

Renewi plc Capital Markets Day

Wednesday 4 October 2023

Today's agenda

Introduction	Ben Verwaayen
Our journey to a circular economy	Otto de Bont
Optimise our portfolio	Otto de Bont
Building a strong platform for growth	Annemieke den Otter
Q&A	
Shortbreak	
Capitalise on sector growth momentum	Marc den Hartog Company experts
Q&A	
Summary	Otto de Bont



Today's speakers



Otto de Bont
Chief Executive Officer



Annemieke den Otter
Chief Financial Officer



Marc den Hartog
Managing Director
Commercial Waste NL



Jan-Pedro Vis
Director Product
Manager Innovation
Commercial Waste NL



Kevin Bell
Managing Director
Maltha



Kim Meulenbroeks
Manager
Innovation



Ernst-Jan Mul
Innovation Manager

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Regulatory requirements



Related to possible offer from Macquarie

- Unsolicited and highly conditional non-binding proposal from Macquarie at 775p/share – firmly rejected by the Board
- Public announcements of 28 September mean Renewi is now in an offer period under UK Takeover Code
- Disclosure requirements under the Code restrict the ability of any representative of the Company from making any commentary or opinion regarding the possible offer outside of what has been stated in the public announcements made by the Company
- This means we will not be able to engage in Q&A related to the possible offer today
- Today is focused on the Company's standalone strategic vision and plans to deliver shareholder value

Pure play leader in recycling

with clear pathway to strong shareholder returns

Otto de Bont

Pure play leader in recycling with clear pathway to strong shareholder returns



Key messages

Uniquely positioned: pure play recycling market leader

- Market leader in Europe's most advanced recycling markets (Benelux)
- At the forefront of sorting, treatment and recycling technology
- Key role in decarbonising our world

Optimising the portfolio for growth

- Attractive growth and margins in core businesses (Commercial Waste, Maltha, Coolrec), representing virtually all of FY23 EBIT
- Detailed operational plans in place to deliver profitability improvement at M&W
- Strategic review of UK Municipal business already under way

Increasing financial returns

- Strategy to deliver >5% per year organic sales growth: share gains, increased recycling conversion and quality with technology solutions
- Clear plan to achieve strong operating efficiency in the medium term: EBIT margin in high single digit, cash conversion of >40% and ROCE of >15%
- Disciplined steward of capital including strong balance sheet
- Pathway to strong shareholder returns through profitable growth and dividends

Our journey to a circular economy

Otto de Bont

Recycling plays a key role in decarbonising our world and tackling climate change



Our society has the **highest level of consumption** ever

We use **more resources** than our planet can sustain

We generate **record levels of waste**

Majority of EU waste goes to **incineration (W2E) or landfill**

Reusing resources is one of the ways to decarbonise our world



Renewi is at the heart of the circular economy

Our Purpose

To protect the world by giving new life to used materials

Our Vision

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



Renewi in numbers



Customers



150,000+
Customers



500,000
Containers and bins



2,000
Vehicles

Footprint



154
Operating sites



6,500+
Employees



5
Countries

Sustainability



63.6%
Recycling rate*



7.0mT
Low-carbon recycle output



2.5mT
CO₂ avoided

FY23: €1.9b revenue and €133m underlying EBIT

* Percentage recycles (7.0m tonnes) over all outgoing volumes (11.0m tonnes)

Strong value proposition



Advanced sorting and treatment

- Low carbon secondary materials
- Bio-fuels and green electricity
- Feedstock for advanced third party treatment
- Minimising residue going to W2E or landfill

Examples

Glass cullets, plastics, Forz sand
Bio-LNG, green gas
Paper bales, chemical recycling



Collection arranged by

- Manufacturer scheme
- Municipality
- Customer (waste-producing)
- Renewi (collection with specialised vehicles)

Examples

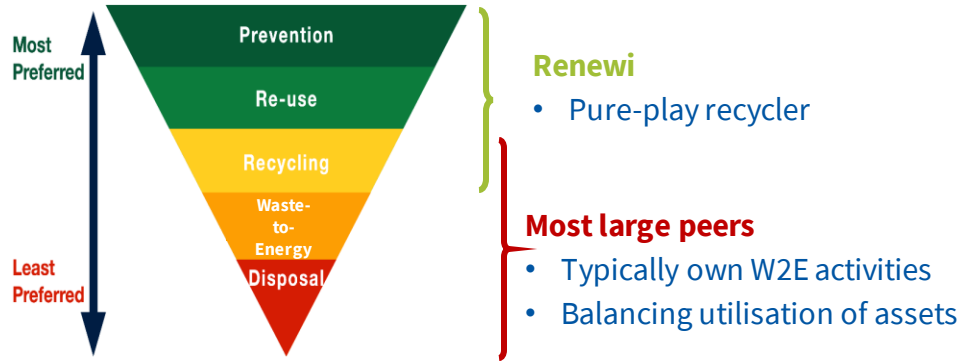
Appliances
Glass, plastic, paper
Contaminated soil, water
Residual, C&D, green waste

**Increasing focus on sorting and treatment,
with own logistics only when needed to secure feedstock**

The leading pure-play recycling company



Renewi in the waste hierarchy



Uniquely positioned

- Positioned in most attractive market segments
- Handful of public peers in Europe
- Market leader in the Benelux
- Leading environmental impact:
 - 2.5m tonnes of carbon avoidance
 - many ESG credentials (e.g. S&P 83/100, MSCIAA)



We are focused on maximising recycling rate and value
Competing with incineration and landfill

Our growth strategy



Leader in recycling

- Extend industry leading position to 75% recycling*
- Divert more volumes from incineration
- Develop new recycling technologies and partnerships

Leader in low carbon secondary materials production

- Invest in advanced technology to produce high quality low carbon secondary materials replacing virgin sources

Grow market share

- Develop partnerships with leading companies
- Invest in advanced treatment capacity
- Offer superior customer propositions
- Consolidate market position over time

* vs. 63.6% today (FY23)

Growing together with partners



Joint Ventures in recycling



- RetourMatras JV
- Matrass recycling
 - JV with Ingka & Ikano
 - 4 factories in BNL
 - Expansion to UK via TFS



