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GROWTH LEVELS IN THE C&E INDUSTRY

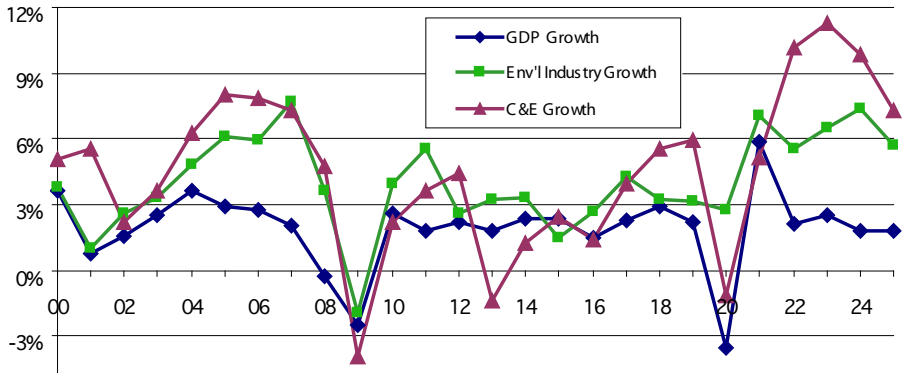
After a historic 2022–23 boom, environmental industry growth in 2025 has downshifted to a more sustainable mid-single-digit pace. Infrastructure and water-driven work remain strong; policy whiplash and higher rates are slowing some clean-energy and green-building segments; PFAS and compliance remain durable but less 'emergency-driven'; and M&A is doing a lot of the work to keep the largest firms' top lines growing faster than the market.

Seen through that lens, 2025 looks less like a turning point and more like a normalization. The industry is still growing, but the broad, synchronized surge of the post-COVID, BIL, IRA period has faded. Instead of across-the-board double-digit gains, most firms are now in a band of modest, steady expansion. The market has effectively rebalanced from an exceptional boom back toward its long-term pattern of mid-single-digit growth—with significant variations by segment and business model.

One of the strongest continuing supports is capital spending on infrastructure. Money authorized under the infrastructure bill is still flowing into water, transportation, grid, resilience and 'mission-critical' projects, and similar programs are in motion in other advanced economies. Utility programs, municipal upgrades, stormwater and flood projects, and large energy-infrastructure investments keep design, permitting, and construction-phase services in demand. For many firms, this work has become the reliable backbone of their portfolio: not spectacular, but persistent, visible, and funded — with AI digital applications constantly in consideration.

At the same time, the policy environment around climate and clean energy has reversed. Some of the flagship tax credits, grants, and loan programs that powered the early IRA wave are being revisited,

Annual Growth in C&E vs the Environmental Industry & GDP



Source: Environmental Business Journal's annual models of the U.S. environmental industry

Inside EBJ: **Environmental Consulting & Engineering 2025**

C&E Growth Cycles: 1994-2026

Looking at the C&E size and growth series from 1994–2026, a pattern of five distinct cycles emerges in environmental consulting & engineering (C&E).

1. Mid-90s a flat maturation period (1994–2000): The industry bumped along in the mid-teens (about $15–17B). Growth was positive but modest in most years (generally 0–5%), with an outright decline in 1996 (-1.9%) and only a couple of mid-single-digit years at the end of the decade. Over the full 1994–2000 span, the market only grew by about 14%. This could be characterized as a maturation phase after the Superfund/Clean Air build-out: work is steady, but competition and client sophistication grew with no real big new driver.

2. Pre-crisis expansion (2001–2007): From 2001 onward, growth runs stronger, peaking at 8.0% in 2005, 7.9% in 2006 and 7.4% in 2007. Revenues climb from $18.4B to $27.1B in six years—a 40% expansion, and a true "up-cycle" where growth is consistently above the already strong GDP, boosted by increasing property values, government spending and oil & gas prices.

