

Renewing Earth

An introduction to Renewi plc



“The climate emergency is leading to unprecedented changes in our markets, which are evolving fast. Renewi is responding with major investment and fast-paced innovations, in collaboration with key partners, to create a cleaner, more circular world.”

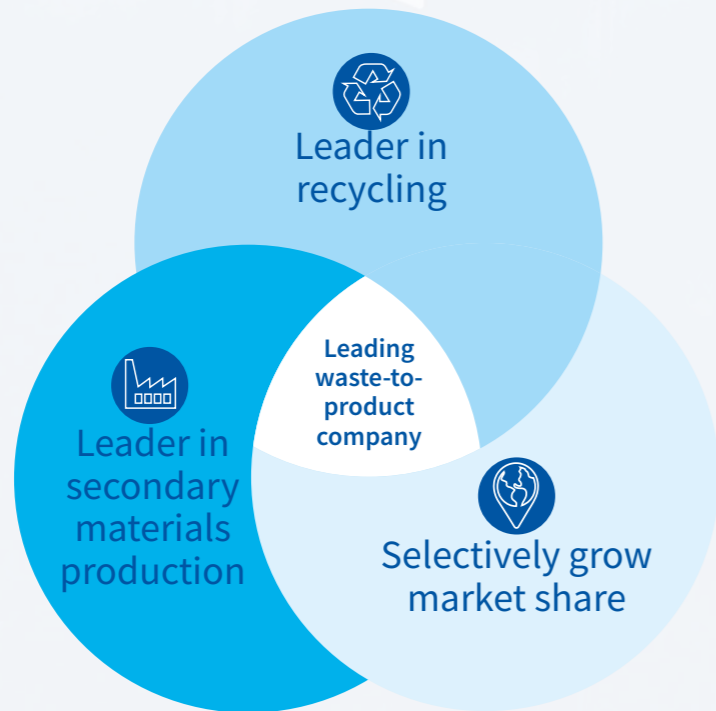
Otto de Bont, Chief Executive Officer



Our purpose
To protect the world by giving new life to used materials

Our vision
To be the leading waste-to-product company in the world's most advanced circular economies

Strategy



Wateringen, Commercial Waste

Value drivers

- Circular innovations
- ATM recovery
- Renewi 2.0

Sustainability themes

- Enable the circular economy
- Reduce carbon emissions
- Care for people

Our values

- Innovative
- Sustainable
- Safe
- Accountable
- Customer-focused
- Together

Key figures

€133.6m Underlying EBIT* (FY21: €73.0m)	67.2% Recycling rate (FY21: 65.8%)	€75m Statutory profit (FY21: €5m)	8.88 Lost Time Incident rate (FY21: 13.97)
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The definition and rationale for the use of non-International Financial Reporting Standards (IFRS) measures are on page 240.

Why what we do matters

1

Climate emergency

The world is facing a climate emergency. Without an urgent and concerted effort, this will prove catastrophic for future generations. By the year 2100, temperatures could increase by four degrees. This is more than double the Paris Climate Agreement.

3

Society

What we do matters to society. Our children, grandchildren and generations to come will face the consequences of inaction today. We must act now to secure their future by transforming our planet into one which is sustainable.

2

Circular economies

Circular economies are a vital solution to the climate emergency. Energy transition alone is not enough to meet the challenges we face. Climate mitigation and resource preservation will help deliver a cleaner, more sustainable world for future generations.

4

Stakeholders

Creating a circular economy matters to our many stakeholders: our customers, employees and partners, consumers and governments.

The climate emergency is leading to unprecedented changes in our markets.



The world is evolving in response...

Advanced circular economies

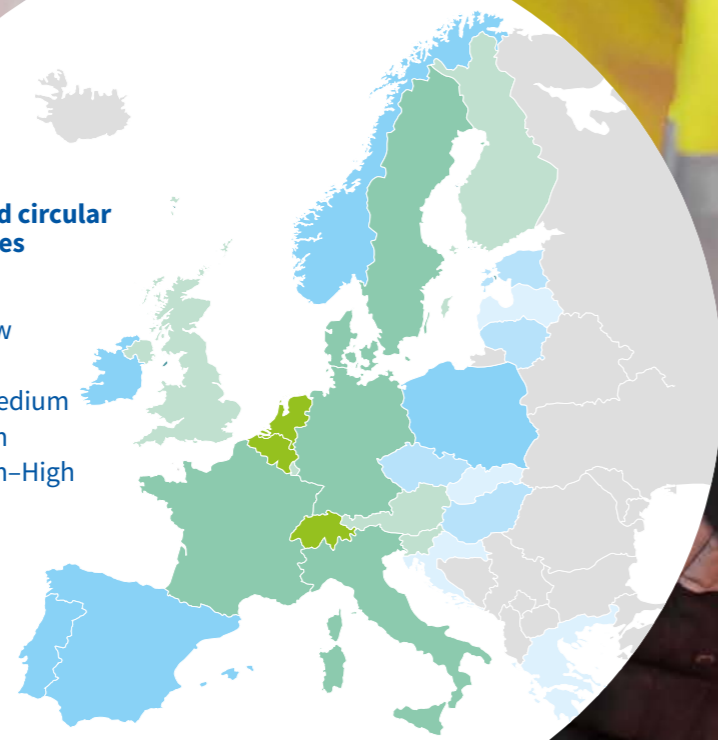
The Netherlands and Belgium are two of the world's most advanced circular economies, currently leading the way in climate change mitigation, carving a path towards a circular economy.

This has growing international relevance as many countries look to adopt the same technologies and solutions against a backdrop of mounting political pressure and increasing consumer demand. This gives Renewi the opportunity to scale solutions beyond the countries in which it currently operates.