- Maltha JV
- Glass recycling
 - JV with Owens-Illinois
 - 7 factories in 5 countries
 - Increasing capacity in EU

Partnerships to close the loop



- Partnership in bio-LNG
- Shell : distribution
 - NordSol : technology
 - Renewi : supplier



- Wiltopia toy line
- We supply high-quality r-ABS



- First circular fridge liner
- We supply high-quality r-HIPS

Three priorities to drive sustainable shareholder growth

1

Optimise our portfolio

Fix legacy portfolio issues:

- Exit UK Municipal
- Drive M&W profitability

Continue to strengthen the core of the portfolio

2

Building a strong platform for growth

- Step change improvement
 - high single digit margin
 - free cash flow
 - return on capital employed
- Set clear targets for the medium term
- Clear and effective capital allocation policy

3

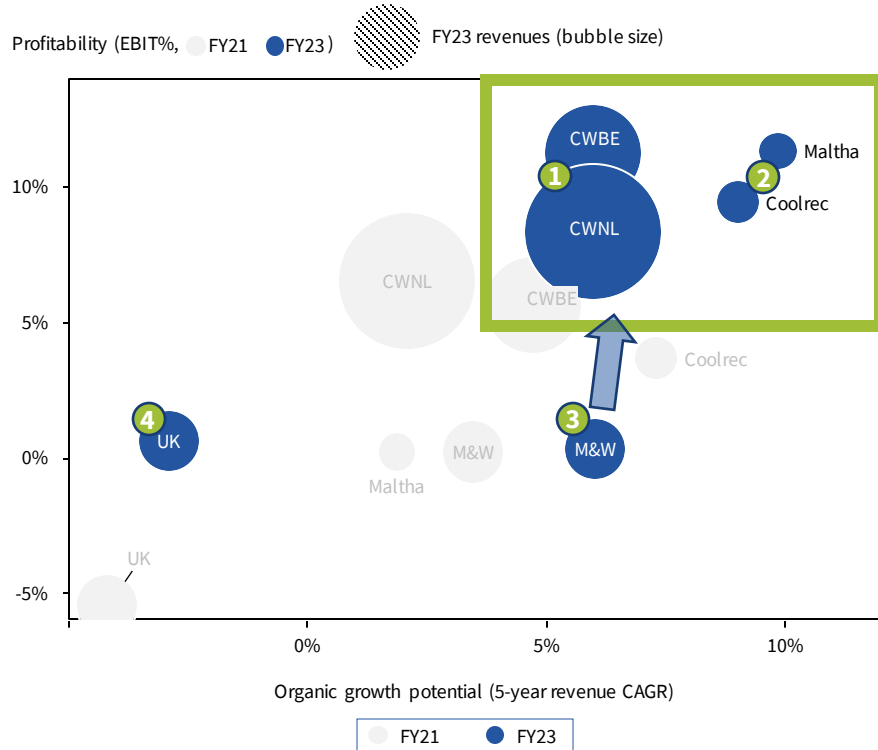
Capitalise on sector growth momentum

- Drive organic growth
 - Market share
 - Advanced treatment
 - Expand capacity
- Deliver on the 5Y plan
 - >5% organic growth towards € 2.5b revenue
 - high single digit margin
 - + Acquisitions
 - = €3bn revenue opportunity

Optimise our portfolio

Otto de Bont

Our portfolio is a strong platform for profitable growth



- 1 Commercial Waste** – Our core business; improved growth prospects and strengthened margins
- 2 Maltha/Coolrec** – A key growth driver; strong businesses with good margins operating in very attractive niche markets
- 3 M&W** – Fundamentally attractive businesses; synergistic to the core business and operating model. Recovery plan underway
- 4 UK Municipal** – UK footprint and contracting model not synergistic with our core business

Strategic review of UK Municipal



Aiming for a solution in the first half of 2024

Why?

- Municipal waste sorting and treatment only undertaken in UK – inconsistent with Renewi’s core competence in sorting and treatment of commercial waste
- Inefficiency of running a small number of contracts with varying process technologies
- Different financial profile than the rest of the group

When?

- Solution in first half of 2024; external advisers appointed to support delivery
- Key objective is to effect a separation as soon as possible, emphasis on deliverability alongside value optimisation

Driving profitability in M&W division

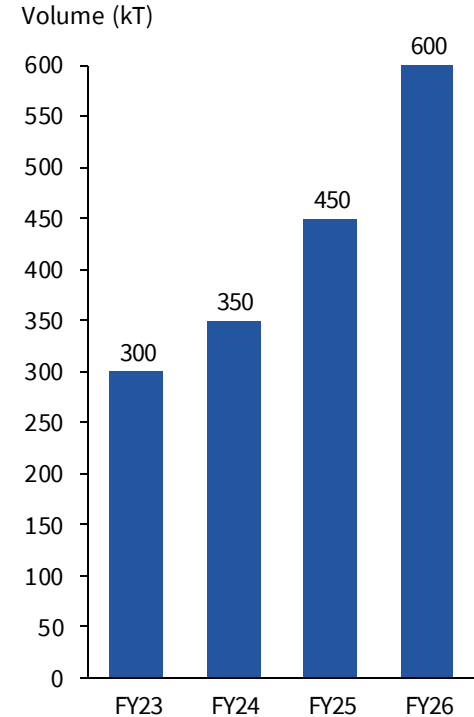


Key milestones achieved

- Converted our TRI line to produce building products instead of cleaned soil
- Improved quality and consistency of sand and filler to increase customer base
- Contracts signed enabling an increase in throughput to 450k tonnes
- Reduced legacy TGG inventory with additional offtake underway

To further increase profitability, towards low teens, we will:

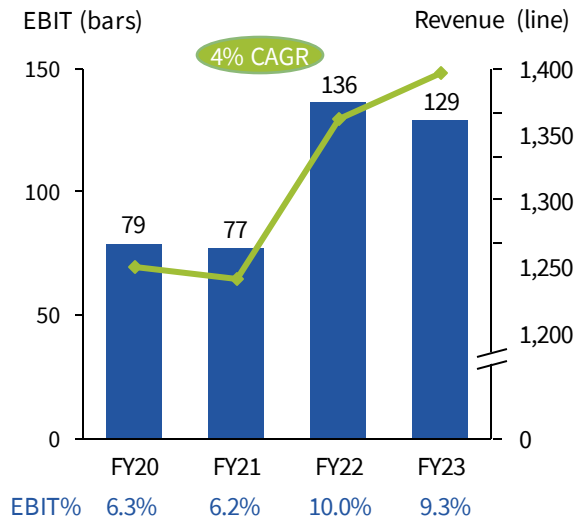
- On output: further increase the quality of the filler and sand by adding additional steps in the production process with limited investment
- On throughput: further increase from 50 tonnes/hr to 75 and then 100 over the next years by optimising capacity of existing line
- On input: increase incoming volume of highly contaminated soil from 100k to 300k tonnes/year over the next years



Expanding the core Commercial business



Commercial Waste EBIT and revenues (EUR)



Comments

- Commercial waste is the core of our business
- Benelux has one of Europe's most advanced recycling markets
- We are the clear market leader in both the Netherlands and Belgium
- Organic growth will be driven by:
 - One stop shop concept
 - Segment-focused solutions
 - Density of footprint: "always close by"
 - Advanced digital interface with our customers
 - Consultancy services helping customers to reduce waste

Targeting >5% yearly organic growth

Building a strong platform for growth

Annemieke den Otter

Building a strong platform for growth



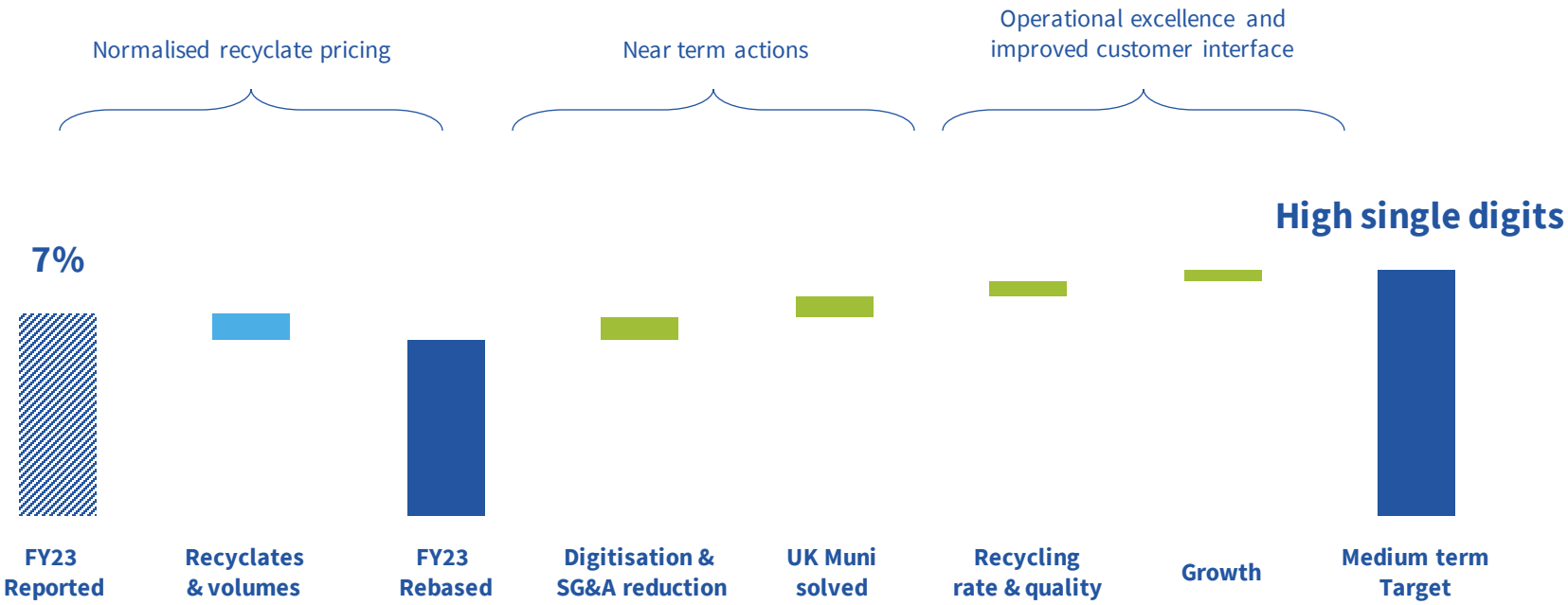
Actions to drive significant improvement in margins, cash generation and return on capital employed

KPI	FY20	FY23	Medium term target
Underlying EBIT margin	4%	7%	High single digit
Free Cash Flow/EBITDA conversion*	12%	10%	>40%
ROCE	6%	11%	>15%
Organic annual revenue growth**	2%	1%	>5%

