Integrated Report 2024

Ekopak

Ekopak Sustainable Water

Water is the driving force of all nature

About this report

Declaration of the Board of Directors

We are once again proud to present to you Ekopak's integrated annual report. With this report, we aim to give you a clear and detailed insight into how Ekopak as a company creates and preserves value in the short, medium, and long term. This report highlights the financial, environmental, and social aspects of our activities.

Integrated reporting is a process in which we invite all stakeholders to be involved: customers, employees, suppliers, governments, investors, and society at large... This is why we have included several feedback points throughout this report (accessible by scanning the QR codes). They provide a low-threshold way for our stakeholders to express their views and provide input.

In this report, we elaborate on our value creation model and identify key risks and opportunities. These are included in the dual materiality matrix, which contains material issues that could have an impact (positive or negative) on Ekopak's value creation model. Based on this materiality assessment, the strategy is determined to prevent and mitigate risks on the one hand and exploit opportunities on the other. Short-, medium-, and long-term objectives are also derived from this assessment.

To measure our performance, we have defined certain Key Performance Indicators (KPIs). Today, we measure and report this progress in full transparency. Besides monitoring the KPIs we have established in the past, we are further expanding our KPI dashboard for a more holistic approach.

This integrated report covers all of Ekopak's legal entities included in the group's consolidation scope. To comply with all legal and customary reporting requirements, we have included specific sections as annexes to this report: the financial report (including the consolidated financial statements and related notes), the corporate governance statement (including remuneration statement), and a section on Ekopak share performance.

Ekopak's ESG manager oversees this core report and the mandatory guidelines. For example, we report according to the requirements established under the International Integrated Reporting Council (IIRC) and the Global Reporting Initiative (GRI). The report also serves as a communication on progress under UN Global Compact. Later, we will transition to the CSRD (Corporate Sustainability Reporting Directive) guidelines. The financial report, included in this integrated report, has been audited by PwC, Ekopak's statutory auditor.

Based on the above actions, this report was compiled, validated for completeness, and approved by the Board of Directors. We confirm that this integrated report accurately reflects Ekopak's short-term (less than one year), medium-term (one to three years), and long-term (more than three years) strategic commitments. We applied our judgment with respect to the disclosure of Ekopak's strategic plans and satisfied ourselves that this disclosure does not place the company at a competitive disadvantage.

Based on the Audit Committee's report, the Board of Directors approved the Integrated Report 2024 on March 31, 2025.

Pieter Bourgeois, Valerie Dejaeghere, Tim De Maet, Jos De Vuyst, Pieter Loose, Regine Slagmulder, Nathalie Van Den Haute

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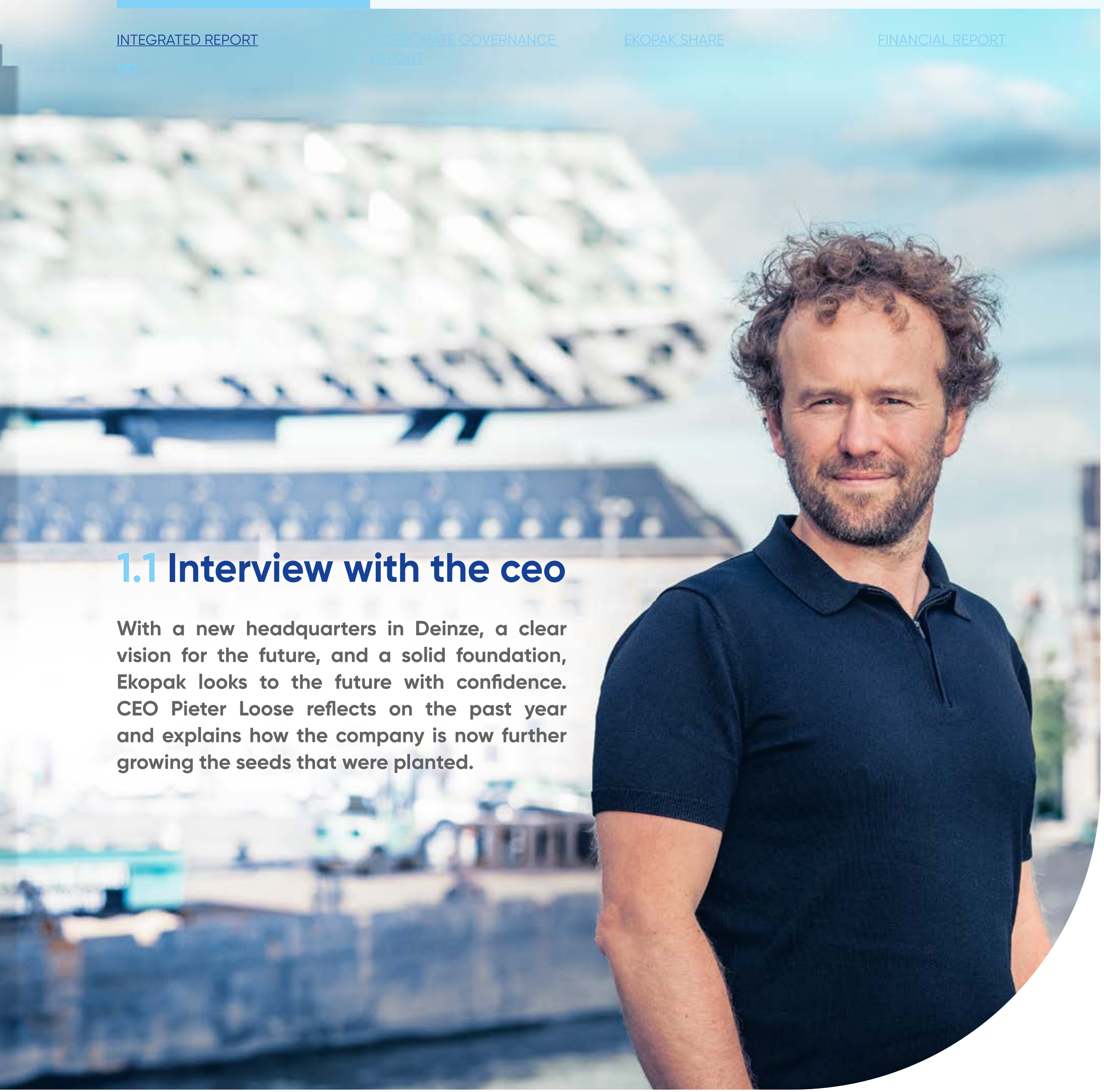
1 Introduction



1.1 Interview with the ceo

With a new headquarters in Deinze, a clear vision for the future, and a solid foundation, Ekopak looks to the future with confidence. CEO Pieter Loose reflects on the past year and explains how the company is now further growing the seeds that were planted.

Pieter, the past year was all about growth and integration. How do you look back on that?
"2024 was a special year. We proved ourselves in bringing together the various entities of Ekopak, such as Global Water & Energy (GWE) and H2O Production. This not only made us bigger internationally but also stronger in our pursuit of circular water use. That process was a challenge but mostly a success. We have planted many seeds on an organizational, strategic, and operational level, and now it's time to nurture them and prepare for the harvest, so to speak."

What exactly do you mean by "sowing" in this context?
To sow is to invest. Not only financially but also in people, systems, and structures. It means thinking ahead and preparing for the growth and impact you want to achieve. For Ekopak, this means continuing to innovate, raise awareness and establish partnerships to achieve our mission: a world in which the industry switches completely to circular water use. The new headquarters in Deinze symbolizes that vision. It is more than a building; it is an incubator for growth and innovation that prepares us for the future.

What is the significance of the new headquarters for Ekopak?

The new headquarters in Deinze is a milestone. It offers us the space and facilities to grow further, both as an organization and in our impact. It was designed with sustainability and collaboration in mind so that our teams can work and collaborate optimally. We wanted to create a place that is not only functional but also inspiring - a reflection of who we are and where we are going.

You talk about where Ekopak is headed; what's next on the horizon?

As mentioned earlier, the move to our new headquarters is an important step for 2025. In addition, the coming year is all about further expansion and refining our strategy. The integration of GWE has given us a strong foundation, and now we are building on it. Our focus is on international growth - particularly in Southeast Asia and North America - and on further developing our Water-as-a-Service model. We also continue to work on our predetermined Key Performance Indicators (KPIs), which are explained further in this annual report.

How does Ekopak keep the team motivated in times of change and growth?

We realize that our people are the heart of our organization. Therefore, we invest not only in our mission but also in their well-being and personal growth. We have set up structures that support employees in finding a work-life balance, and we encourage them to develop their talents. In 2024, we conducted another well-being survey of staff. The results offer valuable insights, with which we are drawing up a concrete action plan. Everyone within Ekopak contributes to the bigger picture, and we feel that every day. The energy and passion of our team make our mission possible.

Meanwhile, the workforce is also widely spread around the world. How do you remain one team?

Last year, we put a lot of effort into internal communication within the Ekopak group. For example, we have thoroughly updated our intranet: all employees, wherever they work in the world, can now access all of Ekopak's information and communications. We try to keep everyone as informed as possible about the ins and outs of the company. To further strengthen the team spirit, we also organize various staff events, sports activities and other initiatives. All this contributes to a close, engaged culture despite the physical distance between our teams.

There has been a lot of press coverage in recent weeks, how do you look back at this? And how do you see the future for Ekopak?

With the confidence and commitment of our team, the support of our stakeholders, and a clear vision in mind, I am confident that we will achieve our ambitions. And we will do so together, with partners, customers and employees.

Our business has not changed in recent weeks. Our core business and strategy remain the same. We are challenged by recent events, but that is a daily reality for an entrepreneur.

> **"The coming year revolves around further expansion and refinement of our strategy."**
>
> Pieter Loose – CEO

"The new headquarters in Deinze will be a breeding ground for growth and innovation that prepares us for the future."

Pieter Loose — CEO

Ekopak SUSTAINABLE WATER

1.2 How to read this report

An integrated report aims to provide a holistic view of the company. Therefore, its format differs significantly from a traditional annual report.

The core of an integrated report is the value creation model, which serves as the backbone for this document and defines its structure.

As integrated reporting implies a holistic approach, all components of the value creation model are interlinked. The infographic below of the value creation model helps the reader maintain an overview and navigate through this report.

The infographic should be read from left to right. On the left are the six capitals - the resources - that Ekopak deploys to achieve its goal ("Our Goal"): to achieve **100% water circularity within the industry** and ensure continuous availability of drinking water worldwide.

These capitals are deployed in Ekopak's business process, both in its WaaS and Project Business (in the center of the infographic). The strategy is focused on growth, which Ekopak aims to achieve by providing decentralized water production units and wastewater treatment installations. This growth strategy rests on three pillars (at the bottom of the graphic): collaboration, innovation, and awareness. Each pillar reinforces the other. Awareness creates greater demand. To meet this increasing demand, Ekopak must develop new concepts and models - or innovate.

To introduce these innovations, Ekopak must engage various partners - i.e., collaborate. By cooperating with many partners, a larger target group can be sensitized, and so on.

In doing so, Ekopak also focuses on three dimensions: economic, ecological, and sustainable (the Ekopak EED, see Chapter 2.1, Ekopak in a nutshell).

Through continuous efforts at strategic and operational levels, Ekopak aims to create added value for each of the six deployed capitals in the short and long term. This is evident from the right side of the infographic.

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Share your thoughts

Tell us what you think about this integrated annual report by scanning this QR code. Do you have questions about this report? Don't hesitate to contact us at legal@ekopak.be. Enjoy reading!

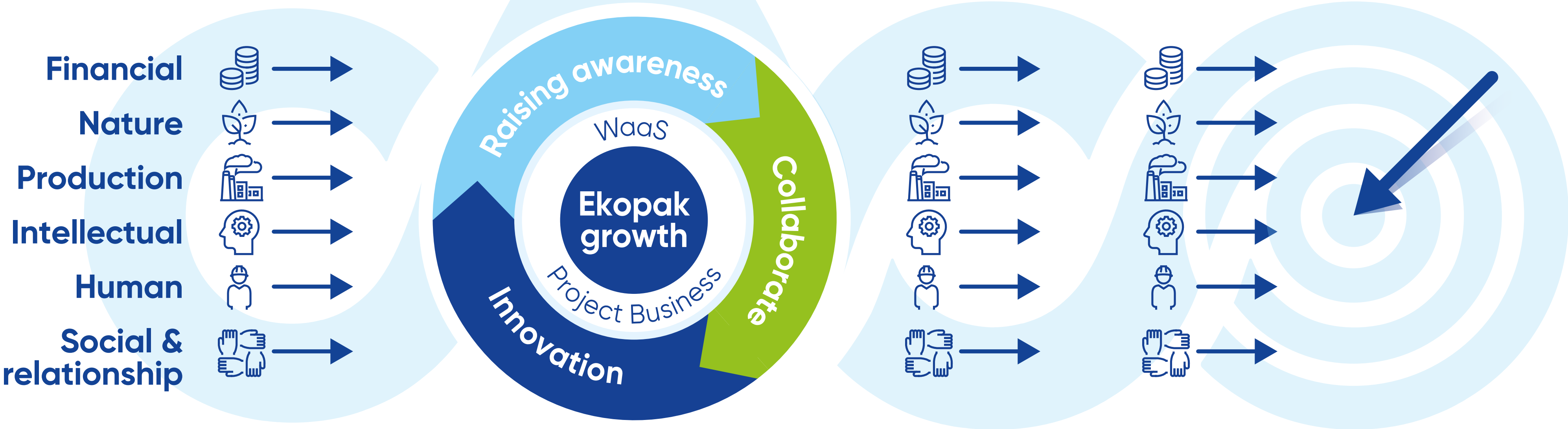
Value creation model

Our purpose

100% water circularity within the industry and continuity in available drinking water for the whole world

Our strategy

Providing innovative, decentralized production units and wastewater treatment plants that can be deployed worldwide.



Result 2024

How did we create value in these six capitals last year, expressed in KPIs and/or projects?

Our company

Who is Ekopak? What does our organization look like? How do we create value in the six capitals above?

Objective 2025

How will we create value - translated into KPIs and/or projects - on the six capitals next year?

Long-term objectives

How do the 2025 objectives fit into our long-term vision for the six capitals?

Our strategic pillars

Collaboration	Innovation	Awareness
Economic	Ecological	Sustainable
Organisation / well-being	Expanding production	
	Installation footprint	

1.3 Highlights 2024

March

July

July

Sustainable water management for ArcelorMittal in Ghent

Ekopak has signed an agreement with ArcelorMittal, a world leader in the steel industry, to improve the water treatment process at their facility in Ghent, Belgium. This project, carried out under the Water-as-a-Service model, is critical to ensure the quality of steel production, as the entire production process at ArcelorMittal relies heavily on reliable process water.

Bronze medal EcoVadis

Ekopak achieved the bronze medal from EcoVadis, putting us among the top 35% performing companies assessed by EcoVadis last year. EcoVadis is a well-established sustainability assessment agency that rates companies worldwide on their environmental, social, and ethical performance.

Sustainable water treatment for FrieslandCampina, Indonesia

Ekopak has delivered a state-of-the-art water treatment installation for FrieslandCampina Cikarang in Indonesia, producing green energy in addition to water treatment. This project contributes to more sustainable water management for FrieslandCampina's production processes, with innovative technologies helping to reduce the carbon footprint.

September

October

New headquarters in Deinze, Belgium

Important steps were taken in the construction of the new headquarters in 2024, with the completion of the structural work and the start of the finishing phase. An important milestone was the commissioning of the new warehouse and workshop. Since the beginning of 2025, all other services have also officially moved in. The new headquarters is a central point for all Ekopak activities.

Growth in the American market

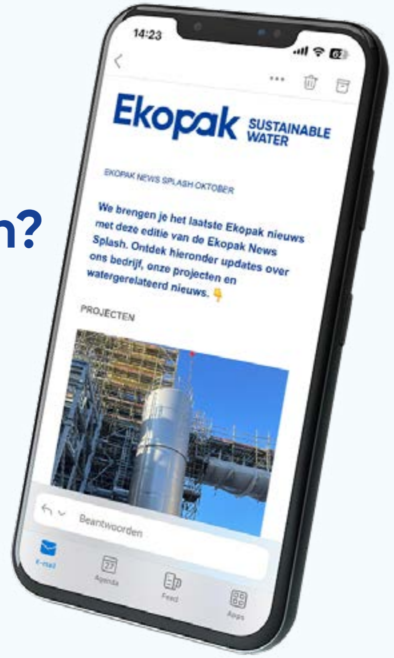
Ekopak is expanding its operations in the U.S. market with new projects in Arizona and Indiana. This expansion highlights our growth in the U.S., where we support companies with circular water solutions. With a focus on sustainable water technologies, Ekopak strengthens its position as a reliable partner for the U.S. industry.

October

New office in Manila, Philippines

In 2024, we opened a new office in Manila, Philippines. Due to strong growth, the previous location in Manila became too small, necessitating the move to larger premises. With these expansions, we are strengthening our operations in Southeast Asia.

Want to know more about the ins and outs of our organization?



Subscribe to our monthly newsletter via the website **ekopakwater.com**

2 Our company

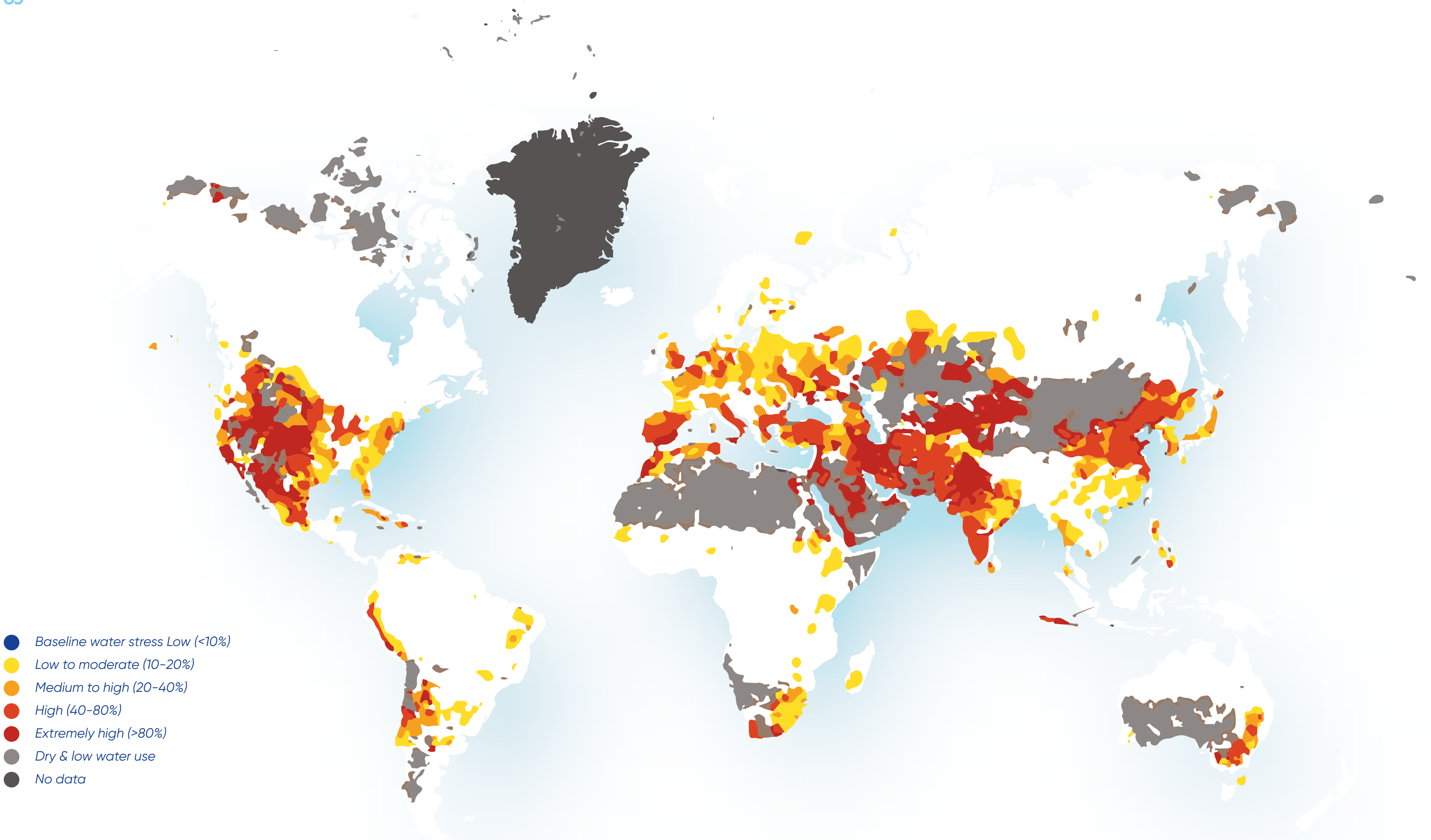
Sustainable water management in a world of increasing water stress

In recent decades, the world has faced a significant decline in available water resources.

Between 2000 and 2018, the amount of internal renewable water resources per capita worldwide decreased by as much as 20%. This underscores the growing pressure on natural resources due to population growth, economic development, and climate change (The United Nations World Water Development Report 2023).

This pressure directly impacts the daily lives of more than 2 billion people currently living in water-stressed regions. In these areas, water availability is insufficient to meet the demand for household, agricultural, and industrial use (The United Nations World Water Development Report 2019).

In Europe, industrial activities rely heavily on water resources: approximately 50% of total water consumption is attributed to the industrial sector. This highlights the essential role of water in economic activities such as manufacturing and energy production (Food and Agriculture Organization of the United Nations – Aquastat Database).



Water shortages have far-reaching consequences for water-intensive industries, causing production delays, reduced product quality, and rising costs—affecting not only businesses but also consumers. These impacts demonstrate how water crises can threaten economic stability and prosperity.

Sustainable water management is crucial to protecting ecosystems, communities, and economies from the effects of scarcity. As global water challenges continue to grow, Ekopak is committed to making a meaningful difference.

2.1 Ekopak in a nutshell

Who we are

Ekopak is a sustainable water supplier. We offer a specialized range of solutions for industrial water treatment and wastewater treatment. Ekopak aims to be a product leader and focuses on innovative water recycling technology.

Our solutions enable industrial customers to significantly reduce their water consumption and treat their wastewater in a sustainable, reliable, and cost-effective manner. By focusing on circular water in industrial processes, we ensure an indispensable, reliable water supply that is essential for the continuity of the production process.

What we do

Our purpose
We strive for 100% circular water use within the industry while ensuring that drinking water remains accessible and available.

Our solutions

The Ekopak Group offers a complete range in terms of water reuse:

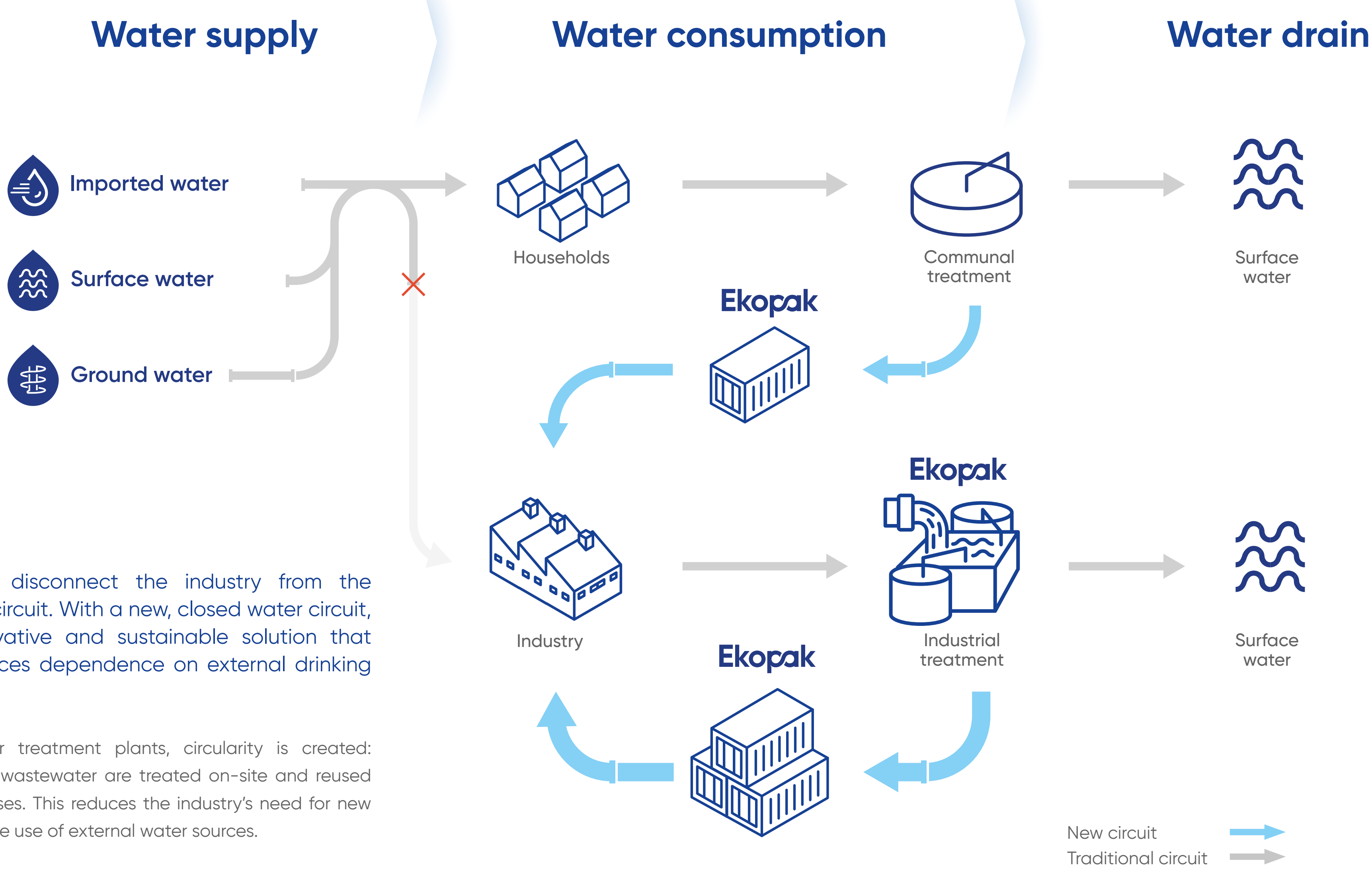
- **Water treatment**: We design, build, and operate water treatment installations that enable the reuse of various water sources, including rainwater, surface water, and wastewater. Our mobile and modular production units can be rapidly deployed at customer sites and implemented worldwide. Through our services, we continuously monitor and maintain water quality.

- **Wastewater treatment:** Treating wastewater is a key strategy in tackling water scarcity and promoting sustainable operations. Ekopak implements efficient wastewater treatment systems, offering for example primary treatment, anaerobic treatment, and aerobic treatment solutions.

- **REUSE:** REUSE refers to the practice of using water multiple times before discharging it or returning it to nature. In 2022, we introduced the “Circeaulair” concept, which converts effluent (treated wastewater) from Sewage Treatment Plants (STPs) into process water for industrial use. Ekopak constructs dedicated water treatment facilities near STPs, establishing a new pipeline network to distribute this recycled water. Circeaulair is currently in its start-up phase.

- **Waste-to-Energy & biogas valorization:** Ekopak offers solutions to deal as efficiently as possible with the energy resulting from water processes. Organic ‘bio-waste’ can be converted into biogas, which is safely captured and used as fuel. We offer a wide range of biogas burners, biogas flares, etc.

- **Services**
  - Operational support: customers can call on Ekopak for services such as maintenance, water analyses, treatment of cooling or boiler water, disinfection, pump services, chemical services, corrosion control, biogas valorization, etc.
  - Resins/ion exchangers: we have years of expertise in resins and regeneration of ion exchange resins.



Ekopak aims to disconnect the industry from the traditional water circuit. With a new, closed water circuit, it offers an innovative and sustainable solution that dramatically reduces dependence on external drinking water supplies.

Through local water treatment plants, circularity is created: industrial water and wastewater are treated on-site and reused in production processes. This reduces the industry's need for new water and reduces the use of external water sources.

How we do it

Ekopak's business model can be divided into two segments: WaaS & Project Business. Our financial results are also reported each time using these two segments.

WaaS

With Water-as-a-Service (WaaS), we offer a carefree service from A to Z. We build custom-made installations that provide water of optimal quality, produced in a sustainable way. The client does not have the burden of monitoring and maintaining the installation, and of the associated labor costs, etc. Through a 10-year leasing formula, the client only pays for liters of water actually consumed, with a predefined minimum.

Project Business

- **One-off installations**

Besides WaaS, Ekopak also offers customized one-off water and wastewater treatment installations for sale. Here, the customer owns the installation and is responsible for its maintenance. However, the customer can still call on Ekopak's services for regular technical checks and maintenance work.

- **Services**

Our services include the maintenance of one-off installations. In addition, customers can also call on Ekopak for other services as mentioned above under the 'Services' section.

- **Consumables**

Consumables refer to the sale of chemicals and spare parts.


Waas
Ekopak Sustainable Water
AGC
Together towards a sustainable future

The DNA of the E-team

The DNA of Ekopak is what defines us as a company. Our DNA is not determined by a piece of paper in some drawer but is deeply rooted in our employees, suppliers, and customers. Our Ekopak oath is a vow that any newcomer in the company has to pledge. Our vow contains the following pillars: **Economic, Ecological, and Sustainable.** In Dutch, this is Economisch, Ecologisch, Duurzaam – abbreviated to EED (and "eed" is the Dutch word for oath).

Economic

We are constantly looking for methods to increase the deployability of water and ensure that water from the decentralized source meets the right quality and continuity standards. We seek out ways to keep business operations economically viable.

Ecological

We actively care for the planet and its limited resources. We are always on the lookout for the recovery of the balance between an individual company and its water use by offering the best available solution.

Sustainable

We encourage everyone to always consider the long-term strategy. While water-saving technologies certainly have an effect in the short term, in the long term, it is necessary to use the right water sources for the right applications. Only by taking a forward-looking approach can we make water use sustainable, both environmentally and economically.

2.2 Key figures

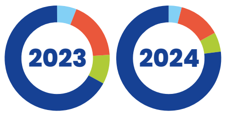
Purpose

100% water circularity within the industry and continuity in available drinking water across the globe.

Strategy

Providing innovative, decentralized production units and wastewater treatment plants that can be deployed worldwide.

Overview products



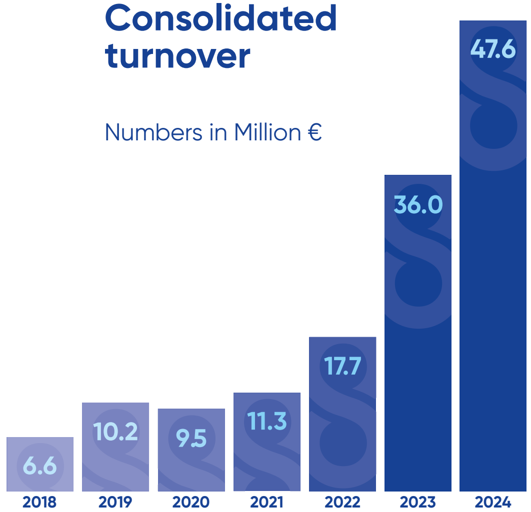
2023	2024	
9%	7%	WaaS
67%	74%	Water processinstallations
6%	4%	Consumables
18%	15%	Services
100%	100%	Total revenue

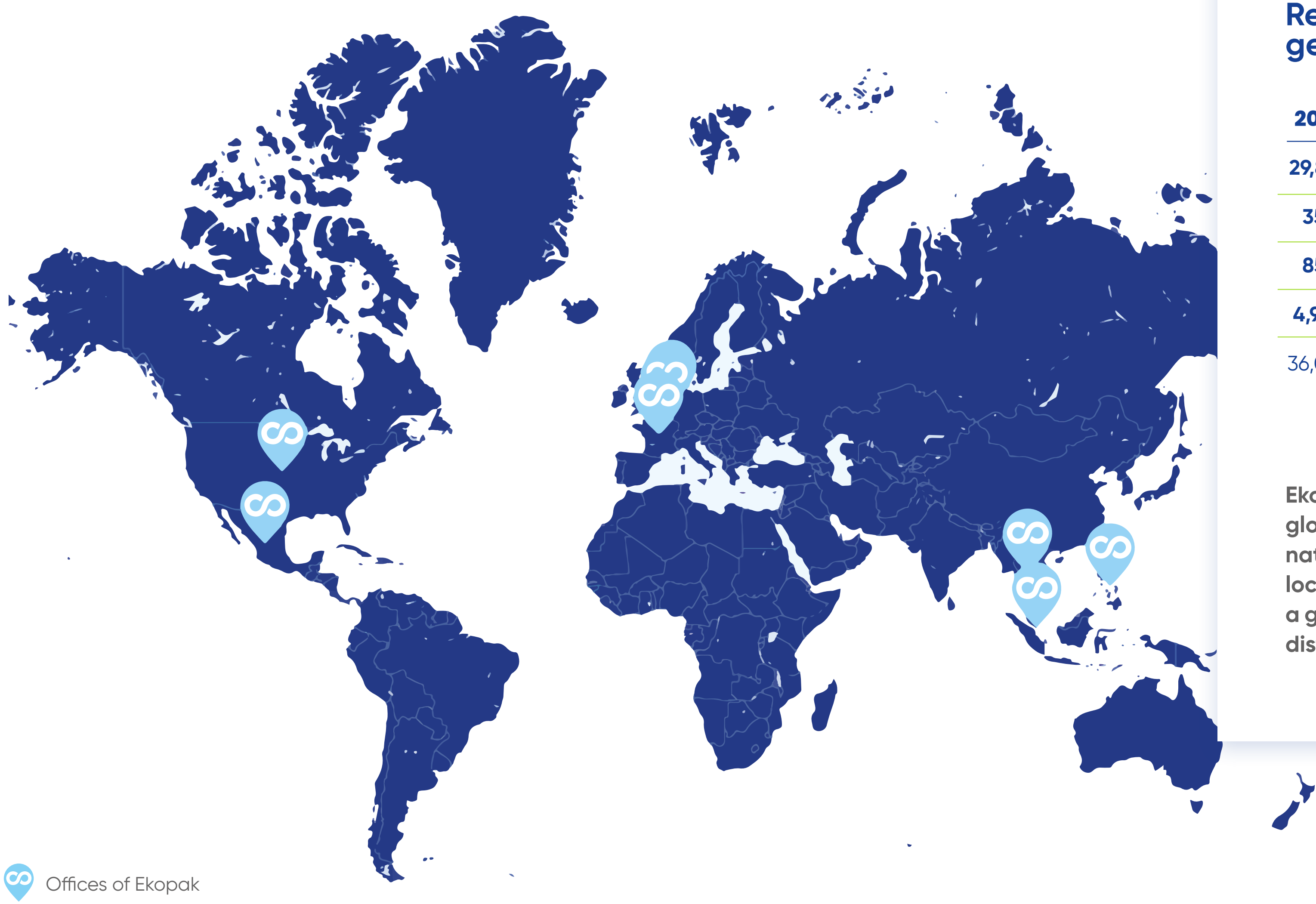
Focus industries

- Chemical industry
- Food & beverage industry
- Pharmaceutical & cosmetic industry
- Pulp and paper industry

Consolidated turnover

Numbers in Million €





Revenue by geographic region

2023	2024	in 000€
29,885	23,679	Europe
355	2,227	APAC
853	2,893	Africa
4,940	18,838	America
36,033	47,637	

Ekopak is rapidly expanding its global presence through internationalization. The shift from a local to a regional, and then to a global focus, is reflected in the distribution of sales.

FrieslandCampina
Cikarang, Indonesia

Solutions

- Water Treatment
- Wastewater Treatment
- Water Reclamation Plant
- Biomass Boilers
- Wastewater Recycling

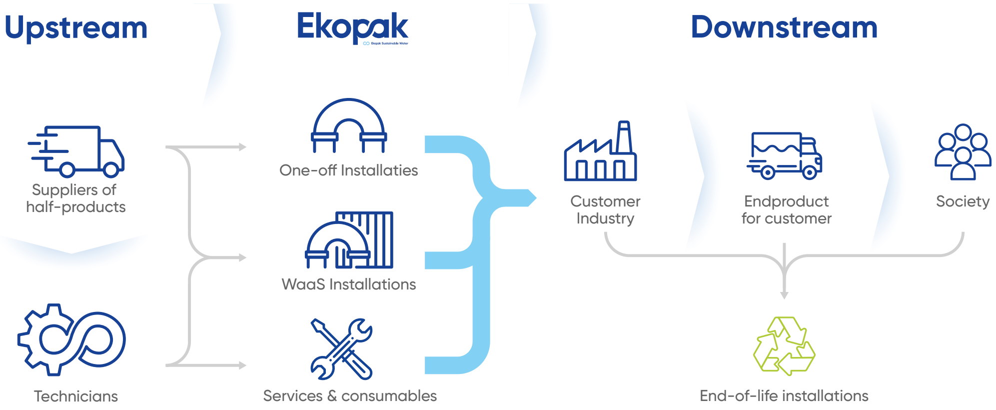
Result

45% CO_2-emissions reduced

25% less water consumption

2.3 Value Chain

In this chapter, we describe in more detail the value chain of Ekopak. How do we fit in here, who are our suppliers, who are our customers? And in what way do these chains have an impact on society?



Upstream

Suppliers of half-products: Based on the sales contract that has been agreed upon with each client, we purchase the raw materials, spare parts, and chemicals required for the installation. Where do we purchase them? How has the price of these materials evolved? What about the delivery time of these products? Which materials have become scarcer? Etc.

Technicians: Sometimes, we hire technicians to support us if we do not have the person with the appropriate skills in-house or if we do not have enough staff for this. This also includes subcontractors for the construction of the installations.

Ekopak

One-off installations: Our installations are built at the various Ekopak Group sites. Wastewater treatment installations are built at the customer's own site. Ekopak offers customized one-off water and wastewater treatment installations for sale, with support services on request.

WaaS installations: With our WaaS business model, we offer a carefree service from A to Z. The installation is entirely owned by Ekopak and Ekopak takes care of the maintenance.

Services & consumables: Customers can call on Ekopak for maintenance as well as other services such as water analysis, treatment of cooling or boiler water, disinfection, chemical services, ion exchangers, corrosion control, etc. Consumables refer to the sale of chemicals and spare parts.

Downstream

End product for consumer: Our industry customer delivers his finished product to the end customer.

Society: Water is valuable. By disconnecting the industry from the drinking water network, we create a positive impact on society. Because less drinking water will be used for industrial purposes, we put less stress on our natural resources.

End-of-life installations: Our value chain stops at the end-of-life of our installations. We take a close look at how we can close the chain, whether parts can be reused, how we recycle the installation, etc.

This value chain applies to the entire Ekopak Group (incl. entities Global Water & Energy, DWS, and H2O Production).

2.4 Social context

Global water scarcity

In Chapter 2, Our Company, we briefly discussed the context of water stress worldwide and in Europe. Sustainable water management is essential in this context.

Global warming is expected to increase the number of water-stressed areas and heighten water stress in already affected regions. For every 1°C (1.8°F) increase in the global average temperature, UN experts project a 20 percent drop in renewable water resources. Not only climate change is putting a huge strain on our water supplies but also population growth and urbanization.

Industrial context

Industry is highly dependent on water, as it is a critical element for businesses. Many production processes require large amounts of water for washing and cleaning products. Did you know that approximately 57% of all water withdrawals in Europe come from the industrial sector*?

**UN World Water Development Report 2022, Unesco.org*

Did you know?

In 2024, we once again conducted an employee survey to evaluate well-being within our organization.

Increasing focus on water and technology

On one hand, the demand for efficient water treatment technologies is increasing, partly due to the growing global population and rising water scarcity. Innovations in desalination and wastewater reuse are becoming increasingly important.

On the other hand, we also see an increase in investments. Water is increasingly recognized as a crucial and scarce resource, leading to increased investments in water management technologies, wastewater treatment, and drinking water distribution. Companies active in this sector are attracting the attention of investors looking for stable and future-oriented investment opportunities.*

**Article "Water is attracting more attention from investors," belfius.be*

The E-team

Ekopak's workforce has grown significantly in 2024, which naturally brings new challenges. As we are now active worldwide, there is a clear need for effective internal communication and for strengthening the connection between the various Ekopak divisions to ensure we continue to function as one cohesive team.

Additionally, the mental health of our employees remains a top priority. For this reason, we conducted another well-being survey among our employees in 2024. More information about this can be found in Chapter 4, Towards CSRD Compliance.

ESG (Environmental, Social, Governance)

In the context of ESG, transparency and completeness are becoming increasingly important, not only for companies but also for potential investors. In recent years, we have made significant progress in our policies and their implementation. We will continue to focus on this in the future with the support of our ESG manager, who was hired in 2024.

European legislation, such as the EU Taxonomy Regulation and the Corporate Sustainability Reporting Directive (CSRD), requires companies to report in detail on their impact on the environment, society, and governance. We are currently preparing for this.

CSRD

Did you know?

Ekopak will soon report according to the CSRD guidelines.

> Our focus is on international growth - particularly in Southeast Asia and North America - and on further developing our Water-as-a-Service model.

Pieter Loose — CEO

3 Our business model

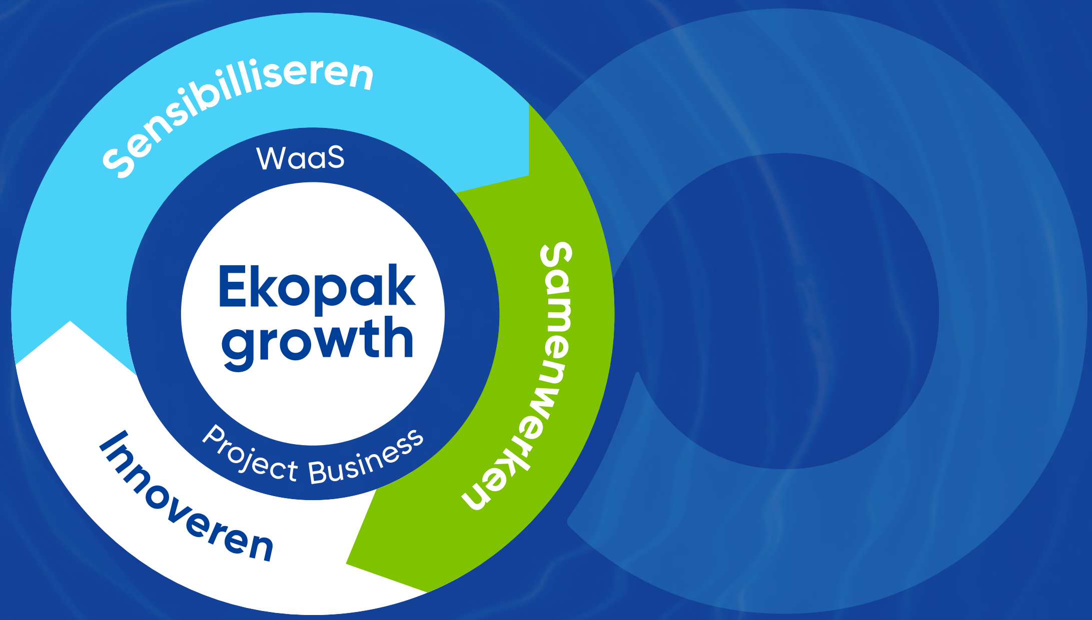
Ekopak is a full-solution partner in water reuse. Ekopak's business model focuses on providing innovative and sustainable water solutions for the industry, with an emphasis on circular water use and long-term partnerships.

