Financial Report

References • 2024

Unédic

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Unédic
2024 Financial Report

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CEO'S report

2024: THE UNEMPLOYMENT INSURANCE SYSTEM'S DEBT REDUCTION PATH PARALYSED BY EXTERNAL DECISIONS

The year 2024 was marked by significant uncertainty for the unemployment insurance scheme: uncertainty in the global economy, with the rollout of protectionist measures adding to geopolitical tensions, and uncertainty at the national level, particularly due to the absence of a Finance Bill, which weighed heavily on the scheme's ability to project its financing.

This economic context is further compounded by the continuation of the ongoing process of partial non-compensation for employer exemptions from unemployment insurance contributions – also known as State levies or deductions – decided by the decree of 27 December 2023. This directly results in a €12.05 billion reduction in revenue between 2023 and 2026, including €2.6 billion in 2024.

At the end of 2024, the Unemployment Insurance reported a deficit of €0.1 billion. Excluding State levies, the balance would have been positive at €2.5 billion.

As a result, Unédic's debt reduction trajectory has been paralysed, forcing the scheme to resort more heavily to debt issuance on the financial markets, which generates additional interest costs. The financial cost of the debt amounts to €542 million at the end of 2024.

The Unemployment Insurance's ability to act as an economic and social buffer in the event of a crisis remains significantly weakened.

2024 was also marked by the signing on 30 April 2024 of the tripartite agreement among the State, Unédic and France Travail. This agreement sets out the governance framework for France Travail, establishes the operator's strategic objectives, and defines the resources at its disposal and the tools for managing its performance. The agreement sets three guidelines for France Travail:

- giving everyone the means to access sustainable employment;
- ensuring that users access to their rights to compensation to support their return to work;
- helping employers recruit more quickly and sustainably and diversify their recruitment methods.

THE COMPLEXITY OF READING THE UNÉDIC ACCOUNTS DUE TO THE CONTINUATION OF PARTIAL NON-COMPENSATION

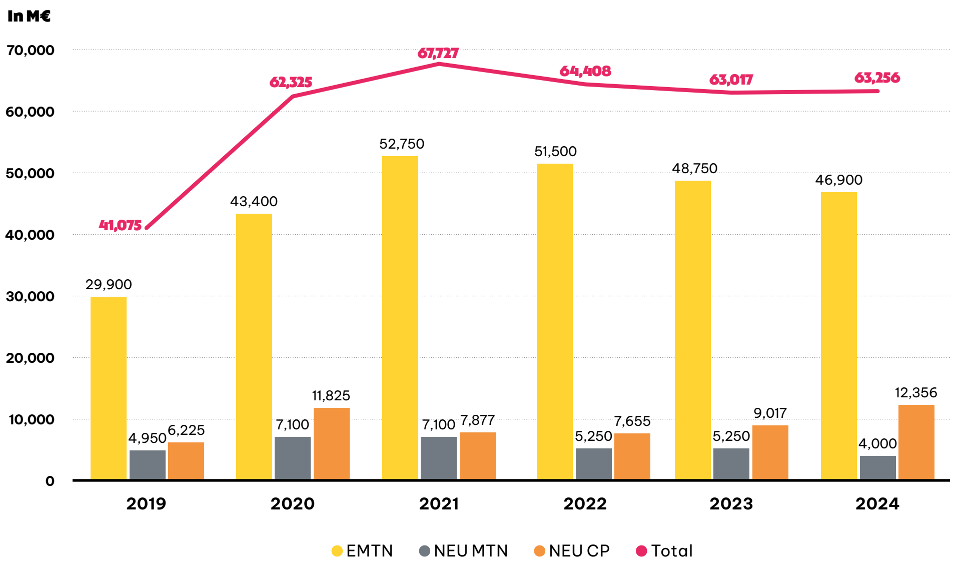
As in 2023, the absence of any mention in the legal texts of the destination of the funds associated with the partial non-compensation of unemployment insurance contribution exemptions, announced as being earmarked for the funding of France Compétences and France Travail, made it impossible to reflect the €2.6 billion levy in the scheme's expenses in 2024. This levy is therefore presented as a reduction in the main contributions in the Unédic financial statements, making them more difficult to analyse.

The growth in Unédic's two main sources of revenue in 2024 (main contributions based on the total wage bill and the CSG) is masked by the amount of partial non-compensation. As a result, the "apparent" increase in Unédic's revenue was only 2.5%, reaching €45.4 billion. t the same time, certain expenses rose rapidly, such as Unédic's contribution to the operating costs of its operator France Travail, which amounted to €4.8 billion in 2024, compared with €4.3 billion in 2023. This amount is calculated on a basis before application of the partial non-compensation of unemployment insurance contribution exemptions.

Mechanically, this method of calculation means that the annual contribution rate of Unédic to France Travail, set in the legislation at 11% of the total revenue of the scheme, will in fact amount to 11.5% of total net revenue in 2023 for 2025, and 11.6% of total net revenue in 2024 for 2026.

In this situation, Unédic had to adjust the terms of its debt, with a reduction in outstanding NEU MTN (medium-term) and EMTN (long-term bonds) debt offset by an increase in outstanding NEU CP (short-term) debt.

The debt trend curve for the period 2019-2024 (excluding accrued interest on bonds) is therefore as follows:



Between the end of 2021 and the end of 2024, the reduction in the use of long-term bond issuance on the financial markets led to a decrease in medium- and long-term debt outstanding: from €59.8 billion at the end of 2021 to €50.90 billion at the end of 2024. Over the same period, the average maturity of medium- and long-term debt outstanding decreased from 6 years and 11 months to 5 years and 5 months. Short-term NEU CP borrowings rose from €7.9 billion at the end of 2021 to €12.4 billion at the end of 2024, an increase of €4.5 billion.

At the same time, efforts were made to keep financing costs below 1%.

YEAR-END DEBT AND FINANCIAL EXPENSES SINCE 2019 (EXCLUDING ACCRUED INTEREST)

EUR MILLIONS	2024	2023	2022	2021	2020	2019
Net debt*	**59,390**	59,303	60,714	63,639	54,611	36,815
Net financial expense	**542**	413	299	303	315	334
Financing cost**	**0.91%**	0.70%	0.49%	0.48%	0.58%	0.91%

* Net debt = Gross debt - Cash and cash equivalents
** Financing costs = Net financial expenses / Net debt

INCOME STATEMENT FOR THE YEAR FINANCIAL YEAR

EUR MILLIONS	2024	2023
Main contributions and other funding (including CSG):	**44,335**	43,383
- *Main contributions*	**24,294**	23,241
- *CSG activity*	**17,276**	16,723
- *General exemption reduction*	**4,948**	4,984
- *Partial non-compensation of general relief*	**-2,600**	-2,000
- *Specific exemptions*	**414**	407
- *Health crisis exemption*	**3**	29
Special contributions	**662**	558
Other income	**375**	308
Total technical income	**45,372**	**44,249**
Return-to-work allowances (ARE)	**-32,580**	-31,102
Other benefits	**-3,332**	-3,031
Redeployment benefits	**-1,065**	-819
Validation of pension credits	**-2,488**	-2,398
11% France Travail (formerly Pôle Emploi) contribution	**-4,820**	-4,334
Furloughing scheme funding	**-82**	-95
Other expenses	**-551**	-484
Total technical expense	**-44,918**	**-42,261**
Technical management result	**454**	1,988
Administrative management result	**-40**	-37
Net financial expense	**-542**	-413
Net exceptional income	**0**	2
Corporate income tax	**-1**	-4
Net accounting result	**-128**	**1,536**

If, in 2023, the favourable financial trajectory had been confirmed, based on a 5.3% increase in main contributions (excluding exemptions), the financial year of 2024 saw a combination of unfavourable economic indicators and an increase in expenses that was only partially offset by higher revenues (before partial non-compensation of unemployment insurance contribution exemptions).

Benefits paid under the return-to-work allowance (ARE) amounted to €32.6 billion in 2024, compared with €31.1 billion in 2023, an increase of 4.8%, which can be explained by the increase in the average number of days compensated and the revaluation of unemployment benefits.

Benefits paid under the ARE Training scheme amounted to €1.8 billion in 2024, compared with €1.9 billion in 2023, a decrease of 4.6%.

Payments under the ASP (professional security benefits) amounted to €1.5 billion in 2024, compared with €1.1 billion in 2023, representing an increase of 37%, which can be explained by the rise in the number of days paid coupled with an increase in the average daily rate.

After taking into account the contribution of Unemployment Insurance to the funding of supplementary pensions for beneficiaries (€2.5 billion in 2024, slightly up on 2023), as well as its contribution to the France Travail budget (€4.8 billion), technical management expenses will increase by 6.3% between 2023 and 2024.

The technical management result shows a surplus of €454 million, a sharp decline compared with the 2023 surplus of €1,988 million.

Administrative management

Administrative management is running a deficit of €40 million, slightly up on 2023 (deficit of €37 million).

However, in 2024, Unédic managed to achieve budget savings of €1.3 million on its operating expenses (€29.1 million in 2024), mainly for the following reasons:
- the CPME's decision to waive its AGFPN allocation, resulting in €1.1 million less than expected from trade unions and employers' organizations;
- cost control through rigorous management and the postponement of certain projects such as the IT master plan, the talent management programme, etc.;
- optimization of asset management costs arising from the property disposal strategy, representing an annual cost of €0.5 million. It should be noted in this regard that disposals of Unédic's real estate assets fell sharply, with the sale of one site and a car park in 2024, compared with eight sites in 2023. As of 31 December 2024, there were 28 sites in residual stock, of which 20 are vacant and 8 are currently leased.

After deducting this negative administrative result, the financial result of -€542 million, the exceptional items and property income tax, the net income for the financial year was a deficit of €128 million.

DECREASE IN CASH AND CASH EQUIVALENTS

The Unemployment Insurance scheme's cash position is negative at €88 million, broken down as follows:

EUR MILLIONS	31/12/2024	31/12/2023	Change
Bond issues (EMTN)	**-46,900**	-48,750	1,850
Short-term negotiable commercial paper (NEU CP)	**-12,356**	-9,017	-3,339
Negotiable medium-term notes (NEU MTN)	**-4,000**	-5,250	1,250
Overdrafts	**0**	0	-
Investments	**2,785**	2,563	222
Bank balances	**1,082**	1,151	-70
Total	**-59,390**	**-59,303**	**-88**

RECONCILIATION OF NET INCOME TO CASH FLOW

Accounting result for the year 2024	**€128 million**
Transactions generating no change in cash (increase in underwriting reserves)	**€204 million**
Business cycle requirement	**-€164 million**
2024/2023 change in cash position	**-€88 million**

Deficit of net assets of €58,220 million at the end of 2023 is deteriorated mechanically by €128 million of the deficit for the 2024 financial year, to reach a negative net position of €58,348 million as of 31 December 2024.

EUR MILLIONS	31/12/2024	31/12/2023	Change
Retained loss and reserves	**-58,220**	-59,755	1,536
Accounting result for the year	**-128**	1,536	-1,664
Net equity	**-58,348**	**-58,220**	**-128**

The transition from deficit of net assets of -€58,348 million to net bank debt of -€59,390 million, after deducting cash and cash equivalents from the balance sheet, can be explained as follows:

FROM NET EQUITY TO NET DEBT AS OF 31/12/2024

EUR MILLIONS	
Net equity at 31/12/2024	**-58,348**
Transactions generating no change in cash (funding capacity represented by cumulative amortisation, depreciation and provisions as at 31/12/2024)	**2,260**
Gross non-current assets at 31/12/2024	***-68***
Cash requirement represented by the funding of the difference between operating receivables and operating payables	**-3,466**
Cash sources linked to accrued interest on borrowings and deferment of borrowings costs to be distributed (issue premiums, accrued interest, etc.)	**-164**
Net debt as at 31/12/2024	**-59,390**

SUBSEQUENT EVENTS AT THE CLOSURE OF THE 2024 FINANCIAL YEAR IMPACTING THE UNEMPLOYMENT INSURANCE SCHEME

The following events should be noted, which occurred after the financial year ended on 31 December 2024:

1. Implementation of the agreement of 15 November 2024 on Unemployment Insurance

The agreement of 15 November 2024 on Unemployment Insurance came into force on 1 January 2025, with implementation of most of the new measures deferred until 1 April 2025. This agreement has been extended to Monaco (addendum extending the territorial scope of the agreement of 15 November 2024 to Monaco to come).

2. Acquisition of rights to Unemployment Insurance under prison employment contracts

Since 1 January 2025, work carried out in prison under a prison employment contract entitles prisoners to Unemployment Insurance benefits. This new measure is the result of the combined provisions of Articles 7 and 8 of Order No. 2022-1336 of 19 October 2022 on the social rights of prisoners, Decree No. 2025-8 of 4 January 2025, and Annex IV of the General Unemployment Insurance Regulations annexed to the Agreement of 15 November 2024.
Decree No. 2025-8 of 4 January 2025 provides for the prison administration to issue the certificate entitling the beneficiary to the ARE under a prison employment contract and to forward it to France Travail (via the Nominative Social Declaration (*Déclaration sociale nominative, DSN*) as of 1 July 2025). The certificate template is drawn up by Unédic. This decree also provides that these provisions are applicable to prison employment contracts in force on the date of entry into force of the decree: Unédic has therefore obtained the payment of unemployment insurance contributions for previous periods of employment, which will, where applicable, enable entitlement to ARE to be established.

3. Continuation of the implementation of Law No. 2023-1196 of 18 December 2023 for full employment

Some of the measures provided in this Law came into force on 1 January 2024, while others have been implemented since 1 January 2025 (see Point 1 above). As of that date, registration on the list of jobseekers will apply to new groups (e.g. recipients of RSA, young people supported by a local employment agency, people with disabilities seeking support from a Cap Emploi employment agency, etc.).
In this regard, implementing regulations have been published in late 2024 and early 2025, including:

- Decree No. 2024-1242 of 30 December 2024 on the registration, guidance and employment contract of jobseekers, which allows for the integration of new groups and modifies certain reporting obligations for jobseekers;
- Decree No. 2024-1244 of 30 December 2024 on the time limits for the guidance and support of jobseekers;
- Decree No. 2024-1268 of 31 December 2024 on the France Travail operator's information system and containing various provisions on the processing of personal data in the field of employment, integration and training;

- Decree of 3 January 2025 on the implementation of the France Travail information system;
- Decree of 6 January 2025 implementing Article L. 5411-2 of the Labour Code relating to the renewal of job applications.

Decree No. 2025-252 of 20 March 2025 on the elements constituting a reasonable job offer was also published, according to which, for the purposes of determining a reasonable job offer, the preferred geographical area is defined within the national territory and the expected salary is defined in line with the salary normally paid for the job or jobs sought in that area, taking into account, where applicable, the experience of the jobseeker. Several implementing texts are still to be published.

4. Creation of the APLD-rebound (APLD-R)

In a context of economic uncertainty and increasing corporate restructuring, the government has introduced a new long-term furloughing scheme (APLD-R Law No. 2025-127 of 14 February 2025 on Finance Bill for 2025 – Art. 193), similar to the APLD scheme that expired in 2023. Companies will be able to benefit from the scheme through collective bargaining and the conclusion of a collective agreement or the drafting of a unilateral document implemented under an extended branch agreement, which must be submitted to the administrative authority between 1 March 2025 and 28 February 2026. The APLD-rebound benefits will be jointly funded by the State and Unédic, in the same proportions as the furloughing scheme and the APLD (addendum No. 5 to the State-Unédic agreement of 1 November 2014, to be published).

5. Addendum No. 10 to the agreement of 26 January 2015 relating to the Career Safeguarding Contract (CSP)

Addendum No. 10 of 20 March 2025 to the agreement of 26 January 2015 on the CSP aims to bring consistency between the general regulations resulting from the agreement of 15 November 2024 on unemployment insurance *(see Point 1 above)* and the regulations relating to the CSP.

6. Management and funding of the Career Safeguarding Contract

Three agreements between the State, Unédic and Pôle Emploi (now France Travail) on the funding and implementation of the CSP may be subject to change. If so, discussions between the State and the social partners should focus on the funding of training and support for CSP beneficiaries. Since 2020, the State has no longer contributed to this funding. This withdrawal by the State follows Law No. 2018-771 of 5 September 2018 on freedom to choose one's professional future, which amended the management and funding arrangements for training measures for CSP beneficiaries.

This scheme was previously based on the Joint Fund for Securing Professional Careers (FPSPP) and approved joint collection agencies (Opca), as well as a one-point increase in the Unédic's overall contribution to the France Travail budget for "strengthening support for jobseekers", resulting from decree of 26 July 2019. It should be noted that, at this stage, there are no plans to change the funding of the professional security allowance (ASP), which is shared between the State and Unédic (in practice, the State's contribution is zero as there is no remaining amount to be paid). A technical working group between the State services and the Unédic services has been set up for 2024 and 2025.

7. New CCMSA–Unédic–AGS–France Travail agreement

The agreement of 22 February 2013 with the CCMSA was revised in 2023. A new agreement was signed on 18 February 2025 by the CCMSA, Unédic, AGS and France Travail. Financial and accounting relations have been updated and are governed by this new agreement. It will be supplemented by an amendment governing the transition to a payment system based on amounts due, in order to apply the same system as the Urssaf Caisse Nationale to the CCMSA, effective from 1 January 2026.

8. Empowerment of the National Joint Fund Management Association (AGFPN)

In accordance with the agreement reached at the end of 2024 between the two institutions, and following the signing of a tripartite agreement concerning the transfer of the employment contracts of four employees, the transfer will take effect on 1 January 2025. In addition to the termination of the staff secondment agreement, the AGFPN has moved out of the premises it had been occupying at Unédic, which also means that the agreement for the provision of equipped premises will end on 31 December 2024. No agreement is now in force between Unédic and the AGFPN.

9. New bipartite agreement between France Travail and Unédic

The revision of the bipartite agreement between France Travail and Unédic of 21 December 2012 was launched in autumn 2024, and a new agreement was approved by Unédic's Bureau on 27 May and will be approved for immediate signature by both parties by the France Travail Board of Directors on 25 June 2025.

Financial strategy

On 29 January 2025, Unédic's Board of Directors decided to authorize up to €6 billion in new bond issues for 2025, based on the financial forecasts available at that date. The State has granted an explicit guarantee of up to €4 billion for 2025 (Law No. 2025-127 of 14 February 2025 on finance for 2025, Article 149), in line with the initial request made by the Unédic Board of Directors on 27 June 2024 based on the financial forecasts available at that time.

By Order of 17 February 2025, the amount of the State guarantee for Unédic bond issues for 2025 was set at €4 billion. The Board of Directors also:

- confirmed the characteristics of the financing programs:
  - EMTN - maximum outstanding amount of €60 billion,
  - NEU MTN - maximum outstanding amount of €10 billion,
  - NEU CP - maximum outstanding amount of €18 billion;
- confirmed the characteristics of the liquidity buffer:
  - minimum outstanding amount of €2.5 billion, adjusted daily based on projected disbursements,
  - invested in accordance with specific prudential rules.