* Cash flow before dividends, growth projects and M&A

** FY23 revenue growth including Westpoort acquisition

Sustainable margin improvement

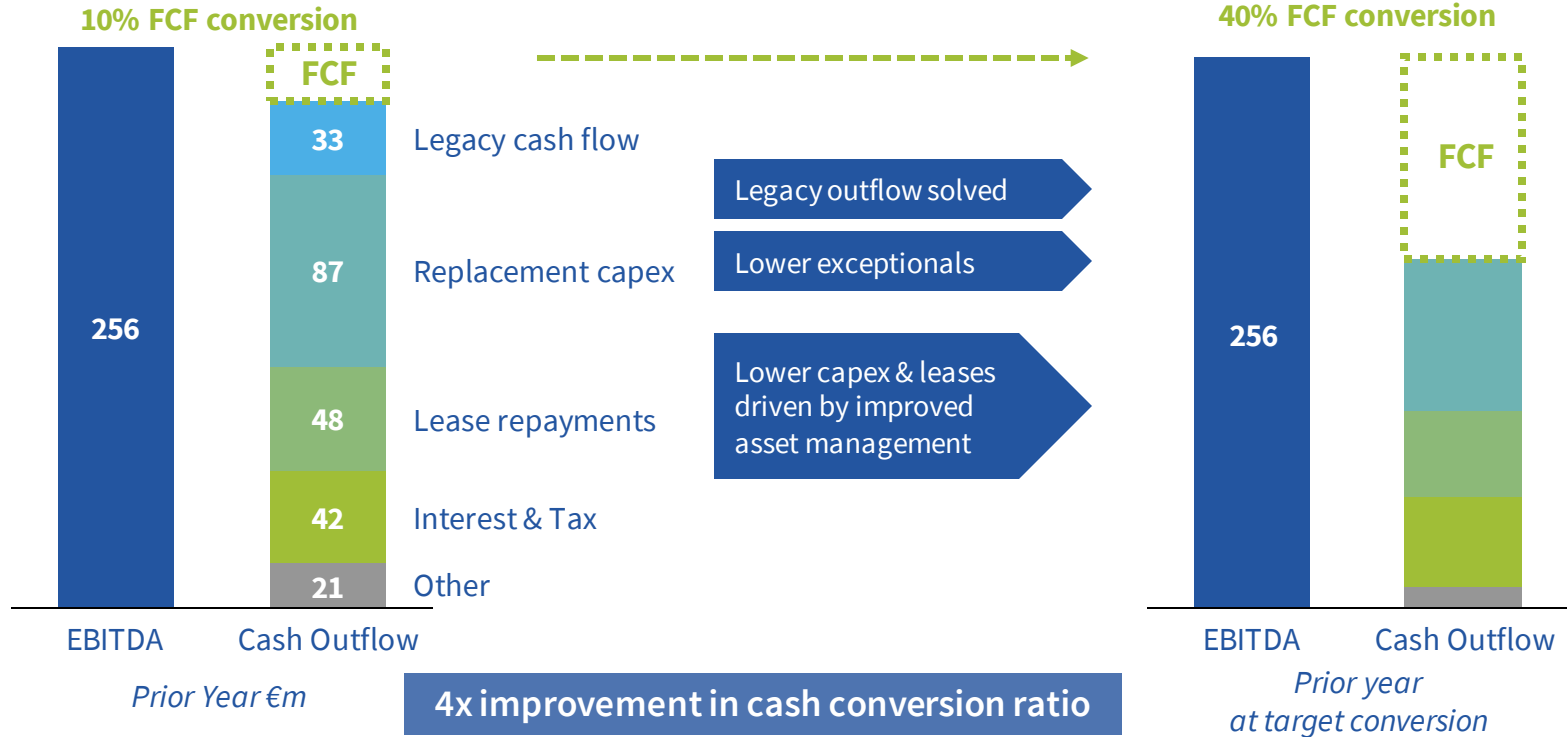


Proven track record on execution for portfolio optimisation, cost-out and recycling rate

Multiple levers to drive cash conversion to 40%



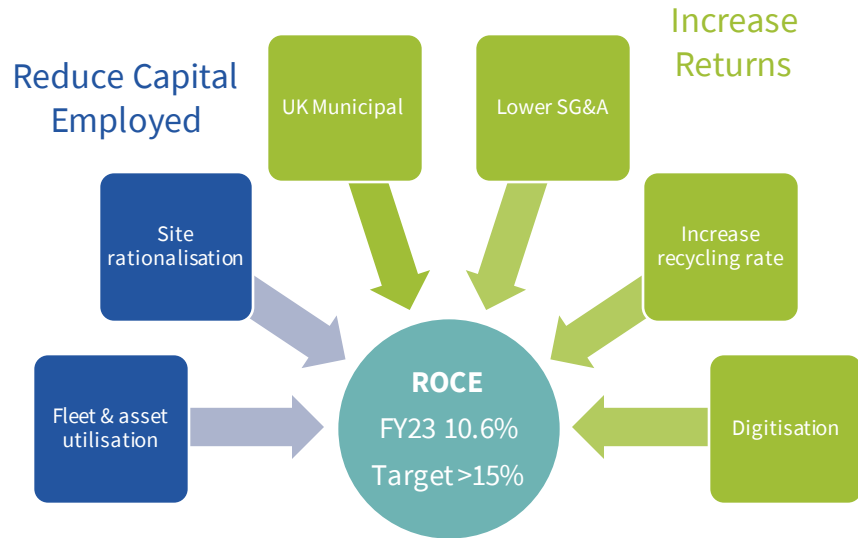
Strong focus on driving cash efficiency across the business



Improved return on capital employed

Driving higher returns through business improvement and disciplined investment

1. Business Improvement Actions



2. Investment in Growth

- Drive organic and profitable growth to over 5% by pursuing attractive material streams and customer segments
- Investment in growth projects with a minimum return hurdle of 16% before tax
- In the medium-term build on the platform through highly focused and value accretive M&A to further the leading positions of existing technologies or add attractive material streams and customer segments

Boosting shareholder returns

Disciplined capital allocation framework focused on driving shareholder value

Returning to sustained positive FCF will support a dynamic and sustainable capital allocation policy :

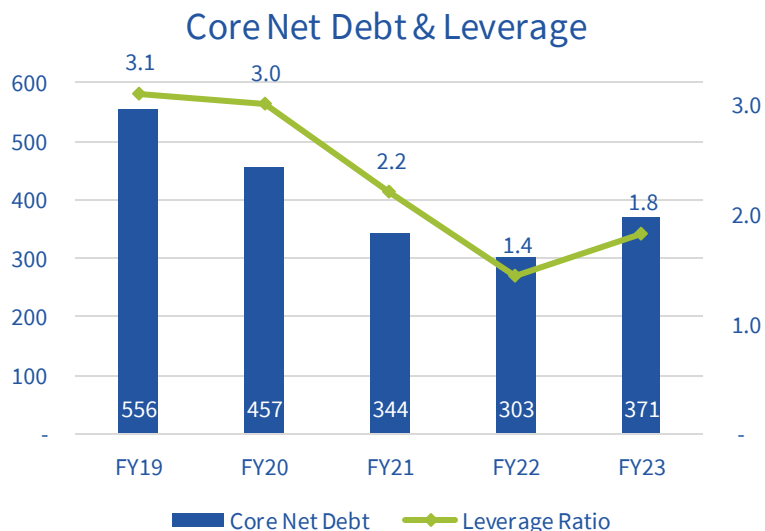
- 1 Reinstatement of the ordinary dividend, with a progressive policy targeting sustainable growth whilst maintaining cover of 3.0-4.0x underlying earnings
- 2 Invest ~30% of FCF annually into capex for innovative growth projects with return hurdles at least in line with the Group target of 16% pre-tax
- 3 In the medium term, target value accretive bolt-on acquisitions, with a disciplined approach to meet clear strategic, operational and financial criteria
- 4 Where the Board determines there is excess capital beyond the Group's near term investment requirements, it will consider supplemental returns to shareholders in the form of share buy-backs or additional dividends

