

ACTING TODAY SUSTAINING TOMORROW



FY20 results
4 June 2020

Otto de Bont, CEO
Toby Woolrych, CFO

Disclaimer

This presentation contains certain forward-looking statements with respect to the operations, performance and financial condition of Renewi. These forward-looking statements are subject to risks, uncertainties and other factors which as a result could cause Renewi's actual future financial condition, performance and results to differ materially from the plans, goals and expectations set out in the forward-looking statements. Such statements are made only as at the date of this presentation and, except to the extent legally required, Renewi undertakes no obligation to revise or update such forward-looking statements.

Agenda

1. Introduction and overview
2. Financial and operating review
3. Covid-19 impact and outlook
4. Our enhanced strategy

Otto de Bont (CEO)

Toby Woolrych (CFO)

Toby Woolrych (CFO)

Otto de Bont (CEO)



A photograph of a street in Amsterdam, featuring traditional Dutch canal houses with multiple windows and gabled roofs. Bicycles are parked along the cobblestone street. The image has a blue and green color gradient overlay.

1/ INTRODUCTION AND OVERVIEW

year of strong delivery

Key messages

- We **delivered a successful FY20** with robust progress, delivering financial results in line with our expectations and delivery of all key projects
- We are **well resourced to manage the Covid-19 downturn** with strong liquidity and amended bank covenants
- We are **cautious about the economic recovery** in the next 18 months and are managing our cost base accordingly
- Our **business model offers opportunity**, and is supported by favourable long-term drivers such as the increased push for re-use of materials and carbon taxes
- Our **enhanced strategy**, closely aligning business and sustainability goals, will accelerate our **transition to produce secondary materials**
- Three **levers for significant growth** in the medium term:
 1. Advanced recycling of waste streams
 2. ATM recovery
 3. Renewi 2.0

FY20 was a strong year of delivery

Commercial: Growth continued in largest division despite weaker markets and Covid-19

Hazardous: TGG soil restrictions lifted at ATM and first shipment made; initial capacity installed to make construction materials from TGG

Monostreams and Municipal: restructuring and operational improvements delivered good performance

Integration programme completed with €40m cost synergies delivered

Balance sheet strengthened by successful divestures, refinancing and cash generation

Significant exceptional items, although at a reduced level vs. last year

Secondary listing on Euronext Amsterdam exchange successful

Renewi 2.0 programme launched to bring €20m in savings

Covid-19 response: well prepared and well resourced

- Put Virus Response Team and Divisional Response Teams in place at start of March
- Established crisis and business continuity plans and put scenario planning in place.
- Took operational actions to ensure continued service
- Increased communications to all stakeholders
- Implemented immediate cost and cash actions

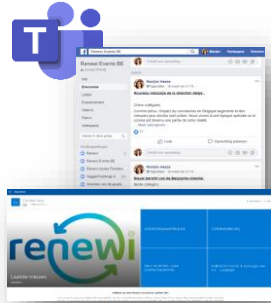


- Our waste volumes in April were impacted as we anticipated in our 'light' scenario
- A stable trend in May is now visible with positive improvements in Commercial Belgium and Coolrec
- Secured liquidity drawing €195m in cash of the total €252m

Renewi entered the lockdown well resourced and with action plans ready for execution

Innovative response to the crisis

We quickly adopted our way of working to service our customers



Adopted Covid-19 measures in all operations

Implemented new operational processes to minimise physical interaction with customers and suppliers

Continued office operations without disruption with 1700 employees working remotely

Service innovation: Ecosmart sanitation station



Combined waste bin station

Allows disinfecting of hands and disposing of used face mask or other disposable

Includes hand sanitiser and paper towel

Rapid recycling: Face masks get a 2nd and 3rd life



Our recycling solution will allow reuse of 48,000 masks per day

The masks are 100% reliable for reuse by medical staff

Our essential role: our employees are making the difference

Our employees make the difference



A big thank you to all our employees

Appreciation by government and society



Your role is appreciated, today more than ever.

Stientje van Veldhoven, State Secretary for I&W



2/ FINANCIAL AND OPERATING REVIEW
a solid year of achievement

FY20 Full year Results

Basis of results

- IFRS 16 has a material impact on our reported results. For like for like comparatives, the FY20 results have also been presented in accordance with IAS 17
- Ongoing businesses excludes Reym and Canada

Revenue & Profits

- Revenue from ongoing businesses up 2% to €1.70bn
- Underlying EBIT from ongoing businesses down 10% to €72.0m, as expected, despite €4m impact of Covid-19 in March
- Divisional performance in line with expectations
- Interest costs higher by €5.2m due to higher borrowings
- Exceptional costs, most non-cash, led to statutory loss before tax

Cash Flow & Financing

- Strong cash flow performance. Net cash inflow pre-disposals and free cash flow increased five-fold to €67.8m
- €107m raised through disposals: core net debt reduced to €457m, leverage reduced to 2.98x
- €75m 3.00% Green retail bond replaced €100m 4.23% retail bond

EPS & Dividend

- Underlying EPS from ongoing businesses 3.9c per share
- No final dividend resulting in full year payment of 0.45p per share (2019: 1.45p)