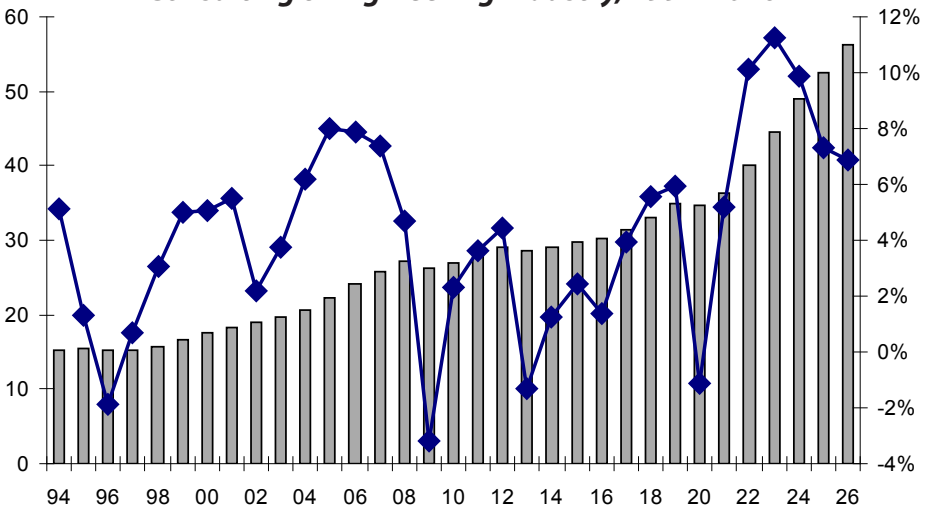
3. Global financial crisis and hangover (2008–2010): The 2008–10 period shows the impact of the financial crisis. 2008 still posts a decent +4.7%, but 2009 drops -3.2%. 2010 recovers to +2.3%, but over the three-year window the market is basically flat to slightly down (revenues in 2010 are just below 2008 in real terms): A classic "step down and slow claw-back" one would expect around a macro shock.

4. Low-gear plateau (2011–2019): The industry settles into a low-to-mid single-digit pattern, with a couple of stronger years (2017–18 at 5.6–5.9%) and two dips (2013 at -1.3% and 2019 at -1.1%). Revenues rise from $27.8B to $34.6B over eight years—or a 26% gain, respectable but not spectacular given the time span. This could be called a "slow grind" era: stable demand, more competition, and no real, single disruptive funding wave.

5. COVID dip and unprecedented boom (2020–2026): The COVID year **2020** shows another brief contraction (**-1.1%**), but what follows is unlike anything in the series. From 2021 on, growth is consistently high: +5.2% in 2021, then 10.1% in 2022, 11.3% in 2023, 9.9% in 2024, and still a very strong 7.3% and 6.9% in the 2025–26 projections. Revenues jump from $34.6B in 2020 to $56.2B by 2026—an increase of 62% in six years, by far steepest growth curve on the chart. Historically, the only vaguely comparable run is 2003–07, but the recent period combines higher growth rates with a much larger base, so the absolute dollar expansion is much bigger.

Putting the cycles in context, a typical "normal" for the C&E industry has been around 4–5% annual growth with he late-90s and 2010s a bit below that and a couple of up-cycles, with growth well above the long-term norm. The recent 2021–24 stretch of double-digit or near-double-digit growth at a $35–50B scale is unprecedented, suggesting that the current boom—driven by infrastructure programs, climate/energy transition, PFAS, resilience, and federal funding—is structurally different (and more powerful) than earlier cycles. So, from this table, you can convincingly argue that the industry has gone through three modest expansions, two clear downturns (GFC and COVID), and is now in the strongest and most extended growth cycle in its modern history. □

Annual Growth in & Size in $Billions of the U.S. Environmental Consulting & Engineering Industry, 1994-2026



Source: Environmental Business International, Inc. Annual research on the environmental industry by EBI and EBJ derived from surveys, interviews and compilations of secondary data.

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EBJ WEBCAST SUMMARY: DIGITAL WATER MARKET OFFERS GREAT POTENTIAL

With tens of thousands of water utility entities in the United States and rapidly aging infrastructure and operations equipment, the opportunity to invest in efficiency and modernization through digitization is enormous. Loss reduction, energy savings and smart metering each produce short-term measurable results, and long-term investment in monitoring, predictive maintenance and resilience are producing clearer benefits. But where is the U.S. water industry in the evolution from conventional to digital technology? What are the early movers doing, and what convinces municipal and industrial clients to increase their commitment to digital water?

EBJ's September 2025 webcast convened leading experts from consulting and AI systems integration firms who shared their perspective on one of the environmental industry's growing and most resilient markets. Panelists were:

- Tyler Koschnick – President & CEO, SePRO
- Tim Howard – Chief Digital Officer, SePRO & Co-Founder, Arietta.ai
- Aaron Szalaj, Digital Practice Leader, Stanley Consultants
- Luke Stephenson, leader of the Digital Systems Group at Tetra Tech, President, EA, a Tetra Tech Company

Founded in 1994, **SePRO** is a leader in environmental solutions, specializing in water and land ecosystem restoration. With a foundation in science and a commitment to stewardship, SePRO partners with public, private, and community stakeholders to develop strategies that enhance environmental health. By combining applied research, innovative technologies, and field expertise, SePRO helps protect and restore essential ecosystems, for today and generations to come. (See the history of SePRO at the end of the Q&A.)