Keeping a conservative balance sheet, maintaining the 2.0x leverage target

Healthy balance sheet with € 300m liquidity headroom



Deleveraging as part of divestments of non-core assets and working capital discipline



Debt Facilities	Rate Type	Rate	€705m	Maturity
Revolving credit facility	Floating	Floating	€400m	2028
2027 Bond	Fixed	3.0%	€125m	2027
2024 Bond	Fixed	3.0%	€75m	2024
EUPP	Fixed	2.3% - 4.7%	€70m	2023 - 2029
Other loans	Fixed	3.6% - 4.2%	€35m	2027 - 2032
Total Facilities			€705m	

- Green Finance Framework facilities of over €700m
- Circa €300m of available liquidity headroom, with only €85m drawn under the RCF
- Revolving credit facility extended in August 2023 with 5+1+1 years, including an option for an additional 150m accordion
- RCF based on EURIBOR plus margin grid based on leverage and green KPI performance
- Average cost of fixed debt (~85%) is 3.3% and average maturity is 5.6 years
- Board target to remain at a leverage of 2x

Healthy balance sheet with unique asset base



Unique asset base providing competitive advantage

	FY23 €m	FY22 €m
Goodwill & other intangibles	636.3	592.8
Tangible fixed assets	617.9	553.6
Right-of-use assets	253.1	213.8
Non-current PPP financial assets	123.4	135.7
Non-current trade and other receivables	3.7	5.1
Investments	15.0	14.3
Non-current assets	1,649.4	1,515.3
Investments	11.7	12.0
Working capital	(207.0)	(236.6)
Current PPP financial assets	7.6	7.7
Asset held for sale	0.6	3.3
Provisions	(341.9)	(295.0)
Other non-current liabilities	(34.7)	(36.2)
Core net debt	(370.6)	(303.0)
IFRS 16 lease liabilities	(245.8)	(212.4)
PPP non-recourse net debt	(69.3)	(79.1)
Derivative financial assets (liabilities)	(2.9)	(7.7)
Pension deficit	(9.3)	2.3
Taxation	(40.5)	(28.7)
Net Assets	347.3	341.9

- Unique asset base, with extensive geographical coverage of sites giving Renewi a competitive advantage
- UK Municipal related balance sheet items are the non-current PPP-assets, financial PPP assets, non-recourse debt and onerous contract provisions (OCPs)
 - €139m of OCPs at March 2023 + €5m of landfill provisions
 - €69m of non-recourse debt
- Core net debt of €371m, increased as a result of the acquisition of Renewi Westpoort and investments in growth projects
- €246m of operational lease liabilities, relating to our truck fleet, rental contracts and yellow goods
- Landfill provisions are €165m, which cover a period ranging from 8 to 29 years for aftercare and restoration

Positioned to achieve >5% organic growth



Underpinned by our leading position, deep operational experience and commercial focus

Contractual platform

Inflation pass through in inbound customer contracts with recurring revenues

Leveraging partnerships with leading companies

Commercial focus

Gain market share through commercial focus on customer segments

Gain market share through focus on material streams

Excellent operations

Improved recycling rates & quality increasing outbound revenue

Operational excellence: on time, no fuss

Building a strong platform for growth



Actions to drive significant improvement in margins, cash generation and return on capital employed

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Q&A

Break

Capitalise on sector growth momentum

Marc den Hartog

Demand for recyclates is expected to increase



Driven by favorable developments in Regulation, Market & Consumer demand



Regulation

- 50% reduction in material footprint by 2030
- Share of recycled content to shift to 60% by 2030
- Packaging to be made from 70% recycled materials by 2030

Market demand

- In companies' growing focus on ESG they are increasingly committing to more responsible production
- Following scope 1 and 2, scope 3 reporting will become mandatory for companies in Europe from 2025

Consumer demand

- Increasingly consumers want to engage with sustainable businesses
- They demand responsible production from companies and seek products with recycled contents

Specific sector plans underpin our overall growth plan

Renewi recycle portfolio (FY23, kT)



Comments

- Renewi is serving a wide range of industry sectors
- Our sector growth strategy is underpinned by strong dedicated commercial plans, focusing on:
 - A superior customer proposition
 - Sector specific service offerings
 - More and better recycling options
 - Higher quality secondary materials
- Combined these will drive >5% top-line growth at high single digit margin

Highlighting five sectors today



Each contributing to growth in its unique way



Construction & Demolition

Helping one of the highest carbon industries become more circular



Glass

Capitalising on the opportunity that glass is endlessly recyclable



Organics

Bringing carbon capture to the next level



Plastics

Providing answers to a big environmental and societal issue



Zero Waste Solutions

Guiding customers to a zero residual waste future

Represents €275m total revenue growth included in Five Year Plan:

€50m	€40m	€100m	€35m	€50m
350kT	225kT	550kT	110kT	N/a

>1.2m tonne of carbon avoidance in FY23

Construction and Demolition

Jan-Pedro Vis

Director PMI, Commercial Waste NL

Continued growth in the C&D market



Societal needs and legislation driving industry growth and need for high quality recyclates

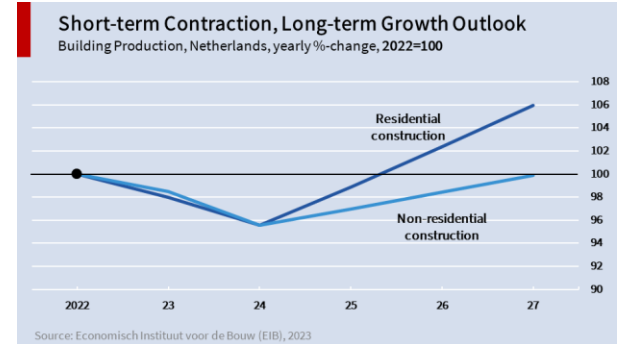


Societal need

- **EU:** C&D waste accounts for more than a third (35%) of all waste generated
- **EU:** 600m tons of C&D waste produced, 455m tons are recycled and 145m tons are sent to landfill
- **NL:** Market of 22m tons of waste with 3m tons for advanced sorting (remainder mostly rubble)