Our approach is threefold: Revalue, Reuse, Reduce. We provide innovative solutions to revalue water from our customers, this enables them to reuse the water again and thus reduce their consumption of the traditional grid.

Within our business model, we distinguish between two segments: WaaS (Water-as-a-Service) & Project Business. More information on this can be found in Chapter 2, Our company.

3.1 Our strategy

To achieve our objectives and ensure sustainable growth, we focus on three strategic pillars: Collaboration, Innovation, and Awareness. By raising awareness, we encourage demand for circular water usage. To meet this growing demand, Ekopak continues to innovate and develop, with collaboration with various partners playing a key role.



Collaboration

By building a strong network and forging strategic partnerships, Ekopak can achieve a greater impact. Collaboration with customers, partners, and external organizations is essential to reaching our goal of 100% circular water usage. Initiatives like the Waterkracht project in Antwerp and Circeaulair are excellent examples of this. Through these collaborations, we are able to offer the industry an innovative approach that contributes to more sustainable water management.

Innovation

Our R&D team is dedicated to the continuous improvement of our technologies and processes. We develop innovative solutions to ensure the water quality and supply reliability of our installations.

Additionally, we aim for smart water management through digitalization and the use of artificial intelligence in our installations. Our goal is to achieve maximum efficiency while minimizing our ecological footprint.

Awareness

Many companies and governments are still insufficiently aware of the possibilities of circular water usage. Ekopak takes the lead in informing and inspiring these parties. With the expansion of our geographical reach, we now have the opportunity to spread our message beyond national borders and engage other parties. Our employees play a key role in this: they are our ambassadors, actively contributing to raising awareness and promoting our mission.

3.2 Business Outlook - Management report 2024

Highlights of 2024

- Total revenue of €47.6 million (+32% YoY) with an Adjusted EBITDA of €-4.0 million.
- Project Business revenue increased by 36% YoY.
- Strong evolution in signed WaaS contracts or Letters of Intent (LOIs) in 2024, resulting in an exponential growth (~6x) of the contracted annual recurring revenue (CARR). This will lead to steady year-on-year growth of WaaS revenues.
- Increased investments to strengthen organizational capabilities, expand production facilities, support global growth, and secure more WaaS contracts.
- "Non-Europe" revenues now account for 50% of total revenue, highlighting Ekopak's growing international presence.

In EUR thousands	1H2024	1H2023	1H2024/ 1H2023	2H2024	2H2023	2H2024/ 2H2023	Fiscal year 2024	Fiscal year 2023	2024/ 2023	EBITDA margin FY 2024
Revenue										
WaaS	€ 1.507	€ 1.510	0%	€ 1.581	€ 1.806	-12%	€ 3.088	€ 3.316	-7%	
Project Business	€ 31.074	€ 12.745	144%	€ 13.457	€ 19.972	-33%	€ 44.549	€ 32.717	36%	
Total	€ 32.581	€ 14.255	129%	€ 15.056	€ 21.778	-31%	€ 47.637	€ 36.033	32%	
Adjusted EBITDA										
WaaS	€ 998	€ 1.014	-2%	€ 998	€ 1.139	-12%	€ 1.996	€ 2.153	-7%	65%
Project Business	€ 2.682	€ 1.956	37%	€ -4.844	€ 2.842	-270%	€ -2.163	€ 4.798	-145%	-5%
Corporate	€-1.672	€-1.856	-10%	€-2.112	€-1.544	37%	€-3.785	€-3.400	11%	
Total	€ 2.007	€1.114		€ -5.957	€ 2.437		€ -3.950	€3.551		
As a % of revenu	6%	8%		-40%	11%		-8%	10%		

- The definition of general expenses was updated in 2024. General expenses now include all costs related to the finance, marketing, and legal departments of Ekopak, as these cannot be allocated to the WaaS segment or the Project Business, as well as salary costs and management fees for all personnel working in any of these departments.

CEO's Perspective

Pieter Loose, CEO of Ekopak, explains:

"In 2024, we made significant strides in executing our strategy. We accelerated investments to both strengthen our international position as a best-in-class supplier of mission-critical industrial process water solutions and maintain a constant focus on long-term WaaS contracts. We continue to see strong demand for WaaS contracts and will focus even more on this in the future.

Water represents a major global climate challenge, particularly in the current volatile world characterized by geopolitical tensions and changes. Our industrial customers are increasingly seeking uninterrupted water supply for their industrial processes. Our decentralized, off-grid, and circular industrial water solutions provide the ideal response to these emerging challenges.

In the first two months of 2025, we have already achieved some commercial successes, with the recent signing of the Agristo contract in India being a perfect example of Ekopak's integrated and global one-stop-shop service offering."

Business Evolution

Total revenue grew to €47.6 million (+32%) in 2024, mainly due to strong growth in the Project Business segment from €32.7 million to €44.5 million, (+36%). WaaS revenue ended 2024 at €3.1 million (-7%).

However, the second half of 2024 showed a strong increase in Contracted Annual Recurring Revenues (CARR) for WaaS (based on signed contracts or advanced Letters of Intent (LOIs)), rising from approximately €3 million in June 2024 to approximately €19 million by the end of 2024 (~6x). The higher CARR will gradually drive WaaS revenue growth year-on-year, and investments in WaaS projects in 2024 (e.g., ArcelorMittal & Total projects) will begin to contribute to revenues starting in 1H 2025.

Furthermore, Ekopak has expanded its geographical footprint, as the share of revenue generated outside of Europe has significantly increased, reaching 50% in 2024 compared to 17% in 2023.

EBITDA Evolution

Material purchase costs increased in line with revenue to €29.1 million in 2024 (+57%), leading to a gross margin of 38.9% (compared to 48.5% in 2023).

Services and various goods (SG&A) and wage costs increased by 40% and 55%, respectively, compared to 2023, allowing Ekopak to stay on track and capitalize on future international growth opportunities.

The adjusted EBITDA totaled -€4.0 million in 2024 and can be broken down as follows:

- Project Business: -€2.2 million (€4.8 million in 2023)
- WaaS: €2.0 million (65% EBITDA margin, €2.2 million in 2023)
- Corporate: -€3.8 million (-€3.4 million in 2023)

Depreciation (+€1.8 million) and financial expenses (+€2.1 million) increased in line with the investments made, leading to a net loss of -€12.2 million for 2024.

> "By 2024, we have made significant steps in the implementation of our strategy."

Balance Sheet Highlights

Total assets increased by 21%, from €129.4 million in 2023 to €156.0 million in 2024, primarily due to an increase in tangible fixed assets (+€25.9 million) following additional investments in a new headquarters, expanded production facilities, and new WaaS installations.

Equity remains solid at €41.2 million (solvency ratio of 26%) compared to €53.5 million in 2023.

Total loans (excluding lease agreements) rose to €71.2 million (compared to €39.5 million in 2023) to finance the additional investments in 2024 (including the construction of WaaS assets that will generate long-term guaranteed revenues) and working capital needs. The loans include €21.0 m of debt related to the new headquarters.

Taking into account a cash position of €9.7 million at the end of 2024 (compared to €12.7 million in 2023), the net financial debt (excluding lease agreements) stands at €61.5 million.

Mid-term targets (2028)

Ekopak reaffirms its targets for 2028: significant growth in annual revenue to at least €140 million and an increase in the EBITDA margin to 25-30%.

Given the recent volatile changes in customer choices between WaaS or one-time business models, Ekopak does not wish to provide guidance for 2025 at this stage.

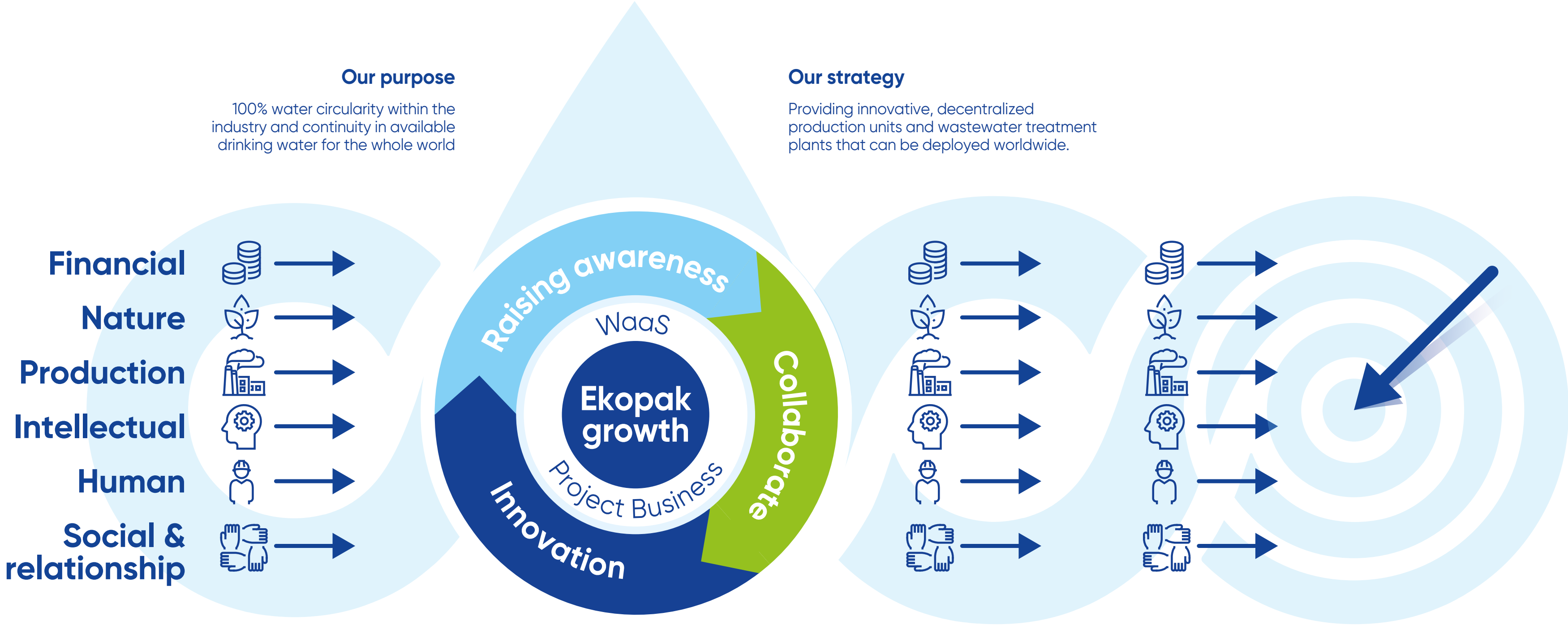
3.3 Value creation model in numbers

Our purpose

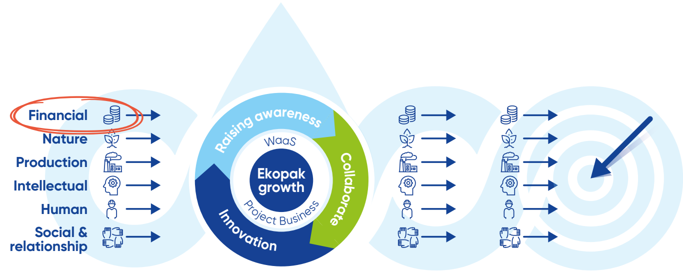
100% water circularity within the industry and continuity in available drinking water for the whole world

Our strategy

Providing innovative, decentralized production units and wastewater treatment plants that can be deployed worldwide.

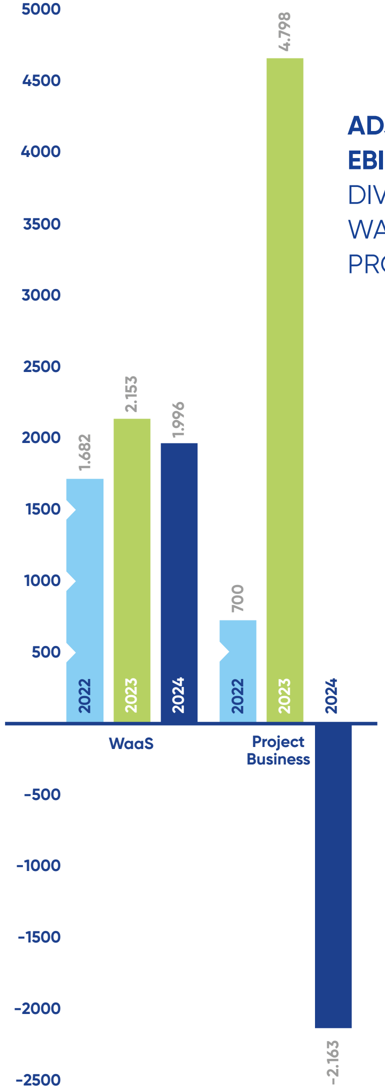


The core of an integrated report is the value creation model, which serves as the backbone of this document and determines its structure. All components of the value creation model are interconnected. More information on how to navigate this infographic can be found in Chapter 1.2, How to read this report.



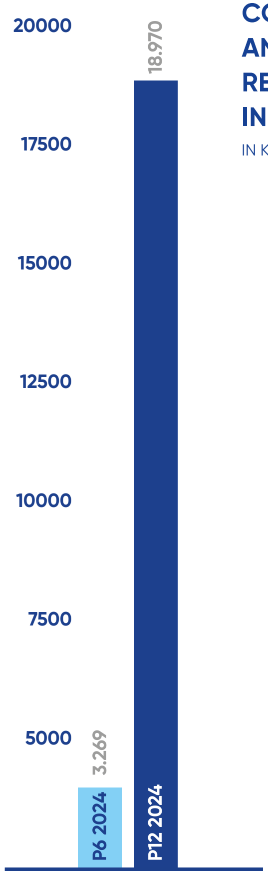
Financial

ADJUSTED EBITDA DIVIDED BY WAAS & PROJECT BUSINESS

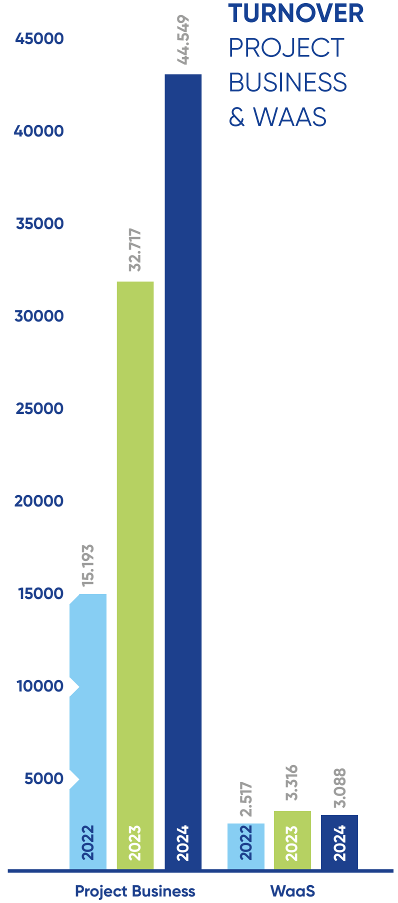


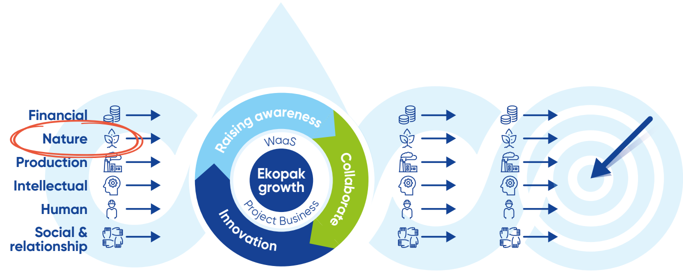
CONTRACTED ANNUAL RECURRING REVENUE (CARR) IN WAAS

IN KEUR



TURNOVER PROJECT BUSINESS & WAAS





Nature

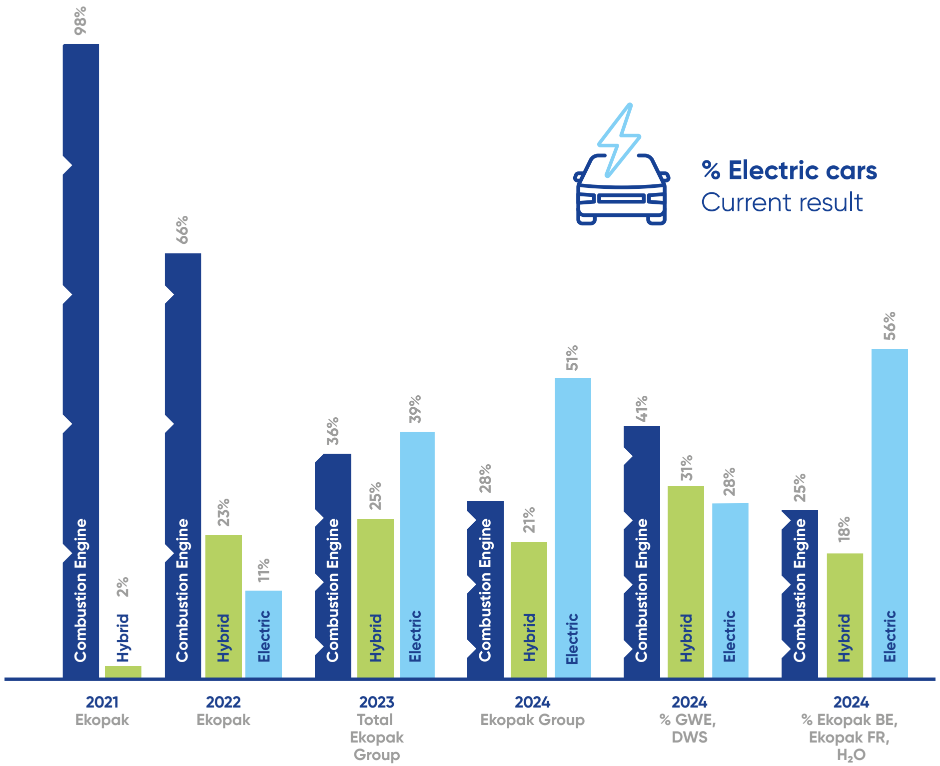
Set in the market in 2024 m³
capacity per annum*

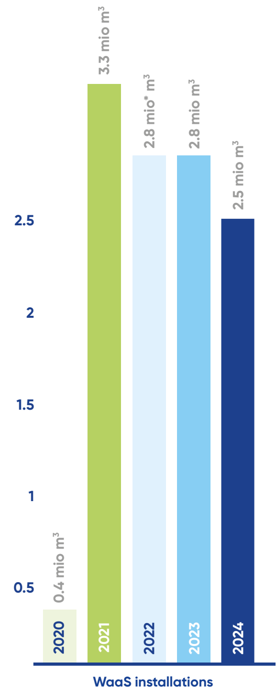
Of which city water **saving 8.2 mio m³**

Waste water installations **sold 9.5 mio m**

Waste water installations **sold 7.9 mio m³**

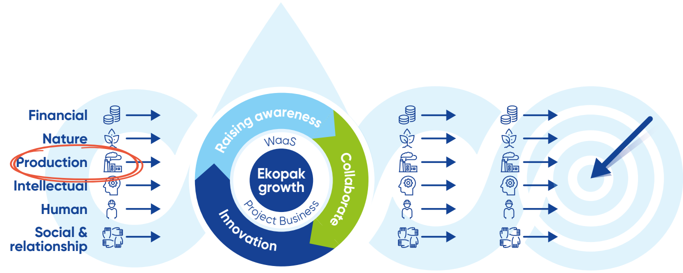
73%
Renewable energy



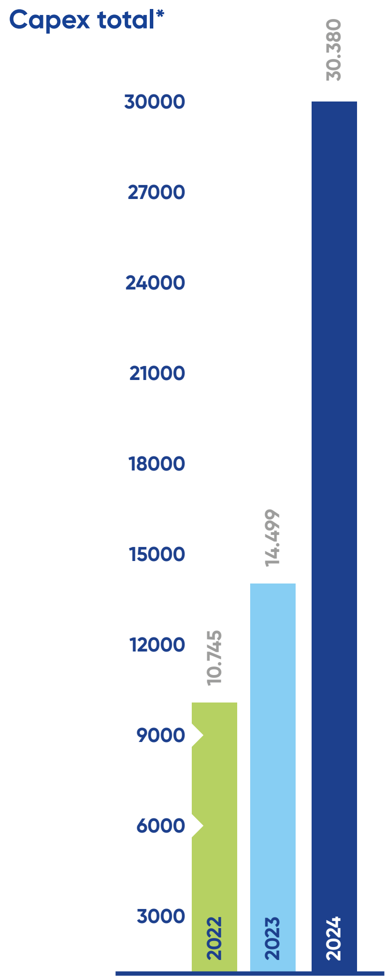


City water savings
in m³ with our WaaS installations

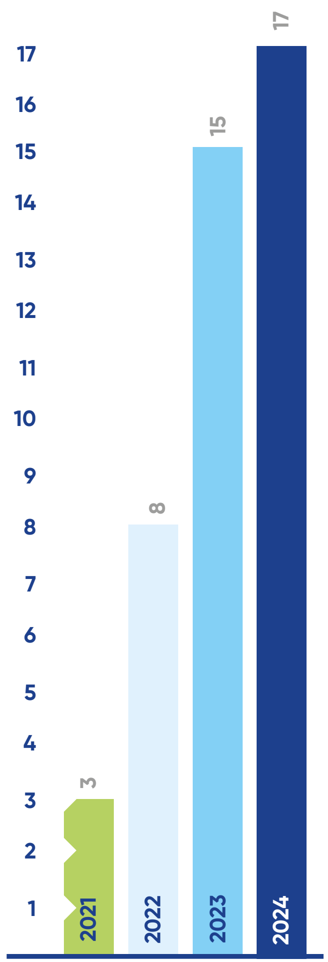
2020: 0.4 mio m³
2021: 3.3 mio m³
2022: 2.8 mio m³
2023: 2.8 mio m³
2024: 2.5 mio m³
TOTAL: 11.8 mio m³



Production



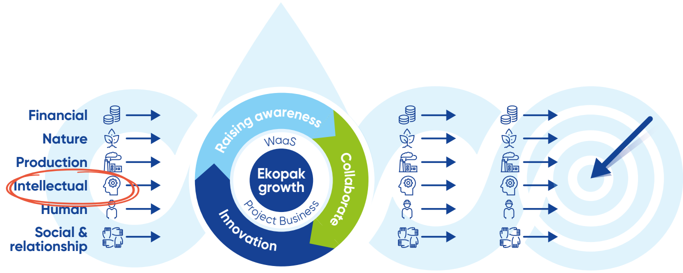
*Tangible fixed assets



Facilities

Facilities	2021	2022	2023	2024
Number of Facilities	3	8	15	17
Split owned versus rented				
% owned	33%	25%	20%	18%
% rented	67%	75%	80%	82%
Owner % Breeam /Well certified	0%	0%	0%	0%

Intellectual



Evolution R&D-team – FTE

Headcount 2021: 3

Headcount 2022: 5

Headcount 2023: 6

Headcount 2023 (incl. GWE): 7

Headcount 2024: 11

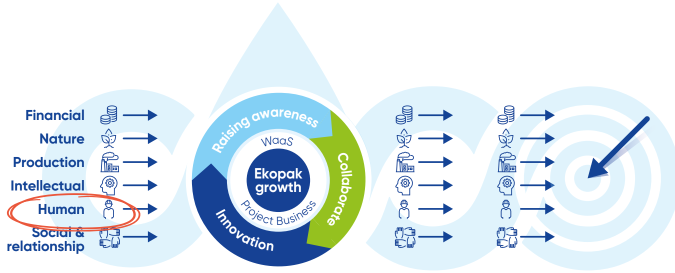
Footprint installations	2022	2023	2024
• Chemical use (ml chemicals/m3 produced)	baseline measurement	**-12,7%**	**-1,50%**
• Energy (Kwh/m³)	baseline measurement	**+0,7%**	**+5,3%**
• Waste (m3 produced/m3 to drain)	baseline measurement	**-5,8%**	**-10%**

Safe water use

Evolution quality water

Water quality: 100% of the installations uses less than 3% drinking water per liter produced water

Water continuity: 95% of the installations uses less than 5% drinking water per liter produced water

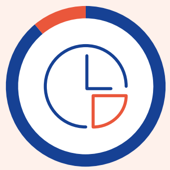


Human

Overview organisation/ employees

	2021	2022	2023	2023 incl.GWE	2024
FTE	54,4	94,2	136,3	168,5	258,67
Headcount	63	121	142	241	285

Full time/ part-time contract



92% **Full time**

8% **Part-time**

88,77% of our staff is covered by the collective agreement CAO90 or similar

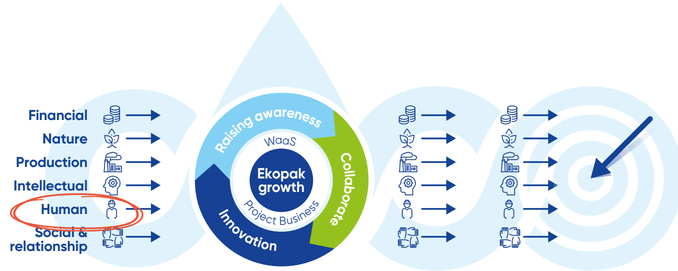
*FTE = Full-time equivalents

Division headcount Ekopak Group per country

Belgium	**65%**
France	**12%**
Philippines	**19%**
USA	**1%**
Netherlands	**0%**
Thailand	**3%**

Average Training hours/employee

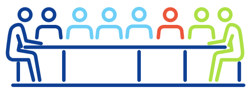
Current result:	Number of training hours	FTE	Per average FTE
All	3.631	120,8	30
Male 73%	2.650	91,8	29
Female 27%	981	29,0	34



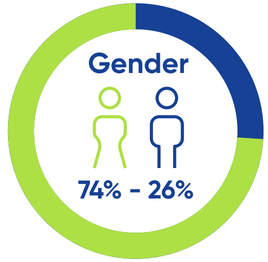
Human

Management:
25% women - 75% men

Board of Directors:
50% women - 50% men



8 members



Ekopak Group

Well-being employees eNPS-score*
First measurement in 2023, new measurement in 2025.
Increase of +7,5!
European average in 2019: -9,6

** Employee Net Promotor Score*

60+

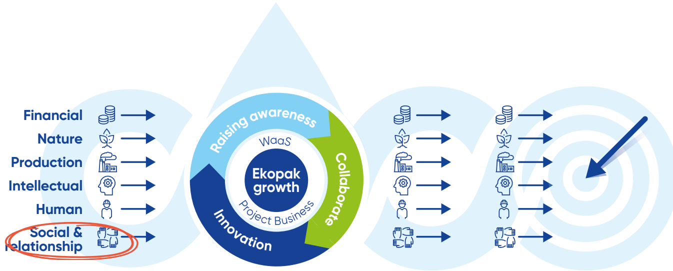
There are 5 Sixies employed at Ekopak.
Sixies are 60+ people who are retired but still motivated to work partially and share their knowledge.

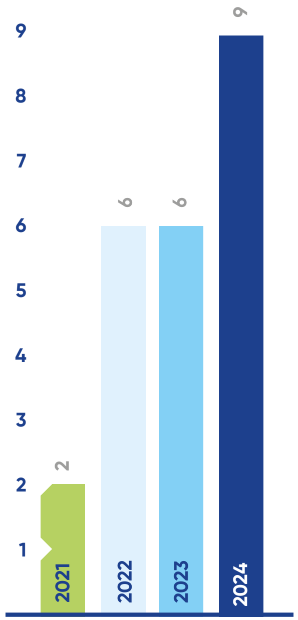
vca ISO

 # Certificates

2021	2022	2023	2024
1	3	4	4

Social & relationship





Collaborations

Overview collaborations

- Waterkracht
- Circeaulair
- Ghent University (Biomath) + Ulaval (University of Quebec) for VLAIO & O&O project 'Advanced RO Controller'.
- Hydrohm – for VLAIO O&O project 'Electrodis'.
- WaaS Asia – collaboration with Vyncke NV and Mr. Saku Rantanen with the goal to expand WaaS in Asia Pacafic.
- UCB - pilottesting

4 Towards CSRD Compliance

The Corporate Sustainability Reporting Directive (CSRD) is an EU directive that is already applicable to large companies, requiring them to report on the environmental and social impact of their activities. Through mandatory and standardized sustainability reporting, the European Union aims to encourage companies to undertake sustainable activities and investments. The CSRD defines how organizations should report on non-financial information, such as environmental (E), social (S), and governance (G) aspects. The detailed requirements of the CSRD are laid out in the European Sustainability Reporting Standards (ESRS). The goal of the ESRS is to provide a uniform standard for companies' sustainability reporting on material ESG topics.

Ekopak is aware of the "Omnibus Simplification Package," an initiative by the European Commission aimed at simplifying and harmonizing sustainability reporting obligations for companies within the EU. This package may impact Ekopak's reporting requirements, and therefore, we are closely monitoring developments. However, it is important to note that this proposal is not yet finalized. Since sustainability is a core value within the company, Ekopak remains committed to transparency and responsible business practices, regardless of any potential changes the package may bring.

We have already defined the material topics, subtopics, and sub-subtopics and identified the relevant ESRS reporting requirements for the company. Currently, we are continuing this preparation by gathering the necessary information, including KPIs, policies, and objectives.

4.1 Double materiality

In 2021, we developed our first materiality matrix. Since then, it has been revised multiple times, incorporating feedback and input from our stakeholders. In 2024, Ekopak conducted a double materiality analysis according to the latest guidelines from the European Financial Reporting Advisory Group (EFRAG), published in November 2022 and updated in June 2023, taking into account the emerging CSRD guidelines.

This analysis helped determine which topics are considered material by assessing the impact, risks, and opportunities (IROs) related to these topics. Two perspectives were central:

1. **Impact materiality**, which assessed Ekopak's impact on the environment and society concerning a topic.
2. **Financial materiality**, which assessed the potential impact a topic could have on Ekopak's financial success in the future.

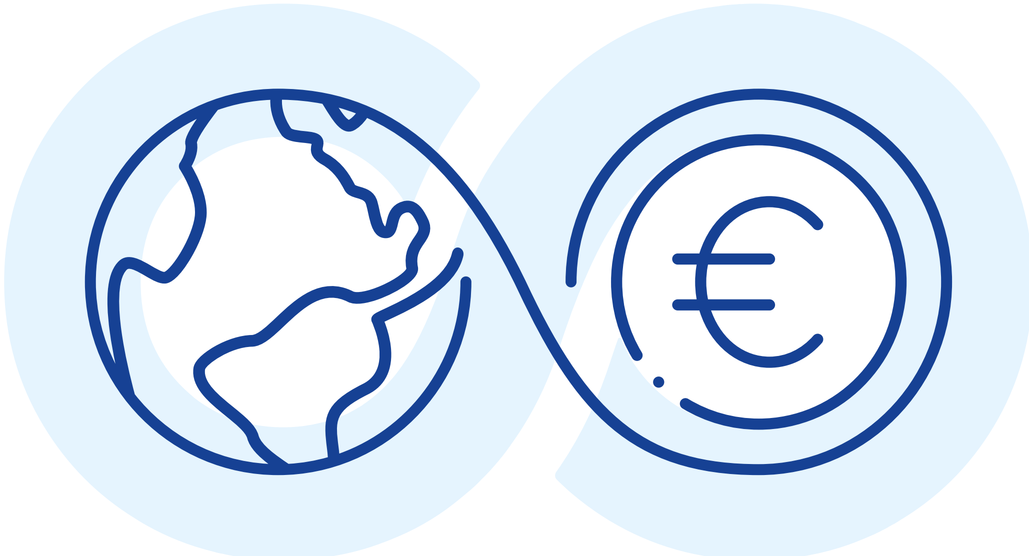
The combination of these two perspectives forms the basis for double materiality.

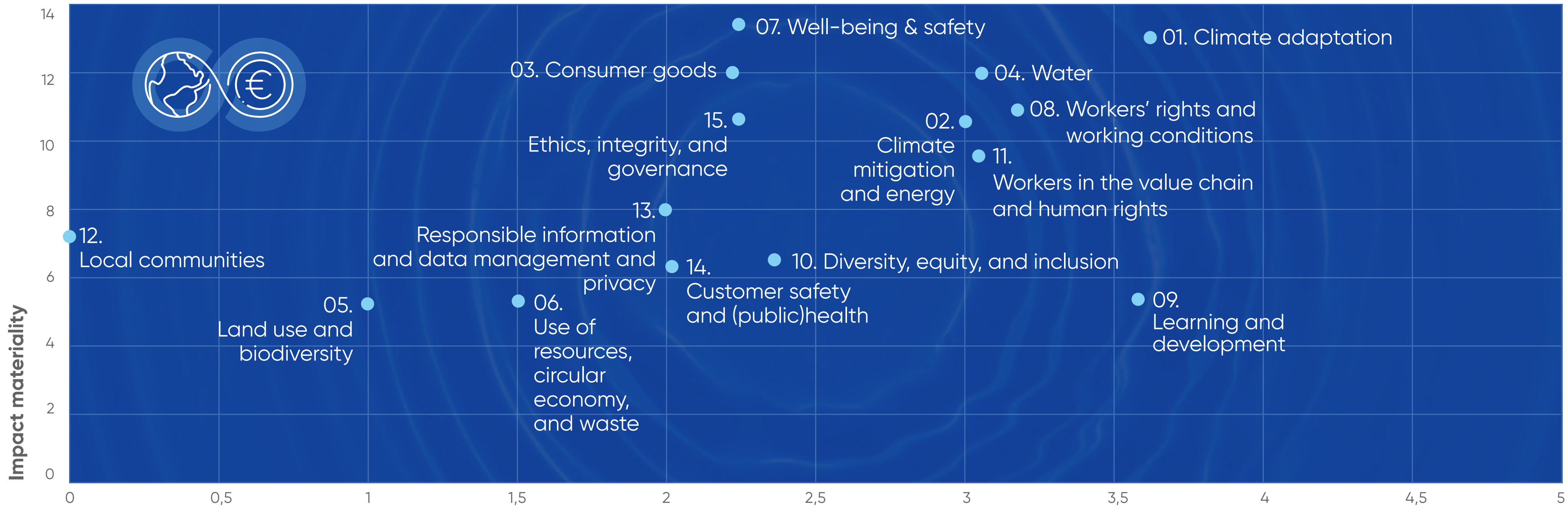
The double materiality process resulted in 10 sustainability topics that are material for Ekopak. Although the priority themes for Ekopak have not changed significantly compared to previous analyses, the double materiality analysis was carried out according to the ESRS list of topics, subtopics, and sub-subtopics. As a result, the names and scope of the assessed topics have been adjusted to ensure comparability and transparency across companies and sectors.

As a result, approximately 90 impacts, risks, and opportunities (IROs) were identified. Each IRO was then thoroughly evaluated based on predefined criteria from the CSRD guidelines. This process led to the identification of 42 material IROs, which contributed to the determination of 10 material sustainability topics.

The double materiality matrix is shown below. The boundaries for impact materiality and financial materiality are indicated in the matrix at the bottom. Topics in the white area are considered immaterial.

The double materiality exercise and outcome are not in scope of the audit. We have already initiated initial discussions regarding methodology and process of the double materiality exercise with our auditor.





a. Approach to double materiality analysis

Ekopak has utilized a five-step plan to define double materiality.

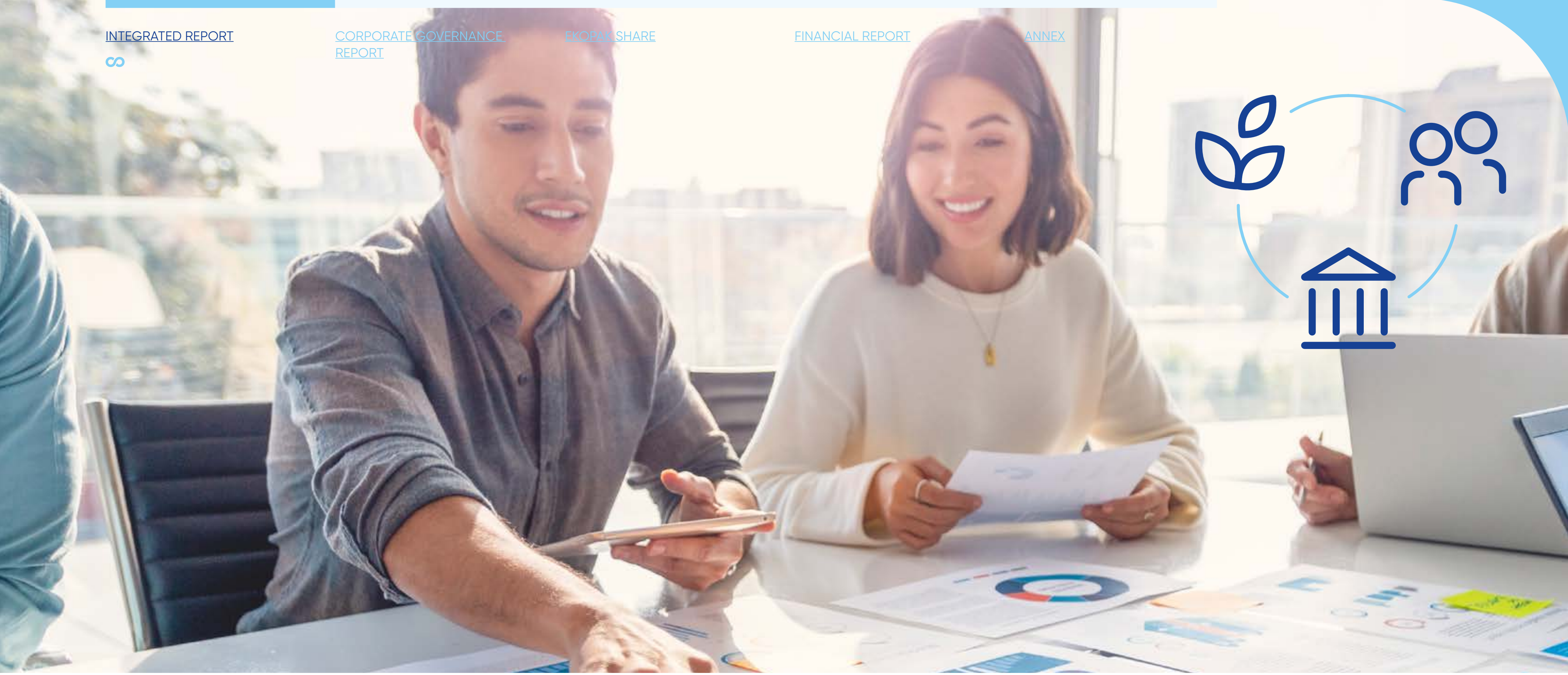
1. Determining the Scope, Objective, and Context

In line with the guidelines of the Corporate Sustainability Reporting Directive (CSRD), the double materiality analysis (DMA) includes an assessment of impacts, risks, and opportunities (IROs) across the entire value chain: upstream, own operations, and downstream. The full value chain can be found in Chapter 2.3, Our Value Chain.

Based on this value chain, stakeholder identification was carried out. Subsequently, for each stakeholder group, it was determined whether direct consultation (interviews) with selected stakeholders was necessary or if stakeholder perspectives could be incorporated via existing internal documentation and external desk research. The final selection of external stakeholders for interviews was based on the following criteria:

- Representation of various stakeholder groups;
- Relevance and proximity to Ekopak;
- Expertise in the field of ESG;
- Expectation of potential material IROs within Ekopak's value chain or relevant insights into Ekopak's activities' IROs.

More information about stakeholders can be found in Chapter 4.2, 'Stress test Stakeholders'.



2. Identifying the Various Impacts, Risks, and Opportunities (IROs) per ESG Topic

For each sustainability topic within the double materiality analysis, impacts, risks, and opportunities (IROs) were identified through an analysis of internal and external documentation, supplemented by a workshop and interviews with key internal and external stakeholders.

3. Developing a Framework and Assessing Impact and Financial Materiality

In the third phase, an evaluation framework was developed to assess IROs in line with the ESRS requirements. Each IRO was then assessed according to this framework to determine which IROs are considered material. The materiality of the topics was derived from the materiality of the IROs.

4. Validation of Material Topics

The results of the exercise (and previous steps) were thoroughly reviewed and validated by the management team.

5. Documenting the Approach, Process, and Results

The results are documented in a double materiality report.

b. ESG framework

In line with our ambition to comply with the Corporate Sustainability Reporting Directive (CSRD) guidelines and the underlying European Sustainability Reporting Standards (ESRS), we have adjusted our sustainability approach. This approach is based on the three main topics of the ESRS:

- **Environmental topics**
- **Social topics**
- **Governance topics**

During the recent materiality analysis, five topics were assessed as non-material:

- Land use and biodiversity
- Resource use, circular economy, and waste
- Local communities
- Responsible information and data management, including privacy
- Customer safety and public health

For all material topics, we will now address the associated IROs by linking specific KPIs, objectives, action plans, and roadmaps to each IRO. This approach will refine Ekopak's current objectives and KPIs to ensure that materiality is directly aligned with the company's actions and strategic direction.

Below, we present our new ESG approach, incorporating the ESRS themes and material topics identified in the recent double materiality analysis. This new framework reflects our ESG ambitions and clearly indicates which topics are prioritized.