Advanced circular economies

Key

- Very low
- Low
- Low-Medium
- Medium
- Medium-High
- High



The Netherlands
50%
circular by 2030

For more information on our sustainability strategy, see our Sustainability Review at renewi.com

Strategic report

Governance report

Financial statements

Other information

How our markets are changing

EU and national government policies

Increasingly, regulation is being introduced to eliminate landfill and reduce incineration. These rules also aim to increase recycling and re-use, demand secondary materials, cleaner cities, foster responsible production and encourage circularity throughout the economy.

Corporates

There is an increased focus on environmental, social and governance (ESG) criteria throughout major economies, and many corporations are implementing more responsible production.

At the same time, they need to weave secondary material feedstocks into their processes to meet these targets.

Global consensus

An increasing shift by governments towards a sustainable future can be seen through various new targets: for example, those agreed at the UN's COP26 gathering in November 2021 and the EU's Fit for 55 plan to reduce greenhouse gas (GHG) emissions by 55% by 2030.

Consumers

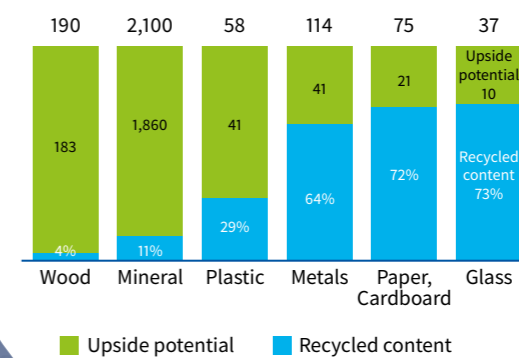
Consumers demand a viable future for the generations to come and these attitudes are driving governments and corporations to do what's best for the climate. Consumers increasingly demand responsible production from the businesses they use.

Increasing demand for recyclates

There will be a sustained increase in demand for recyclates, and they will become a scarce and valuable product.

Currently, only 11% of minerals in the construction market are recycled.

Material use in the EU (in mT)



Recycling, waste to product and production of secondary materials are experiencing long-term structural support



Our market position

Renewi holds a strong position within its markets. The broader European landscape is dynamic: there have been significant mergers, acquisitions and disposals in the sector. Against this backdrop, Renewi is evolving through investment and innovation.

WASTE AND THE CIRCULAR ECONOMY



Pure-play waste-to-product recycling company

Operating for over 100 years

Listed on London Stock Exchange since 1988, and on Euronext Amsterdam since 2020

Renewi was created five years ago, by combining Shanks and Van Gansewinkel

Benelux market leader

Operating in the Netherlands, Belgium, UK, France, Portugal and Hungary

162 operating sites

6,641 employees at year end

Wateringen, Commercial Waste Netherlands

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Our unique waste-to-product strategy

Mission75

75%

Increase recycling rate from 65% in 2020 to 75% by end of 2025

Capital investment

>€100m

Board-approved capex for innovation investments to deliver €20m of EBIT by 2025

Value drivers

€60m

EBIT in FY26



Operating sites

162



Volume of materials recycled

8.4mT



Employees

6,641

We focus on secondary material production through innovation, technology and partnering.

This focus is leading to increased quality secondary materials, for example, advanced plastics processing from previously non-recycled streams. We also have new processes to recycle mattresses, asbestos-contaminated steel and orange peel, and to deliver higher-value solutions, for example bio-LNG and gas to grid rather than electricity generation.

We don't have installed incineration capacity and therefore benefit from diverting waste to avoid this cost.

At 67.2%, our recycling rates are leading internationally and we aim to further increase this leadership position to 75%.

More recycling means less CO₂

Our activities avoid 3.1mT CO₂ each year by putting 8.4mT of materials back into re-use. We are a leader in recycling and secondary materials, and are selectively growing our market share. Our three-to-

five-year focus is on growth drivers: circular innovations investments, Renewi 2.0 and recovery at ATM.

Our market position

We own the waste. We have the number one position in our markets handling: 12.44mT of waste, a fleet of over 2,000 trucks and around 0.5 million bins and containers across 162 sites.

We are specialists in converting waste into secondary materials at our major

Moerdijk ATM, Mineralz & Water

processing sites for glass, WEEE (Waste from Electrical and Electronic Equipment), wood, construction and demolition, bulky waste, organics, paper, plastics, soil, packed chemical waste and mattresses.

We don't have any incinerators installed, which means we have no disincentives to recycling and secondary material production. We are the partner of choice for large companies to source secondary materials, including global

companies and large businesses from most European industrial sectors.

We have a dense collection network across the region.

A long track record as a recycling innovator

For years, Renewi has worked with innovative customers and partners to provide new closed-loop and circular solutions. We work with universities, entrepreneurs and

other corporates. We have multiple innovation models: direct investment, co-investment in joint ventures, and logistics support.

We have an established innovation process to continually generate new ideas.

i For innovation examples please see pages 26 to 27 and 44 to 45.

Our Divisions

Renewi operates across three Divisions: Commercial Waste, Mineralz & Water and Specialities

Commercial Waste

Comprises waste collecting, processing and secondary materials production across both the Netherlands and Belgium. Key activities include the processing of wood, aggregates, plastics, paper products and organic waste.

Mineralz & Water (M&W)

Comprises our Mineralz activities, processing and cleaning bottom ash, fly ash and other soils. It also includes our gravel, sand, filler and clean water production process at ATM, which thermally cleans soil and contaminated water and processes packed chemical waste via pyrolysis.

Specialities

Comprises three business elements: UK Municipal public private partnership (PPP) contracts, Maltha glass recycling and Coolrec – our specialist WEEE recycling business.

Processing

12.4mT

of waste handled each year, of which 8.4mT are recycled

Carbon avoidance

3.1mT

of carbon avoided through our various recycling technologies and solutions

What makes us different

1

We are recognised as a waste-to-product leader in sustainability at the heart of the circular economy.