Stanley Consultants is a full-service multi-disciplinary design, engineering and consulting solutions for strategic clients across energy, federal, transportation and water markets. Stanley Consultants has a 110+ year history, is 100% employee owned and an ENR Top 500 Design Firm (#120) with 0+ offices worldwide and ore than 900 employees.

Aaron Szalaj, PE, PMP, CSE – Digital Practice Leader – Stanley Consultants. Aaron brings nearly 30 years of experience in control systems and electrical engineering, specializing in SCADA and digital water solutions for water and wastewater facilities. As Digital Practice Leader, he helps clients drive digital transformation by optimizing instrumentation, enabling secure data distribution, and leveraging digital dashboards for informed decision-making.

Tetra Tech Digital Systems Group supports the full infrastructure modernization life cycle from master planning through long-term operations and performance optimization. The Digital Systems Group has 900 automation engineers and 500 cybersecurity professionals, and the company has 30,000 multidisciplinary experts across 550 global offices.

Luke Stephenson is President of EA, a Tetra Tech Company, and the leader of Tetra Tech's Digital Automation Water practice. As part of Tetra Tech's digital systems leadership team, he works across Tetra Tech and collaborates on bringing automation to our water utility business and clients across the U.S. in particular. He is currently assisting West Basin Municipal WD as they modernize their aging OT infrastructure, as a senior Project Manager overseeing the work. He holds a Bachelor's degree in Manufacturing Engineering from BYU, and an MBA from University of California, Irvine. In addition he is a licensed CA Professional Engineer (PE), and a PMI certified Project Management Professional (PMP).

Opening Statements – SePRO

Tyler Koschnick, President & CEO, SePRO: Tyler has spent nearly 30 years in water resource management and has led SePRO since 2020, becoming CEO in 2024. He shares how the company is evolving and where he sees the greatest opportunities in protecting water resources.

"At SePRO, our mission starts with a simple principle: everyone deserves clean, safe, and enjoyable water. For too long, water resources have been threatened by invasive species, nutrient pollution, harmful algal blooms, and a history of undermanagement."

"We're evolving from being seen as a chemical company to becoming a science-led, technology-enabled water health solutions provider. By integrating digital tools and data, we can transform water management from reactive, visual-cue responses to proactive, predictive strategies that deliver measurable environmental outcomes."

"Our clients range widely—from small lake managers to municipalities and state agencies, all the way to large reservoirs and rivers. To support them, we've recently acquired GreenEYES™ (for nutrient monitoring), Arietta.ai (to convert data into actionable insights), and Resolve Hydro (for satellite imaging). Together, these tools create a platform for more efficient, science-driven water management."

"Ultimately, cleaner water in leads to better water out, and our role is to make that process smarter, more cost-effective, and better for the environment."

Tim Howard, Chief Digital Officer, SePRO: Tim joined SePRO through the acquisition of Arietta.ai (see box). With 20 years in healthcare applying AI to improve safety and efficiency, he now leads SePRO's digital transformation.

"What drew my team and me to SePRO was the mission. Just as we once used AI to improve pharmaceutical safety and help practitioners make better decisions, we saw the opportunity to apply those same principles to water—helping managers become more efficient, proactive, and ultimately deliver safer outcomes."

"SePRO has a loyal customer base, many of them smaller companies that don't have the resources to build large technology infrastructures. By investing in digital and AI tools at scale, SePRO can democratize access—bringing these powerful capabilities to everyone from major utilities to small lake management firms."

"The opportunity is enormous: we can free water managers from repetitive, reactive tasks, empower them to focus on solving complex problems, and create proactive plans that are more cost-effective and produce better water quality outcomes... And importantly, we want to make these insights accessible in a modern way—whether through a portal or mobile device—so every customer can see the benefits of cleaner, safer water."

Q&A with Tim Howard

EBJ: Would you agree that what you're pursuing—and where the market seems to be going—is more about incremental implementations of AI and automation? It's hard for an organization to leap from clipboards to a fully functioning AI system. Isn't it more realistic to think in steps, particularly for smaller industrial or municipal clients?

Howard: That's a fair way to look at it, but let me clarify two points. First, whether we're talking about large industrial players or smaller lake management firms, SePRO is making the significant investment in infrastructure and full AI enablement to leverage foundational AI models. By doing that at scale, we can then make these tools available to a broad customer base without each of them shouldering the cost.

Second, yes—incremental implementation is often how it happens. Customers of all sizes are under significant cost pressures and facing workforce shortages. What matters most is delivering tools that save time and money. It's not about flashy AI or chatbots—it's about practical solutions. If we can cut a task from 15 minutes to 10 minutes, that's the kind of impact they value. Efficiency first, technology second.