Environmental topics

ESRS topic |
ESRS E1: Climate change

- Climate adaptation
- Climate mitigation and energy

ESRS topic |
ESRS E2: Pollution

- Consumer goods/pollution

ESRS topic |
ESRS E3: Water

- Water

Social topics

ESRS topic |
ESRS S1: Own workforce

- Well-being and safety
- Employee rights and working conditions
- Learning and development
- Diversity, equity, and inclusion

ESRS topic |
ESRS S2: Workers in the value chain

- Workers in the value chain and human rights

Governance topics

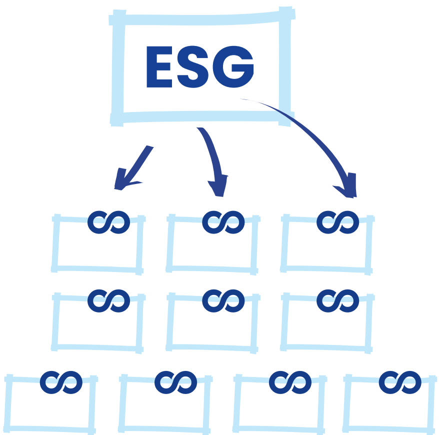
ESRS topic |
ESRS G1: Business Conduct

- Ethics, integrity, and governance

c. ESG in practice

For each material topic, a brief explanation is provided regarding the relevant aspects addressed. However, it is important to note that this does not offer a complete overview of all actions and KPIs. These will be included in the next annual report, when Ekopak fully complies with the CSRD guidelines.

The definitions of the ESG topics listed below can be found in the Appendices.



Climate mitigation and energy

Example IRO: *The carbon footprint represents the annual greenhouse gas emissions of an organization. Greenhouse gases are emissions resulting from business activities or the life cycle of a product. These emissions are categorized into:*

- Scope 1: Direct emissions from sources owned or controlled by the company (e.g., fuel consumption).

- Scope 2: Indirect emissions related to energy consumption (e.g., purchased electricity).

- Scope 3: Other indirect emissions resulting from activities within the supply chain and distribution (e.g., material purchases, waste processing, and transportation).

For 2024, Ekopak has calculated its Scope 1 and Scope 2 emissions. We also want to highlight that we are actively preparing for the calculation of Scope 3 emissions.

2024 overview

The table below presents the consolidated carbon footprint of the Ekopak Group for the year 2024. It shows that Scope 1 accounts for 86.61% of total emissions, while Scope 2 contributes 13.39% to the group's carbon footprint.

Scope	Sum of emissions (tCO_2e)	Sum of % of total Scope 1 and 2
Scope1	**485,49**	**86,61%**
Stationary Combustion	40,25	7,18%
Mobile Combustion	445,24	79,43
Scope 2	**75,03**	**13,39**
Electricity	75,03	13,39%
Total	**560,52**	**100,00%**

The following table provides insight into the impact per entity:

The table shows that Ekopak has the largest impact within the Ekopak Group, accounting for more than half of the total emissions. Additionally, GWE and H2O Production have a significant influence on the carbon footprint. In contrast, DWS and Ekopak France contribute only minimally to the total greenhouse gas emissions.

Scope	Sum of emissions (tCO_2e)	% of total category	Sum of % of total Scope 1 and 2
DWS	12,04	2,15%	2,15%
Ekopak	282,21	50,35%	50,35%
Ekopak FR	20,43	3,65%	3,65%
GWE	103,38	18,44%	18,44%
H_2O Production	142,46	25,42%	25,42%
Total	**560,52**	**100,00%**	**100,00%**

Scope 1 in detail:

Stationary combustion

Stationary emissions are generated by the consumption of fossil fuels in the process operations of the Ekopak Group.

The table below shows that natural gas is the only fossil fuel used in stationary installations at company sites. This occurs at only four locations: our offices in Genk, Wijnegem (DWS), Pithiviers (H2O Production), and the additional office in Tielt (Holdestraat 2).

Scope	Sum of volume	Sum of emissions [tCO_2e]	% of total category	Sum of % of total Scope 1 and 2
kWh	220.048,00	40,25	100,00%	7,18%
Natural gas	220.048,00	40,25	100,00%	7,18%
Total	**220.048,00**	**40,25**	**100,00%**	**7,18%**

Mobile emissions

Mobile emissions refer to the emissions resulting from the combustion of fossil fuels in vehicles (cars, vans, trucks, etc.) that are managed by the Ekopak Group. This category includes all vehicles that are operationally controlled by the company.

The use of these vehicles contributes 79.43% (445.24 tons CO_2e) to the total CO_2 footprint of the group. Passenger cars across the different entities have the largest impact on mobile emissions (75.08%), while vans and trucks also make a significant contribution (24.92% of mobile emissions).

The detailed table can be found in annex.

Scope 2 in detail:

Scope 2 emissions are specifically related to the purchased electricity used across the various locations. Electricity is used for lighting, heating, and other technical equipment within the Ekopak Group.

At some locations, the company generates its own electricity using solar panels, which means that part of the electricity consumption has no CO_2 impact. Additionally, green electricity is purchased at certain locations, which is generated from renewable energy sources such as solar, wind, or other sustainable methods. The emission factor for this green electricity is 0 kg CO_2e/kWh. However, the largest impact comes from the use of gray electricity at several locations. The production of this gray electricity results in CO_2 emissions of 75.03 tons CO_2e, which accounts for 13.39% of the total emissions.

The detailed table can be found in annex.

Climate adaptation

Example IRO: *Safeguarding the drinking water supply during droughts and water shortages by delivering and maintaining installations*

Ekopak's primary goal is to ensure 100% water circularity in the industry, thereby significantly contributing to the continuous availability of drinking water for society. Our services provide customers with the assurance of an uninterrupted water supply. This is crucial not only for process water in manufacturing companies but also indirectly increases the availability of drinking water for consumers at home.

Pollution/ consumer goods

Example IRO: *The release of harmful substances within processing operations*

The use and maintenance of our installations involve the production of chemicals and waste, carrying associated risks. The Ekopak Group continuously strives to minimize the ecological footprint of these installations. See Chapter 3.3, Value creation model in numbers for further details.

Water

Example IRO: *Example IRO: As industries become more aware of water-related issues, more companies will embrace circular water practices, ultimately reducing their water footprint and benefiting society as a whole.*

It is no surprise that Ekopak's own water consumption is not considered material. However, we create a significant impact within the value chain, particularly through the products and services we provide to our customers—this is at the core of Ekopak's business activities. This ESG topic is directly linked to the financial growth of the company and is closely connected to our value creation model and Natural Capital (see Chapter 3.3, Value creation model in numbers).

Well-being and safety

Example IRO: *Impact on employee well-being by fostering a constructive workplace, offering the opportunity to contribute to a socially relevant mission, and preventing negative effects on physical health due to heavy or hazardous working conditions.*

The Ekopak Group is actively committed to socially valuable objectives across all its departments. A biennial well-being survey reveals that a personal connection with Ekopak's DNA and goals has a significant influence on overall job satisfaction. Employees find it meaningful to contribute to the positive impact the group generates.

Beyond well-being, safety is a top priority at Ekopak. The organization holds a VCA-P certification. Various safety indicators are carefully monitored, including accident rates 'Frequency and Severity', Health & Safety (HSE) reports, and the percentage of IS training for high-risk tasks. Additionally, periodic Toolbox sessions are organized for employees, and site inspections are regularly conducted to further develop and safeguard the prevention policy.

Employee rights and working conditions

Example IRO: *Example IRO: Easier to attract new workers by providing favorable rights and working conditions for employees.*

Attracting qualified new employees by providing favorable working conditions provides financial benefits. It reduces the need for lengthy and expensive recruitment processes and reduces costs associated with high employee turnover, such as recruitment costs, training, and loss of productivity. In addition, good working conditions increase employee satisfaction and engagement, which directly contributes to higher productivity and better business results. Remuneration is benchmarked both internally and externally so that there is an equal pay policy and a comprehensive pay package.

Learning and development

Example IRO: *Retaining employees requires a growth path with learning opportunities.*

The Ekopak group strives to create a work environment where employees can continuously develop and maximize their talents and skills. To meet the specific needs of staff within the dynamic water sector, training programs must be targeted and effective. Therefore, the HR team is developing an integrated learning and development plan.
This plan includes setting various KPIs for internal training and the phased implementation of performance evaluations based on technical and behavioral competencies.

The training policy focuses not only on employees' individual competency needs but also on industry developments, ensuring continuous professional growth. Additionally, knowledge-sharing on best practices and innovative solutions is emphasized. More information on training hours can be found in Chapter 3.3, Value creation model in numbers.

Diversity, equity, and inclusion

Example IRO: *Societal expectations demand greater diversity and non-discrimination. Increased inclusivity is a general expectation within a company.*

Ekopak provides equal opportunities for all, regardless of age, gender, sexual orientation, ethnicity, nationality, religion, disability, or medical background. The company is committed to preventing and addressing all forms of discrimination or harassment. The HR department oversees these processes, intervenes immediately in case of violations or biases, and ensures the protection of discrimination victims.

Ekopak has already implemented a diversity policy and enforces a strict zero-tolerance approach toward diversity and inclusion.

Workers in the value chain and human rights

Example IRO: *Impact on the quality of life of employees within entities in the value chain and subcontractors through working conditions, human rights, job satisfaction, and employment terms.*

In accordance with its Human Rights Policy, Ekopak is committed to respecting and upholding human rights within its own operations and throughout the value chain. This commitment aligns with internationally recognized human rights standards and conventions.

Additionally, Ekopak plans to conduct an assessment of its suppliers. Their performance will be objectively evaluated across a wide range of criteria, including service quality, ISO certifications, ESG performance, financial health, anti-corruption policies, and strategic impact.

Ethics, integrity, and governance

Example IRO: *Implementing a fair business framework in the sector (anti-corruption, anti-bribery, good governance) in relation to its stakeholders within the value chain.*

Ethics, integrity, and strong governance are at the core of Ekopak's values and business operations. These principles guide how we conduct business, make decisions, and take responsibility toward all stakeholders. To uphold these values in practice, Ekopak has implemented various policies that ensure ethical conduct and transparency. A complete overview of all relevant policy documents is available on our website.

For more information on governance and risk management, refer to the Corporate Governance Report.

4.2 Stress test stakeholders

Our value creation model and double materiality assessment are subjected to stress tests each year. Ekopak cannot operate without its stakeholders—they help us identify our priorities, key risks, and opportunities.

We have outlined our key stakeholders above. In 2024, we actively engaged with various stakeholders to determine our double materiality matrix. Their insights provide us with valuable perspectives on risks and opportunities. Next year, we will update this stakeholder list again and consolidate the results.

Below, we provide five examples of consulted stakeholders that influence our company.

1 Clients	2 Employees	3 Suppliers	4 Owners & investors	5 Communities
Big clients Food Chemistry Pharmaceuticals Pulp & paper Beer & Beverages Agro industry **Clients in countries prone to corruption**	**Employees** **Subcontractors**	**Main suppliers** Construction materials Chemistry Containers Pumps Membranes Steel & iron Tanks Glass lined steel Flares Mixers Slib Piping **Transporters** **IT security** **Legal support**	**Pilovan & Alychlo** **Shareholders** **Board of directors** **Banks** **ESG RATINGS** Sustainalytics **EURONEXT**	**Legal frameworks** EU green/blue deal GRI IR EU taxonomy Government/Municipal/Province Green funds **Certificates** Breeam VCA ISO ECOVADIS **Memberships** UN GP **Collaborations** Schools/universities UNO Water.org
Clients of the client	External employees Interim Trainees/students Freelancers External services	Suppliers of semi-finished products Transport purchasing Subcontractors	Management team	NGO's Competitors Environmentalists
Client: employees Family of the client	Transportation (sales) Family of employees	Car dealership Insurance company	Financial Associations	Neighbors

1. Customers

Ekopak is expanding internationally and providing 24/7 service across various industries, including food, pharmaceuticals, chemicals, beer & beverages, pulp & paper, and general industry. Our global presence continues to grow, with increasing revenue in Europe, Asia-Pacific, Africa, and the Americas. We actively support our customers in achieving their sustainability goals by reducing water consumption, minimizing chemical use, and lowering CO_2 emissions. Maintaining close relationships with our clients is essential. Our account managers engage in regular dialogue, and we conduct an annual customer satisfaction survey for a selection of clients in Belgium and France as part of our ISO 9001:2015 certification. These insights help us identify our strengths and areas for improvement.

2. Our E-team

In Chapter 2.4, Social context, we briefly touched upon the Ekopak team. We highly value a strong team spirit and actively work to maintain it.

E-NPS (+4)

In 2024, we conducted our employee well-being survey for the second time, focusing on three key drivers:

- Identification with the company's DNA
- Job satisfaction
- Personal satisfaction

The survey resulted in an eNPS score of +4, a significant improvement compared to 2022 (-3). Ekopak employees generally align well with the company's DNA, with many feeling connected to its values and culture. This strong alignment is reflected in their daily work. Employees feel that their skills and expertise are well-utilized and take pride in their contributions.

Compared to the previous survey conducted two years ago, both employee satisfaction and eNPS have increased—a positive outcome, especially for a growing company that has recently undergone an acquisition.

The survey identified several key drivers that provide a clear framework for further improvement. At the same time, some areas for attention were highlighted, mainly stemming from the company's rapid growth.

Based on this analysis, the HR department is focusing on high-impact factors related to well-being, such as internal training for technical expertise and optimizing work methods. By organizing working groups, we actively involve employees in setting well-being priorities for 2025.

Action points

- Support and guide employees in pursuing training programs.
- Establish a clear leadership structure within the organization.
- Implement regular feedback sessions and check-ins.
- Organize working groups to define well-being priorities.

74% 190 employees, 74% completed the survey.

Objective

Achieve a positive eNPS score by 2025. Maintain a stable eNPS between 2025 & 2030.

3. Suppliers

Ekopak places great importance on building strong relationships with its suppliers. The Ekopak Group aims to transform standard customer-supplier relationships into true partnerships. This is achieved through regular contact and open dialogue, allowing both parties to collaborate on solutions and opportunities. The ultimate goal is always a win-win situation for all stakeholders.

However, we recognize that our rapid growth can sometimes bring growing pains. Therefore, transparency and cooperation remain crucial.

Additionally, we want to emphasize that Ekopak has a clear supplier policy, which has also been sent to our key suppliers. It is available on our website.

4. Financial institutions

Financial institutions show interest in Ekopak, partly due to our sustainable business approach. At the same time, it is crucial to ensure a strong governance structure (e.g., a Board of Directors with sufficient independent directors and the use of ESG KPIs for management). A solid governance framework ensures that Ekopak complies with applicable regulations and guarantees transparency.

This is essential for both our financial and non-financial performance. It enables us to manage reputational risks and prevent negative impacts on our stakeholders, including investors, customers, and industry associations. By doing so, we strengthen the trust they place in our company.

5. Certifications

Ekopak NV has achieved an EcoVadis sustainability rating of 64/100, placing us in the 83rd percentile and earning a bronze medal (top 35%). We are just at the cut-off to achieve a silver medal.

In December 2022, Ekopak France obtained the ISO 9001:2015 certification (BQA_QMS_C_20221077). This certificate is valid for three years and will expire in December 2025. Our ambition is to obtain the ISO 9001:2015 certification for our headquarters in Deinze, our service office in Genk, and our two sales offices in Rouen and Lyon, France, by the end of Q4 2025.

**EcoVadis is a renowned sustainability assessment body that evaluates companies worldwide based on their environmental, social, and ethical performance.*

5 What the future holds for Ekopak

5.1 Ekopak in action – future vision

"The new headquarters is not connected to the drinking water network; instead, our own wastewater is converted into drinking water – a perfect example of "practice what you preach'."

Joost Van der Spurt – CTO

5.1.1 A year of innovation

Ekopak has taken significant steps in innovation and sustainability. From promising pilot projects worldwide to the implementation of sustainable solutions in our future headquarters.

In 2024, we successfully carried out several pilot projects in Belgium, Switzerland, and France for companies in the chemical and pharmaceutical sectors. These tests demonstrated that our systems can significantly reduce water consumption while the recycled water still meets strict drinking water standards according to local regulations. We are pleased with the trust placed in us by major industry players. In 2025, several new pilot projects are already on the agenda.

We are also excited about our new headquarters in Deinze. In this building, we have not only set up a state-of-the-art laboratory, but we will also be using circular water. The building is not connected to the drinking water network; instead, our own wastewater is converted into drinking water – a perfect example of 'practice what you preach'. Thanks to advanced software, we can analyze all the data, just like with our WaaS installations.

Our ongoing research projects are promising and continue to develop in the right direction. We are actively working on follow-up projects, collaborating with various knowledge institutions to further enhance the sustainability and innovation of our systems. The portfolio of Global Water & Energy (GWE) has been further integrated within Ekopak, enabling us to expand and optimize our technologies.

In the future, Ekopak will increasingly become a data-driven company. We are fully committed to digitization through our own software platforms, which will link sales and after-sales. Of course, we need to ensure the entire Ekopak team is on board with the digital journey. Through training and education, we aim to prepare everyone for the future!

	Status	Short term	Long term
Footprint installations	The baseline measurement regarding the footprint of our installations was conducted in 2022 and was further monitored in 2023 and 2024.	• We collaborate with valued partners and continue to conduct pilot tests to evaluate the results. • In the new headquarters, we are working to further minimize the footprint of our installations.	We aim to achieve a neutral footprint for our installations and also make them more automated.
Knowledge	Ongoing research projects are progressing positively. We continue to collaborate with various knowledge institutions (UGent, Ulaval, etc.). The expertise of Global Water & Energy has been integrated within Ekopak.	We continue to focus on follow-up projects in collaboration with our partners.	We want to continue leading the way in collaborating with various stakeholders to enhance our knowledge.

5.1.2 HR as a driver for growth and development

The past year was once again focused on growth, integration, and renewal within HR. By focusing on recruitment, talent development, and well-being, we are building a dynamic work environment in which employees can thrive to their full potential.

The focus in 2024 was on attracting the right talent for our various locations and further integrating Global Water & Energy within the HR policy. We created a clear structure that allowed each employee to develop. Additionally, we put strong efforts into optimizing our Compensation & Benefits strategy so we could offer a motivating and market-conforming salary and benefits package. Our performance management also received a significant update: we refined competency profiles, created job descriptions, and a new evaluation document ensured uniform follow-up across the different entities.

We have continued our efforts in employee well-being and retention. In 2024, we conducted our second well-being survey, after which we worked with a task force to develop concrete action points to create a healthy working environment. This includes sports facilities in our new headquarters and other initiatives for physical and mental well-being, which will follow.

In the coming years, we will continue to build a strong HR policy that is ready for the digital future. Recruiting the right profiles remains a priority, as well as the further integration of all entities within a shared vision and values, with the employee at the center. HR plays a connecting role within the Ekopak Group. We focus on closer consultation with both management and employees to align our strategies with the needs of the organization.

"Recruiting the right profiles remains a priority, as well as the further integration of all entities within a shared vision and values, with the employee at the center."

Lieve Delrue – CHRO

Additionally, we want to further shape internationalization and refine our competency policy so that every employee can continue developing within the organization and their talents can be fully utilized. Onboarding will also receive extra attention so that new colleagues feel welcomed from day one.

Finally, we aim to invest in the development of future leaders in a timely manner so that we continue to grow as an organization. With all these initiatives, we are building a dynamic and inspiring work environment where everyone has the opportunity to fully use their talents.

	Status	Short term	Long term
Well-being of our E-team	In 2024, we conducted a second employee well-being survey. The eNPS score was +4.	We have identified the pain points. Concrete actions are being developed, focusing on both physical and mental well-being.	Between 2025 and 2030, we aim to maintain a stable eNPS. We want our people to be ambassadors. We are actively working on keeping them satisfied.
L&D	HR policy with a focus on:: • Integrated learning and development plan • Performance management: job descriptions and competency profiles have been established. This way, an appropriate learning plan can be proposed.	Further rollout of a strong HR policy across the various entities of the Ekopak Group.	In order to grow and innovate, our people must receive the necessary support and training.
Talent management	In 2024, a competency matrix was developed for the entire Ekopak group.	The creation of a competency matrix helps the organization keep track of employees' skills. The competency policy is further refined through training programs.	We aim to maximize the talent of our people and, therefore, guide them to grow into strategic positions.
Certificates	Ekopak has achieved a bronze medal in the EcoVadis sustainability rating.	We are working towards obtaining the ISO 9001:2015 certification for Deinze, Genk, Lyon, and Rouen. We continue to focus on our ISO certification and other relevant certifications. By obtaining these certifications, we ensure the quality of our work.	We continue to maximize the sustainability of our own activities and remain vigilant about relevant certifications. This ensures that we always stay at the forefront.

"The growing presence in new markets underscores our ambition to reuse water sustainably and contributes to our mission of promoting circular water management worldwide."

Tim De Maet – Business Unit Manager Ekopak

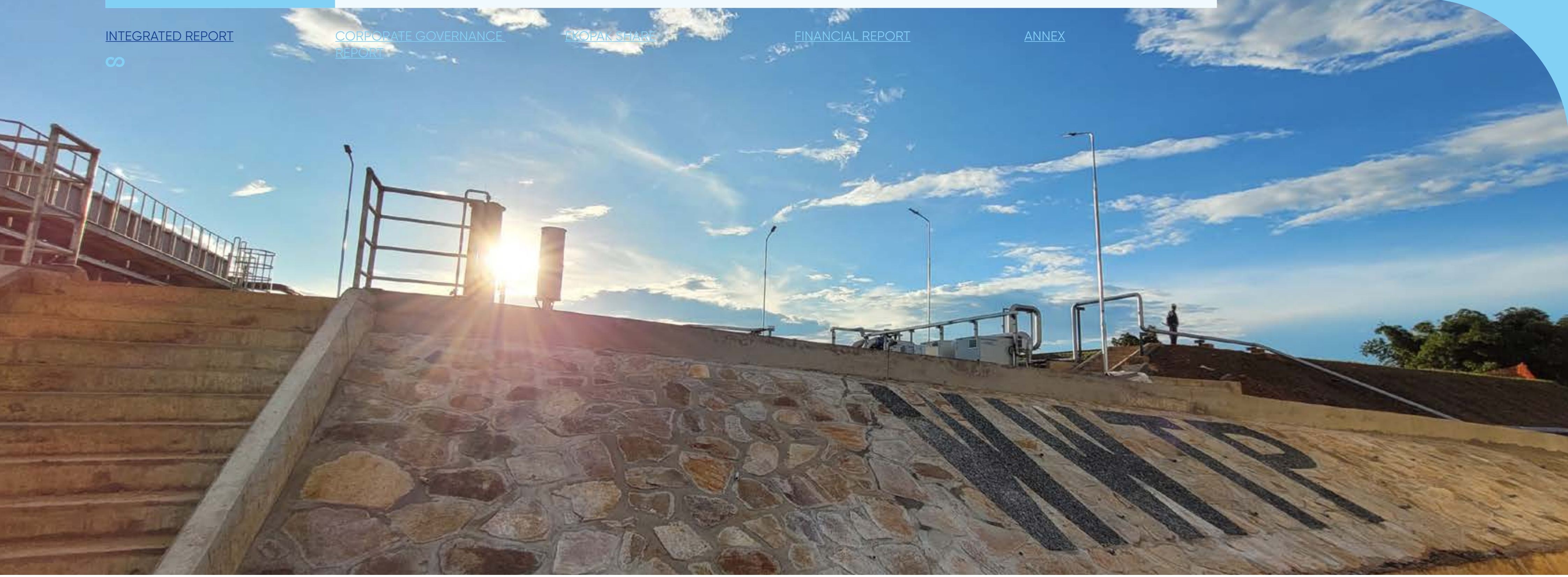
5.1.3 Water management without boundaries

2024 was a year of further internationalization and growth for Ekopak. We made significant progress, particularly in Asia, with the successful sale of multiple projects and the expansion of our local teams. At the same time, we continued our expansion in Europe, with a series of new projects in France, both one-off and WaaS (Water-as-a-Service), ready for launch. This growing presence in new markets highlights our ambition to reuse water sustainably and contributes to our mission of promoting circular water management worldwide.

In addition to our international expansion, 2024 was also a highly intense year on an organizational level. The move to our new headquarters in Deinze took place in phases. At the end of 2023, we moved the first part of our warehouse, followed by part 2 just before the summer, along with the production area. With the new production hall, we can seamlessly increase our capacity, ideally positioning us for the expected growth in the coming years. The larger production facilities also allow us to work in a more organized, ergonomic, and efficient manner. Meanwhile, the finishing touches on our state-of-the-art office building are progressing smoothly. We officially moved to the new headquarters last month. The more modern work environment will contribute to a better experience for our E-team and is equipped with the latest technologies and relaxation facilities.

Sustainability remains a central theme in this process: the new building will be CO_2-neutral, we will produce our own drinking water, reuse our own wastewater, and solar panels will provide energy for our building and electric vehicle fleet.

Another key pillar within our strategy remains data management, as Joost mentioned earlier. This year, we took further steps in optimizing our systems, allowing us to use data even more efficiently and make our operations more effective. With these digital advancements, the importance of technical talent only continues to grow. As a result, we are investing heavily in the development of our young team of engineers. By actively guiding and helping them grow, we are strengthening not only our internal expertise but also our innovation power for the future.



With these strong foundations and ambitious plans, we continue to build a robust, international organization ready to take on the challenges of tomorrow.

	Status	Short term	Long term
Saved drinking water	We measure how many m³ of municipal water we have saved with our WaaS installations.	We will continue to measure the municipal water savings with our WaaS installations. We will also focus on measuring our Project Business installations by tracking the capacity in m³ brought to the market.	We measure the impact of our installations on our customers and on society.
Buildings	Move to the new energy-neutral headquarters in Deinze.	• The new headquarters is BREEAM OUTSTANDING and WELL PLATINUM certified. • We will install solar panels at the GWE office in Bruges.	We will continue to make our assets more sustainable and have them certified by relevant authorities.
Mobility	• 72% of Ekopak Group's vehicle fleet is hybrid or electric in 2024. • A bike leasing program was launched in 2024.	We are reducing the number of diesel and gasoline cars in our fleet and encouraging the use of public transport or bicycles.	We are maximizing the sustainability of our commuting by transitioning to a fully electric vehicle fleet and offering alternative commuting methods.

"We focus on securing interesting projects and have achieved significant success in this area."

Uli Ombregt – Business Unit Manager Global Water & Energy

5.1.4 Strengthening position

Over the past year, we have made significant progress in achieving our strategic objectives. We focus on securing interesting projects and have achieved significant success in this area. In particular, we strengthened our position in North America, with a notable revenue growth as a result.

Additionally, we have dedicated significant time and attention to the continued integration of Global Water & Energy into Ekopak. The focus was primarily on the Finance and HR departments, but IT and support services have also been further optimized to better support the organization in the growth we are experiencing.

We have reinforced our positions in R&D and engineering and have implemented significant improvements to our technologies, which we will continue to develop and refine in the coming years.

Although not all opportunities have yielded the desired results, we have gained valuable insights that enable us to further optimize our offering and approach. These experiences provide a solid foundation, allowing us to strengthen our competitive position with renewed focus and concrete actions.

For 2025, our strategy is clear: we will continue to strengthen our position in key markets, with particular attention to key accounts. At the same time, we will continue to work on improving the competitiveness of our organization to ensure that we are optimally prepared to seize new opportunities and continue our growth.

	Status	Short term	Long term
Integration Global Water & Energy – Stronger together	Further integration of GWE within the Ekopak Group	We will continue to strive for a streamlined collaboration between GWE and Ekopak.	We will continue to optimize in order to grow further as a company.

5.1.5 International expansion

In 2024, Ekopak took significant steps in circular water management, with a strong focus on growth, innovation, and strategic partnerships. Challenges are part of our journey. This past year, we achieved successes and gained new insights that will help us continue to grow and strengthen.

"Our Water-as-a-Service (WaaS) activities continue to expand globally, with a promising pipeline of new projects."

Niels D'Haese – CCO

Our Water-as-a-Service (WaaS) activities continue to expand globally, with a promising pipeline of new projects. In partnership with WaaS Asia, we signed a contract with a major player in the energy sector in Singapore. To support our growth in Southeast Asia, we opened a new office in Manila, Philippines. This strengthens our capacity to deliver advanced water solutions across the region.

We also made significant progress in the United States. With two key contracts, we are solidifying our position in this crucial market. These projects mark a milestone in our international expansion.

In the coming years, we will continue to expand our ambitions by working closely with partners and various external organizations to realize our mission of 100% circular water usage.

	Status	Short term	Long term
WaaS	Expansion of the WaaS business model globally. Several signed contracts worldwide, including for WaaS Asia.	We are expanding our WaaS business model globally and growing our customer base.	We aim to establish a global network with the goal of achieving water circularity in the industry.
Cross-selling	With the acquisition of GWE, Ekopak has become a full solution partner. We are fully committed to cross-selling by offering new and complementary services to existing customers.	Identifying potential customers across the different entities to further strengthen cross-selling.	Ekopak as a single partner offering a complete range of water and wastewater treatment solutions and associated services.

Corporate Governance Report

Ekopak

Ekopak Sustainable Water

Water is the driving force of all nature

Declaration regarding the information given in the Integrated Annual Report 2024

The undersigned declares that :

- The annual accounts, which are in line with the standards applicable for annual accounts, give a true and fair view of the capital, the financial situation, and the results of the issuer and the consolidated companies.
- The annual report gives a true and fair view of the development and the results of the company and of the position of the issuer and the consolidated companies, as well as a description of the main risks and uncertainties they are faced with.
- **Pieter Loose, CEO**

1. Shareholder structure

As a result of the offering of 4,044,642 new shares in a private placement on 31 March 2021 and 8 April 2021, the total number of outstanding shares is 14,824,642. All outstanding shares are traded on the regulated market of Euronext Brussels. Each share entitles the holder to one vote. Consequently, the total number of securities conferring voting rights is also 14,824,642.

In addition to the securities conferring voting rights, there are 35,000 rights to subscribe for securities conferring voting rights that have yet to be issued (cf. remuneration report).

Shareholders who cross, either up- or downwards, the threshold of three (3) percent of the company's share capital on a fully diluted basis (i.e., with the sum of the securities conferring voting rights and the rights to subscribe for securities conferring voting rights, as the denominator) must disclose their holdings. A subsequent disclosure is required for each crossing—either upward or down-ward—of the five (5) percent threshold and each multiple of five (5) percent of the company's share capital. Disclosures must be submitted to both Ekopak and the FSMA.

There are no contractual provisions entered into in 2024 that would entail significant effects in case of a change of control following a takeover bid. There are no restrictions on the transfer of securities as provided in the Articles of Association of the Company.

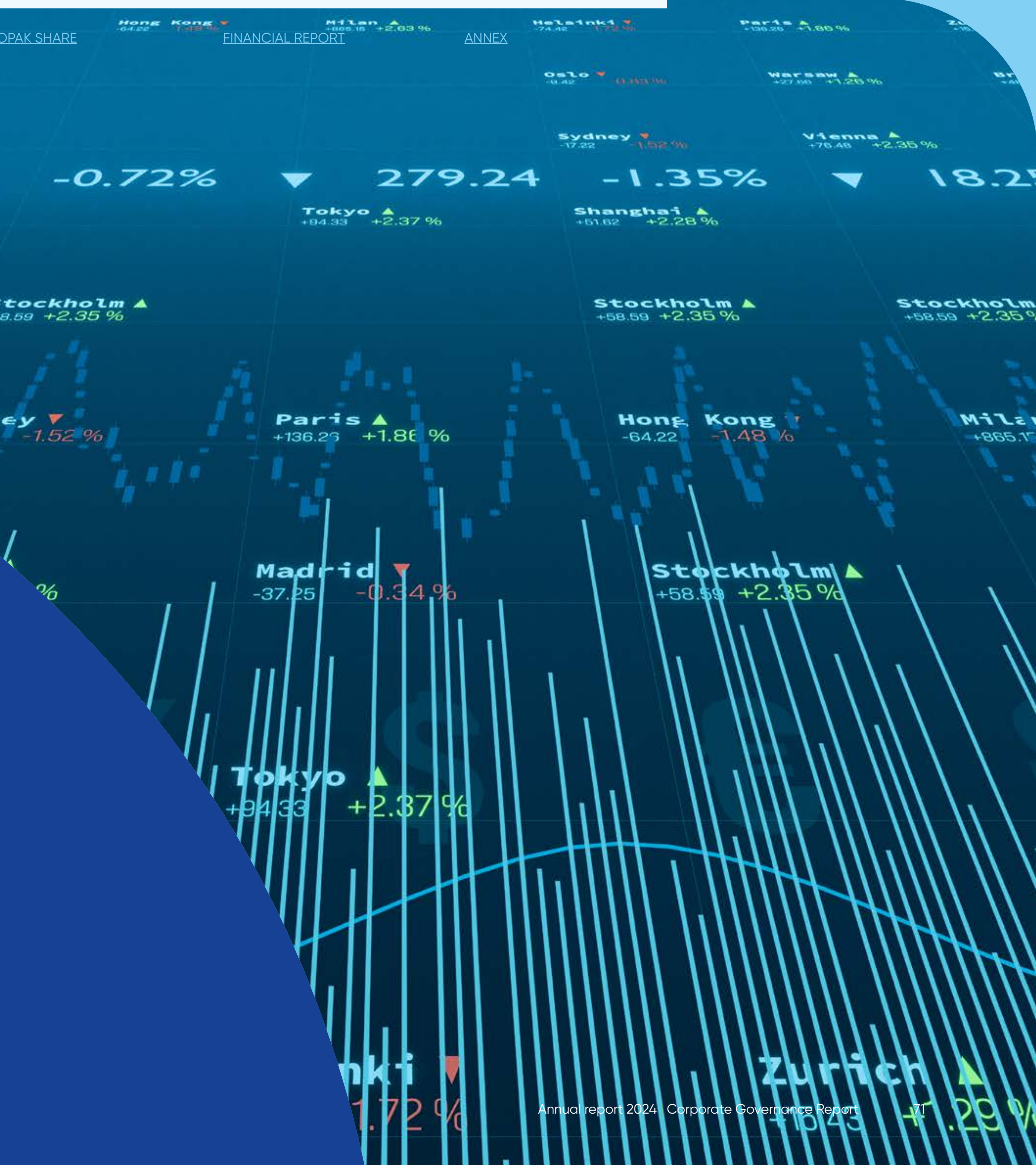
Based on the notifications of major shareholdings that Ekopak has received since its stock market listing on March 31, 2021, Ekopak received notifications of major shareholdings in April 2021. Additionally, on September 26 and 27, 2024, transactions by executives were reported by PILOVAN BV and the persons closely associated with them, ALYCHLO NV. No other notifications or declarations have been received during 2024 or after year-end up to the date of this report.

Based on the declarations and notifications Ekopak has received until the end of December 2024, the shareholder structure is as follows:

Shareholder		Number of Ekopak shares	As a percentage of the total number of outstanding shares/ securities conferring voting rights
Alychlo NV	(Belgium)*	**6.296.713**	**42,47%**
Pilovan BV	(Belgium)**	**5.442.937**	**36,72%**
Free Float		**3.084.992**	**20,81%**

*Alychlo NV, Lembergsesteenweg 19, B-9820 Merelbeke
** Pilovan BV, Hogerlucht 28, B-9600 Ronse

The most up-to-date shareholder structure can be found on the Ekopak website.
There are no restrictions on the shares or voting rights. There are no special items to note with respect to the Royal Decree of 14 November 2017. There are no transactions outside normal market conditions with major shareholders and no conflicts of interest.



2. Annual Shareholders Meeting

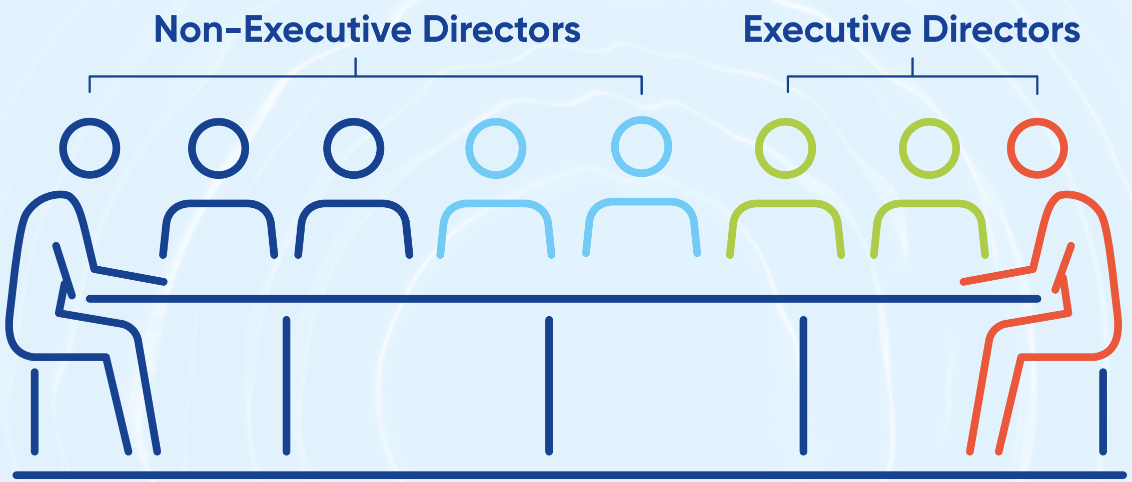
The Annual Shareholders' Meeting (hereinafter "ASM") is held on the second Tuesday of May. Shareholders can attend the meeting in person, by voting letter, or vote by proxy.

In 2024, the ASM was held on May 14, 2024.

This year's next ASM will take place on May 13, 2025. More information will be published on Ekopak's website under Investor Relations

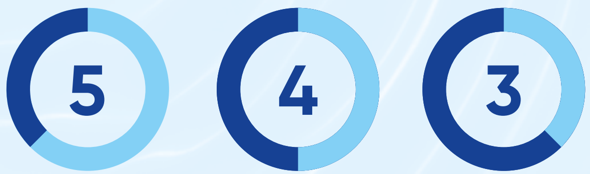
https://ekopakwater.com/investor-relations/

3. Board of directors



Ekopak's Board of Directors includes 8 members:

- Independent director
- Directors associated with Alychlo
- Executive directors associated with Pilovan
- Executive director



Directors with 3 years seniority

Female members of the board

Independent directors

3.1 Composition

As of 31.12.2024, Ekopak's Board of Directors consists of 8 members, including:

- 3 executive and 5 non-executive directors.
- 3 independent directors, 2 directors associated with the reference shareholder ALYCHLO NV, 2 executive directors associated with PILOVAN BV, and 1 executive director

The Board of Directors is chaired by Pieter BOURGEOIS. The members of Ekopak's Board of Directors are listed below in alphabetical order by family name or, in the case of management companies, in alphabetical order of the family names of their permanent representatives. The names following an asterisk (*) refer to the permanent representatives of the management companies exercising the office of director:

Board of directors

Pieter Bourgeois*,
CEO of Alychlo NV, Ekopak's reference shareholder. Master in Electro-Mechanical Industrial Engineering (GroupT), MBA (Solvay Brussels School of Economics). Over 20 years of experience in various management positions at Alychlo, DHL, YouBuild, and Worldline/Banksys. Belgian nationality.

Valerie Dejaeghere*,
CEO of Qpinch BV since January 2023. Master in Applied Economics Sciences (KU Leuven); complemented with executive programs in Strategic Excellence and Sustainability Management (Columbia Business School, Vlerick Business School). Several years of experience at ExxonMobil in various national and international management positions in Europe and the USA. Belgian nationality.

Els De Keukelaere*,
(end of mandate on January 31, 2025), Chief Financial Officer of Ekopak NV since 2020. Master in applied economics (UGent), MBA in financial management (Vlerick Business School), Registered Accountant since 2004. Previous career roles include: auditor at KPMG (last function: Audit Director) and Chief Financial Officer of Concordia Insurances (Ghent). Belgian nationality.

Tim De Maet,
Business Unit Manager of Ekopak NV since 2020, following 9 years as Operation Manager with the company. Master Industrial Engineering Chemistry with a specialization in Environmental Biotechnology (HoGent, Ghent). Over 15 years of experience in the water solutions industry, including Entaco NV and Micron NV. Belgian nationality.

Jos De Vuyst*,
(mandate since September 19, 2024, by co-option by the Board of Directors, to be confirmed at the ASM of May 13, 2025) Chief Executive Officer Stow Group. Civil engineer, MBA Vlerick Business School. After four years as managing director at Stow Group (2001-2005), he became CEO of KARDEX AG. Through a management buyout, Jos returned to Stow Group in 2015. Also CEO of Movu Robotics, director at Reynaers Aluminium, and chairman of the Afix Group. Belgian nationality.

Pieter Loose*,
Chief Executive Officer of Ekopak NV since 2013, after previously spending 3 years as the company's Sales Engineer. Before joining Ekopak, he held various management positions at Hertel. He is also vice chairman of Watercircle, an interest group for water technology companies in Belgium. Belgian nationality.

Regine Slagmulder*,
Professor of Accounting & Control at Vlerick Business School and Visiting Professor at INSEAD. Master's degree in Electronic Engineering and Business Administration (UGent). Doctorate (PhD) in management (Vlerick Business School), certified director (INSEAD IDP-C). Previously, she was a professor at INSEAD (France and Singapore) and Tilburg University (Netherlands). She was also active in McKinsey & Company's strategy practice. Belgian nationality.

Nathalie Van Den Haute*,
Investment Principal Alychlo NV. Master in Commercial Engineering, VUB, Solvay Business School, Master in Financial Management (Vlerick Business School). Before joining Alychlo, Nathalie held several positions in the corporate finance department of KBC Securities; since 2019 she was head of the Equity Capital Market activity within the corporate finance team. Belgian nationality.

** Permanent representative of the management company, director.*

A more detailed resume of each member of the Board of Directors can be found at: https://ekopakwater.com/investor-relations/corporate-governance/management-board-of-directors/

Board Member	Permanent Representative	Executive status (1)	Independency status (2)	Committees (3)	Current mandate term, until (4)	Board mandates in other publicly listed companies
Crescemus BV	Pieter Bourgeois	N	S	A (until 18/9/2024)	ASM 2025	Unifiedpost Group (Euronext Brussels)
Marfa Consult BV	Valerie Dejaeghere	N	I	A	ASM 2027	
(until 31/1/2025) EDK Management BV	Els De Keukelaere	E	E			Kinepolis Group (Euronext Brussels)
Tim De Maet	(Tim De Maet)	E	E, S		ASM 2025	
(until 14/5/2024) Kristina Loguinova		N	I	A, R		
(since 19/9/2024 - via co-option) DEVUMA BV	Jos De Vuyst	N	I		ASM 2025	
Pilovan BV	Pieter Loose	E	E, S		ASM 2025	
Regine Slagmulder BV	Regine Slagmulder	N	I	A*, R	ASM 2025	Quest for Growth (Euronext Brussels), MDX Health (NASDAQ)
(until 31/1/2024) Trefi BV	Kurt Trenson	N	S	R*		
(since 1/2/2024 via co-option - confirmed at ASM 14/5/2024) Quilaudem BV	Nathalie Van Den Haute	N	S	R* A (sinds 19/9/2024)	ASM 2025	

(1) Executive director (E) or non-executive director (N)

(2) Independent director (I), representing a reference shareholder (S) or as a member of the executive committee (E)

(3) Member of the Audit Committee (A) and/ or the Remuneration and Nomination Committee (R) – presidency is indicated with an asterisk (*)

(4) ASM: Annual Shareholders Meeting

3.2 Assignments

- Pursuing sustainable value creation through setting strategy by providing effective, responsible, ethical leadership and monitoring company performance.
- Appointing and dismissing the Chief Executive Officer and other members of the Executive Management Committee.
- The Board of Directors meets at least four times a year.

