3.2.3 Operating income impacted by the business combination

Operating income totaled €91.7 million, or 8.3% of contributed revenue, up slightly by 0.4% from the previous year on a reported basis.

After restatement for the scope effect (+€14.1 million) and foreign exchange effect (+€0.1 million), the change at constant scope and exchange rates came to (15.2)%, at €77.6 million, or 7.7% of contributed revenue.

This change reflects the reduction in current operating income, as well as the recognition of the €7.8 million negative impact of the business combination.

3.3.2.4 Change in financial income reflecting the financing of the ECO acquisition

The net financial loss for 2024 came to €35.4 million, compared to a €22.2 million loss in 2023, representing a 59.5% increase year on year.

This change mainly reflects:

- The increase in **net debt costs** to €32.3 million, vs. €23.1 million a year earlier, mainly due to the increase in average gross financial debt, whereas average gross debt costs were stable at 3.52% vs. 3.49% in 2023.
- The contraction in "**Other financial income and expenses**", to €(3.2) million vs. +€0.9 million in 2023, due to bank commissions of €(2.3) million, linked in particular to the acquisition of ECO vs. €(1.0) million a year ago. It should be remembered that in 2023, this balance benefited from the accretion of the provision for thirty-year risk, amounting to +€2.3 million vs. an expense of €(0.7) million this year.

3.3.2.5 Income tax: increase in the international effective tax rate

The income tax expense for 2024 amounted to €(18.3) million, vs. €17.8 million in 2023, i.e., an effective tax rate of 32.5%, vs. 25.8% in 2023. The change in this rate reflects the increase in the effective international tax rate.

Income tax is broken down as follows:

- **In the France scope**, in the amount of €(13.5) million, of which €(3.0) million deferred, vs. €(14.8) million, of which €(7.9) million deferred, in 2023.

  The effective tax rate for France is 26.6%.
- **In the International scope**, in the amount of €(4.7) million, of which +€0.4 million deferred, vs. €(3.1) million, of which +€2.0 million deferred, in 2023.

  The effective rate for the international scope is 38.2%. This effective rate is due to the limited recognition of tax loss carryforwards across this scope.

3.3.2.6 Share of profit of associates

The share of profit of associates mainly concerns the Group share of the profits of Gerep, Sogad, La Barre-Thomas, Solena Valorisation and ECO-Mastermelt, a joint venture consolidated under the equity method by the ECO sub-group.

It was positive at €0.2 million in 2024, vs. a €1.3 million loss a year earlier, and includes ECO-Mastermelt's contribution of €0.5 million.

3.3.2.7 Decline in net consolidated income – Proposal to maintain dividend

Net consolidated income amounted to €38.2 million vs. €50.0 million in 2023.

The **share attributable to non-controlling interests** amounted to a €2.7 million loss, vs. a €2.2 million loss in 2023. This mainly includes CVC DIF's interest in ECO net income for the second half of 2024.

Net income Group share came to €35.5 million, or 3.2% of contributed revenue (vs.. €47.8 million, or 4.7% of contributed revenue in 2023). **Earnings per share** came to €4.57, vs. €6.13 in 2023.

The proposed **dividend** is €1.20 per share[1], unchanged from the previous year. The ex-dividend date is set at July 8, 2025 and the dividend will be paid from July 10, 2025. The payout ratio is up on last year, at 26.3% of 2024 earnings per share, vs. 19.6% of 2023 earnings per share.

1 Subject to approval by the General Meeting of Shareholders of April 25, 2025

3.4 COMMENTS ON CONSOLIDATED CASH FLOW AT DECEMBER 31, 2024

3.4.1 SUMMARY CONSOLIDATED STATEMENT OF CASH FLOWS

In millions of euros	2023	2024
Cash flow from operating activities	187.3	201.2
Cash flows from investments	(168.7)	(304.3)
Cash flows from financing	18.8	106.2
Change in cash from continuing operations	*37.3*	*3.1*
Change in cash from discontinued operations	-	-
CHANGE IN CASH	**37.3**	**2.3**

Over the period, the change in cash was reduced by €34.2 million, resulting in positive cash flow of €3.1 million over the period.

This favorable trend primarily reflects changes in:

- Cash flow from operating activities: up €13.9 million.
- Cash flows related to investments: down €135.6 million.
- Cash flows related to financing: up €87.4 million.