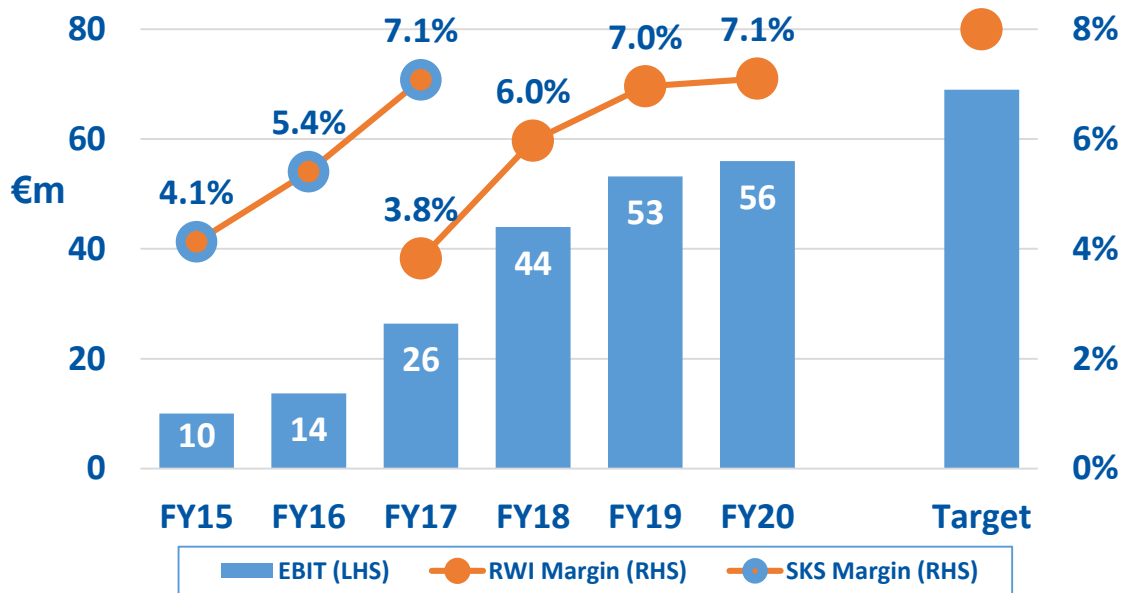
Commercial Waste

basis	FY20	FY20	FY19	Change	
	IFRS16	IAS17	IAS17	IAS17	IAS17
	€m	€m	€m	€m	%
Revenue					
Netherlands Commercial	786.0	786.0	764.7	21.3	3%
Belgium Commercial	439.1	439.1	430.8	8.3	2%
Intra-segment revenue	(1.5)	(1.5)	(1.1)	(0.4)	
Total Revenue	1,223.6	1,223.6	1,194.4	29.2	2%
EBITDA					
Netherlands Commercial	107.3	93.8	92.5	1.3	1%
Belgium Commercial	60.7	53.8	53.6	0.2	0%
Total EBITDA	168.0	147.6	146.1	1.5	1%
Underlying EBIT					
Netherlands Commercial	56.0	54.3	53.2	1.1	2%
Belgium Commercial	33.9	33.3	33.3	-	0%
Total Underlying EBIT	89.9	87.6	86.5	1.1	1%
Underlying EBIT Margin					
Netherlands Commercial	7.1%	6.9%	7.0%		
Belgium Commercial	7.7%	7.6%	7.7%		
Total Underlying EBIT Margin	7.3%	7.2%	7.2%		
Return on operating assets					
Netherlands Commercial	15.9%	19.0%	18.7%		
Belgium Commercial	29.5%	38.8%	37.3%		
Total Return on operating assets	19.2%	23.6%	23.1%		

- NL: Core volumes down 2%, led by construction and bulky waste up until March. Construction market challenges and slower economy
- BE: Volumes broadly flat
- Recyclate volumes down 1%, weak paper and metal. Recyclate prices remain weak: down 40% on prior year in paper and 15% ferrous
- EBIT up 1% and underlying net margin increased slightly, due mainly to net pricing gains and synergies, offset by Covid-19 in March
- Return on operating assets increased 50bps to 23.6% which translates to 19.2% under IFRS 16
- Good progress with strategic targets: cleaner collection, synergies, circular investments
- Unplanned shutdown at AEB well managed

Ongoing Netherlands Commercial margin and profit growth

EBIT & Margin



- Absolute profit and EBIT margin have increased significantly from synergies and pricing improvements
- 5 years of consecutive margin growth
- Delivered despite a weakening cycle and record falls in recyclate prices
- Target ongoing margin growth through enhanced strategy (pre Covid-19 and central cost reallocation)

Hazardous Waste

basis	FY20	FY20	FY19	Change	%
	IFRS16 €m	IAS17 €m	IAS17 €m	IAS17 €m	
Revenue					
ATM & Others	91.7	91.7	95.4	(3.7)	-4%
Reym	81.3	81.3	115.9	(34.6)	-30%
Total Revenue	173.0	173.0	211.3	(38.3)	-18%
EBITDA					
ATM & Others	10.7	7.1	9.9	(2.8)	-28%
Reym	12.1	10.0	11.9	(1.9)	-16%
Total EBITDA	22.8	17.1	21.8	(4.7)	-22%
Underlying EBIT					
ATM & Others	(0.1)	(1.1)	1.7	(2.8)	N/A
Reym	12.1	10.0	5.3	4.7	89%
Total Underlying EBIT	12.0	8.9	7.0	1.9	27%
Underlying EBIT Margin					
ATM & Others	-0.1%	-1.2%	1.8%		
Reym	14.9%	12.3%	4.6%		
Total Underlying EBIT Margin	6.9%	5.1%	3.3%		
Return on operating assets	-0.2%	-8.6%	9.5%		

ATM

- Revenues down 4% as expected due to lower volumes in soil production
- Good performance from waterside, in line with a strong prior year performance
- Pyro performance as expected

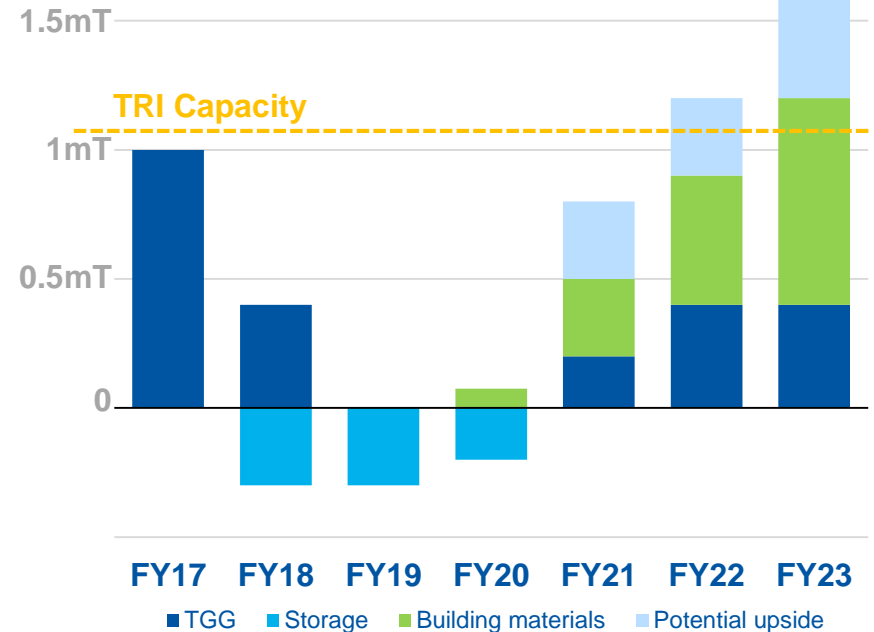
Reym

- Disposal completed on 31 October 2019

Recovery at ATM

- €20m EBIT potential for recovery at ATM based on volumes, pricing and the ramp up of new materials
- IL&T and Secretary of State released TGG for use in December 2019
- Contaminated soil intake market being restarted
- TGG outlets identified and working hard with authorities to gain permits
- Good progress with 4Terra project to produce building materials

ATM Outlets FY17-23



Monostreams

basis	FY20	FY20	FY19	Change	%
	IFRS16 €m	IAS17 €m	IAS17 €m	IAS17 €m	
Revenue	213.6	213.6	213.3	0.3	0%
EBITDA	28.1	25.5	24.1	1.4	6%
Underlying EBIT	14.5	14.1	12.9	1.2	9%
Underlying EBIT Margin	6.8%	6.6%	6.0%		
Return on operating assets	17.9%	21.3%	18.1%		