3.3 Activity report

Board of Directors
In principle, the Board of Directors meets on a quarterly basis. The frequency of meetings may be increased when deemed appropriate or necessary for the business.

In 2024, the Board of Directors held nine meetings, including five meetings with physical participation, three remote meetings, and one written ("ad hoc") meeting. The participation rate in the meetings was 100%.

During these meetings, the Board of Directors discussed and evaluated the company's operational and financial performance, including budget, and reporting to the Board of Directors on the activities of the audit and remuneration and nomination committees. Particular attention was paid to monitoring the integration of GWE following its acquisition in HY2 2023. Discussions further included strategic issues and opportunities. To this end, a first "Board Strategy Day" took place in 2024. In 2024, the Board of Directors held a first comprehensive self-assessment, and a number of co-options were provided. The Board continued to make significant efforts to further integrate the sustainability theme into Ekopak's strategy and activities. "Risk," finally, was also an important topic addressed during the discussions.

In December, the Board of Directors convened for an ad hoc meeting to discuss the impact of the shift in demand within Ekopak's product mix from one-off projects towards WaaS. This transition enhances long-term value creation but puts pressure on short-term revenue.

Directors' attendance at Board and Committee meetings

	Board of Directors	Audit committee	Remuneration & Nomination committee	Attendance Rate
Pieter Bourgeois*	9	3		100%
Pieter Loose*	9			100%
Regine Slagmulder*	9	6	5	100%
Kristina Loguinova *(until 14/5/2024)*	4	2	2	100%
Els De Keukelaere* *(until 31/1/2025)*	9			100%
Tim De Maet	9			100%
Kurt Trenson* *(until 31/1/2024)*	1			100%
Valerie Dejaeghere*	9	6		100%
Nathalie Van Den Haute* *(since 1/2/2024 via co-option - confirmed at ASM 14/5/2024)*	8	3	5	100%
Jos De Vuyst* *(since 19/9/2024 – via co-option)*	4			100%

** permanent representative of management company, director*

Overview of the Board and Committee meetings in 2024

	Board of Directors	Audit committee	Remuneration & Nomination Committee
Januari	1	1	
Februari	1		
Maart	1	1	1
April	1		1
May			
June			1
July	1		
August			
September	1	2	1
October	1		
November		1	
December	2	1	1

3.4 Evaluation

The Board of Directors, led by the Chairman, evaluates at least every three years its own performance and its interaction with the Executive Management Committee, as well as its size, composition, operation and that of its Committees. The first self-assessment of the Board of Directors took place in the first quarter of 2024.

3.5 Rules governing appointment and replacement of board members and amendments to articles of association

The General Shareholders' Meeting appoints the directors, which it selects from the candidates proposed by the Board of Directors on the recommendation of the Remuneration and Nomination Committee. Where applicable, the binding nomination right of the Reference Shareholders must be respected.

For any new appointment to the Board, the skills, knowledge, and experience already present, which are required on the Board, will be evaluated and, in light of that evaluation, a description of the role and the skills, experience, and knowledge required will be prepared (a "profile"). At least two directors must be appointed as independent. Appointments are generally made for a maximum term of four years.

In the procedure for a new appointment, the Chairman of the Board of Directors and the Chairman of the Remuneration and Nomination Committee must ensure that, before considering the candidate, the Board of Directors has received sufficient information, such as the candidate's curriculum vitae, an assessment based on the initial interview, a list of the positions currently held by the candidate and, if applicable, the information necessary to assess the candidate's independence.

In accordance with Article 7:88, §1 of the CCA and the Company's Articles of Association, when a director seat becomes vacant, the remaining directors have the right to co-opt a new director, in which case the next General Shareholders' Meeting must confirm the mandate of the co-opted director. If the mandate is confirmed by the General Shareholders' Meeting, and unless the General Shareholders' Meeting decides otherwise, the co-opted director will exercise the mandate of his/her predecessor for its remaining term. In the absence of such confirmation, the mandate of the co-opted director terminates at the end of this General Shareholders' Meeting, without prejudice to the regularity of the composition of the Board of Directors until that time. Where appropriate, during the co-optation and confirmation thereof, the binding right of appointment of the relevant Reference Shareholder will be respected.

Whenever a legal entity is appointed as a director, it must appoint a person as its permanent representative who will exercise the office of director in the name and on behalf of that legal entity.

Any proposal for the appointment of a director by the General Shareholders' Meeting must include a recommendation from the Board of Directors, based on the opinion of the Remuneration and Nomination Committee. This provision also applies to proposals for appointment by shareholders. The proposal must specify the proposed term of office. It will be accompanied by relevant information on the candidate's professional qualifications, together with a list of the positions the candidate already holds. The Board of Directors will indicate whether the candidate meets the independence criteria.

Statutory amendments are subject to the relevant legal provisions as set forth in the CCA.

3.6 Authority to issue and repurchase shares

As provided in the company's Articles of Association, the Board of Directors is authorized to increase the company's capital in accordance with the authorization granted to it for this purpose within the framework of the authorized capital. The Board of Directors is further authorized to acquire and pledge its own shares or certificates relating thereto. The Board of Directors is authorized to acquire and pledge its own shares, profit-sharing certificates, or certificates relating thereto when such acquisition or pledge is necessary to prevent imminent serious harm to the company. The Board of Directors is authorized to dispose of its own shares, profit-sharing certificates, or certificates relating thereto to one or more specified persons, whether or not personnel. The Board of Directors is authorized to dispose of its own shares, profit certificates, or certificates relating thereto to avoid serious imminent harm to the company. Finally, the Board of Directors is authorized to pay interim dividends, subject to compliance with applicable legal provisions.

3.7 Application of sections 7:96 and 7:97 of the Belgian Code of Companies and Associations on conflict of interest

There was no application of the conflict of interest rule in 2024.

4. Committees of the Board of Directors

Two specialized committees have been established within the Board of Directors, effective from the Listing Date, to assist the Board and make recommendations in specific areas.

4.1 Audit committee

- Set up in accordance with Article 7:99 of the Belgian Code of Companies and Associations, and with provisions 4.10-16 of the Belgian 2020 Corporate Governance Code;
- Members: Regine Slagmulder* (chair), Kristina Loguinova (until 14/5/2024), Pieter Bourgeois* (until 18/9/2024), Valerie Dejaeghere* and from 19/9/2024 Nathalie Van Den Haute
(* permanent representative of the management company, director);
- In principle, the Audit Committee meets quarterly. The frequency of meetings may be increased when deemed appropriate or necessary for the business.

Six Audit Committee meetings were held in 2024, including three physical meetings and three remote meetings. In each case, all members were present. Within the Audit Committee, the financials were discussed, incl. a discussion of the financial part of the Annual Report for the fiscal year 2023 with the accompanying auditor's report and financial follow-up following the GWE acquisition. The road to the implementation of the Corporate Sustainability Reporting Directive (CSRD) and risk was the main topic of the January, November, and December 2024 meetings. The Audit Committee meeting in mid-September 2024 was mainly devoted to the half-year figures for the first 6 months of 2024. The conflict of interest rule was not to be applied in 2024.

4.2 Remuneration & Nomination Committee

- Established in accordance with Article 7:100 of the Belgian Companies and Associations Code and with provisions 4.17-23 of the 2020 Belgian Corporate Governance Code;
- Members: Kurt Trenson* (end date presidency January 31, 2024), (replaced as of February 1, 2024 by) Nathalie Van Den Haute*, Regine Slagmulder*, and until 14/5/2024 Kristina Loguinova (*permanent representative of the management company, director);
- In principle, the Remuneration and Nomination Committee meets biannually. The meeting frequency may be increased when deemed appropriate or necessary for the company.

The Remuneration and Nomination Committee met five times in 2024, once physically and four times remotely. Again, all members were present each time. The topics discussed were the follow-up of the Executive Management Committee's evaluations, discussing and making recommendations to the Board of Directors regarding bonuses, KPIs, pay scales, and the self-assessment of the Board of Directors. The eNPS measurement was discussed in detail and linked to an action plan. Finally, the Remuneration and Nomination Committee was involved in the co-options that took place in 2024.

The conflict of interest rule was not to be applied in 2024.

5. Executive Management Comité

Composition at 31.12.2024

Pieter Loose, through his management company Pilovan BV), Chief Executive Officer (CEO) since 2013 after previously serving as the company's Sales Engineer for 3 years. Master's degree in Industrial Civil Engineering (HoGent, University of Ghent/KULeuven). Before Ekopak, Pieter held various management positions at Hertel. He is also vice chairman of Watercircle, an interest group for water technology companies in Belgium. Belgian nationality.

Franky Cosaert, (through his management company Cospil BV), Chief Joint Service Officer (CSO), joined Ekopak in November 2022. Previously more than 25 years of national and international experience in the energy and water sector as General Manager Gaz de France Belux, Senior Vice President Marketing & Sales Europe at Engie, President LNG China at Engie and 7 years CEO at water-link. Belgian nationality.

A more detailed resume of each member of the Executive Management Committee can be found at: *https://ekopakwater.com/investor-relations/corporate-governance/management-board-of-directors/*

Els De Keukelaere, (through her management company EDK Management BV), Chief Financial Officer (CFO) since 2020 until February 28, 2025. Master in Applied Economic Sciences (UGent, Ghent University), MBA in Financial Management (Vlerick Business School), Company auditor since 2004. Previous career positions: auditor at KPMG (last position: Audit Director) and Chief Financial Officer of Concordia Insurance (Ghent). Director at Kinepolis Group (Euronext Brussels). Belgian nationality.

Lieve Delrue, Chief Human Resources Officer (CHRO), and active at Ekopak since May 2022. Master's degree in Psychology, option Labor and Organizational Psychology (KU Leuven). Previous experience in international HR functions within the water industry and European companies, including Waterleau Group, SKF Belgium, and Panasonic Energy Europe. Belgian nationality.

Tim De Maet, Business Unit Manager Ekopak (BUM Ekopak), previously COO after first holding the position of Operations Director at Ekopak for nine years. Master Industrial Engineer Chemistry with specialization in Environmental Biotechnology (HoGent, Ghent). More than 15 years of experience in the water treatment industry, including at Entaco NV and Micron NV. Belgian nationality.

Niels D'Haese, Chief Commercial Officer (CCO) since early 2022. Master's degree in Environmental Technology (UGent). Before joining Ekopak in mid-2021, Niels was General Manager of the water division at DEME Environmental Contractors. He has 14 years of experience and held various positions at Epas (Veolia), Suez (Benelux, International). Belgian nationality..

Ulrich (Uli) Ombregt, (through his management company Ombregt Consultancy BV), Business Unit Manager GWE (BUM GWE), since September 14, 2023 member of the Executive Management Committee following the acquisition of GWE. Uli holds a degree in Environmental Technology and a Master's degree in Applied Economics (UGent). Uli has more than 20 years of experience in the wastewater solutions sector and has held various positions within GWE. Belgian nationality.

Joost Van Der Spurt, Chief Technology Officer (CTO) since 2013. Master's degree in Chemical Engineering from KULeuven. More than 10 years of experience in the water industry, focusing on process management, research and development, and automation. Belgian nationality.

6. Risk Management

Risks are an integral part of conducting business activities. Through risk management, Ekopak believes it is important to consciously deal with the uncertainties that may adversely affect the achievement of its strategic objectives today and in the future. The identification and evaluation of risks, allow a timely and proactive response to evolutions that could have an impact on Ekopak's business and earnings.

Over the past year, we have continued to refine risk management. Through a workshop with key people in the organization, a systematic approach was taken to:

- identify the risk areas
- evaluate the risks
- define the current status of mitigating management measures
- and define possible improvement actions

Mapping the current control measures provides a better picture of their completeness and reliability and allows focused actions to be defined.

The risk catalog was cross-checked with internationally available studies on key risks faced by companies.

The result of the brainstorming was presented and validated by the management team and the audit committee. For each action, a risk owner and person responsible for the action were identified. Twice a year, the main evolutions will be reported to the audit committee.

The systematic approach around risk identification has resulted in a more comprehensive and structured catalog around these risk areas that can affect Ekopak.

You can find an overview of the risks on the next page.

Ekopak Risk Universe

External risks

- Geopolitical and macroeconomic risks
- Climate change and natural disasters
- Competition
- Customers
- Legislative framework

Strategic risks

- Market and growth
- Intellectual property
- Transactions

Operational risks

- Project execution and quality
- Stock availability
- Stock quality

Governance

- Organizational structure & culture
- Code of conduct
- Ethics and fraud
- Contract management

HR

- Recruitment
- Retention
- Succession planning
- Health and safety

IT

- Cybersecurity
- IT infrastructure

Financial

- Interest rates
- Lliquidity & funding
- Foreign exchange risk
- Credit risk

Geopolitical and macroeconomic risks

Ekopak continues to expand its operations globally. Given the geopolitical and macroeconomic evolutions, this in itself can have an impact on transportation costs, raw material costs, timeliness of delivery, and so on.

To manage this risk, Ekopak spreads its activities both geographically and on a project and customer basis. Price increases are absorbed in the contracts of the respective projects.

Competition

Water and water management and consumption are increasingly becoming a focus of customers which may prompt other companies to enter the market.

Ekopak continuously evaluates its strategic position and its short- and long-term strategy as well as its relevance in the market. Through close contact with its customers and stakeholders, it closely monitors market expectations. Through innovation both in its products and project approach, Ekopak continues to innovate to increase and/or confirm its position in the market.

Legislative framework

Ekopak is subject to specific environmental legislation as well as labor, tax, health and safety, data privacy, and CSRD legislation. Legislation is evolving very quickly and becoming more complex. Given the geographical spread of Ekopak, it is a challenge to keep abreast of changes in local legislation.

To this end, for each country in which Ekopak operates, an overview is made of the local legislation that must be taken into account and actions are defined to comply with this legislation.

Cyber security

Ekopak is highly dependent on IT systems for its processes and operational activities. A cyber security attack would obviously impact Ekopak's continuity and the systems of its customers. It could also lead to risks in terms of data privacy and confidentiality.

In addition to efforts to raise awareness among our employees, security measures were implemented to prevent cyber threats.

Liquidity and funding

Given the nature of its activities and the pre-financing of projects, it is important for Ekopak to monitor its liquidity position. New business models also lead to delays and cost overruns in projects, impacting the deferred profitability of projects.

To manage this risk, available working capital is closely monitored, and cooperation with partners, along with alternative financing solutions, is considered.

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The evolution of risks and actions will be continuously monitored during the year. It is part of Ekopak's DNA to act proactively to achieve sustainable growth of the company.

7. Business ethics

Human Rights

Human rights are the fundamental rights, freedoms, and standards of treatment to which all people are entitled. Ekopak commits to manage and respect human rights in its own operations as well as in the value chain in accordance with the internationally recognized human rights standards and conventions.

Anti-fraud measures

Considering Ekopak's current business size, Ekopak is exempted to adopt and publish formal anti-fraud measures. Currently, Ekopak conducts regular audits to deter fraud and detect it in a timely manner. A formal set of anti-fraud measures will be developed in the future, in addition to the Dealing Code, which is already in place.

Market abuse

The Board of Directors has adopted the Ekopak Dealing Code, which became effective on 30 March 2021.

See also our code of conduct and different policies on our website

Diversity & Inclusion

At Ekopak we value and promote diversity in the Board of Directors, the Management Team, and in the company as a whole. In addition tocomplying with the provisions of the Belgian Code on Corporate Governance, the purpose of our Diversity Policy is to foster inclusivity, equality, and a thriving, innovative environment that benefits both the company and its employees.

See also our diversity policy

The company is compliant with the legal requirement that at least one-third of the members of the Board of Directors are of the opposite gender.

Gender diversity in numbers:

	# people	% male	% female
Board of Directors	8	50%	50%
Executive Management	8	75%	25%

Age diversity	# people	30-50 years old	over 50 years old
Board of Directors	8	50%	50%
Executive Management	8	62,5%	37,5%

Our company policies are created following the left scheme, meaning that they are well aligned in reflecting the same message towards our stakeholders. We start with our Code of Conduct, a more detailed elaboration of how the code of conduct is applied to suppliers, employees, and customers is explained in the different policies. Some of these policies have more detailed information explained in partial policies.

Code of Conduct Employee policy

The Ekopak Code of Conduct describes how we put our Ekopak values into practice and which leadership principles or behaviours we expect from every Ekopak employee. This is further detailed in our employee policy, which was launched in 2023.

Suppliers and customer

During 2023, the Ekopak supplier and customer policies were rolled out in which our standards in business ethics, such as no acceptance of money laundering, forced and child labor, ... are described. At first instance these policies have been communicated to our key suppliers and customers. Although an informal screening of the ethical standards applied by our suppliers and customers already exists, we intend to implement a more formal process to ensure adherence to our values and standards in the future.

Future actions

In addition to implementing a more formal process for adherence to the policies established in 2023, following the proper identification of policy owners within the group, the KPIs outlined in the value creation model will be monitored by the executive management and reported to the Board of Directors on a quarterly basis.

See also our code of conduct and different policies on our website

8. Corporate Governance Statement 2024

In order to meet the requirements for the Corporate Governance Statement, as specified by the Belgian law of 3 September 2017 on the disclosure of non-financial and diversity-related information, the above information is complemented by the following.

Corporate Governance Charter – Articles of Association – Dealing Code

Ekopak has adopted a Corporate Governance charter that is in line with the 2020 Belgian Corporate Governance Code, to which the company's bylaws and the Dealing Code are also aligned.

- Corporate Governance Charter
- Articles of Association
- Dealing Code

Statement on compliance with the 2020 Belgian Corporate Governance Code

Ekopak applies the ten principles of corporate governance contained in the Belgian Corporate Governance Code of 2020 and intends to comply with the provisions of this code, applying the "comply-or-explain" principle. The provisions not complied with by Ekopak are listed below, together with an explanation for this noncompliance.

- **Provision 2.19:** the authorizations of the members of the Executive Management Committee other than the CEO are determined by the CEO rather than by the Board of Directors. This deviation can be explained by the fact that the members of the Executive Management Committee exercise their function under the leadership of the CEO, to whom the daily management and certain additional authorizations were delegated by the Board of Directors.

- **Provision 4.14:** No independent internal audit function has been established. This deviation is explained by the current size of the company. The Audit Committee will annually assess the need for the creation of an independent internal audit function. Where appropriate, external persons will be used to perform specific internal audit assignments. The Audit Committee will inform the Board of Directors of the results.

- **Provision 7.6:** The non-executive members of the Board of Directors do not receive part of their remuneration in the form of Ekopak shares. This deviation is explained by the consideration that the interests of the non-executive members of the Board are currently sufficiently focused on the long-term creation of value for the company. However, Ekopak intends to review this provision in the future in order to align with it in the future.

- **Provision 7.9:** No minimum threshold has yet been set for the number of Ekopak shares held by Executive Management Committee members. This deviation is explained by the consideration that their interests are already sufficiently aligned with the objectives for long-term value creation for the company. This also takes into account the shares and warrants (whose value is based on the value of Ekopak shares) held by certain members of the Executive Management Committee. Therefore, setting a minimum threshold was not deemed necessary. However, Ekopak intends to review this in the future and align with this provision of the code.

Remuneration report for the year 2024

8.1 General introduction

By the law of 28 April 2020, specific rules have been introduced in Belgian company law, implementing the EU Directive 2017/828 as regards the encouragement of long-term shareholder engagement. In 2021, the Remuneration and Nomination Committee developed the framework for a coherent remuneration policy for Ekopak.

The remuneration policy was approved by the Annual Shareholder Meeting in May 2022.

This remuneration report should be read together with the remuneration policy which, to the extent necessary, should be regarded as forming part of this remuneration report.

The remuneration granted to directors, the CEO, and Executive Management Committee (Exco) members for the financial year 2024 is in line with the remuneration policy.

8.2 Remuneration report 2024

This report covers the 2024 remuneration of the members of the Board of Directors, the Chief Executive Officer (CEO), and the other members of the Executive Management Committee.

A. 2024 Remuneration of the board members

The remuneration paid to non-executive directors consists solely of an annual fixed component, being €15,000 per director and €25,000 for the chairman of the board. Those amounts are unchanged compared to 2022 and 2021. Executive directors do not receive remuneration for their board mandate.

No additional remuneration was provided for a mandate in any of the board committees.

The actual board remuneration for 2024 is reflected in the table below. Directors Trefi and Kristina Loguinova ended their terms of office during 2024, resulting in a prorata board fee. Devuma BV and Quilaudem BV, as new directors in 2024, have also received a pro rata director's fee.

	2024
Crescemus BV (Chairman)	€25.000
Tim De Maet*	€0
EDK Management BV*	€0
Kristina Loguinova	€5.000
Marfa Consult BV	€15.000
Pilovan BV*	€0
Regine Slagmulder BV	€15.000
Quilaudem BV	€13.750
Trefi BV	€1.250
Devuma BV	€4.375
Total board remuneration	**€79.375**

**= Executing members of the Board of Directors*

B. 2024 Remuneration of the Chief Executive Officer (CEO)

The remuneration package of the CEO consists of a base salary, a variable remuneration component and warrants. No shares have been granted.

Base remuneration

The base salary of the CEO consists of the actual invoices issued by Pilovan BV to Ekopak.

Variable compensation

The variable remuneration includes a short-term and a long-term incentive component, granted in cash and warrants. Variable remuneration is reported for the year it vests and not for the (subsequent) year it is paid.

Short-term incentive component: annual bonus

The short-term variable remuneration component of the CEO consists of an annual bonus. The annual bonus is calculated based on the extent to which specific KPIs - each with a predetermined weight - have been achieved. The annual KPIs and their weighting for the CEO's bonus are the same as those for the Executive Management Committee members' bonus. The KPI's are set annually at the beginning of the calendar year based on the Budget as approved by the Board of Directors.

In case of changing circumstances during the year that have an impact on (one of) the set targets (e.g. acquisition, ...), these targets are adjusted for bonus calculation purposes unless the impact of these changing circumstances exceeds 10%. In that case, the targets are not adjusted, and the impact of the change is not included in the calculation of the annual bonus. In such cases, a separate bonus may be proposed.. The bonus, any adjustments to the calculation of the annual bonus, or the creation of a separate bonus are submitted for approval to the Remuneration Committee and the Board of Directors. Reference is made to the section on the short-term incentive component for the Executive Management Committee on page 81.

Long-term incentive component: share-based remuneration

No warrants have been granted to the CEO in 2024 nor in the past.

Total Remuneration of CEO

Base remuneration	€218.000	71%
Variable compensation related to KPIs 2024	€0	0%
Variable compensation regarding acquisition of GWE	€89.636	29%
Total CEO remuneration	**€307.636**	**100%**

C. 2024 Remuneration of the Executive Management Committee, excluding the CEO

The Executive Management Committee (Exco), excluding the CEO, as analysed in this chapter, includes 7 people.

The remuneration package of the Exco members who have an employment contract with Ekopak NV consists of a base remuneration, a short-term variable remuneration, a long-term incentive, a group and hospitalisation insurance, and various other components, such as a company car, fuel card, luncheon vouchers, smartphone, etc. The remuneration package of the Exco members with a management company consists of a base monthly fee, a short-term bonus, and a long-term incentive.

The remuneration package aims to be competitive and is aligned with the role and responsibilities of each Exco member. Details of the remuneration package for the Exco members can be found in the Ekopak Remuneration Policy. The amount of the remuneration and other benefits granted in respect to 2024 to the Exco members other than the CEO is set out below. They refer to the remuneration of Cospil BV, EDK Management BV, Lieve Delrue, Tim De Maet, Niels D'Haese, Ombregt Consultancy BV, and Joost Van Der Spurt.

No severance payments have been made.

Base remuneration	€ 1.090.386	76%
Variable compensation related to KPIs 2024	€ 12.414	1%
Variable compensation regarding acquisition of GWE	€ 86.849	6%
Other compensation components	€ 213.580	15%
Hospitalization insurance	€ 2.237	0%
Group insurance	€ 25.033	2%
Total Exco Remuneration	**€ 1.430.500**	**100%**

Base remuneration

The base salary reflects role responsibilities, job characteristics, experience, and skill sets. Remuneration levels are set using internal and external benchmarking, in the latter case with companies of similar size, complexity, operations, and global scope.

Variable compensation

The variable remuneration includes a short-term and a long-term incentive component, granted in cash and warrants. Variable remuneration is reported for the year it vests and not for the (subsequent) year it is paid.

Short-term incentive component: annual bonus

The bonus plan for the members of the Exco is linked to the performance of the organization and is a so-called "metric" plan, containing only predefined, measurable, and verifiable KPIs and not subjective individual KPIs.

The main characteristics of the annual bonus plan are:

- There are four (4) KPIs defined, and a fixed weight is assigned to each of them.
- Each KPI is measured separately
- Fall back and growth scales are applied to the first two KPI's.

The specific KPI targets are set annually at the beginning of the calendar year based on the Budget as approved by the Board of Directors. In case of changing circumstances during the year that have an impact on (one of) the set targets (e.g. acquisition, ...), these targets are adjusted for bonus calculation purposes unless the impact of these changing circumstances exceeds 10%.

In that case, the targets are not adjusted, and the impact of the change is not included in the calculation of the annual bonus . In such cases, a separate bonus may be proposed. The bonus, any adjustments to the calculation of the annual bonus, or the creation of a separate bonus are submitted for approval to the Remuneration Committee and the Board of Directors.

The Company does not disclose the actual targets per criterion, as this would require the disclosure of commercially sensitive information.

The fall back and growth scales are introduced both with a cut-off target and aim to motivate members of the Exco to exceed set targets.

Bonus Target Clusters	Performance criteria	Relative weight	Regression- & Growth scale
Financial	KPI 1: Sales	25,0%	Yes
	KPI 2: EBITDA	25,0%	Yes
Sustainability drivers	KPI 3: M^3 -Renewable water -CO^2 footprint	 25,0% 12,5%	 No No
	KPI 4: eNPS score	12,5%	No

Long-term incentive plan : share based compensation

The long-term incentive plan is granted in the form of warrants. No shares were granted to the Exco members, nor was any other share-based remuneration provided to the Exco members during 2024. Reference is made to the explanation given in the Corporate Governance Statement regarding the reason for this deviation from article 7.9 of the Belgian Corporate Governance Code. In 2024, no warrants were allocated to the Exco members. All details on the warrants granted, vested, and exercised by the Exco members are provided in the table below.

The Warrants can be subscribed to free of charge. The Warrants are registered (dematerialization is not possible) and, in principle not transferable inter vivos. The maturity of the Warrants is five years as of the date of grant. The vesting occurs in three equal installments of one-third of the total number of Warrants granted over a period of three years following the date of grant. The Warrants can be exercised for the first time as from the beginning of the fourth calendar year following the calendar year in which the grant date lies, and this during the first fifteen days of each quarter (with suspension of this window if it falls in a prohibited or closed period).

Unless otherwise decided by the Board, the vesting of additional Warrants ceases upon the termination of the cooperation between an Exco member and Ekopak.

Any Warrants not yet exercised will automatically lapse upon termination of the (i) employment agreement for serious cause, (ii) cooperation agreement for serious cause or serious breach of contract, or (iii) director mandate for serious cause or serious mismanagement.

Provision is made for an accelerated exercise of the Warrants in the event of a liquidity event.

There is no control system for the employee stock ownership plan where control rights are not exercised directly by employees.

For more information regarding a.o. price and date of exercise, we refer to the IFRS Financial Statements.

Name Position	Grant Date	Vesting Date	End of retention period	Excercise period	Excercise Price	Number of options at the beginning of the year
Tim De Maet	30/12/2020	30/12/2021	30/12/2025	first 15 days of each quarter of 2024 and 2025*	16,20	3333
COO, Director	30/12/2020	30/12/2022	30/12/2025	first 15 days of each quarter of 2024 and 2025*	16,20	3333
	30/12/2020	30/12/2023	30/12/2025	first 15 days of each quarter of 2024 and 2025*	16,20	3334
Joost Van Der Spurt	30/12/2020	30/12/2021	30/12/2025	first 15 days of each quarter of 2024 and 2025*	16,20	3333
CTO	30/12/2020	30/12/2022	30/12/2025	first 15 days of each quarter of 2024 and 2025*	16,20	3333
	30/12/2020	30/12/2023	30/12/2025	first 15 days of each quarter of 2024 and 2025*	16,20	3334
Anne-Mie Veermeer	30/12/2020	30/12/2021	30/12/2025	first 15 days of each quarter of 2024 and 2025*	16,20	3333
CDO	30/12/2020	30/12/2022	30/12/2025	first 15 days of each quarter of 2024 and 2025*	16,20	3333
	30/12/2020	30/12/2023	30/12/2025	first 15 days of each quarter of 2024 and 2025*	16,20	3334
Niels D'Haese	16/12/2021	16/12/2022	16/12/2026	first 15 days of each quarter of 2025 and 2026*	17,63	1666
	16/12/2021	16/12/2023	16/12/2026	first 15 days of each quarter of 2025 and 2026*	17,63	1666
	16/12/2021	16/12/2023	16/12/2026	first 15 days of each quarter of 2025 and 2026*	17,63	1667

*unless the respective quarter is in a prohibited period

D. Use the right to reclaim

The company will use the legal options available for payback of variable remuneration in case fraud or other types of misconduct or irregularities in the results of the company would be discovered in a period of 3 years following its payment. In this reporting period, there was no reason for the Board to reclaim any previously paid variable remuneration to the CEO or to any of the Exco members.

E. Deviations from the remuneration policy

All of the above was determined and paid in line with the existing company remuneration policies.

F. Evolution of remuneration and company performance

Pursuant to the Code of Companies and Associations, Ekopak reports the pay ratio of the CEO remuneration versus the lowest FTE employee remuneration in its legal entity, Ekopak NV. The 2024 pay ratio is 9.2. The pay ratio versus the median equals 5.6.

G. Summary statement

In thousands of euro	2021	2022	2023	2024
Remuneration of Board members				
Total annual remuneration	75	78	81	79
Year-on-year difference (%)		4%	4%	-2%
Number of Board members	7	7	8	8
Remuneration of CEO				
Total annual remuneration of CEO (EUR)**	252	285	236	308
Year-on-year difference (%)		13%	-17%	30%
Remuneration of executive management				
Total annual remuneration (EUR)***	506	683	1.243	1.430
Year-on-year difference (%)		35%	82%	15%
Number of Executive Management members	5,0	6,0	8,3	7,0
Average per person	101	114	150	204
Ekopak Group Performance				
Net sales (EUR)	11.251	17.710	36.033	47.637
Year-on-year difference (%)		57%	103%	32%
Adjusted EBITDA (EUR)	342	-459	3.551	-3.950
Year-on-year difference (%)		-234%	874%	-211%
Average remuneration per FTE employee				
Average employee cost per FTE (*)	65	84	70	75
Year-on-year difference (%)		28%	-16%	7%

**Gross employee costs before capitalization*
*** Incl. 90 KEUR bonus related to the acquisition of GWE in 2023 granted in 2024*
**** Incl. 87 KEUR bonus related to the acquisition of GWE in 2023 granted in 2024*

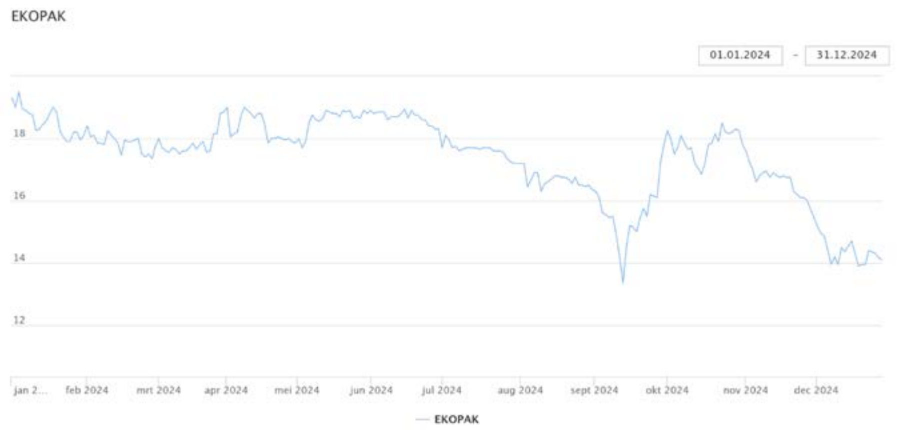
Information about the Ekopak share

Since 31 March 2021, the Ekopak shares are listed on Euronext Brussels (ticker EKOP). The Final Placement Price at initial listing (31 March 2021) was € 14.00.

Shareholder structure	
Total number of outstanding shares:	14,824,642 (100%)
Total number of shares held by reference shareholders and related parties:	11,739,650 (79.19%)
Free float:	3,084,992 (20.81%)

Share price evolution	2023	2024
Highest closing price (date):	€ 20.50 (12-13 July)	€ 19.50 (1 April)
Lowest closing price (date):	€ 17.00 (16-17 May)	€ 13.35 (9 Dec)
Average closing price:	€ 18.43	€ 17.39
Closing price at year-end:	€ 19.15 (29 Dec.)	€ 14.10 (31 Dec)
Highest intraday price (date):	€ 20.70 (13 July)	€ 19.50 (1 April)
Lowest intraday price (date):	€ 17.00 (16-17-18 May)	€ 13.00 (9 Dec)

Share transactions	2023	2024
Total number of trades	11,924	13,339
Total number of shares traded	1,143,571	1,236,338
Average number of shares per transaction	96	93
Daily average number of shares traded	4,485	4,829
Highest daily number of shares traded (date)	43,223 (6 July)	125,233 (23 Sept)
Lowest daily number of shares traded (date)	108 (11 Aug)	186 (28 June)
Share velocity	0.08	0.08
Free Float Share velocity	0.36	0.39
Total volume (in EUR) traded	€ 21,376,139	€ 20,627,302
Market Capitalisation at year-end	€ 283,891,894 (29 Dec)	€ 209,027,452.2 (31 Dec)



Ekopak SUSTAINABLE WATER

Financial Report 2024

Ekopak

Ekopak Sustainable Water

Together towards
a sustainable future.

IFRS Consolidated Financial Statements

Consolidated statement of profit or loss

1. Consolidated statement of profit or loss

in 000€	Notes	for the year ending December 31 2024	2023
Revenue	5	47.637	36.033
Other operating income	5	611	1.530
Operating income		**48.249**	**37.563**
Purchases of materials	7	-29.101	-18.545
Services and other goods**	7	-6.632	-4.742
Employee benefit expense**	7	-16.989	-10.954
Depreciation and amortisation expense	10, 11, 12	-8.426	-6.592
Other operating charges	7	-160	-131
Operating loss		**-13.060**	**-3.401**
Financial expenses	7	-2.942	-880
Financial income	7	498	284
Loss before taxes		**-15.504**	**-3.997**
Income taxes	8	3.427	921
Loss after taxes		**-12.077**	**-3.076**
Share in profit or loss of equity-accounted investments	29	-154	
Net loss for the year *		**-12.232**	**-3.076**
Net profit attributable to:			
The owners of the parent		-12.232	-3.076
Non-controlling interest		0	0
Earnings per share attributable to the owners of the parent			
Basic	18	-0,83	-0,21
Diluted	18	-0,83	-0,21

* *The net loss for the year is fully attributable to the owners of the parent*

**Management and interim personnel fees have been reclassed from services and other goods to employee benefit expenses when these fees relate to persons that are not on the payroll of Ekopak but act as a long term contractor of Ekopak. The 2023 profit or loss statement has been restated accordingly.

The accompanying notes on pages 109 to 175 form an integral part of these IFRS Consolidated Financial Statements.

2. Consolidated statement of comprehensive income

		for the year ending December 31	
in 000€	**Notes**	**2024**	**2023**
Net loss for the year		**-12.232**	**-3.076**
Other comprehensive (loss)/income			
Items that may be reclassified to profit or loss			
Cashflow hedge reserve, net of tax	24	-101	-34
Cumulative translation differences		35	-26
Items that will not be reclassified to profit or loss			
Remeasurements of post-employment benefit obligations, net of tax	19	106	10
Other comprehensive (loss)/income, net of tax		**40**	**-50**
Total comprehensive loss for the year, net of tax *		**-12.192**	**-3.126**

** The total comprehensive loss for the year is fully attributable to the owners of the parent*

The accompanying notes on pages 109 to 175 form an integral part of these IFRS Consolidated Financial Statements.

3. Consolidated statement of financial position

		At December 31	
in 000€	**Notes**	**2024**	**2023**
Assets			
Non-current assets			
Goodwill	9	19.349	20.443
Intangible assets	10	30.830	32.121
Property, plant and equipment	11, 12	56.490	30.589
Deferred tax assets	8	6.913	3.193
Other financial assets		293	117
Total non-current assets		**113.875**	**86.463**
Current assets			
Contract assets	15	6.246	9.836
Inventories	13	8.563	8.421
Trade receivables	14	12.397	7.668
Other current assets	14	5.194	4.325
Cash and cash equivalents	16	9.706	12.679
Total current assets		**42.107**	**42.929**
Total assets		**155.982**	**129.392**

The accompanying notes on pages 109 to 175 form an integral part of these IFRS Consolidated Financial Statements.

		At December 31	
in 000€	**Notes**	**2024**	**2023**
Equity			
Share capital	17	6.671	6.671
Share premium	17	55.116	55.116
Other reserves	17	-2.268	-2.309
Accumulated loss		-18.314	-5.961
Equity attributable to the owners of the parent		**41.205**	**53.517**
Non-controlling interest		–	–
Total equity		**41.205**	**53.517**
Liabilities			
Non-current liabilities			
Borrowings	21	48.549	34.127
Lease liabilities	12, 21	4.824	2.394
Deferred tax liabilities	8	7.443	7.542
Provisions	19	1.169	1.158
Total non-current liabilities		**61.984**	**45.221**
Current liabilities			
Borrowings	21	22.691	5.348
Lease liabilities	12, 21	1.434	1.088
Trade and other payables	22	15.362	12.543
Tax payables	8	653	665
Contract liabilities	15	12.588	10.912
Other current liabilities	22	65	98
Total current liabilities		**52.793**	**30.654**
Total liabilities		**114.777**	**75.875**
Total equity and liabilities		**155.982**	**129.392**

The accompanying notes on pages 109 to 175 form an integral part of these IFRS Financial Statements.

4. Consolidated statement of changes in equity

in 000€	Share capital	Share premium	Other reserves	Accumulated (loss)/profit	Total equity attributable to the owners of the parent	Total equity
At January 1, 2023	**6.671**	**55.116**	**-2.274**	**-2.845**	**56.668**	**56.668**
Net loss	–	–	–	-3.076	-3.076	-3.076
Other comprehensive income	–	–	-50	–	-50	-50
Total comprehensive loss	**–**	**–**	**-50**	**-3.076**	**-3.126**	**-3.126**
Share based payment expense	–	–	15	–	15	15
Other Movement	–	–	–	-40	-40	-40
At December 31, 2023	**6.671**	**55.116**	**-2.309**	**-5.961**	**53.517**	**53.517**

in 000€	Share capital	Share premium	Other reserves	Accumulated (loss)/profit	Total equity attributable to the owners of the parent	Total equity
At January 1, 2024	**6.671**	**55.116**	**-2.309**	**-5.961**	**53.517**	**53.517**
Net loss	–	–	–	-12.232	-12.232	-12.232
Other comprehensive loss	–	–	40	–	40	40
Total comprehensive loss	**–**	**–**	**40**	**-12.232**	**-12.192**	**-12.192**
Share based payment expense	–	–	2	–	2	2
Other movement	–	–	–	-121	-121	-121
At December 31, 2024	**6.671**	**55.116**	**-2.268**	**-18.314**	**41.205**	**41.205**

The accompanying notes on pages 109 to 175 form an integral part of these IFRS Consolidated Financial Statements.

5. Consolidated statement of cash flows

in 000€	Notes	For year ending December 31 2024	2023
Operating activities			
(Loss)/profit after tax from continuing operations		-12.232	-3.076
Net (loss)/profit		**-12.232**	**-3.076**
Non-cash and operational adjustments			
Depreciation of property, plant & equipment and ROU assets	11, 12	4.535	5.345
Amortization of intangible assets	10	3.197	1.244
Share in profit or loss of equity-accounted investments	29	154	–
Gain on disposal of property, plant & equipment	11	-114	-11
Increase in provisions	19	11	76
Impairments on current assets	13	675	94
Interest and other finance income	7	-498	-284
Interest and other finance expense	7	2.942	880
Unrealized foreign exchange losses/(gains)		35	0
Deferred tax credit	8	-4.145	-1.330
Tax expense	8	718	409
Equity settled share based payment expense	17.1	2	15
Hedging		139	–
Other		-21	-7
Net cash flow from/(used in) operating activities before working capital movements		**-4.601**	**3.355**
Movements in working capital			
Increase in trade and other receivables	14	-5.679	-934
Increase in inventories	13	-655	-2.608
Increase in trade and other payables	22	2.919	322
Increase / (decrease) in contract assets	15	3.432	699
Increase in contract liabilities	15	1.676	205
Increase/(decrease) in cash guarantees		-122	13
Income tax paid**	8	-909	–
Net cash flow from / (used in) operating activities		**-3.940**	**1.052**
Investing activities			
Purchase of property, plant and equipment	11	-26.223	-12.247
Proceeds from the sale of property, plant and equipment	11	133	652
Purchase of intangible assets	10	-941	-772
Receipt of asset related government grants		358	95
Acquisition of subsidiary, less the acquired cash	6	–	-32.791
Payment of contingent consideration from previous acquisitions		–	-500
Investment in associate	29	-209	0
Interest received*	7	11	203
Net cash flow used in investing activities		**-26.872**	**-45.360**

Financing activities			
Proceeds from borrowings	21	36.856	28.346
Repayment of borrowings	21	-5.092	-2.064
Repayment of leases	12, 21	-1.538	-954
Interest paid*	7	-2.681	-680
Other financial income (expense), net	7	226	-139
Net cash flow from financing activities		**27.771**	**24.509**
Net cash flow		**-3.040**	**-19.799**
Cash and cash equivalents at beginning of year	16	12.679	32.508
Exchange rate differences on cash & cash equivalents		67	-30
Cash & cash equivalents at end of year	**16**	**9.706**	**12.679**

The accompanying notes on pages 109 to 175 form an integral part of these IFRS Consolidated Financial Statements.