3.4.2 CASH FLOWS FROM OPERATING ACTIVITIES

In 2024, the Group generated €201.2 million in cash flow from operating activities (vs. €187.3 million in 2023), an increase of €13.9 million.

This change reflects the combined effect of the following changes:

- **Cash flows from operating activities before tax and financing costs** up €15.5 million to €222.0 million (vs. €206.5 million in 2023), reflecting the increase in EBITDA over the period.
- **Working capital requirement**, at €(5.4) million, vs. €(6.3) million in 2023, reflecting the integration of new scopes. At constant scope, the change in WCR is neutralized in accordance with Group policy on accounts receivable, invoicing and collection.
- **Taxes paid**, up €2.6 million to €(15.5) million, vs. €(12.9) million in 2023.

3.4.3 CASH FLOWS FROM INVESTMENTS

(In millions of euros)	2023	2024
Net industrial investments recognized (excluding IFRIC 12)	97.2	93.8
Net financial investments recognized	0.0	0.1
NET INVESTMENTS RECOGNIZED	**97.2**	**93.9**
Net disbursed industrial investments	88.7	79.4
Net change in loans and receivables	22.2	15.6
Acquisition of subsidiaries – Net cash	57.8	209.3
INVESTMENTS PAID OUT	**168.7**	**304.3**

In 2024, **net industrial investments recognized** were kept well under control at €93.8 million, or 8.4% of contributed revenue (vs. €97.2 million, or 9.6% of contributed revenue in 2023).

These consist of:

- **Recurring (or maintenance) investments** of €67.9 million, or 6.1% of contributed revenue (vs. €68.2 million, or 6.7% of contributed revenue in 2023), an achievement that illustrates the success of the industrial efficiency policy.
- **Non-recurring (or development) investments** of €25.9 million, or 2.3% of contributed revenue (vs. €29.0 million, or 2.9% of contributed revenue in 2023). These mainly concern growth investments in services and in circular economy businesses.

By type, industrial investments recognized can be broken down as follows:

- €15.7 million in category two expenses for major maintenance and renewal (vs. €16.3 million in 2023);
- €17.5 million for hazard management businesses (vs. €35.8 million in 2023);
- €10.3 million for circular economy businesses (vs. €19.2 million in 2023);
- €14.7 million for services businesses (vs. €20.0 million in 2023);

- €35.6 million in other investments made on behalf of the Group (vs. €5.9 million in 2023). Investments made in anticipation of regulatory changes, as well as those made in other areas including health, safety and the environment, accounted for 38.0% of net investments recognized (vs. €20.9 million in 2023 (i.e., 21.5% of net investments recognized).

By division, industrial investments recognized (excluding IFRIC 12 investments) can be broken down as follows:

	2023		2024	
	€ million	%	€ million	%
Hazardous waste division	65.3	67.2%	66.7	71.1%
Non-hazardous waste division	31.9	32.8%	27.1	28.9%
TOTAL	**97.2**	**100.0%**	**93.8**	**100.0%**

By geographic region, the breakdown of industrial investments recognized (excluding IFRIC 12 investments) demonstrates the preponderance of investments made in France:

	2023		2024	
	€ million	%	€ million	%
France	**79.3**	**81.6%**	**72.3**	**77.1%**
Germany	0.1	0.1%	0.1	0.1%
Spain	4.5	4.6%	4.1	4.4%
Italy	(0.8)	(0.8)%	3.7	3.9%
Chile	1.6	1.7%	1.1	1.2%
Mexico	0.3	0.3%	ns	ns
Peru	2.4	2.5%	4.0	4.3%
South Africa	9.7	10.0%	5.8	6.2%
Singapore	-	-	2.7	2.9%
International total	**17.9**	**18.4%**	**21.5**	**22.9%**
Consolidated total (excl. IFRIC 12)	**97.2**	**100.0%**	**93.8**	**100.0%**

In terms of future investments, management only makes firm commitments for investments in concessions, which are financed by bank loans taken out by the entity that holds the public service delegation.