Monostreams

- Performance as expected with strong second half recovery: 9% EBIT growth and improvement in margins and return on operating assets
- Coolrec made good progress in restructuring and simplifying to focus on core fridges and SDA. Metal prices remained weak
- Mineralz lower profits due to previously announced legislative changes
- Orgaworld performed well with strong inbound volumes and e-production. Rotie acquisition made a small contribution
- Maltha delivered strong operational recovery, especially at Dintelmond

Municipal UK

basis	FY20	FY20	FY19	Change	%
	IFRS16	IAS17	IAS17	IAS17	
	€m	€m	€m	€m	
Revenue	197.2	197.2	195.2	2.0	1%
EBITDA	(0.9)	(1.8)	1.9	(3.7)	
Underlying EBIT	(2.8)	(2.5)	0.8	(3.3)	
Underlying EBIT Margin	-1.4%	-1.3%	0.4%		

Underlying EBIT includes utilisation of €12.2m (2019: €10.0m) from onerous contract provisions

- Reported underlying EBIT in line with expectations: now a loss due to profitable legacy Derby contract and other one-off items in prior year
- Underlying operational and financial performance improvements in most contracts particularly ELWA and BDR
- Derby contract terminated as expected and replaced with continuity services contract
- ELWA became an onerous contract on 1 January 2020 following imposition of Dutch incineration tax
- Other onerous contract cash flows as forecast

Non-trading and Exceptional items

	FY20 €m	FY19 €m
Merger related costs	16.3	56.8
Portfolio management activity	29.8	8.7
UK Municipal contract issues	25.9	64.3
Other changes in long term provisions	33.0	-
Other items	4.3	5.9
Amortisation of acquisition intangibles	6.4	6.4
Exceptional finance costs	(2.2)	9.4
Non-trading & exceptional items in loss before tax	113.5	151.5
Tax on non-trading & exceptional items	(9.8)	(12.4)
Exceptional tax	(2.4)	(15.6)
Discontinued operations	18.9	22.5
Total	120.2	146.0

- Total non-trading and exceptional items of €120m, of which €35m cash
- Merger costs: reduced to €16m as synergy delivery completed
- Portfolio (incl discontinued): €49m related to the strategic disposals, mostly non-cash
- UK Municipal: charge relating to ELWA following imposition of Dutch incineration tax
- Long term provisions: change in discount rates and legal provision. No short term cash flows involved
- Other items includes €3m ATM

Cash Flow Performance

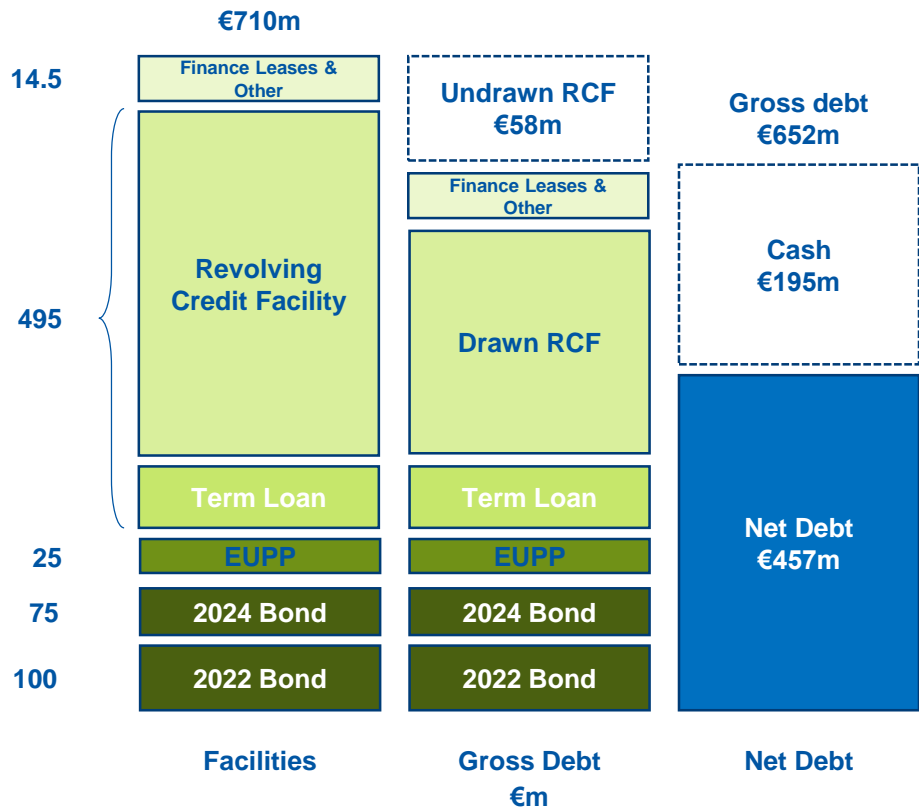
basis	FY20	FY20	FY19
	IFRS16 €m	IAS17 €m	IAS17 €m
EBITDA	202.8	170.0	181.3
Working capital movement	22.9	22.9	(22.2)
Movement in provisions and other	(4.5)	(4.5)	(9.8)
Net replacement capital expenditure	(64.2)	(64.2)	(88.1)
Interest, loan fees and tax	(37.1)	(31.2)	(30.9)
Underlying free cash flow	119.9	93.0	30.3
UK Municipal contracts	(23.6)	(25.2)	(19.0)
Free cash flow	96.3	67.8	11.3
Growth capital expenditure	(10.1)	(10.1)	(11.7)
Synergy, integration & restructuring spend	(24.3)	(24.3)	(38.7)
Other	(8.4)	(9.6)	(9.5)
Disposals net of acquisitions	95.7	95.7	24.1
Dividends paid	(8.6)	(8.6)	(27.4)
Net core cash flow	140.6	110.9	(51.9)
Net debt disposed/acquired	(6.4)	(12.8)	-
Replacement capital expenditure - new IFRS 16 leases	(61.8)	-	-
Total	72.4	98.1	(51.9)
Free cash flow conversion	132%	110%	35%

All numbers above include both continuing and discontinued operations

Free cash flow conversion is defined as underlying free cash flow divided by EBIT

- Net cash inflow pre-disposals, free cash flow increased five-fold to €67.8m and UFCF increased to 110% on an IAS 17 basis (132% IFRS 16 basis)
- Strong working capital performance: improved receivables, tight control of payables and delays to certain tax payments (€6m)
- Replacement capex limited to c75% of depreciation
- IFRS 16 replacement capex relates to investment in trucks: lease payments are spread over six years
- Interest costs higher due to IFRS 16 (€5.8m) and higher margin for a period on borrowings
- Spend on UK Municipal onerous contracts as expected

Strong liquidity at March 2020



Liquidity

- Liquidity of €252m of which cash was €195m

Facilities

- 2019 €100m 4.23% bond repaid
- 2024 €75m Green bond issued at 3.00%
- Term loan reduced by €55m in November 2019
- No redemptions until 2022

Leverage ratio

- Leverage reduced to 2.98x from 3.06x
- Covenants amended for Covid-19 and then extended at 3.50x to end of facility
- Board target leverage remains 2.0x in the mid term

A scenic landscape featuring a large, leaning tree in the foreground on the left, a field of tall grass, and a dense forest of evergreen and deciduous trees in the background under a clear sky. The image has a blue and green color overlay.