* We note that the interests received and paid have been reclassified to the net cash flow from investing and financing activities, respectively, to have a more consistent presentation. The 2023 cashflow statement has been restated accordingly.

** In previous years income taxes paid were included in the increase in trade and other payables.

Notes to the IFRS Consolidated Financial Statements

1. Corporate information

Ekopak NV (further referred to „Ekopak“ or „the Company“) is a limited company incorporated and domiciled in Belgium quoted on Euronext. The registered office is located at 13 Souverainestraat, 9800 Deinze in Belgium.

Ekopak is a responsible and sustainable supplier of mission-critical industrial process water to its customers worldwide. The company offers a specialised range of industrial water treatment and wastewater treatment solutions.

Information on other related party relationships of the Company is provided in note **25**.

The IFRS Consolidated Financial Statements (further referred as „the Consolidated Financial Statements“) of Ekopak NV for the year ended December 31, 2024 were authorised for issue in accordance with a resolution of the directors on March 31, 2025.

For the official annual financial statements we refer to the ESEF reporting on www.ekopakwater.com. In case of differences between this document and the ESEF reporting, the latter prevails.

2. Material accounting policies

2.1. Basis of preparation and continuity

The Consolidated Financial Statements of the Company have been prepared in accordance with the International Financial Reporting Standards („IFRS“) and as adopted by the European Union („adopted IFRS“) and interpretations issued by the IFRS interpretation committee applicable to companies reporting under IFRS.

The Consolidated Financial Statements are presented in euros and all values are rounded to the nearest thousand (€000), except when otherwise indicated.

The preparation of Consolidated Financial Statements in compliance with adopted IFRS requires the use of certain critical accounting estimates. It also requires Group management to exercise judgment in applying the Company's accounting policies. The areas where significant judgements and estimates have been made in preparing the Consolidated Financial Statements and their effect are disclosed in note 4. The accounting policies have been applied consistently.

The consolidated financial statements have been prepared on a going concern basis, which assumes the realization of assets and the fulfillment of liabilities in the normal course of business.

The Board of Directors believes that based on existing budgets and cash flow projections and taking into account existing financing facilities, Ekopak has sufficient liquidity to execute its strategy and stay on track. However, in certain scenarios (such as reduced one-time revenues, additional WaaS growth requiring pre-financing, etc.), the liquidity buffer may decrease and in some cases may even create a liquidity shortfall. Therefore, a material uncertainty with respect to these scenarios, which represent events or circumstances that may cast significant doubt on Ekopak's ability to continue normal business operations.

The Board of Directors recognizes these risks and is actively exploring a range of initiatives to strengthen Ekopak's balance sheet. Possible measures include efficiency improvements and optimization of working capital needs, obtaining additional working capital lines and exploring additional financing options.

2.2. Principles of consolidation

2.2.1.Subsidiaries

Subsidiaries are all entities over which the group has control. The group controls an entity where the group is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power to direct the activities of the entity. Subsidiaries are fully consolidated from the date on which control is transferred to the group. They are deconsolidated from the date that control ceases.

Inter-company transactions, balances and unrealized gains on transactions between group companies are eliminated. Unrealized losses are also eliminated unless the transaction provides evidence of an impairment of the transferred asset. Accounting policies of subsidiaries have been changed where necessary to ensure consistency with the policies adopted by the group.

Global Water Engineering BV and its subsidiaries, further referred to as GWE, were acquired through a business combination on September 14, 2023. We refer to note **6** for more information.

2.2.2.Joint arrangements

Under IFRS 11 Joint Arrangements investments in joint arrangements are classified as either joint operations or joint ventures. The classification depends on the contractual rights and obligations of each investor, rather than the legal structure of the joint arrangement.

We refer to note **4.1** for the significant judgements on the Company's classification of its joint venture. Interests in joint ventures are accounted for using the equity method, after initially being recognized at cost in the consolidated balance sheet.

Under the equity method of accounting, the investments are adjusted to recognize the company's share of the post-acquisition profits or losses of the investee in profit or loss, and the company's share of movements in other comprehensive income of the investee in other comprehensive income. Dividends received or receivable from associates and joint ventures are recognized as a reduction in the carrying amount of the investment.

Where the company's share of losses in an equity-accounted investment equals or exceeds its interest in the entity, including any other unsecured long-term receivables, the company does not recognize further losses, unless it has incurred obligations or made payments on behalf of the other entity.

Unrealised gains on transactions between the Company and its associates and joint ventures are eliminated to the extent of the company's interest in these entities. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred. Accounting policies of equity-accounted investees have been changed where necessary to ensure consistency with the policies adopted by the Company. The carrying amount of equity-accounted investments is tested for impairment in accordance with the policy described in note 2.3.11.

2.3. Summary of material accounting policies

2.3.1.Foreign currency translation

The Company's Consolidated Financial Statements are presented in euros. The Company's functional currency is euro.

Foreign currency transactions

Transactions denominated in foreign currencies are translated into euro at the average exchange rate of the month. Monetary items in the consolidated statement of financial position are translated at the closing rate at each reporting date and the relevant translation adjustments are recognized in financial result.

2.3.2.Segment reporting

Operating segments are reported in a manner consistent with the internal reporting provided to the chief operating decision-maker. The chief operating decisionmaker, who is responsible for allocating resources and assessing performance of the operating segments, has been identified as the Chief Executive Officer. Operating segments have similar economic characteristics and are determined based on:

- the nature of the products and services.

- the type and characteristics of the contract (one off sales model, sales of consumables, services model, DBMO and DBFMO model). The DBFMO model and the operational part of the DBMO model are also commercially known as Water-as-a-Service (WaaS).
- whether the customer controls the water process installation or not.

2.3.3.Revenue

The Company is in the business of designing, building, financing, maintaining and operating industrial water processing installations. Revenue from contracts with customers is recognized when control of the goods or services are transferred to the customer at an amount that reflects the consideration to which the Company expects to be entitled in exchange for those goods or services. The Company has generally concluded that it is the principal in its revenue arrangements, because it typically controls the goods or services before transferring them to the customer. The normal credit term is 30 days net of invoice.

The Company has 3 revenue streams, being the traditional sales model, the DBMO (Design, Build, Maintain and Operate) model and the DBFMO (Design, Build, Finance, Maintain and Operate) model. The DBFMO model and the operational part of the DBMO model are also commercially known as Water-as-a-Service (WaaS). In addition, the Company sells consumables to customers operating a sold process water or disinfection installation as well as servicing such installations.

Sale of consumables

Contracts under this type of revenue stream have one single performance obligation which is the sale of consumables. Revenue is recognized at a point in time, being usually when the control over the products is transferred to the customer upon shipment.

Services

Service contracts have one single performance obligation which is the service of process water and disinfection installations. Revenue is recognized over time, being proportionate of the services performed. The sale of spare parts is also reported as service turnover with recognition at a point in time, i.e. when the control over the products is transferred to the customer.

One off sales of process water, disinfection installations and wastewater treatment plants

Contracts under this type of revenue stream have one single performance obligation which is the design, build and delivery of the installation with a fixed transaction price.

Revenue is recognized over time, which is the period of the development and construction of the process water installation until delivery and installation at the customer premises for the process water and disinfection installations as the installation has no alternative use for the Company and an enforceable right to payment exist for the performance to date. For the wastewater treatment plants revenue is recognized over time which is the period of design, engineering, procurement, delivery of equipment, civil and electromechanical works, commissioning and start-up of the plant as the installation has no alternative use for the Company and an enforceable right to payment exist for the performance to date.

Revenue for the process water and disinfection installations is recognized based on the actual progress and expected margin at the end of the reporting period. Revenue for the wastewater treatment plants is recognized based on the milestone reached and expected margin at the end of the reporting period.

The assumptions regarding the new revenue of wastewater treatment plants is described in note 4.

Design, Build, Maintain and Operate installations - DBMO

Contracts under this type of revenue typically consist of two distinct performance obligations, being the Design, Build and Maintain ("DBM") of the installation and the Operating of the installation. Revenue will be allocated to each distinct performance obligation based on its relative stand-alone selling price over the transaction price. In general, the contractual price for each distinct performance obligation is similar to its relative stand-alone selling price over the transaction price, i.e. any discounts are already allocated in the contract to each distinct performance obligation.

Revenue for the DBM is recognized over time, which is the period of the development and construction of the process water installation until delivery and installation at the customer premises. Revenue is recognized based on the actual progress and expected margin at the end of the reporting period.

Revenue from the operating of the process water installation is recognized over time, being monthly, when the services are performed. The price consists of a monthly fixed fee and a variable fee based on the output. The operating agreement is cancellable by the customer without reason at any time without significant financial penalty and long notice period.

Design, Build, Finance, Maintain and Operate installations – DBFMO - WaaS
Contracts under this type of revenue typically consist of a single separate performance obligation, being the operating of the installation as the customer does not control the water process installation during the non-cancellable term of the contract (10 up to 15 years).

Revenue from the operating of the process water installation is recognized over time, which is the contractual non-cancellable term of the Operating agreement (10 up to 15 years). The services are invoiced monthly. The price mainly consists of a monthly fixed fee and a variable fee based on the output.

Contract costs related to the design and build of the water installation process are recognized as a DBFMO installation in property, plant and equipment.

The Company considers whether there are other promises in the contract that are separate performance obligations to which a portion of the transaction price needs to be allocated (e.g., warranties). In determining the transaction price for the sale and operating of the process water installations, the Company considers the effects of variable consideration, existence of a significant financing component, non-cash consideration, and consideration payable to the customer (if any).

Variable consideration
If the consideration in a contract includes a variable amount, the Company estimates the amount of consideration to which it will be entitled in exchange for transferring the goods to the customer. The variable consideration is estimated at contract inception and constrained until it is highly probable that a significant revenue reversal in the amount of cumulative revenue recognized will not occur when the associated uncertainty with the variable consideration is subsequently resolved. Most of the contracts which include operating of the process water installations, contain a variable price based on the volume output of water. The variable fee is invoiced monthly based on the actual volume output of water of the month, together with the monthly fixed fee.

Some contracts for the operating of the process water installations include considerations payable to the customer, i.e. in case tap water used in excess of a certain threshold. The variable price components and considerations payable to the customer give rise to variable consideration.

Considerations payable to the customer
Some contracts contain clauses whereby there is a consideration payable to the customer in case the delivery of water is not coming from the process water installation but from tap water and when in excess of a certain threshold. The Company applies the most likely amount method to estimate this variable consideration in the contract. The Company then applies the requirements on constraining estimates of variable consideration (highly probable that no significant revenue reversal will occur) in order to determine the amount of variable consideration that can be included in the transaction price and recognized as revenue.

Significant financing component
The Company receives advance payments from customers for the sale of process water installations with a manufacturing lead time of three to six months after signing the contract and receipt of payment. There is not a significant financing component for these contracts considering the length of time between the customers' payment and the transfer of the asset.

The Company applies the practical expedient for short-term advances received from customers. That is, the promised amount of consideration is not adjusted for the effects of a significant financing component if the period between the transfer of the promised good or service and the payment is one year or less.

Contract balances

Contract assets
Contract assets are initially recognized for revenue earned from the design and build of a water process installation, disinfection installation or wastewater treatment plant in the one off sales model and from the DBM part of a DBMO transaction, but which are not billed. Upon completion of the building and installation of the water process installation, the amount recognized as contract assets is reclassified to trade receivables. Contract assets are presented as a separate line in the consolidated statement of financial position.

Contract liabilities

A contract liability is the obligation to transfer goods or services to a customer for which the Company has received consideration (or an amount of consideration is due) from the customer. If a customer pays consideration before the Company transfers goods or services to the customer, a contract liability is recognized when the payment is made or the payment is due (whichever is earlier). Contract liabilities are recognized as revenue when the Company performs under the contract. Contract liabilities are presented as a separate line in the consolidated statement of financial position.

Costs to fulfill a contract

The Company does incur costs to fulfill a contract which, when they are not in scope of another standard, are accounted for as contract asset. Costs to fulfill anticipated contracts are recorded as other receivables if the criteria for recognition are met. For the DBFMO contracts, the Company may incur costs to fulfill a non-distinct performance obligation which are accounted for as a DBFMO installation within property, plant and equipment. The Company evaluates whether those costs meet the recognition criteria for property, plant and equipment and when criteria are not met, expenses those costs as incurred.

2.3.4. Financing costs

Financing costs relate to interests and other costs incurred by the Company related to the borrowing of funds. Such costs mostly relate to interest charges on short and long-term borrowings and lease liabilities as well as the amortization of additional costs incurred on the issuance of the related debt. Financing costs are recognized in profit and loss for the year or capitalized in case they are related to a qualifying asset.

2.3.5. Other financial income and expenses

Other financial income and expenses include mainly foreign currency gains or losses on financial transactions and bank related expenses.

2.3.6. Income tax

Current income tax

Current income tax assets and liabilities are measured at the amount expected to be recovered from or paid to the taxation authorities. The tax rates and tax laws used to compute the amount are those that are enacted or substantively enacted at the reporting date in the countries where the Company and its subsidiaries operate and generate taxable income.

Current income tax relating to items recognized directly in equity is recognized in equity and not in the consolidated statement of profit or loss. Management periodically evaluates positions taken in the tax returns with respect to situations in which applicable tax regulations are subject to interpretation and establishes provisions where appropriate.

Deferred income tax

Deferred income tax is provided in full, using the liability method, on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the Consolidated Financial Statements.

Deferred tax liabilities are recognized for all taxable temporary differences. Deferred tax assets are recognized for all deductible temporary differences, carry forward of unused tax credits and unused tax losses, to the extent that it is probable that taxable profit will be available against which the deductible temporary differences, and the carry forward of unused tax credits and unused tax losses can be utilised.

The carrying amount of deferred tax assets is reviewed at each reporting date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilised. Unrecognized deferred tax assets are reassessed at each reporting date and are recognized to the extent that it has become probable that future taxable profits will allow the deferred tax asset to be recovered.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply in the year when the asset is realized or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted at the reporting date.

Deferred tax assets and deferred tax liabilities are offset, if a legally enforceable right exists to set off current tax assets against current income tax liabilities and the deferred taxes relate to the same taxable entity and the same taxation authority.

2.3.7.Intangible assets other than goodwill

Intangible assets comprise primarily software, design components of containers used for the water process installations, technology and customer lists.

We refer to note 10 for more information.

Intangible assets acquired separately are measured on initial recognition at cost. Following initial recognition, intangible assets are carried at cost less any accumulated amortization and accumulated impairment losses.

Intangible assets are amortized straight-line over the useful life, which is:

- Software & cloud platform related assets: 3 to 5 years
- Customer list: 12 - 15 years*
- Design components: 3 years
- Technology: 9 years

* In 2023, the minimum useful live for customer list was 13 years. The change to 12 years is related to the final assessment of the fair values of asset and liabilities acquired of GWE.

The amortization period and the amortization method for an intangible asset with a finite useful life are reviewed at least at the end of each reporting period. The amortization expense on intangible assets is recognized in the consolidated statement of profit or loss in the expense category „depreciation and amortization expense“.

An intangible asset is derecognized upon disposal (i.e., at the date the recipient obtains control) or when no future economic benefits are expected from its use or disposal. Any gain or loss arising upon derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in the consolidated statement of profit or loss.

2.3.8.Goodwill

Goodwill is initially measured at cost (being the excess of the aggregate of the consideration transferred and the amount recognized for non-controlling interests and any previous interest held over the net identifiable assets acquired and liabilities assumed). If the fair value of the net assets acquired is in excess of the aggregate consideration transferred, the Group re-assesses whether it has correctly identified all of the assets acquired and all of the liabilities assumed and reviews the procedures used to measure the amounts to be recognized at the acquisition date. If the reassessment still results in an excess of the fair value of net assets acquired over the aggregate consideration transferred, then the gain is recognized.

After initial recognition, goodwill is measured at cost less any accumulated impairment losses. For the purpose of impairment testing, goodwill acquired in a business combination is, from the acquisition date, allocated to each of the Group’s cash-generating units that are expected to benefit from the combination, irrespective of whether other assets or liabilities of the acquiree are assigned to those units.

Where goodwill has been allocated to a cash-generating unit (CGU) and part of the operation within that unit is disposed of, the goodwill associated with the disposed operation is included in the carrying amount of the operation when determining the gain or loss on disposal. Goodwill disposed in these circumstances is measured based on the relative values of the disposed operation and the portion of the cash-generating unit retained.

2.3.9.Property, plant and equipment

Property, plant and equipment are stated at cost less any accumulated depreciation and any impairment losses. Construction in progress is stated at cost, net of accumulated impairment losses, if any. The cost comprises the initial purchase price plus other direct purchase costs (such as non-refundable tax, transport). The cost of self-constructed equipment (primarily water process installations under the DBMFO revenue model) comprises the cost of materials, direct labour costs and a proportional part of the production overheads and borrowing costs in case the construction would be more than 12 months.

A master agreement exists with several financial institutions which allows the financing of operational WaaS installations through a sale and leaseback transaction. Although legal ownership of these assets has been transferred to the financial institution, these assets are presented in Property, Plant and Equipment as the performance obligation to recognize the transaction as a sale is not satisfied.

The residual values, useful lives and methods of depreciation of property, plant and equipment are reviewed at each financial year end and adjusted prospectively, if appropriate.

Major spare parts that fulfill the definition of property, plant and equipment are capitalized as machinery and equipment. These spare parts will be used to replace malfunctioning or expired components. These spare parts are, unlike the spare parts included in inventories, not sold to the customers.

Depreciation and useful life

Depreciation is calculated on a straight-line basis over the estimated useful lives of the assets, as follows:

Buildings	10 to 33 years
Plant, machinery and equipment	3* to 10 years
Computer equipment	2 to 3 years
DBFMO installations	10 to 15 years
Vehicles	3 to 5 years
Office furniture and equipment	3 to 10 years
Membranes in DBFMO installations	4 years
Leased assets	Shorter of the useful life or the duration of the lease or useful life in case the Company will obtain ownership of the asset at the end of the lease

* Changed from 5 years to 3 years in 2024 since small tools are depreciated over 3 years.

Derecognition

An item of property, plant and equipment and any significant part initially recognized is derecognized upon disposal (i.e., at the date the recipient obtains control) or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in the consolidated statement of profit or loss when the asset is derecognized.

2.3.10. Leases

The Company assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

The Company leases office buildings and vehicles. Rental contracts are typically made for fixed periods of 36 months to 5 years but may have extension options as described below. Contracts may contain both lease and non-lease components. The Company has applied the practical expedient not to separate non-lease components for all lease categories.

Lease terms are negotiated on an individual basis and contain a wide range of different terms and conditions. The lease agreements do not impose any covenants other than the security interests in the leased assets that are held by the lessor. Leased assets may not be used as security for borrowing purposes.

Assets and liabilities arising from a lease are initially measured on a present value basis.

Lease liabilities

Lease liabilities include the net present value of the following lease payments:

- fixed payments (including in-substance fixed payments), less any lease incentives receivable
- variable lease payment that are based on an index or a rate, initially measured using the index or rate as at the commencement date
- amounts expected to be payable by the Company under residual value guarantees

- the exercise price of a purchase option if the Company is reasonably certain to exercise that option, and
- payments of penalties for terminating the lease, if the lease term reflects the Company exercising that option.
- Lease payments to be made under reasonably certain extension options.

The lease payments are discounted using the interest rate implicit in the lease. The Company has applied the portfolio approach to determine the interest rate implicit in the lease for similar lease assets with similar characteristics. The interest rate applied for the portfolio is determined based on the average interest rate implicit in each lease of the portfolio.

The lease payments do generally not include variable lease payments not based on an index or rate.

In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the lease payments (e.g., changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset.

Right-of-use assets
Right-of-use assets are measured at cost comprising the following:

- the amount of the initial measurement of lease liability,
- any lease payments made at or before the commencement date less any lease incentives received,
- any initial direct costs,
- and adjusted for any remeasurement of lease liabilities.

Right-of-use assets are generally depreciated over the shorter of the asset's useful life and the lease term on a straight-line basis. If the Company is reasonably certain to exercise a purchase option, the right-of-use asset is depreciated over the underlying asset's useful life.

Short-term and low value assets
The Company applies the short-term lease recognition exemption to its short-term leases of vehicles (i.e. those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). The Company has no payments associated with low-value assets.

Residual value guarantees
The Company sometimes provides residual value guarantees in relation to vehicle leases. The Company initially estimates the amounts payable under the residual value guarantees to be zero.

2.3.11. Impairments of assets
Non-financial assets and goodwill are tested for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable.

An impairment loss is recognized for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs of disposal and value in use. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash inflows which are largely independent of the cash inflows from other assets or groups of assets (cash-generating units).

2.3.12. Government grants
Grants from the government are recognized where there is a reasonable assurance that the grant will be received and the group will comply with all attached conditions. Government grants relating to the acquisition of tangible or intangible assets are deducted from the asset and they are credited to profit or loss on a straight-line basis over the expected lives of the related assets.

2.3.13. Inventories
Inventories are valued at the lower of cost and net realisable value. Costs incurred in bringing each product to its present location and condition are accounted for, as follows:

- Raw materials: purchase cost on a first-in/first-out basis
- Spare-parts and servicing materials: purchase cost on a first-in/first-out basis.

Net realisable value is the estimated selling price in the ordinary course of business, less estimated costs of completion and the estimated costs necessary to make the sale.

Inventory items on which there is low movement are amortized based on the inventory rotation. The inventory rotation is calculated based on the average consumption of the last 2 years:

- Inventory rotation less than 3 years: no amortization
- Inventory rotation between 3 and 5 years: 5% amortized
- Inventory rotation between 5 and 10 years: 10% amortized
- Inventory rotation of more than 10 years: 20% amortized

Chemical items with a low movement are 60% amortized, regardless the rotation, because these items have an expiration date.

2.3.14. Financial assets

The Company has only financial assets measured at amortized cost. Those include trade and other receivables, and cash and cash equivalents.

Cash and cash equivalents comprise cash at banks and on hand and short-term highly liquid deposits with a maturity of three months or less, that are readily convertible to a known amount of cash and subject to an insignificant risk of changes in value. Bank overdrafts are shown within borrowings in current liabilities in the consolidated statement of financial position.

Trade and other receivables are recognized initially at the amount of consideration that is unconditional. Those financial assets do generally not include a significant financing component.

Derecognition

A financial asset is primarily derecognized when

(i) the rights to receive cash flows from the asset have expired, or

(ii) the Company has transferred its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a 'pass-through' arrangement; and either

   a. the Company has transferred substantially all the risks and rewards of the asset, or

   b. the Company has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.

2.3.15. Financial liabilities

The Company has financial liabilities measured at amortized cost which include loans and borrowings, lease liabilities, trade payables and other current liabilities. Other current liabilities include the payable towards the customer for the packaging guarantee paid. Deferred income relating to prepayments of service contracts are included in the trade and other payables. The Company adjusted the liability for all payables which have an origination date of 24 months or later, consistent with the impairment on the receivable on the vendor in relation to the packaging guarantee paid by the Company.

Those financial liabilities are recognized initially at fair value plus directly attributable transaction costs and are measured at amortized cost using the effective interest rate method. Gains and losses are recognized in the consolidated income statement when the liabilities are derecognized as well as through the effective interest rate method amortization process.

Derecognition

A financial liability is derecognized when the obligation under the liability is discharged or cancelled or expires.

2.3.16. Derivatives

The Company uses derivative financial instruments such as interest rate swaps to hedge its interest rate risk and foreign currency swaps to hedge its foreign currency risks. Such derivative financial instrument are initially recognized at fair value on the date on which the derivative contract is entered and are subsequently remeasured at fair value at the end of each reporting period. The swaps are derivatives that hedge a particular risk associated with the cashflows of recognized assets and liabilities (cash flow hedge). As per December 31, 2024 the Company has no foreign currency swaps outstanding.

The Company applies hedge accounting for the interest rate swaps.

At inception of the hedge relationship, the Company documents the economic relationship between the hedging instruments and hedged items, including whether changes in the cash flows of hedging instruments are expected to offset changes in the cash flows of hedged items. The Company documents its risk management objective and strategy for undertaking its hedge transactions.

Cash flow hedges that qualify for hedge accounting

The effective portion of changes in the fair value of derivatives that are designated and qualify as cash flow hedges is recognized in the cash flow hedge reserve within equity (other comprehensive income). The gain or loss relating to the ineffective portion is recognized immediately in profit or loss. The interest rate swaps are effective (100%).

The amount accumulated in OCI is reclassified to profit or loss as a reclassification adjustment in the same period or periods during which the hedged cash flows affect profit or loss. If cash flow hedge accounting is discontinued, the amount that has been accumulated in OCI must remain in accumulated OCI if the hedged future cash flows are still expected to occur. Otherwise, the amount will be immediately reclassified to profit or loss as a reclassification adjustment. After discontinuation, once the hedged cash flow occurs, any amount remaining in accumulated OCI must be accounted for depending on the nature of the underlying transaction as described above.

Derivatives are carried as a financial asset when the fair value is positive and a financial liability when the fair value is negative.

2.3.17. Offsetting of financial instruments

Financial assets and financial liabilities are offset and the net amount is reported in the consolidated statement of financial position if there is a currently enforceable legal right to offset the recognized amounts and there is an intention to settle on a net basis, to realize the assets and settle the liabilities simultaneously.

2.3.18. Provisions

Provisions for litigations

The Company has only provision for disputes and litigations. A provision is recognized when the Company has a present obligation (legal or constructive) as a result of a past event, when it is probable that an outflow of resources will be required to settle the obligation and when a reliable estimate can be made of the amount of the obligation.

If the Company expects that some or all of the expenditure required settling a provision will be reimbursed, a separate asset is recognized once it is virtually certain that the reimbursement will be received.

If the effect of the time value of money is material, provisions are discounted using a current pre-tax rate that reflects, when appropriate, the risks specific to the liability. When discounting is used, the increase in the provision due to the passage of time is recognized as a finance cost.

Onerous contracts

If the Company has a contract that is onerous, the present obligation under the contract is recognized and measured as a provision. However, before a separate provision for an onerous contract is established, the Company recognizes any impairment loss that has occurred on assets dedicated to that contract. An onerous contract is a contract under which the unavoidable costs (i.e., the costs that the Company cannot avoid because it has the contract) of meeting the obligations under the contract exceed the economic benefits expected to be received under it. The unavoidable costs under a contract reflect the least net cost of exiting from the contract, which is the lower of the cost of fulfilling it and any compensation or penalties arising from failure to fulfill it. The cost of fulfilling a contract comprises the costs that relate directly to the contract (i.e., both incremental costs and an allocation of costs directly related to contract activities).

2.3.19. Employee benefits

Pension commitments

The Company has two active Belgian "branch 23" pension plans (for executive and for the employees). Those plans provide a retirement lump sum and a death in service coverage with employer's contribution, expressed as a percentage of a reference salary. There are no employee contributions to the plans.

The Company has also two dormant Belgian "branch 21" pension plans (for executive and for the employees). As of July 1, 2021 employer contributions for new and existing employees are made with respect to the active "branch 23" pensions plans.

For the employees of GWE, the Company has two Belgian pension plans. The plans include a life insurance for death coverage, supplementary health insurance for medical expenses and a pension capital for retirement benefits. The employer contribution is a fixed amount. There are also employee contributions to the plans.

Under Belgian law, defined contribution pension plans are subject to minimum guaranteed rates of return which are based on an average of 10-year government bond yields with a minimum of 1,75% and a maximum of 3,75% (currently equal to 1,75%, increasing to 2,50% as from 1 January 2025) for all contributions. Because of these minimum guaranteed rates of return, those pension plans are considered as a defined benefit plan under IFRS. The cost of providing benefits is determined using the projected unit credit method, with actuarial valuations being carried out at the end of each annual reporting period.

Remeasurements, comprising of actuarial gains and losses, the effect of the asset ceiling, excluding amounts included in net interest on the net defined benefit liability and the return on plan assets (excluding amounts included in net interest on the net defined benefit liability), are recognized immediately in the consolidated statement of financial position with a corresponding debit or credit to retained earnings through OCI in the period in which they occur. Remeasurements are not reclassified to profit or loss in subsequent periods.

Past service costs are recognized in profit or loss on the earlier of:

- The date of the plan amendment or curtailment, and
- The date that the Company recognizes related restructuring costs

Net interest is calculated by applying the discount rate to the net defined benefit liability or asset. The Company recognizes the following changes in the net defined benefit obligation in the consolidated statement of profit or loss:

- Service costs comprising current service costs, past-service costs, gains and losses on curtailments and non-routine settlements
- Net interest expense or income

The Company also has an active French pension plan resulting from the acquisition of H_2O Production which is a defined contribution plan.

The Company also has an active Philippian and Thai pension plan resulting from the acquisition of GWE, which are defined benefit plans.

Short-term obligations

Liabilities for wages and salaries, including non-monetary benefits, annual leave and accumulating sick leave that are expected to be settled wholly within 12 months after the end of the period in which the employees render the related service are recognized in respect of employees' services up to the end of the reporting period and are measured at the amounts expected to be paid when the liabilities are settled. The liabilities are presented as other current payables in the consolidated statement of financial position.

Share-based payments

Share-based compensation benefits are provided to employees via an employee stock ownership plan (ESOP). Information relating to these plans is set out in note 17. The plans are equity-settled plans as they will be settled by issuing new shares of the Company and there is no obligation for the Company to deliver cash or another financial asset.

The fair value of warrants granted under the ESOP plan is recognized as an employee benefits expense, with a corresponding increase in equity. The total amount to be expensed is determined by reference to the fair value of the options granted. The ESOP plan only has a service performance vesting conditions which are further detailed in note 17.

The total expense is recognized over the vesting period, which is the period over which all of the specified vesting conditions are to be satisfied. At the end of each period, the entity revises its estimates of the number of options that are expected to vest based on the non-market vesting and service conditions. It recognizes the impact of the revision to original estimates, if any, in profit or loss, with a corresponding adjustment to equity.

2.3.20. Equity

Ordinary shares are classified as equity.

Incremental costs directly attributable to the issue of new shares incurred before the equity contribution is presented as other current assets and reclassified as a deduction in equity, net of tax, from the proceeds upon the equity contribution.

2.3.21. Dividends

Dividends paid are recognized within the consolidated statement of changes in equity only when an obligation to pay the dividends arises prior to the year end.

2.3.22. Fair value measurements

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either in the principal market for the asset or liability or in the absence of a principal market, in the most advantageous market for the asset or liability. The principal or the most advantageous market must be accessible by the Company. The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest.

All assets and liabilities for which fair value is measured or disclosed in the Consolidated Financial Statements are categorized within the fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

- Level 1 — Quoted (unadjusted) market prices in active markets for identical assets or liabilities
- Level 2 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable
- Level 3 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

3. New and revised standards not yet adopted

Certain new accounting standards and interpretations have been issued that are not mandatory for the December 31, 2024 reporting period and have not been early adopted by the Company. These standards are not expected to have a material effect on the Company in the current or future reporting periods and on foreseeable future transactions.

The following amendments are mandatory for the first time for the financial year beginning 1 January 2024 and have been endorsed by the European Union:

- **Amendments to IAS 7 Statement of Cash Flow and IFRS 7 Financial Instruments: Disclosures: Supplier Finance Arrangements (effective 1 January 2024).** The amendment describes the characteristics for which reporters will have to provide additional disclosures regarding the impact of supplier finance arrangements on liabilities, cash flows and exposure to liquidity risk.

- **Amendments to IFRS 16 Leases: Lease Liability in a Sale and Leaseback (effective 1 January 2024).** The amendments explain how an entity accounts for a sale and leaseback after the date of the transaction, specifically where some or all the lease payments are variable lease payments that do not depend on an index or rate. They state that, in subsequently measuring the lease liability, the seller-lessee determines 'lease payments' and 'revised lease payments' in a way that does not result in the seller-lessee recognizing any amount of the gain or loss that relates to the right of use it retains. Any gains and losses relating to the full or partial termination of a lease continue to be recognized when they occur as these relate to the right of use terminated and not the right of use retained.

- **Amendments to IAS 1 Presentation of Financial Statements: Classification of Liabilities as Current or Non-current and Non-current Liabilities with Covenants (effective 1 January 2024),** affect only the presentation of liabilities in the statement of financial position — not the amount or timing of recognition of any asset, liability income or expenses, or the information that entities disclose about those items. They:

    - Clarify that the classification of liabilities as current or non-current should be based on rights that are in existence at the end of the reporting period and align the wording in all affected paragraphs to refer to the "right" to defer settlement by at least twelve months and make explicit that only rights in place "at the end of the reporting period" should affect the classification of a liability;

    - Clarify that classification is unaffected by expectations about whether an entity will exercise its right to defer settlement of a liability; and make clear that settlement refers to the transfer to the counterparty of cash, equity instruments, other assets or services.

    - Clarify how conditions with which an entity must comply within 12 months after the reporting period, such as covenants, affect the corresponding liability's classification.

The above amendments to the standards do not have a material impact on the entity.

The following amendments have been issued, but are not mandatory for the first time for the financial year beginning 1 January 2024 and have been endorsed by the European Union:

- **Amendments to IAS 21 The Effects of Changes in Foreign Exchange Rates: Lack of Exchangeability (effective 1 January 2025).** IAS 21 previously did not cover how to determine exchange rates in case there is long-term lack of exchangeability and the spot rate to be applied by the company is not observable. The narrow scope amendments add specific requirements on:

    - Determining when a currency is exchangeable into another and when it is not;
    - Determining the exchange rate to apply in case a currency is not exchangeable;
    - Additional disclosures to provide when a currency is not exchangeable.

The above amendments to the standards are not expected to have a material impact on the entity.

The following standards and amendments have been issued, but are not mandatory for the first time for the financial year beginning 1 January 2024 and have not been endorsed by the European Union:

- **Amendments to the Classification and Measurement of Financial Instruments (Amendments to IFRS9 and IFRS 7) (effective 1 January 2026)** On 30 May 2024, the IASB issued amendments to IFRS 9 and IFRS 7 to:

    - Clarify the date of recognition and derecognition of some financial assets and liabilities, with a new exception for some financial liabilities settled through an electronic cash transfer system;

  - Clarify and add further guidance for assessing whether a financial asset meets the solely payments of principal and interest (SPPI) criterion;
  - Add new disclosures for certain instruments with contractual terms that can change cash flows (such as some instruments with features linked to the achievement environment, social and governance (ESG) targets); and
  - Update the disclosures for equity instruments designated at fair value through other comprehensive income (FVOCI).

- **Amendments to IFRS 9 and to IFRS 7: Contracts Referencing Nature-dependent Electricity Amendments to IFRS 9 and IFRS 7 (effective on 1 January 2026).** On 18 December 2024, the IASB issued amendments to IFRS 9 and IFRS 7:
  - clarify the application of the 'own-use' requirements;
  - permit hedge accounting if these contracts are used as hedging instruments; and
  - new disclosure requirements to enable investors to understand the effect of these contracts on a company's financial performance and cash flows.

- **IFRS 18 Presentation and Disclosure in Financial Statements (effective on 1 January 2027).** The IASB has issued IFRS 18, the new standard on presentation and disclosure in financial statements, with a focus on updates to the statement of profit or loss. The key new concepts introduced in IFRS 18 relate to:
  - the structure of the statement of profit or loss;
  - required disclosures in the financial statements for certain profit or loss performance measures that are reported outside an entity's financial statements (that is, management-defined performance measures); and
  - enhanced principles on aggregation and disaggregation which apply to the primary financial statements and notes in general.

  IFRS 18 will replace IAS 1; many of the other existing principles in IAS 1 are retained, with limited changes. IFRS 18 will not impact the recognition or measurement of items in the financial statements, but it might change what an entity reports as its 'operating profit or loss'.

  IFRS 18 will apply for reporting periods beginning on or after 1 January 2027 and also applies to comparative information. The changes in presentation and disclosure required by IFRS 18 might require system and process changes.

- **IFRS 19 Subsidiaries without Public Accountability: Disclosures (effective on 1 January 2027).** The International Accounting Standard Board (IASB) has issued a new IFRS Accounting Standard for subsidiaries. IFRS 19 'Subsidiaries without Public Accountability: Disclosures' permits eligible subsidiaries to use IFRS Accounting Standards with reduced disclosures. Applying IFRS 19 will reduce the costs of preparing subsidiaries' financial statements while maintaining the usefulness of the information for users of their financial statements.

- **Annual improvements Volume 11 (effective 1 January 2026).** The amended Standards are:
  - IFRS 1 First-time Adoption of International Financial Reporting Standards;
  - IFRS 7 Financial Instruments: Disclosures and its accompanying Guidance on implementing IFRS 7;
  - IFRS 9 Financial Instruments;
  - IFRS 10 Consolidated Financial Statements; and
  - IAS 7 Statement of Cash Flows.

The amendments to IFRS 7 and IFRS 9 are not expected to have a material impact on the entity. IFRS 19 will have no impact on the entity's Financial Statements. The impact of IFRS 18 on the entity's Financial Statements still needs to be assessed.

The following standard is mandatory since the financial year beginning 1 January 2016 (however not yet subjected to EU endorsement). The European Commission has decided not to launch the endorsement process of this interim standard but to wait for the final standard:

✓ **IFRS 14, 'Regulatory deferral accounts' (effective 1 January 2016).** It concerns an interim standard on the accounting for certain balances that arise from rate–regulated activities. IFRS 14 is only applicable to entities that apply IFRS 1 as first-time adopters of IFRS. It permits such entities, on adoption of IFRS, to continue to apply their previous GAAP accounting policies for the recognition, measurement, impairment and derecognition of regulatory deferral accounts. The interim standard also provides guidance on selecting and changing accounting policies (on first–time adoption or subsequently) and on presentation and disclosure.

IFRS 14 will have no impact on the entity's Financial Statement.

4. Material accounting judgments, estimates and assumptions

The preparation of the Company's consolidated financial statements requires management to make judgments, estimates and assumptions that affect the reported amounts of revenue, expenses, assets and liabilities, and the accompanying disclosures. Uncertainty about these assumptions and estimates could result in outcomes that require a material adjustment to the carrying amount of assets or liabilities for future periods.

On an ongoing basis, the Company evaluates its estimates, assumptions and judgments, including those related to revenue recognition – work in progress and assumptions applied when measuring the defined benefit obligation for the Company insurance plan.

The Company based its assumptions and estimates on parameters available when the consolidated financial statements were prepared. Existing circumstances and assumptions about future developments, however, may change due to market changes or circumstances arising beyond the control of the Company. Such changes are reflected in the assumptions when they occur.

4.1. Classification of participations

4.1.1. Circeaulair I

The Company has a joint arrangement, called Circeaulair I, as described in note 29.

The joint venture agreements in relation to the Circeaulair I partnership contain 3 phases.

- Phase 1 runs from the incorporation date until the financial close of the underlying projects. During this phase all decisions require unanimous consent from all parties for all relevant activities.
- Phase 2 runs from financial close until the last final acceptance of the underlying projects. During this phase there is an extended list of reserved matters defined that are more than protective rights where consensus from the board of directors is necessary to take decisions.
- Phase 3 runs as from the first day following the last final acceptance of the underling projects. During this phase there is a limited list of reserved matters, rather protective rights, where consensus from the board of directors is necessary to take decisions. As from this phase 3, Ekopak NV has a call option, meaning that Ekopak NV has the right, not the obligation, to acquire a share that gives the right to appoint an additional director from the JV partner.

The Company has determined that currently in Phase 1, it does not control Circeaulair I even though it owns 51% of the shares, but it determined to have joint control based upon the following elements in favor of joint control:

- Each shareholder has two directors in the board of directors, none of them have a casting vote;

- Decisions are taken with unanimous consent from all parties for all relevant activities, there is no casting vote in case of deadlock;
- The joint venture has foreseen in a conflict of interest procedure with respect to the supplier agreement of Ekopak, whereby the decision on modification or termination of the contract is taken by the board of directors of Circeaulair I without Ekopak joining the decision making; and
- Circeaulair I is constructed as a separate vehicle in the legal form of a BV. The two partners have rights to the net assets of the arrangement. This entity is therefore classified as a joint venture and the Company recognises its interest in the joint venture as an investment and accounts for that investment using the equity method in accordance with IAS 28, Investments in associates and joint ventures as described in note 29.

4.1.2.Water-as-a-service Asia.

The Company invested in a joint venture, called WaaS Asia, as described in note 29. The investee is considered to be a joint venture over which the Company has joint control, based upon the following elements:

- Ekopak can appoint two of the four directors (2 A directors, 1 B director and 1 C director) and propose the chairperson;
- Decisions are taken with a simple majority, the chairperson has a casting vote in case of a tie (except for reserved matters);
- The reserved matters for which approval of one 1 A director, 1 B director and 1 C director is required include, amongst others, approval of contracts for a total value exceeding 500 KEUR Since the expectation is that most sales projects of the investee will exceed this threshold, the Company determines that it is not able to direct the relevant activities of the investee and it does not have control or joint control over the investee.

4.2. DBFMO arrangements – assessment whether these contracts contain a lease

The Company has contracts with customers in place for sales under the DBFMO model as explained in the accounting policies. The assessment of whether a contract is or contains a lease may require judgement in applying the definition of a lease to those DBFMO arrangements. A DBFMO arrangement include significant services, so determining whether the contract conveys the right to direct the use of an identified asset may be judgmental.

At inception of the contract, the Company assesses whether the contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

The Company has judged that the DBFMO arrangements do not contain a lease, although the customer obtains all of the economic benefits of the water process installation, because:

- There is no identified asset. Substantive substitution rights are in place for the Company throughout the period of use as the Company may, at its own discretion, replace the assets with another asset that produces the same volume and quality of water. In a DBFMO contract, the Company performance obligation is the delivery of a minimum volume of water, which meets the contractual quality requirements, during the contract term. In addition, the process water installation is built in a removal container which is easily to transport and connect to the customer installations and water tank. This substitution right is considered substantive by the Company as due to changing technology, the Company does want to optimise and improve, from a cost benefit, its manufacturing process of the required volume and quality water to be delivered to the customer.
- The customer is not able to direct the use of the asset as the responsibility to operate and maintain the water process installation is only with the Company and the customer is only permitted to have access to observe the water process installation. The installation delivers the volume of water in a buffer tank owned by the customer. The contractual delivery of a minimum volume of water is the combination of the output of the water process installation and tap water. The Company can decide, at its own discretion and for a time decided by the Company, to stop the water process production for maintenance or other reasons.

