Séché

Activity as of September 30, 2026

Conference on October 27, 2026

Our Your TRANSITIONS



Growth across all business segments
Annual revenue target confirmed

- **9M Performance: Contributed revenue up +7% (actual scope)**
  stable (organic*)

- **Growth accelerated in Q3 2026:**
  Q3 contributed revenue up +11% (actual scope)
  - Acquisitions: confirmation of a high level of activity
  - **Organic*: Contributed revenue up +5%**
    - France: Contributed revenue up +2%— Confirmed return to growth (Services, Circular Economy)
    - International: Revenue up +9% – Momentum confirmed across all geographic regions

- **2026 revenue target confirmed* :** between €1,230m and €1,260m



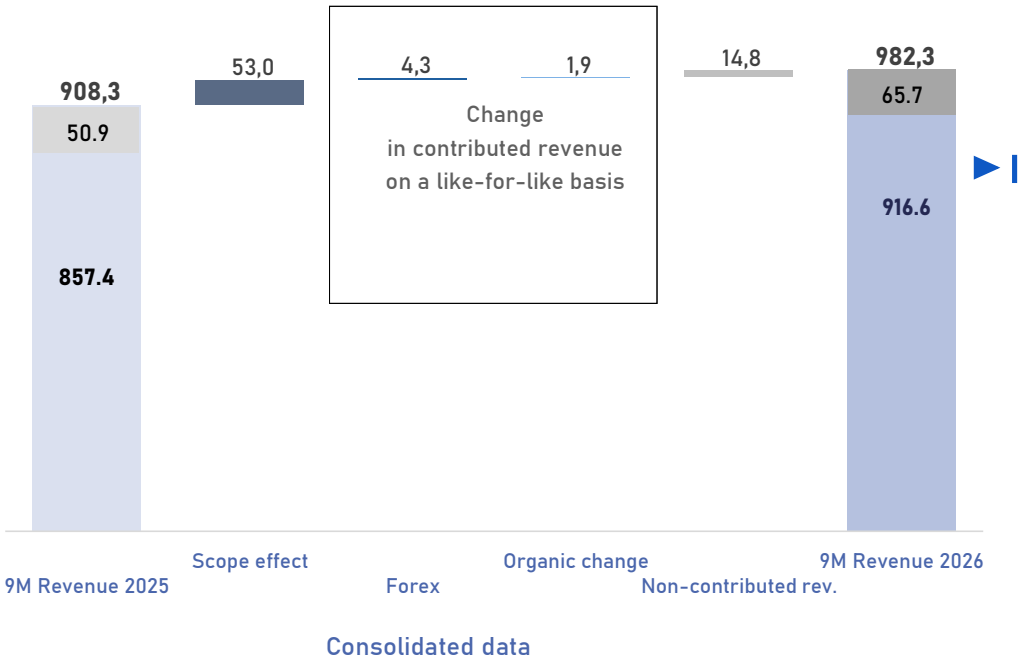
Hidronor teams (Chile)

** On a like-for-like basis and at constant exchange rates*

Activity as of September 30, 2026

Contributed revenue up +6.9%
Activity performed well in Q3

Change in reported revenue as of September 30, 2026



Consolidated data

Non-contributed revenue: €65.7m (vs. €50.9m as of September 30, 2025)

- IFRIC 12 investments: €12.5m vs. €0.6m
- TGAP: €53.2m vs. €50.3m

Contributed revenue: €916.6m (vs. €857.9m as of September 30, 2025)

- +6.9% (actual)
- +0.2% (organic*)