The Group's ability to self-finance its industrial investments (excluding investments in concessions, which are financed entirely by bank loans) improved over the period, as illustrated by the improvement in the coverage of industrial investments by operating cash flow. Financial investments, in particular the ECO acquisition, were financed through debt:

(in millions of euros)	2023	2024
EBITDA	**217.7**	**242.3**
Rehabilitation and maintenance expenses for waste treatment facilities and assets under concession	(10.6)	(15.3)
Other operating income and expenses (including foreign exchange gain/loss)	(0.6)	(5.0)
Cash flow before tax and financing costs	**206.5**	**222.0**
Change in working capital requirement	(6.3)	(5.4)
Taxes paid	(12.9)	(15.5)
Operating cash flow (A)	**187.3**	**201.1**
Net disbursed industrial investments (B)	(88.7)	(79.4)
Operating balance	**98.6**	**121.7**
A/B	212%	253%
Net disbursed financial investments (C)	(80.0)	(224.9)
Balance after investments	**18.6**	**(103.2)**
A/(B+C)	111%	66%

Investments in concessions (IFRIC 12 investments) are financed by specific secured financing lines.

3.4.4 CASH FLOW FROM FINANCING

Net cash used in financing activities amounted to a €106.2 million inflow for the year ended December 31, 2024, up €87.4 million year on year, mainly reflecting:

- **Cash flows from new borrowings**: +€267.6 million, vs. +€163.5 million in 2023. These cash flows are mainly related to the bank loan used to finance the ECO acquisition, for which the residual amount is around €212.0 million.
- **Cash flows from loan repayments**: €(84.3) million, vs. €(85.2) million in 2023.
- **Interest charges paid out**: €(27.3) million, vs. €(19.6) million in 2023.
- **Cash flows from dividends** paid to the shareholders of the Company and non-controlling interests: €(10.9) million, vs. €(9.9) million in 2023.
- **Cash flows without gain of control**: €(0.9) million, vs. €(0.6) million in 2023.
- **Changes in treasury shares** amounted to €(3.9) million, vs. €(0.1) million in 2023.
- **Payment of lease liabilities** in the amount of €(34.1) million, of which lease interest of €(4.1) million, vs. €(29.3) million, of which lease interest of €(3.6) million in 2023.

3.5 COMMENTS ON THE CONSOLIDATED FINANCIAL STRUCTURE AT DECEMBER 31, 2024

3.5.1 SIMPLIFIED CONSOLIDATED FINANCIAL STATEMENT

In millions of euros	2023	2024
	Real	Real
Non-current assets	1,032.3	1,516.9
Current assets (excluding cash and cash equivalents)	391.2	428.5
Cash and cash equivalents	162.2	169.8
Assets held for sale	-	-
Equity (including non-controlling interests)	346.3	589.7
Non-current liabilities	730.0	781.6
Current liabilities	509.4	744.0
Liabilities held for sale	-	-

3.5.2 NON-CURRENT ASSETS

The increase in non-current assets (up €484.6 million compared to December 31, 2023) mainly reflects changes in the following items:

- "**Property, plant and equipment and intangible assets**:" up €466.3 million to €1,412.7 million, mainly related to the ECO acquisition:
  - €338.7 million increase in intangible assets, including €343.9 million due to the increase in goodwill following the ECO acquisition.
  - Increase in property, plant and equipment: €122.9 million increase.
  - Increase in investments in associates: €4.7 million increase representing the interest in the ECO-Mastermelt joint venture.
- "**Other non-current financial assets**": €10.5 million increase; this item includes the increase in concession operating receivables (up €9.5 million) for works carried out to modernize the Mo'UVE energy recovery facility in Montauban.
- "**Other non-current assets**": up €8.9 million. This item mainly consists of the receivable due by EMS Strasbourg to Sénerval.
- "**Deferred tax assets**:" down €0.8 million.

3.5.3 CURRENT ASSETS (EXCLUDING CASH AND CASH EQUIVALENTS)

Current assets excluding cash and cash equivalents amounted to €428.5 million, up €37.3 million compared to December 31, 2023.

This change mainly reflects changes in the following items:

- '**Trade and other receivables**", up €15.1 million (of which €16.6 million related to changes in the consolidation scope). The control of this item illustrates the success of the Group's rigorous management policy on accounts receivable.
- "**Other current assets**": €15.5 million increase, of which:

- "**State receivables**": €5.9 million increase in VAT.
- "**Prepaid expenses**": €9.0 million increase, including a €4.8 million increase related to ECO.
- **"Advances and prepayments paid"**: €1.0 million increase.