As a result, the WaaS arrangements are accounted for in accordance with IFRS 15 contracts with customers.

4.3. Revenue recognized over time – performance obligation

4.3.1. Design and build a process water installation

The Company recognized revenue under the one off sales model and the DBMO model for the construction of the water process installation over time, i.e. over the period when the installation is being designed and build. In determining the revenue to be recognized at the end of the reporting period, the Company has estimated the (i) progress over time and (ii) the margin that will be realized for the project.

The progress over time is estimated based on the direct costs incurred versus the total budgeted costs. The budget costs and the estimated margin on the project for the design and build of the process water installation is reviewed and, if necessary, revised at each reporting period.

4.3.2. Design and build a wastewater treatment plant

The Company has identified five possible performance obligations (design/engineering, procurement, equipment/transportation, siteworks, commissioning/startup) and assessed whether these performance obligations are capable of being distinct and are distinct within the context of the contract. The Company came to the conclusion that the performance obligations identified are not distinct within the context of the contract based on the interdependency and the interrelation of the services and goods provided. The customer expects to receive a working wastewater treatment plant as final product.

Revenue of this revenue stream is recognized over time as the entity's performance does not create an asset with an alternative use to the entity and the entity has an enforceable right to payment for performance completed to date.

In determining the revenue to be recognized at the end of the reporting period, the Company has estimated the (i) progress over time and (ii) the margin that will be realized for the project.

The progress over time is estimated based on the milestones reached and the expected margin at the end of the reporting period. The milestones reached are a relevant indicator of progress over time and the contractual pricing per milestone reflects the revenue to be recognized at each milestone. The Company identified the following milestones and each milestone is allocated a certain percentage of the total estimated margin:

- Basic/detailed engineering & procurement
- Equipment
- Siteworks
- Startup & commissioning

The siteworks can be performed by the Company or by a subcontractor. In case the siteworks are performed by a subcontractor, the Company controls the goods and services before transferring to the customer and has discretion in the price setting of these siteworks. The Company is therefore principal and recognizes revenue on a gross basis.

4.4. Defined benefit plan

The Company has active group insurance plans in Belgium with minimum guaranteed return which is based on an average of 10-year government bond yields with a minimum of 1,75% and a maximum of 3,75% (currently equal to 1,75%, increasing to 2,50% as from 1 January 2025) for all contributions which are accounted for as a defined benefit plan. The Company makes use of an expert in performing the actuarial calculations using the project unit credit method. The actuarial calculation requires significant estimate with regards to the discount rate, inflation rate, salary increases and withdrawal rate. In making those estimates, management together with the expert make use of objective sources and historical information. More information on the estimate is provided in note 19.

The Company has also two dormant group insurance plans (for executive and for the employees) in Belgium. As of July 1, 2021 employer contributions for new and existing employees are made with respect to the active "branch 23" pension plans.

The Company also has pension obligations in The Philippines, Thailand and France. More information on the estimate is provided in note 19.

4.5. Recognition of deferred tax assets over tax losses carried forward

Deferred taxes are recognized for unused tax losses to the extent that it is probable that taxable profit will be available against which the losses can be utilized. Significant management judgement is required to determine the amount of deferred tax assets that can be recognized, based upon the likely timing and the level of future taxable profits, together with future tax planning strategies.

The Company has KEUR 27.484 of tax losses carried forward. These losses do not expire and are not related to structural losses. The Company has recognized deferred tax assets over tax losses carried forward for a total amount of KEUR 6.390. The Company has determined it can recognize deferred tax assets on the tax losses carried forward, since the Company expects to recover these losses within the coming 5 years. The Company expects an increase in revenue and operating profit resulting from the increasing importance of the DBFMO and Circeaulair business model in the near future and is considering tax planning opportunities and as such is convinced that the tax losses carried forward will be recovered in the near future.

4.6. Identification and valuation of internally generated intangible assets

When accounting for internally generated intangible assets, careful judgement is required to determine whether the costs incurred during the development phase meet the recognition criteria outlined in IAS 38 Intangible Assets. Internally generated intangible assets must be evaluated to assess whether they can be recognized as assets, as opposed to being expensed as incurred.

To meet the recognition criteria, management must determine that the asset is identifiable, controlled by the entity, and expected to generate future economic benefits. This includes assessing whether the asset is capable of being separately identified and whether it is probable that the entity will derive future cash inflows from the asset.

A key challenge in assessing internally generated intangible assets is distinguishing between the research and development phases of a project. Costs incurred during the research phase must be expensed, as they are considered uncertain and not directly attributable to the creation of an identifiable asset. However, costs incurred during the development phase may be capitalized if certain criteria are met. These include demonstrating technical feasibility, the intention to complete the asset, the ability to use or sell it, and the ability to reliably measure the costs attributable to the asset.

Judgement is also necessary in assessing the reliable measurement of costs. Management must be able to allocate and measure costs that are directly attributable to the creation of the asset, such as direct labor and material costs, without including general overhead costs unless they can be directly linked to the asset.

4.7. Identification and valuation of intangible assets in a business combination

The Group has acquired Global Water & Energy (GWE) in September 2023. The Group recognizes intangible assets acquired in a business combination at their fair value at acquisition date.

The following intangible assets were recognized:

- Customer relationships KEUR 18.969, and
- Technology KEUR 10.047.

The fair value assessment of customer relationships was based on the multi-period excess earnings method. This method determines the value of an intangible asset by calculating the present value of its earnings, adjusted for a reasonable return on other assets also contributing to those earnings. The valuation of GWE's customer relationships incorporated a churn rate of 5%, derived from an analysis of the historical data of both old and existing customer contracts. A useful economic life of 12 years was determined for these relationships. Additionally, the discount rate used equals 10,07%.

The fair value assessment of technology was based on the relief from royalty method, which has characteristics of both income and market-based approach thereby classifying it as a hybrid methodology. This method suggests that the value of an intangible asset equals the present value of what a business would be willing to pay to license the asset under a contractual agreement if it didn't own the asset. The information on royalty rates is obtained from market licensing transactions. After thorough analysis, we concluded that a royalty rate of 4,05% on revenues is suitable for GWE's technology. Additionally, we have determined a useful economic lifespan of 9 years. The discount rate used equals 10,07%.

4.8. Useful life and residual value of intangible asset and property, plant and equipment

Judgement is required in estimating the useful lives and residual value of intangible and tangible assets. The residual value is the estimated amount that would be currently obtained from the disposal of the asset, after deducting the estimated costs of disposal, if the assets were already of the age and in the condition expected at the end of its useful life. The Company reviews the estimated useful life as well as the residual value of intangible and tangible assets on an annual basis.

The valuation of the WaaS facilities requires specific judgment regarding the useful life of the installations. Although a WaaS contract contains a purchase option of EUR 1 at the end of the contract, the Company believes that the customer will renew the contract under the same commercial terms, and thus cash flow will continue to be guaranteed beyond the minimum contract period.

4.9. Impairment testing on goodwill

Impairment exists when the carrying value of an assets or cash-generating unit exceeds its recoverable amount, which is the higher of its fair value less costs to sell and its value in use. The fair value less costs to sell is based on available data from binding sales transactions in an arm's length transaction of similar assets or observable market prices less incremental costs for disposing of the asset. The value in use is based on a discounted cash flow method that contains cash flows for the following five years and a residual value as of year six. The estimates in the valuation method are based on experience from the past, existing agreements and forecast looking information of existing customers and partners, supplemented where relevant with market evolutions.

4.10. Amortization of inventory

Inventories are measured at the lower of cost and net realisable value. The estimation of net realisable value involves significant judgement, as it requires management to assess the future economic benefits of inventory items and determine whether any adjustments are necessary due to factors such as changes in market conditions, technological obsolescence, or product demand.

The process of determining net realisable value involves estimating the selling price of the inventory in the ordinary course of business, less any costs to complete and sell the inventory. These estimates require assumptions regarding future sales prices, production costs, and other relevant factors. In some cases, management may need to consider the specific condition of individual inventory items or groups of items, including the potential for impairment, damaged goods, or inventory nearing expiry or obsolescence.

Inventory items on which there is low movement are amortized based on the inventory rotation. The inventory rotation is calculated based on the average consumption of the last 2 years:

- Inventory rotation less than 3 years: no amortization
- Inventory rotation between 3 and 5 years: 5% amortized
- Inventory rotation between 5 and 10 years: 10% amortized
- Inventory rotation of more than 10 years: 20% amortized

Chemical items with a low movement are 60% amortized, regardless the rotation, because these items have an expiration date.

Especially with regard to inventory items that were already assembled and disassembled in 2023 because a commercial settlement was reached with the client, additional judgement is required in estimating the net realisable value. The Company plans to use most of the items in the production of new WaaS installations in the course of 2025, resulting in a limited amortization.

5. Operating segments

For management purposes, the Company is organized as from 2019 in two business units based on product and service and the related performance obligations. The two reportable operating segments are the following:

- Project Business model (which include the traditional sales, recurring services, consumables and short-term rental sales): the contracts with the customer are to design and build a process water installation and/or a wastewater installation, ownership and control over the process water installation is transferred to customer. H_2O Production is included in the Project Business model as of September 1, 2022. Since September 14, 2023 the Project Business segment contains Global Water Engineering BV and its subsidiaries, further referred to as GWE.

- Water-As-A-Service ("WaaS") model (which include the DBFMO contracts and the operating sales of the DBMO contracts): the contract with the customer is in substance the delivery, during the contractual period, of a guaranteed minimum volume of water which meet the contractual quality requirements under the DBFMO contracts. Under the DBMO contracts, eventually, at the discretion of the customer, a cancellable operating agreement is signed between the Company and the customer to maintain and operate the process water installation.

These segments are reflected in the organization structure and the internal reporting. No operating segments have been aggregated to form the above reportable operating segments. The measurement principles used by the Company in preparing this segment reporting are also the basis for segment performance assessment and are in conformity with IFRS. The Chief Executive Officer of the Company acts as the chief operating decision maker. As a performance indicator, the chief operating decision maker controls the performance by the Company's revenue, adjusted EBITDA and EBITDA.

The following table summarizes the segment reporting for the year ending December 31, 2024.

in 000€	PROJECT BUSINESS	WAAS	TOTAL SEGMENTS	CORPORATE**	TOTAL CONSO-LIDATED
Revenue	44.549	3.088	47.637	–	47.637
Other operating income	511	–	511	–	511
Purchases of materials	-28.492	-609	-29.101	–	-29.101
Services and other goods	-4.344	-61	-4.405	-1.890	-6.295
Employee benefit expense	-14.233	-421	-14.655	-1.894	-16.549
Other operating charges, net	-154	–	-154	-1	-153
Adjusted EBITDA	**-2.163**	**1.996**	**-167**	**-3.785**	**-3.950**
EBITDA adjustments	-191	–	-191	-493	-684
EBITDA	**-2.354**	**1.996**	**-358**	**-4.278**	**-4.634**
Depreciation charges	-6.873	-1.534	-8.407	-19	-8.426
Operating profit / (loss)	**-9.227**	**462**	**-8.765**	**-4.297**	**-13.060**
Financial expenses	–	-224	-224	-2.718	-2.942
Financial income	–	–	–	498	498
Profit (loss) before tax	**-9.227**	**238**	**-8.989**	**-6.516**	**-15.504**
Segment assets	140.940	15.042	155.982	–	155.982
Segment liabilities	110.039	4.738	114.777	–	114.777

The column 'Corporate' included in the line items 'Services and Other goods' and 'Employee benefit expense' relate to group charges. Within the 'Services and Other goods' the corporate expenses are mainly related to marketing, finance, legal and consultant fees for one of these departments. The corporate expenses within 'Employee benefit expense' consists of salary costs of management and other employees who work at Corporate level and management fees.

An impairment on inventory of KEUR 513 has been recorded in the Project Business segment. This is mainly related to inventory items that were already assembled and disassembled in 2023 because a commercial settlement was reached with the client. The Company plans to use most of the items in the production of new WaaS installations in the course of 2025, however, an impairment has been recorded to reflect the cost that will be required to restore the items to its original state.

The following table summarizes the segment reporting for the year ending December 31, 2023.

in 000€	PROJECT BUSINESS	WAAS	TOTAL SEGMENTS	CORPORATE**	TOTAL CONSO-LIDATED
Revenue	32.717	3.316	36.033	–	36.033
Other operating income	760	770	1.530	–	1.530
Purchases of materials	-18.087	-458	-18.545	–	-18.545
Services and other goods*	-1.919	-898	-2.817	-1.687	-4.504
Employee benefit expense*	-8.567	-566	-9.133	-1.713	-10.846
Other operating charges, net	-106	-11	-117	–	-117
Adjusted EBITDA	**4.798**	**2.153**	**6.951**	**-3.400**	**3.551**
EBITDA adjustments	-360	–	-360	–	-360
EBITDA	**4.438**	**2.153**	**6.591**	**-3.400**	**3.191**
Depreciation charges	-3.086	-3.506	-6.592	–	-6.592
Operating profit / (loss)	**1.352**	**-1.353**	**-1**	**-3.400**	**-3.401**
Financial expenses	–	-179	-179	-701	-880
Financial income	–	–	–	284	284
Profit (loss) before tax	**1.352**	**-1.532**	**-180**	**-3.817**	**-3.997**
Segment assets	116.373	13.019	129.392	–	129.392
Segment liabilities	70.224	5.651	75.875	–	75.875

* Management and interim personnel fees have been reclassed from services and other goods to employee benefit expenses when these fees relate to persons that are not on the payroll of Ekopak but act as a long term contractor of Ekopak. The 2023 profit or loss statement has been restated accordingly.

** The definition of corporate expenses has been adjusted in 2024. The corporate expenses now contains all expenses related to the finance, marketing and legal department of Ekopak as these cannot be allocated to the WaaS or Project Business segment, and the salary expenses and management fees for all personnel working in one of these departments.

The WaaS segment contains the project start-up expenses of the projects Circeaulair and Waterkracht, in amounting to KEUR 771, this is included in the Services and other goods.

The project start-up expenses are 100% offset with an equal amount recorded within other operating income.

The revenue by product and service can be presented by product as follows:

in 000€	2024	2023
Consumables	2.123	2.179
Services	7.355	6.383
WaaS revenue	3.088	3.316
One off sales of water process and wastewater installations	35.070	24.155
Total revenue by product type	**47.637**	**36.033**

Revenue of mainly all products and services is satisfied over time for the WaaS revenue and services performed under a service contract. Also revenue of one off sales of water process installations and water treatment plants is recognized over time. The increase in the one off sales is related to the full year impact of the acquisition of GWE. Revenue related to consumables and single services is satisfied at a certain point in time.

The revenue can be presented by geographical area, based on the country in which the customer is domiciled, as follows:

in 000€	2024	2023
Belgium	10.029	10.723
APAC	2.227	355
Africa	2.893	853
America	18.838	4.941
Rest of Europe	13.650	19.161
Total revenue by geography	**47.637**	**36.033**

Sales in America relate to the acquisition of GWE and its subsidiary in the US.

Most non-current assets less deferred tax assets are located in Europe, as is shown in the table below:

in 000€	2024	2023
Belgium	96.914	76.002
APAC	202	89
Africa	3	–
United States	35	3
Rest of Europe	9.808	7.175
Total non-current assets	**106.962**	**83.269**

One client, via several subsidiaries, represents 9.387 KEUR of the consolidated revenue in 2024. The total contracted value of the different projects amounts to EUR 33.636 KEUR, of which EUR 29.788 KEUR has already been paid. Services have been delivered for a total value of 28.344 KEUR, resulting in a contract liability of 1.444 KEUR.

6. Business combinations

Global Water & Energy (GWE) - 2023

The Group acquired on September 14, 2023 100% of the shares in **Global Water Engineering BV,** a privately held company headquartered in Bruges (Belgium), with subsidiaries in Europe, Southeast Asia and North America (further referred to as GWE). GWE and its subsidiaries are active in the Asian, European and American market. GWE specializes in solutions for industrial wastewater treatment, water reuse and production of green energy. Acquisition-related costs amounted to KEUR 238 and are included in services and other goods .

The enterprise value of GWE in the transaction amounts to KEUR 34.532.

The final identification and valuation of the fair value of the assets and liabilities of GWE are presented below, compared with the provisional valuation as per 31 December 2023.

in 000€	Final fair value	Provisional fair value
Tangible assets	1.965	1.965
Intangible assets	29.015	27.557
Working capital	-7.332	-7.332
Cash and cash equivalents	3.533	3.533
Financial debt	-1.742	-1.742
Other assets and liabilities	-6.306	-5.941
Total identified assets and liabilities	**19.134**	**18.040**
Goodwill	17.189	18.283
Fair value consideration	**36.323**	**36.323**
Of which consideration paid in cash	36.323	36.323

The fair value adjustments relate to

- intangible assets for the recognition of
    - the customer relationships for an amount of KEUR 18.969 (provisional PPA recorded in 2023 amounted to KEUR 17.585), and
    - the technology for an amount of KEUR 10.047 (provisional PPA recorded in 2023 amounted to KEUR 9.972).
- buildings for an amount of KEUR 322 (provisional PPA recorded in 2023 amounted to KEUR 322),
- the deferred tax liability recognized resulting from the fair value adjustments amounts to KEUR 7.334 (provisional PPA recorded in 2023 amounted to KEUR 6.970).

The transaction resulted in the recognition of goodwill for an amount of KEUR 17.189 (provisional PPA recorded in 2023 amounted to KEUR 18.283), which mainly represent the expected synergies with other Group entities. The goodwill is non-deductible for tax purposes.

If the acquisition had taken place on January 1, 2023, the contribution to turnover is estimated at MEUR 29,9 and the contribution to the net result at MEUR 2,9 profit. The contribution to the net result before the result impact of the fair value adjustments is estimated at MEUR 4,4 profit. Since the acquisition date, the contribution to turnover amounted to KEUR 8.720 and the contribution to the net result was KEUR 1.271 (excluding fair value adjustments estimated at KEUR 2.031). These are estimated figures not based on a detailed closing.

The reconciliation with the consolidated statement of cash flows is presented below in 000€:

Of which consideration paid in cash	36.323
Cash acquired	-3.533
Acquisition of subsidiaries, net of cash	**32.790**

7. Income and expenses

7.1. Purchases, services and other goods

in 000€	2024	2023
Purchase of materials	-21.413	-13.454
Subcontractors	-7.688	-5.091
Total purchases of materials	**-29.101**	**-18.545**
Fleet charges	-713	-639
Housing	-447	-489
Fees for recruitment and social agency*	-182	-141
IT charges	-713	-382
Office charges	-349	-262
Professional fees*	-1.583	-1.252
Sales and promotion charges	-2.489	-1.464
Small material charges	-156	-113
Total Services and other goods	**-6.632**	**-4.742**

The purchase of equipment materials relates to the materials purchased for the building of the water process installations, wastewater treatment plants, as well as the purchase of consumables. The other purchases are related to outsourced production capacity. Purchases of materials increased due to the full year impact of the acquisition of GWE (in 2023 only 3,5 months included in the income statement).

The services and other goods increased in general due to the full year impact of the acquisition of GWE.

The housing is in line because, although housing expenses increased due to the full year impact of the acquisition of GWE, additional assets are capitalized under IFRS 16.

*Management and interim personnel fees have been reclassed from services and other goods to employee benefit expenses when these fees relate to persons that are not on the payroll of the Company but act as a long term contractor of the Company. The 2023 profit or loss statement has been restated accordingly.

As a result, the professional fees only include the fees paid to the accountants, lawyer, design agencies and other service providers to the Company.

Sales and promotion charges also increased due to an increase in sponsoring costs for the Soudal-Quick Step cycling team and additional travel expenses due to the international expansion of the Company.

7.2. Employee benefits expenses

in 000€	2024	2023
Gross Salaries	-9.518	-6.828
Social Security charges	-2.411	-1.600
Wages self-employed and temporary*	-3.557	-1.502
Group Insurance	-428	-286
Share based payment costs	-2	-15
Other Insurance	-192	-113
Other payroll charges	-881	-610
Total employee benefit expenses	**-16.989**	**-10.954**

*Management and interim personnel fees have been reclassed from services and other goods to employee benefit expenses when these fees relate to persons that are not on the payroll of the Company but act as a permanent employee of the Company. The 2023 profit or loss statement has been restated accordingly.

The Company had an average of 228,9 FTE during 2024 (154,4 FTE during 2023) which explains the overall increase of employee benefit expenses. The gross salaries in 2024 were decreased with the capitalized labour cost amounting to 1.520 KEUR (2023: KEUR 2.287). These costs are capitalized in the context of the production of WaaS installations.

When also considering the people working through a management company and interim labour total average FTE for 2024 amounts to 258,6.

7.3. Other operating charges

in 000€	**2024**	**2023**
Non deductible taxes & contributions	-110	-69
Traffic loads	-13	-25
Penalties	-1	-9
Loss on receivables	-4	-20
Other operating charges	-32	-8
Total other operating charges	**-160**	**-131**

7.4. Financial expenses and income

in 000€	**2024**	**2023**
Interest charges - borrowings	-2.153	-569
Interest charges - lease liabilities	-446	-102
Bank charges	-136	-133
Other financial expenses	-208	-76
Financial expenses	**-2.942**	**-880**
Exchange differences	224	57
Payment discounts and differences	5	3
Hedging FX	–	21
Interest income	11	203
Other financial income	258	–
Financial income	**498**	**284**
Net financial result	**-2.444**	**-596**

8. Income and deferred taxes

The major components of income tax expense are:

	for the year ending 31st December	
in 000€	**2024**	**2023**
Consolidated statement of profit or loss		
Current income tax:		
Estimated tax liability for the year	718	409
Deferred income tax:		
Relating to origination and reversal of temporary differences	-886	-594
Relating to tax loss carried forward	-3.259	-736
of which has been recorded directly in equity (other reserves)	–	–
Income tax credit reported in the consolidated statement of profit or loss	**-3.427**	**-921**
Consolidated statement of other comprehensive income		
Deferred tax related to items recognized in OCI during the year:		
Tax expense/(income) on actuarial gains and losses	-33	-8
Tax expense/(income) related to heding	35	
Deferred tax (credited) / charged to OCI	**2**	**-8**

Reconciliation of tax expense and the accounting loss multiplied by Ekopak's domestic tax rate is as follows:

in 000€	**2024**	**2023**
Loss from continuing operations before income tax expense	-15.504	-3.997
Loss before tax	**-15.504**	**-3.997**
Tax expense/(income) at the statutory tax rate of 25%	-3.876	-1.000
Disallowed expenses	79	110
Difference in foreign tax rates	-20	-89
Tax losses for which no DTA is recognized	485	16
Share in profit or loss of equity-accounted investments	-39	–
Other	-14	-3
Other local tax	2	64
R&D tax credit	-44	–
Income tax credit	**-3.427**	**-921**

The domestic tax rate is 25% for both 2024 and 2023. The pillar 2 minimum tax rate is not applicable.

The deferred taxes by nature are explained as follows:

	Consolidated statement of financial position		Consolidated statement of profit or loss & OCI	
	At December 31		For the year-ending December 31	
in 000€	**2024**	**2023**	**2024**	**2023**
Tax losses	6.390	3.131	3.259	778
Elimination of unrealized profits	116	113	3	113
Share in profit or loss of equity-accounted investments	39	–	39	–
Pension liabilities	173	187	-4	6
Leases	44	14	30	3
tax credit	115	103	12	103
Hedge accounting	45	11	34	11
Offsetting of deferred tax	-9	-366	357	-348
Total deferred tax assets	**6.913**	**3.193**	**3.730**	**666**
Property, plant & equipment	-273	-299	17	16
Intangible assets	-7.179	-7.609	752	276
Inventory valuation	–	–	–	32
Hedge accounting	–	–	–	–
Offsetting of deferred tax	9	366	-357	348
Total deferred tax liabilities	**-7.443**	**-7.542**	**413**	**672**
Net deferred tax liability	**-530**	**-4.349**		
Total deferred tax (expense)/income in P&L			**4.145**	**1.330**
Total deferred tax (expense)/income in OCI			**-2**	**8**
Total deferred tax (expense)/income in other reserves			**–**	**–**

The Company has 27.484 KEUR of tax losses carried forward. These losses do not expire and are not related to structural losses. The Company has recognized deferred tax assets over tax losses carried forward for a total amount of KEUR 6.390. The Company has determined it can recognize deferred tax assets on the tax losses carried forward, since the Company expects to recover these losses within the coming 5 years. Although the Company does not expect to generate a net profit in 2025, the Company expects an increase in revenue and operating profit resulting from the increasing importance of the DBFMO and Circeaulair business model in the near future and is considering tax planning opportunities and as such is convinced that the tax losses carried forward will be recovered in the near future.

9. Goodwill

The changes in the carrying value of goodwill at December 31, 2024 and 2023 can be presented as follows:

in 000€	**Goodwill**
Acquisition value	
At 1st January 2023	**2.135**
Business combinations	18.308
At December 31, 2023	**20.443**
Business combinations	–
Final PPA GWE	**(1.094)**
At 31st December 2024	**19.349**

The group distinguishes three cash generating units (CGUs): WaaS, H_2O and GWE. The goodwill at December 31, 2024 relates to the acquisitions of iServ BV that has been allocated to the CGU WaaS (KEUR 1.035), to the acquisition of Covalente, H_2O Production and SCI du Cèdre Bleu that has been allocated to the CGU H_2O (KEUR 1.125) and to the acquisition of GWE that has been allocated to the CGU GWE (KEUR 17.189).

CGU WaaS:

As per December 31, 2024 the Group performed an impairment analysis on the WaaS goodwill and determined the value in use based upon a discounted cash flow method that contains cash flows for the following five years and a residual value as of year six. The value retrieved from the valuation model is for 88% related to the terminal value. The estimates in the valuation method are based on experience from the past, existing agreements and forecast looking information of existing customers and partners, supplemented where relevant with market evolutions.

The assumptions used in the model are the post-tax discount rate (post-tax WACC) of 9,1% (2023: 11,4%), a perpetual growth rate of 2% (2023: 2%) and EBITDA as a percentage of sales of 66% (2023: 65%). There is significant headroom between the recoverable amount and the carrying value of the CGU. Also an increase of the post-tax WACC to 10,1%, a decrease of the perpetual growth rate to 0% or a decrease of the EBITDA by 10% does not lead to any impairment losses.

Based on the above information, management concluded that no impairment losses need to be recorded.

CGU H^2O

As per December 31, 2024 the Group performed an impairment analysis on the H^2O goodwill and determined the value in use based upon a discounted cash flow method that contains cash flows for the following five years and a residual value as of year six. The value retrieved from the valuation model is for 72% related to the terminal value. The estimates in the valuation method are based on experience from the past, existing agreements and forecast looking information of existing customers and partners, supplemented where relevant with market evolutions.

The assumptions used in the model are the post-tax discount rate (post-tax WACC) of 9,3% (2023: 11,9%), a perpetual growth rate of 2% (2023: 2%) and EBITDA as a percentage of sales of 29% (2023: 27%). There is significant headroom between the recoverable amount and the carrying value of the CGU. Also an increase of the post-tax WACC to 10,3%, a decrease of the perpetual growth rate to 0% or a decrease of the EBITDA by 10% does not lead to any impairment losses.

Based on the above information, management concluded that no impairment losses need to be recorded.

CGU GWE:

As per December 31, 2024 the Group performed an impairment analysis on the GWE goodwill and determined the value in use based upon a discounted cash flow method that contains cash flows for the following five years and a residual value as of year six. The value retrieved from the valuation model is for 78% related to the terminal value. The estimates in the valuation method are based on experience from the past, existing agreements and forecast looking information of existing customers and partners, supplemented where relevant with market evolutions.

The assumptions used in the model are the post-tax discount rate (post-tax WACC) of 9,1% (2023: 12,1%), a perpetual growth rate of 2% (2023: 2%) and EBITDA as a percentage of sales of 17% (2023: varying between 19% and 23%). There is significant headroom between the recoverable amount and the carrying value of the CGU. An increase of the post-tax WACC to 10,1%, a decrease of the perpetual growth rate to 0% or a decrease of the EBITDA by 10% does not lead to any impairment losses.

Based on the above information, management concluded that no impairment losses need to be recorded.

10. Intangible assets

The intangible assets as per December 31, 2024 consist of customer list, software, technology and other intangible assets.

The software relates to capitalized standard software purchased or licensed from third parties and the cloudplatform used for monitoring of the service activities. The other intangible assets are mainly consisting of an electronic 3D design components library for which external expenses of technical designers have been capitalized.

The Company has been awarded 2 grants from VLAIO (Vlaamse Adviesraad voor Innoveren en Ondernemen) for the research to improved techniques for water treatment for a total of 552 KUR, of which 440 KEUR has already been received. The grants are conditional upon the performance of sufficient hours on the projects.

The customer list results from the business combinations of iServ BV, H_2O Production and GWE group which is disclosed in note 6. The customer list is depreciated straight line between 12 and 15 years.

The technology results from the business combination of GWE group which is disclosed in note **6**. and is depreciated straight line over 9 years.

The changes in the carrying value of the intangible assets at December 31, 2024 and 2023 can be presented as follows:

in 000€	Intangible assets under construction	Customer list	Software	Technology	Other intangible assets	Total
Acquisition value						
At January 1, 2023	**–**	**4.339**	**597**	**–**	**38**	**4.974**
Additions	–	–	314	–	903	1.217
Business combinations	–	17.585	–	9.972	–	27.557
At December 31, 2023	**–**	**21.924**	**911**	**9.972**	**941**	**33.748**
Additions	–	–	137	–	446	583
Other - final PPA GWE	–	1.383	–	75	–	1.458
At 31st December 2024	**–**	**23.307**	**1.048**	**10.049**	**1.387**	**35.791**
Amortization						
At January 1, 2023	**–**	**-188**	**-156**	**–**	**-38**	**-382**
Additions	–	-730	-145	-369	–	-1.244
Business combinations	–	–	–	–	–	–
At December 31, 2023	**–**	**-918**	**-301**	**-369**	**-38**	**-1.626**
At 1 January 2024	**–**	**-918**	**-301**	**-369**	**-38**	**-1.626**
Additions	–	-1.893	-187	-1.116	–	-3.196
Other - final PPA GWE	–	-136	–	-3	–	-139
At December 31, 2024	**–**	**-2.947**	**-487**	**-1.488**	**-38**	**-4.960**
Net carrying value						
At January 1, 2023	–	4.151	441	–	–	4.592
At December 31, 2023	–	21.006	610	9.603	903	32.121
At December 31, 2024	**–**	**20.360**	**561**	**8.561**	**1.349**	**30.830**

11. Property, Plant and Equipment

The land and buildings relate to the owned properties of Ekopak that are used as production and administrative facilities. The additions during 2024 relate to investments for the building of its new business premises on the De Prijkels site in Deinze for KEUR 6.394 (KEUR 6.170 is transferred from the buildings under construction, KEUR 224 is transferred from the DBFMO installations under construction, relating to an installation on which a settlement with a client has been reached that will be deployed in the new headquarters). KEUR 13.445 is included in the assets under construction related to this building. 214 KEUR interests with regard to the new headquarters have been capitalized. The capitalization rate used is the interest rate of the loan i.e. 3,80%.

As per December 31, 2024 WaaS and Pilot installations under construction increased for a net amount of KEUR 5.605. A total amount of KEUR 2 294 is transferred and consists of capitalizations of Rentals and WaaS.
In 2023 an extraordinary depreciation amounting to KEUR 2.103 has been recorded related to a commercial settlement with a client. Since the asset concerned has been partly allocated to other projects, and partly transferred to inventory, the depreciations on the assets under construction have been reversed.

Several WaaS and Pilot installations and rental containers entered into a sale and leaseback transaction with a financial institution. The carrying value of all installations financed via sale and leaseback amounts to KEUR 8.498 as per December 2024. Legal ownership of these assets is transferred to the financial institution. Ekopak has a repurchase option.

The machinery and equipment consists of warehouse equipment, computer equipment and diverse tools, equipment and machinery used for the production of installations. The machinery and equipment also contains rent containers that are held as spare containers to be able to do replacements or repairs of active installations, as well as consumables that are parts that will be necessary to replace in active installations after a period of time.

The right-of-use assets mainly relate to leased vehicles and buildings. The increase is largely related to a concession in the Antwerp Port related to a site on which a water treatment plant will be build to provide clients in the Antwerp Port with processed water. We refer to note 12 for further information on the right-of-use assets and related liabilities.

The land and buildings have a mortgage in favour of a bank for a total amount of KEUR 130 and mortgage mandates for a total amount of KEUR 27.510. There are no other restrictions or pledges on the property, plant and equipment. We refer to note **21** for further information on the pledges and guarantees.

The changes in the carrying value of the property, plant and equipment at December 31, 2024 and 2023 can be presented as follows:

	Land and buildings	DBFMO Installations	Machinery and Equipment	Office furniture and equipment	Vehicles	Right-of-use assets	Construction in progress buildings	Construction in progress - DBFMO	Total
Acquisition value (in 000€)									
At 1st January 2023	**7.607**	**10.418**	**1.870**	**257**	**482**	**2.141**	**812**	**6.499**	**30.086**
Additions *	55	765	303	23	93	2.252	5.351	5.657	14.499
Business combinations	1.428	-	147	242	273	797	-	-	2.887
Disposals	-	-527	-7	-15	-71	-240	-	-622	-1.482
Lease modifications	-	-	-	-	-	-43	-	-	-43
Transfers	3.198	-411	2.382	-	18	-	-3.217	-7.193	-5.223
At December 31, 2023	**12.288**	**10.245**	**4.695**	**507**	**795**	**4.907**	**2.946**	**4.341**	**40.724**
Additions	147	561	425	241	125	4.158	16.825	7.899	30.381
Business combinations	-	-	-	-	-	-	-	-	-
Disposals	-	-15	-43	-15	-219	-410	-	-2.103	-2.805
Lease modifications	-	-	-	-	-	108	-	-	108
Transfers	6.394	5.046	-2.976	-	41	-18	-6.180	-2.294	12
Currency Translation	-	-	-	4	1	5	-	-	10
At December 31, 2024	**18.829**	**15.837**	**2.101**	**737**	**743**	**8.750**	**13.591**	**7.843**	**68.430**
Depreciation (in 000€)									
At 1st January 2023	**-1.434**	**-1.520**	**-772**	**-158**	**-197**	**-657**	**-**	**-**	**-4.739**
Additions	-264	-1.477	-368	-46	-115	-972	-	-2.103	-5.345
Business combinations	-339	-	-94	-185	-192	-109	-	-	-919
Disposals	-	527	36	15	30	232	-	-	840
Lease modifications	-	-	-	-	-	26	-	-	26
Transfers	-	34	-34	-	-	-	-	-	-

	Land and buildings	DBFMO Installations	Machinery and Equipment	Office furniture and equipment	Vehicles	Right-of-use assets	Construction in progress buildings	Construction in progress - DBFMO	Total
At December 31, 2023	**-2.037**	**-2.436**	**-1.232**	**-374**	**-474**	**-1.480**	**-**	**-2.103**	**-10.137**
At 1 January 2024	**-2.037**	**-2.436**	**-1.232**	**-374**	**-474**	**-1.480**	**-**	**-2.103**	**-10.137**
Additions	-637	-1.723	-325	-78	-115	-1.657	-	-	-4.535
Disposals	-	4	40	13	130	396	-	2.103	2.686
Lease modifications	-	-	-	-	-	50	-	-	50
Transfers	-	-193	193	-	-18	18	-	-	-
Currency Translation	-	-	-1	-1	-1	-3	-	-	-6
At December 31, 2024	**-2.674**	**-4.348**	**-1.325**	**-440**	**-478**	**-2.676**	**-**	**-**	**-11.942**
Net book value									
At January 1, 2023	**6.173**	**8.899**	**1.098**	**99**	**285**	**1.484**	**812**	**6.499**	**25.349**
At December 31, 2023	**10.251**	**7.810**	**3.463**	**133**	**321**	**3.427**	**2.946**	**2.238**	**30.589**
At December 31, 2024	**16.155**	**11.490**	**776**	**297**	**265**	**6.074**	**13.591**	**7.843**	**56.490**

* The additions include an amount of KEUR 89 depreciations of other assets activated as part of the cost of DBFMO installations and construction in progress.

12. Leases

This note provides information for leases where the Company is a lessee. There are no leases where the Company is a lessor. The Company leases office buildings and vehicles. Contracts may contain both lease and non-lease components.

Lease terms are negotiated on an individual basis. The lease agreements do not impose any covenants other than the security interests in the leased assets that are held by the lessor.

A number of contracts have a lease term of less than 12 months. Ekopak applies the short-term exemption for these contracts.

The consolidated statement of financial positions presents the following amounts relating to leases:

	At December 31	
in 000€	**2024**	**2023**
Right-of-use assets		
Land and buildings	2.741	614
Vehicles	3.333	2.813
Total right-of-use assets	**6.074**	**3.427**
Lease liabilities		
Current	1.434	1.088
Non-current	4.824	2.394
Total lease liabilities	**6.258**	**3.482**

Below are the carrying amounts of right-of-use assets recognized and the movements during the years:

in 000€	Land and buildings	Vehicles	Total
Acquisition value			
At January 1, 2023	**610**	**1.531**	**2.141**
Additions	–	2.252	2.252
Lease modifications	60	-104	-44
Business combinations	402	396	798
Disposals	–	-240	-240
Transfers	–	–	–
At December 31, 2023	**1.072**	**3.835**	**4.907**
Additions	2.506	1.652	4.158
Lease modifications	138	-30	108
Business combinations	–	–	–
Disposals	-122	-287	-410
Transfers	–	-18	-18
Early termination	–	–	–
Currency Translation	5	–	5
At December 31, 2024	**3.599**	**5.152**	**8.750**
Depreciation			
At January 1, 2023	**-219**	**-438**	**-657**
Depreciation charge for the year	-239	-734	-973
Lease modifications	–	27	27
Business combinations	–	-109	-109
Disposals	–	232	232
At December 31, 2023	**-458**	**-1.022**	**-1.480**
Depreciation charge for the year	-522	-1.135	-1.657
Lease modifications	3	47	50
Business combinations	–	–	–
Disposals	122	273	396
Transfers	–	18	18
Currency translation	-3	–	-3
Early termination	–	–	–
At December 31, 2024	**-858**	**-1.819**	**-2.676**
Net book value			
At January 1, 2023	391	1.093	1.484
At December 31, 2023	614	2.813	3.427
At December 31, 2024	2.741	3.333	6.074

The disposals and early termination are combined as disposals in the right-of-use assets category of note 11.

Below are the values for the movements in lease liability during the years:

in 000€	Lease Liability
At January 1, 2023	**1.521**
Additions	2.252
Lease modifications	-26
Business combinations	689
Early termination	–
Interest expense	–
Payments	-954
CTA	–
At December 31, 2023	**3.482**
At January 1st 2024	**3.482**
Additions	4.158
Lease modifications	155
Business combinations	–
Payments	-1.538
CTA	1
At December 31, 2024	**6.258**

The following amounts are recognized in the consolidated income statement:

in 000€	2024	2023
Depreciation expense of right-of-use assets	-1.657	-973
Interest expense on lease liabilities	-446	-99
Gain on disposal of IFRS16 assets	3	7
Expense relating to short-term leases and low-value assets	-262	-355
Total amount recognized in the consolidated income statement	**-2.362**	**-1.420**

Cash-flows relating to leases are presented as follows:

- Cash payments for the principal portion of the lease liabilities as cash flows from financing activities,
- Cash payments for the interest portion as cash flows from financing activities, and,
- Short-term lease payments, payments for leases of low-value assets and variable lease payments that are not included in the measurement of the lease liabilities as cash flows from operating activities.

The future cash outflows to which the entity is potentially exposed that are not reflected in the measurement of lease liabilities (from extension option) amounts to KEUR 705.

13. Inventory

The inventory consists only of goods held for resale which include spare parts and consumables that are being used as part of the agreements with customers to operate the installation. The inventory is stated at the lower of its cost and net realisable value, an impairment of KEUR 513 has been recorded. This is mainly related to inventory items that were already assembled and disassembled in 2023 because a commercial settlement was reached with the client. The Company plans to use most of the items in the production of new WaaS installations in the course of 2025, however, an impairment has been recorded to reflect the cost that will be required to restore the items to its original state.

	At December 31	
in 000€	**2024**	**2023**
Consumables	349	146
Spare parts	8.214	8.275
Total inventories	**8.563**	**8.421**

14. Trade and other receivables

Trade and other receivables

Trade and other receivables include the following:

	At December 31	
in 000€	**2024**	**2023**
Trade receivables	12.397	7.668
Receivable on vendor - packaging guarantee	62	102
VAT receivable	1.061	704
CIT receivable	288	379
Deferred charges and obtained earnings	773	1.354
Other current assets	3.010	1.786
Total trade receivables and other current assets	**17.591**	**11.993**

The Company applied the IFRS 9 simplified approach to measuring expected credit losses which uses a lifetime expected loss allowance for all trade receivables and contract assets based on historical losses. The historical losses have been very limited because the Company only works with customers active in the chemical, pharmaceutical and food industry with outstanding credit ratings. As such the expected credit loss provision is not material. Trade receivables are non-interest-bearing and are generally on payment terms of 30 days net of invoice.

The Company granted advance payment and performance obligation guarantees to its' clients for a total amount of EUR 1.822 KEUR. These guarantees protect the Company's clients from non-performance of the contract.

The receivable on vendor – packaging guarantee relates to the price paid to the vendors for the packaging that will be reimbursed upon return of the packaging. At the same time, the Company has a payable towards the customers for the packaging delivered to and paid by the customers. The receivable is being reviewed regularly for expected credit losses and all receivables outstanding more than 24 months are being fully impaired.

The higher deferred charges last year was due to the elimination of unrealized profits relating to the water process installation that will be sold to the joint venture Circeaulair I. Circeaulair I is accounted in the consolidation as equity accounted investee. As the unrealized profits to be eliminated exceed the carrying value of the joint venture, the surplus is accounted for on the contract assets for the turnover and on the deferred charges for the related costs. The installation is still under construction and included in the contract assets of Ekopak NV. In 2024 the net unrealized profits are accounted for on the contract assets.

The balance in the other current assets mainly relates to soft and direct engineering costs to fulfill contracted Circeaulair projects. These costs will be expensed when the revenue is realized and partly offset with the remaining part of a grant for a total amount of 2.554 KEUR to be received, of which 766 KEUR has already been received in 2023. The project has been delayed compared to the moment that the grant was allocated but based on communication with the grantor the Company is convinced that the full amount of the grant will still be obtained.