EBJ: In your experience at Arietta, and now at SePRO, how are clients approaching AI on their own? Are they dabbling, experimenting, or building small internal teams? Or do most come to you after trying and failing?

Howard: From my perspective, especially working with mid-tier lake management companies, the reality is they don't have time to experiment. These teams are stretched thin—just keeping operations on track is demanding enough. What resonates with them is when we can cut a routine task—like submitting lab orders—by 90%. Minutes matter to them. They're not experimenting on the side; they're looking for solutions that give immediate relief. Our job is to embed AI capabilities directly into the tools we deliver so they can benefit without needing to explore or build systems themselves. Over time, that frees them up to consider new possibilities, but right now, practicality rules.

Opening Statements – Aaron Szalaj, Stanley Group

Aaron Szalaj, Digital Practice Leader at Stanley Group. With more than 25 years as an automation engineer, Szalaj (pronounced "Shelley") guides clients through the journey of adopting digital platforms, AI, and machine learning in ways that are practical, sustainable, and impactful. Stanley Consultants is a multidisciplinary design, engineering and consulting firm offering solutions for clients across energy, federal, transportation and water markets with a 110-year history as a 100% employee-owned firm with over 20 offices and 900 employees.

"Our role is to help clients understand how to integrate the wide range of digital platforms now available—AI, machine learning, and beyond—into their day-to-day operations.... Clients aren't looking for buzzwords; they're asking what ground-level implementation really looks like. Do they have the instrumentation in place? How does this fit into their operations in a simple way that saves time for the operators and maintainers of facilities?"

"We encourage clients to embrace digital solutions responsibly—not to dive in headfirst. Data management is a powerful tool, but it can go wrong if you don't first understand how you're collecting and labeling data."

"The journey can take a year or two before an organization is truly ready to leverage AI. Success depends on laying the right groundwork with data before advancing to visualization, AI, and predictive analytics."

"After 25 years as an automation engineer, I find this incredibly exciting—helping clients take all the data they already have and finally make it work for them. It's like the thousands of unused photos on your phone: the value only comes when you can actually use them meaningfully."

Q&A with Aaron Szalaj

EBJ: So, does Stanley typically undertake projects for clients where the first year or more is spent building the digital library of data they'll need? That's often a major investment. Is that an hourly-billed project, or how do you get clients to understand that without a digitalized data library, these tools simply won't work?

Aaron Szalaj, Stanley Group: That's correct, Grant. What we often deliver is a digital master plan. That means looking at the full picture of data governance—from field collection, to visualization, to cybersecurity. Both the OT and IT sides must be addressed. Cybersecurity is a huge part of this—AI can help in positive ways, but it also creates new risks. Many of our clients are public agencies with private user data, so we have to ensure that cloud technologies and connections are implemented responsibly. Antiquated systems make utilities especially vulnerable

EBJ: We're still early days, but do you have examples of clients who've gone through this process with you? Can you share results from any early adopters?

Szalaj: Yes, one example is a small utility in northern Montana. We helped them build a digital master plan, then laid out a list of projects aligned with their budget. Over several years, they've begun implementing those steps. One pilot project focused on variable frequency drives (VFDs)—testing how to run them more efficiently as their performance degrades. By piloting first, we proved the return on investment, which won support across the organization.

We also set up a secure remote connection to their system, which is vital for rural utilities without local SCADA or PLC programmers. That remote support has been a reliable way to fill resource gaps while keeping cybersecurity protections.

EBJ: So your role is to develop these master plans, convince stakeholders to move forward in logical steps, and demonstrate value along the way. How significant is the water business across Stanley's 900 employees?

Szalaj: Water represents about a quarter to a third of our business, alongside our other pillars: energy, transportation, and federal markets. Water cuts across all of them—whether it's resource management for data centers, or utilities and stormwater systems. What we've found is that adoption isn't just about system size—it's often about the culture and vision of the people managing those systems

EBJ: And when you look at water utilities, do you see differences between drinking water and wastewater in terms of technology adoption?

Szalaj: Yes, drinking water is generally ahead of wastewater—mainly because there's more budget available. But it can be regional. In the West, for example, there's a lot of focus on reuse, which shapes priorities differently.

EBJ: What about public versus private utilities?

Szalaj: In my experience, municipalities are more forward-leaning. They have public visibility and want to demonstrate they're adopting new technologies for their communities. Private utilities, by contrast, are often more focused on budget than optics. Both have valid perspectives, but the public sector tends to talk about innovation more.

EBJ: You also mentioned workforce limitations. How does that factor into this push for digital adoption?