3/ COVID-19 IMPACT AND OUTLOOK
well prepared, well resourced, essential

Our Cost, Cash and Bank Actions

Direct cash actions >€60m

- Maintenance capex has been reduced and Growth capex deferred / reduced - total €35m
- €15m+ of opex reductions including
 - Belgium: temporary leave / economic unemployment
 - Hiring freeze, overtime ban, reduction in temps
 - Reductions in discretionary spend
 - Executive Directors/Board reduce salary by 20% during lockdowns and Excom by 10%
- Working capital focus, especially accounts receivable
- Final dividend cut – saving €10m
- Taxation deferrals: c€40m of salary taxes and sales tax payments delayed by 3 months (possibly longer)

Bank actions

- Discussions concluded with supportive banks
- Leverage covenant test amended to peak at 6x EBITDA in H2 FY21 before reducing to 3.5x from September 2021: headroom expected to be sufficient in all cases

Financial impact of Covid-19 and lockdown (to mid-May)

Quarter 1 experience

- EBIT impact of €4m in March, of which €1m a precautionary increase to doubtful debt provisions
- EBIT impact on Q1 of FY21 of up to €20m. April hardest hit in volume terms with some recovery in May
- Working capital remains normal: no significant increase in DSO, some increase in (mainly small) customers asking for payment plans
- Cost and capex reduction plans delivered as expected in April
- Expected cash outflow of €20m in Q1 well managed within our €252m of liquidity as of 1 April 2020

Cautious outlook

- Market:
 - Significant economic disruption / recession expected through FY21 – extent will drive future guidance
 - Expectation that construction activity will slow further
 - Some recovery expected in FY22 but not to FY20 levels
- Renewi:
 - We have modelled scenarios with one or multiple further full lockdowns to ensure liquidity and covenant headroom
 - Confident we have the balance sheet to trade through Covid-19 and downturn and be well positioned to be a winner in the recovery phase

FY21 guidance

- Up to €20m EBIT and cash impact in expected in Q1, no guidance yet for remainder of year
- Capital expenditure including replacement and growth of €75m, similar to FY20
- Interest costs up to €1m higher than prior year
- Exceptional charges: final integration cost (IT) and Renewi 2.0 costs of €14m. ATM storage costs of €3m now in normal trading
- Working capital slight outflow given the unwind of FY20 tax deferrals
- Cash outflow on Municipal provisions expected to reduce to €20m (FY20: €24m)
- Full year underlying tax rate of c24%
- Dividend will remain under review until leverage back below 3.0x



**4/ AN ENHANCED STRATEGY
to capture growth in the circular economy**

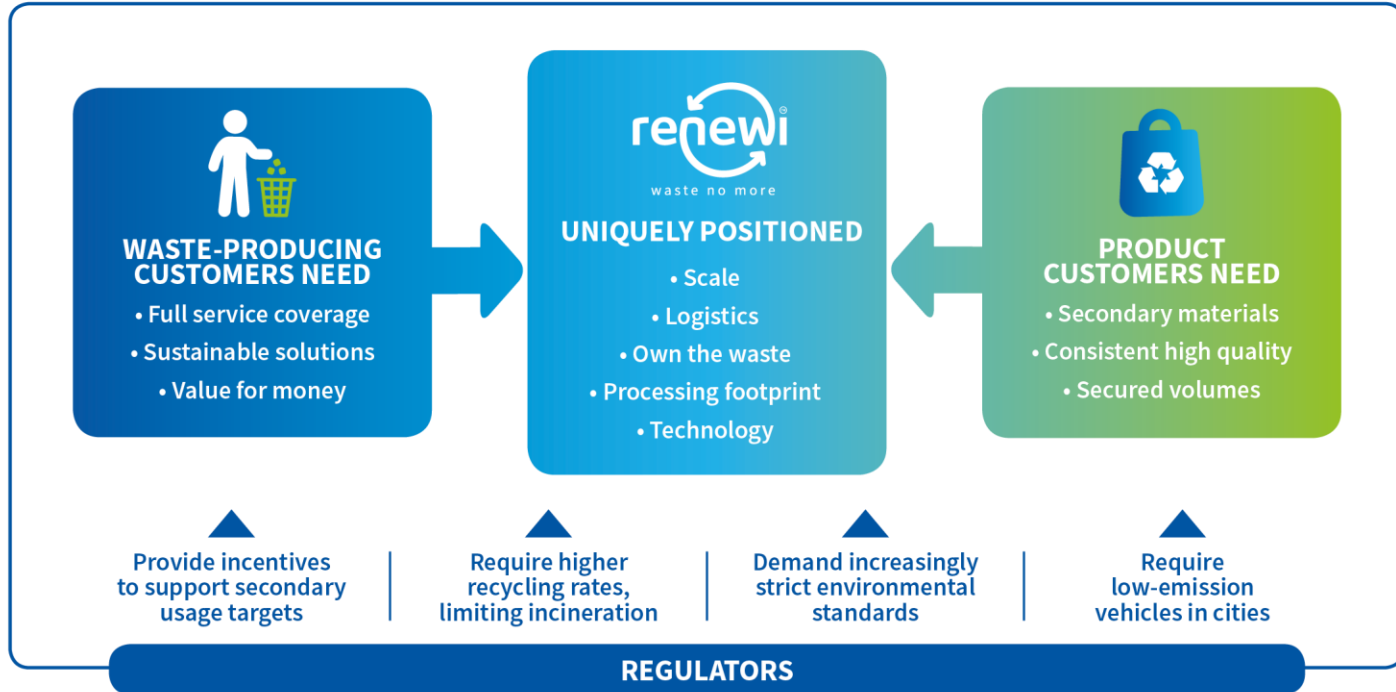
Our vision is to be the leading waste-to-product company