15. Contract assets and contract liabilities

The following table illustrates the changes in the net value of the contract assets and liabilities during the year:

	At December 31
in 000€	**2024**
Contract assets and liabilities at the beginning of the year	**-1.076**
Amount invoiced during the year	-34.413
Transfer to trade receivables	-1.088
Change in contract value	3.322
Progress made in the realization of contracts	26.458
Transfer to fixed assets	-211
Elimination of unrealized profits on sales to Circeaulair I	827
Impairment	-158
Other	-3
Contract assets and liabilities at the end of the year	**-6.342**

Contract assets

Contract assets are initially recognized for revenue earned from the design and building of the water process installation, the design and building of the wastewater treatment plants in the one off sales model and from the DBM part of a DBMO transaction but which are not billed.

The contract assets amount to KEUR 6.246 and KEUR 9.836 as per December 31, 2024 and 2023. There is a loss allowance amounting to KEUR 208 as per December 31, 2024. The contract assets are related to several open projects. The decrease is due the completion status of the projects.

Contract liabilities

Contract liabilities are mainly recognized for the design and building of the wastewater treatment plants in the one off sales model for which revenue is billed but the work associated with that revenue has not yet been completed.

The contract liabilities amount to KEUR 12 588 and KEUR 10 912 as per December 31, 2024 and December 2023.

The following table shows how much of revenue recognized in the current reporting period relates to carried-forward contract liabilities and how much relates to performance obligations that were satisfied in a prior year:

	At December 31	
in 000€	**2024**	**2023**
Revenue recognised that was included in the contract liability balance at the beginning of the period	10.672	399
Revenue recognised from performance obligations satisfied in previous periods	–	–

The transaction price allocated to the unsatisfied or partially unsatisfied performance obligations as per December 31 2024 are as follows:

	At December 31	
in 000€	**2024**	**2023**
Within one year	31.592	28.915
More than one year	4.432	4.080
Total	**36.024**	**32.995**

16. Cash and cash equivalents

The cash and cash equivalents can be presented as follows:

	At December 31	
in 000€	**2024**	**2023**
Cash at banks and on hand	5.706	12.679
Term accounts	4.000	–
Cash and cash equivalents	**9.706**	**12.679**

The cash at bank and on hand as disclosed above does not contain restrictions.

The term account had a term of 1 month and matured 20 January 2025.

17. Equity

The Company has issued ordinary shares with no nominal value. No share transactions have taken place during the period between December 31, 2023 and December 31, 2024. All shares are fully paid.

	Total number of ordinary shares adjusted for share split (in 000 shares)	**Total share capital in €000**	**Total share premium in €000**	**Restricted reserves in €000**	**Par value per ordinary share adjusted for share split (per share)**
Outstanding at January 1, 2023	14.824	6.671	55.116	–	0,45
Outstanding on December 31, 2023	14.824	6.671	55.116	–	0,45
Outstanding on December 31, 2024	14.824	6.671	55.116	–	0,45

The other reserves consist of the following:

	At December 31	
in 000€	**2024**	**2023**
Restricted reserve - legal reserve	6	6
Other reserves	-2.213	-2.213
Share based payment reserve	112	111
Other comprehensive income:		
Actuarial gains (losses) on defined benefit plans	-47	-153
Currency translation adjustment	9	-26
Cashflow hedge reserve	-135	-34
Total other reserves	**-2.268**	**-2.309**

The negative other reserves are for 2.268 KEUR explained by the portion of the IPO costs (net of tax) which was recorded directly through equity.

17.1. Share-based payments

On December 30, 2020, the Company has approved and issued 30,000 warrants in the context of an employee stock ownership plan (the ESOP Warrants) to certain members of the Executive Management. The ESOP Warrants have been granted free of charge. On December 16, 2021, the Company approved and issued an additional 5,000 warrants.

Each ESOP Warrant entitles its holder to subscribe for one new Share at an exercise price of EUR 16.20 per warrant under the 2020 plan and EUR 17.63 per warrant under the 2021 plan. The new Shares that will be issued pursuant to the exercise of the ESOP Warrants, will be ordinary shares representing the capital, of the same class as the then existing Shares, fully paid up, with voting rights and without nominal value. They will have the same rights as the then existing Shares and will be profit sharing as from any distribution in respect of which the relevant ex-dividend date falls after the date of their issuance.

The ESOP Warrants shall only be acquired in a final manner ("vested") in cumulative tranches over a period of three years as of the starting date (determined for each beneficiary separately): i.e., a first tranche of one third vests on the first anniversary of the starting date and subsequently one third vest each next anniversary. ESOP Warrants can only be exercised by the relevant holder of such ESOP Warrants, provided that they have effectively vested, as of the beginning of the fourth calendar year following the year in which the Issuer granted the ESOP Warrants to the holders thereof. As of that time, the ESOP Warrants can be exercised during the first fifteen days of each quarter. However, the terms and conditions of the ESOP Warrants provide that the ESOP Warrants can or must also be exercised, regardless of whether they have vested or not, in a number of specified cases of accelerated vesting set out in the issue and exercise conditions.

The terms and conditions of the ESOP Warrants contain customary good leaver and bad leaver provisions in the event of termination of the professional relationship between the beneficiary and Ekopak. The terms and conditions of the ESOP Warrants also provide that all ESOP Warrants (whether or not vested) will become exercisable during a special exercise period to be organized by the Board in the event of certain liquidity events. These liquidity events include (i) the dissolution and liquidation of the Issuer; (ii) a transfer of all or substantially all assets or Shares of the Issuer; (iii) a merger, demerger or other corporate restructuring of the Issuer resulting in the shareholders holding the majority of the voting rights in the Issuer prior to the transaction not holding the majority of the voting rights in the surviving entity after the transaction; (iv) the launch of a public takeover bid on the Shares; and (v) any other transaction with substantially the same economic effect as determined by the Board of Directors.

The outstanding warrants as per December 31, 2024 is presented in the table below:

	2024	2023
Outstanding at January 1	35.000	35.000
Granted	–	–
Forfeited / Cancelled	–	–
Outstanding at December 31	**35.000**	**35.000**
Exercisable at December 31	30.000	–

30.000 warrants are exercisable as per January 1, 2024 and 5.000 warrants are exercisable as per January 1, 2025. All warrants have vested as per 31 December 2024. The weighted average fair value of the warrants amount to € 3,21. The weighted average remaining contractual life is 1,14 years.

The fair value of the warrants are presented below per warrant plan based on a Black-Scholes Merton valuation model with the following assumptions:

	ESOP 2021	ESOP 2020
Share price	17,70	16,20
Exercise price	17,63	16,20
Volatility	20%	24%
Risk-free interest rate	-0,53	-0,66
Contractual term	5,00	5,00
Dividend yield	–	–
Fair value warrants per share	**€ 3,01**	**€ 3,24**

The volatility of the ESOP 2020 has been determined based on the average volatility of similar European peers in the „waterwaste services" sector. For ESOP 2021, the volatility was based on both the average volatility of similar European peers as well as Ekopak's volatility since listing.

The share-based payment expense per December 31, 2024 and 2023 is as follows:

in 000€	2024	2023
Expense arising from equity-settled share-based payment transactions	2	15
Total expense arising from share-based payment transactions	**2**	**15**

18. Earnings per share

Basic earnings per share amounts are calculated by dividing the net profit (loss) for the year attributable to ordinary equity holders of the parent company by the weighted average number of ordinary shares outstanding during the year. The Company has 35,000 diluted potentially ordinary shares of the ESOP Warrants. The Company is in a loss-making position during 2023 and 2024 and as such the potential ordinary shares would decrease the loss per share, resulting in a non-dilutive effect. As such the basic earnings per share equal the diluted earnings per share.

The following income and share data was used in the earnings per share computations:

in 000€, except per share data in '000	2024	2023
Net profit / (loss) attributable to ordinary equity holders of the parent for basic earnings and diluted earnings per share	-12.232	-3.076
Weighted average number of ordinary shares for basic and diluted earnings per share	14.825	14.825

19. Provisions and defined benefit obligations

Provisions include the following:

	At December 31	
in 000€	2024	2023
Provision legal claim from customers	-286	-267
Net defined benefit liability	-883	-891
Total provisions and defined benefit obligations	**-1.169**	**-1.158**

Movements in the provision legal claim from customers during the financial year are set out below:

in 000€	2024	2023
At January 1	**-267**	**-251**
Additions	-19	-16
Reversals	–	–
At December 31	**-286**	**-267**

The increase in provisions for KEUR 11 in the consolidated statement of cash flows includes the additions from the table above for the amount of KEUR 19 and KEUR 8 from the decrease in defined benefit liability.

Provisions for legal claims from customers

The Company has a legal claim from a customer for which it has recognized the expected indemnities to be paid and the related professional fees and interests, in case the Company would not be able to successfully defend the case against court or in appeal.

The claim relates to a project realized before 2018 where the customer claims that the water quality and volume produced do not meet the contractual requirements.

On 19 February 2025 the court ruled that the contract be dissolved and that the parties must return the mutually delivered performance. Refer to note 26 for more information.

Contingent liabilities and unrecognized contractual commitments

The Company does not have contingent liabilities or material unrecognized contractual obligations.

The investment borrowings for specific customer projects (WaaS-installations) are collateralized by a pledge on all current and future receivables resulting from the agreement between Ekopak and the customer (for one loan limited to KEUR 1.500). The carrying value of this receivables per 31 December 2024 amounts to KEUR 358.

Defined benefit obligations

The Company has defined benefit obligations in several countries:

	At December 31	
in 000€	**2024**	**2023**
Net defined benefit liability per country		
Belgium	-129	-346
France	-49	-39
Philippines	-617	-424
Thailand	-88	-82
Total net defined benefit liability	**-883**	**-891**

- Belgium: The plans in Belgium are either Branch 21 or Branch 23 group insurance schemes. We refer to the IAS 19 disclosures below for Ekopak NV and GWE.
- The Philippines: The existing regulatory framework in The Philippines, Act 7641, requires a provision for retirement pay to qualified private sector employees in the absence of any formal retirement plan in the Company. We refer to the IAS 19 disclosures below.
- France: The provision in France is a statutory pension provision.
- Thailand: The provision in Thailand is also a provision in accordance with the regulatory framework in Thailand.

An expense of 76 KEUR has been recorded in the profit- and loss statement of 2024 related to defined contribution plans.

Belgium - Ekopak NV

The Company Ekopak NV has two active Belgian Branch 23 group insurance schemes for management and employees whereby the monthly employer contribution in the plan is equal to a percentage over a reference salary. The percentage is variable and based on the number of years the person is working for the Company.

The Company has also two dormant Belgian Branch 21 group insurance plans (for management and for the employees). As of July 1, 2021 employer contributions for new and existing employees are made with respect to the active Belgian Branch 23 group insurance schemes.

There are no employee contributions into the plans. The Company insurance builds up a retirement capital and covers death-in-service benefits for the members.

The employer contribution are subject to a minimum guaranteed return which is based on an average of 10-year government bond yields with a minimum of 1,75% and a maximum of 3,75% (currently equal to 1,75%, increasing to 2,50% as from 1 January 2025) for all contributions which lead to the Company insurance schemes to be classified as a defined benefit plan.

The number of the members and the average age of the members in the plans is as follows:

	At December 31	
	2024	2023
Number of active members	118	105
Number of inactive members	44	23
Average age	37	37

The net defined benefit liability is as follows:

	At December 31	
in €000	**2024**	**2023**
Net defined benefit liability at the beginning of the year	**307**	**288**
Defined benefit cost included in profit & loss	291	243
Total remeasurement included in other comprehensive income	-270	-22
Employer contributions	-228	-202
Net defined benefit liability at the end of the year	**100**	**307**

The gross defined benefit liability is as follows:

	At December 31	
in €000	**2024**	**2023**
Defined benefit liability at the beginning of the year	**761**	**556**
Current service cost	284	235
Interest cost	24	21
Benefit payments	–	–
Taxes on contributions	-27	-24
Insurance premiums on risk coverages	-23	-19
Actuarial loss/(gain) on DBO due to change in financial assumptions	-32	46
Actuarial loss on DBO due to change in demographic assumptions	-242	-140
Actuarial loss (gain) on DBO due to experience adjustments	32	86
Defined benefit liability at the end of the year	**777**	**761**

The fair value of the plan assets is as follows:

	At December 31	
in €000	**2024**	**2023**
Fair value of plan assets at the beginning of the period	**454**	**268**
Interest income	17	13
Employer contributions	228	202
Benefit payments	–	–
Taxes on contributions	-27	-24
Insurance premiums on risk coverages	-23	-19
Changes in return of plan assets	28	14
Fair value of plan assets at the end of the period	**677**	**454**

All plan assets are invested in an insurance contract (branch 23 product).

The defined benefit calculation has been performed based on the below assumptions:

	At December 31	
	2024	**2023**
Discount rate	3,60%	3,17%
Duration of liabilities Ekopak (years)	20	23
Inflation rate	2,00%	2,10%
Salary increase (excluding inflation)	2,50%	3,00%
Withdrawal rate (annual)		
<45 years	11,07%	5,00%
>= 45 years	3,91%	1,00%

The discount rate was derived from the index iBoxx EUR Corporate AA on each valuation date, considering the weighted average duration of liabilities. The inflation rate is based on the long-term objective of the European Central Bank. Retirement age assumption is in line with current legal requirements. The withdrawal rate and the salary increase rate reflect the expectations of the company on a long-term basis.

A sensitivity with reasonable possible changes on the discount rate and the inflation rate will impact the net defined benefit liability as follows (positive = increase net defined benefit liability / negative = decrease of net defined benefit liability):

	At December 31	
in €000	**2024**	**2023**
Increase of 0,50% (2021: 0,25%) in the discount rate	16	-85
Decrease of 0,50% (2021: 0,25%) in the discount rate	-27	99
Increase of 0,50% (2021: 0,25%) in the inflation rate	-11	-43
Decrease of 0,50% (2021: 0,25%) in the inflation rate	8	29

The expected employer contributions for the year 2024 amounts to KEUR 269.

Belgium - GWE

GWE has two Belgian Branch 21 pension plans. The plans include a life insurance for death coverage, supplementary health insurance for medical expenses and a pension capital for retirement benefits. The employer contribution is a fixed amount. There are also employee contributions for one of the two plans.

The employer contribution are subject to a minimum guaranteed return which is based on an average of 10-year government bond yields with a minimum of 1,75% and a maximum of 3,75% (currently equal to 1,75%, increasing to 2,50% as from 1 January 2025) for all contributions which lead to the Company insurance schemes to be classified as a defined benefit plan.

The number of the members and the average age of the members in the plans is as follows:

	At December 31	
	2024	2023
Number of active members	31	27
Number of inactive members	44	42
Average age	41	41

The net defined benefit liability is as follows:

	At December 31	
in €000	2024	2023
Net defined benefit liability at the beginning of the period	**39**	**36**
Defined benefit cost included in profit & loss	66	–
Total remeasurement included in other comprehensive income	-6	3
Employer contributions	-69	–
Net defined benefit liability at the end of the year	**30**	**39**

The gross defined benefit liability is as follows:

	At December 31	
in €000	2024	2023
Defined benefit obligation at the beginning of the period	**809**	**806**
Current service cost	65	–
Interest cost	26	–
Employee contributions	27	–
Benefit payments	-3	–
Taxes on contributions	-9	–
Insurance premiums on risk coverages	-21	–
Actuarial loss/(gain) on DBO due to change in financial assumptions	-3	3
Actuarial loss on DBO due to change in demographic assumptions	-7	–
Actuarial loss (gain) on DBO due to experience adjustments	-12	–
Defined benefit liability at the end of the year	**872**	**809**

The fair value of the plan assets is as follows:

	At December 31	
in €000	**2024**	**2023**
Fair value of plan assets at the beginning of the period	**770**	**770**
Interest income	25	–
Employer contributions	69	–
Employee contributions	27	–
Benefit payments	-3	–
Taxes on contributions	-9	–
Insurance premiums on risk coverages	-21	–
Changes in return of plan assets	-16	–
Fair value of plan assets at the end of the period	**842**	**770**

All plan assets are invested in an insurance contract (branch 21 product).

The defined benefit calculation has been performed based on the below assumptions:

	At December 31	
	2024	**2023**
Discount rate	3,60%	3,17%
Duration of liabilities GWE and DWS (years)	21	24
Inflation rate	2,00%	2,10%
Salary increase (excluding inflation)	2,50%	2,00%
Withdrawal rate (annual)		
< 45 years	11,07%	5,00%
>= 45 years	3,91%	1,00%

The discount rate was derived from the index iBoxx EUR Corporate AA on each valuation date, considering the weighted average duration of liabilities. The inflation rate is based on the long-term objective of the European Central Bank. Retirement age assumption is in line with current legal requirements. The withdrawal rate and the salary increase rate reflect the expectations of the company on a long-term basis.

A sensitivity with reasonable possible changes on the discount rate and the inflation rate will impact the net defined benefit liability as follows (positive = increase net defined benefit liability / negative = decrease of net defined benefit liability):

	At December 31	
in €000	**2024**	**2023**
Increase of 0,50% (2021: 0,25%) in the discount rate	-1	-4
Decrease of 0,50% (2021: 0,25%) in the discount rate	1	11
Increase of 0,50% (2021: 0,25%) in the inflation rate	1	4
Decrease of 0,50% (2021: 0,25%) in the inflation rate	-1	-3

The expected employer contributions for the year 2025 amounts to KEUR 109.

Philippines - GWE

	At December 31	
	2024	2023
Number of active members	49	37
Number of inactive members	–	–
Average age	38	40

The net defined benefit liability is as follows:

	At December 31	
in €000	2024	2023
Net defined benefit liability at the beginning of the period	**424**	**399**
Defined benefit cost included in profit & loss	56	19
Total remeasurement included in other comprehensive income	126	6
Employer contributions	–	–
Currency translation difference	11	
Net defined benefit liability at the end of the year	**617**	**424**

The gross defined benefit liability is as follows:

	At December 31	
in €000	2024	2023
Defined benefit liability at the beginning of the period	**424**	**399**
Current service cost	31	10
Interest cost	25	9
Benefit payments	–	–
Taxes on contributions	–	–
Insurance premiums on risk coverages	–	–
Actuarial loss/(gain) on DBO due to change in financial assumptions	-4	16
Actuarial loss on DBO due to change in demographic assumptions	–	–
Actuarial loss (gain) on DBO due to experience adjustments	130	-10
Currency translation difference	11	–
Defined benefit liability at the end of the year	**617**	**424**

The fair value of the plan assets is as follows:

	At December 31	
in €000	**2024**	**2023**
Fair value of plan assets at the beginning of the period	**–**	**–**
Business combinations	–	–
Interest income	–	–
Employer contributions	–	–
Benefit payments	–	–
Taxes on contributions	–	–
Insurance premiums on risk coverages	–	–
Changes in return of plan assets	–	–
Fair value of plan assets at the end of the period	**–**	**–**

The defined benefit calculation has been performed based on the below assumptions:

	At December 31	
	2024	**2023**
Discount rate	6,20%	6,10%
Duration of liabilities Glowateng (years)	14,3	14,2
Salary increase rate	8,00%	8,00%
Withdrawal rate (annual)	7,00%	7,00%

A sensitivity with reasonable possible changes on the discount rate and the inflation rate will impact the net defined benefit liability as follows (positive = increase net defined benefit liability / negative = decrease of net defined benefit liability):

	At December 31	
in €000	**2024**	**2023**
Increase of 1% in the discount rate	-41	-32
Decrease of 1% in the discount rate	48	34
Increase of 1% in the salary rate	46	33
Decrease of 1% in the salary rate	-41	-32

20. Fair value

The carrying value of the financial assets and the financial liabilities can be presented as follows:

	Carrying value	
	At December 31	
in 000€	**2024**	**2023**
Financial assets		
Debt instruments measured at amortized cost		
Trade receivables	12.397	7.668
Other current receivables	3.073	1.887
Cash & cash equivalents	9.706	12.679
Total debt instruments	**25.176**	**22.234**
Financial liabilities measured at amortized cost		
Borrowings	71.240	39.475
Lease liabilities	6.258	3.482
Trade payables	12.242	10.131
Other current liabilities	65	98
Total financial liabilities measured at amortized cost	**89.805**	**53.186**
Financial liabilities measured at fair value		
Contingent consideration	–	–
Derivatives	180	46
Total financial liability measured at fair value	**180**	**46**
Total non-current	53.372	34.127
Total current	36.613	19.105

The fair value of the financial assets and the financial liabilities can be presented as follows:

	Fair value	
	At December 31	
in 000€	**2024**	**2023**
Financial assets		
Debt instruments measured at amortized cost		
Trade receivables	12.397	7.668
Other current receivables	3.073	1.887
Cash & cash equivalents	9.706	12.679
Total debt instruments	**25.176**	**22.234**
Financial liabilities measured at amortized cost		
Borrowings	65.792	40.249
Lease liabilities	6.258	3.482
Trade payables	12.242	10.131
Other current liabilities	65	98
Total financial liabilities measured at amortized cost	**84.357**	**53.960**
Financial liabilities measured at fair value		
Contingent consideration	–	–
Derivatives	180	46
Total financial liability measured at fair value	**180**	**46**
Total non-current	53.372	34.734
Total current	31.165	19.272

The fair value of the financial assets and financial liabilities has been determined based on the following methods and assumptions:

- The carrying value of the cash and cash equivalents, the trade receivables and the other current receivables approximate their fair value due to their short-term character.
- The carrying value of trade payables and other liabilities approximate their fair value due to the short-term character of these instruments.
- Loans and borrowings are evaluated based on their interest rates and maturity dates. Interest-bearing debts that have a variable interest rate are an approximate of the fair value. Interest-bearing debts that have a fixed interest rate, have a different fair value. We have estimated the fair value by discounting the future payments including interest with the current interest rate with similar maturity.

  The fair value for the borrowings is classified as a level 2 in the fair value hierarchy. The Company has used public interest rates based on Euribor adjusted with an estimated debt margin in each contract to estimate fair value.
- The derivative financial instruments consist of interest rate swaps which are measured at fair value through other comprehensive income. The fair value is classified as a level 2 and is determined by the financial institution and is based on the interest forward rates and the maturity of the instrument.
- The contingent consideration was classified as a level 3 in the fair value hierarchy and remeasured through profit and loss at each reporting period.

21. Borrowing and lease liabilities

The short and long term liabilities include the following:

	At December 31	
in 000€	**2024**	**2023**
Leasing liabilities	6.258	3.482
Investment borrowings	46.278	32.454
Straight loan (interest rate range: 3,84% to 3,92% fixed)	16.450	–
Government loan	–	–
Investment borrowing for specific customer project	8.317	7.021
Other borrowings	195	–
Total borrowings and lease liabilities	**77.498**	**42.957**
of which current	24.125	6.436
of which non-current	53.373	36.521
Total borrowings and lease liabilities	**77.498**	**42.957**
with a fixed interest rate (between 0,7% and 4,7%)	56.772	19.645
with a variable interest rate (euribor + 0,85%)	20.250	22.761
with an interest rate subject to a 5 yearly revision (3,77%)	476	551

The investment credits are collateralized by means of the following:

- Mortgage for the investment credit in relation to the building in Ekopak NV of KEUR 55.
- Proxy for a mortgage in relation to the building in Ekopak NV of KEUR 1.925.
- Mortgage for the investment credit in relation to the building in GWE BV of KEUR 25.
- Proxy for a mortgage in relation to the building in GWE BV of KEUR 635.

The engaged but partly drawn investment borrowings are collateralized by means of the following:

- Mortgage for the investment credit in relation to the future building at Deinze for an amount of KEUR 50 and KEUR 5 appurtenances.
- Proxy for a mortgage in relation to the future building at Deinze for an amount of KEUR 24.950 and KEUR 2.495 appurtenances.

The investment borrowings for specific customer projects (WaaS-installations) are collateralized by a pledge on all current and future receivables resulting from the agreement between Ekopak and the customer (for one loan limited to KEUR 1.500). The carrying value of this receivables per 31 December 2024 amounts to KEUR 358.

Cashflows from financing activities

The cashflow from the financing activities can be presented as follows:

in 000€	2024	2023
At January 1	**42.957**	**14.232**
Proceeds from loans & borrowings	36.856	28.346
Repayment of loans & borrowings	-5.092	-2.084
New loans and borrowings through business combinations	–	502
New leases (non-cash)	4.158	2.252
Lease modifications	155	-26
New leases through business combinations	–	689
Repayment of leases	-1.538	-954
At December 31	**77.498**	**42.957**

22. Short term liabilities

The short term liabilities are the following:

	At December 31	
in 000€	**2024**	**2023**
Trade and other payables		
Trade payables	-12.242	-10.131
Payroll-related liabilities	-2.093	-1.866
Deferred income and accrued charges	-1.027	-546
Total trade and other payables	**-15.362**	**-12.543**
Other current liabilities		
Dividend payable	–	–
Payable towards customer for packaging guarantees	-57	-98
Other debs	-8	–
Contingent consideration	–	–
Total other current liabilities	**-65**	**-98**

The payable towards the customers for packaging guarantees is the expected reimbursement of the price paid by each customer for the packaging materials delivered by the Company to the customer when returned by the customer to the Company. This payable is related to the receivable towards the suppliers for packaging guarantee. There are no other material obligations for other returns, refunds or warranties.

23. Capital management

Risk management

The primary objective of the Company's shareholders' capital management strategy is to ensure it maintains healthy capital ratios to support its business and maximize shareholder value. Capital is defined as the Company's shareholder's equity. The shareholder's equity totals KEUR 41.205 and KEUR 53.517 as per December 31, 2024 and 2023 respectively. The ratio shareholder's equity to the total liabilities and equity (solvability ratio) is 26% and 41% as per December 31, 2024 and 2023 respectively.

The Company consistently reviews its capital structure and makes adjustments in light of changing economic conditions, expected business growth and cash requirements to fund the growth.

Covenants

The Company has several non-current liabilities arising from loan arrangements with covenants.

There are two different covenants to comply with:

- The statutory equity of Ekopak NV should not decrease below 20.000 KEUR. This covenant applies to an outstanding loan for an initial amount of 10.500 KEUR and a carrying amount per 31 December 2024 of 10.500 KEUR, and to a straight loan that has been withdrawn for an amount of 4.500 KEUR per 31 December 2024.
- The consolidated equity of the Group should not decrease below 40.000 KEUR. This covenant applies to an outstanding loan for an initial amount of 28.125 KEUR and a carrying amount per 31 December 2024 of EUR 24.023 KEUR, and to a straight loan that has been withdrawn for an amount of 2.250 KEUR per 31 December 2024.

The Company is required to comply with the covenants on a yearly basis based on the deposited statutory or consolidated financial statements.

The Company complies with all covenants as per 31 December 2024 and does not expect difficulties in complying with the covenants in the future. However, under certain scenarios (such as reduced non-recurring revenues, additional WaaS growth requiring pre-funding, etc.), consolidated equity as of December 31, 2025 may fall below the minimum threshold specified in the covenants. Refer to note 2.1 for more disclosure related to possible liquidity uncertainties.

24. Financial risk management

Market risks

Interest rate risk

In the current international financial environment, Ekopak is confronted with increased interest rates. This situation is leading to higher financing cost and/or (more) restrictive covenants and/or more securities (pledges, collaterals). In addition to the risk of less attractive funding options, this may also lead to the unavailability of funding for potential M&A projects.

Mitigating factors: Ekopak's covenants relate to minimum equity thresholds, the Company is closely monitory the equity to avoid breaches. Net debt is closely monitored and actions to reduce working capital are implemented, along with cost reduction actions and the application of strict capex conditions. Furthermore, hedging of interest rate is applied on loans with floating interest. Ekopak is closely monitoring key economic indicators, thus permanently analyzing the group's funding capabilities.

Sensitivity analysis has been applied on the interest rate of project financing and working capital financing. An increase in the interest rate of 1% would result in increased interest expenses of 250 KEUR per year on the current debt balance.

Derivatives

The Company has the following derivative financial instruments in the following line items in the statement of financial position:

	for the year ending 31st December	
in 000€	**2024**	**2023**
Current liabilities		
Interest rate Swaps - cash flow hedges	-180	-46
Total non current derivative financial instrument liabilities	**-180**	**-46**

The Company's hedging reserve relate to the following hedging instrument:

in 000€	Interest rate swaps	Total hedge reserve
Opening balance 1 January 2024	**-34**	**-34**
Add: Change in fair value of hedging instrument recognised in OCI	-134	-134
Less: Deferred tax	33	33
Closing balance 31 December 2024	**-101**	**-101**

The Group's cash flow interest rate risk is mainly related to the prevailing EURIBOR interest rate fluctuations for its variable-rate bank loans. Management has decided to decrease its exposure from borrowing at variable rates by hedging a portion of the outstanding interest rate risk until 31 December 2026.
The hedged item is a loan with a nominal amount of 22.750 KEUR with a term of 7 years, for which the interest rate risk has been hedged for the first 3 years. The outstanding liability as per 31 December 2024 amounts to 20.250 KEUR. The hedging instruments are 3 interest rate swaps where the variable interest rate is swapped for a fixed rate of 2,56%-2,64% per annum.
When the current hedges end, market conditions will be revaluated, and new hedge will be contracted for the remaining lifetime of the loan.

In addition to the amounts disclosed in the reconciliation of hedging reserves above, the following amounts were recognised in the consolidated statement of profit or loss:

	for the year ending 31st December	
in 000€	**2024**	**2023**
Net gain on foreign currency swaps not qualifying as hedges included in financial income	–	21

The impact in the consolidated statement of profit or loss relates to the unwinding of a foreign currency swap. As per December 31 2024, and 2023 there are no outstanding foreign currency swaps accounted for on the consolidated balance sheet.

Hedge effectiveness

Hedge effectiveness is determined at inception of the hedge relationship and through periodic prospective effectiveness assessments, to ensure that an economic relationship exists between the hedged item and hedging instrument.

The Company enters into interest rate swaps that have similar critical terms as the hedged item, such as reference rate, reset dates, payment dates, maturities and notional amount. The Company does not hedge 100% of its loans, therefore the hedged item is identified as a proportion of the outstanding loans up to the notional amount of the swaps. As all critical terms matched during the year, there is an economic relationship. These cash flow hedges have 100% effectiveness.

Foreign exchange risk

As a result of the international expansion of the Group, earnings and cash flows are influenced by fluctuations of exchange rates. The group's currency risk can be split into 2 categories: translational and transactional. A translational currency risk arises when the financial data of foreign subsidiaries are converted into the group's consolidation currency, the euro. The group is also exposed to transactional currency risks resulting from its sales and operating activities.

	2024 rates	
Currency	**Closing**	**Average**
MAD	0,092100	0,092100
PHP	0,016583	0,016130
THB	0,028030	0,026190
USD	0,962556	0,923900

Based on the Company's foreign currency exposures at the level of the consolidated income statement, varying the above foreign exchange rates to reflect positive and negative changes of 5% of the MAD, PHP, THB and YSD would have the following impact:

	2024	
in 000€	**Effect on pretax Equity**	**Effect on profit (before tax)**
Change in foreign exchange rate		
MAD +5%	-2	–
MAD -5%	2	–
PHP +5%	12	1
PHP -5%	-12	-1
THB +5%	-2	1
THB -5%	2	-1
USD +5%	-32	-12
USD -5%	32	12

Liquidity risk

Liquidity risk is the risk that the Company may not be able to meet its financial obligations as they fall due. The Company expects to meet its obligations related to the financing agreements through operating cash flows, although there might be a material uncertainty in certain scenarios. This risk is countered by regular liquidity management at the corporate level. We refer to note 2.1 for the details with regard to the going concern assumption.

The Company has historically entered into financing and lease agreements with financial institutions to finance significant projects and certain working capital requirements.

The range of contracted obligations is as follows:

in 000€	Less than 1 year	2 to 3 years	4-5 years	More than 5 years	Total
At December 31, 2024					
Borrowings	25.141	17.760	16.623	22.249	81.773
Lease liabilities	1.743	2.673	716	3.544	8.676
Trade payables and other payables	15.362	–	–	–	15.362
Other current liabilities	65	–	–	–	65
Total	**42.311**	**20.433**	**17.339**	**25.793**	**105.876**
At December 31, 2023					
Borrowings	5.795	12.174	11.979	13.933	43.881
Lease liabilities	1.259	2.059	582	52	3.952
Trade payables and other payables	12.543	–	–	–	12.543
Other current liabilities	98	–	–	–	98
Total	**19.695**	**14.233**	**12.561**	**13.985**	**60.474**

The amounts disclosed in the table above are the contractual undiscounted cash flows. Balances due within one year approximate their carrying balances as the impact of discounting is not significant.

The Company is subject to the covenants described in note 21 on borrowing and lease liabilities.

Credit risk

Ekopak is subject to the risk that commercial counterparties delay or do not pay their liabilities. While close monitoring of outstanding balances is in place, Ekopak cannot fully exclude the credit risk. The risk may impact the cash position and the profitability of the group. Invoices related to the investment goods of Project Business project refer to significant amounts. While the invoice amounts for WaaS-projects are relative low, they, too, would have a material adverse impact on Ekopak's mid- and long-term financial situation. Ekopak has not been confronted in the past years with increased bad debts provisions or customer bankruptcies leading to write-offs of bad debts. If one or more key customers would fail to meet its payment obligations towards Ekopak, this would have a major impact on Ekopak's financial situation. Invoices related to the investment goods of Project Business projects refer to significant amounts. While the invoice amounts for WaaS-projects are relative lower, they, too, would have a material adverse impact on Ekopak's mid- and long-term financial situation.

Mitigating factors: Ekopak has developed a sound process for credit collection, including monitoring of receivables with reminders letter (4 levels) and monthly reporting of overdue outstanding receivables to CEO, CSO and COO. Installations abroad either require upfront payment or a letter of credit. Given the risk assessment of management, no credit insurance was undersigned

Trade receivables and contract assets

Customer credit risk is managed by each business unit subject to the Company's established policy, procedures and controls relating to customer credit risk management. Historically, the Company had no significant credit losses and currently has accounted for a credit loss allowance only for a limited number of customers for which credit losses are highly probable. The Company is of the opinion that the expected credit losses are not material.

The Company evaluates the concentration of risk with respect to trade receivables and contract assets regularly. The Company only works with customers active in the chemical, pharmaceutical and food industry with outstanding credit ratings.

One client, via several subsidiaries represents 9.387 KEUR in 2024. The total contracted value of the different projects amounts to EUR, 33.636 KEUR, of which EUR 29.788 KEUR has already been paid. Services have been delivered for a total value of 28.344 KEUR, resulting in a contract liability of 1.444 KEUR.

Set out below is the information about the maximum credit risk exposure on the Company's trade receivables:

in 000€	Total	Non-due	Less than 30 days	31-60 days	>61 days
At December 31, 2024	12.397	9.722	2.089	365	221
At December 31, 2023	7.668	5.571	1.824	112	161

Cash and cash equivalents

The credit risk from the cash and cash equivalents held at financial institutions is managed by placing cash at high-creditworthy financial institutions (KBC, BNP Paribas Fortis, ING and Belfius). The Company does not invest its excess cash in financial instruments other than cash equivalents. The Company's maximum exposure to credit risk is the carrying value of the cash and cash equivalents in the consolidated statement of financial position.

Operational risks

For operational risks, please refer to the risk management section included in the Corporate Governance addendum of the Integrated Annual Report.

Risk related to Global climate change and related legislation

While the visible impact of climate change leads to a higher awareness for Ekopak's solutions, the climate transition and the environmental footprint in general holds a series of risks for Ekopak. The inability to meet (future) environmental legislation to limit CO2 emissions and increase energy and material efficiency could lead to regulatory fines (such as a carbon tax). While Ekopak promotes circular water use, the company must in the foreseeable future also reduce the use of energy and chemicals in its water treatment facilities, as specified in the EU Sustainable Activities Taxonomy (EU Regulation 2020/852). Should Ekopak fail to do so, it would have a negative impact on its reputation, especially with ESG investment funds. Failure to address environmental concerns could negatively impact Ekopak's reputation with customers and investors, thus leading to loss in sales or even shareholder value. Physical climate change risks include impacts of extreme weather events on production facilities and/or equipment and disruptions in the supply chain due to these events. See also chapter 4. Stresstest of the annual report for more information on laws and regulations and the related risks which have resulted in determining the metrics to be measured.

Mitigating factors: Ekopak is mitigating this risk by the initiation of Integrated Reporting. This methodology involves regular stakeholder engagement, annual stress tests and monitoring of related Key Performance Indicators (KPI's). This approach leads to an increased awareness for this risk factor, thus triggering Ekopak to anticipate in an optimal way. This is well illustrated by Ekopak's plan for its new corporate campus, which aims to be carbon neutral. Other illustrations of this approach are Ekopak's decision to electrify its Company car fleet and its continuous efforts to reduce the energy consumption and use of chemicals for its water treatment installations. Furthermore, the group maps upcoming or changing legislations (such as the CSRD) to define potential gaps and implements roadmaps to address the gaps. Ekopak reports the environmental footprint for all its operational WaaS installations, even though this is not legally required. These reports covers the use and reduction of Waste, Energy and Chemicals, and also specifies the amount of water saved by its WaaS plants, the delivered production capacity of waste water treatment and one-off installations during the year. As of 2024, Ekopak also measures the CO^2 footprint of its installations.

Macroeconomic and geopolitics risks

The world is recently confronted with serious political and (macro-)economic events and fluctuations that can heavily impact the investment climate as well as the operational activities of Ekopak in specific regions and countries. Even when Ekopak has no direct operations in countries like Ukraine, Russia, Israel and Palestina, where serious political and (macro-)economic events and war are currently taking place, Ekopak is aware that the impact of such events can potentially have a wider geographical scope. Moreover, Ekopak is aware that, in the future, similar events may occur in regions and countries where the group is operational. Such events and tensions could translate into constraints to Ekopak's operations (e.g. export/import and investment restrictions, trade barriers, supply chain breaks, etc.).

Mitigating factors: Ekopak's management has enhanced its monitoring activities of macroeconomic and geopolitical developments, in particular those affecting the regions and countries where Ekopak is active. While the short-term impact on Ekopak's business is assessed in regular business review meetings, the mid- to long-term impact is analysed in the strategic management meetings. With regard to Ekopak's geographical expansion strategy, careful analysis of potential new geographical markets and regions will precede any specific initiative in this regard, while Ekopak will also strive for a balanced spread of activities across different regions, thus absorbing this risk.

25. Related party disclosures

This disclosure provides an overview of all transactions with related parties with Pilovan BV and Alychlo NV as shareholder and its representatives in key management.

Key management is employed through management agreements and payroll. In addition, the Company has a group insurance plan in favour of key management.

in 000€	2024	2023
Short-term employee benefits	1.713	1.450
Post-employment benefits	25	29
Total	**1.738**	**1.479**
Warrants granted	35.000	35.000
Warrants outstanding	35.000	35.000

The key management consists of 8 persons (including the CEO) in 2024 and 2023. Refer to the Corporate Governance part of the annual report for more information.

Key management has been granted 35 000 warrants at December 31, 2024 (2023: 35.000). We refer to note 17 for additional details.

We refer to the remuneration report for more information with respect to remuneration of key management.

26. Events after the reporting period

The new headquarters in Deinze have been finalized end of March 2025. The Company did not intend to transfer the old headquarters to a buyer until after construction of the new headquarter building in Deinze had been completed. Therefore, the criterion of IFRS 5 that the asset must be available for immediate sale in its present condition was not met until the construction of the new headquarters were finalized and the old headquarters were vacated.

The old headquarters have a carrying value of 1.293 KEUR per 31 December 2024 and there was still an outstanding loan on the building for an amount of 866 KEUR as per 31 December 2024. The building has been sold in March 2025 for a sales price of 3.120 KEUR including furniture.

On 19 February 2025 the court judged that the legal claim that from a customer against Ekopak was well-founded and the contract be dissolved. This means that the parties must return the mutually delivered performance, Ekopak has to take back the installation and repay the client for an amount of 243 KEUR. The provision as per 31 December 2024 amounts to 286 KEUR.

27. Auditor fees

The fees for professional services provided by PwC in 2023 and 2024 were as follows:

in 000€	2024	2023
Audit fees	289	218
Other assurance fees	9	32
Other non-audit services	10	190
Total	**308**	**440**

28. Interests in other entities

The group’s principal subsidiaries at 31 December 2024 are set out below.

		Ownership interest held by the group	
		At December 31	
Name of entity	**Country of incorporation**	**2024**	**2023**
Ekopak NV	Belgium	100%	100%
Ekopak SAS	France	100%	100%
H_2O Production	France	100%	100%
Covalente	France	100%	100%
SCI du Cèdre Bleu	France	100%	100%
Global Water Engineering BV	Belgium	100%	100%
D.W.S. BV	Belgium	100%	100%
GWE Asia BV	Belgium	100%	100%
GWE BV	Nederland	100%	100%
Glowateng Corporation	Philipinnes	100%	100%
GWE (Thailand) Co. Ltd.	Thailand	100%	100%
Global Water&Energy LLC	United States	100%	100%
Circeaulair Maroc SA	Marocco	100%	100%
Ekopak Spain	Spain	100%	0%

Unless otherwise stated, they have share capital consisting solely of ordinary shares that are held directly by the group, and the proportion of ownership interests held equals the voting rights held by the group. The country of incorporation or registration is also their principal place of business.

Changes in the group’s subsidiaries compared to last year, relate to the establishment of the subsidiary Ekopak Spain per 26 November 2024.

29. Joint arrangements and associates

		Ownership interest held by the group	
		At December 31	
Name of entity	**Country of incorporation**	**2024**	**2023**
Circeaulair I BV	Belgium	51%	51%
Water-as-a-service Asia PTE. LTD.	Singapore	51%	0%

The joint arrangement Circeaulair I was set up to provide companies and business parks with circular water. The effluent coming from Aquafin's waste water treatment plant, is converted into process water for industrial purposes, through a water treatment installation installed by Ekopak and transported through a new pipeline network directly to the company or business park.

The joint venture Water-as-a-service Asia was set up to reduce the water footprint of industrial customers across Asia.

We refer to note 4 for the description of the significant judgements in relation to the classification of the investments.

The table below provides an overview of the carrying amount of the investments.

in k€	**Circeaulair I**	**Water-as-a-service Asia**
Net assets	**–**	**–**
Group's share in %	51%	51%
Group's share in KEUR	5	209
Carrying amount of interest in joint venture	**–**	**55**

The carrying amount of the investment in Circeaulair I amounts to 0 because the elimination of unrealized profits towards the entity exceeds the amount of the investments.