These legislative provisions and the decisions taken by the Board of Directors enable Unédic to implement its 2025 financing programme. Two bond issues were carried out:

- 12 March: €2 billion bond issue with an 8-year "long" maturity (25 November 2033) at an interest rate of 3.479%, representing a spread of 4 basis points (0.04%) above French government bonds (OATs), confirming the confidence placed in Unédic by the markets.
- 23 April: €2 billion bond issue with a 10-year maturity (25 May 2035) at an interest rate of 3.307%, representing a spread of 9 basis points (0.09%) above OATs.

These Social Bonds will be used primarily to fund protection and support measures for sustainable employment.

If Unédic's funding needs for 2025 prove to be higher than those provided for in the Finance Bill, the NEU CP or NEU MTN programs may cover part of the cash requirements. If the situation worsened significantly, emergency provisions in an amended Finance Bill would then be requested.

IN 2025, UNÉDIC NEEDS MORE STABILITY TO SUPPORT CAREER TRANSITIONS

At the end of 2024, the social partners demonstrated their sense of responsibility by reaching an agreement on a new unemployment insurance agreement. This victory for joint decision-making is further proof of the ability of employee and employer representatives to find ways to work together for the common good.

The result of demanding dialogue, this agreement leads to decisions that commit the unemployment insurance system for the long term. It is therefore essential to allow this agreement time to take full effect and to take the time to observe and measure the impact of the new rules.

Unemployment insurance is an essential cog in the dynamic labour market. It supports workers in their diverse career paths, whether they are returning to work, undergoing training, retraining or starting a business, while taking into account the needs of employers. To fulfil its role as an economic shock absorber in times of crisis, Unemployment Insurance needs stability. This stability is essential to ensure long-term management and adaptation to changes in the labour market.

Financial statements

BALANCE SHEET – ASSETS – UNÉDIC ASSOCIATION

EUR MILLIONS		2024		2023
NON-CURRENT ASSETS		**22.4**		**33.1**
Intangible assets		2.5		5.6
Tangible assets		9.0		13.7
Non-current financial assets		10.9		13.7
CURRENT ASSETS		**9,541.4**		**9,424.6**
Receivables:		5,121.0		5,134.3
- Beneficiaries	***433.8***		*474.4*	
- Affiliates	***4,687.2***		*4,659.9*	
Other receivables		463.6		490.2
Marketable securities		2,784.5		2,562.9
Cash and cash equivalents		1,089.0		1,160.2
Prepaid expenses		83.2		76.9
Deferred expenses		**43.5**		**50.5**
Bond redemption premiums		83.4		96.6
TOTAL ASSETS		**9,690.8**		**9,604.8**

BALANCE SHEET – EQUITY AND LIABILITIES – UNÉDIC ASSOCIATION

EUR MILLIONS	2024		2023	
NET EQUITY		**-58,347.9**		**-58,219.6**
Reserves		0.8		0.8
Retained loss		-58,220.4		-59,756.0
Accounting result for the year		-128.3		1,535.6
Provisions for contingencies and expenses		**104.4**		**124.0**
LIABILITIES		**67,732.7**		**67,449.3**
Loans and borrowings:		63,420.3		63,214.5
- Bond issues	***47,063.9***		*48,946.9*	
- Other loans and borrowings	***16,356.4***		*14,267.5*	
- Short-term bank facilities			-	
- Other borrowings			-	
Other liabilities:		4,312.4		4,234.9
- Affiliates	***306.8***		*282.9*	
- Beneficiaries	***3,152.9***		*3,041.5*	
- Tax and social security	***139.2***		*136.9*	
- Suppliers	***3.4***		*7.6*	
- State	***80.7***		*48.7*	
- Other	***629.5***		*717.3*	
Accruals and deferred income		**201.5**		**251.0**
TOTAL EQUITY AND LIABILITIES		**9,690.8**		**9,604.8**

INCOME STATEMENT – UNÉDIC ASSOCIATION

EUR MILLIONS	2024		2023	
TECHNICAL MANAGEMENT				
Income		**45,372.4**		**44,249.4**
Contributions	**44,997.7**		43,941.8	
Other income	**23.2**		20.1	
Reversals of provisions	**29.5**		28.2	
Transfers of expenses	**321.9**		259.3	
Expenses		**44,918.5**		**42,261.5**
Return-to-work allowance	**32,580.0**		31,102.1	
Other benefits	**3,331.8**		3,030.6	
Redeployment benefits	**1,064.9**		819.2	
Validation of pension credits	**2,488.4**		2,397.5	
Furloughing scheme	**82.4**		94.5	
Other expenses	**5,259.1**		4,700.9	
Charge to provisions	**111.9**		116.7	
Technical result		**453.8**		**1,987.9**
ADMINISTRATIVE MANAGEMENT				
Income		**6.1**		**46.0**
Provision of services	**2.4**		42.9	
Other income	**3.7**		3.2	
Expenses		**46.2**		**83.2**
Purchases	**0.2**		0.5	
External services	**17.7**		33.9	
Taxes and duties	**2.4**		4.3	
Wages and social security expenses	**13.7**		31.6	
Other expenses	**0.1**		0.1	
Amortisation, depreciation and provisions	**12.1**		12.9	
Administrative management result		**-40.1**		**-37.2**
FINANCIAL MANAGEMENT				
Financial income		**262.4**		224.4
Financial expenses		**804.1**		637.3
Net financial management result		**-541.7**		**-412.9**
EXCEPTIONAL TRANSACTIONS				
Technical management				
Administrative management		**0.2**		1.5
Net exceptional result		**0.2**		**1.5**
Corporate income tax and similar expense		**-0.6**		-3.7
ACCOUNTING RESULT FOR THE YEAR		**-128.3**		**1,535.6**

Appendices

Unédic is the joint association that manages the Unemployment Insurance scheme in France. It is governed by the social partners with a Board of Directors and an Executive Committee made up of representatives of trade unions and employers' organisations.

Its main tasks are to advise the social partners through studies and analyses of the labour market, to secure compensation rules and to ensure and guarantee the funding of benefits payable by the Unemployment Insurance scheme. Unédic mainly finances "unemployment" allowances (return-to-work allowance, self-employed workers' allowance and professional security allowance) paid to jobseekers, the contribution to supplementary pensions for recipients and the funding of France Travail.

Unédic's workforce at 31 December 2024 comprised 122 employees: 113 on permanent contracts, 3 on fixed-term contracts and 6 apprentices.

Unédic's net administrative management costs amounted to €40.1 million in 2024 (including management of Unédic's real estate assets and payments to trade unions and employer' organisations), up 8% compared to 2023. The AGS management mandate is neutral in Unédic's accounts, since the associated expenses are recharged/rebilled (€1.5 million).

1. Significant events during the financial year

The years 2020 and 2021 were marked by significant deficits for the Unemployment Insurance, due to the financing of emergency measures aimed at securing the economy in the face of the constraints associated with Covid-19 crisis management.

The years 2022 and 2023 marked a return to a positive financial situation for Unédic, thanks to dynamic revenues from the rebound in the wage bill, and a reduction in expenditure linked to the fall in the unemployment rate and, above all, to the end of various emergency measures. However, a negative trend was observed at the end of 2023, with an upward trend in the number of people receiving unemployment benefits.

In 2024, the scheme's accounting result decreased by €1,664 million compared to 2023 and was slightly in deficit (-€128.3 million). This reduction in the result is due to an increase in total expenses (+6.4%), which was greater than the increase in total income, which continued to be reduced by the partial exemptions of general tax relief (+2.5%).

The trend observed at the end of 2023 was thus confirmed in 2024 with an increase in the number of people receiving unemployment benefits, thereby contributing to an increase in spending on benefits and assistance from one year to the next. They are also fuelled by a delayed effect of the inflationary episode via the revaluation of unemployment benefits decided in 2023 and 2024, as well as by the granting of new entitlements in 2024 based on higher nominal wages.

Revenues also rose in 2024, but wage growth, which drives contribution revenues, was less dynamic, in line with the decline in inflation.

The rise in interest rates resulting from the monetary policies implemented since 2022 to curb inflation also weighed on Unédic's finances. Interest expenses remain higher than the slight surplus in technical management and explain the deficit in the 2024 accounts.

CONTINUATION OF THE PARTIAL NON-COMPENSATION OF THE GENERAL REDUCTION

The decree of 27 December 2023, which introduced the partial non-compensation (-€12 billion over four years) of exemptions under the general reduction (annual schedule: -€2.0 billion in 2023, -€2.6 billion in 2024, -€3.35 billion in 2025 and -€4.1 billion in 2026), continued to apply in 2024, weighing heavily on the balance of the scheme.

As a result, Unédic's 2024 result was -€128 million. Without the partial compensation exercised on the general reduction, Unédic's 2024 result would have been a surplus of +€2,472 million, which would have enabled the scheme to continue its debt reduction phase.

EUR MILLIONS	Financial year 2024	Financial year 2024 before non-compensation	Financial year 2023	Financial year 2023 before non-compensation
Accounting result for the year	**-128**	**2,472**	1,536	3,536

This levy is presented in Unédic's 2024 financial statements as a deduction from the main contributions.

EUR MILLIONS	2024	2023
Main contributions and other funding (including CSG):	**44,335**	43,383
- Main contributions	**24,294**	23,241
- CSG activity	**17,276**	16,723
- General exemption reduction	**4,948**	4,984
- Partial non-compensation general relief	**-2,600**	-2,000
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Special contributions	**662**	558
Other income	**375**	308
Total technical income	**45,372**	**44,249**
Return-to-work allowances (ARE)	**-32,580**	-31,102
Other benefits	**-3,332**	-3,031
Redeployment benefits	**-1,065**	-819
Validation of pension credits	**-2,488**	-2,398
11% France Travail (formerly Pôle Emploi) contribution	**-4,820**	-4,334
Furloughing scheme funding	**-82**	-95
Other expenses	**-551**	-484
Total technical expenses	**-44,918**	**-42,261**
Technical management result	**454**	1,988
Administrative management result	**-40**	-37
Net financial expense	**-542**	-413
Net exceptional income	**0**	2
Corporate income tax	**-1**	-4
NET ACCOUNTING RESULT	**-128**	**1,536**

1.1 – LEGAL AND REGULATORY MEASURES

1.1.1 – Law No. 2023-1196 of 18 December 2023 on full employment

Some of the measures provided for in Law No. 2023-1196 of 18 December 2023 on full employment came into force on 1 January 2024.

This Law laid the legal foundations for the transformation of Pôle emploi into France Travail and the employment network (RPE), which brings together those involved in job placement and support for jobseekers, including recipients of RSA income support, young people (local missions) and people with disabilities (Cap emploi).

The aim of this unified network is to ensure better coordination between stakeholders in the field of social and professional integration (common ground regarding support criteria, services offered, duties and sanctions for job seekers, shared tools, etc.). In terms of governance, a national employment committee brings together the various stakeholders (the State, social partners, local authorities, Unédic, etc.) and is responsible for defining the network's strategic guidelines.

Unédic's funding for the France Travail operator is maintained at 11% of the scheme's resources (agreement of 15 November 2024 on unemployment insurance, Art. 8, *see point 1.1.2 below*).

Other measures have been in place since 1 January 2025 (mandatory registration with France Travail for anyone who is able to work and receiving income support or unemployment benefits, and mandatory participation in a personalised job search accompanied by a public employment service provider, single commitment contract replacing the PPAE, updated renewal, etc.).

Thus, numerous implementing texts (decrees, orders) were published during 2024. The implementation of this reform continues in 2025, and several texts are still awaited (e.g. decree defining the penalties incurred by beneficiaries in the event of breaches of the obligations defined in their commitment contract, in the event of fraud, etc.).

1.1.2 – Agreement of 15 November 2024 on unemployment insurance

The social partners concluded an Agreement on Unemployment Insurance on 15 November 2024, which was approved by decree on 19 December 2024.

This new regulation applies to employees who are involuntarily unemployed and whose employment contract ends on or after 1 January 2025 (unless the dismissal procedure was initiated earlier).

However, for operational reasons relating to implementation, the entry into force of the main regulatory changes has been postponed until 1 April 2025:
- the specific affiliation requirement for seasonal workers who have worked 108 days or 758 hours (5 months), a period justified by exclusively seasonal contracts, when the 6-month affiliation requirement cannot be met;
- the age requirement is raised to 55 on the date of the end of employment contract in order to be eligible for a 36-month period of affiliation and a maximum benefit period of 685 days; it is raised to 57 in order to be eligible for a maximum benefit period of 822 days;

- the age requirement is raised to 55, with no other age limit, to claim a possible extension of the benefit period in the event of training undertaken during the benefit period, up to a maximum of 137 days;
- the age requirement is gradually raised to 64 for the maintenance of rights until retirement age (in line with the gradual increase in the legal retirement age for beneficiaries born between 1961 and 1968);
- the ARE is paid monthly on the basis of 30 days per month, regardless of the number of calendar days in the month (subject to events that may reduce the amount) for all beneficiaries, including those receiving benefits on 1 April 2025;
- the total amount of combining ARE with income from self-employment is capped at 60% of the remaining ARE entitlement, subject to an IPR appeal if the beneficiary has not earned any income from self-employment;
- the reference salary for the month in question is reconstituted in the event of incapacity, whether work-related or not;
- a new condition is attached to the second payment of the ARCE: not to be in full-time permanent employment;
- the resumption of the remaining entitlement, after receiving one of these benefits, can now only take place in the event of cessation of self-employment;
- for the calculation of the duration of benefits, the ceiling on the number of days not worked taken into account is reduced from 75% to 70% of the number of days worked, resulting in an upward effect on the calculation of the reference daily wage;
- the age threshold above which the reduction in benefits does not apply is set at 55, instead of 57, on the date of termination of the employment contract;
- the length of employment beyond which the condition of involuntary unemployment is deemed to be satisfied in the case of resignation from a job taken up during a compensation period is set at 88 days worked (4 months) instead of 65 days worked (3 months). This change allows the claimant a longer period in which to “test” a return to work;
- the expiry period, corresponding to three years plus the duration of entitlement, is applied during the period of benefit payment, and no longer only during the review for the resumption of entitlement; at the same time, new cases of extension of the period are created: training, illness;
- the residence requirement has been adjusted for beneficiaries pursuing training abroad: their benefits may be continued for a period of six months;
- unemployment insurance is made available to former prisoners who have worked under a prison employment contract through the creation of an annex (a measure resulting from an order and requiring the publication of a decree);
- the conditions for accessing the death grant have been expanded (the fact that ARE is not paid at the time of death, due to coverage under social security cash benefits, does not prevent the death grant from being paid);
- end-of-benefit assistance is automatically granted to beneficiaries who meet the conditions;
- the period during which refusals of permanent employment contracts (CDI) following the end of a fixed-term (CDD) or temporary contract (CTT) are recorded corresponds to the 12 months preceding the last end of the employment contract;
- the provisions relating to employees posted abroad by an employer falling within the territorial scope of the scheme (former Chapter 1 of Annex IX) are incorporated into the general regulations (without any impact on the compensation arrangements).

The Unemployment Insurance Agreement therefore replaces decree No. 2019-797 of 26 July 2019, which expired on 31 December 2024, thus ending the so-called waiting period. The social partners thus regain the powers conferred on them by law in relation to the management of unemployment insurance (Article L. 5422-20 of the Labour Code).

1.1.3 – Agreement of 15 November 2024 on unemployment insurance in Mayotte

The rules on compensation and contributions set out in the agreement of 24 March 2016 on unemployment compensation in Mayotte and incorporated into the decree of 26 July 2019 are extended by an agreement of 15 November 2024 (without change, subject to editorial adjustments or adjustments to ensure consistency with the general regulations).

It should be noted that Emergency Law No. 2025-176 of 24 February 2025 for Mayotte provides, until 31 March 2025 (with the possibility of extension by decree until 31 December 2025):
- the suspension of the collection by the Mayotte Social Security Fund of unemployment insurance contributions owed by employers in Mayotte;
- the extension of ARE rights in Mayotte, and other measures to exclude the period following the cyclone from the calculation of entitlement to ARE-M at the end of the extension;
- an increase in the levels of support for furlough (Decree No. 2025-254 of 20 March 2025).

In view of the persistent economic and social difficulties in Mayotte, the above measures have been extended until 30 June 2025, following a favourable opinion from the Unédic Board of Directors on 26 March 2025.

1.1.4 – Measures relating to contributions

→ Bonus-malus

The bonus-malus system consists, for employers with 11 or more employees in certain sectors of activity (specified by ministerial decree), of adjusting the rate of the employer's unemployment insurance contribution from 4.05% to between 3% (bonus) and 5.05% (malus), depending on the number of terminations of employment contracts attributable to the company and giving rise registration with France Travail.

The bonus-malus system has been in effect since 1 September 2022. The third one-year adjustment cycle, which began on 1 September 2024, has been extended until its end date (31 August 2025) in accordance with the rules set out in decree No. 2019-797 of 26 July 2019. An order of 22 August 2024 determined the median separation rates per sector used by URSSAF for the calculation of the bonus-malus system.

The provisions relating to the bonus-malus system, set out in the general regulations and implementation agreement No.1 annexed to the Unemployment Insurance Agreement, will apply from 1 September 2025. A fourth six-month adjustment cycle (from 1 September 2025 to 28 February 2026) has therefore been determined. In addition, other adjustments to the bonus-malus system (exclusion of certain separations, use of a finer comparison grid) have been referred to a joint technical working group and will be implemented by an addendum to the Unemployment Insurance Agreement. This amendment must also define the sectors covered by the scheme for a period of three years, starting on 1 March 2026.

→ Reduction in the unemployment insurance contribution rate

The Unemployment Insurance Agreement of 15 November 2024 also reduced the standard unemployment insurance contribution rate to 4% for remuneration relating to periods of employment starting on or after 1 May 2025.

1.2 – STATE–UNÉDIC JOINT SYSTEMS

1.2.1 – Furloughing scheme

Since the Covid-19 epidemic, the financing arrangements for Furloughing scheme covered by the State and Unédic have been significantly modified. Amendment No. 1 of 18 December 2020 to the State and Unédic agreement of 1 November 2014 divided the funding of the scheme between the State and Unédic at 67% and 33% of the allowances paid, respectively. Three other amendments to the agreement extended these financing arrangements until 31 December 2023 (amendment No. 2 of 16 June 2021, amendment No. 3 of 3 January 2022, amendment No. 4 of 30 November 2022). Beyond that date, Unédic continued to contribute to the funding of the Furloughing scheme in the same proportions. Amendment No.1 also provided for the possibility for Unédic to audit the ASP, as well as the data exchange arrangements to ensure the financial management and monitoring of the scheme. The standard rates applicable to all companies are as follows: compensation and allowance equal to 60% and 36% of gross hourly wage, capped at 4.5 times the minimum wage.

In addition, a specific long-term furloughing scheme (APLD) introduced in 2020 was in force until 31 December 2022. It could be implemented by collective agreement for a period of three years. Since 1 January 2023, it is therefore no longer possible to negotiate a collective agreement or unilateral document relating to the APLD, but the scheme may continue to apply until the end of 2026 in companies that implemented it before the end of December 2022. If the APLD is used, the reduction in employees' working time is limited to 40% of the legal working time. The indemnity and furloughing allowance are respectively increased to 70% and 60% of the gross hourly reference wage (capped to 4.5 times the minimum wage).