The best-in-class pure-play recycler in the most advanced circular economies

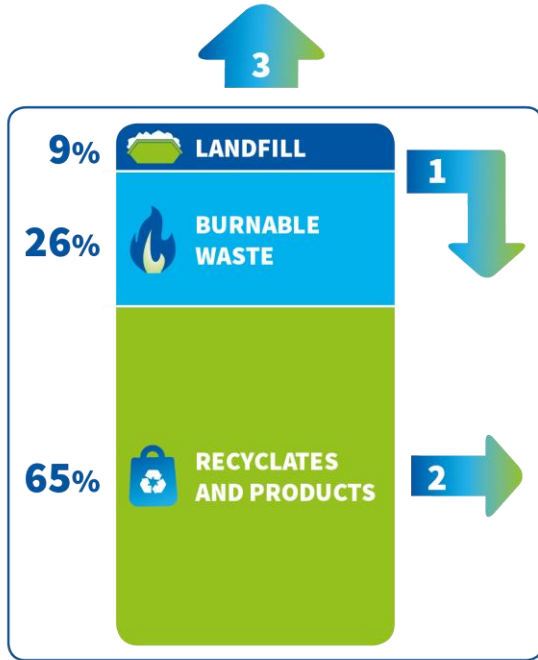





We focus downstream to enhance the value of the secondary materials we produce

Customer needs and regulation support our business model



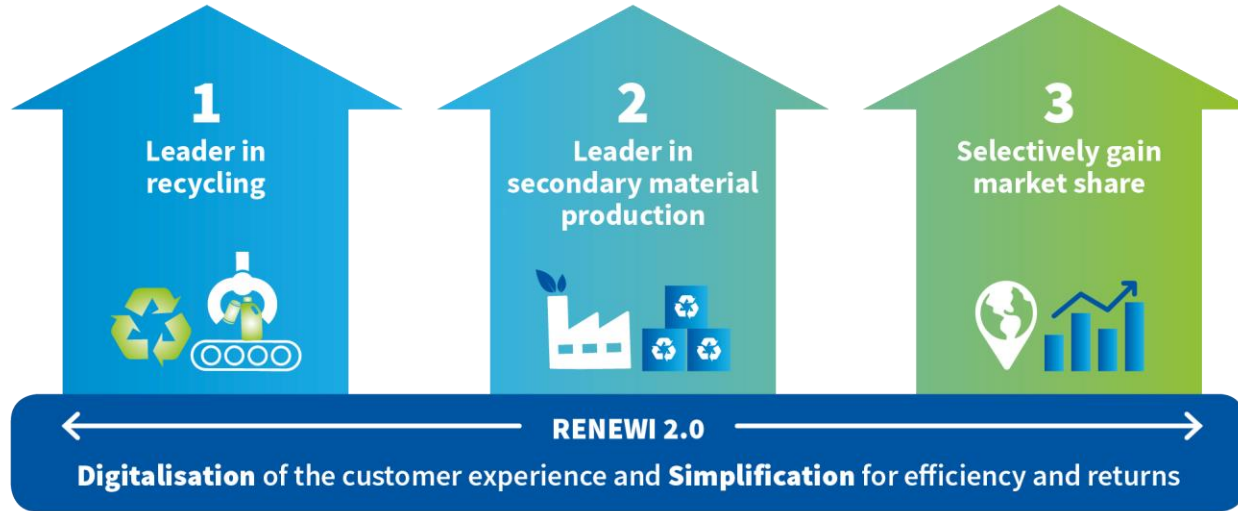
Circular economy driving growth opportunities



- 
 1 Recycle waste streams that currently go to incineration or landfill with new and innovative treatment processes, and turn them into secondary materials
- 
 2 Improve the quality and “spread” of the products we produce
- 
 3 Selectively gain market share

Shifting to secondary material production

Three strategy pillars supported by Renewi 2.0 transformation



Driving differentiation through advanced recycling and innovation

Strong innovation pipeline of value creating projects

Project	Partner	Opportunity	Phase
Sand, gravel & filler at ATM for construction materials	Stand-alone	€€€€€	
Expansion in bio-gas production	Stand-alone	€	
Expansion of mattress recycling	IKEA	€€€	
Upgraded feedstock for chemical recycling of plastics	SABIC	€€ - €€€€€	
Transition bio-gas from electricity to bio-LNG	SHELL	€€	
Upgraded wood flake supply for low-carbon steel	ARCELOR-MITTAL	€€ - €€€€	
Cellulose from diapers and incontinence products	FMCG major	€ - €€€	
Next generation bottom ash conversion to construction materials	Energy-from-waste major	€€€	
Polyurethane recycling	Chemical recycler	€ - €€€	

Target EBIT from innovation funnel to be additional €20m by FY25

Our updated Sustainability strategy

Addressing the UN Sustainable Development Goals through three key themes and six objectives