3.5.4 SHAREHOLDERS' EQUITY

The change in shareholders' equity (Group share) in 2024 breaks down as follows:

(in millions of euros)	Group	Attributable to non-controlling interests	Total equity
Equity as at January 1, 2024	**338.3**	**8.0**	**346.3**
Other comprehensive income	3.0	(0.1)	2.9
Income - Group share	35.5	2.7	38.2
Capital increases	-	-	-
Dividends paid	(9.3)	(1.0)	(10.3)
Treasury shares	(3.9)	-	(3.9)
Business combinations	-	216.9	216.9
Transactions with non-controlling interests	0.1	(0.5)	(0.4)
Other changes	-	-	-
EQUITY AT DECEMBER 31, 2024	**363.7**	**225.9**	**589.7**

3.5.5 CURRENT AND NON-CURRENT LIABILITIES

(in millions of euros)	2023			2024		
	Non-current	Current	TOTAL	Non-current	Current	TOTAL
Hedging instruments	5.9	-	5.9	3.9	-	3.9
Provisions	52.2	4.5	56.7	66.1	1.5	67.6
Other liabilities	7.1	364.8	371.9	9.8	404.3	414.1
Income tax payable	-	1.1	1.1	-	4.6	4.6
Deferred tax liabilities	5.1	-	5.1	19.3	-	19.3
Total (excl. financial debt)	**70.3**	**370.4**	**440.7**	**99.1**	**410.4**	**509.5**
Financial debt	659.6	139.0	798.6	682.4	333.6	1,016.0
TOTAL	**729.9**	**509.4**	**1,239.3**	**781.5**	**744.0**	**1,525.5**

Current and non-current liabilities excluding financial debt amounted to €509.5 million, up €68.8 million, reflecting mainly:

- a €10.9 million increase in "**Current and non-current provisions**", including:
  - a €13.9 million increase in non-current provisions, including an additional allocation to a provision for the risk of non-recovery of major maintenance and repairs expenses in the amount of €10.2 million.
  - a €3.0 million reduction in current provisions, illustrating the improvement in commercial risks.
- a €42.2 million increase in "**Other current and non-current liabilities**" and, more specifically, current liabilities including:
  - "**Trade payables**", which registered a €22.7 million increase.
  - "**Payables on fixed asset acquisitions**", which registered a €9.0 million increase, including €8.4 million corresponding to acquisition earn-outs and, in respect of the balance, investment transactions in France.
  - "**Social security payables**", which registered a €4.2 million increase.
- a €14.2 million increase in "**Deferred tax liabilities**" in connection with the lesser recognition of tax loss carryforwards in the international scope.

3.5.6 DEBT AND FUNDING STRUCTURE

The table below shows the change in net debt in 2024:

(in millions of euros)	2023	2024
Bank loans (excl. non-recourse bank loans)	211.2	422.9
Non-recourse bank loans	21.5	18.6
Bond debts	421.1	423.7
Lease liabilities	70.7	75.6
Derivatives	5.5	3.4
Other financial debt (incl. accrued interest)	61.8	61.0
Factoring debts	9.2	7.6
Short-term bank borrowings	3.1	6.5
TOTAL FINANCIAL DEBT (current and non-current)	**804.1**	**1,019.4**
Cash balance	(162.2)	(169.8)
NET FINANCIAL DEBT	**641.9**	**849.7**
o/w due in less than one year (1)	*(24.2)*	*163.7*
o/w due in over one year	*666.1*	*686.0*

(1) The cash balance is considered over less than one year.

Gross financial debt amounted to €1,019.4 million at December 31, 2024, compared to €804.1 million one year earlier.

The €215.3 million increase mainly reflects:

- The **scope effect** (impact of external growth linked to the financing of acquisitions and the integration of companies acquired in 2024): a €232.5 million increase in bank debt and a €6.4 million increase in lease liabilities.

And, **at constant scope**, the Group's deleveraging policy, mainly illustrated by changes in:

- Bank loans: €23.7 million reduction, including a €2.9 million reduction in non-recourse bank loans contracted to finance IFRIC 12 investments in Mo'UVE;
- Bond debt: €2.6 million increase, mainly due to changes in the fair value of derivatives.
- Derivatives: €(2.1) million reduction due to changes in fair value.
- Lease liabilities: €1.5 million reduction.
- Miscellaneous financial debt (including ICNE): €1.2 million reduction.
- Factoring debt: €1.5 million reduction.