Finally, the operational procedures for the payment of Unédic's contribution to the ASP are set out in amendment No. 1 of 24 February 2021 to the Unédic-ASP agreement of 24 February 2015. In 2021, these expenses were still at a significant level (€2.6 billion). These expenses, which had fallen significantly in 2022 and 2023 (€195 million in 2022 and €95 million in 2023), fell slightly further in 2024 to €82 million in Unédic's accounts. In addition, the amount of off-balance sheet commitments relating to this scheme amounts to €25 million for Unédic's share (33%) (*see § 6.5 below*).

Decree No. 2024-1268 of 31 December 2024 on the France Travail operator's information system and containing various provisions on the processing of personal data in the field of employment, integration and vocational training, allows Unédic to now receive the NIR (registration number or social security number) of employees placed on furlough (Article R. 5122-2 of the Labour Code).

1.2.2 – Agreement on Career safeguarding contract (CSP) extended until 31 December 2025

The agreement of 26 January 2015 relating to the CSP, which was due to expire on 31 December 2024, has been extended until 31 December 2025 at the latest, by amendment No. 9 of 22 November 2024 (approved by order of 23 December 2024).

This extension amendment also provides for the extension of the CSP duration by the periods during which the daily parental leave allowance was paid which gave led to the suspension of Career safeguarding contract, within the limits of the maximum payment period.

The scheme has also been extended in Mayotte (amendment No. 6 of 22 November 2024 to the agreement of 17 July 2018 on the implementation of the CSP in Mayotte, approved by decree of 23 December 2024).

1.3 – FUNDING OF UNEMPLOYMENT INSURANCE

Since 2008, Unédic's debt has increased from €5 billion in 2008 to €63.6 billion at the end of 2021 (excluding accrued interest). This increase has enabled the Unemployment Insurance scheme to maintain a level of compensation equivalent to that guaranteed in the most protective European countries, without weighing on employees' purchasing power or on labour costs.

After returning to surplus in 2022, Unédic's financial situation remained positive in 2023, before showing a slight deficit in 2024, mainly due to the economic downturn from the second half of 2023 onwards, as well as levies on the scheme's revenue decided by the State to finance France Travail and France Compétences. As a result, its net debt stood at €59.4 billion at the end of 2024 (excluding accrued interest), compared with €59.3 billion at the end of 2023.

Given the counter-cyclical role of Unemployment Insurance, Unédic's debt builds up when the economic situation deteriorates, particularly when interest rates are low. Over the last decade, the particularly favourable level of the reference rates used to calculate Unédic's borrowing rates can be explained by:
- the implementation of accommodative monetary policies by the European Central Bank (ECB) between 2015 and 2022, and in particular the Pandemic Emergency Purchase Programme (PEPP) to support the markets during the Covid-19 crisis;
- the ability of the social partners to put in place a financing strategy that can be understood to investors and Unédic stakeholders.

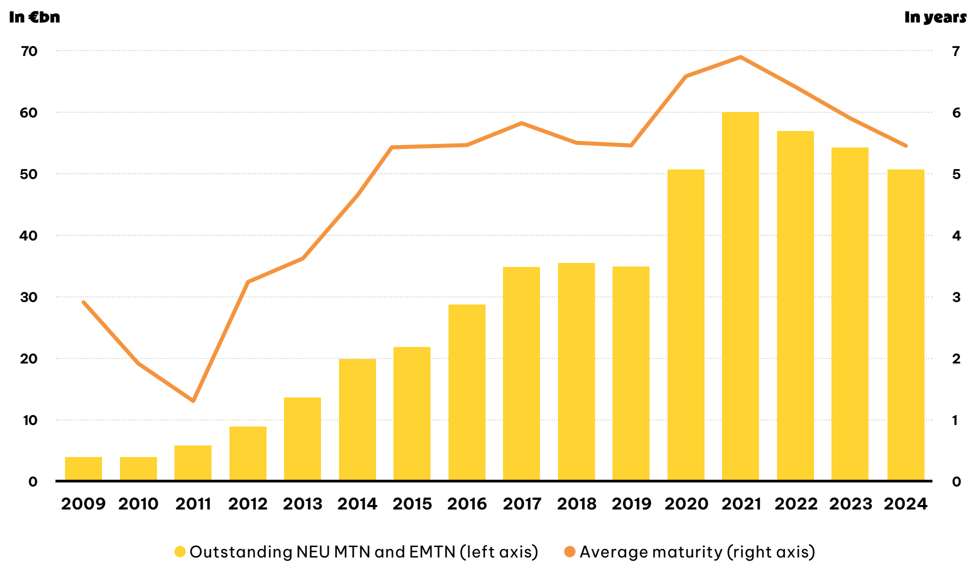
The financing strategy implemented since 2009 has aimed to limit the consequences of rising interest rates (which materialised in 2022 in connection with the end of the ECB's accommodating monetary policies: increase in key interest rates, end of quantitative easing via the purchase of securities on the financial markets, etc.) on Unédic's debt servicing costs. All borrowings are contracted at fixed rates in euros, thereby limiting Unédic's exposure to market risks.

Until the end of 2019, successive financing programmes were carried out in such a way that Unédic's debt maturity schedule did not include any year in which loan repayments exceeded 10% of its revenue. In order to comply with this constraint, Unédic has lengthened the average maturity of its debt, in particular by increasing the maximum maturity at issue several times (set at 15 years since 2017).

In 2020 and 2021, because of the crisis, Unédic's outstanding medium and long-term debt increased substantially (from €34.8 billion at the end of 2019 to €59.8 billion at the end of 2021). As a result, it has been decided to continue this strategy of extending the average maturity of the outstanding debt in order to limit the risks of:
- refinancing, by spreading the maturity dates over the Unédic's debt schedule to limit the amount of annual repayments;
- rising interest rate by taking advantage of the low-interest rate environment to issue bonds with long maturities.

From 2022 to 2024, the return to surpluses and the reduced recourse to debt issuance on the financial markets led to a decrease in medium and long-term debt outstanding from €59.8 billion at the end of 2021 to €50.90 billion at the end of 2024. Over the same period, the average maturity of outstanding medium- and long-term debt has fallen from 6 years and 11 months to 5 years and 5 months reflecting the ageing of the stock. Over the same period, short-term NEU CP (commercial paper) borrowings will increase from €7.9 billion at the end of 2021 to €12.4 billion at the end of 2024, representing an increase of €4.5 billion.

ÉVOLUTION DE LA STRUCTURE DE L'ENCOURS DE DETTE MOYEN ET LONG TERME DE L'UNÉDIC



Source: Unédic – DFC

The bonds issued under this strategy up to 2021 and the start of Unédic's debt reduction resulting in limited recourse to new debt issuance from 2022 onwards (€1 billion in bond issues in 2022, 2023 and 2024) – have made it possible to limit the cost of debt despite the sharp rise in rates observed market rates since 2022.

Thus, the average interest rate (weighted by daily outstanding) paid on borrowings stands at 1.163% in 2024, after 0.910% in 2023 and 0.495% in 2022. This increase is mainly due to the continuing high mobilisation of the short-term financing programme (NEU CP), whose issue rates are correlated to the ECB's key interest rates, which have themselves been raised by 250 basis points in 2022 (from -0.50% at the end of 2021 to 2.00% at the end of 2022), then by 200 basis points in 2023 (from 2.00% to 4.00%), before beginning a downward cycle in 2024 (from 4.00% to 3.00%). Net financial expenses amounted to €541.7 million in 2024.

YEAR-END DEBT AND FINANCIAL EXPENSES SINCE 2016

EUR MILLIONS	2024	2023	2022	2021	2020	2019	2018	2017	2016
Net debt (at 31/12)	**59,554**	59,500	60,714	63,639	54,611	36,815	35,540	33,549	29,758
Net financial expense	**542**	413	299	303	315	334	365	352	324
Ratio net financial expense on net debt	**0.91%**	0.69%	0.49%	0.48%	0.58%	0.91%	1.03%	1.05%	1.09%

At year-end 2024, Unédic's net debt stood at €59,554 million, allocated as follows:

EUR MILLIONS	31/12/2024	31/12/2023	Change
Bond	**-47,064**	-48,947	1,883
Short-term negotiable securities (NEU CP)	**-12,356**	-9,017	-3,339
Medium-term negotiable securities (NEU MTN)	**-4,000**	-5,250	1,250
Current bank overdrafts	**0**	0	–
Investments	**2,785**	2,563	222
Cash	**1,082**	1,151	-70
TOTAL	**-59,554**	**-59,500**	**-55**

1.3.1 – Bonds and bank loans

The maximum outstanding amount on the EMTN (Euro Medium Term Notes) programme has been maintained at €60 billion in 2024. The EMTN programme ceiling was increased to €60 billion by a decision of the Board of Directors on 28 January 2021 (it was €50 billion at the end of 2020 and €34 billion at the end of 2019).

In view of the constraints imposed by Article 213-15 of the French Monetary and Financial Code governing bond issues by associations on the financial markets, Unédic has requested a State guarantee. The Finance Act for 2024, published on 29 December 2023 granted a State guarantee for bonds issued by Unédic during 2024, in principal and interest, up to a total ceiling of €1 billion, in particular to meet medium- and long-term debt repayments totalling €4.1 billion:
- a long-term bond (EMTN) carried out in 2014 for a total of €2.85 billion (including a €350 million top-up in 2021);
- a medium-term bond (NEU MTN) carried out in 2017 for €1.25 billion.

A single bond was issued under Unédic's EMTN programme, which is explicitly guaranteed by the French government, for an amount of €1 billion.

EUR MILLIONS	Amount of issuance	Maturity	OAT (1)	Risk premium (2)	Issue premium (3)	Effective interest rate (1+2+3)
EMTN 35.1	**1,000**	10 years	3.12%	0.06%	0.01%	3.19%

This issue benefited from the rating given to Unédic by the rating agencies Fitch Ratings (AA-) and Moody's (Aa2) when undertaken.

However, on 17 December 2024, Moody's downgraded the long-term rating of 27 French public sector entities linked to the State, including Unédic, following the downgrade of the sovereign rating to Aa3. Fitch, meanwhile, maintained its rating (AA-).

1.3.2 – NEU MTN (formerly "Bons à moyen terme négociables – BMTN")

The set-up of a €3 billion BMTN (negotiable medium-term notes) programme was authorised by the Board of Directors' decision of 27 June 2014, to reduce the stock of commercial paper and extend the average duration of the Unemployment Insurance's debt. The programme's authorised maximum outstanding amount and maturity were successively increased to a maximum of €10 billion and 7 years respectively. In view of the improvement in Unédic's financial trajectory observed in 2021, the Board of Directors decided on 29 June 2021 to reduce the maximum maturity to 5 years.

In 2016, Unédic took advantage of the reform of the TCN market to create NEU MTN documentation (formerly BMTN) that complies with the provisions of the Prospectus Directive. The development of this documentary innovation allows the listing of NEU MTN securities on Euronext.

This programme was not used in 2024. A repayment of €1.25 billion was made during the 2024 financial year.

1.3.3 – NEU CP (formerly "Billets de trésorerie")

The use of this means of funding for associations was authorised, under certain conditions, in Article 37 of Law No. 2003-706 of 1 August 2003. The initial amount of €1.2 billion in 2004 was gradually raised to reach a ceiling of €12 billion authorised by the Board of Directors in June 2012 and then reduced to €10 billion in January 2016 following the decisions of the Board of Directors. The total outstanding amount of the programme at 31 December 2019 was €6.2 billion.

In 2020, Unédic's NEU CP programme was uesd first to fund the sudden and significant increase in cash requirements during the first lockdown between March and May. Thus, the total amount of short-term debt securities quickly reached the programme's ceiling of €10 billion in April, and it was decided to increase this ceiling to €18 billion. The amount borrowed continued to rise rapidly until the end of May, reaching the programme's ceiling of almost €18 billion. Unédic's medium- and long-term funding programmes were revised upwards and used from mid-May, ensuring the continuity of funding as a substitute for NEU CP short-term debt issues. As a result, the stock of NEU CP securities was able to be reduced from the summer of 2020, to €11.8 billion at the end of 2020.

In 2021, the gradual improvement in Unédic's financial situation first enabled it to stabilise its outstanding short-term debt, and then even to reduce it at the end of the year, reaching €7.9 billion on 31 December 2021. The return to surplus in 2022 enabled the reduction in outstanding NEU CP debt to continue, reaching €7.7 billion at the end of the year.

In 2023, the short-term debt programme (NEU CP) was heavily used to cover short-term cash requirements, including the partial and temporary refinancing of medium- and long-term borrowings maturing in April and November 2023, but also to finance the €2 billion shortfall in compensation for social contribution exemptions for unemployment insurance that arose at the end of the year.

This mobilisation of the NEU CP programme continued in 2024, notably to cover the partial refunding of a bond issue (€2.85 billion) and a NEU MTN (€1.25 billion) for a total amount of €4.1 billion maturing in May and November, but also to finance the shortfall amounting to €2.6 billion in compensation for social contribution exemptions for unemployment insurance. The average financing rate for outstanding NEU CP in December 2024 was +3.20% (compared with +3.80% at the end of 2023, +1.30% at the end of 2022 and -0.58% at the end of 2021). The positive interest generates financial expenses, while negative interest is recorded as financial income.

In 2024, this NEU CP programme was rated “P-1” by Moody’s and “F1+” by Fitch Ratings.

Initially, at the request of the rating agencies, syndicated and confirmed credit lines were put in place to cover this programme and thus compensate for any dysfunction in the money market.

In 2012, these credit lines were replaced by a liquidity reserve of at least €2 billion, corresponding to one month of technical expenses. The level varies according to the use of the commercial paper programme and the amount of forecast disbursement (*see 1.3.5 Investments and liquid assets*). This strategy has proven its worth in meeting the severe liquidity constraints in 2020, when bank credit lines could not be mobilised during the major liquidity crises (the major financial crisis and the European sovereign liquidity crisis). It also makes it possible to avoid the high costs of credit lines (commissions, non-utilisation rates) while generating, by substitution, a positive financial result on the carrying of NEU CP debt, issued in addition to cover liquidity, and investments in liquidity cushions (*see 1.3.5 Investments liquid assets*).

Since this liquidity reserve was set up, Unédic’s financial parameters have changed, particularly in line with inflation and wage trends. The Unédic Board of Directors therefore decided at the beginning 2023 to adjust the management parameters of the liquidity buffer accordingly, by increasing its minimum amount to €2.5 billion in line with inflation over the period.

The amount of the liquidity cushion is now defined as the higher of:
- the sum of:
  - 100% of forecast disbursements (technical and third-party) over the next 10 calendar days; and
  - 100% of long-term government-guaranteed bonds maturities (EMTN) and medium-term bonds maturities (NEU MTN) over the next 10 calendar days; and
  - 50% of short-term debt maturities (NEU CP) over the next 10 calendar days;

Or
- one month’s technical expense, i.e., €2.5 billion.

The same Board of Directors decided to modify the characteristics of the investment vehicles of the liquidity buffer in this new context of managing a treasury that is gradually being built up over the months.

To boost the return on Unédic's cash, it was therefore appropriate to add the following criteria to the existing criteria for financial decisions relating to investment management:
- liquidity allowing assets to be recovered within 5 business days;
- type of instrument:
  - Long-term cash Sicav,
  - Bond Sicav.

Following these additions, the investment criteria for Unédic's liquidity reserve are as follows:
- type of instrument:
  - Treasury account,
  - bank account,
  - money market Sicav,
  - long-term cash Sicav,
  - bond Sicav;
- instruments free of any entry or exit fees;
- liquidity allowing assets invested to be recovered within five days;
- maximum exposure ratio of 10% of a Sicav;
- ESG investments to be favoured among the available instruments within the limits of liquidity and diversification constraints;
- securities issued by French public sector entities treated as central governments within the meaning of the ACPR.

1.3.4 – Bank financing – overdrafts

Very short-term funding needs are covered in the form of bank overdrafts negotiated over the counter with Unédic's banking partners (around €1 billion negotiated).

None of these overdraft lines were used for significant amounts in the 2024 financial year.

1.3.5 – Investments and cash

In 2024, the average daily amount of Unédic's liquidity buffer was €5.4 billion.

As a reminder, following the publication of the Social Bond framework document in May 2020, Unédic made a best effort commitment to invest its cash in responsible instruments.

As a result, a monitoring system for funds with the SRI label issued by the Ministry of Economy and Finance was put in place. At the end of 2020, all of Unédic's cash reserves invested in money market funds were in funds with the SRI label. This was also the case for the years 2021 to 2024.

Unédic's total outstanding investments at the end of 2024 amounted to €3.9 billion (a slight increase compared to the end of 2023).

The average rate of remuneration from investments and cash and cash equivalents at the end of December 2024 was +2.92% (compared with +3.89% at the end of 2023), down due to the aforementioned decline in market rates. Positive remuneration generates financial income, while negative remuneration is recognised as financial expenses.

1.4 – RELATIONS BETWEEN FRANCE TRAVAIL AND UNÉDIC

The tripartite agreement between the State, Unédic and France Travail, as provided for by law, specifies the governance framework for France Travail and sets the strategic objectives for the offer of service and operator's action. It defines the resources placed at disposal and determines the tools for monitoring its performance.

The 2024-2027 agreement was signed on 30 April 2024. It sets out three strategic priorities for France Travail:

OBJECTIVE 1 : Give everyone the means to access sustainable employment
This first objective is broken down into:
- ensuring that every jobseeker quickly receives uninterrupted support tailored to their needs and situation, with the aim of returning to sustainable employment;
- investing in the skills of jobseekers and making professional training more effective in serving businesses;
- renewing the framework of rights and duties so that it is fully shared by the person receiving support and helps to speed up their return to employment.

OBJECTIVE 2 : Guarantee users' access to their rights to compensation to help them return to work
This second objective is broken down into:
- ensuring a high level of compensation quality to support a return to employment;
- promoting access to rights and combating non-take-up of benefits and assistance;
- guaranteeing the payment of the correct amount of benefits.

OBJECTIVE 3 : Help employers recruit more quickly and sustainably, and diversify their recruitment methods
This third objective is broken down into:
- increasing the number of employers receiving recruitment support by anticipating their needs;
- intensifying support for companies throughout their recruitment process by mobilising proven recruitment levers;
- improving the quality and relevance of candidates proposed to recruiters;
- ensuring transparency in the labour market.

The financial relations linked to the implementation of this agreement are the subject of an annual cash flow agreement between Unédic and France Travail, which specifies the amount and payment terms of the contribution owed by Unédic in accordance with the provisions of the law (for 2024, the agreement was signed on 30 January 2025).

Until 31 December 2019, this contribution was set at 10% of Unédic's resources for the financial year N-2.

In accordance with decree No. 2019-797 of 26 July 2019 on the unemployment insurance scheme, for the year 2024, the annual contribution of Unédic to the France Travail budget is now set at 11% of Unédic's resources for the N-2 financial year (as referred to in Articles L. 5422-9, L. 5422-11 and L. 5422-20 of the Labour Code).

This translates into a technical management expense of €4.8 billion for the 2024 financial year, recorded in the income statement.