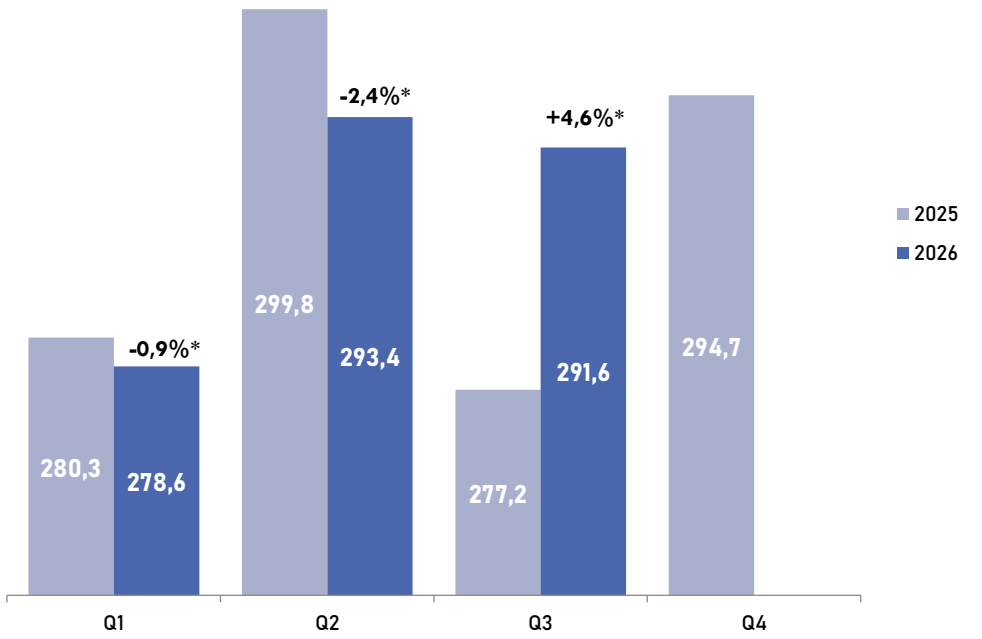
- Scope effect: +€53.0m (Hidronor €37.5m + La Filippa €15.5m)
- FX effect: +€4.3m vs. (€1.5)m
- **Q3 well-oriented in France and internationally: +4,6% (organic)**
  - France Contributed Revenue up +1,8%: return to growth across most business segments
  - International Revenue up +9,4% (organic): confirmation of sustainable growth momentum

** On a constant scope and exchange rate basis*

Q3: A less demanding 2025 baseline and a sound level of activity

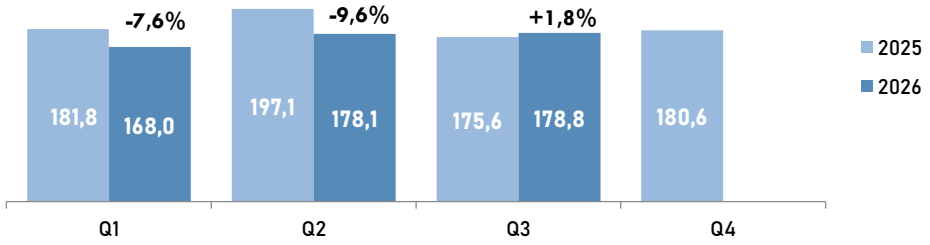
Growth across all business segments

Group: Quarterly Change in Contributed Revenue (in €m and on a like-for-like basis)



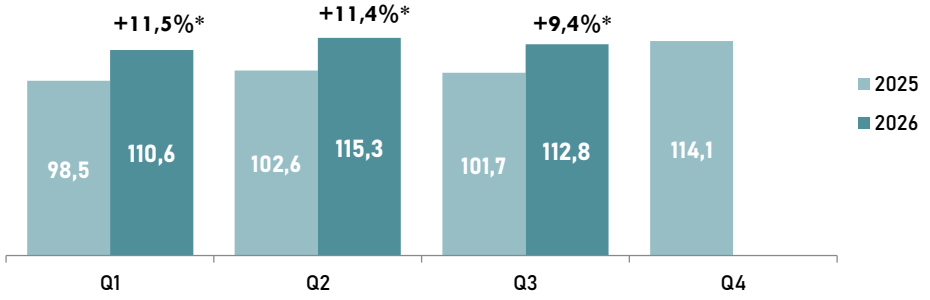
** At constant exchange rate basis*

France: Quarterly Change in Contributed Revenue (in €m and on a like-for-like basis)



** At constant exchange rate*

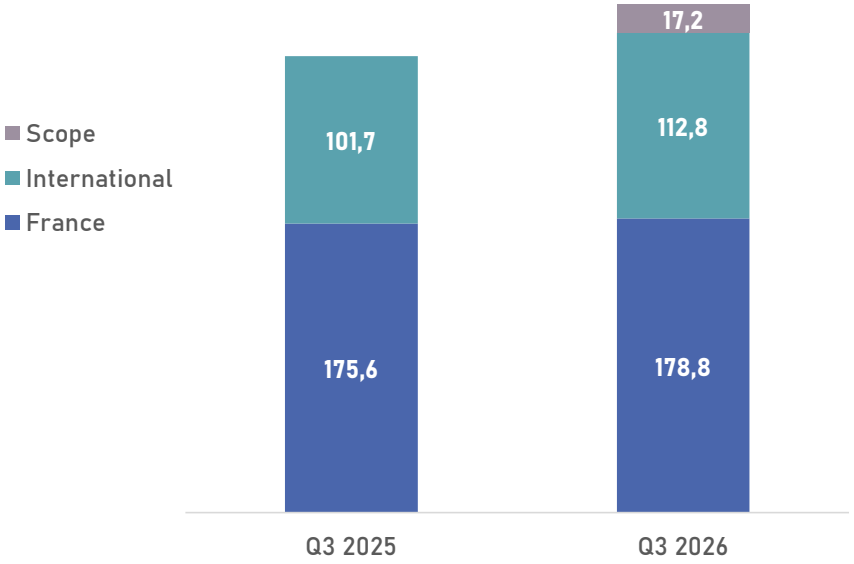
International: Quarterly Change in Revenue (in €m and on a like-for-like basis)