2

As a pure-play recycling company, we exclusively focus on extracting value from waste rather than its disposal through incineration or landfill.

3

Our waste-to-product approach addresses social and regulatory trends, and offers the most efficient solution for recycling used materials.

4

We have been recognised for our strong ESG performance. For example, S&P Global Ratings has scored Renewi 83 out of 100.

Moerwijk ATM, Mineralz & Water

Business model: creating value for stakeholders

We consider our stakeholders in every decision we make. Our purpose and vision lead our strategy. Our ultimate aim is to benefit our stakeholders and wider society.

Underpinned by our values

- Safe**
Safety above all else
- Innovative**
Do it better every day
- Sustainable**
Make a daily difference to our planet
- Together**
Always open and respectful
- Accountable**
Do what we say we'll do
- Customer-focused**
Add value for our customers

Led by

Our purpose
To protect the world by giving new life to used materials

Our vision
To be the leading waste-to-product company in the world's most advanced circular economies

Taking into account

Why what we do matters
Climate change is the key issue of our times; the circular economy is a key part of the solution
i Page 6

Our divisions
Our people, investments, innovation and technology are all essential to our business
i Page 16

Engaging with our stakeholders
We encourage feedback from all our stakeholders, so that we can continue to grow and strengthen our business
i Page 20

Driven by Our strategy

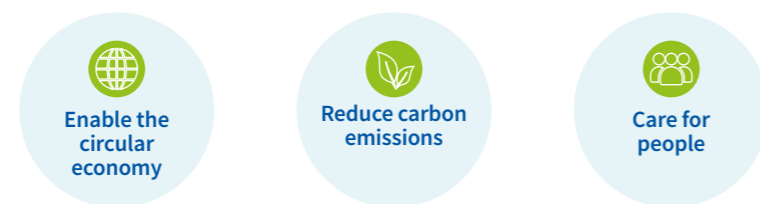


Value drivers



i Page 36

Our sustainability themes



i Page 42

Creating value at the heart of the circular economy

What we do
We generate revenue from collecting and processing waste and by selling the recyclates and secondary materials we produce. Our focus is shifting towards the downstream end of the value chain in line with market value – from collection to processing. We plan to deliver more and higher-quality secondary raw materials and biofuels. This focus on creating products from waste differentiates us from many large competitors, who typically draw revenues from incineration activities.



i Page 6

Aligned to the UN SDGs

- 13 CLIMATE ACTION
- 12 RESPONSIBLE CONSUMPTION AND PRODUCTION
- 11 SUSTAINABLE CITIES AND COMMUNITIES
- 7 AFFORDABLE AND CLEAN ENERGY
- 6 CLEAN WATER AND SANITATION
- 3 GOOD HEALTH AND WELL-BEING

For all stakeholders

We regularly engage with our stakeholders, responsive to their feedback so that we can continually address key issues, add value and resolve any problems:

- Local communities
- Waste-producing customers
- Product customers
- Suppliers
- Innovation partners
- Government
- Regulators
- Employees
- Global communities
- Lenders
- Investors

i Pages 20 to 23

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Business strategy



We launched our business strategy two years ago and we will continue to set, refine and meet targets to further strengthen our position as a waste-to-product market leader

Renewi launched its enhanced strategy two years ago, supporting its vision to be the leading waste-to-product company. This further differentiates Renewi as a pure-play recycler, extracting value from waste and contributing to a solution to the world's climate problem.

The strategy is based on three market facing priorities:

- To build our leadership position in the circular economy
- To selectively gain market share
- To be the leading waste-to-product company

Internal improvement strategies

These strategies, forming our Renewi 2.0 programme, are making Renewi leaner and more efficient through digitisation and simplification.

Digitisation of sales and services to improve the customer experience.
Simplification of processes across Renewi's Divisions to boost efficiency and reduce costs and errors.

See page 37 for further details of the Renewi 2.0 improvement programme.

Moerwijk ATM, Minerals & Water

MEASURING PERFORMANCE

Renewi's top-line financial results – from revenue to return on capital employed

Revenue (€m)



Our performance

Overall revenues were up 10% in the year as outbound revenues increased, reflecting the strength of recyclate prices and increase of recyclate quality.

Value drivers Sustainability strategy



Underlying EBIT margin (%)



Our performance

Significant year-on-year margin increase driven by increased quality and pricing of recyclates, retention of structural cost savings made in response to Covid-19 and ongoing cost control.

Value drivers Sustainability strategy



Underlying EBITDA margin (%)



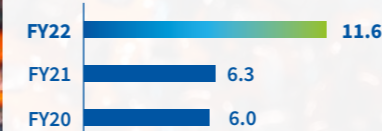
Our performance

Similarly, EBITDA margins increase on prior years due to the strong EBIT performance. The circular innovation pipeline, Renewi 2.0 and ATM recovery will contribute to an improvement in both EBIT and EBITDA margins going forward.

Value drivers Sustainability strategy



Return on capital employed (%)



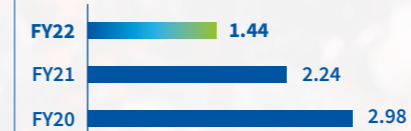
Our performance

ROCE has increased year on year, driven by the strong EBIT performance and continued tight control of capital expenditure in the year. Capital expenditure on both replacement and growth projects will increase in the coming years as the large projects progress through the construction phases.

Value drivers Sustainability strategy



Leverage ratio



Our performance

Due to strong profits and cash performance, core net debt reduced further in the year, with leverage ending well below the Board's target. Payment of Covid-19 tax deferrals has started in the year and will continue for a further 30 months.