Szalaj: It's critical. Utilities are struggling to recruit the next generation of workers. Young people expect touchscreens, apps, and user-friendly systems. If they're faced with old boards of buttons and dials, it feels foreign to them. But if you can modernize the interface—make it look and feel like what they use every day—you'll not only attract talent, but also excite them about making a difference in water management

Luke Stephenson, Tetra Tech

Luke Stephenson leads the Digital Systems Group at Tetra Tech, a global firm of 30,000 people spanning environmental engineering, permitting, geotechnical services, and digital solutions. His group focuses on automation, SCADA, data systems, and lifecycle digital support for municipal and industrial clients. Tetra Tech Digital Systems Group supports the full infrastructure modernization life cycle from master planning through long-term operations and performance optimization with 900 automation engineers and 500 cybersecurity professionals.

EBJ: Tetra Tech is a large firm with many specialties. What is your role and how does the digital systems group fits into the bigger picture?

Stephenson: Tetra Tech employs about 30,000 people worldwide, and while we cover a broad spectrum—engineering, permitting, geotechnical, environmental services—our digital systems group zeroes in on automation and data. We support municipal customers across the country with planning, budgeting, road-mapping, and then actually building, deploying, and commissioning systems. That includes SCADA, data historians, business analytics, and 24/7 operational support. Essentially, it's full lifecycle digital integration for municipal water systems.

EBJ: Out West, water scarcity and reuse are top of mind. How is technology being applied to make direct potable reuse both viable and publicly acceptable?

Stephenson: Exactly—here in California and the West, water resiliency is the big theme. Direct potable reuse is now viable: taking treated wastewater to a level where it can go straight back into the distribution system. Naturally, people ask: is this safe? Technology is what makes it safe—advanced treatment, monitoring, and compliance. But it's also about communication. Transparency through data collection, reporting, and public-facing dashboards is key to building trust.

EBJ: And on the operations side—Tetra Tech isn't a contract operator, right? How do you engage with clients once systems are in place?

Stephenson: We don't run day-to-day operations. Our role is to keep the digital systems online. If a PLC or server fails, our team gets called in. We provide the technical backup to ensure operators can stay focused on running their plants, while we keep the technology side functioning.

EBJ: How does your customer base break down?

Stephenson: Roughly 85–90% is municipal and state/local, very close to the communities they serve. We also work with some large state water projects like the Central Arizona Project and California Department of Water Resources. Industrial water makes up about 10–15%, with sectors like semiconductors investing heavily in reuse to reach zero discharge and avoid permitting challenges.

EBJ: We've heard a lot about data centers. How are you approaching them?

Luke Stephenson: Our High-Performance Buildings Group leads most of Tetra Tech's data center work, but our digital systems group is increasingly involved. Data centers are sophisticated buyers who want cutting-edge energy and water management systems. For us, it's a natural extension of the same technologies we apply in municipal systems—automation, data capture, and analytics—just in a more intensive environment.

EBJ: Share an example of a project that demonstrates modernization's value?

Stephenson: The West Basin Municipal Water District in Carson, CA is a great example. They were operating on antiquated DCS infrastructure that was difficult to maintain and support. We're leading them through a modernization project—selecting new technology, digitizing plant information, and incorporating predictive controls. Across multiple plants, they have about 10,000 I/O points—pumps, valves,

analyzers—all being integrated into a system that will provide real-time and predictive insights. It's a multi-year process, but the end-result will be a world-class, AI-ready smart water system.

EBJ: You mentioned joining Tetra Tech through acquisition. How has being part of a larger firm changed your strategy and capabilities?

Stephenson: We were a 40-person integrator when acquired five years ago; now we're over 1,000 in the digital systems group alone. Being part of Tetra Tech has expanded our reach and allowed us to partner with other in-house teams—like commissioning, data center specialists, and federal market experts. Our average project size has grown significantly, and we're now playing a leading role in delivering comprehensive solutions.

EBJ: Where do you find talent to keep pace with growth? Are graduates coming in prepared for digital water?

Stephenson: Recruiting is a mix—college graduates from chemical, mechanical, and electrical engineering programs, plus acquisitions. We've built strong training programs to get new hires field-ready. Universities are doing well, but honestly, this generation's self-learning ability is remarkable. Many of our younger staff are driving innovative solutions because they're comfortable teaching themselves new technologies. Combined with structured on-the-job training, they hit the ground running.

Q&A Discussion

EBJ: What challenges are you seeing around recruitment and talent?

Tyler Koschnick: From a people and talent perspective, connectivity to technology is paramount. If it's not on your phone, it doesn't exist. Young talent gravitates toward the tech side, so the industry has a real opportunity as we transition into the digital age.