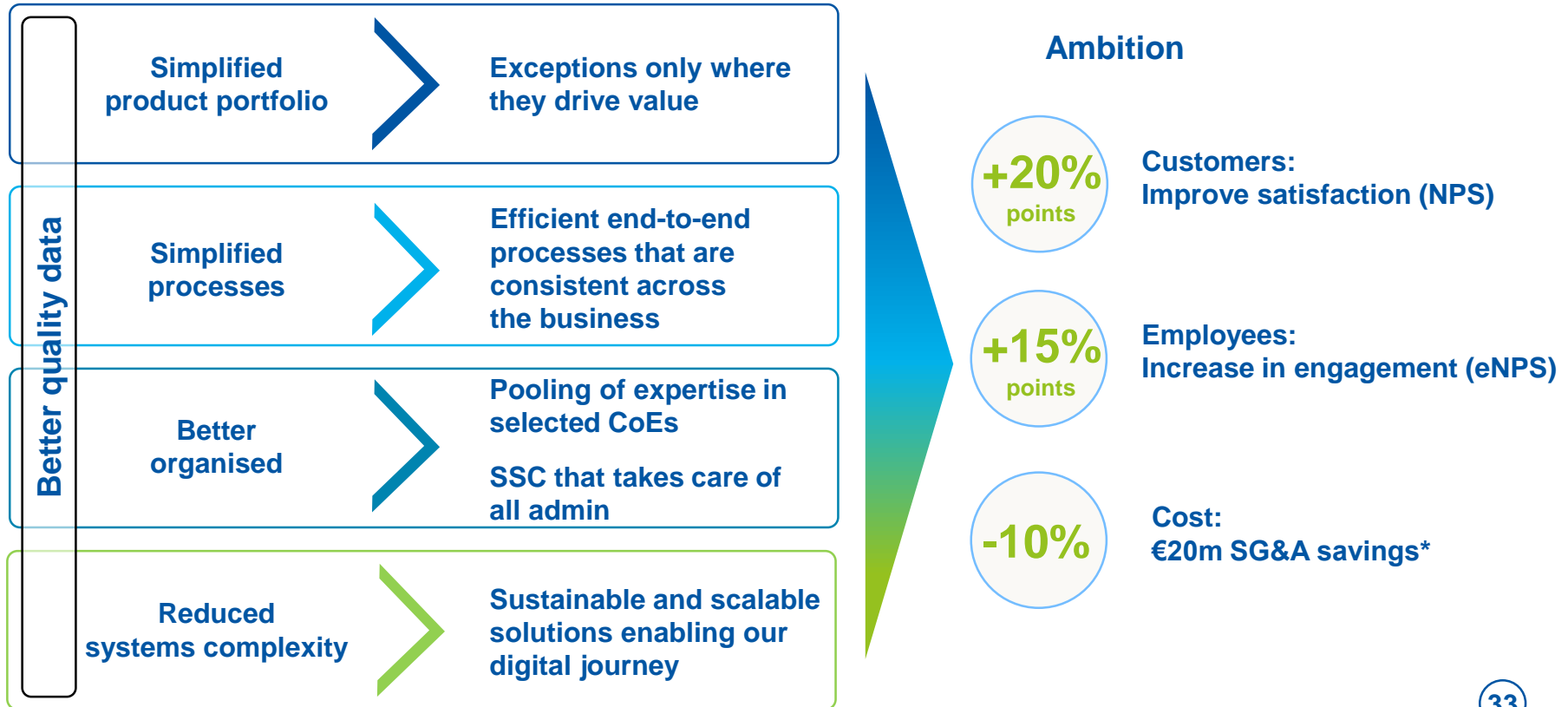


Renewi 2.0

A simplified, scalable and digital business

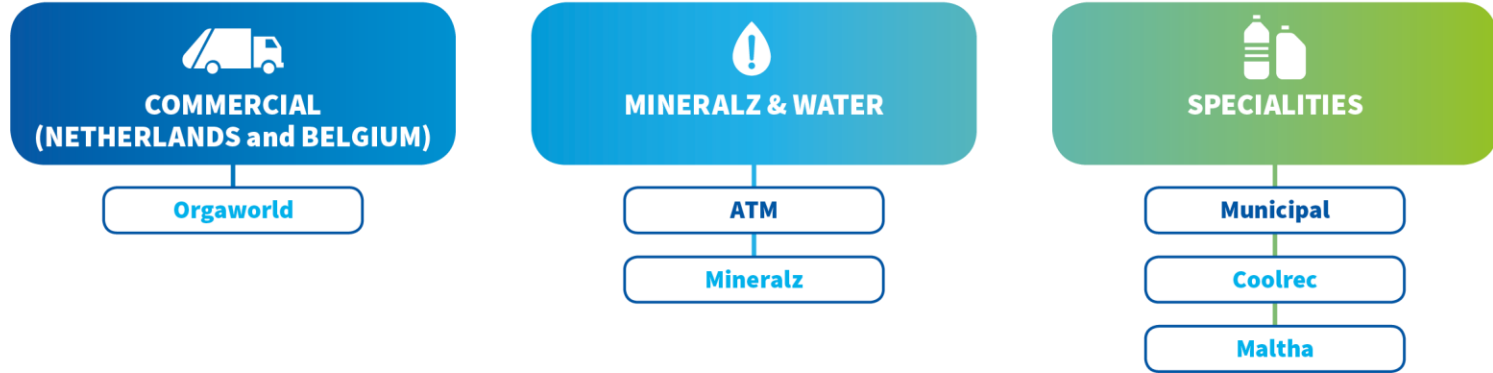


Renewi 2.0 to deliver strategic benefits and €20m per annum



*Run rate by end of FY23

Simplified organisation sharpens focus, reduces costs and risks



- From four to three divisions: **Monostreams** division businesses reallocated to new divisions.
- All activities with collection combined with processing falls under Commercial, now including Orgaworld.
- ATM combines with Mineralz where both have a significant focus on soil treatments and on building materials end markets.
- Specialities combines a number of international businesses concentrated on larger production sites with focus on continuous improvement and restructuring to restore margins.
- Support functions centralised providing strong support to each division.

€20m annual EBIT enhancement by end of year 3

Expected costs and benefits

	FY21	FY22	FY23	FY24
Net benefit	1	5	12	20
Exceptional costs	(14)	(10)	(6)	-
Capex	(1)	(4)	(2)	-
Net cash flow	(14)	(9)	4	20

Comments

- Renewi 2.0 is a ~3 year transformation programme
- Programme has been defined; now moving into implementation phase
- As several of the larger initiatives require investments in IT, the savings materialise towards the back end of the programme

Key messages

- We **delivered a successful FY20** with robust progress, delivering financial results in line with our expectations and delivery of all key projects
- We are **well resourced to manage the Covid-19 downturn** with strong liquidity and amended bank covenants
- We are **cautious about the economic recovery** in the next 18 months and are managing our cost base accordingly
- Our **business model offers opportunity**, and is supported by favourable long-term drivers such as the increased push for re-use of materials and carbon taxes
- Our **enhanced strategy**, closely aligning business and sustainability goals, will accelerate our **transition to produce of secondary materials**
- Three **levers for significant growth** in the medium term:
 1. Advanced recycling of waste streams
 2. ATM recovery
 3. Renewi 2.0

**ACTING
TODAY
SUSTAINING
TOMORROW**





APPENDIX

Experienced Renewi leadership team

Executive Board Members



Otto de Bont
CEO



Toby Woolrych
CFO

Division Managing Directors



Meinderdjan Botman
Commercial Netherlands



Wim Geens
Commercial Belgium



James Priestley
Specialities



Theo Olijve
Mineralz & Water

Functional Leaders



Bas van Ginkel
Strategy & Bus. Development



Baukje Dreimuller
General Counsel



Helen Richardson
Human Resources



Maarten Buikhuisen
Information Technology



Patrick Deprez
Product Sales

Board has strong and diverse experience in business and society



Ben Verwaayen, *Chairman*

Experience:
Alcatel-Lucent SA and BT plc

Appointed April 2020



Otto de Bont, *CEO*

Experience:
United Technologies, GE

Appointed April 2019



Toby Woolrych, *CFO*

Experience:
Johnson Matthey, Consort Medical

Appointed August 2012



Neil Hartley, *Non-exec Director*

Experience:
First Reserve, Simmons & Company

Appointed January 2019



Marina Wyatt, *Non-exec Director*

Experience:
ABP, TomTom, UBM

Appointed April 2013



Allard Castelein, *Non-exec Director*

Experience:
Port of Rotterdam, Shell

Appointed January 2017



Luc Sterckx, *Non-exec Director*

Experience:
SPE-Luminus, Indaver, University of Leuven

Appointed September 2017



Jolande Sap, *Non-exec Director*

Experience:
Groenlinks, KPN, KPMG

Appointed April 2018

Successful secondary listing on Euronext Amsterdam



- Average trading volumes 150% of previous levels
- New holders directly from the secondary listing roadshow
- European investors are experiencing the circular economy and often have a stronger mandate to invest in highly sustainable stocks
- c20% of shares now held by European investors or mandates



Additional Strategy Information

The growing circular economy drives our business model



Service: We are paid by waste producers to take their waste away

Product: Our processes create products, generating further income or reducing the liability of residues