Value drivers Sustainability strategy



KEY

Link to value drivers

- Renewi 2.0
- ATM recovery
- Circular innovations

Link to sustainability strategy

- Enable the circular economy
- Reduce carbon emissions
- Care for people

Value drivers

We are making good progress towards the objective of generating an additional €60m of EBIT from our three initiatives of circular innovations investments, the Renewi 2.0 digitisation programme and recovery of earnings within our M&W Division.

The Board has approved over €100m of investments in four key areas: advanced sorting to address Vlarema 8, out-of-date organic food waste valorisation into biogases; construction materials production; and advanced plastics recycling. These projects were explained in detail at our capital markets event in October 2021, and are each featured within the annual report. Collectively these projects deliver incremental profits at attractive levels of return above our 16% pre-tax threshold. They also contribute towards our objective to reach a 75% recycling rate for the Group.

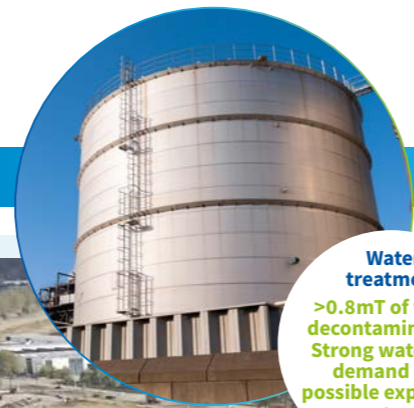
FY22 was also the second of the three-year programme to create frictionless efficient processes and improve customer interactions through increased digital engagement. The programme is expected to complete in FY23 and deliver lower selling, general and administrative expenses (SG&A) through more efficient digital customer engagement and improved accuracy from touchless straight-through processes.

Within M&W the ATM site continues moving towards its previous profitability before the regulatory intervention. It is progressing certifications for the gravel, sand and filler products to increase the range of customers and the achievable price. The ability to scale this production is also impacted by reduced availability of contaminated soils and as a result the path to recover profitability is taking longer than originally expected. Disposal of historic production of TGG has progressed, with 0.7mT sold in FY22 which reduces storage on site and at third-party locations. The on-site storage is then available to support testing of the cleaned materials towards additional certifications. In addition to an ongoing focus on soil processing, the site processes over 1mT of water, and there are potential opportunities to expand this further to support the recovery of profitability.

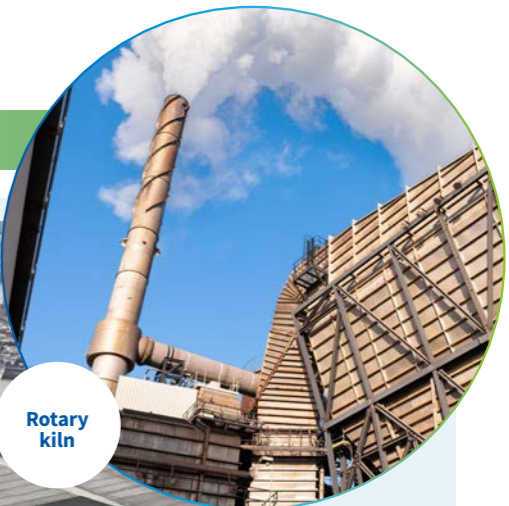
RENEWI 2.0



ATM RECOVERY



Water treatment
 >0.8mT of water decontamination. Strong waterside demand and possible expansion opportunities



Rotary kiln

Soil and sand storage



Washing and sorting



Contaminated soil storage

ATM Moerdijk covers an area of
180,000m²



Filler storage
 4kT created in 2020

Capable of processing over
2mT
 of waste a year across water, soil and packed chemical waste



Laboratory to test soil and water contamination levels
 30,000 samples tested per annum



Jetty for cleaning ships
 Extended to 4 berths in 2017

M&W aims to return to
€20m
 EBIT

Within our M&W Division, ATM, pictured here, is one of our largest and most complicated sites. It is located in Moerdijk, on the Holland Diep river with great access for international deliveries of soil and water. The site has been in operation for 40 years and offers unique circular solutions to customers, while constantly evolving to meet market demands.