At December 31, 2024, the proportion of fixed-rate gross financial debt, including lease liabilities and after hedging, stood at 58% (vs. 74% at December 31, 2023). As a percentage of net financial debt, the **hedging ratio** was 70% (vs. 93% at December 31, 2023).

The breakdown of gross financial debt (excluding financial instruments) **by currency** is as follows:

At December 31	2023		2024	
	€ million	%	€ million	%
Euros	**761.3**	**95.3%**	**948.8**	**93.4%**
ZAR (South Africa)	14.7	1.8%	13.9	1.4%
PEN (Peru)	16.8	2.1%	19.5	1.9%
NAD (Namibia)	-	-	3.2	0.3%
USD (USA)	2.2	0.3%	2.0	0.2%
SGD (Singapore)	1.2	0.2%	26.3	2.6%
QAR (Qatar)	0.1	0.0%	0.2	0.0%
GBP (UK)	0.1	0.0%	0.0	0.0%
CLP (Chile)	2.2	0.3%	1.4	0.1%
Other currencies	-	-	0.7	0.0%
CONSOLIDATED TOTAL	**798.6**	**100.0%**	**1,016.0**	**100.0%**

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By maturity, the **remaining contractual maturity** of gross debt – including lease liabilities and hedging instruments – is broken down as follows at December 31, 2024:

(in millions of euros)	Balance sheet value	< 1 year	1-2 years	2-3 years	3-4 years	4-5 years	>5 years
Gross financial debt	1,019.4	332.8	49.7	102.4	66.4	392.2	75.9

At December 31, 2024, **cash balance** stood at €169.7 million, vs. €162.2 million at December 31, 2023), an increase of €7.5 million.

The **liquidity situation** (active cash + facilities + "RCF" revolving credit facility) is strengthened to €356.5 million at December 31, 2024 vs. €332.2 million at the end of 2023.

On the same date, the Group's **net financial debt** stood at €849.7 million (vs. €641.9 million a year earlier), marking an increase of €207.8 million, including €34.3 million related to non-cash effects and €232.5 million related to financing and the integration of acquisitions during the period, illustrating the success of the Group's debt reduction strategy on a like-for-like basis:

In millions of euros	12/31/2023	12/31/2024
Net financial debt at opening	**587.4**	**641.9**
Cash flows from operating activities	(187.3)	(201.2)
Net disbursed industrial investments	88.7	79.4
Net change in loans and financial receivables (net financial investments)	22.2	15.6
Dividends	9.9	10.9
Net interest payments (including interest on lease liabilities)	23.2	31.4
Acquisitions/disposals of non-controlling interests (without gain/loss of control)	0.6	0.9
Change in treasury shares	0.1	4.0
Change in net debt at constant scope (before non-cash effects)	**544.7**	**582.9**
Scope effect	57.7	232.5
Non-cash variation in debt	35.5	34.3
Net financial debt at closing	**641.9**	**849.7**

Financial leverage, calculated according to banking documentation methodology, stands at 3.2 times EBITDA vs. 2.8 times EBITDA a year earlier, on the basis of net financial debt, excluding non-recourse debt and rental debt, of €821.1 million and adjusted consolidated 12-month EBITDA of €254.3 million in 2024.

3.6 EXPECTED DEVELOPMENTS, PROSPECTS AND SIGNIFICANT POST-BALANCE SHEET EVENTS

3.6.1 SIGNIFICANT POST-BALANCE SHEET EVENTS

At the time of writing, the Group was not aware of any other post-balance sheet events likely to have a significant impact on its assets, financial structure or operating income.

As far as the Group is aware, there were no legal disputes, arbitration or exceptional events occurring after the balance sheet date that are likely to have or to have had in the recent past a significant effect on the financial position, earnings, activity or assets of the Company or the Group.

3.6.2 OUTLOOK FOR 2025 AND 2026: CONFIRMATION OF MEDIUM-TERM TRENDS IN THE ROADMAP TO 2026[1]

3.6.2.1 Confirmed position in markets offering strong visibility and long-term growth in the ecological transition and sustainable development

Operating in the ecological transition and sustainable development markets in France and abroad, Séché Environnement benefits from the trend towards tighter regulatory constraints imposed on economic operators, industrial companies and local authorities, as well as these stakeholders' own sustainability initiatives designed to reduce their ecological footprint.