EBJ: Tim, you wanted to weigh in on the data center conversation. How do hyperscalers fit into this picture?

Tim Howard: Absolutely. The hyperscalers—AWS, Google, Microsoft, and now Oracle—are spending about $250 billion a year on data center infrastructure and AI model training. That's a quarter- to half-trillion dollars of annual investment. Our job is to leverage that spend and deliver better outcomes to our customers.

One of the reasons I joined SePRO is because the company has over 25 years of treatment history—a rich dataset of what works and what doesn't. By applying retrieval-augmented generation (RAG), we can put that history into AI guardrails. That way, when real-time data comes in from sensors, satellites, or other sources, the recommendations are informed by actual outcomes in specific lakes.

The beauty is that the heavy lifting—the AI engines themselves—comes from those cloud providers. We simply use our proprietary data as the guiding framework, so the system produces accurate, context-specific prescriptions almost instantly.

EBJ: So the competitive edge really comes from having the data, making it accessible and harmonized, not building AI code from scratch?

Koschnick: Exactly. This is bigger than the invention of the World Wide Web. The difference is interactivity with the data. Instead of just searching, you can consolidate information into a single source and interact with it directly. That's where the insights come from, and that's the true evolution in resource management.

EBJ: How critical is cybersecurity in this digital water transition?

Howard: It's non-negotiable. The second you turn on a system—even a proof of concept—you'll see it getting pinged from China, Russia, Romania, and other places. If protections aren't in place before the first light goes on, you have a serious issue. And remember, we're talking about critical infrastructure here.

EBJ: Aaron, what's your perspective from the Stanley Group?

Aaron Szalaj: Cybersecurity is critical. Attacks are happening daily, and Operational Technology (OT) systems are especially vulnerable. Hackers can manipulate pumps, drain lakes, or run equipment to failure. This isn't just about data privacy; it's a public safety and national security issue. With 10,000–15,000 different water system managers across the U.S., getting everyone aligned is a massive task. Standards exist, but it'll take time to implement them across the board. Utilities need regular audits, clear cybersecurity postures, and staff trained to recognize evolving threats.

AI makes this more complicated: deepfakes, voice fakes, even video fakes can now be used for social engineering. Hackers can stitch together material from webinars or public appearances to impersonate trusted voices and gain system access.

EBJ: And what's the hacker's endgame—chaos or ransom?

Szalaj: Both, depending on the actor. Some just want disruption, others lock you out until you pay ransom. The immediate and most damaging threat is ransomware, but there's also the risk of attackers quietly sitting in the system, waiting to cause damage later.

EBJ: Tyler, you've mentioned satellites. How is SePRO deploying satellite and drone data?

Koschnick: Advances in satellite imaging now allow us to assess algae, vegetation, and water quality in lakes. Algorithms help predict problems before they become emergencies. Combined with drones, sensors, and AI, this enables more proactive management and efficiency across watersheds.

EBJ: Luke, does satellite imagery play into your work at Tetra Tech?

Stephenson: Not much in our "inside the fence" projects. We rely more on GIS to map distributed assets, overlaying process data with geography to identify leaks or low pressure zones. But real-time satellite or drone imagery isn't yet central to our projects.

EBJ: Aaron, examples from Stanley?

Szalaj: We've used drones for transmission line inspections in difficult terrain—documenting sag, geolocating, and mapping. While not water-focused, it's another example of how remote sensing and data

visualization can make operations more accurate and efficient.

EBJ: Let's talk adoption. How far along are utilities in digitization and AI?

Stephenson: Twelve months ago, it was mostly the top 200 large utilities. Now Tier B and C utilities are budgeting for digital projects. We're seeing momentum shift down to smaller systems, but overall, we're still in early stages.

EBJ: What about non-revenue water losses and energy optimization?

Szalaj: Advanced metering can quickly reduce leaks by 25–30%. Energy optimization is also growing—timing batch processes to use off-peak energy can save costs. But loss of service remains the bigger priority.

Stephenson: Energy, chemicals, and labor are the top costs. With better data, utilities can run closer to regulatory limits safely, reducing chemical use and costs. And with fewer operators entering the field, automation is key to running plants with fewer people.

EBJ: Looking ahead, where are we on the overall digitization curve?

Stephenson: Most utilities are connected, but few are optimized. Huge opportunity remains to leverage data for ROI benefits.

Howard: The sector is in its infancy. Even those with digital twins often only use them for one system. There's far more potential to scale.

Szalaj: Many utilities are not as advanced as the numbers suggest. Progress is uneven, but the market opportunity is massive.... This is an exciting market. There are many ways we can apply technology to help clients, but it must be tackled step by step.