1. Leader in recycling

Market need

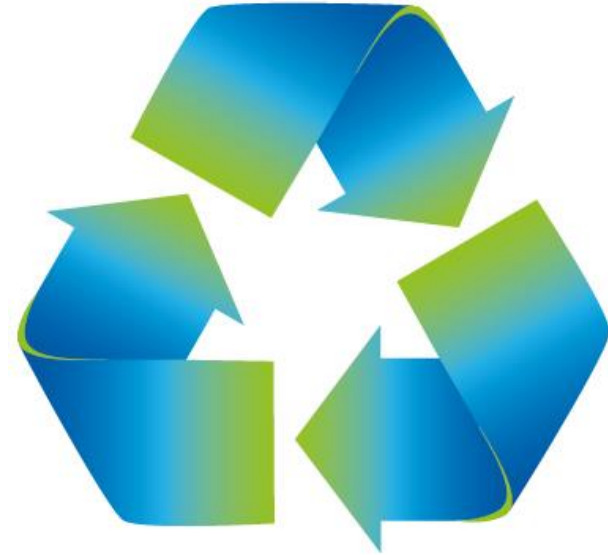
- Customer, society, and regulators are focused on increasing diversion from incineration and landfill
- Recycling and reuse reduces CO₂ emissions, pollution and resource depletion

Our initiatives

- Innovation with leading partners to find solutions to close the loop
- Invest in recycling technology to enhance diversion
- Recent examples include RetourMatras, Purified Metal, Rotie

Key metrics

- Recycling rate
- CO₂ avoided
- Increased margin from diversion from Landfill and Incineration
- Contribution from new projects



2. Leader in secondary material production

Market need

- Policy demands increased secondary material usage
- Producer responsibility increasingly heightened
- Leading manufacturers want to secure access to secondary materials

Our initiatives

- Working with manufacturers on product specifications
- Pipeline of prototype projects to produce scalable solutions
- Partnerships to combine with our volumes and expertise to meet downstream supply chain needs
- Recent examples include Plastics (Consumer goods manufacture), Gravel/Sand/Dust (Construction), amongst others

Key metrics

- Margin enhancement of secondary products
- Tonnes of secondary product
- Pipeline of secondary product innovations






3. Selectively gain market share

Over the longer term, Renewi intends to increase waste volumes selectively by:

- growing share organically through excellent customer service and breadth of product offering
- tuck-in acquisitions where swiftly accretive
- expanding into new waste segments not currently served if market is attractive and Renewi can be advantaged
- geographic expansion



Closely aligned business and sustainability goals

Approach	Sustainability strategy objectives
<ul style="list-style-type: none"> Taking the UN Sustainable Development Goals as the basis and overlaying our vision, purpose and strategy, we identified how we create value for all our stakeholders This analysis led to the identification of 3 key themes: <div style="display: flex; justify-content: space-around; margin-top: 20px;"> <div data-bbox="59 659 204 805">  <p>Enable the circular economy</p> </div> <div data-bbox="233 659 378 805">  <p>Reduce carbon emissions and waste</p> </div> <div data-bbox="421 659 566 805">  <p>Care for people</p> </div> </div>	<ol style="list-style-type: none"> Turn our customers' waste into new products – By doing so we reduce depletion of the world's finite natural resources and at the same time carbon emissions in the supply chain are avoided Be a leader in clean and green waste collection – Our goal is to reduce pollution and carbon emissions caused by this essential step in our process, through deployment of low and ultimately zero emission trucks, white label collection and route optimisation Reduce the carbon impact of our operations – Next to avoiding carbon emissions in the supply chain, we aim to reduce our own carbon impact by energy efficiency measures and an increasing use of renewable energy Positively impact our communities – We seek a positive impact in the locations where we work, engaging closely with communities, supporting them, and minimising any negative aspects of the work that we do Deliver people home safe and well, every day – Safety is our first value and we continually strive to avoid serious incidents, improving our accident rate. In addition, we wish to support health and mental well-being of all our employees Make Renewi an even more rewarding, diverse and inclusive working environment – We seek an engaged workforce drawing on a wide range of backgrounds, all with the opportunity to thrive and achieve their potential within our organisation

Each of these objectives has challenging targets set against them. Full details to follow in forthcoming Corporate Sustainability Report



Additional financial Information

Income Statement

basis	FY20 IFRS16 €m	FY20 IAS17 €m	FY19 IAS17 €m	Change IAS17 €m	Change IAS17 %
Revenue	1,775.4	1,775.4	1,780.7	(5.3)	0%
EBITDA	199.7	167.5	177.4	(9.9)	-6%
Underlying EBIT	87.6	82.0	85.5	(3.5)	-4%
Net Interest	(34.4)	(28.6)	(23.4)		
Income from associates and JVs	0.9	0.9	0.4		
Underlying profit before tax	54.1	54.3	62.5	(8.2)	-13%
Non-trading and exceptional items	(113.5)	(113.5)	(151.5)	38.0	
Loss before tax from continuing operations	(59.4)	(59.2)	(89.0)	29.8	
Taxation	(1.1)	(1.1)	12.4		
Loss after tax from continuing operations	(60.5)	(60.3)	(76.6)	16.3	
Discontinued operations	(16.6)	(17.0)	(21.1)		
Loss for the year	(77.1)	(77.3)	(97.7)	20.4	
Continuing operations:					
Basic earnings per share (cents)	(7.7)	(7.7)	(9.0)	1.3	
Underlying earnings per share (cents)	5.1	5.1	5.9	(0.8)	-14%
Total dividend (pence per share)	0.45p		1.45p		

Summary balance sheet

	FY20 €m	FY19 €m
Goodwill & other intangibles	610.1	605.6
Tangible fixed assets	584.0	629.1
Right-of-use assets	206.9	-
Non current PPP financial assets	141.8	149.8
Trade and other receivables	3.1	0.5
Investments	15.6	15.9
Pension surplus	16.0	-
Non current assets	1,577.5	1,400.9
Investments	9.0	6.8
Working capital	(241.2)	(213.8)
Current PPP financial assets	6.0	6.0
Pension deficit	(7.5)	(11.9)
Taxation	(25.5)	(35.4)
Provisions and other liabilities	(297.2)	(277.8)
Assets held for sale	-	121.9
Net core debt	(659.9)	(552.0)
PPP non-recourse net debt	(90.0)	(95.4)
Derivative financial liabilities	(35.9)	(29.8)
Net Assets	235.3	319.5