France Travail is responsible, on behalf of Unédic, for paying unemployment insurance benefits to beneficiaries and collecting contributions for certain categories of employees. For the 2024 financial year, contributions collected by France Travail are recognised at €1 billion (excluding AGS contributions) and benefits and assistance amount to €37 billion.

An agreement between Unédic and Pôle Emploi (renamed France Travail in 2024) organises the implementation of this delegation of services and operational cooperation (*see below*).

In addition, France Travail is responsible for implementing specific measures under an agreement to finance support for participants in the Career safeguarding contract (CSP), which followed on from the CRP and CTP measures, with a budget of €70 million in 2024 for CSP support expenditure.

UNÉDIC – PÔLE EMPLOI (NOW FRANCE TRAVAIL) AGREEMENT OF 21 DECEMBER 2012

The bipartite agreement between Unédic and Pôle Emploi (renamed France Travail in 2024) signed on 21 December 2012 sets out the terms and conditions under which France Travail will carry out the tasks delegated to it by Unédic, namely the provision of benefits and assistance financed by the Unemployment Insurance scheme for jobseekers and the collection of unemployment insurance contributions in respect of certain groups, in particular expatriates and casual workers employed in the entertainment industry.

The arrangements for the provision of these delegated services were designed to ensure complementarity between Unédic and France Travail, in accordance with the roles and responsibilities of their respective decision-making bodies.

The text is faithful to the objectives of the multiannual agreements signed between the State, Unédic and France Travail in 2011, 2014, 2019 and 2024.

It reproduces the need for performance-based management, adapted to the objectives of the social partners, to offer a quality service to jobseekers and businesses.

The bipartite agreement sets out the procedures for monitoring the objectives, including the rate of first payments made on time, quality rate of processing benefit claims, collection rate of overdue payments and collection rate of outstanding CSP contributions (Career safeguarding contract).

However, developments in recent years, including concerning management indicators and access to data (with the 2019 tripartite agreement), comitology and, more generally, concerning practices between the two bodies, has led Unédic to propose revising this agreement to adapt it to current circumstances.

1.5 – FINANCIAL RELATIONS WITH COLLECTION AGENCIES

Unédic has several agencies collecting unemployment insurance contributions and contributions to the employee debt guarantee scheme: Urssaf Caisse Nationale, CCMSA, France Travail, the Caisse de Compensation des Services Sociaux (CCSS) in Monaco, and the Caisse de Prévoyance Sociale (CPS) in Saint-Pierre-et-Miquelon.

Total receipts of contributions and other funding collected in 2024 amounts to €44.96 billion for all operators combined, excluding AGS. By comparison, the total amount collected in 2023 was €43.78 billion. The collection agency Urssaf Caisse Nationale accounts for 95% of the amount collected for unemployment insurance, representing €42.43 billion.

The financial relationship between Urssaf Caisse Nationale and Unédic is now governed by the Unédic-Pôle emploi-Acoss-AGS agreement of 30 September 2022, relating to the collection of contributions and contributions due from employers. This agreement replaces the agreement of 17 December 2010.

Similarly, the agreement of 22 February 2013 with CCMSA was subject to a review process that began in 2023. A new agreement was signed on 18 February 2025 by the CCMSA, Unédic, AGS and France Travail.

The CCMSA and France Travail are the two largest collection agencies, after the Urssaf Caisse Nationale, having collected €0.94 billion and €1.01 billion respectively in 2024.

EUR BILLIONS	Urssaf Caisse Nationale	CCMSA	France Travail	Other	Total
2024 collections	42.43	0.94	1.01	0.58	**44.96**
Share as % of total	95%	2%	2%	1%	**100%**

The law of 5 September 2018 for the freedom to choose one's professional future scraped employee unemployment insurance contributions (2.40%) as from 1 January 2019. To compensate for this scrapping, the Social Security Financing Act for 2019 provided for Unédic being allocated 1.47% of the CSG tax levied on income from employment collected by the Urssaf Caisse Nationale. This rate was not renewed by the Social Security Financing Acts.

The amount of CSG on earned income allocated to Unédic in 2024 represents a total of €17.3 billion (including income receivable and net of provision for impairment of bad debts and provision for litigation).

STATE-COMPENSATED EXEMPTION MECHANISMS

The 2019 Social Security Financing Act also provided for the extension of the general reduction in unemployment insurance contributions on 1 October 2019 for all employers, with the exception of certain specific types of contract, agricultural production, and employers located in the French overseas departments, Saint-Barthélemy and-Saint Martin, who have already benefited from it since 1 January 2019. The compensation for the loss of income resulting from the allocation of the general reduction in contributions to the employer's unemployment insurance contribution is provided by the Urssaf Caisse Nationale (Art. L. 225-1-1 – No.7 bis of the Social Security Code), in accordance with the terms and conditions specified in an agreement between Unédic, Acoss, CCMSA and Pôle emploi dated 23 January 2019. Since 2023, the Urssaf Caisse Nationale has provided partial compensation for the general reduction in unemployment insurance contributions (non-compensation of €2 billion in 2023 and €2.6 billion in 2024 from the Unédic to the Urssaf Caisse Nationale).

The amount of financial compensation paid by the Urssaf Caisse Nationale for the general reduction represents a total of €2.3 billion in 2024 (including receivables), compared with €3 billion in 2023.

Other specific exemption measures include targeted exemptions:
- LODEOM (Law for the Economic Development of Overseas Territories) ;
- Home care services;
- Occasional workers – jobseekers (TO-DE);
- Shipping companies;
- Apprentices in the public sector outside the industrial and commercial sector.

The compensation paid by the State to Unédic for these exemptions will amount to total of €414 million. This compensation was the subject of an agreement on 1 March 2019, supplemented each year by an amendment signed by the State services (Budget Directorate, DSS and the ministries responsible for budget programmes), the collection operators (UCN, CCMSA and France Travail) and Unédic. The amendment for 2024 provides that, from 2025, the compensation mechanism will be renewed annually by tacit agreement.

1.6 – REVALUATION OF UNEMPLOYMENT INSURANCE BENEFITS

At its meeting of 27 June 2024, Unédic's Board of Directors decided to increase unemployment insurance benefits (including for Mayotte) by 1.2% as from 1 July 2024:
- the amount of the fixed part of the return-to-work allowance (ARE);
- the minimum ARE amount;
- the minimum ARE Training allowance;
- the minimum amount specified in paragraph 2 of §1 of Article 17 bis of the unemployment insurance regulations relating to the application of the degressivity coefficient;
- the amount of the daily allowance under paragraph 3 of § 1 of Article 17 bis of the unemployment insurance regulation relating to the application of the sliding scale coefficient.

Reference salaries were also increased by the same rate. The increase applies to beneficiaries whose reference salary is composed entirely of the previous remuneration of at least six months, i.e. before 1 January 2024.

1.7 – NEW AGREEMENT CNAV-UNÉDIC-FRANCE TRAVAIL

On 17 July 2024, the French pension insurance fund, France Travail and Unédic signed a new partnership agreement for the benefit of jobseekers at the end of their career. This agreement strengthens cooperation between the three organisations to facilitate and secure the transition to retirement for jobseekers receiving benefits. It aims to simplify procedures for users by offering smooth and tailored pathways for which they will benefit from continuity of service from both schemes (unemployment insurance and retirement), and to avoid situations of undue payments/overpayments linked to the unintentional accumulation of unemployment benefits and a retirement pension.

1.8 – NEW UNÉDIC-CMRC AGREEMENT

The Monegasque Supplementary Pension Fund (CMRC), established by Monegasque Law 1.544 of 20 April 2023, replaced Agirc-Arrco, which managed the supplementary pension scheme for employees in the Principality of Monaco, with effect from 1 January 2024.

An agreement between Unédic and CMRC on the implementation of the supplementary pension scheme in the Principality of Monaco was concluded on 21 November 2024.

2. Accounting policies and methods

2.1 – GENERAL PRINCIPLES

The Unédic's financial statements for the year ended 31 December 2024 drawn up in euros and comprising the balance sheet, income statement and notes, have been prepared in accordance with the chart of accounts of the Unemployment Insurance bodies approved by the National Accounting Council on 9 January 1995 (Notice of Compliance No. 79). They take into account the specificities of the declaratory nature of the Unemployment Insurance and the consequences thereof, both as regards the declarations by affiliates and payments to beneficiaries.

The signatory organisations of the agreement of 14 May 2014 (amended by the amendments of October 2014 and March 2015, extended by Decree No. 2016-869 of 29 June 2016) and the agreement of 14 April 2017, having regard to Decree No. 2019-797 of 26 July 2019, having regard to Article L. 5422-9 of the French Labour Code relating to the method of funding of benefits paid under this scheme, certify that Unemployment Insurance is a specific pay-as-you-go scheme.

The Unédic Association's financial statements include the financial information produced by the following institutions: Unédic and the former Unédic-AGS Delegation. The Unédic–AGS Delegation institution has not had any activity of its own since 1 January 2024, but it has not been closed to be able to record accounting transactions relating to the agreement for the transfer of tangible and intangible assets in connection with the end of the existing service delegation following the signing of the new AGS–Unédic management agreement.

Unédic's annual financial statements have been prepared based on financial information produced by the following agencies: Urssaf Caisse Nationale, CCMSA, France Travail, the services and payment agency ("Agence des services et de paiement" – ASP) (for the furloughing scheme), CCSS (Monaco), CPS (Saint-Pierre-et-Miquelon) and summarised in in reporting documents reflecting the transactions carried out on behalf of the Unemployment Insurance.

2.2 – UNEMPLOYMENT BENEFITS

2.2.1 – Expenses

Under the regulations, jobseekers are required to register with France Travail and then submit evidence of their situation on a monthly basis to avoid their entitlements being revoked. These formalities enable the monthly payment of benefits to be included in the technical management expense.

Due to this monthly recognition, benefit expenses recognised during a financial year only include benefits paid in respect of the 2024 financial year, i.e. benefits paid during the current financial year and benefits to be paid at the start of the following financial year.

Thus, in addition to the December benefits paid in January of the following year, payment adjustments may be made in subsequent months. In this context, for accrued benefits payable, Unédic retains an additional provision corresponding to February and March Y+1 relating to financial year Y and earlier years.

Regarding accrued benefits payable, the provision relates only to the month of January in year Y, since the generating event for benefit to be paid in two tranches (such as ARCE, which represents 76% of benefits in 2024) is the date on which the benefit is granted. Accordingly, there is no certainty that benefits paid in February and March Y+1 can be charged in year Y.

2.2.2 – Benefit payables

The amount of benefits considered as being due for the current financial year according to the principles referred to above is included in the "Benefit payables" item. This amount is calculated using the benefits paid in January, February and March payable in respect of the current financial year.

2.2.3 – Benefit receivables

The accounts receivable from benefit recipients (overpayments and advances) are covered by a provision recognised based on the age of the receivables.

Regarding overpayments of less than €25,000: depreciation is calculated using a statistical law projecting the expected recovery of overpayments over a period of 4 years. Depreciation rates are determined over a 12-months reference period running from 1 December of the previous year (Y-1) to 30 November of the current year (Y). This rate was applied to the stock of overpayments on 31 December.

For overpayments exceeding €25,000 each: the identification and case-by-case assessment of the probability of recovery is carried out based on the outstanding balance as of the end of November Y. In this context, overpayments relating to fraud must be depreciated at 100% unless the information available indicates that they will be recovered in the short term. In the event of a significant impact, an update is requested in January Y+1 to take into account the December transactions (any new overpayments and changes in December for the outstanding balance at the end of November).

2.3 – FURLOUGHING SCHEME BENEFITS

Expenses related to furloughing scheme (furloughing scheme, or "activité partielle" and long-term furloughing scheme, or "activité parielle de longue durée" - APLD) are recorded under other technical management expenses. They consist of requests for compensation made by companies for hours not worked by their employees for periods of employment in year Y, and for the capped gross reference pay of each employee for that said period.

Requests for compensation are processed by the services and payment agency ("Agence de services et de paiement" – ASP) through the network of regional departments for the economy, employment, labour and solidarity ("Directions régionales de l'économie, de l'emploi, du travail et des Solidarités" – DREETS, formerly DIRECCTE) for payment approval. The ASP is mandated to implement the payment of furloughing scheme grants to employers.

2.3.1 – Expenses

Furloughing scheme expenses are recognised based on monthly invoices from ASP.

2.3.2 – Accrued expenses and provisions

The calculation of accrued expenses and provisions for expenses is based on employers' claims for compensation for periods of employment in year Y, which are fully assessed by the ASP departments between January and February of year Y+1.

In view of the comparison between the potential additional hours to be compensated for periods of employment in year Y and the actual expenses paid as mentioned above, an additional provision for expenses was recognised for the 2024 financial year (€9.4 million).

In the balance sheet, expenses paid between January and February Y+1 relating to Y are included in Other liabilities (€12.2 million on 31 December 2024).

2.4 – CONTRIBUTIONS AND OTHER FUNDING

2.4.1 – Income

As a reminder, Article 54 of Law No. 2018-771 of 5 September 2018 on the freedom to choose one's professional future scrapped employee unemployment insurance contributions as from 1 January 2019 (except for casual workers employed in the entertainment industry, who remain liable only for the specific contribution referred to in Article L. 5424-20 of the Labour Code, expatriate employees whose employer does not fall within the scope of the compulsory affiliation provided for in Article L. 5422-13 of the Labour Code and employees working in the Principality of Monaco). To compensate for this scrapping, Article 26 of Law No.2018-1203 of 22 December 2018 on the social security funding for 2019 provided for the allocation to Unédic of 1.47% of the CSG collected on earned income by Urssaf Caisse Nationale (formerly Acoss) (*C. sec. soc., art. L. 131-8, No. 2, d*). This 1.47% fraction has remained stable since the LFSS for 2019.

2.4.1.1 – Exemption mechanisms compensated by the State

The 2019 Social Security Financing Act provided for the extension of the general reduction in unemployment insurance contributions from 1 October 2019 for all employers, except for certain specific types of contracts, agricultural production, and employers located in the French overseas departments, Saint-Barthélemy and Saint-Martin, who have benefited from it since 1 January 2019. The Urssaf Caisse Nationale compensates for the general reduction in unemployment insurance contributions. The amounts corresponding to this financial compensation are paid by the UCN to Unédic, after deduction of a rate of outstanding recovery (TRAR) set at 1.10%.

Compensation for the reduction in unemployment insurance contribution was provided in full until 2022. Since 2023, to Article 16 of the LFSS for 2024, this compensation is now guaranteed "up to an amount set by order of the ministers responsible for labour, social security and the budget" (*C. sec. soc., Art. L. 225-1-1, No. 7 bis*).

Pursuant to this decree, published on 28 December 2023, the annual amounts compensated for the deduction of the general reduction from the employer's unemployment insurance contribution will therefore be reduced in the following proportions (subject to the publication of a new decree modifying these amounts):
- €2 billion in 2023;
- €2.6 billion in 2024;
- €3.35 billion in 2025;
- €4.1 billion in 2026.

At the same time, Article 8 of the Social Security Financing Act for 2019 extended five exemptions from employer contributions to unemployment insurance contributions: LODEOM, Home care services, apprentices, shipping companies and seasonal agricultural workers (TO-DE). These exemptions are fully compensated by the four ministries concerned: France Overseas Territories, Agriculture, Labour and Ecological Transition. The terms of these compensation are set out in a framework agreement signed by the parties concerned.

2.4.1.2 – Repayment of amounts due (concerning contributions collected by the Urssaf Caisse Nationale)

Pursuant to b) of No. 5 of Article L. 225-1-1 of the Social Security Code, since 1 January 2022, the sums paid to Unédic by the Urssaf Caisse Nationale of contributions for recovery, which are allocated to them, correspond to the amounts owed by employers, after application of a flat rate set by decree in view of the risk of non-recovery of part of these sums. This system is known as "Repayment of Sums Due" (RSD).

The amounts owed by employers correspond to those declared by them and included in the information system of the collection agencies, as well as those related to control or reliability operations initiated by the agencies. They therefore correspond to the amount of income recorded by the agencies in their accounts.

The deduction rate for the risk of non-recovery is set by order of the ministers responsible for social security and the budget. It is determined based on the average non-recovery rate observed at the end of year Y+3, following the period of employment giving rise to the claims Y, over a period of 10 years, based on a segmentation of the employer population consistent with the structure of the revenue paid. Thus, considering the rules on accountability for earmarked contributions, the calculation of the reduction rate for the risk of non-recovery corresponds to the average non-recovery rate observed for employer contributions in the private sector. This rate is reviewed every five years, in accordance with the applicable regulatory provisions.

The decree of 8 August 2022 on the rates of deduction for non-recovery costs provided for in No. 5 of Article L. 225-1-1 of the Social Security Code set this rate at 1.1% for the Unédic beneficiary.

A management fee of 0.1%, set by a decree of 23 May 2022, is also applied to sums paid to Unédic.

At the same time, these non-recovery costs are also applied to the sums received by Unédic from Urssaf Caisse Nationale due to the allocation of the general reduction in contributions to the employer's unemployment insurance contribution, in accordance with a framework set out in an agreement among Unédic, Urssaf Caisse Nationale, CCMSA and France Travail specifying the terms and conditions of such compensation.

Despite the partial non-compensation mentioned in the previous point resulting from Article 16 of the LFSS for 2024, the Urssaf Caisse Nationale has applied this non-recovery rate based on full compensation, excluding reductions (2 billion in 2023 and 2.6 billion euros in 2024). Article 24 XVI of the LFSS for 2025 clarifies, with effect from 1 January 2025, the basis for non-recovery costs on amounts compensated by the Urssaf Caisse Nationale to the Unédic in respect of the general reduction in employer contributions.

The products of technical management thus correspond, on the one hand, to contributions and on the other hand, to other financing:

2.4.1.3 – Contributions

- These are the general and specific contributions that employers are required to pay for the year based on the compulsory periodic declarations they submit to Urssaf, MSA, the regional directorates of France Travail and France Travail Services, the CCSS (Monaco) and the CPS (Saint-Pierre-et-Miquelon). *DSN*s received in January Y+1 are deemed to relate to the current financial year. For those received in February Y+1, the reference to the previous year and earlier years makes it possible to record the amounts declared as receivables.
- These contributions are supplemented by the amounts of general reductions and specific exemptions compensated by the Urssaf Caisse Nationale and the ministries.

2.4.1.4 – Other funding

- This is the fraction of CSG on income from employment transferred by the Urssaf Caisse Nationale, as compensation for the former wage bill contribution. GSC accounting income is recorded net of technical expenses and provisions, as reported by the Urssaf Caisse Nationale.

2.4.2 – Receivables from affiliates

2.4.2.1 – Reminder of the provisions on set-off by the Urssaf Caisse Nationale of receivables recognized prior to the transition to the repayment mechanism for amounts due

As a reminder, Article 12 of the Social Security Financing Act for 2022 provided that receivables corresponding to amounts outstanding due to beneficiaries on the date of transition to the mechanism for the repayment of sums due provided for in Article 18 of the LFSS for 2020, shall be subject to financial compensation by the Urssaf Caisse Nationale, and that the terms and conditions for the settlement of claims, in particular their staggering, shall be established by agreement.

In accordance with these provisions, an amendment to the agreement between Urssaf Caisse Nationale, Unédic, France Travail and AGS relating to the collection of contributions and levies due by employers was signed on 20 October 2022.