Koschnick: In closing, I go back to the basics of everyone deserves clean, safe water. By integrating technology and creating digital water capabilities, we can achieve economic and environmental benefits, optimize resources, and do a lot more with less. □

SePRO Acquires Arietta.ai to Power Next-Gen Digital Water

In August 2025, SePRO, a leader in environmental solutions for water and land restoration, today announced its acquisition of Arietta.ai, a San Ramon, California-based artificial intelligence company. Arietta.ai's team joined SePRO on September 1, becoming the foundation of SePRO Digital, a new division focused on digital water management, product innovation, and customer solutions. By integrating Arietta.ai's advanced algorithmic and data processing capabilities, SePRO is accelerating the buildout of its digital strategy for water health management, aligned with its mission to provide customers with real-time insights and decision-support tools that save time, reduce operational costs, and create healthier ecosystems. The Arietta.ai acquisition, together with SePRO's other recent acquisitions and technology investments, underscores a commitment to providing innovative, customer-centric solutions that protect and restore our planet's most essential ecosystems.

Founded in 1994 and headquartered in Carmel, Indiana, SePRO Corporation is a leader in developing sustainable solutions that protect, preserve, and restore nature. Specializing in water quality solutions and environmental restoration, SePRO serves a range of industries including professional aquatics, landscape management, golf courses, ornamental production, and specialty agriculture.

SePRO – Corporate Chronology (1994–2025)

1994 — SePRO Corporation founded in Carmel, Indiana, focused on science-based water and land stewardship).

1994–1998 — Early expansion in aquatic plant & algae management solutions.

2000s (early–mid) — Portfolio builds out in aquatics, turf & ornamental, and professional vegetation management; national distribution channels established.

2010s (early) — Growth in lake & reservoir management programs; increased R&D emphasis on harmful algal bloom (HAB) control and nutrient management.

Feb 2019 — **Excellere Partners** makes a strategic growth recapitalization investment in SePRO (first institutional capital), supporting organic growth and M&A.

Oct 2020 — SePRO acquires Applied Biochemists®, Marine Biochemists®, and related aquatics assets (from Sigura/Innovative Water Care), expanding registered formulations, brands, and utility/lake-district reach.

2021–2023 — Acceleration of lake & reservoir programs (e.g., EutroPHIX® nutrient mitigation platform) and digital instrumentation pilots with customers and partners.

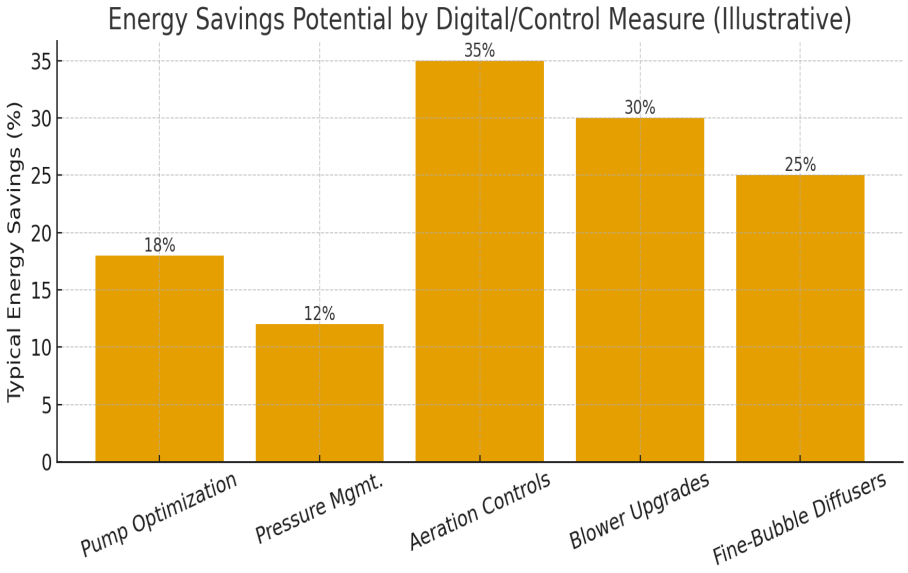
Jul 2024 — Control investment by **Stanley Capital Partners** (SCP) with Goldman Sachs Alternatives as minority co-investor; Excellere exits. Capital earmarked to scale product innovation and a digital water strategy.