** At constant exchange rate basis*

France : Most activities return to growth
International : Strong performance across all geographic regions

Group: Changes in Contributed Revenue by Geographic Region
(in €m and on an actual scope basis)



International: Revenue of €130.0m **+27.8% (actual)** **+9.4% (organic)**

- Scope effect: €17.2 million (Hidronor: +€12.6 million – La Filippa: +€4.6 million)
- FX effect: +€1.4m
- **Organic*** :
  - Europe (excluding France): Revenue: €49.2m +5.2%
  - Southern Africa: Revenue: €28.3m +13.8%
  - Latin America: Revenue: €16.8m +21.7%
  - Asia: Revenue: €18.4m +4.8%

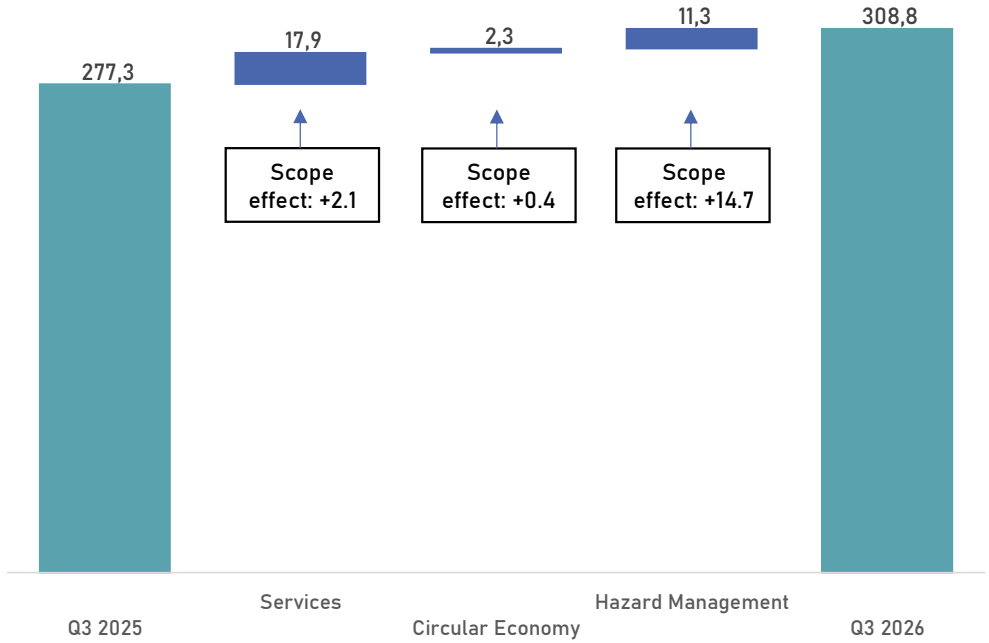
France: Contributed Revenue of €178.8m **+1.8% (actual)** **+1.8% (organic)**

- Contribution from Services (Environmental Emergency)
- More positive trends in Circular Economy activities (Chemical Purification and Energy –except electricity-)
- Resilience of Hazard Management activities (solid industrial and municipal markets)