The amount to be compensated under this amendment corresponded to the estimated recoverable value of the receivables on the date of transition to the new payment mechanism.

This compensation was paid in full (approximately €667 million, including €33 million for AGS) in October 2022.

The amendment also contains a clause concerning receivables for which payment has been deferred as part of the measures to support the health crisis, representing a net book value of €480 million on 31 December 2021. Unédic and Urssaf Caisse Nationale have agreed to carry out a review of actual collections on 31 December 2024 and that in the event of a difference of more than 7 points in absolute terms between the recovery rate actually observed on these receivables at the end of 2024 and the rate used to assess provisions on 31 December 2021 (i.e. a threshold of approximately €50 million in total), the off-set amounts would be reviewed.

If the review clause is activated, the adjustment to the compensation would be determined by applying the actual recovery rate ultimately observed to the amount of the receivables recorded on 31 December 2021, as mentioned above, and deducting the difference from the amount initially offset. This review was to be reflected in the accounts on 31 December 2024 and settled financially in the first quarter of 2025.

At the beginning of 2025, Unédic asked Urssaf Caisse Nationale for a statement of the actual receipts recorded on31 December 2024. The UCN's Finance Department confirmed by email that the clause had not been activated at that stage.

The UCN has indicated that initial assessments are underway based on the situation observed on 31 December 2024 and may be shared in mid-2025, with results expected at the end of 2025, when the "Covid" contribution claims, i.e. on members who have been granted payment deferrals as part of the crisis support measures covered by the review clause, will have been largely settled.

2.4.2.2 – Receivables from other affiliates

A provision is recorded at the end of the year for receivables from affiliates (excluding the Urssaf Caisse Nationale) that appear to be doubtful. It is determined based on the age of the receivables and the forecasts of companies' payment capacity according to their characteristics. The depreciation rate is communicated by the operators.

2.4.2.3 – Contributions receivable

Contributions remaining to be received for the year are determined based on the income recognised in January and February Y+1 relating to the previous and prior financial years.

2.4.3 – Payables to affiliate

Funds paid by affiliates and collected by the various operators on behalf of Unédic which could not be allocated to an identified receivable are recorded under liabilities on the balance sheet.

2.4.4 – Receivables from the Urssaf Caisse Nationale

Following the transfer of amounts due and the offsetting of receivables prior to 1 January 2022 mentioned above, the remaining receivables from the Urssaf Caisse Nationale at the end of the financial year relate exclusively to income receivable.

These receivables, determined by the operator, relate to unemployment insurance contributions, CSG on earned income from employment and the general reduction.

2.5 – OTHER ITEMS

2.5.1 – Fixed assets

Intangible and tangible fixed assets are accounted for in accordance with the provisions of CRC Regulation No. 2002-10 relating to the amortisation and depreciation of assets and CRC Regulation No. 2004-06 relating to the definition, accounting and valuation of assets.

Depreciation is calculated using a straight-line method over the following periods:

Software	5 years
Buildings and structures	10-40 years
Fittings and fixtures	10-20 years
IT equipment and installations	3-6 years
Office furniture	10 years
Office equipment	5 years
Other	4-10 years

2.5.2 – Employee-related commitments

Under the Unédic company agreement, Unédic is bound to pay retirement indemnities calculated based as monthly wage by number of years' service.

In addition, ex gratia payments are made in respect of long-service awards.

Commitments are calculated based on the following elements:
- provisions of the company agreement, analysis of individual data: age, gender, salary, seniority;
- determination of internal actuarial assumptions: staff turnover rate (0-3% depending on the employee's age), retirement age and terms and conditions (61 to 65 depending on the year of birth, with retirement at the employee's initiative, salary increase rate of 3% including inflation;
- application of a discount rate to the commitment, corresponding to the iBoxx Corporate Bonds AA 10+ index rounded to the nearest quartile, i.e. 3.40%, compared with 3.20% for the 2023 financial year.

Based on this data, commitment amounts are calculated individually for each active employee, it being understood that, for long-service awards, the commitment must be calculated for the ex gratia payments that are liable to be paid for the entire work period, i.e. a maximum of 4 bonus levels.

The resulting amounts are recognised in provisions for liabilities and expenses, and changes in these provisions are recognised in the profit and loss, including the effects of changes in assumptions.

2.5.3 – Net exceptional income

The exceptional items includes:
- technical management operations which do not arise from ordinary activities and relate to the beneficiary or collection domains;
- items relating to administrative management, i.e. the items provided for under the French General Chart of Accounts up to 31 December 2024, including capital gains or losses on disposals of tangible and intangible fixed assets.

Capital gains and losses on disposals of financial assets are, by way of exception, recognized under financial operations.

2.6 – FINANCIAL RELATIONS WITH THIRD PARTIES

2.6.1 – Management mandate on behalf of AGS

For more than 25 years, the operational management of the wage guarantee scheme was handled by the Delegation Unédic AGS (DUA), a dedicated Unédic institution, in conjunction with AGS authorities.

As of 1 January 2024, all employees and activities of the Délégation Unédic AGS have been transferred to AGS.

Under the new Unédic-AGS agreement signed on 27 June 2023 and effective as of 1 January 2024, the tasks performed by Unédic on behalf of AGS scheme are defined as follows:

2.6.1.1 – Monitoring the implementation of the wage guarantee

As an institution providing guarantees against the risk of non-payment of wages and compensation, Unédic monitors the activity and technical balance of the wage guarantee scheme.

To this end, its governing body – the executive committee and/or Board of Directors – receives the opinions and proposals formulated by the joint steering committee for this agreement.

Unédic may conduct any audit relating to compliance with the purpose of the scheme, in particular with regard to activities carried out by AGS relating to the financial equilibrium of the scheme that may pose a risk to financial solidarity. The terms and conditions of intervention are determined in consultation with AGS.

2.6.1.2 – Management of certain AGS functions delegated to Unédic

Unédic carries out the following tasks on behalf of AGS:
- management of the scheme's overall cash flow;
- monitoring the collection of contributions;
- preparing technical management forecasts.

Unédic's remuneration for all delegated functions is established on the basis of an annual budget proposed by Unédic and approved by AGS Board of Directors.

With regard to the scheme's cash flow, Unédic's services:
- provide AGS with the funds needed to carry out its technical and administrative activities, through regular and duly substantiated calls for funds;
- manage the funds of the wage guarantee scheme, accepting the mandate and the investment strategy decided by AGS Board of Directors. This acceptance involves proposing financial tools and products that meet the investment horizon and financial risk management objectives of AGS;
- open accounts with financial partners in accordance with the investment strategy defined by AGS Board of Directors, after a competitive tendering process in accordance with the procedure in force, and invest the available funds in authorised financial instruments and make the necessary arbitrage decisions in line with the financial strategy of the wage guarantee scheme;
- report regularly to AGS's statutory bodies on the investments made, their performance objectives and their actual performance.

Funds returning to the scheme that are temporarily uninvested are not remunerated by Unédic.

Unédic's services deduct the amounts corresponding to AGS budget from the scheme's cash reserves and make the appropriate transfer.

With regard to the items used to prepare the scheme's financial statements, Unédic's services:
- provide AGS each year with the information at their disposal within the scope of their delegated powers for the preparation of the balance sheet and income statement for the wage guarantee scheme.

With regard to cash flow monitoring (technical management revenue relating to recovery contributions, total cash holdings, performance of investments made on behalf of AGS), the services of Unédic:
- provide AGS with a statement of contributions collected during the previous month;
- keep the corresponding analytical data available to AGS.

During the 2024 financial year, these new provisions were implemented, with each party fulfilling its obligations.

2.6.2 – Contribution of beneficiaries to the funding of supplementary pensions

The regional offices of France Travail collect and record beneficiaries' contributions to supplementary pension schemes. This deduction, which is then transferred to Unédic, is deducted from the cost of validating pension credits, which are calculated under agreements signed with Agirc-Arrco, Ircantec, CNBF (Caisse nationale des barreaux français), CRPN (Caisse de retraite du personnel navigant) and, since 1 January 2024, CMRC (Caisse monégasque de retraite complémentaire).

2.6.3 – Beneficiaries' income tax withholding at source

Since 1 January 2019, France Travail has been deducting and accounting for the monthly withholding tax on benefit recipients. This withholding tax is then paid to the DGFIP the following month. This results in a tax liability at the end of the period.

2.6.4 – Community coordination of Unemployment Insurance schemes

European Regulation 883/2004 specifies the terms and conditions for the reimbursement of unemployment benefits paid to a resident in France who is receiving compensation for paid employment in another European Community country.

The expenses arising from the reimbursement of benefits to be remitted to the requesting country and the income representing reimbursements receivable are recognized upon receipt of the reimbursement request from the third-country government or the submission of the reimbursement request to the third-country government.

3. Events occurring after reporting date

The following events subsequent to the financial year ended 31 December 2024 are to be reported:

3.1 – IMPLEMENTATION OF THE AGREEMENT OF 15 NOVEMBER 2024 RELATING TO UNEMPLOYMENT INSURANCE

The agreement of 15 November 2024 on unemployment insurance came into force on 1 January 2025, with implementation of most of the new measures deferred until 1 April 2025.

This agreement will be extended to Monaco (amendment extending the territorial scope of the agreement of 15 November 2024 to Monaco to follow).

For details of these regulatory changes, *see section 1.1.2 above*.

3.2 – ACQUISITION OF UNEMPLOYMENT INSURANCE RIGHTS UNDER PRISON EMPLOYMENT CONTRACTS

Since 1 January 2025, work carried out in prison under a prison employment contract entitles prisoners to unemployment insurance rights. This new measure results from the combined provisions of Articles 7 and 8 of Order No2022-1336 of 19 October 2022 on the social rights of prisoners, Decree No. 2025-8 of 4 January 2025, and Annex IV to the General Unemployment Insurance Regulations annexed to the Agreement of 15 November 2024.

Decree No. 2025-8 of 4 January 2025 implementing the provisions relating to unemployment insurance in Order No.2022-1336 of 19 October 2022 on the social rights of prisoners provides, in particular, for the prison administration to issue a certificate entitling the holder to the ARE under a prison employment contract and to forward it to France Travail (via the *DSN* from 1 July 2025). The template of certificate is drawn up by Unédic.

This decree also provides that these provisions are applicable to prison employment contracts in force on the date of entry into force of the decree: Unédic has therefore obtained the payment of unemployment insurance contributions for previous periods of employment, which will, where applicable, enable entitlement to ARE benefits.

3.3 – CONTINUED IMPLEMENTATION OF LAW NO. 2023-1196 OF 18 DECEMBER 2023 FOR FULL EMPLOYMENT

Some of the measures provided for in this law came into force on 1 January 2024, while others will be implemented from 1 January 2025 (*see point 1.1.1 above*). In particular, as of that date, registration on the list of jobseekers will apply to new groups (e.g. RAS recipients, young people supported by a local mission, people with disabilities seeking support from a Cap Emploi, etc.).

In this regard, implementing texts were published at the end of December 2024 and in early 2025, including:

- Decree No. 2024-1242 of 30 December 2024 on the registration, guidance and employment contract of jobseekers, which allows for the integration of new groups and modifies some of the reporting obligations of jobseekers;
- Decree No. 2024-1244 of 30 December 2024 on deadlines for guidance and support for jobseekers;
- Decree No..2024-1268 of 31 December 2024 on the France Travail operator's information system and containing various provisions relating to the processing of personal data in the field of employment, integration and training;
- Order of 3 January 2025 on the implementation of the France Travail information system;
- Order of 6 January 2025 implementing Article L. 5411-2 of the Labour Code relating to the renewal of job applications.

Decree No. 2025-252 of 20 March 2025 on the components of a reasonable job offer was also published, according to which, for the purposes of determining a reasonable job offer, the preferred geographical area is defined within the national territory and the expected salary is defined in line with the salary normally paid for the job or jobs sought in that area, taking into account, where applicable, the experience of the jobseeker.

Several implementing texts are still to be published.

3.4 – CREATION OF THE APLD-REBOND (APLD-R)

In the context of growing economic uncertainty and increased restructuring, the government has introduced a new long-term furloughing scheme (APLD-R – Law No. 2025-127 of 14 February 2025 on finance for 2025 – Art. 193), similar to the APLD scheme that expired in 2023.

Companies will be able to benefit from the scheme through collective bargaining and the conclusion of a collective agreement or the drafting of a unilateral document implemented under an extended branch agreement, which must be submitted to the administrative authority between 1 March 2025 and 28 February 2026.

The APLD-Rebond allowance will be jointly funded by the State and Unédic, in the same proportions as furloughing and APLD (amendment No.5 to the State-Unédic agreement of 1 November 2014, to be published).

3.5 – AMENDMENT NO.10 TO THE AGREEMENT OF 26 JANUARY 2015 ON THE CAREER SAFEGUARDING CONTRACT (CSP)

Amendment No. 10 of 20 March 2025 to the agreement of 26 January 2015 relating to the CSP aims to bring consistency between, on the one hand, the general regulations resulting from the agreement of 15 November 2024 relating to unemployment insurance (*see point 1.1.2 above*) and, on the other hand, the regulations relating to the CSP.

3.6 – MANAGEMENT AND FUNDING OF THE PROFESSIONAL SECURITY CONTRACT

Three agreements between the State, Unédic and Pôle Emploi (now France Travail) on the funding and implementation of the CSP may be subject to change. If so, discussions between the State and the social partners should focus in particular on the funding of training and support for CSP beneficiaries.

In fact, since 2020, the State has no longer been involved to the funding of training and support for CSP beneficiaries. This disengagement by the State follows Law No.2018-771 of 5 September 2018 on freedom to choose one's professional future, which changed the management and funding arrangements for training measures for CSP beneficiaries. This scheme was previously relied on the FPSPP and approved collective joint bodies (Opca), as well as a one-point increase in the Unédic's overall contribution to the France Travail budget under the heading of "strengthening support for jobseekers", resulting from the decree of 26 July 2019.

It should be noted that, at this stage, there are no plans to change the funding of the Professional Security Allowance (Allocation de Sécurisation Professionnelle, ASP), which is shared between the State and Unédic (in practice, the State's contribution is zero as there is no remaining cost).

A technical working group between the State services and the Unédic services has been set up for 2024 and 2025.

3.7 – NEW CCMSA–UNÉDIC– AGS–FRANCE TRAVAIL AGREEMENT

The agreement of 22 February 2013 with the CCMSA was revised in 2023. A new agreement was signed on 18 February 2025 by the CCMSA, Unédic, AGS and France Travail. Financial and accounting relations have been updated and are governed by this new agreement. This agreement will be supplemented by an agreement regulating the transition to the payment system based on amounts due, in order to apply the same system as the Urssaf Caisse Nationale to the CCMSA, with effect from 1 January 2026.

3.8 – BOND ISSUES

Since 2011, each year, a Finance Act or a Supplementary Finance Act grants the State guarantee on borrowings contracted by Unédic, allowing it to issue new bonds despite its deficit. A decree issued by the Minister for the Economy then sets the amount of the guarantee actually granted by the State, within the limit authorised by law.

On 29 January 2025, the Unédic Board of Directors decided to authorise up to €6 billion in new bond issues for 2025 based on the financial forecasts available at that date. The State finally granted its explicit guarantee of up to €4 billion for 2025 (Act No.2025-127 of 14 February 2025 on finance for 2025 - Article 149), in line with the request initially made by the Unédic Board of Directors on 27 June 2024 based on the financial forecasts available at that time. By order of 17 February 2025, the amount of the State guarantee for Unédic's bond issues for 2025 was set at €4 billion.

The Board of Directors also:
- confirmed the characteristics of the financing programmes:
  - EMTN - maximum outstanding amount of €60 billion,
  - NEU MTN - maximum outstanding amount of €10 billion,
  - NEU CP - maximum outstanding amount of €18 billion;
- confirmed the characteristics of the liquidity buffer:
  - a minimum outstanding amount of €2.5 billion, adjusted daily based on expected disbursements,
  - invested in accordance with specific prudential rules.

These legislative provisions and the decisions taken by the Board of Directors will enable Unédic to carry out its 2025 financing programme.

An initial bond issue of €2 billion with a maturity of eight years (25 November 2033) was already carried out on 12 March at a rate of 3.479%.

On 23 April, Unédic issued a new bond for a nominal amount of €2 billion with a maturity of 10 years. The interest rate on this issue is 3.307%, representing a spread of 9 basis points (0.09%) above the French government's OAT bonds, confirming the confidence placed in Unédic by the markets. This social bond issue will be mainly used to finance protection and support measures for sustainable employment.

In the event that Unédic's financing requirements for 2024 prove to be higher than those provided for in the Finance Act, the NEU CP or NEU MTN programmes may cover part of the cash requirements. If the situation worsens significantly, emergency provisions would then be requested in an amended Finance Act.

3.9 – EXIT FROM THE AGFPN

In accordance with the agreement reached at the end of 2024 between the two institutions, as well as the signing of a tripartite agreement concerning the transfer of the employment contracts of four employees, the transfer is effective as of 1 January 2025. In addition, beyond the termination of the personnel secondment agreement, the AGFPN carried out the relocation of the premises previously occupied by Unédic, which also results in the termination of the agreement for the provision of equipped premises on 31 December 2024. Now, there is no agreement in force between Unédic and the AGFPN.

3.10 – NEW BIPARTITE AGREEMENT BETWEEN FRANCE TRAVAIL AND UNÉDIC

The revision of the bipartite agreement between Unédic and France Travail dated 21 December 2012 was launched in September 2024, and an agreement was approved by the Unédic Board on 27 May and will be approved for immediate signature by both parties by the France Travail Board of Directors on 26 June 2025.

4. Balance sheet analysis

4.1 – ANALYSIS OF BALANCE SHEET ASSETS

4.1.1 – Non-current assets

4.1.1.1 – Property, plant and equipment and intangible assets

A property (Évreux) was sold during the financial year (in addition to a car park in Troyes). The capital gains realised amounted to €0.2 million.

The transactions recognised concerning non-current assets and amortisation/depreciation over the 2024 financial year are set out below:

CHANGES IN GROSS FIXED ASSETS IN 2024

EUR MILLIONS	Gross value at the beginning of the year (1)	Acquisitions and creations (2)	Sales or decommissioning (3)	Transfers (4)	Gross value at the end of the financial year (5)=(1)+(2)+(3)+(4)
Total intangible assets (A)	**7.3**	**0.2**	**0.0**	**-2.9**	**4.7**
Total tangible non-current assets (B)	**62.5**	**0.6**	**1.6**	**-8.9**	**52.5**
- Real estate: Land, buildings and fixtures	58.2	0.3	1.6	-7.8	**49.1**
- Other property, plant and equipment	4.2	0.3	0.0	-1.1	**3.4**
- PP&E in progress	0.0	0.0	0.0	0.0	**0.0**
Total (A+B)	**69.7**	**0.8**	**1.6**	**-11.8**	**57.2**

CHANGES IN DEPRECIATION AND AMORTISATION OF FIXED ASSETS IN 2024

EUR MILLIONS	At the beginning of the financial year (1)	Increases Allocations (2)	Decreases, disposals and decommissioning (3)	Transfers (4)	Gross value at the end of the financial year (5)=(1)+(2)+(3)+(4)
Total intangible assets (A)	**1.7**	**0.6**	**0.0**	**-0.1**	**2.2**
Total non-current assets (B)	**48.5**	**0.9**	**1.3**	**-5.8**	**42.3**
- Property: buildings and fixtures	45.6	0.6	1.3	-5	**39.9**
- Other property, plant and equipment	2.9	0.3	0	-0.8	**2.4**
Total (A+B)	**50.2**	**1.6**	**1.3**	**-5.9**	**44.5**

In addition, a provision for impairment of buildings and improvements amounting to €1.3 million has been recognised in connection with the proposed disposal of certain sites for which a purchase offer serving as an estimate of the sale price is lower than the net book value.