Regulation

- **EU:** Expected revised Construction products regulation will include a mandatory share of recyclates
- **NL:** The Dutch government aims to reduce primary material usage to 50% by 2030 and establish a circular economy with zero net carbon emissions by 2050

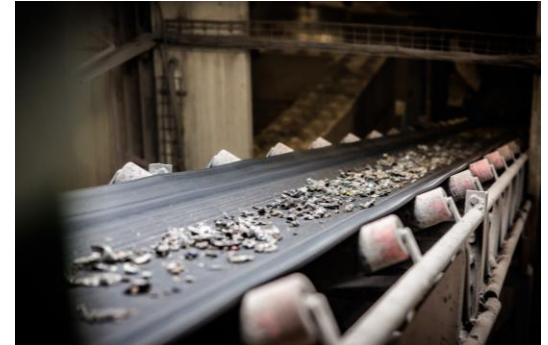


Growing market

- **Short-term challenges:** Nitrogen deposition, Interest rates, inflation, building materials and manpower shortage
- **Long-term growth drivers:** Dutch housing shortage, Energy Transition Policy leads to increased renovation, changing family composition

Market leader in C&D the Netherlands

Delivering value to our customers via collection, sorting and recycles



Secure access to C&D Waste

- Nationwide coverage & collection capabilities in the Netherlands
- Strong customer base with local and national construction companies
- Market leader in NL, 25% share, in advanced sorting of C&D waste

Excellent sorting footprint

- Nation-wide footprint with modern sorting & processing technology and expertise
- Last year's acquired Paro Westpoort processing site important cornerstone of the C&D network

High quality recycles

- Our Forz range of Minerals offers a wide set of secondary materials for the construction industry
- Promising Concrete to Concrete solutions that enable customers to close their material loops

Key catalysts for growth

Mono streams, sorting advantage and recyclates for concrete industry



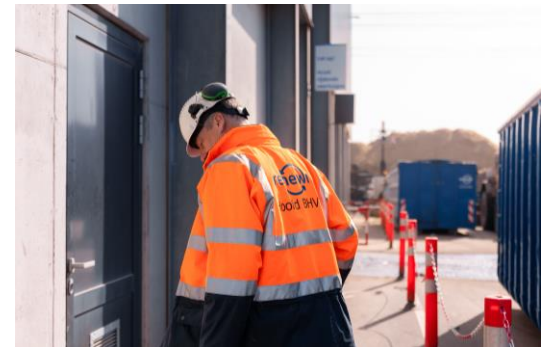
Creating high value mono streams with our customers

- EcoSmart approach on Zero Waste construction sites delivers more value from mono streams
- Supported by behavioural scientist for maximum result
- Generating feedstock for long-term partnerships like ROCKWOOL (Rockcycle)



Partnerships and sorting capabilities enable growth in mixed C&D Waste

- Enhance long-term (25y+) partnerships with i.e. Heijmans, TBI, Dura Vermeer, and De Nijs
- Collaboration with Dura Vermeer Urban Miner on (reverse) logistics and waste knowledge
- Collaboration within value chain to capitalise on growth opportunities



Increasing value from recyclates through innovation

- Primary drivers are circular regulation and Dutch “Beton Akkoord”
- Main goal is delivering eco-friendly, low-carbon, nitrogen-efficient recyclates to concrete industry
- Via improving our current production processes and innovative techniques

Financial growth supported by positive environmental impact



Details

Financial growth

Revenue increase

€50m

FY23-FY28

- Market set to recover after slowdown 2022-2024
- Additional growth from partnerships and excellent sorting capabilities
- Higher value recycling options from innovations

Environmental impact

Carbon avoided

350kT

FY23

- Current carbon avoidance driven by recyclate sales of minerals and metals
- Waste separation at the source leads to more and better recycling
- Frontrunner in C&D collection with Emission Free Transport

Glass

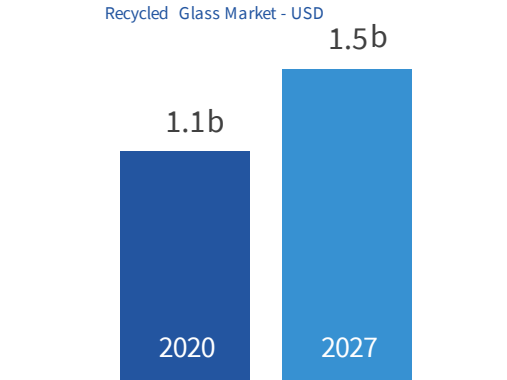
Kevin Bell

Managing Director Maltha

Continued growth in the glass recycling market



Energy consumption reduction a key driver across society, governments and companies



Societal need

- Our society is on a quest to reduce energy consumption
- Replacing virgin raw materials with recycled feedstock leads to a 30% reduction in energy consumption in glass production

Regulation and customer demand

- European target to boost collection for recycling from 79% (2020) to 90% by 2030
- Of the 90% collection, at least 70% should be used for cullet remelting in new glass production

Growing market

- European recycled glass market expected to grow at ~7% by 2027
- Approx. 2m tons of container capacity being added by 2025
- Flat Glass recycling market has development opportunities
- Fibre glass market >10% by 2027

Leading glass recycler in Western Europe

 **Maltha** O-I, a world leader in packaging glass, owns 33% of the Maltha group*

- Recycling flat and container glass into cullet and glass powder for re-use in the glass and construction industry
- Optimising container glass recycling and looking to capitalise on opportunities in flat glass
- Growth driven by:
 - Client Collaborations
 - Delivering high-quality products
 - Increasing yield and throughput / capacity
 - Waste streams into products
 - Recycling glass into glass – close the loop
 - Innovation

>1m tonnes materials recycled on 7 sites
Market leader in the countries we operate in