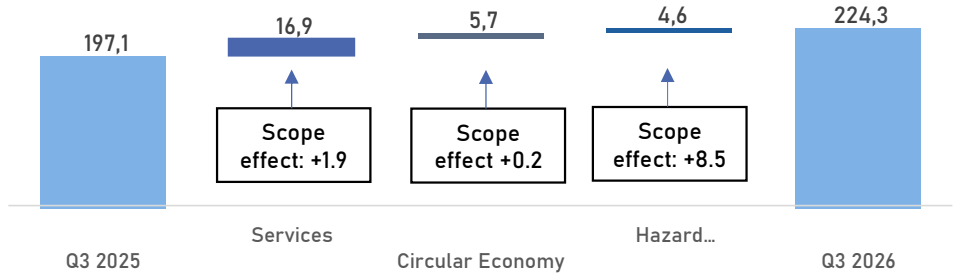
Changes in the business mix

Positive business trends—excluding Non-Hazardous Waste electricity—

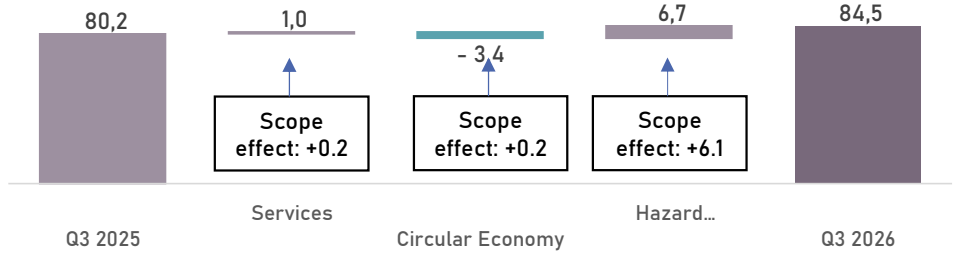
Group: Changes in Contributed Revenue by activities (in €m and on a actual scope basis)



Hazardous Waste: Change in Contributed Revenue by activities (in €m and on a actual scope basis)

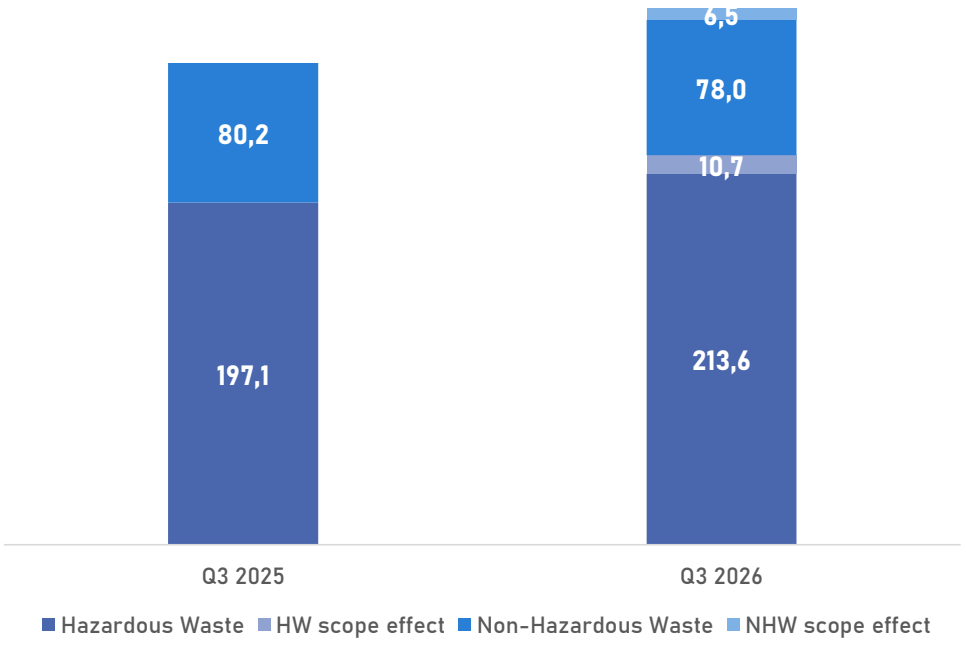


Non-Hazardous Waste: Change in Contributed Revenue by activities (in €m and on a actual scope basis)



Revenue growth by sector
Solid momentum of Hazardous Waste business line

Change in Contributed Revenue by business lines (actual scope in €m)



NHW Contributed Revenue: €84.5m — **+6.5% (actual) -3.4% (organic)**

- **France : Contributed revenue of €58.2m (vs. €63.0m)** — **down (7.7)%**
  - Services: (€1.3m) - "Spot" decontamination contracts
  - Circular Economy: (€3.8m) - Impact of electricity sales drop
  - Hazard Management: +€0.3m – Resilient municipal markets
- **International : Revenue of €26.3m (vs. €17.1m)** — **up +53.8% (actual) up +11.9% (organic)**
  - Strong Performance in Southern Africa