Séché's activities address the long-term issues facing economic players in terms of ecological transition and, in particular, climate change, the depletion of natural resources and the protection of biodiversity.

For these reasons, Séché Environnement's activities boast both strong visibility and regular and sustainable growth. The high operating margins reflect the Group's positioning on market added value, the technical nature of commercial offers and the scarcity of available capacities for waste recovery and treatment.

Exceptions include:

1/ Remediation and environmental emergency response activities are often constrained by legislative or regulatory obligations against the "polluter" in the countries where the Group operates, as much as they result from the voluntary commitment of the owners of polluted land. However, in the case of construction sites, these activities are "spots" by nature and may be volatile in the short term depending on the size of the contracts, industrial accidents or the work commencement date.

2) Energy recovery activities involve energy sales that are by their very nature sensitive to variations in energy market prices, either as a result of sales on "spot" markets, or as a result of index-based revisions (generally annual) of contracted prices.

Finally, Séché Environnement is stepping up this sustainable organic growth momentum through an active strategy of external growth in France and abroad, where the Group is taking leading industrial and commercial positions in certain targeted geographic regions, for example with ECO in Singapore in 2024.

3.6.2.2 Continued strong organic growth - Increased operating profitability in 2025 and 2026 - Maintain strict financial discipline

Favorable business outlook

For the 2025 financial year, Séché Environnement expects to continue organic growth in France and abroad and is targeting contributed revenue close to €1,180 million, showing growth of around +6% compared with 2024, on a like-for-like basis[2].

The beginning of the 2025 financial year should benefit from the favorable basis of comparison in the first half of last year, particularly in the service activities (remediation and environmental emergency).

In France, Séché Environnement will rely on solid markets benefiting from positive commercial effects. Growth should thus be sustained by a dynamic in terms of volumes, as in the circular economy and decarbonization businesses (chemical purification in particular, which should benefit from the ramp-up of its new capacities), or prices, as in the hazardous waste management businesses.

1 Presented at the Investor Day on December 12, 2023 -see press release dated December 11, 2023
2 Including the full-year consolidation effect of ECO.

Séché Environnement's energy recovery activities are based on the assumption that energy sales prices (steam and electricity) will remain stable around the levels observed in 2024. Services activities will benefit from the favorable comparison of the 1st half-year, and should also see the continued development of “global offers” and businesses linked to the industrial water cycle.

The International scope will benefit from the full-year consolidation of ECO, i.e. an additional six months. On a like-for-like basis, growth will be sustained:

- In Europe, by the dynamism of subsidiaries Furia and Valls Quimica in solid Italian and Spanish markets.
- In Southern Africa, by the anticipated upturn in economic conditions in South Africa and the deployment of hazardous waste activities in Namibia.
- In Latin America, by the full contribution of the major Services contracts signed during 2024.

For the 2026 financial year, the Group anticipates contributing sales of around 1,240 million euros for the 2026 financial year, representing growth of around +5% compared with 2025 on a like-for-like basis.

In France, fiscal 2026 should benefit from the continued ramp-up of the Services (Industrial Water Management) and Circular Economy (Chemical Purification) businesses, and internationally from activities in Southern Africa, Latin America and Singapore.

Growth in gross and recurring operating profitability in 2025 and 2026

Across all its businesses, the Group is implementing a strategy of industrial efficiency, based on rigorous requirements in terms of operational excellence, safety and regulatory compliance, for both itself and its customers.

The Group is implementing a productivity plan that enables it to anticipate in particular:

- Improving the utilization rate of its industrial and logistics tools, controlling its maintenance costs and optimizing its waste mix.
- Controlling operating expenses through a cost-cutting plan of around €20 million initiated in 2024 and continuing until 2026.

In France, where gross operating profitability is already at historically high levels, the Group will steadily pursue its productivity policy, and will benefit from the continued profitability gains of recently integrated subsidiaries (STEI in the industrial water business, for example).

Internationally, the Group will benefit from 2025 from the ramp-up of its higher value-added activities, notably in Latin America and southern Africa, while the full-year consolidation of ECO will have a positive impact on operating, gross and operating margin rates. These long-term trends will continue to have an impact in 2026. As a result, the Group anticipates an increase of around 1 point in gross operating margin per year between 2024 and 2025, and of 2 points in operating margin before non-recurring items over the same period:

- **In 2025**:
  - EBITDA of between 265 and 275 million euros.
  - Operating income of between 130 and 140 million euros.
- **In 2026**:
  - EBITDA between 290 and 300 million euros.
  - Operating income between 160 and 170 million euros.