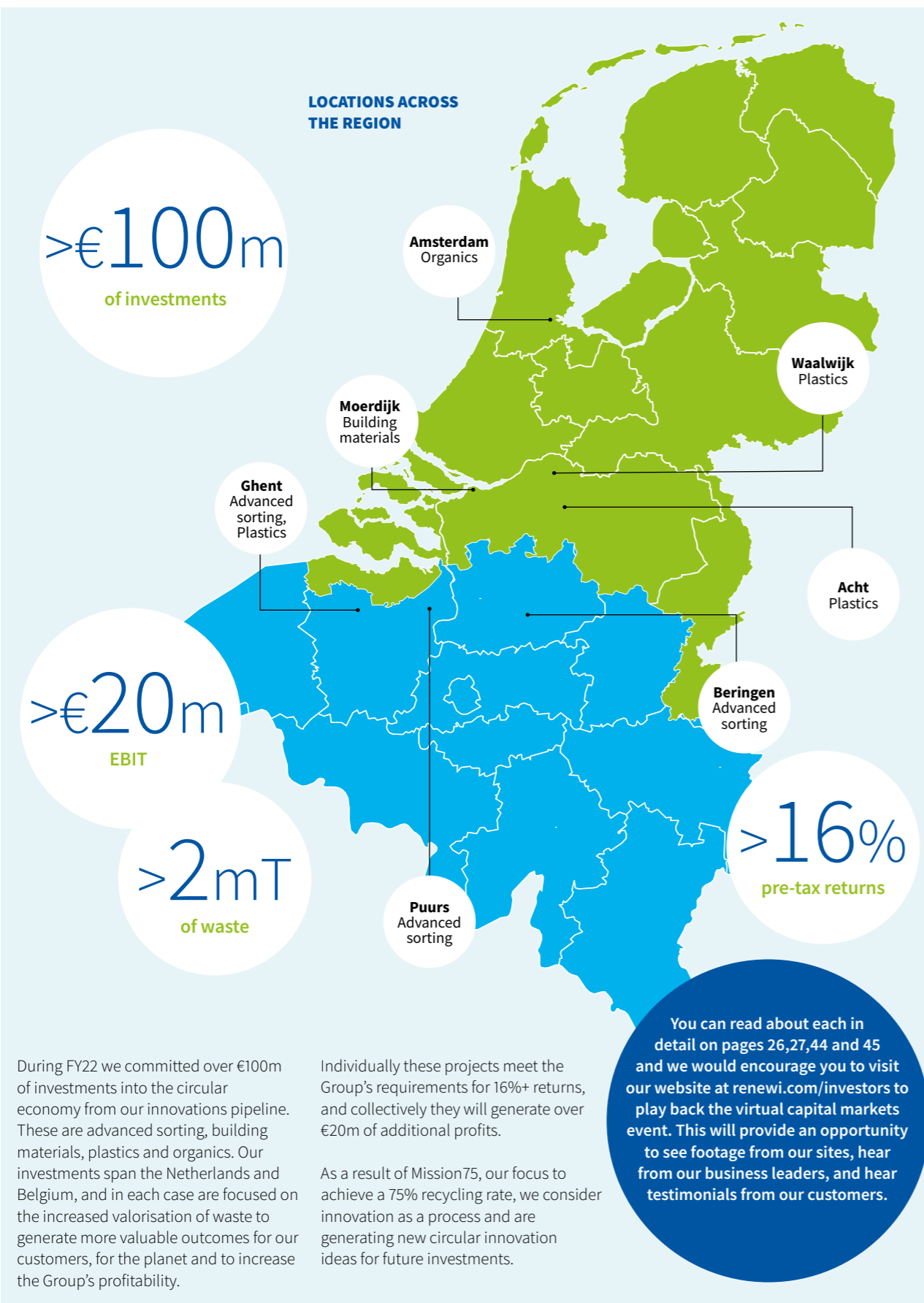
For the past few years, ATM has been reconfiguring the site to separate cleaned soil into gravel, sand and filler, with

investments made in the gravel cleaning facility, sieving capacity and filler storage capacity. Work is ongoing to achieve certifications for these materials and to sell historic productions of thermally cleaned soil.

The site also decontaminates 800kT of contaminated water created by industrial cleaning, and from ship-cleaning services we provide at the jetty. There are opportunities to invest and expand in the water segment at ATM.

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CIRCULAR INNOVATIONS



“Let’s hear from our leaders. In the videos below, they introduce some of our innovative processes, collaborations and discuss market dynamics.”

Otto de Bont, Chief Executive Officer

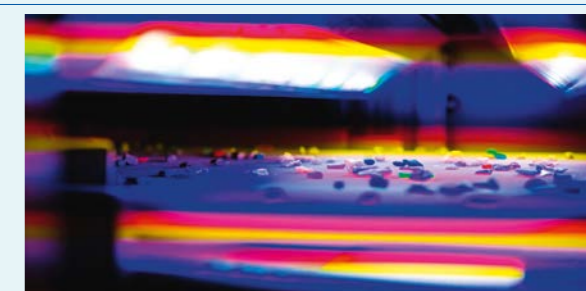
Organics

Klaas explains the organic waste market, where we process out-of-date food waste and green waste. As you can see, there’s a lot happening at our site in Amsterdam, where a new depackaging facility has been built, in addition to our bio-LNG installation opened by His Majesty King Willem-Alexander in October 2021. Work is under way to clean biogases to export to the grid network. You can also see comments from one of our large supermarket customers, Albert Heijn, and hear from our partners Nordsol and Shell about our bio-LNG venture.



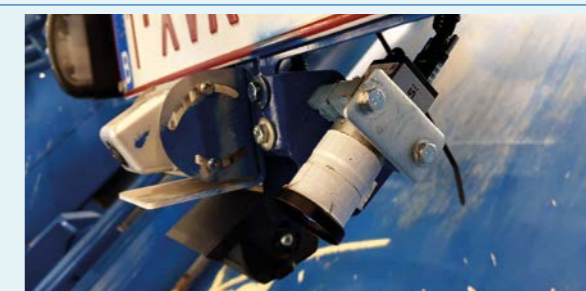
Plastics

Marc explains market dynamics. Dieter, Philip and Olaf will take you to our sites at Waalwijk, Ghent and Acht, where we process plastics. You can hear from our customer, Raff Plastics, about how the post-consumer plastics materials are valuable feedstocks to build new products.



Advanced sorting

Mark explains the waste-sorting requirements in Flanders, Belgium and the latest Vlarema 8 legislation, which is driving a fundamental change in the waste market, with less waste going to incineration and more being recycling. This is great news for the environment and Renewi is investing €60m at Ghent, Puurs and Beringen to support this transition.



Building materials

Theo explains the building materials market and its drive towards circularity. He discusses building materials with Heijmans and Martens Beton, and looks to the future of our markets for gravel, sand and filler recovered from contaminated soils.



Innovation as a process

Bas explains how partnering and innovation are essential to meeting the climate commitments in the region, for example the Dutch commitment to be 50% circular by 2030. Renewi is a connector for waste innovation and works with many partners to develop solutions and products to provide secondary materials for re-use.



Innovation in action

Working together to create a cleaner, circular world

nordsol
bio-LNG

WHAT OUR CUSTOMER HAS TO SAY ABOUT THIS INNOVATION

“We see the use of bio-LNG as one of the important sustainable fuels on the menu. In addition to electricity and possibly hydrogen, the renewable fuel bio-LNG is also of great importance and allows us to take the steps needed to reduce carbon dioxide emissions.”

Peter Leegstraten, Manager Transport Expertise at Albert Heijn, the largest supermarket chain in the Netherlands.