4.1.1.2 – Financial assets

This item, amounting to €10.9 million, mainly comprises loans at their original amount as part of construction aid.

4.1.2 – Current assets

4.1.2.1 – Receivables

a) Beneficiaries' receivables – Overpayments to beneficiaries
The gross value of the item "Beneficiaries' receivables" shows a slight decrease of 0.06% compared to the previous financial year: €2,010 million in 2024, compared to €2,011 million in 2023.

This change is explained primarily by overpayments to beneficiaries that are repayable to the Unemployment Insurance scheme.

The movements relating to overpayment differences for Unemployment Insurance beneficiaries are shown in the table below:

EUR MILLIONS	2024	2023	Change 2024/2023
Differences on overpayments, advances and instalments at the start of the financial year (A)	**1,969.7**	**1,843.0**	**6.87%**
Detection of overpayments Unemployment Insurance (B)	**1,236.4**	1,255.9	-1.55%
Reimbursement and recoveries (C)	**-967.1**	-939.4	2.95%
Write-offs and losses on overpayments (D)	**-269.2**	-190.2	41.54%
Advances and prepayments paid (E)	**6.0**	6.2	-3.23%
Advances and prepayments recovered (F)	**-6.0**	-5.8	3.45%
Beneficiaries' receivables at the end of the FY (including advances-prepayments) (G)= (A)+(B)+(C)+(D)+(E)+(F)	**1,969.8**	**1,969.7**	**0.01%**
Provision made for disputed receivables (H)	**-1,554.3**	-1,513.8	2.68%
Provisioning rate (H)/(G)	**78.91%**	76.85%	2.06%
Net book value (I)= (G)-(H)	**415.5**	**455.9**	**-8.86%**

The risk of non-recovery of overpayments is covered by a provision equal to 78.91% of the receivable, an increase of 2.06% compared to the 2023 financial year.

b) Beneficiaries' receivables – Advance payments
The movements relating to differences in advance payments of Unemployment Insurance beneficiaries are shown in the table below:

EUR MILLIONS	2024	2023	Change 2024/2023
Differences in advance payments at the beginning of the financial year (A)	**41.5**	**53.7**	**-22.72%**
Detection of overpayments Unemployment insurance (B)	**194.9**	194.4	0.26%
Reimbursement and recoveries (C)	**-196.0**	-206.6	-5.13%
Write-offs and losses on overpayments (D)	**0.0**	0.0	–
Advances and prepayments paid (E)	**0.0**	0.0	–
Advances and prepayments recovered (F)	**0.0**	0.0	–
Debtors at the end of the financial year (including advances and payments on account) (G)= (A)+(B)-(C)-(D)+(E)-(F)	**40.4**	**41.5**	**-2.65%**
Provision for disputed receivables (H)	**-21.7**	-22.8	-4.82%
Provisioning ratio (H)/(G)	**53.71%**	54.94%	-1.23%
Net book value (I) (= (G)-(H)	**18.7**	**18.7**	**-**

The risk of non-recovery of differences on advance payments to beneficiaries is covered by a provision equal to 53.71% of the receivable, down 1.23% compared to the 2023 financial year.

c) Affiliates and other funders
Gross contributions and other funding remaining to be collected on 31 December 2024 amounted to €5,234.8 million, of which €5,064.6 million related to Unemployment Insurance. The latter amount breaks down as follows:
- Main contributions: €2,719.7 million, or 53.7% of the total;
- Other funding (CSG): €1,594.2 million, or 31.48% of the total;
- Special contributions: €697.5 million, or 13.77% of the total;
- Ancillary income: €53.2 million, or 1.05% of the total.

These receivables from affiliates and other funders are also broken down into certain contributions receivable which were collected in January or February 2025 for an amount of €4,505.6 million (including €165 million from AGS), and disputed contributions receivable amounting to €729.2 million (including €5.2 million from AGS).

Under the management agreement between AGS and Unédic Association, AGS affiliated receivables are recognised as a counterparty to AGS current account recorded under liabilities in the balance sheet.

Disputed receivables are subject, after analysis of the stage of the collection procedure or the characteristics of the company, to a provision for bad debts of €547.6 million (including €3 million for AGS) showing net contributions and other funding to be recovered on 31 December 2024 to €4,687.2 million.

This provision for impairment of receivables is up 11.81% compared to the provision at the end of 2023 of €489.8 million (including €3.1 million for AGS).

Apart from the specific case mentioned above of the Urssaf Caisse Nationale, which has transitioned to the repayment mechanism for amounts due, the provision continues to be calculated by each of the other operators responsible for collecting Unemployment Insurance contributions, based on an assessment of the recovery results of disputed receivables in previous years. Write-offs of receivables at the end of the financial year mainly concern France Travail and CCMSA, for which provisions of €500 million and €46.3 million (including €2.5 million for AGS) have been made).

d) State
The standard arrangement for targeted exemptions provides for invoicing based on actual usage during the year to the relevant ministries: the Ministry of Overseas Territories, the Ministry of Agriculture and Food Sovereignty, the Ministry of Labour, Full Employment and Integration, and the Ministry of Ecological Transition.

At the end of the financial year, there is a balance, representing a receivable or a payable, between the invoicing and the instalments paid during the year.

On 31 December 2024, the State still owes Unédic €29.3 million spread across the following exemption schemes:
- Lodéom exemption (Overseas): €26.9 million;
- Armateurs exemption (Ecology): €2.4 million.

4.1.2.2 – Other receivables

This item, amounting to €435 million, net of impairment provisions, mainly comprises:

- income receivable of €281.5 million, net of provisions for impairment of old receivables (€21.2 million), in respect of the reimbursement by EU Member States to France of allowances paid to French cross-border workers;
- a receivable of €9.3 million from the Services and Payment Agency;
- receivables of €78.7 million relating to current collection operations, from the operator France Travail for €46 million, the CSS of Monaco (€13.4 million), the CPS of Saint-Pierre-et-Miquelon (€0.4 million) and the CCMSA (€18.9 million);
- a receivable from the Urssaf Caisse Nationale (social security contributions collection agency) of €63.8 million under the mechanism for the repayment of amounts due (including €2 million relating to the repayment of amounts due from Mayotte).

4.1.2.3 – Marketable securities

This item, amounting to €2,785 million, corresponds to money market funds dedicated to hedging NEU CP issues in the event of market failure.

EUR MILLIONS

Marketable securities portfolio as of 01/01/2024	Acquisitions in 2024	Disposals in 2024	Marketable securities portfolio as of 31/12/2024
2,563	94,335	94,113	**2,785**

4.1.2.4 – Cash

This item, amounting to €1,089 million, mainly corresponds to deposits in interest-bearing savings accounts.

4.1.3 – Deferred charges

This item, amounting to €43.5 million, relates to the costs of issuing bonds and NEU MTNs, which are allocated on a straight-line basis over the term of the bonds.

EN MILLIONS D'EUROS

Year of redemption	Deferred fees and commissions (a)	Prior amortization (b)	Amortization 2024 (c)	Fully amortized commissions on loans matured in 2024 (d)	Cumulative amortization as of 31/12/2024 (e) = (b)+(c)-(d)	Balance of loan commissions as of 31/12/2024 (f) = (a)-(d)-(e)
2014	4.4	4.2	**0.2**	4.4	0.0	**0.0**
2015	7.8	6.4	**0.7**	0.0	7.1	**0.7**
2016	4.8	3.7	**0.5**	0.0	4.1	**0.7**
2017	10.5	6.2	**0.9**	1.1	6.0	**3.4**
2018	4.2	1.9	**0.4**	0.0	2.3	**1.9**
2019	4.6	1.9	**0.4**	0.0	2.3	**2.3**
2020	32.2	12.0	**3.5**	0.0	15.5	**16.7**
2021	20.0	4.7	**1.8**	0.0	6.5	**13.5**
2022	1.8	0.3	**0.2**	0.0	0.4	**1.3**
2023	1.8	0.1	**0.2**	0.0	0.3	**1.5**
2024	**1.8**	**0.0**	**0.0**	**0.0**	**0.0**	**1.6**
Total	**93.7**	**41.4**	**8.8**	**5.5**	**44.7**	**43.5**

4.1.4 – Redemption premiums

Bonds and NEU MTNs issued by Unédic include an issuance premium, corresponding to the difference between the nominal value of the bonds and the issue value. These premiums are amortised over the term of the bonds.

EN MILLIONS D'EUROS

Année de libération	Montant prime émission (a)	Amortissements antérieurs (b)	Amortissements 2024 (c)	Primes émission totalement amorties sur les emprunts échus en 2024 (d)	Amortissements cumulés au 31/12/2024 (e)=(b)+(c)-(d)	Solde Prime émission au 31/12/2024 (f)=(a)-(d)-(e)
2014	4,2	4,0	**0,2**	4,2	0,0	**0,0**
2015	48,1	39,9	**4,6**	0,0	44,5	**3,5**
2016	20,6	16,1	**2,1**	0,0	18,1	**2,4**
2017	26,3	17,0	**2,5**	7,7	11,8	**6,8**
2018	12,2	5,3	**1,0**	0,0	6,3	**5,9**
2019	15,2	7,3	**1,5**	0,0	8,8	**6,4**
2020	26,1	7,9	**2,2**	0,0	10,1	**15,9**
2021	41,8	9,5	**3,5**	0,0	13,0	**28,8**
2022	7,9	1,2	**0,8**	0,0	2,0	**6,0**
2023	2,6	0,2	**0,3**	0,0	0,4	**2,2**
2024	**5,8**	**0,0**	**0,4**	**0,0**	**0,4**	**5,4**
Total	**210,8**	**108,3**	**19,0**	**11,9**	**115,5**	**83,4**

4.1.5 – Adjustment accounts

Prepaid expenses amounted to €83.2 million relating to administrative management.

4.2 – ANALYSIS OF BALANCE SHEET LIABILITIES

4.2.1 – Net position

The net position at the end of the 2024 financial year was negative at €58,347.9 million and changed as follows :

Net position on 31 December 2023	-€58,219.6 million
Loss for the 2024 financial year	-€128.3 million
Net position on 31 December 2024	-€58,347.9 million

4.2.2 – Provisions for risks and charges

This item, totalling €104 million, mainly comprises the following provisions:
- the provision for disputes involving affiliates of the Urssaf Caisse Nationale for €93.3 million;
- the provision for litigation risks relating to beneficiary and collection matters reported by the regional departments of France Travail for €4.2 million;
- provisions for social commitments:
  - a provision for IDR (retirement severance pay) in the amount of €3.3 million,
  - a provision for long-service awards of €0.7 million;
- the provision for risks and expenses related to administrative management for €1 million;
- the provision for risks and expenses related to personnel for €1.5 million.

The charge in provisions for risks and expenses during the 2024 financial year is presented in the table below:

EUR MILLIONS	Opening balance	Allocation	Reversal Provision used	Reversal of unused provision	Transfer to AGS (-)	Closing balance
Urssaf Caisse Nationale & France Travail	**107.3**	0.2	10			**97.5**
Personnel expenses	**1.5**					**1.5**
Other administrative management expenses	**1.9**			0.9		**1.0**
IDR	**11.4**	0.1			8.2	**3.3**
Long service bonuses	**1.9**	0.1			1.3	**0.7**
Total	**124**	**0.4**	**10**	**0.9**	**9.5**	**104**

4.2.3 – Borrowings and financial liabilities

The change in financing during 2024 is as follows:

EUR MILLIONS **Financing**	Opening balance	Of which accrued interest 2023	Additional financing 2024	Repayment of funding 2024	Closing balance	Of which accrued interest 2024
Bond borrowings	**48,947**	197	1,000	2,850	**47,064**	164
Short-term negotiable securities (NEU CP)	**9,017**	-	70,176	66,837	**12,356**	-
Negotiable medium-term notes (BMTN)	**-**	-	-	-	**-**	-
Medium-term negotiable securities (NEU MTN)	**5,251**	1	-	1,250	**4,000**	0
Current bank overdrafts	**-**	-	-	-	**-**	-
Total	**63,215**	**197**	**71,176**	**70,937**	**63,420**	**164**

4.2.3.1 – Bond borrowings

The EMTN programme bond debt amounted to €46,900 million at the end of the 2024 financial year.

EUR MILLIONS

Issues	Amount	Issue date	Maturity	Coupon rate
14.1	3,000	17/02/2015	**17/02/2025**	0.625%
15.1	1,250	21/10/2015	**21/10/2027**	1.250%
15.2	750	04/05/2016		
17.1	2,000	03/03/2016	**03/03/2026**	0.625%
17.2	250	20/06/2017		
19.1	2,000	28/03/2017	**28/03/2027**	1.250%
19.2	250	31/08/2017		
19.3	1,000	20/10/2021		
20.1	1,750	20/04/2017	**20/04/2032**	1.500%
20.2	750	30/08/2017		
21.0	1,000	30/05/2018	**25/05/2033**	1.250%
21.1	1,000	29/05/2019		
22.1	1,250	01/10/2018	**25/05/2028**	0.875%
22.2	750	31/03/2020		
23.0	1,500	20/03/2019	**20/03/2029**	0.500%
23.2	1,000	21/10/2021		
24.1	1,250	05/03/2020	**05/03/2030**	0.000%
24.2	150	01/12/2021		
25.1	4,000	17/06/2020	**25/11/2029**	0.250%
26.1	2,000	16/07/2020	**16/07/2035**	0.025%
26.2	1,500	04/11/2020		
27.1	3,000	15/10/2020	**25/11/2028**	0.000%
28.1	2,500	19/11/2020	**19/11/2030**	0.000%
29.1	3,000	16/02/2021	**25/05/2034**	0.100%
30.1	3,000	01/04/2021	**25/05/2031**	0.010%
31.1	2,000	23/06/2021	**25/05/2036**	0.500%
32.1	2,000	27/07/2021	**25/11/2031**	0.010%
33.1	1,000	17/05/2022	**25/11/2032**	1.750%
34.1	1,000	04/05/2023	**25/04/2033**	3.125%
35.1	**1,000**	**02/05/2024**	**25/11/2034**	**3.125%**
Total	**46,900**			

In addition, there is an amount of €164 million corresponding to accrued coupons at the end of the financial year.

4.2.3.2 – Short-term borrowings (NEU CP)

The total amount of this item is €12,356 million, corresponding to the outstanding amount of the NEU CP short-term debt programme (formerly treasury bills) issued by Unédic.

The following transactions relating to NEU CPs took place in 2024:

EUR MILLIONS

Portfolio at 01/01/2024	Issues in 2024	Repayment in 2024	Portfolio at 31/12/2024
9,017	70,176	66,837	**12,356**

The maturities of these NEU CP are as follows:

EUR MILLIONS	1st quarter 2025	2nd quarter 2025	3rd quarter 2025	4th quarter 2025	Total
Maturity of NEU CP	8,394	2,567	370	1,025	**12,356**

4.2.3.3 – Negotiable medium-term notes (BMTN)

At the end of 2024, Unédic no longer had any outstanding medium-term negotiable bonds (BMTN).

4.2.3.4 – NEU MTN (formerly medium-term negotiable bonds)

At the end of 2024, Unédic had outstanding NEU MTNs amounting to €4,000 million.

EUR MILLIONS

Issues	Amount	Issue date	Maturity	Coupon rate
7	4,000	25/05/2020	**25/11/2026**	0.100%
Total	**4,000**			

At the close of the financial year, accrued interest amounted to €0.4 million.

SUMMARY

EUR MILLIONS

Maturities of bond loans and NEU MTN	Maturity within 1 year	Maturity more than 1 year and up to 5 years	Maturity in more than 5 years
50,900	3,000	26,900	21,000

4.2.3.5 – Current bank overdrafts

None at the close of the 2024 financial year.

4.2.4 – Other liabilities

4.2.4.1 – Affiliate liabilities

This item, amounting to €306.8 million, corresponds to sums received from employers that could not be allocated to receivables at the end of the financial year.

4.2.4.2 – Payables and related accounts

This item, totalling €3,152.9 million, mainly corresponds to the return of beneficiaries for €6.7 million and to benefits payable:

- for December 2024, paid to beneficiaries in January 2025, amounting to €3,180.2 million, and €30.6 million in reemployment allowance;
- for the year 2024, paid in February and March 2025, amounting to €62.6 million;
- less pension contributions amounting to €128.8 million.

4.2.4.3 – Tax and social security liabilities

This item, totalling €139.2 million, mainly includes:

- paid leave, holiday bonuses and 13th month payments provisioned at €1.8 million;
- beneficiary withholding tax remaining to be paid, i.e. €55 million relating to benefits paid in December 2024;
- the withholding tax payable, amounting to €80.1 million relating to benefits paid in December 2024;
- other tax and social security liabilities amounting to €2.3 million.

4.2.4.4 – Trade payables

The amount of €3.4 million, representing invoices remaining to be paid on 31 December 2024, is divided into two categories:

- suppliers of goods and services: €3.278 million;
- suppliers of fixed assets: €0.154 million.

4.2.4.5 – Other liabilities

This item includes debts to the government, pension funds, AGS and miscellaneous debts, totalling €710.2 million.

a) State

The main items in this category, totalling €52.2 million, mainly relate to:

- <u>Targeted exemptions</u>

The contractual arrangement for targeted exemptions provides for invoicing on an actual basis, for the periods of use during the year, to the ministries concerned: the Ministry of Overseas Territories, the Ministry of Agriculture and Food Sovereignty, the Ministry of Labour, Full Employment and Integration, and the Ministry of Ecological Transition.
At the end of the financial year, there is a balance, representing a receivable or a payable, between the invoicing and the instalments paid during the year.
On 31 December 2024, Unédic had debts of €21 million to the State, broken down as follows: €0.2 million under the apprenticeship exemption scheme (Ministry of Labour), the TO-DE exemption (Ministry of Agriculture) for €1.9 million, and the Home care services exemption (Ministry of Labour) for €18.9 million.

- <u>Health crisis exemption</u>

Unédic still owes the State, represented by the Social Security Directorate, €26 million in connection with the funding of compensation for specific exemptions from social security contributions for companies, self-employed workers and artists affected by the health crisis (agreement of 23 October 2020, which entered into force on 1 August 2020).

- <u>Expenditure on cross-border benefit recipients (EESSI)</u>

Unédic still owes €4.7 million to Member States for invoices received but not yet paid as of 31 December 2024.