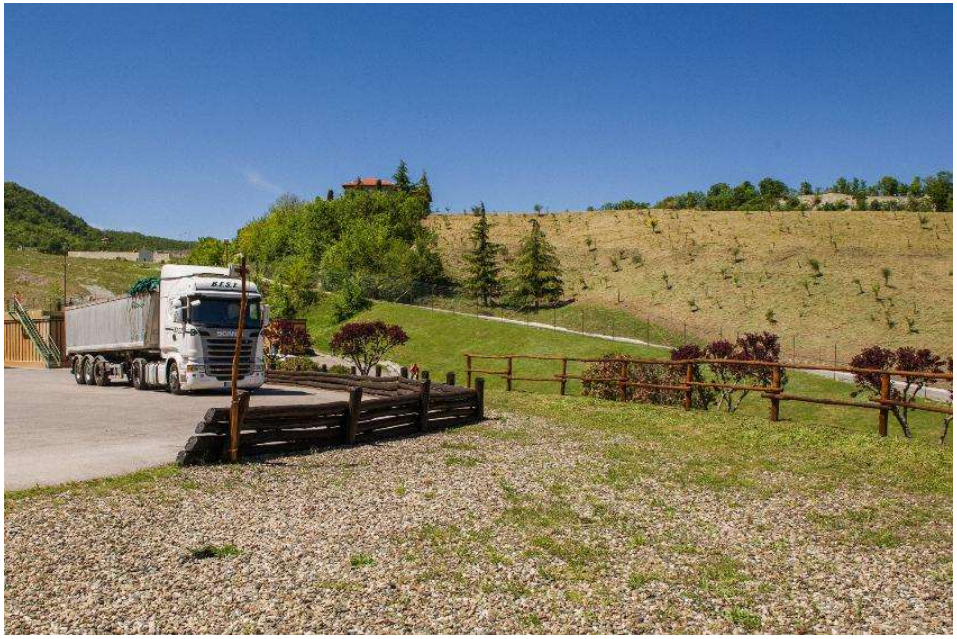
HW Contributed Revenue: €224.3m — **+13.8% (actual) +7.9% (organic)**

- **France : Contributed Revenue of €120.6m (vs. €112.5m)** — **up +7.2%**
  - Services: +€7.8m – Environmental Emergency contribution
  - Circular Economy: +€3.4m – Improved trends on chemical purification
  - Hazard Management: -€3.1m –Client portfolio transfer and Industrial market resilience
- **International : Revenue of €103.7m (vs. €84.6m)** — **up +22.6% (actual) up +8.9% (organic)**
  - LatAm: Strong momentum in industrial markets
  - Spain: Solarca (industrial maintenance) well oriented

Outlook Confirmed
Annual revenue target reaffirmed

- **Positive trends expected to continue over the coming months**
  - France
    - Business resilience
      despite an uncertain macroeconomic environment
  - International
    - Continued organic growth in key geographic regions
    - Solid contribution from new acquisitions,
      in line with previous periods

- **Confirmed target for contributed revenue***
  between €1,230m and €1,260m for fiscal year 2026, including
  - A dynamic contribution from the acquisitions
  - Organic growth ranging between +2% to +3%.



La Filippa (Italy)

** On a like-for-like basis and at constant exchange rates*

Appendices

9-Month Revenue
Breakdown by geographic region

In €m	September 30, 2025	September 30, 2026	Gross change	Organic change
Subsidiaries in France	554.5	524.9	(5.3)%	(5.3)%
of which scope effect		-		
International Subsidiaries	302.8	391.7	+29.3%	+10.4%
of which scope effect		53.0		
Contributed revenue	**857.4**	**916.6**	**+6.9%**	**+0.2%**

9-Month Revenue
Breakdown by business segment

In €m	September 30, 2025	September 30, 2026	Gross Change	Organic Change
Services	418.1	434.8	+4.0%	+1.4%
of which scope effect		6.4		
Circular Economy	235.7	237.8	+0.9%	+0.1%
of which scope effect		1.5		
Hazard Management	203.6	244.0	+19.9%	-2.1%
of which scope effect		45.1		
Contributed revenue	**857.4**	**916.6**	**+6.9%**	**+0.2%**

9-Month Revenue
Breakdown by sector

In €m	September 30, 2025	September 30, 2026	Gross Change	Organic Change
Hazardous Waste	613.6	652.1	+6.3%	+0.8%
of which scope effect		31.5		
Non-Hazardous waste	243.8	264.5	+8.5%	-1.2%
of which scope effect		21.5		
Contributed revenue	**857.4**	**916.6**	**+6.9%**	**+0.2%**

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