With 3.5 kilotonnes of bio-LNG, a truck can drive for 13 million kilometres. That's 400 times around the world.

Amsterdam, Commercial Waste Netherlands

BIO-LNG

With fossil fuels depleting fast, the world needs to decarbonise. Transport is one of the world's most polluting sectors and clean fuel alternatives for long-haul trucks are not yet available at the scale they should be.

Ever focused on solutions, we have accelerated our decarbonisation journey. Alongside our technology partner Nordsol and our end customer Shell, we have built the first commercial bio-LNG plant in Europe.

Renewi has yet again demonstrated it's a front-runner in organic waste valorisation. At our pre-treatment facility in Amsterdam, we take out-of-date food waste from supermarkets, such as Albert Heijn, and turn it into biogas. Part of the biogas is converted into green gas and supplied to the grid. The rest is used to produce bio-LNG at our processing installation in Amsterdam.

Bio-LNG is a low-emission fuel that replaces fossil fuels. Therefore, it is the perfect solution to decarbonise the heavy-duty transport sector in the short term. Our renewable fuel is developed and delivered to consumers. We currently produce 3.5 kilotonnes of bio-LNG per year, and it's our mission to upscale it in the next two years.

Our Renewi bio-LNG truck is frequently seen at our site in Amsterdam, bringing organic food waste to our pre-treatment facility. It is a vehicle powered by climate-friendly energy, which is derived from the very same waste it carries. The truck is a superb example of our contribution to the circular economy.

SUSTAINABILITY THEMES:



VALUE DRIVERS:



WHAT OUR CUSTOMER HAS TO SAY ABOUT THIS INNOVATION

“We use Renewi's regrinds to produce custom-made granules. The demand for post-consumer plastics is increasing. Previously, we only used post-production material to create granules. We're delighted to work with Renewi to achieve our sustainability targets. Several years ago, our customers were only interested in granules based on the price difference compared to virgin materials. Today, there is a big change. Our customers prefer granules made with post-consumer plastics. It is crucial that the product can be recycled and that it's made with recycled material.”

Caroline van der Perre, Managing Director at RAFF Plastics, a Flemish specialist in compounding, extruding, and recycling plastic.

At our planned hard plastic sorting line in Acht,

we will produce

14,000 tonnes of recycled plastics per year.

We will avoid

6,200 tonnes of CO₂ emissions.

Our recycling rate of these plastics will rise from 50% to 75%.

PLASTICS SORTING

The world changed when plastics were introduced into society. Living standards were enhanced, and hygiene improved. Plastics like PE, PP and PET became widely used. At Renewi, we understand the benefits of this durable and functional material. However, the myriad of plastic types and composites used creates challenges when separating these streams for re-use.

Plastic production from inexpensive virgin materials continues to grow and, with it, a corresponding increase in plastic waste. Around 85% of the plastics produced in Europe are incinerated, added to landfills or lost to the environment. There is growing societal awareness that this is damaging the environment and is unsustainable. Consumers, committed brand owners and legislators are demanding cleaner alternatives. This is encouraging and drives our ambitions and appetite to collaborate to meet this demand.

We make plastic waste available for recycling and close the loop with circular plastics. As a leader in recycling technology, we have invested in new and innovative sorting lines and techniques to increase purity.

An example is the processes we employ at our facility in Waalwijk. We use density, electrostatic and optical separators to segregate different polymers. This means our sustainable raw material has a quality equal to virgin plastics, and we can offer clean and pure plastic granulates. The granules are so clean that they are suitable to be manufactured into children's toys.

From our new sorting line in the port of Ghent, hard plastic regrinds are supplied to the packaging and automotive industries. To meet increasing customer specification requirements, we have invested in analytical capabilities at our laboratory, where we extensively test composition and quality. We also produce customised recycled materials by including the required additives.

SUSTAINABILITY THEMES:



VALUE DRIVERS:



Waalwijk, Coolrec

Innovation in action

Working together to create a cleaner, circular world

...DRIVEN BY FLANDERS' PROGRESSIVE CLIMATE PLAN

Vlarema 8 is the most progressive recycling legislation in Europe. It is a model we hope will be replicated elsewhere, scaling up benefits for both society and the planet.

Mark Thys, Managing Director CWBE, said: "This is a major investment for Renewi and will help towards our sustainability goals – to grow our recycling rate to 75%, avoid carbon emissions and preserve natural materials. Progressive legislation like Vlarema 8 helps drive our waste-to-product mission and we hope it will be replicated across the Benelux and internationally."

We'll reduce the volume of RDF incineration fuels from waste by two-thirds – that's **180,000 tonnes**

We'll process **375,000 tonnes** per year through our three facilities and triple the volume of waste we recycle, keeping more valuable materials in the circular economy

ADVANCED SORTING

The Flanders government in Belgium is progressing its climate plan by introducing further waste-handling regulations. In January 2023, an amendment to the current 'Vlarema' legislation stipulates that 24 commercial waste streams are separated at source. Vlarema 8 is designed to reduce the volume of commercial waste sent for incineration while substantially increasing recycling rates.

This progressive move aligns with Renewi's waste-to-product mission. We are responding by investing €60m in technologically advanced sorting lines at three of our sites. The first will be installed in Ghent this year, with Puurs and Beringen due to follow in 2023. State-of-the-art technology will enable us to produce greater volumes of high-quality, clean raw materials and ensure our customers go beyond Vlarema 8 compliance.

The new, sophisticated sorting lines will ensure greater segregation of materials so more can be brought back into the loop for further recycling, producing quality end streams. These will not only increase the number of recycled monostreams like metal, paper and wood, but will also generate new products for chemical or biogenic recycling.

The new technology is totally unique to the sector and looks set to become the new standard, not just in Belgium but also in the rest of Europe.