* Renewi owns the remainder

Focused drivers for growth



Process optimisation

- Transformed sites in the Netherlands and Portugal, leading to >150% increase in throughput
- Redefining flow and introducing technology for optimisation
- Implementing same strategy across all sites, over the next few years



Innovation for future volumes

- Recycling solar panels to glass for new products
- Recycling car windscreens back into flat glass, roofing and pallets
- Using fine fraction output for glass powder and glass foam



Geographic expansion

- Exploring sourcing and operations in selected countries in Western Europe with attractive market fundamentals
- Increasing our client relationships to create future expansion

>60% growth expected, at high recycling rates



Details

Financial growth



- Key growth drivers are
 - investment in process improvements
 - capacity expansion
 - innovation
- The resulting higher quality finished product and pricing drive margin improvements

Environmental impact



- Glass is endlessly recyclable without loss of quality
- Use of glass cullet over virgin materials yields significant and consistent carbon avoidance given its lower energy consumption
- Current recycling rate in Maltha at 97%

Organics

Ernst-Jan Mul

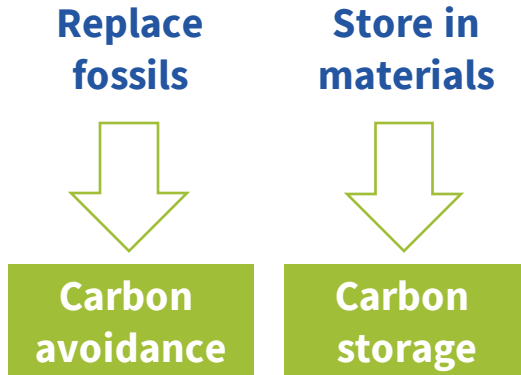
Innovation Manager



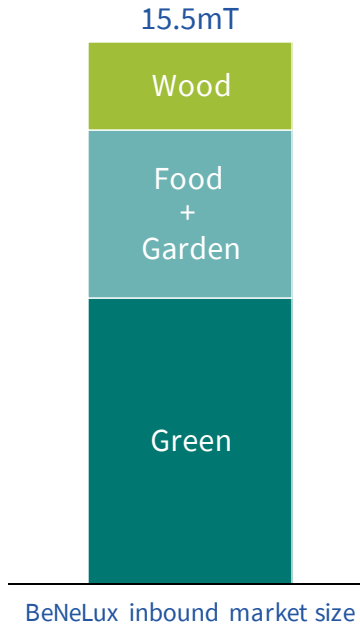
Organics are a renewable source of carbon, replacing fossils and storing CO₂



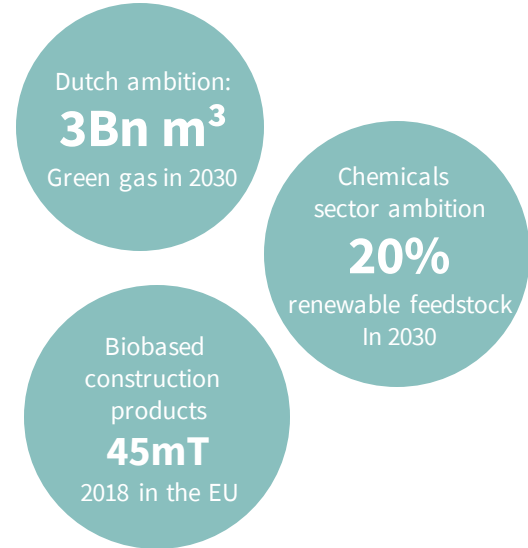
Two key benefits



Sizable Benelux inbound market



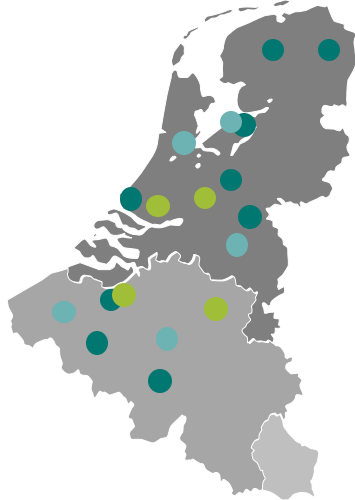
Growing demand for high-value materials



We are the leading player in Benelux organics



Strong Benelux coverage



Industrial scale volumes



Inbound volumes

Untapped potential

Recycling rate

Value addition



- Composting: valued but not valuable



- 80% of volumes into bioenergy production
- 20% of volumes into fibreboard



- 1/3 of volumes traded
- Production of green gas and Bio-LNG, replacing fossil fuels

Roadmap: Supplying high-quality feedstock for biorefining, specialty chemicals and products



Three value adding routes

Green

From commodity compost to functional fibres and organic fertilisers

Wood

From incineration as biomass towards recycling and chemicals

Food+Garden

From energy production, towards chemicals for materials and fuels

Three sample projects (non exhaustive)

Fibres for construction boards and vegan leather

1-3 years



BIOPHILICA

- Mechanical pressing, separation processes to extract fibres from tomato stalks
- These are feedstock for biobased construction materials and vegan leathers

Refined woodchips for biorefining

2-5 years



- Mechanical refining processes for wood chips
- These are a feedstock for upcoming biorefining plants

Precursors for bioplastics, specialty biochemicals

2-5 years



- Fermentation processes to produce biochemicals
- These are a feedstock for the production of bioplastics and/or personal care products

>100% growth expected, further increasing our environmental impact



Details

Financial growth



- Growth primarily driven by food and wood, followed by green
- Increasing value per tonne of recyclates key growth driver

Environmental impact



- Mainly driven by wood recycling and providing biomass feedstock
- Increase expected by means of:
 - Increase in recycling rate of wood
 - Higher carbon avoidance of advanced fuels, biochemicals and nutrients
 - Prolonged storage of captured carbon in building materials

Plastics

Kim Meulenbroeks

Manager Innovation

Societal need, regulation and customer demand drive a growing market for recycled Plastics

Societal need



Regulation stimulates customer demand

55%

Of all packaging in Europe should be recycled by 2030

10-35%

Of all plastic packaging in Europe should be made from recycled material by 2030¹