The carrying amount of the investment in WaaS-as-a-service Asia Amounts to KEUR 55 because the losses incurred in 2024 have been subtracted from the carrying amount of the shares under the equity method. Since the entity has only been established in 2024 it does not generate revenues yet.

Supplier agreement

Ekopak NV has signed an agreement on 5 June 2023 as supplier of the water process installation with the joint venture Circeaulair I. In this agreement Ekopak NV has the following commitments towards the joint ventures:

- Carry out all design and construction works according the specifications within the timing provided in the agreement
- Repair all defects or damage resulting from the design and construction works until final acceptance
- Perform the services and keep the production project available and operational during the operational phase in consideration for a maintance fee.

30. NON-GAAP Measures

Adjusted EBITDA is used as one of the bases of the Segments performance measurement in order to better understand the recurring performance. We calculate adjusted EBITDA as profit (loss) before tax plus financial expenses, minus financial income, plus EBITDA adjustments and depreciation charges. EBITDA adjustments are those items that the company considers not in the ordinary course of business and comprise expenses from claims, restructuring and acquisition costs.

EBITDA is used as one of the bases of the Segments performance measurement. We calculate EBITDA as profit (loss) before tax plus financial expenses, minus financial income, plus depreciation charges.

in 000€	2024	2023
Profit (loss) before tax (a)	-15.504	-3.996
Financial income (b)	498	284
Financial expenses (c)	-2.942	-880
Depreciation charges (d)	-8.426	-6.592
EBITDA = a-b-c-d	**-4.634**	**3.192**
EBITDA adjustments (e)	-684	-360
Adjusted EBITDA = a-b-c-d-e	**-3.950**	**3.552**

Net working capital is calculated as: total current assets, excluding cash and cash equivalents minus total current liabilities, excluding borrowings, leases and other current liabilities.

in 000€	2024	2023
Current assets (a)	42.107	42.930
Cash and cash equivalents (b)	9.706	12.679
Current liabilities excluding borrowings and leases (c)	28.668	24.120
Net working capital = a-b-c	**3.733**	**6.131**

Solvency ratio is defined as equity to equity plus liabilities.

in 000€	2024	2023
Equity (a)	41.205	53.517
Liabilities (b)	114.777	75.875
Solvency ratio c = a/(a+b)	**26%**	**41%**

Net financial debt is defined as current and non-current borrowings, excluding leases minus cash and cash equivalents.

in 000€	2024	2023
Borrowings (a)	71.240	39.475
Cash (b)	9.706	12.679
Net financial debt f = a-b	**61.534**	**26.796**

Leverage is defined as borrowings (excluding leases and capex from premises) to EBITDA.

in 000€	**2024**	**2023**
Adjusted EBITDA (a)	-3.950	3.552
Normalisation adjusted EBITDA + 8,5 months GWE (b)	–	5.457
Borrowings (c)	71.240	39.475
Borrowings from capex (d)	22.454	5.204
Cash (e)	9.706	12.679
Leverage = (c-d-e) / (a+b)	**-9,89**	**2,40**
Net financial debt (f) / annualised adjusted EBITDA (a+b)	**-15,58**	**2,97**

These NON-GAAP measures fluctuate in 2024 due to the investments in the new headquarters, resulting in an increase of borrowings and a lower solvency ratio.

Supplementary information

The financial statements of the parent company, Ekopak NV, are presented below in a condensed form.

The accounting principles used for the statutory annual accounts of Ekopak NV differ from the accounting principles used for the consolidated annual accounts: the statutory annual accounts follow the Belgian legal requirements, while the consolidated annual accounts follow the International Financial Reporting Standards. Only the consolidated annual financial statements as set forth in the preceding pages present a true and fair view of the financial position and performance of the Ekopak Group.

The annual report of the Board of Directors to the Annual General Meeting of Shareholders and the annual accounts of Ekopak NV, as well as the Auditor's Report, will be filed with the National Bank of Belgium within the statutory periods. These documents are available upon request from Ekopak's Investor Relations department (info@ekopak.be), and at https://ekopakwater.com/investor-relations/.

The statutory auditor's report is unqualified and certifies that the non-consolidated financial statements of Ekopak NV for the year ended 31 December 2024 give a true and fair view of the financial position and results of the company in accordance with all legal and regulatory dispositions.

1. Balance sheet after appropriation

in 000€	2024	2023
Fixed assets	**92.196**	**69.891**
Intangible fixed assets	2.581	2.183
Tangible fixed assets	44.953	23.382
Financial assets	44.662	44.326
Current assets	**23.916**	**30.132**
Contract assets	4.380	9.218
Inventory	7.782	7.728
Amounts receivable within one year	9.882	8.485
Current investments and cash and cash equivalents	1.252	4.429
Deferred charges and accrued income	620	272
Total assets	**116.112**	**100.023**
Capital and reserves	**33.062**	**49.788**
Capital	6.671	6.671
Share premium	55.116	55.116
Reserves	53	53
Accumulated profits	-29.108	-12.123
Capital grants	330	71
Provisions	**396**	**291**
Provisions for liabilities and charges	286	267
Deferred taxes	110	24
Creditors	**82.654**	**49.944**
Amounts payable after more than one year	47.978	33.490
Amounts payable within one year	34.034	15.940

Accrued costs and deferred income	642	515
Total liabilities	**116.112**	**100.023**

The increase in intangible fixed assets is mainly related to the capitalization of software, the intangible fixed assets under construction and research and development costs, compensated by 0,7 million EUR depreciations.

The increase in tangible fixed assets is mainly related to the new HQ at the Prijkels in Deinze (16,8 million EUR) and new WaaS and rental installations (7,0 million EUR). This is compensated by 2,6 million EUR depreciations.

Financial assets increased due to establishment of WaaS Asia and Ekopak Spain and increased guarantees.

The increase of amounts receivable within one year is mainly related to costs to fulfil Circeaulair contracts that will be expensed when the revenue is generated.

The cash position of Ekopak NV decreased due to the increase in working capital and additional investments in fixed assets.

The deferred charges and accrued income in 2024 include EUR 0,28 million income related to a service contract that is spread over 5 years.

Equity decreased by 16,7 million EUR as a result of the result appropriation of 2024.

Amounts payable after more than one year increased as a result of the loans drawn related to the construction of the new headquarters for an amount of EUR 16,9 million. Next to that, sale and lease back transactions incurred for WaaS and rental installations for a total amount of EUR 2,8 million, of which EUR 2,0 million is payable after more than one year as per 31 December 2024.

Amounts payable within one year mainly increased due to straight loans for a total amount of EUR 12,0 million. The loans also increased by EUR 0,6 million related to the loans for the new headquarters and EUR 0,3 million related to the loans on new sale and lease back transactions.

Other increase in short term payables relate to trade payables for an amount of 3,3 million EUR, mainly related to overhead cross-charged from Ekopak France as a result of the new transfer pricing policy, and contract liabilities for an amount of EUR 1,8 Mio EUR, mainly related to the new project of Prayon that was partially prepaid in December 2024.

2. Income statement

in 000€	**2024**	**2023**
Operating income	22.281	28.843
Operating costs	-37.344	-34.176
Financial result	-1.964	-440
Income taxes	43	
Profit/(loss) for the year	**-16.984**	**-5.773**

Ekopak NV's operating income in 2024 decreased by 23% to 22,3 million EUR. There was a decrease of inventory changes for orders in progress amounting to EUR 12,7 million, compensated by an increase in produced fixed assets of 6,2 million EUR.

The operating costs increased with 3,2 million EUR and consists of the increases in goods for resale, raw materials and consumables (2,1 million EUR) and an increase in services and other goods (1,8 million EUR), mainly related to higher professional fees, marketing expenses and fleet expenses. Employee benefit expenses decreased with 0,1 million EUR since part of the expenses are recorded on the balance sheet as cost to fulfil Circeaulair contracts and will be expensed when the revenue is generated. The number of FTE's increased from 105,9 in 2023 to 113,8 in 2024, this growth in personnel enables Ekopak NV to be well prepared for the future.

Depreciations decreased with EUR 1,2 million since 2023 contained an extraordinary depreciation related to a customer project of EUR 2,1 million.

The financial expenses increased due to the interests on the straight loans, the loans for the new headquarter and the loans for the acquisition of GWE obtained in 2024.

3. Proposed appropriation of Ekopak NV result

in 000€	2024	2023
Profit/(loss) for the year for appropriation	-16.984	-5.773
Profit brought forward	-12.123	-6.350
Profit to be appropriated	**-29.108**	**-12.123**
Profit to be carried forward	-29.108	-12.123
Total	**-29.108**	**-12.123**

The loss of the financial year is carried forward towards 2025.

Statutory Auditor's Report

STATUTORY AUDITOR'S REPORT TO THE GENERAL SHAREHOLDERS' MEETING OF EKOPAK NV ON THE CONSOLIDATED ACCOUNTS FOR THE YEAR ENDED 31 DECEMBER 2024

We present to you our statutory auditor's report in the context of our statutory audit of the consolidated accounts of Ekopak NV (the "Company") and its subsidiaries (jointly "the Group"). This report includes our report on the consolidated accounts, as well as the other legal and regulatory requirements. This forms part of an integrated whole and is indivisible.

We have been appointed as statutory auditor by the general meeting *d.d.* 9 May 2023, following the proposal formulated by the board of directors and following the recommendation by the audit committee. Our mandate will expire on the date of the general meeting which will deliberate on the annual accounts for the year ended 31 December 2025. We have performed the statutory audit of the Group's consolidated accounts for 5 consecutive years.

1. Report on the consolidated accounts

1.1. Unqualified opinion

We have performed the statutory audit of the Group's consolidated accounts, which comprise the consolidated statement of financial position as at 31 December 2024, the consolidated statement of profit or loss, theconsolidated statement of comprehensive income, the consolidated statement of changes in equity and the consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies and other explanatory information, and which is characterised by a consolidated statement of financial position total of EUR'000 155.982 and a loss for the year of EUR'000 12.232.

In our opinion, the consolidated accounts give a true and fair view of the Group's net equity and consolidated financial position as at 31 December 2024, and of its consolidated financial performance and its consolidated cash flows for the year then ended, in accordance with International Financial Reporting Standards as adopted by the European Union and with the legal and regulatory requirements applicable in Belgium.

1.2. Basis for unqualified opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs) as applicable in Belgium. Furthermore, we have applied the International Standards on Auditing as approved by the IAASB which are applicable to the year-end and which are not yet approved at the national level. Our responsibilities under those standards are further described in the "Statutory auditor's responsibilities for the audit of the consolidated accounts" section of our report. We have fulfilled our ethical responsibilities in accordance with the ethical requirements that are relevant to our audit of the consolidated accounts in Belgium, including the requirements related to independence.

We have obtained from the board of directors and Company officials the explanations and information necessary for performing our audit.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

1.3. Material Uncertainty Related to Going Concern

We draw attention to Note 2.1 'Basis of preparation and continuity' in the consolidated accounts, which indicates that based on existing budgets and cash flow forecasts the Group has sufficient liquidity, but in certain scenarios a liquidity shortage could arise. These events or conditions as set forth in Note 2.1 indicate that a material uncertainty exists that may cast significant doubt on the Group's ability to continue its normal business operations. Our opinion is not modified in respect of this matter.

1.4. Key audit matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated accounts of the current period. These matters were addressed in the context of our audit of the consolidated accounts as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. In addition to the matter described in the "Material Uncertainty Related to Going Concern" section, we have determined the matters described below to be the key audit matters to be communicated in our report.

1.5. Valuation of contract assets and contract liabilities

Description of the Key Audit Matter

Reference is made to the section on 'One off sales of process water, disinfection installations and wastewater treatment plants' in Note 2.3.3. 'Revenue', Note 4.3. 'Revenue recognised over time' and Note 15. 'Contract assets and contract liabilities'. Contract assets and contract liabilities amounted to respectively EUR'000 6.246 and EUR'000 12.588 on 31 December 2024.

We focused on revenue recognition of construction contracts and its related contract assets and liabilities because the Group generates the main part of its revenue from projects which qualify as construction contracts under IFRS. The recognition of revenue and the estimation of the outcome of fixed price construction contracts is complex and requires significant management judgement, in particular with respect to the determination as to whether a contract exists, the allocation of the cost incurred to the correct projects and the cost to complete the contracts (margin that will be realised) as well to the assessment of the stage of completion of the project (progress over time). For these reasons, we identified the contract assets and contract liabilities from these construction contracts as most significant during our audit.

How our Audit addressed the Key Audit Matter

Our testing on contract assets and contract liabilities included procedures to gain an understanding of the related process and controls as well as substantive test procedures related to the recording of the contract assets and liabilities, the related revenues and the determination of the stage of completion of the contracts. Our audit procedures included considering the appropriateness of the Group's revenue recognition accounting policies and the evaluation if an enforceable contract exists for the revenue.

We also included an evaluation of the significant judgements made by management based on the examination of the related project documentation and the discussion on the status of projects under construction with finance and technical staff of the Group for specific individual transactions/projects.

In addition, in order to evaluate the reliability of management's estimates, we reconciled on a sample basis the total sales price to the signed contracts and tested a sample of purchase invoices and timesheets to verify if these were allocated to the correct projects. We evaluated how lessons learned from the run-off in 2024 of projects open per 31 December 2023 were taken into account in the valuation of contract assets and contract liabilities per 31 December 2024 and evaluated if evolutions in margins after year-end should impact the valuation of contract assets or liabilities per 31 December 2024. Furthermore, we reconciled and recalculated the share of the production related overhead cost allocated to the different projects. We also performed testing over unexpected journal entries posted to revenue to identify potential unusual or irregular items that could influence contract assets or contract liabilities and the related revenue recognition.

We found management's judgements in respect of the contract assets and contract liabilities to be consistent and in line with our expectations.

Goodwill impairment testing

Description of the Key Audit Matter

Ekopak carries a significant value of goodwill on the balance sheet amounting to EUR 19,3 million at 31 December 2024 as detailed in Note 9. Under IFRS, the Company is required to test the amount of goodwill for impairment at least annually.

We consider this matter to be of most significance because of the complexity of the assessment process and significant judgments in respect of assumptions about the future results of the business and the discount rates applied to future cash flow forecasts. The most important assumptions relate to the discount rate, growth rates of revenue and operating margin.

How our Audit addressed the Key Audit Matter

We challenged the cash flow projections used in the impairment tests and the process through which they were prepared. We found that the projected cash flows for 2024 were consistent with the board of directors' approved budgets, which were subject to timely oversight and challenge by the directors. We have critically assessed the historical accuracy of management's estimates and evaluation of business plans by comparing the prior year's forecast with the Group's actual performance. For the cash flows after 2025 we critically assessed and challenged the assumptions related to the long-term growth rates, by comparing them to historical growth rates and market growth rates.

We compared the weighted average cost of capital ("WACC") to the cost of capital and debt of the Group and comparable organisations, as well as considering territory specific factors. We tested the calculation method used and the accuracy thereof. We compared operating margin percentage with past actuals and peer group margins. We compared CAPEX percentages with past actuals. We challenged the adequacy of management's sensitivity analysis of the headroom. For all CGUs we calculated the degree to which these assumptions would need to move before an impairment conclusion was triggered. We discussed the likelihood of such a movement with management. We included valuation specialists in our team to assist us with these procedures. We also evaluated the adequacy of the disclosures (Note 4.9 and Note 9) in the consolidated accounts.

From our sensitivity analysis, we found the likelihood of changes resulting in material impairment losses to be unlikely.

1.6. Responsibilities of the board of directors for the preparation of the consolidated accounts

The board of directors is responsible for the preparation of consolidated accounts that give a true and fair view in accordance with International Financial Reporting Standards as adopted by the European Union and with the legal and regulatory requirements applicable in Belgium, and for such internal control as the board of directors determines is necessary to enable the preparation of consolidated accounts that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated accounts, the board of directors is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the board of directors either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

1.7. Statutory auditor's responsibilities for the audit of the consolidated accounts

Our objectives are to obtain reasonable assurance about whether the consolidated accounts as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated accounts.

In performing our audit, we comply with the legal, regulatory and normative framework applicable to the audit of the consolidated accounts in Belgium. A statutory audit does not provide any assurance as to the Group's future viability nor as to the efficiency or effectiveness of the board of directors' current or future business management at Group level. Our responsibilities in respect of the use of the going concern basis of accounting by the board of directors are described below.

As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated accounts, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the consolidated financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion;
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control;
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the board of directors;
- Conclude on the appropriateness of the board of directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required

to draw attention in our statutory auditor's report to the related disclosures in the consolidated accounts or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our statutory auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern;

- Evaluate the overall presentation, structure and content of the consolidated accounts, including the disclosures, and whether the consolidated accounts represent the underlying transactions and events in a manner that achieves fair presentation;
- Obtain sufficient and appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the Group audit. We remain solely responsible for our audit opinion.

We communicate with the audit committee regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the audit committee with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with the audit committee, we determine those matters that were of most significance in the audit of the consolidated accounts of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter.

2. Other legal and regulatory requirements

2.1. Responsibilities of the board of directors

The board of directors is responsible for the preparation and the content of the directors' report on the consolidated accounts and the other information included in the annual report on the consolidated accounts.

2.2. Statutory auditor's responsibilities

In the context of our engagement and in accordance with the Belgian standard which is complementary to the International Standards on Auditing (ISAs) as applicable in Belgium, our responsibility is to verify, in all material respects, the directors' report on the consolidated accounts and the other information included in the annual report on the consolidated accounts and to report on these matters.

2.3. Aspects related to the directors' report on the consolidated accounts and to the other information included in the annual report on the consolidated accounts

In our opinion, after having performed specific procedures in relation to the directors' report on the consolidated accounts, this directors' report is consistent with the consolidated accounts for the year under audit and is prepared in accordance with article 3:32 of the Companies' and Associations' Code.

In the context of our audit of the consolidated accounts, we are also responsible for considering, in particular based on the knowledge acquired resulting from the audit, whether the directors' report on the consolidated accounts and the other information included in the annual report on the consolidated accounts, containing:

- Introduction
- Our company
- Our Business model
- Towards CSRD compliance
- What the future holds for Ekopak

is materially misstated or contains information which is inadequately disclosed or otherwise misleading. In light of the procedures we have performed, there are no material misstatements we have to report to you.

2.4. Statement related to independence

- Our registered audit firm and our network did not provide services which are incompatible with the statutory audit of the consolidated accounts, and our registered audit firm remained independent of the Group in the course of our mandate.
- The fees for additional services which are compatible with the statutory audit of the consolidated accounts referred to in article 3:65 of the Companies' and Associations' Code are correctly disclosed and itemized in the notes to the consolidated accounts.

2.5. European Uniform Electronic Format (ESEF)

In accordance with the draft standard on the verification of the compliance of the annual report with the European Uniform Electronic Format (hereinafter "ESEF"), we must verify that the ESEF format complies with the regulatory technical standards established by the European Delegate Regulation No. 2019/815 of 17 December 2018 (hereinafter: "Delegated Regulation") and with the Royal Decree of 14 November 2007 on the obligations of issuers of financial instruments admitted to trading on a regulated market.

The board of directors is responsible for preparing an annual report, in accordance with the ESEF requirements, including the consolidated accounts in the form of an electronic file in ESEF format (hereinafter "digital consolidated accounts").

Our responsibility is to obtain sufficient and appropriate evidence to conclude that the format of the annual report and of the digital consolidated accounts comply, in all material respects, with the ESEF requirements under the Delegated Regulation and the Royal Decree of 14 November 2007.

We have not received the digital annual report and the translated and unofficial digital consolidated annual accounts from the board of directors of the Company on the date of this report. We are therefore unable to express a conclusion that the digital format of the annual report and the marking of information in the digital consolidated annual accounts are in all material respects in accordance with the ESEF requirements.

Nevertheless, based on the work we performed on the official version of the annual report with the digital consolidated annual accounts, we are of the opinion that the digital format of the annual report and the marking of information in the consolidated annual accounts that will be available in the Belgian official mechanism for the storage of regulated information (STORI) of the FSMA are prepared in all material respects in accordance with the ESEF requirements under the Delegated Regulation.

3. Other statement

This report is consistent with the additional report to the audit committee referred to in article 11 of the Regulation (EU) N° 537/2014.

Antwerp, 10 April 2025

The statutory auditor

PwC Bedrijfsrevisoren BV/PwC Reviseurs d'Entreprises SRL

Represented by

Peter Van den Eynde*

Bedrijfsrevisor/Réviseur d'entreprises

*Acting on behalf of Peter Van den Eynde BV

Compliance met <IR> Framework

This report was prepared in accordance with the international Integrated Reporting <IR> Framework both in terms of structure and content.

Framework Principles	Our approach	Page reference
A. Strategic focus and foresight	Ekopak has integrated sustainability into its value creation model and linked clear KPIs to each of the six capitals. Based on the evolution of these KPIs, the strategy is drawn up, and priorities are set for future projects.	IR 3 Our business model IR 5 What the future holds for Ekopak
B. Coherence of information	The stakeholders are our parties that we engage to identify risks and opportunities that may affect the company's value creation. Based on these risks and opportunities, we establish a materiality matrix (update in 2024) to prioritize them. These priorities are broken down into KPIs on one of the six capitals within Ekopak's value creation model. Finally, the evolution of these capitals forms the basis for determining the projects for the future.	IR 3 Our business model IR 4 Towards CSRD Compliance IR 5 What the future holds for Ekopak
C. Stakeholder manage-ment	Stakeholders are used to stress test Ekopak's value creation model. By having them look with us at possible opportunities and risks for the future, we are alert to possible blind spots in our own organization.	IR 4.2 Stress test Stakeholders IR 5 What the future holds for Ekopak
D. Materialities	The stakeholders determine the opportunities and risks that are important for Ekopak's value creation. Based on a materiality matrix, we prioritize those materialities that are most important to us and are included as additional KPIs within the value creation model.	IR 3.1 Our strategy IR 4.1 Double materiality
E. Conciseness	The value creation model is the complete summary of this report. By framing all content within this model, we ensure that the stakeholder has all the information they need to make informed decisions.	IR 3.1 Our strategy IR 4.1 Double materiality
F. Reliability and completeness	All information is reviewed internally, approved by the board of directors, and prepared externally by an independent party. This ensures that the report presents a true and balanced picture of reality.	IR 1.2 How to read this report
G. Consistency and comparability	This report is an evolution of the 2021 Sustainability Report. As we have evolved from separate reporting to integrated reporting, some KPIs have shifted, but we always indicate this shift transparently.	IR 1.2 How to read this report IR 3 Our business model

Content elements	Page reference
H. Organisational overview and external environment	IR 2 Our company IR 2.3 Value Chain IR 2.4 Social Context
I. Governance	G Corporate governance report
J. Business model	IR 3 Our business model
K. Risks and opportunities	IR 3 Our business model IR 4 Towards CSRD Compliance
L. Strategy and priorities	IR 3.1 Our strategy IR 3.3 Value creation model in numbers
M. Performance	IR 3 Our business model IR 5 What the future holds for Ekopak
N. Outlook	IR 3.1 Our strategy IR 5 What the future holds for Ekopak
O. Basis for preparation and presentation	IR About this report IR 1.2 How to read this report
P. General reporting guidelines	IR About this report

GRI content index

Ekopak has reported in accordance with the GRI Standards (update 2021) for the period 2023-2024. Below we provide a summary index of all GRI disclosures with which this report complies. It is our ambition to grow this index annually to report on all guidelines as soon as possible. All new initiatives that can be read in the report will contribute greatly to this.

GRI		Page reference
2-1	Organizational details	IR 2.1 Ekopak in a nutshell G 1: Shareholder structure
2-2	Entities included in the organization's sustainability reporting	IR: About this report
2-3	Reporting period, frequency and contact point	IR: About this report IR 1.2 How to read this report
2-4	Restatements of information	IR: About this report G 3: Board of Directors
2-5	External assurance	IR: About this report
2-6	Activities, value chain, and other business relationships	IR 2: Our company
2-7	Employees	IR 2.2 Key figures IR 3.2 Value creation model in numbers G 7: Business ethics
2-8	Workers who are not employees	IR 3.2 Value creation model in numbers
2-9	Governance structure and composition	G Corporate governance report (all)
2-10	Nomination and selection of the highest governance body	G 3: Board of Directors
2-11	Chair of the highest governance body	G 3: Board of Directors G 5: Executive Management Committee
2-12	Role of the highest governance body in overseeing the management of impacts	IR: About this report IR 1.2 How to read this report G 6: Risk Management

2-13	Delegation of responsibility for managing impacts	G 6: Risk Management
2-14	Role of the highest governance body in sustainability reporting	R 1.1 About this report G 6: Risk Management
2-15	Conflicts of interest	G Corporate governance report (all) G 4.2 Remuneration & nomination committee
2-16	Communication of critical concerns	IR 4.2 Stress test Stakeholders
2-17	Collective knowledge of the highest governance body	IR 3.1 Our strategy G Corporate governance report (all)
2-18	Evaluation of the performance of the highest governance body	G 4.2 Remuneration & nomination committee
2-19	Remuneration policies	G 8 Corporate Governance Statement 2024
2-20	Process to determine remuneration	G 8 Corporate Governance Statement 2024
2-21	Annual total compensation ratio	G 8 Corporate Governance Statement 2024
2-22	Statement on sustainable development strategy	IR 1.1 Interview with the CEO IR 3.1 Our strategy
2-23	Policy commitments	IR 5 What the future holds for Ekopak G 7 Business ethics
2-24	Embedding policy commitments	IR 5 What the future holds for Ekopak
2-25	Processes to remediate negative impacts	IR 4 Towards CSRD Compliance
2-26	Mechanisms for seeking advice and raising concerns	IR 3.1 Our strategy IR 4.2 Stress test Stakeholders
2-27	Compliance with laws and regulations	G Corporate governance report (all)
2-28	Membership associations	IR 2.1 Ekopak in a nutshell IR 4.2 Stress test Stakeholders
2-29	Approach to stakeholder engagement	IR 4.2 Stress test Stakeholders

2-30	Collective bargaining agreements	IR 2.2 Key figures IR 3.3 Value creation model in numbers
3-1	Process to determine material topics	IR 4 Towards CSRD Compliance
3-2	List of material topics	IR 4 Towards CSRD Compliance
3-3	Management of material topics	IR 3.1 Our strategy IR 3.3 Value creation model in numbers IR 4 Towards CSRD Compliance
201-1	Direct economic value generated and distributed	IR 2 Our company IR 3.1 Our strategy IR 3.3 Value creation model in numbers
201-2	Financial implications and other risks and opportunities due to climate change	IR 2.4 Social context IR 3.1 Our strategy G 6: Risk Management
201-3	Significant indirect economic impacts	IR 2.4 Social context IR 3.1 Our strategy
203-1	Infrastructure investments and services supported	IR 3 Our business model
302-1	Energie consumptie binnen de organisatie	IR 4 Towards CSRD Compliance
302-5	Reductions in energy requirements of products and services	IR 3.3 - Intellectual IR 5. What the future holds for Ekopak
303-1	Interactions with water as a shared resource	IR 2.3 Value chain IR 3.1 Our strategy IR 3.3 – Nature
303-2	Management of water discharge-related impacts	IR 3.3 Value creation model in numbers
305-1	Direct (Scope 1) greenhouse emissions	IR 4 Towards CSRD Compliance

305-2	Indirect greenhouse gas emissions from energy (Scope 2)	IR 4 Towards CSRD Compliance
401-1	New employee hires and employee turnover	IR 3.3 – Human
403-1	Occupational health and safety management system	IR 4.2 Stress tests Stakeholders
403-4	Employee participation, consultation, and communication on occupational health and safety	IR 4.2 Stress tests Stakeholders
403-5	Employee training on occupational health and safety	IR 3.3 – Human IR 6.2.4. A global HR implementation
404-1	Average hours of training per year per employee	IR 2.4 Social context IR 3.3 Value creation model in numbers IR 6.2.4. A global HR implementation
404-2	Programs for upgrading employee	IR 6.2.4. A global HR implementation
405-1	Diversity of policy organs and staff	IR 2.2 Key figures IR 3.3 Value creation model in numbers G 7 Business ethics
413-1	Operations with local community engagement, impact assessments, and development programs	IR 3.3 - Social & relational

UN GLOBAL COMPACT INDEX

This Sustainability Report also serves as a communication on Ekopak's progress (COP) under the UN Global Compact. The table refers to passages of text in which we provide information about our commitment to the ten principles of the Global Compact.

UN Global Compact principle	Page reference
Human Rights Principle 1: Support and respect the protection of human rights Principle 2: No complicity in human rights violations	IR 2.4 Social context IR 4.2 Stress tests Stakeholders G 7 Business ethics
Labor Principle 3: Enforce freedom of association Principle 4: Abolish forced and compulsory labor Principle 5: Abolish child labor Principle 6: Abolish discrimination	IR 2.4 Social context IR 4.2 Stress tests Stakeholders G 7 Business ethics
Environment Principle 7: Support a precautionary approach to environmental problems Principle 8: Promote greater environmental responsibility Principle 9: Encourage the spread of environmentally friendly technologies	IR 3.1 Our strategy IR 3.3 Value creation model in numbers G 7 Business ethics
Anti-corruption Principle 10: Work against corruption	G 7 Business ethicsk

CSRD

The table below shows which parts of our report are already in line with the cross-company guidelines ESRS 1 and 2. More details can be found in the "Towards CSRD Compliance" section.

ESRS 1	Overarching company		Page reference
BP-1	General basis for preparing the sustainability statement	It cites how Ekopak prepared this report (consolidated/ individual - upstream/downstream).	IR About this report
BP-2	Reporting on specific circumstances	All changes from the previous report are made clear. All erro from the previous report are pointed out. All measurements where there is a measurement uncertainty are reported.	Each chapter explicitly states the changes from the 2023 Integrated Report.

GOV-3	Integrating sustainability performance into compensation plans	Ekopak discloses how performance on sustainability themes is factored into remuneration arrangements. For listed companies like Ekopak, this Reporting requirement should be consistent with the remuneration report required by Articles 9a and 9b of Directive 2007/36/EC on the exercise of certain rights of shareholders in listed companies.	G 8 Remuneration Report
SBM-1	Strategy, business model and value chain	Ekopak reports its strategy, business model and value chain.	IR 2.3 Value chain IR 3 Our business model IR 3.1 Our strategy
SBM-2	Interests and views of stakeholders	Stakeholder interests were mapped to test and assess the most significant current impacts in relation to various ESG components and potential future impacts. This is also aligned with the dual materiality analysis.	IR 4 Towards CSRD Compliance
SBM-3	Material impact, risks and opportunities and their interaction with strategy and business model	Observations, feedback, and preferences from stakeholders further refine the materiality analysis. Based on these insights, specific KPIs are established, which are directly linked to Ekopak's strategy and value creation model.	IR 4 Towards CSRD Compliance IR 4.1 Double materiality
IRO-1	Description of processes to identify and analyze material impact, risks, and opportunities	The process has been succinctly explained in Chapter 4, Towards CSRD Compliance. This process is also in line with EFRAG guidelines.	IR 4 Towards CSRD Compliance
IRO-2	Reporting requirements in ESRS included in the company's sustainability statement	It cites how to determine which materialities apply, which do not, and why.	IR 4 Towards CSRD Compliance IR 4.1 Double materiality

ESRS 2	General requirements	
2	Qualitative characteristics of information	All information is reviewed internally, approved by the board of directors, and prepared externally by an independent party. This ensures that the report presents a true and balanced picture of reality. - Only relevant info - Reliable info (complete, neutral & accurate) - Comparable (zero point, target,...) - Verifiability - Understandable
3	Double materiality as the basis for sustainability reporting	It is demonstrated that each time the dual materiality is considered. The DMA process has taken into account guidelines from EFRAG. In addition, it also always states: - Scale of the impact - Extent of the impact - Recoverability of the negative impact - Likelihood of the potential impact
4	Due Diligence	The double materiality process is documented. The outcome of Ekopak's sustainability due diligence process substantiates the company's assessment of its material impacts, risks, and opportunities.
5	Value Chain	In determining the various impacts, Ekopak's entire value chain was taken into account. This value chain has been mapped for each entity.
6	Time horizon	For each impact, the time horizon to which it applies, ranging from the short term to the long term, was also considered.

7	Preparation and presentation of sustainability information	This report is an evolution of the 2023 Sustainability Report. We always report changes and evolutions transparently. The following are also disclosed: - Estimation uncertainties - Indicating when the figures were not received until after the reporting period indicated - Any reporting errors from the previous reporting period - Significant differences at any subsidiaries - Sensitive information or intellectual property may be omitted
8	Structure of the sustainability report	The report does not currently follow the structure of CSRD. However, a chapter has been added to this report that provides guidance to the reader regarding Ekopak's CSRD preparation.
9	Links to other parts of business reporting and related information	The whole should be coherent in a clear way for readers, possibly through references to other public documents. This is done using the value creation model.
10	Transitional provisions	It is indicated that certain sustainability themes will still evolve in the coming period.

EU taxonomy

Ekopak is currently revising certain aspects of EU taxonomy reporting, which is expected to affect the final reported results. In the interest of CSRD compliance and to avoid unnecessary revisions and potential confusion, it has been decided not to publish this report in 2024. This will allow Ekopak to prepare thorough and accurate reporting so that we are fully prepared for EU taxonomy by next year.

Definitions ESG topics

Climate mitigation and energy

Definition:

- **Mitigation**: The process of reducing GHG emissions and holding the increase in the global average temperature to well below 2 °C and pursuing efforts to limit it to 1,5 °C above pre- industrial levels, as laid down in the Paris Agreement (based on the Regulation (EU) 2020/852).

- **Energie:** The company's management of energy in manufacturing and/or for provision of products and services derived from utility providers (grid energy) not owned or controlled by the company. More specifically, it includes management of energy efficiency and intensity, energy mix, as well as grid reliance. Upstream (e.g., suppliers) and downstream (e.g., product use) energy use is not included in the scope.

Climate adaptation

Definition:
- The process of adjusting to actual and expected climate change and its impacts (based on the Regulation (EU) 2020/852).

Pollution/consumer goods

- Definition: The direct or indirect introduction, as a result of human activity, of pollutants into air, water and soil, which may be harmful to human health and/or the environment, which may result in damage to material property, or which may impair or interfere with amenities and other legitimate uses of the environment. This also includes the production, use, distribution, commercialization and import/export of microplastics, substances of concern, and substances of very high concern, on their own, in mixtures or in articles.

Water

Definition:
- The company's water use, water consumption, wastewater generation, and other impacts of operations on water resources, which may be influenced by regional differences in the availability and quality of and competition for water resources. More specifically, it addresses management strategies including, but not limited to, water efficiency, intensity, and recycling.

Well-being and safety

Definition:
- The anticipation, recognition, evaluation, and control of hazards arising in or from the workplace that could impair the health and well-being of workers.

Employee rights and working conditions

Definition:

- The rights of own workforce to have secure employment, (flexible) working time, adequate wages, social dialogue, freedom of association, collective bargaining, employee privacy and adequate housing as well as the commitment to prohibit, identify and prevent own workforce child labor and/or forced labor. Freedom of association also includes the existence of works councils and the information, consultation, and participation rights of workers.

Learning and development

Definition:

- Offering employees the best opportunities to develop their knowledge and skills, while ensuring and improving talent motivation, retention and attractiveness.

Diversity, equity, and inclusion

Definition:

- Cultivating a culture of inclusion by leveraging broad dimensions of diversity, providing equitable opportunity to all (regarding pay, employment and working conditions)

Workers in the value chain and human rights

Definition:

- An individual performing work in the value chain of the undertaking, regardless of the existence or nature of any contractual relationship with that undertaking. In the ESRS, the following is included in the scope of workers in the value chain: all workers in the undertaking's upstream and downstream value chain who are or can be materially impacted by the undertaking, this includes impacts that are caused or contributed to by the undertaking and those which are directly linked to its own operations, products, or services through its business relationships. This includes all workers who are not included in the scope of "Own workforce" ("Own workforce" includes workers who are in an employment relationship with the undertaking ('employees') and non-employee workers who are either individual contractors supplying labour to the undertaking ('self-employed workers') or workers provided by undertakings primarily engaged in 'employment activities' (NACE Code N78).

Ethics, integrity, and governance

Definition:

- Corporate practices that support transparent and sustainable business practices to the benefit of all stakeholders along the value chain of the company. This includes corporate culture, protection of whistleblowers, animal welfare and payment practices.

Appendix

Scope 1 mobile emissions

Scope	Sum of volume	Sum of emissions [tCO_2e]	% of total category	Sum of % of total Scope 1 and 2
km	**1.027.480,00**	**200,05**	**44,93%**	**35,69%**
H_2O Production	392.060,00	116,02	26,06%	20,70%
Diesel - trucks	34.321,00	29,96	6,73%	5,35%
Petrol - passenger car (hybrid)	14.078,00	1,77	0,40%	0,32%
Petrol - passenger car	19.896,00	3,27	0,74%	0,58%
Diesel - delivery trucks	323.765,00	81,02	18,20%	14,45%
GWE Netherlands	2.800,00	0,46	0,10%	0,08%
Petrol - passenger cars	2.800,00	0,46	0,10%	0,08%
GWE Belgium	477.702,00	62,80	14,11%	11,20%
Petrol - passenger cars	42.054,00	6,92	1,55%	1,23%
Petrol - passenger cars (hybrid)	28.181,00	3,55	0,80%	0,63%
Diesel - passenger cars	186.180,00	31,62	7,10%	5,64%
Petrol - passenger cars (plug-in hybrid)	221.287,00	20,71	4,65%	3,70%
GWE Philippines	5.376,00	0,90	0,20%	0,16%
Petrol - passenger cars	1.776,00	0,29	0,07%	0,05%
Diesel - passenger cars	3.600,00	0,61	0,14%	0,11%
Ekopak FR	149.542,00	19,86	4,46%	3,54%
Petrol - passenger cars (hybrid)	126.538,00	15,95	3,58%	2,85%
Diesel - passenger cars	23.004,00	3,91	0,88%	0,70%
litres	**104.546,20**	**245,19**	**55,07%**	**43,74%**
DWS	1.522,29	3,83	0,86%	0,68%
Diesel - passenger cars	1.522,29	3,83	0,86%	0,68%
Ekopak	103.023,91	241,37	54,21%	43,06%
Petrol - passenger cars	40.876,74	85,20	19,14%	15,20%
Diesel - passenger cars & delivery trucks	62.147,17	156,16	35,07%	27,86%
Total	**1.132.026,20**	**445,24**	**100,00%**	**79,43%**

Bijlage

Scope 2 emissions based based on market-based method

Scope	Sum of volume	Sum of emissions [tCO_2e]	% van categorie totaal	Som van % van totale Scope 1 en 2
kWh	**689.154,40**	**75,03**	**100,00%**	**13,39%**
Ekopak Tielt 2	14.808,00	2,51	3,34%	0,45%
Grey electricity - on site	14.808,00	2,51	3,34%	0,45%
H_2O Production	55.440,00	2,01	2,68%	0,36%
Grey electricity - on site	43.710,00	1,62	2,16%	0,29%
Electricity - passenger cars [1]	11.730,00	0,39	0,53%	0,07%
Ekopak Genk	9.350,14	0,00	0,00%	0,00%
Green electricity - on site	9.350,14	0,00	0,00%	0,00%
DWS	22.086,00	2,03	2,70%	0,36%
Grey electricity - on site	15.244,00	1,30	1,73%	0,23%
Electricity - passenger cars	6.842,00	0,73	0,97%	0,13%
GWE Belgium	44.635,00	7,55	10,06%	1,35%
Grey electricity - on site	44.635,00	7,55	10,06%	1,35%
Ekopak	223.250,24	23,74	31,64%	4,23%
Electricity - passenger cars (employee's home)	110.311,53	11,73	15,63%	2,09%
Electricty - passenger cars (fuel card)	112.938,71	12,01	16,00%	2,14%
GWE Philippines	32.953,00	23,01	30,67%	4,11%
Grey electricity - on site	32.953,00	23,01	30,67%	4,11%
Ekopak FR	4.163,30	0,14	0,19%	0,02%
Electricity - passenger cars [2]	4.163,30	0,14	0,19%	0,02%
GWE USA	9.139,00	3,04	4,05%	0,54%
Grey electricity - on site	9.139,00	3,04	4,05%	0,54%

GWE	10.807,72	1,15	1,53%	0,21%
Electricity - passenger cars (fuel card)	8.499,55	0,90	1,20%	0,16%
Electricity - passenger cars (employee's home)	2.308,17	0,25	0,33%	0,04%
Ekopak Tielt 1	174.232,00	4,96	6,62%	0,89%
Green electricity - on site	31.893,00	0,00	0,00%	0,00%
Generated solar electricity - on site [3]	112.700,00	0,00	0,00%	0,00%
Grey electricity - on site	29.639,00	4,96	6,62%	0,89%
GWE Thailand	9.937,00	4,46	5,94%	0,80%
Grey electricity - on site	9.937,00	4,46	5,94%	0,80%
Ekopak Deinze	66.671,00	0,00	0,00%	0,00%
Green electricity - on site	66.671,00	0,00	0,00%	0,00%
Ekopak FR Genas	4.095,00	0,15	0,20%	0,03%
Grey electricity - on site	4.095,00	0,15	0,20%	0,03%
Ekopak FR MSA	7.587,00	0,28	0,37%	0,05%
Grey electricity - on site	7.587,00	0,28	0,37%	0,05%
Total	**689.154,40**	**75,03**	**100,00%**	**13,39%**

1 *For the electric passenger cars of H2O Production, only the amount of kilometres driven were known. Based on the kilometres, the electricity consumption for charging the cars was estimated.*

2 *VFor the electric passenger cars of Ekopak FR, only the amount of kilometres driven were known. Based on the kilometres, the electricity consumption for charging the cars was estimated.*

3 *The generated solar electricity of Ekopak (Tielt 1) is the total generated electricity, without taking into account the amount that was injected into the grid. This will have no impact on the total scope 2 emissions, nonetheless, future work will focus on finding out this information to gain an insight into self-consumption*

The above calculation was performed based on the market-based method, using supplier-specific emission factors and the electricity production situation at Ekopak group locations.

- The supplier-specific emission factors were provided by the electricity suppliers of Ekopak BE, Ekopak FR and H2O Production.
- For the other sites, the emission factor of the respective country was used, tailored to the specific type of electricity (gray or green).

Nevertheless, future work will focus on retrieving this information to better understand the self-consumption of generated energy.