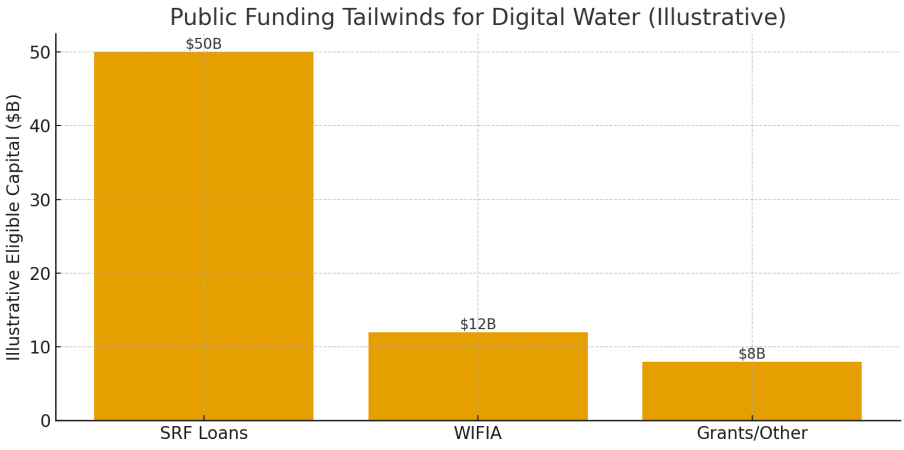
Apr 2025 — Acquisition of GreenEYES™ (real-time nutrient monitoring & analytics), adding continuous diagnostics to SePRO programs.

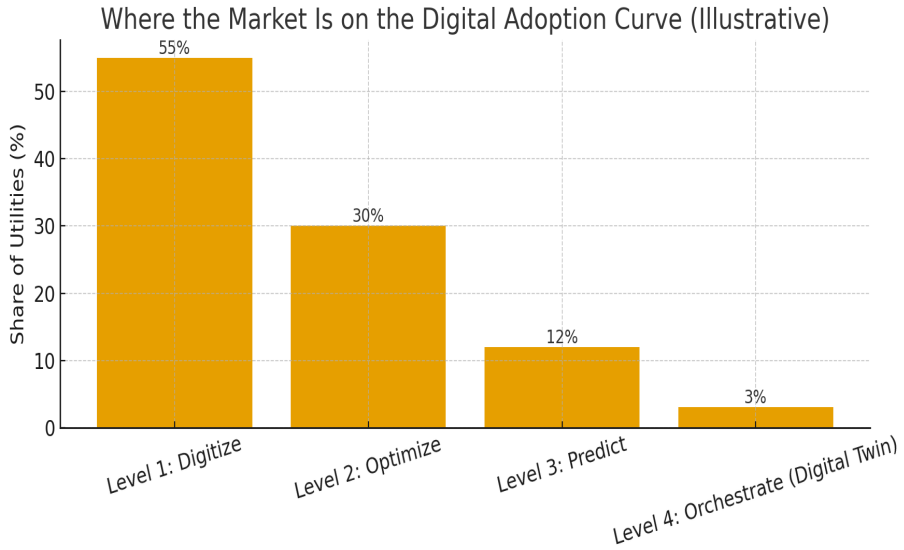
Aug 2025 — Acquisition of Arietta.ai; team and AI/ML stack form the core of SePRO Digital (decision support, retrieval-augmented guidance leveraging SePRO's treatment history).

Sep 2025 — Acquisition of Resolve Hydro (satellite-based water diagnostics), enabling basin-scale remote sensing to complement in-situ sensors and AI decisioning.

Digital Water Market Briefing Exhibits for Discussion Generated by ChatGPT Based on Prompts by EBJ







Digital Water Market Briefing

EBJ Monthly Webcast on September 18, 2025 was on the subjct of Efficiency, Modernization, and ROI for U.S. Water & Wastewater Utilities.

Editor's Note: For the benefit and commentary of the digital water executives assembled for the conversation, the exhibits on this page and the bullet points below were presented for discussion and debate at the end of the webcast.

Fragmented Market, Big Upside

- Scale + age of infrastructure create an unusually rich efficiency opportunity set
- 46,000+ community water systems; ~17,500 public wastewater plants (long tail of small operators).
- Aging assets and uneven digital maturity make a strong baseline for digitization ROI.
- Early wins: loss (NRW) reduction, energy optimization, targeted smart metering.

Theoretical Action Plan

- Phase 1 (0–6 mo): Validate baselines; targeted NRW & energy pilots with fast payback.
- Phase 2 (6–18 mo): Scale wins; AMI where economics are strong; unify SCADA/GIS/CMMS data.
- Phase 3 (18–24 mo): Predictive maintenance on critical assets; plan first digital twin scope.
- Finance stack: SRF/WIFIA + utility capex; consider ESPC models for energy bundles.

Many utilities are not as advanced as these numbers suggest. Progress is uneven, but the opportunity is massive.... We can apply technology to help clients, but it must be tackled step by step.