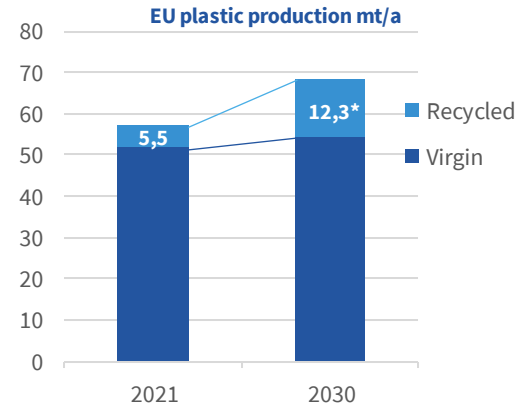
25%

Recycled plastics in vehicles

800€/t

As of 2021, EU MS must pay 800€/t non-recycled plastics

Growing market



- Demand for post-consumer recyclates will more than double*
- Scarcity will increase prices, especially for high-quality material
- Large potential plastic waste from advanced sorting of C&I and C&D residual waste

A key player in NL and BE plastics recycling, producing high-purity PCR



Plastics footprint

Renewi collected, produced and sold ~100kt plastics in 2023



Netherlands

- 1 Eindhoven: rigids (PP/PE)
- 2 Waalwijk: rigids (PS/ABS)
- 3 Dordrecht: sorting EEW
- 4 Drachten: sorting PP/PE
- 5 Amsterdam: sorting C&D
- 6 Velp: Source separated foils

Belgium

- 7 Ghent: rigids(PE-PP), Sorting C&I, Source separated foils
- 8 Liege

France

- 9 Lesquin

📍 Plastics production location 🔄 Pre-sorting and recycling of source materials

Case examples of high-purity post-consumer recyclate (PCR)



- Electrolux and Renewi Coolrec developed inner liners for fridges made from 70% recycled plastic
- 1st in the world with this high amount of PCR



- Our new state-of-the-art sorting line in Eindhoven produces high quality PCR: PP and PE
- First batch produced with ~98% purity

Growth strategy: deliver best-in-class post-consumer recyclates

Key focus areas for organic growth



- Consistent quality at the right spec
- Increase sourcing of plastic waste input
- Forward integration in production chain
- Certify our Post-Consumer input
- Product chain management

Focus on Mechanical Recycling for PCR



- Optimise sorting-lines to sort higher polymer purity (>97%) and increase output volumes
- Collaborate in the value chain to produce compounds for plastic converters and to deliver directly to brand owners
- Work with start-ups to improve polymer quality

Partnerships for feedstock delivery



- Invests in sorting of mixed C&I and C&D waste to deliver feedstock for upcoming technologies (e.g. pyrolysis, gasification)
- Collaborate with petrochemical industry & plastic producers for further pretreatment of the feedstock

Financial growth supported by positive environmental impact



Details

Financial growth

Revenue increase

€35m

FY23-FY28

- Plastics recycle revenues comprises Commercial Waste Divisions and Coolrec
- Growth driven by both volumes and pricing as a result of increased product quality
- Management plans include revenue growth ambition of >100%

Environmental impact

Carbon avoided

110kT

FY23

- Plastics represent a key opportunity for carbon avoidance given the 100% fossil content of virgin plastics
- Increased volumes of plastics recycling will increase the carbon avoidance realised

Zero Waste Solutions

Marc den Hartog



Enabling customers to reduce their waste, achieving 97% recycling rate



Supportive EU Legislation & CE agenda

- European legislation and action plans to increase separated collection, increasing recycling, material recovery
- Increased reporting requirements urge companies to reduce their environmental footprint and residual waste

Increased client awareness

- Companies have become eager to understand value of their residual waste, generating demand for professional services
- Best practices of sorting @Home now being transposed to Office environment

Contributing to Renewi's mission

- Increasing source-separation will contribute to our Mission 75 recycling rate objective
- Our EcoSmart Zero Waste Services have proven to achieve 97% recycling at a range of clients

Partnerships on integrated waste management



In the office

- Zero Waste Coaches developing and executing data-driven reduction strategies for all residual waste streams
- Employee engagement cornerstone in successful implementation
- Nestlé offices, Brussels, Belgium
- Zero Waste Certification obtained in 2022

From 2kg to 25 grams of residual waste per employee per month

On-premise

- Paccar –DAF, Eindhoven Truck manufacturing
- Deployment of 28 FTE on-premise
- 24/7 (production) waste handling & logistics
- Registration & reporting compliance

Managing waste as an integral part of client's production process

Integral management

- Schiphol Amsterdam + Rotterdam The Hague Airports, The Netherlands
- 24/7 onsite Collection & Waste Management Services
- Unique collaboration with Tech-platform Seenons to unlock full value of waste to create circular solutions

Long-term partnership to create a waste-free airport by 2030

300% growth projected, driven by long-term customer partnerships



Details

Financial growth



- Revenue and EBIT improvements driven by:
 - Expansion of Zero waste management services, fueled by accredited Zero Waste certification, supporting customer ESG- objectives
 - In-house mono stream management, proposition with large corporate clients
 - Creating value through new Data analytics and Reporting services



Environmental impact



- Significant amounts of residual waste will be transformed into source-separated mono-streams for recycling
- Current Zero Waste Solutions will be implemented into growth sectors such as C&D, Retail, Medical and Industry

Q&A

Key takeaways

Otto de Bont

Pure play leader in recycling with clear pathway to strong shareholder returns



Key messages

Uniquely positioned: pure play recycling market leader

- Market leader in Europe's most advanced recycling markets (Benelux)
- At the forefront of sorting, treatment and recycling technology
- Key role in decarbonising our world

Optimising the portfolio for growth

- Attractive growth and margins in core businesses (Commercial Waste, Maltha, Coolrec), representing virtually all of FY23 EBIT
- Detailed operational plans in place to deliver profitability improvement at M&W
- Strategic review of UK Municipal business already under way

Increasing financial returns

- Strategy to deliver >5% per year organic sales growth: share gains, increased recycling conversion and quality with technology solutions
- Clear plan to achieve strong operating efficiency in the medium term: EBIT margin in high single digit, cash conversion of >40% and ROCE of >15%
- Disciplined steward of capital including strong balance sheet
- Pathway to strong shareholder returns through profitable growth and dividends

Contact

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