• Corporate tax

The amount of corporation tax for the 2024 financial year is €0.6 million, compared with €3.7 million in 2023, mainly on income from capital (rent and interest on ordinary savings accounts).

b) Other creditors

The main items in this section, which total €658 million, mainly relate to:

- the charge payable on 31 December 2024 to various pension funds for the validation of supplementary pension credits for beneficiaries:
  - €360.7 million due in respect of AGIRC-ARRCO contributions, broken down as follows:
    - €366.1 million relating to contributions still to be paid by Unédic for the year 2024 (including €49.9 million relating to the semi-final figures for 2024),
    - -€5.4 million due in adjustment of the final situation for 2023;
  - €23 million due to other supplementary pension schemes: €8.1 million to IRCANTEC, €7.4 million in provisions for contributions to CRPN, €7 million to CMRC and €0.5 million to CNBF;
- the debt to AGS in respect of affiliated receivables arising from the recovery of operators, for a gross amount of €171 million, less a provision of €3 million;
- a debt to Urssaf Caisse Nationale of €69 million relating to current operations under the CSG Activity (€8.2 million) and general reduction (€60.8 million) schemes;
- a charge payable in respect of furloughing scheme of €21.6 million;
- a charge payable in respect of expenditure on allowances due to Member States for cross-border jobseekers amounting to €15.2 million.

4.2.5 – Accruals and deferrals

Deferred income relates to the difference between the contractual interest rate and the value of coupons on bonds and on NEU MTNs, for a balance of €201.5 million. They are amortised over the term of the bonds.

EUR MILLIONS

Year of redemption	Amount – Financial income (a)	Accumulated amortization (b)	Amortization 2024 (c)	Write-off on repaid borrowings (d)	Accumulated amortization on 31/12/2024 (e) = (b)+(c)-(d)	Balance – Deferred income on 31/12/2024 (f) = (a)-(d)-(e)
2016	25.3	17.6	**2.3**		19.9	**5.4**
2017	36.9	18.9	**3**		21.9	**15**
2019	61.2	20.1	**4.4**		24.5	**36.8**
2020	172.6	59.2	**17.7**		77	**95.6**
2021	131.6	60.7	**22.1**	24.9	57.9	**48.8**
Total	**427.6**	**176.6**	**49.5**	**24.9**	**201.2**	**201.5**

5. Analysis of the income statement

5.1 – TECHNICAL MANAGEMENT

The technical management result on 31 December 2024 showed a surplus of €454 million, compared with a surplus of €1,988 million as of 31 December 2023.

The decrease of around €1.5 billion is due, on the one hand, to the increase in technical management income (+€1,123 billion) and, on the other hand, to the increase in technical management expenses (+€2,657 billion), as follows:

EUR MILLIONS	2024	2023	Change in EUR million 2024/2023	Change in % 2024/2023
Technical management income (1)	**45,372.4**	44,249.4	**1,123**	**2.54%**
Technical management expenses (2)	**44,918.5**	42,261.5	**2,657**	**6.3%**
Technical management surplus (deficit) (1-2)	**453.9**	**1,987.9**	**-1,534.0**	**-77.2%**

1) The increase in **technical management income** is mainly due to the following developments:

EUR MILLIONS	2024	2023	Change in EUR million 2024/2023	Change in % 2024/2023
Contributions and other funding *(see details in § 5.1.1.1)*	**44,997.7**	43,941.8	**1,055.9**	**2.40%**
Transfer of expenses *mainly recharges of beneficiary expenditure with Switzerland (€54 million) and Luxembourg (€8 million)*	**322.0**	259.3	**62.7**	**24.17%**

2) The increase in **technical management expenses** is mainly due to the following developments:

EN MILLIONS D'EUROS	2024	2023	Change in EUR million 2024/2023	Change in % 2024/2023
Benefits and assistance *(see details in § 5.1.2)*	**36,976.7**	34,951.8	**2,024.9**	**5.79%**
Validation of pension credits *(see details in § 5.1.2.3)*	**2,488.4**	2,397.6	**90.8**	**3.79%**
Other technical management expenses *(see details in § 5.1.2.4)*	**5,341.6**	4,795.5	**546.1**	**11.39%**

5.1.1 – Income

5.1.1.1 – Contributions and other funding

Income from contributions and other funding for the 2024 financial year increased by 2.4% compared to 2023:

EUR MILLIONS	2024	2023	Change 2024/2023
Main contributions	**27,060.00**	26,659.95	**1.50%**
Other funding	**17,275.66**	16,723.45	**3.30%**
Special contributions	**662.05**	558.44	**18.55%**
Total	**44,997.71**	**43,941.84**	**2.40%**

The increase in main contributions is driven by a change in the total wage bill (subject to social security contributions), which rose by 3.3% in 2024.

The significant increase in special contributions is mainly due to the change in the financial contribution of members under the CSP notice, which rose from €546 million in 2023 to €641 million in 2024.

5.1.1.2 – Other income

This item, amounting to €23.2 million, mainly includes ancillary income from CSG activities for €4.5 million, late payment surcharges and penalties for €13.2 million, and various other income from affiliates and beneficiaries amounting to €5.5 million.

5.1.1.3 – Net reversal of provisions

Total provisions reversed amounted to €29.5 million on 31 December 2024, compared with €28.2 million at the end of 2023.

EUR MILLIONS	Reversal 2024	Reversal 2023	Change 2024/2023
Provision for RC Urssaf Caisse Nationale	**8.08**	0	**8.08**
Provision for RC France Travail	**1.89**	2.40	**-0.55**
Provision for doubtful receivables – Affiliates	**4.80**	5.44	**-0.64**
Provision for overpayments	**0.02**	0.02	**0**
Provision for EESSI receivables	**14.67**	20.3	**-5.63**
Total	**29.46**	**28.2**	**1.26**

5.1.1.4 – Transfer of expenses

This item, amounting to €321.94 million, mainly comprises:

- the reimbursement of benefits between European Community countries for €268.16 million;
- the reimbursement by France Travail, on the basis of contractual provisions, of management fees withheld at source by operators, amounting to €40.66 million:
  - Urssaf Caisse Nationale on repayments of sums due (€22.85 million) and on CSG Activity payments (€16.66 million),
  - CCSS Monaco on contribution payments (€1.15 million);
- reimbursements of benefits affiliated under Article 1235-4 in the amount of €12.4 million.

5.1.2 – Expenses

Total technical management expenses increased by 6.29% (+€2,657 million) to €44,918 million in 2024, compared with €42,261 million in 2023.

This increase in 2024 is due to changes in the following main items:
- an increase in expenditure on benefits and assistance of €2,024.8 million. As a result, the expense of validating pension credits is up by €90.8 million (the average annual unemployment rate for 2024 stands at 7.4%, compared with 7.3% in 2023);
- the 11% financial contribution paid by Unédic to France Travail, determined on the basis of cash receipts for the 2022 financial year, which recorded an increase of €486.3 million;
- the item relating to impairment of affiliated accounts, in particular those whose management is delegated to France Travail, which recorded an increase of €57 million;
- receivables relating to the invoicing of EESSI allowances to Member States, for which the provision increased by €8.7 million;
- the increase of €78.6 million in the amount of overpayment recorded as write-offs during the 2024 financial year.

On the other hand, there was a decrease in certain technical management expenses, linked to:
- a lower level of depreciation and provisions for overpayments to beneficiaries of €53.3 million;
- a €12 million decrease in furloughing scheme expenditure;
- a decrease of €28.2 million in the write-down of receivables from affiliates.

5.1.2.1 – Benefits

The total benefits expense increased by 5.21% in 2024, with the following breakdown:

EUR MILLIONS	2024	2023	Change 2024/2023
ARE	**32,580.0**	31,102.1	**4.75%**
ARE Training	**1,811.9**	1,902.0	**-4.74%**
ASR ASP	**1,503.7**	1,115.7	**34.78%**
Others	**16.1**	12.8	**25.78%**
Total	**35,911.70**	**34,132.60**	**5.21%**

The expenses relating to benefits result from the recognition of:
- payments to beneficiaries made during the financial year;
- the decrease in expenses related to the detection of overpayments;
- the reversal of provisions recorded in 2024 for benefits payable in the previous financial year and prior financial years;
- additional expenses represented by the provision recognised for benefits paid in early 2025 for periods in 2024 or earlier.

EUR MILLIONS	Benefits paid in 2024	Overpayment detected in 2024	Benefits 2024 paid in 2025	Benefits reversal 2023 paid in 2024	Reemployment 2023 paid in 2024	Expenses
ARE	**33,829.65**	-1,344.0	2,919.97	-2,825.45	-0.18	**32,579.99**
ARE Training	**1,884.10**	-56.50	174.20	-189.90		**1,811.90**
ASR ASP	**1,499.20**	-24.80	146.30	-117.10	0.10	**1,503.70**
Other	**15.70**	-0.10	2.30	-1.8		**16.10**
Total	**37,228.65**	**-1,425.40**	**3,242.77**	**-3,134.25**	**-0.08**	**35,911.69**

For the record, the 2011 career safeguarding allowance replaced the specific redeployment allowance and the professional transition allowance for members of this support scheme from 1 September 2011 until 31 January 2015. The career safeguarding allowance has been in place since 2015.

The main developments in the payment of benefits are as follows:
- payments under the ARE amounted to €33.8 billion in 2024, compared with €32.2 billion in 2023, an increase of 4.97% due to a rise in the average number of days compensated (+1.77%);
- payments under the ARE Training scheme (excluding social security contributions of €114.6 million) amounted to €1.88 billion in 2024, compared with €1.97 billion in 2023, a decrease of 4.57%;
- payments under the ASR and ASP (excluding the CSP bonus) amounted to €1,499.2 million in 2024, compared with €1,093.9 million in 2023, representing an increase of 37.05%, which is explained by the rise in the number of days paid (+34.55%) coupled with a decrease in the average daily rate (+1.67%).

5.1.2.2 – Reemployment assistance

Reemployment assistance amounts to €1,065 million in 2024, compared with €819.2 million in 2023, and breaks down as follows:

EUR MILLIONS	2024	2023	Change 2024/2023
IDR – ASP differential reemployment benefit	**5.3**	4.4	**20.45%**
ARCE – Allowance for creating or taking over a business	**812.5**	623.1	**30.40%**
2015 Career safeguarding contract bonus	**217.8**	169.8	**28.27%**
End-of-entitlement allowance	**27.8**	20.3	**36.95%**
Other assistance	**1.6**	1.6	**0.00%**
Total	**1,065.0**	**819.2**	**30.00%**

ARCE (Allowance for creating or taking over a business) represents the main source of allowances, amounting to €812.5 million, or 76.29% of total aid.

The implementation of the 2015 CSP was accompanied by the creation of the career safeguarding contract bonus.

5.1.2.3 – Validation of supplementary pension credits

In December 2021, Unédic and AGIRC-ARRCO signed a new agreement on the funding of supplementary pension credits acquired by jobseekers receiving unemployment benefits. This agreement takes into account the merger of the AGIRC and ARRCO supplementary pension schemes.

This item corresponds to the cost covered by Unédic for the validation of supplementary pension credits for beneficiaries, amounting to €2,488.4 million in 2024, compared with €2,397.5 million in 2023. This increase is linked to the increase in benefit expenditure.

The breakdown by pension scheme is as follows:

EUR MILLIONS	2024
AGIRC-ARRCO	3,805.31
IRCANTEC	104.20
Other funds (CRPNPAC–CNBF–CMRC)	14.94
Total pension funds	**3,924.45**
Employee contributions (pre-deducted)	-1,436.08
Validation of pension credits	**2,488.37**

5.1.2.4 – Other technical expenses

This item, amounting to €5,341.58 million, shows an increase of €546.12 million compared to 2023, which is mainly explained by the offsetting of various items:

- the cost of the 11% financial contribution paid annually by Unédic to France Travail, which recorded an increase of €486.3 million (€4,820 million in 2024 compared with €4,333.7 million in 2023);
- the write-off of overpayments to beneficiaries, amounting to an additional €78.6 million compared with the 2023 financial year;
- a €12.7 million increase in support costs for the 2015 CSP (career safeguarding agreement);
- a €7.3 million increase in expenditure on allowances for cross-border jobseekers, reimbursed to Member States. This additional cost is mainly due to the amount of charges payable recorded at the end of the financial year on invoices not received from Bulgaria;
- a €12 million decrease in furloughing scheme expenditure in 2024 compared with 2023;
- a €28.2 million decrease in the write-off of affiliated receivables.

5.1.2.5 – Provisions

Total appropriations amount to €111.9 million and are broken down as follows:

- provision for overpayments to beneficiaries of €39.4 million, compared with €92.7 million in 2023;
- additional provision of €62.5 million for receivables from France Travail affiliates;
- a provision of €9.5 million for receivables relating to invoicing to Member States for EESSI cross-border beneficiaries.

5.2 – ADMINISTRATIVE MANAGEMENT

The administrative management result shows a deficit of €40.1 million in 2024, compared with €37.2 million in 2023.

5.2.1 – Income

In 2024, administrative income amounted to €6.1 million, a sharp decline (-87%) compared to 2023.

5.2.1.1 – Services

This item, amounting to €2.4 million, mainly consists of income received from third parties under management agreements, but has fallen sharply compared with 2023 (€42.9 million) following the amendment of the agreement between AGS and Unédic.

5.2.1.2 – Other income

This item, totalling €0.8 million, mainly represents rent paid in connection with the provision of the Unemployment Insurance scheme's real estate assets.

5.2.1.3 – Transfer of expenses

This item of €1.8 million records the spread of commissions on bond issuance costs.

5.2.2 – Expenses

Expenses amounted to €46.2 million in 2024, a sharp decrease of 45% (€37.4 million) compared to 2023. This decrease is mainly due to the reduction in services provided to AGS.

Fixed assets (intangible and tangible assets) net of depreciation and amortisation amounting to €12.7 million mainly comprise the real estate assets of all former Unemployment Insurance facilities (29 sites remaining at the end of 2024).

5.2.2.1 – Purchases

This item represents 0.3% of administrative expenses, or €0.2 million.

5.2.2.2 – External services

This item represents 38.4% of administrative expenses.

EUR MILLIONS	2024	2023
Work and services provided by third parties	3.2	8.1
Real estate and equipment leases	1.4	3.7
Other external services	1.7	3.3
Transport and travel	0.2	0.7
Postal and telecommunications expenses	0.0	0.2
Legal and professional fees	5.5	11.7
Bank and postal charges	2.3	2
Others	3.4	4.2
Total	**17.7**	**33.9**

Legal and professional fees include, in particular, expenditure relating to the financing of employers' and trade union organisations in connection with the management of Unemployment Insurance scheme, amounting to €3.6 million in 2024.

Bank charges include commissions on bond issuance fees.

5.2.2.3 – Taxes

This item represents 5.2% of administrative expenses and breaks down as follows :

EUR MILLIONS	2024	2023
Taxes on earnings	1.0	2.5
Other taxes and payments	1.4	1.7
Total	**2.4**	**4.3**

5.2.2.4 – Salaries and social security contributions

This item represents 30% of administrative expenses. It breaks down as follows:

EUR MILLIONS	2024	2023
Salaries	9.3	21.4
Social security contributions	4.4	10.3
Total	**13.7**	**31.6**

5.2.2.5 – Depreciation, amortisation and provisions

This item represents 26.2% of administrative expenses, amounting to €12.1 million compared to €12.9 million in 2023.

5.3 – FINANCIAL MANAGEMENT

The financial result is a loss of:
- €541.7 million in 2024;
- €412.9 million in 2023.

Expenses for 2024 amount to €804.1 million and mainly correspond to:
- expenses on structured financing of €785.1 million, including €328.9 million for bonds and NEU MTNs;
- the amortisation of bond redemption premiums for €19 million.

The weighted average funding rate for 2024 was 1.163%.

5.4 – EXCEPTIONAL ITEMS

The surplus (or deficit) from exceptional items was a surplus of €0.2 million, mainly relating to capital gains on disposals of fixed assets.

5.5 – CORPORATE TAX

Unédic is liable for corporate income tax on its rental income and investment income. The tax due amounts to €0.6 million for the year 2024.

The financial income accounts also record the interest income on negative-yield borrowings issued by Unédic. These items are excluded from the tax base.

5.6 – NET INCOME FOR THE FINANCIAL YEAR

This item represents the net income for the 2024 financial year for Unemployment Insurance.

The net income shows a deficit of €128.3 million.

6. Additional Information

6.1 – ESTIMATED BENEFITS TO BE PAID TO BENEFICIARIES AT THE END OF THE FINANCIAL YEAR

The pay-as-you-go method of management means that certain technical provisions, which could be recognized under insurance or welfare activities, are not established within the specific framework of Unemployment Insurance. However, they represent forecasts of potential expenses calculated at the end of the financial year, which only the financial equilibrium of Unemployment Insurance or a change in regulations could call into question in the future.

In order to provide better information to third parties, we present below the estimates, not defined by the accounting standards for benefits to be pay to beneficiaries receiving compensation at the end of the financial year, as well as their calculation methods.

More detailed information on expenses and income forecasts is available on the Unédic website, in accordance with the work regularly carried out by the Unemployment Insurance scheme on the balance between benefits and contributions and the coverage of its financing needs.

6.2 – ESTIMATE OF BENEFITS REMAINING TO BE PAID BY THE UNEMPLOYMENT INSURANCE SCHEME TO BENEFICIARIES AT THE END OF THE FINANCIAL YEAR

The total benefits to be paid over the average duration of unemployment, remaining to be covered as of 31 December 2024 for registered beneficiaries at that date, have been estimated by Unédic's Research and Analysis Department at €25.1 billion. This amount does not include the benefits to be paid to recipients of continued benefits until retirement. The methods and assumptions used to calculate this estimate are as follows:

- determination of the total initial entitlement on 31 December 2024 (2,674,708 beneficiaries), i.e. €66.7 billion;
- determination of total entitlements already used on 31 December 2024, i.e. €30.3 billion;
- historically (average for 2016-2018), 83% of the initial entitlement is used;
- the estimate of benefits remaining to be paid to beneficiaries at the end of the 2024 financial year is therefore **€25.1 billion** (66.7*83% - 30.3).

6.3 – ESTIMATE OF BENEFITS REMAINING TO BE PAID BY UNEMPLOYMENT INSURANCE TO BENEFICIARIES RECEIVING CONTINUED BENEFITS

These benefits concern jobseekers who, under certain conditions, can receive their benefits until retirement age, the maximum age being 67.

The total amount of benefits remaining to be paid to these registered beneficiaries at the end of the financial year (38,000 beneficiaries) was estimated by the Unédic's Research and Analysis Department at **€0.9 billion.**

6.4 – ESTIMATE OF THE TOTAL FINANCIAL COMMITMENT

Total benefits remaining to be paid to Unemployment Insurance beneficiaries receiving benefits on 31 December 2024 are therefore estimated at **€26.0 billion.**

6.5 – OFF-BALANCE SHEET COMMITMENTS RELATED TO FURLOUGHING SCHEME

Unédic has opted for a convergence of methods with the French State and has therefore adopted the model developed by the DGEFP to calculate the amount of off-balance-sheet commitment relating to the furloughing (Activité partielle, AP) and long-term furloughing (APLD) schemes on 31 December 2024.

The model aims to anticipate the volume of benefit claims (Demandes d'indemnisation, DI) attributable to authorization decisions (Décisions d'autorisation, DA) for the use of furloughing in effect as of 31 December 2024, which will be paid in connection with a period of partial unemployment after 1 January 2025.