Maximized free cash flow generation

Séché Environnement will strive to maximize its free cash flow generation[1] by controlling capital expenditure and strictly managing changes in working capital requirements.

Capital expenditure should stabilize over the period at the levels achieved in the recent past, i.e. between 100 and 110 million euros.

For fiscal 2025, the Group plans to invest €110 million, including initial “synergy” investments aimed at developing ECO's circular economy activities.

It should be noted that the significant growth envisaged for ECO over the period will be achieved without any significant investment in capacity, as the subsidiary has available cutting-edge facilities, besides benefiting from the ramp-up of its carbon soot incinerator, which should contribute significantly to the subsidiary’s growth over the period. The implementation of the first synergies identified at the time of writing (deployment of circular economy businesses such as chemical purification and solvent regeneration, for example) is included in this envelope.

The Group aims to neutralize the change in working capital requirements on average over the period – excluding acquisitions – in particular through DSO improvement measures primarily targeted at specific subsidiaries recently integrated in France.

Finally, the Group will maintain an appropriate dividend policy.

For 2025, Séché Environnement forecasts an improvement in financial leverage, targeting a ratio of less than 3 times EBITDA excluding acquisitions.

In 2026, the Group will maintain strict financial discipline in order to keep financial leverage below 3 times EBITDA excluding acquisitions.

1 *Free cash flow: EBITDA - Rehabilitation & MM&R expenses - Other net operating cash expenses - Industrial capex - Change in WCR - Interest paid - Tax paid - Dividends.*

3.6.2.3 Confirmation of new medium-term extra-financial commitments

Séché Environnement achieves a rate of 82% eligibility and 67% alignment of its activities with the European green taxonomy based on its sales at December 31, 2024.

On the strength of its ability to couple economic growth with a reduction in its customers' environmental impacts, Séché environnement has set itself a new sustainability framework published in December 2024, specifying new extra-financial objectives (see paragraph 3.1.2 of this document).

In particular, the Group will:

- **Continue to decarbonize its activities:** -13% greenhouse gases[1] by 2026 (in line with the target validated in early 2023 by the *SBTi*).
- **Consolidate its ability to decarbonize its customers** by increasing material recycling activities: +50% of greenhouse gases avoided by 2026.
- **Reinforce its energy sobriety:** -12% energy consumption by 2026.
- **Increase energy resilience:** 298% energy self-sufficiency by 2026.
- **Reduce water consumption :** -13% by 2026.
- **Preserve biodiversity**: 100% completion of its Act4Nature action plan by 2027.

These various objectives will help to reduce Séché Environnement's environmental impacts, as well as those of its customers, reinforcing the Group's positioning as a key player in the ecological transition.

1 *Scope 1 and 2 for France 2020*

3.7 PRESENTATION OF CORPORATE FINANCIAL STATEMENTS AND APPROPRIATION OF INCOME

3.7.1 PRESENTATION OF SÉCHÉ ENVIRONNEMENT SA INCOME STATEMENT

(In thousands of euros)	2023	2024	Change
Revenue	19,881	23,512	+18.3%
Operating income	(12,352)	(19,138)	+54.9%
Net financial income	37,487	73,104	+95.0%
Non-recurring income	45	(240)	-
Income tax (including tax consolidation)	(18,860)	(13,902)	-26.3%
Net income for the period	**44,039**	**67,627**	**+53.6%**

Séché Environnement SA posted net income of €67.6 million for the year ended December 31, 2024, up €23.6 million, or 53.6%, from €44.0 million in 2023.

With revenue up €3.6 million and operating income down €6.8 million, the improvement in net financial income (up €35.6 million) the lower income tax charge (€4.9 million) accounted for most of the increase in net income.