SUSTAINABILITY THEMES:



VALUE DRIVERS:



Heijningen, Maltha



BUILDING MATERIALS

Highlighted in *The Circularity Gap Report 2022*, the construction sector is one of the five industries with the highest resource use and GHG emissions. Advanced economies continually invest in new infrastructure projects to meet societal needs, and housing alone accounts for almost 40% of global gas emissions.

This huge level of demand, combined with a shortage of raw materials, creates the strongest possible case for a more circular construction industry. The picture is one of rising prices for virgin materials and growing demand for qualitative and sustainable alternatives. There has never been a more pressing need to use existing resources such as coal fly ash or concrete for housing and infrastructure – rather than fast-diminishing raw materials.

Our M&W Division is perfectly placed to meet the growing need for secondary construction materials. We're investing in cutting-edge technology to process, test and clean contaminated soil, enhancing the quality of our circular materials. By decontamination, we prevent pollution and make re-use possible, contributing to the preservation of resources.

At the same time, we are focused on securing product certification. Achieving end-of-waste status is guaranteed to open growing markets further too. We offer sought-after products at attractive prices. The market is becoming more significant and, brick by brick, we are moving towards a more sustainable future.

WHAT OUR CUSTOMER HAS TO SAY ABOUT THIS INNOVATION

"We have been working closely with Renewi for several years to identify opportunities to use circular materials in our constructions to achieve our sustainability goals. For example, we use concrete, asphalt and sand for landscaping and foundations. We have therefore been able to collaborate with Renewi to identify usable materials from their processing and turn these into construction-grade products."

Bas van de Pol, Project Manager Secondary Materials at Heijmans, a leading European construction services business based in the Netherlands

We can produce up to:

250,000 tonnes of gravel for concrete and asphalt

100,000 tonnes of filler for replacing coal fly ash in cement, and

500,000 tonnes of sand for concrete and infrastructure purposes

SUSTAINABILITY THEMES:



VALUE DRIVERS:



Wateringen, Commercial Waste, Netherlands





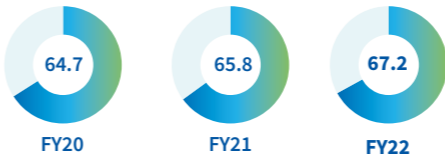











Progress against our sustainability themes

Sustainability is at our very core. It is part of our purpose and one of our six core company values. Two years ago we fully refreshed our sustainability strategy, which is linked to the six United Nations SDGs which we have a significant positive impact on. This is realised across three themes: Enable the circular economy; Reduce carbon emissions; and Care for people. These themes split into different objectives, each quantified with several performance metrics. We're pleased to report good progress across the three themes, as per the table on the right.

Enable the circular economy. This is the core of our business model, turning waste into high-value secondary materials. We measure progress with our recycling rate and the resulting carbon avoidance achieved. Last year we launched, both internally and externally, our ambitious Mission75 programme to activate our journey to a 75% recycling rate.

Reduce carbon emissions. We realise that while recycling is an inherently sustainable activity, both our logistics and processing operations have a significant carbon footprint. For that reason this second theme aims to reduce the impact of operations. We have made continued progress and are currently working on a longer-term roadmap.

Care for people. We take a holistic approach to sustainability, covering our employees and the communities in which we operate. Our aim is to positively impact these communities, tirelessly working to improve the safety of our operations, and want Renewi to be the most rewarding, diverse and inclusive working environment possible.

THEMES	OBJECTIVES	KEY PERFORMANCE INDICATORS	EXPLANATORY COMMENTS	2025 TARGETS
 <p>Enable the circular economy We want to be a driving force in the transition towards a circular economy, one where all waste is converted into new products. Link to SDGs   </p>	<p>Turn our customers' waste into new products.</p>	<p>Recycling rate (%)</p>  <p>Carbon avoidance (kg CO₂ per tonne of waste handled)</p> 	<p>Good progress in the year with an additional 0.2 mT diverted from incineration and 0.1 mT diverted from landfill.</p> <p>An absolute total carbon avoidance of 3.1mT, similar to FY21, and an increase in total waste handled led to a slight decrease.</p>	<p>Recycling rate (% of total waste handled) 75.0%</p> <p>Carbon avoidance (kg CO₂ per tonne of waste handled) 275</p>
 <p>Reduce carbon emissions We understand the need not only to reduce our footprint, but also to decrease the negative impact of carbon emissions on wider society. Link to SDGs   </p>	<p>Be a leader in clean and green waste collection.</p> <p>Reduce the carbon impact of our operations.</p>	<p>kg CO₂ per tonnes of waste collected</p>  <p>kg CO₂ per tonne of waste handled</p> 	<p>The percentage of Euro 6 trucks owned by Renewi rose to 67% during the year. These trucks are more fuel-efficient. In addition, we focused on ongoing route optimisation, and 'white label' truck projects have driven improvements.</p> <p>Carbon emissions in scope 1 & 2 went down thanks to continuous effort to reduce our energy consumption and a switch to 100% green electricity by our Commercial Waste Netherlands Divisions. Our FY25 target is now met. As we will be building a plan toward net zero in the coming year, a more ambitious target will be established by next year.</p>	<p>Carbon intensity of collection (kg CO₂ per tonne of waste collected) <9.00</p> <p>Carbon intensity of our sites (kg CO₂ per tonne of waste handled) <9.42 Target achieved</p>
 <p>Care for people We have a responsibility to deliver our employees home safe and well, to create a rewarding, equal and inclusive working environment and to have a positive impact on our communities. Link to SDGs </p>	<p>Deliver people home safe and well every day.</p> <p>Make Renewi a rewarding, diverse and inclusive working environment.</p>	<p>Lost time incidents (LTIs)</p>  <p>Employee engagement</p> 	<p>The number of LTIs decreased by 36% within one year, shifting the LTI frequency (LTIF) rate from 13.97 to 8.88. The goal for FY23 is LTIF of less than 8. In addition to this, the amount of significant events decreased dramatically from 38 to 10 events.</p> <p>It is our goal to position ourselves as a leading company to work for in the circular economy. We expect employee engagement to improve post-Covid-19.</p>	<p>LTIF Number of LTIs (lost time incidents) x 1,000,000 <7.00</p> <p>Employee engagement (eNPS score in Pulse survey) +30</p>

¹ Metric being restated.