6.6 – INPUT DATA

The work is based on a snapshot of data as on 31 January 2025 from the ASP's furloughing scheme IT system (Apart IS). This flow consists of all DAs created and filed since 1 March 2020. It includes initial DAs, any amendments, and all DIs filed for the months from March 2020 to January 2025.

6.7 – EVALUATION OF OFF-BALANCE SHEET COMMITMENTS AND RECONCILIATION WITH ACCOUNTS PAYABLE AND PROVISIONS FOR CHARGES

Off-balance sheet commitments correspond to estimates of the DI that will be paid under a DA opened before 31 December 2024, but for a period of furloughing starting on 1 January 2025.

The DAs are thus grouped into 70 different cohorts, according to the end date of the DAs (prior to 31 December 2024 and each month of the year 2025), and the calculation is performed as follows:
- in order to estimate the change in DIs within the cohorts, the residual DAs ("reste consommable") on 31 December 2024 must be used as a starting point (residual Das = DAs validated in 2024 – DIs paid in 2020, 2021, 2022, 2023 and 2024 – Potential additional DI disbursed after 31 December 2024 for 2020, 2021, 2022, 2023 and 2024);
- these residual DAs and the execution forecasts are distributed over the year 2025 according to the weight of each cohort. The weight of a cohort is defined according to the number of members/Full-Time Equivalent Employee (Équivalent Temps Plein, EQTP) in the cohort relative to the total number of members/EQTP across all cohorts. The more members a cohort has, the higher its share of DA will be;
- for each cohort, the commitment for each month corresponds to the minimum between the prorated execution forecast for the cohort for the month in question and the overall residual DA for the cohort (net of consumption in previous months and estimated potential additions to the cohort, all multiplied by the observed DA conversion rate into DA for closed cohorts) ;
- this operation is carried out for all months of the year 2025 (until the cohort closes) and the commitment corresponds to the sum of the monthly commitments.

Using this method, we obtain an off-balance sheet commitment amount for the AP of €24 million and an off-balance sheet commitment amount for the APLD of €52 million, giving a total off-balance sheet commitment amount of €76 million, **with Unédic's share amounting to €25 million** (33%).

6.8 – EXPLICIT GUARANTEE BY UNÉDIC OF THE LOAN TAKEN OUT BY AGS

In 2020, the French economy was hit by an unprecedented crisis linked to the COVID-19 pandemic. In this context, marked by a reduction in income (deferral and lower contributions from employers, reduction in the amount of distribution from court-appointed agents) and an increase in disbursements (extension of AGS guarantee), AGS wished to set up a bank loan to enable it to meet the high cash flow requirements expected for the coming period.

Rexecode's forecasts for AGS in September 2020 showed a financial requirement of around €2 billion up to the end of 2021, based on the assumption at the time that the contribution rate remained unchanged at 0.15%.

Under the terms of AGS's financial management mandate and in accordance with the decisions of the Board of Directors dated 30 June 2020, has arranged, on behalf of and for the account of AGS, a syndicated structured bank financing to meet AGS's funding needs with maturities of 3 and 4 years for a maximum amount of €2 billion.

Considering the financial solidarity between the institutions as provided for in Article L3253-14 of the French Labour Code, Unédic has also put in place an explicit, standalone, first-demand guarantee in favour of the banking syndicate to secure the loan. As an off-balance sheet commitment of Unédic, it is monitored on a regular basis.

AGS's financial situation remained stable in 2020 and even improved in 2021, thanks in particular to the various support measures implemented for businesses and the strength of the economic recovery.

As a result, on 31 December 2021, the loan had not been drawn down. A renegotiation of its terms was therefore initiated at the end of 2021 in order to limit the overall cost to AGS. Following the annual meeting held on 17 December 2021 between AGS and the syndicate's banks, a letter of partial cancellation and request for an amendment was sent to the banks on 20 December 2021. The new terms and conditions took effect on 26 January 2022 and resulted in savings for AGS.

This renegotiation also resulted in the signing of an amendment to the loan agreement on 31 March 2022. As a result of this renegotiation, the guarantee granted by Unédic to AGS on the Social Credit now amounted to a total of €500 million, instead of €1.5 billion.

The loan ultimately matured in December 2024, without AGS having to draw on its borrowing rights.

At the request of AGS, the Unédic Board of Directors granted its explicit guarantee on 29 January 2025.

6.9 – UNEMPLOYMENT INSURANCE SCHEME'S WORKFORCE

On 31 December 2024, Unédic had 122 employees, including 116 assigned to managing the unemployment insurance scheme, four employees on secondment to the AGFPN and two employees whose contracts had been suspended.

6.10 – TRANSACTIONS CARRIED OUT ON BEHALF OF THIRD PARTIES

The Association for the Management of the Employee Claims Guarantee Scheme (AGS), an employer-funded body created in early 1974, ensures the payment of claims arising from employment contracts in the event of the company's insolvency or liquidation. A management agreement has been concluded between the Association and Unédic, which is responsible for managing the collection of contributions, providing the necessary funds to trustees and judicial administrators, recovering advanced amounts, and maintaining the accounting of these operations (*see also paragraph 2.6*). Unédic itself has entered into an agreement with France Travail, signed on 19 November 2008, for the collection of Unemployment Insurance contributions and AGS contributions (via the regional directorates and France Travail Service).

The transfer of collection to Acoss (now Urssaf Caisse Nationale) had caused accounting and financial flows since 2010 as part of two pilot phases. An agreement signed on 17 December 2010 by Unédic, AGS, Acoss and Pôle Emploi (now France Travail) sets out the terms and conditions for the generalisation of the collection of contributions by Acoss and its network.

The contribution rate was set at 0.15% from 1 July 2017. In view of the decision of AGS Board of Directors on 27 November 2023, this rate was increased to 0.20% from 1 January 2024, then increased to 0.25% since July 2024, following the decision of AGS Board of Directors on 18 June 2024.

6.11 – STATUTORY AUDITORS' FEES

Fees for the statutory auditors' certification assignments amount to €394,400 including VAT in 2024 (broken down as follows: €198,600 including VAT for FCN and €195,800 including VAT for Grant Thornton), (reference "Engagement Letter dated 19 November 2024"), plus €64,000 including VAT for services other than the certification of the financial statements.

Statutory auditors' report on the annual financial statements

Unédic

Financial year ended on 31 December 2024

To the members of Unedic Association's Board of Directors,

OPINION

In accordance with the assignment entrusted to us by your Board of Directors, we have audited the annual financial statements of the Unédic Association for the year ended on 31 December 2024, as attached to this report.

We certify that the annual accounts are, in accordance with French accounting rules and principles, regular and sincere and give a true and fair view of the results of the operations for the past financial year and of the financial position and assets of the association at the end of that financial year.

The opinion expressed above is consistent with the contents of our report to the Audit Committee.

BASIS FOR OPINION

Audit framework

We conducted our audit in accordance with professional standards applicable in France. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our responsibilities under these standards are set out in the section of this report entitled "Statutory Auditors' Responsibilities for the Financial Statements" in this report.

Independence

We conducted our audit engagement in accordance with the independence rules set out in the French Commercial Code and the Code of Ethics for Statutory Auditors for the period from 1 January 2024 to the date of issue of our report, and, in particular, we did not provide any services prohibited by Article 5, paragraph 1, of Regulation (EU) No. 537/2014.

In addition, the services other than the certification of the accounts that we have provided to your Association during the financial year and which are not mentioned in the management report or the notes to the annual accounts are as follows:

- Audit report on the financial statements relating to operations managed on behalf of the AGS;
- Limited Assurance Report on the "Allocation and Impact Report – Social Issues 2023";
- Certifications relating to government-guaranteed bond issues for the 2023 and 2024 financial years;
- Statement regarding remuneration paid to the five highest-paid individuals during the period from 2019 to 2022.

OBSERVATIONS

Without qualifying our opinion, we draw your attention to the following points set out in the notes to the annual accounts:

- Note 1.3 "Financing of Unemployment Insurance" concerning the measures taken to ensure the financing of Unemployment Insurance, taking into account the economic context, structural reforms and their impact on the technical balance forecasts;
- Note 2.1 "General principles" specifying that Unemployment Insurance is a specific pay-as-you-go scheme and that the accounts have been prepared in accordance with the chart of accounts for Unemployment Insurance bodies approved by the National Accounting Council. In drawing up the annual accounts, account is therefore taken of the specific features of the declaratory nature of the Unemployment Insurance scheme and the resulting consequences, both in terms of declarations by affiliates and payments to beneficiaries;
- Note 2.6.1 "The management mandate on behalf of AGS", which sets out the new Unédic-AGS agreement signed on 27 June 2023 and taking effect from 1 January 2024.

JUSTIFICATION OF ASSESSMENTS – KEY POINTS OF THE AUDIT

In accordance with the requirements of Articles L. 821-53 and R. 821-180 of the French Commercial Code (Code de commerce) relating to the justification of our assessments, we draw your attention to the key points of the audit relating to the risks of material misstatement which, in our professional judgement, were the most significant for the audit of the financial statements for the year, as well as the responses we provided to these risks.

These assessments were made in the context of our audit of the annual financial statements taken as a whole and of the formation of our opinion expressed above. We do not express an opinion on any individual component of these financial statements.

→ CONTRIBUTIONS RECOVERED BY THE URSSAF CAISSE NATIONALE

Identified risk

As indicated in note 2.1 “General principles” of the appendix, Unédic’s accounts have been prepared on the basis of financial information produced by the operators responsible for collecting Unemployment Insurance contributions. Unemployment Insurance contributions are collected on behalf of Unédic mainly by the Urssaf Caisse Nationale via the Urssaf and CGSS, by the CCMSA for the agricultural sector and by France Travail for special contributions.

From 1 January 2022, in accordance with Article 12 of the French Social Security Financing Act for 2022, the Urssaf Caisse Nationale will pay the Unemployment Insurance contributions due on salaries as declared by employers via *DSN*, after applying a flat rate for non-recovery costs of 1.1% set by order. A management fee of 0.1%, set by a decree dated 23 May 2022, is applied to the sums paid to Unédic.

In this context, and given the uncertainties inherent in the flows managed by third parties and the significance of the contributions managed by Urssaf Caisse Nationale, we considered that the reality, exhaustiveness and correct transcription of the financial information produced by the Urssaf Caisse Nationale constituted a key point of the audit, given that this body collects the majority of contributions and compensates for the abolition of the employer’s share and general reductions.

Audit procedures implemented in response to this risk

Pursuant to Article L. 141-10 of the French Financial Jurisdictions Code, we have informed the Court of Auditors of the procedures and verifications expected regarding the flows and balances of Unemployment Insurance, managed on behalf of Unédic, requesting that they provide us with:

- their opinion on the quality of the internal control system implemented by the Urssaf Caisse Nationale;
- reasonable assurance on Unemployment Insurance flows, both in terms of income and collections.

We had verbal exchanges with the Court of Auditors’ rapporteurs on 17 February 2025 and 30 April 2025.

During our discussions with the Sixth Chamber of the Court of Auditors, we obtained and analysed extracts from their interim work on the internal control system and their final work on the accounts. In particular, we obtained the results of specific work carried out by the Court of Auditors on the audit trail concerning the declarations made by companies and the amounts recorded in the accounts, as well as additional information from the Urssaf Caisse Nationale (National Social Security Fund) sent directly to Unédic.

We have taken note of the certification report on the accounts of the general social security system published on 16 May 2025, which states that the collection activity has been certified with reservations. A meeting with the Court on 21 May 2025 allowed us to obtain additional information for our analysis.

We analysed the basis for the Court's opinion in order to identify the identified risks and assess the absence of significant anomalies in the flows and balances relating to Unédic.

In addition, through internal control tests and substantive tests, we also ensured:

- the relevance and effectiveness of the internal control implemented within Unédic to ensure the correct transcription of flows managed by Urssaf Caisse Nationale;
- the correct recording of statements issued by the Urssaf Caisse Nationale, whose cash flows are reviewed and validated by its certifier.

→ UNEMPLOYMENT BENEFITS

Identified risk

As indicated in note 2.1 "General principles" of the appendix, Unédic's accounts have been prepared on the basis of the financial information produced by the operator responsible for paying benefits.

In accordance with the provisions of Law No. 2008-126 of 13 February 2008 on the reform of the public employment service, France Travail thus managed all unemployment insurance benefits.

The financial information produced by Unédic is based on the quality of the procedures implemented within Unédic itself, as well as on:

- the quality of the internal control system deployed by France Travail in the context of the operations it manages on behalf of Unédic;
- the quality of France Travail's process for preparing the accounting and financial information required to draw up Unédic's accounts.

In this context and given the uncertainties inherent in flows managed by third parties, we considered that the reality, exhaustiveness and measurement of Unédic's allocations were a key audit point.

Audit procedures implemented in response to this risk

We sent audit instructions on 22 July 2024, setting out specific procedures for the statutory auditors of France Travail and asking them to provide us with their opinion on:

- the quality of the internal control system implemented by France Travail in connection with the operations it manages on behalf of Unédic;
- the quality of France Travail's process for preparing the accounting and financial information required to prepare Unédic's financial statements.

We met with France Travail's Statutory Auditors on 12 December 2024 to discuss the internal control system and on 14 May 2025 to discuss the audit of the financial statements.

In order to assess the relevance and adequacy of the information obtained, we reviewed the conclusions of their interim work and their substantive work. We ensured that the latter covered all the due diligence procedures we had requested.

In addition, France Travail's Statutory Auditors have provided us with their report entitled "Audit report of the Statutory Auditors on the financial statements of France Travail relating to the management on behalf of Unédic of contributions from members and payments to beneficiaries" dated 23 May 2025 for the 2024 financial year, which expresses a favourable opinion.

Through internal control tests and substantive tests, we also ensured that:

- the reliability of the internal control systems implemented by Unédic to ensure the accurate recording of France Travail's financial statements, as validated by its statutory auditors in Unédic's financial statements;
- the consistency of changes with the macro-economic data provided by Unédic's Research and Analysis Department and by France Travail's Statutory Auditors.

SPECIFIC VERIFICATIONS

We have also carried out, in accordance with professional standards applicable in France, the specific verifications required by law and regulations. We have no comments to make on the fairness and consistency with the annual financial statements of the information provided in the Managing Director's management report and in the other documents sent to the members of the Board of Directors on the financial position and the annual financial statements.

INFORMATION RESULTING FROM OTHER LEGAL AND REGULATORY REQUIREMENTS

Appointment of Statutory Auditors

We were appointed Statutory Auditors of the Unédic Association by the Board of Directors on 14 January 1994 for FCN and on 29 June 2018 for Grant Thornton.

On 31 December 2024, Grant Thornton was in its 7th year of uninterrupted service and FCN was in its 31st year, including 7 and 15 years, respectively, since the Unédic Association became a public interest entity pursuant to 6° of Article L. 820-1(III) of the French Commercial Code.

RESPONSIBILITIES OF MANAGEMENT AND GOVERNANCE BODIES IN RELATION TO THE ANNUAL FINANCIAL STATEMENTS

It is the responsibility of Management to prepare annual financial statements that present a true and fair view in accordance with French accounting rules and principles, and to implement such internal control measures as it deems necessary to ensure that the annual financial statements are free from material misstatement, whether due to fraud or error.

When preparing the annual accounts, it is the responsibility of the Management to assess the Association's ability to continue its operations, to present in these accounts, where applicable, the necessary information relating to the continuity of operations and to apply the accounting policy of continuity of operations, unless it is planned to liquidate the Association or cease its activities.

The Audit Committee is responsible for monitoring the financial reporting process and the effectiveness of internal control and risk management systems, including, where applicable, internal audit, with respect to procedures relating to the preparation and processing of accounting and financial information.

The annual accounts have been approved by the Chief Executive Officer.

RESPONSIBILITIES OF THE STATUTORY AUDITORS FOR THE AUDIT OF THE ANNUAL FINANCIAL STATEMENTS

Objective and audit approach

It is our responsibility to issue a report on the annual financial statements. Our objective is to obtain reasonable assurance that the annual accounts taken as a whole are free from material misstatement. Reasonable assurance corresponds to a high level of assurance, but does not guarantee that an audit performed in accordance with professional standards will detect all material misstatements. Misstatements may be due to fraud or error and are considered material when it can reasonably be expected that, taken individually or in aggregate, influence the economic decisions that users of the accounts make based on them.

As specified in Article L. 821-55 of the French Commercial Code, our mission in certifying the accounts does not consist of guaranteeing the viability or quality of your Association's management.

In the context of an audit carried out in accordance with professional standards applicable in France, the Statutory Auditor exercises professional judgement throughout the audit.

In addition:

- it identifies and assesses the risks that the annual accounts contain material misstatements, whether these arise from fraud or error, defines and implements audit procedures to address these risks, and obtains evidence that it considers sufficient and appropriate to provide a basis for his opinion. The risk of not detecting a material misstatement resulting from fraud is higher than that of a material misstatement resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control;
- it obtains an understanding of the internal control relevant to the audit in order to determine audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of internal control;
- it assesses the appropriateness of the accounting policies used and the reasonableness of the accounting estimates made by management, as well as the related disclosures in the annual financial statements;

- it assesses the appropriateness of the Management's application of the going-concern accounting convention and, based on the evidence collected, whether there is any significant uncertainty related to events or circumstances that could call into question the Association's ability to continue as a going concern. This assessment is based on the information collected up to the date of its report, bearing in mind, however, that subsequent circumstances or events may call into question the continuity of operations. If it concludes that there is significant uncertainty, it draws the readers' attention to the information provided in the annual accounts regarding this uncertainty or, if such information is not provided or is not relevant, it issues a qualified opinion or a refusal to certify;
- it assesses the overall presentation of the annual accounts and evaluates whether the annual accounts reflect the underlying transactions and events in such a way as to give a true and fair view.

Report to the Audit Committee

We submit a report to the Audit Committee, which includes the scope of the audit and the work programme implemented, as well as the conclusions drawn from our work. We also bring to its attention, where applicable, any significant weaknesses in internal control that we have identified with regard to the procedures relating to the preparation and processing of accounting and financial information.

The information provided in the report to the Audit Committee includes the risks of material misstatement that we believe were the most significant to the audit of the annual accounts for the financial year and, accordingly, to be the key matters arising from the audit, which it is our responsibility to describe in this report.

We also provide the Audit Committee with the statement required by Article 6 of Regulation (EU) No.537-2014 confirming our independence, within the meaning of the rules applicable in France as set out in particular in Articles L. 821-27 to L. 821-34 of the French Commercial Code and in the Code of Ethics for the profession of statutory auditor. Where applicable, we discuss with the Audit Committee any risks to our independence and the safeguards applied.

Neuilly-sur-Seine and Paris, 18 June 2025.

The Statutory Auditors,

Grant Thornton
French member of
Grant Thornton International

FCN

Katell Morvan
Partner

Pamela Bonnet
Partner

Stéphane Loubières
Partner

SEE ALSO:

2024 ACTIVITY REPORT

2024 REPORT OF THE JOINT REGIONAL BODIES (IN FRENCH)

2024 REPORT ON RISK MANAGEMENT, CONTROL AND AUDIT (IN FRENCH)