3.7.2 PAYMENT TERMS

Pursuant to the provisions of Article 441 of the French Commercial Code, information about client and supplier payment deadlines is as follows:

	Invoices received and due but not settled at the balance sheet date						Invoices issued and due but not settled at the balance sheet date					
	0 days (indication)	1 to 30 days	31 to 60 days	61 to 90 days	91 days and more	Total (1 day and more)	0 days (indication)	1 to 30 days	31 to 60 days	61 to 90 days	91 days and more	Total (1 day and more)
(A) Late payment details												
Number of invoices concerned	0					15	0					102
Amount including tax of invoices concerned (€ thousands)	0	25	44	0	1	70	0	107	90	88	2,765	3,049
Percentage of total amount of purchases including tax made during the financial year (€ thousands)	0.0%	0.0%	0.1%	0.0%	0.0%	0.1%						
Percentage of revenue including tax for the financial year							0.0%	0.4%	0.3%	0.3%	9.5%	10.5%
(B) Invoices excluded from (A) concerning disputed liabilities or receivables or those not recognized												
Number of invoices excluded	6						None					
Total amount of invoices excluded (€ thousands)	92						None					
The reference payment terms used are those set out in contracts or legal terms.												

3.7.3 ALLOCATION OF EARNINGS

After noting the profit for the period of €67,627,481.86, the Board of Directors will propose the following allocation to the Annual General Meeting of Shareholders on April 25, 2025:

- Dividend payout of €9,429,278.40.

  The dividend payment for the year would therefore be €1.20 per share. The ex-dividend date is set at July 8, 2025 and the dividend will be paid from July 10, 2025.

When paid to natural persons domiciled in France for tax purposes, the dividend is subject to a 12.8% flat-rate withholding tax on the gross dividend (Article 200-A-2 of the French Tax Code) and social security contributions at the rate of 17.2%.

This flat-rate withholding tax is not a discharge the income tax liability but constitutes an interim income tax deducted from the tax due the following year. At the taxpayer's express, irrevocable request, applicable to all dividends, the dividend may be taxed according to the progressive income tax scale after application of a 40% allowance (Articles 200-A-2° and 158-3-2° of the French Tax Code).

- Allocation of the sum of €58,198,202.86 to the "Retained earnings" account, which will be increased to €241,408,505.84 before payment, on the dividend payment date, of the sums corresponding to dividends not paid on shares held by the Company on the ex-dividend date.

3.7.4 FIVE-YEAR FINANCIAL SUMMARY

(In euros)	2020	2021	2022	2023	2024
Share capital at year-end					
Share capital	1,571,546	1,571,546	1,571,546	1,571,546	1,571,546
Number of ordinary shares outstanding	7,857,732	7,857,732	7,857,732	7,857,732	7,857,732
Operations and income for the financial year					
Pre-tax revenue	11,466,046	13,557,238	17,833,949	19,881,057	23,511,816
Income before tax, employee profit-sharing, depreciation and amortization expenses and provisions	31,341,958	18,730,057	38,409,558	26,118,261	72,927,088
Income taxes	(10,385,595)	(13,700,689)	(14,363,802)	(18,859,853)	(13,902,192)
Income after tax, employee profit-sharing, depreciation and amortization expenses and provisions	45,515,574	30,880,011	51,874,968	44,039,341	67,627,481
Income paid to shareholders	7,464,845	7,857,732	8,643,505	9,429,278	9,429,278
Earnings per share					
Income before tax, employee profit-sharing, before depreciation and amortization expenses and provisions	5.31	4.13	4.89	3.32	7.14
Income after tax, employee profit-sharing, depreciation and amortization expenses and provisions	5.79	3.93	6.60	5.60	8.60
Dividend per share	0.95	1.00	1.10	1.20	1.20
Staff					
Average number of employees during the financial year	28	29	29	28	30
Payroll for the financial year	3,062,385	3,149,564	3,264,843	3,259,431	3,208,113
Amounts paid for employee benefits during the financial year (social security, social projects)	1,244,415	1,286,437	1,336,634	1,336,739	1,314,992

3.8 INFORMATION ON DIVIDENDS

Dividends are paid annually at the time and locations stipulated by the Annual General Meeting, within nine months of the close of the financial year. Shareholders cannot be required to return dividends, except in the event of the distribution of fictitious dividends or fixed or interim interest, which is prohibited by law. Dividends remaining unclaimed within five years of their allocation for payment are transferred to the State.

Dividends per share paid in respect of the past three financial years and the corresponding tax allowance are shown below:

	Income eligible for the 40% allowance		Income not eligible for the 40% allowance
Financial year	Dividends	Other distributed income	
2021	€7,857,732.00 or €1.00 per share	None	-
2022	€8,643,505.20 or €1.10 per share	None	-
2023	€9,429,278.40 or €1.20 per share	None	-