Engaging with stakeholders

From customers to partners, lenders to governments and employees to communities, we constantly seek to create value for stakeholders by understanding and addressing their priorities and concerns

Local communities

Why we engage

Our business is better positioned to succeed if we are part of a community that recognises the need for our services and appreciates the value Renewi brings to local and neighbouring communities. We recognise our sites can bring some disruption.

What we are delivering

Proactive management of known issues such as flies, odour, noise, truck movements and fire risks, among others. We are responsive to concerns raised by local communities, and our policy is always to track these through to resolution.

Our product customers

Why we engage

We work collaboratively with customer design teams to create materials of sufficiently high quality for either re-use or secondary materials production. We align to gain a deeper understanding of product customers' purchasing needs.

What we are delivering

We are investing in further refinement of waste, in order to produce higher-specification recyclates and secondary materials to meet the needs of these customers. We also partner directly with product customers, such as Shell, in relation to bio-LNG.

Our waste-producing customers

Why we engage

Close co-operation with our customers is vital if we are to best meet their needs. We focus on finding solutions to manage their waste and encourage source segregation of recyclate waste. Furthermore, we help them achieve their sustainability targets and we collaborate to address emerging market trends. We continually seek their feedback so we can identify ways to enhance the service we provide.

What we are delivering

We provide support and advice for waste segregation and separate collections. We communicate market changes such as recyclate pricing and other general inflation factors, for example those driven by the war in Ukraine.

For more information on how we connect with our stakeholders, see page 119

Waalwijk, Coolrec

Our suppliers

Why we engage

Working with a trusted supplier enables us to optimise our customer service. Our teams translate internal requirements for goods and services and external market circumstances. These can include the impact of Covid-19, supply chain disruptions, rapidly evolving energy prices and other factors. In this way we develop long-term and effective supplier relationships. We focus on safety and on high ethical standards in our supply chain.

What we are delivering

We seek to understand the impacts on supply chains of the ongoing market disruptions caused by Covid-19, supply chain delays and rapidly evolving market prices. This can affect delivery patterns, product availability and pricing and bring about a need to substitute materials.

Our innovation partners

Why we engage

Renewi recognises cooperation is crucial if we are to succeed in the circular economy, so we partner with technology providers and manufacturers to develop circular innovations. We use our collective expertise to create innovations for a broad range of materials and processes to meet our manufacturing customers' needs.

What we are delivering

We are delivering incremental waste processing innovations to enable recycling where this previously wasn't possible. Examples include mattresses, citrus peels, asbestos-contaminated steel, advanced sorting, building materials, electrostatic separation processing, creation of bio-LNG at a commercial scale, gas to grid, separation of thermally treated soil into gravel, sand and filler, plus many others.

Strategic report

Governance report

Financial statements

Other information

Government

Why we engage

To bring about meaningful change by positively impacting regulatory changes. We share our intentions, educate governments about new possibilities and seek to understand their concerns and priorities to find mutually beneficial solutions.

What we are delivering

We deliver on climate change and the circular economy. We support progressive legislation in the creation of a circular economy, reduction of incineration and stimulation of demand for secondary materials.

Regulators

Why we engage

We engage with a wide range of regulators to interpret and understand European Commission regulations and national legislation and to ensure the best possible compliance with existing and prospective regulations.

What we are delivering

We are ensuring operational compliance against permits and quality standards and meeting high environmental standards. We are also applying best practices and are responsive to any investigations or compliance concerns raised.

Our employees

Why we engage

We engage with our employees to create a satisfying and enjoyable working experience as we unite to deliver our purpose. Living our values daily with our employees is also a priority. Our first value, Safety is our key priority as we seek to reduce the number of accidents, ensuring everyone arrives home safely every day. We are also increasing our focus on improving diversity and inclusiveness across the organisation.

What we are delivering

We are fostering a positive connection to our corporate purpose. We are improving our safety culture and fostering diverse and inclusive teams which feel invested in. We strive for ever-stronger employee satisfaction, improved welfare conditions for our operations teams and resolution of detractors to employee engagement.

Global community

Why we engage

Renewi's business model helps address the climate emergency. We recognise that the global community is the beneficiary of the work we do.

We are contributing to the ongoing debate around climate change, joining conversations and influencing dialogue, both in the media and on our social networks.

What we are delivering

Encouraging society to recognise its role as a driver for the changes required to achieve true circularity, placing pressure on governments, influencing policies, creating new markets and demanding greater ESG credentials from the products and services they use.

Lenders

Why we engage

We build relationships with debt investors and banks as key providers of capital to the Group, to ensure we optimise the availability and terms of the facilities that support the capital investments – in particular those that relate to our innovation pipeline. This way, we selectively increase market share.

What we are delivering

This approach assures our continued access to the lending markets, including the recent incremental bond issuance. We achieve optimised liquidity and conditions such as the extension of the main banking facility.

Investors

Why we engage

We actively and regularly engage with our investors and analysts to inform them of our business strategy, future growth and recent performance. We maintain a deep and engaged dialogue on our outlook and on their requirements. We use this to refine our strategy and to shape our communications.

What we are delivering

Our recent Capital Markets Day was an opportunity for us to communicate our future plans in more detail. The markets have responded positively and are starting to reflect the higher growth expectations. We are fostering an understanding of the market-wide tailwinds that are supporting our market positioning and strategy.

100% recyclable