Segmental Analysis

	FY20 €m	FY19 €m	Change %	FY20 IFRS16 basis €m	FY20 IAS17 basis €m	FY19 IAS17 basis €m	Change %	FY20 IFRS16 basis €m	FY20 IAS17 basis €m	FY19 IAS17 basis €m	Change %
	Revenue			EBITDA				Underlying EBIT			
Commercial Waste	1,223.6	1,194.4	2	168.0	147.6	146.1	1	89.9	87.6	86.5	1
Hazardous Waste	91.7	95.4	(4)	10.7	7.1	9.9	(28)	(0.1)	(1.1)	1.7	N/A
Monostreams	213.6	213.3	0	28.1	25.5	24.1	6	14.5	14.1	12.9	9
Municipal	197.2	195.2	1	(0.9)	(1.8)	1.9	N/A	(2.8)	(2.5)	0.8	N/A
Group central services	-	-		(18.3)	(20.9)	(16.5)	(27)	(26.0)	(26.1)	(21.7)	(20)
Inter-segment revenue	(29.1)	(27.4)		-	-	-		-	-	-	
Ongoing Businesses	1,697.0	1,670.9	2	187.6	157.5	165.5	(5)	75.5	72.0	80.2	(10)
Reym	78.4	109.8		12.1	10.0	11.9		12.1	10.0	5.3	
Continuing Operations	1,775.4	1,780.7	(0)	199.7	167.5	177.4	(6)	87.6	82.0	85.5	(4)
Discontinued Operations	10.8	18.3		3.1	2.5	3.9		3.1	2.5	1.5	
Total	1,786.2	1,799.0	(1)	202.8	170.0	181.3	(6)	90.7	84.5	87.0	(3)

Underlying EBIT = operating profit before non-trading and exceptional items

Reconciliation of results for IFRS 16 and disposals

	FY20 €m	FY19 €m	Change €m	Change %
Underlying EBIT: Continuing operations	87.6	85.5	2.1	2%
Impact of Reym	(12.1)	(5.3)	(6.8)	
Underlying EBIT: Ongoing business excluding IFRS 16 impact	75.5	80.2	(4.7)	-6%
Impact of IFRS 16	(3.5)	-	(3.5)	
Underlying EBIT: Ongoing businesses	72.0	80.2	(8.2)	-10%

Impact of central cost reallocation and new divisions

	March 19 €m	March 18 €m	March 19 €m	March 18 €m
AS REPORTED	Revenue		Underlying EBIT	
Commercial Waste	1,194.4	1,158.2	86.5	73.3
Hazardous Waste	211.3	231.0	7.0	19.9
Monostreams	213.3	204.4	12.9	18.2
Municipal	195.2	200.5	0.8	(6.6)
Group central services	-	-	(21.7)	(22.3)
Inter-segment revenue	(33.5)	(33.8)	-	-
Total	1,780.7	1,760.3	85.5	82.5

	March 19 €m	March 18 €m	March 19 €m	March 18 €m
NEW STRUCTURE	Revenue		Underlying EBIT	
Commercial Waste	1,214.2	1,176.2	75.0	61.6
Mineralz & Water	160.3	169.7	8.7	22.2
Specialities	324.3	332.4	-	(2.6)
Group central services	-	-	(3.5)	(4.6)
Inter-segment revenue	(27.9)	(31.2)	-	-
Ongoing Group	1,670.9	1,647.1	80.2	76.6
Reym	109.8	113.2	5.3	5.9
Total	1,780.7	1,760.3	85.5	82.5

	March 19 €m	March 18 €m	March 19 €m	March 18 €m	
DELTA	Revenue		Underlying EBIT		
Commercial Waste	19.8	18.0	(11.5)	(11.7)	Central & Orgaworld
Mineralz & Water	58.8	51.9	7.0	8.2	Central & Mineralz (less Reym)
Specialities	129.1	131.9	(0.8)	4.0	Central & Maltha & Coolrec
Group central services	-	-	18.2	17.7	Central reallocation
Inter-segment revenue	5.6	2.6	-	-	
Monostreams	(213.3)	(204.4)	(12.9)	(18.2)	Reallocated
Total	-	-	-	-	

Notes

FY19: Group central services includes the captive insurance entity

FY18: Group central services includes the Dutch property portfolio company

Two changes:

1. Our new divisions to simplify the business and reduce cost: NL Commercial (now including Orgaworld), BE Commercial, Specialities (Being Municipal UK, plus Coolrec & Maltha), and Mineralz & Water (Being ATM & Mineralz).
2. Reallocation of the central costs that directly support the businesses, including IT, product sales, SHEQ, and HR leaving around c€10m of expected Group central costs.

Note a number of non-recurring items that have lowered the central costs in FY18 and FY19 as previously disclosed including:

- the profits of Dutch property portfolio company in FY18 and lower LTIP and
- other costs associated with the CEO transition in FY19.
- In addition to both of these we will also always budget centrally for a call on the insurance captive for a major fire and in years (including FY19 & FY20) where this does not occur we release up to €3m.
- The remainder of the central costs are the Board, and Central functions including company secretarial, finance, and investor relations, in addition to all LTIP charges which are held centrally.



Additional ATM Information

Restarting the input market

- There is a backlog of contaminated soil requiring treating; some of it cannot be secured until outlets are proven open
- We have >1mT of potential soil under negotiation for supply as and when projects begin: coronavirus may impact project timing and cross-border transit
- We have c460kT of contaminated soil and TAG in stock – enough for five months at full output
- “Special” projects have a significant impact on the average input price of soil. These are slower to bring back on line

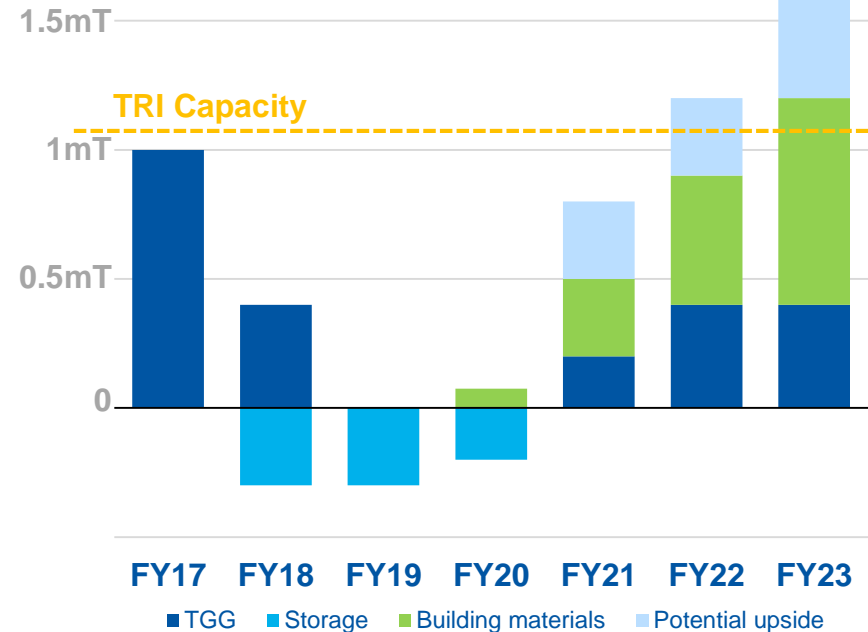


Input soil available: ramp up steadily during 2020 and 2021

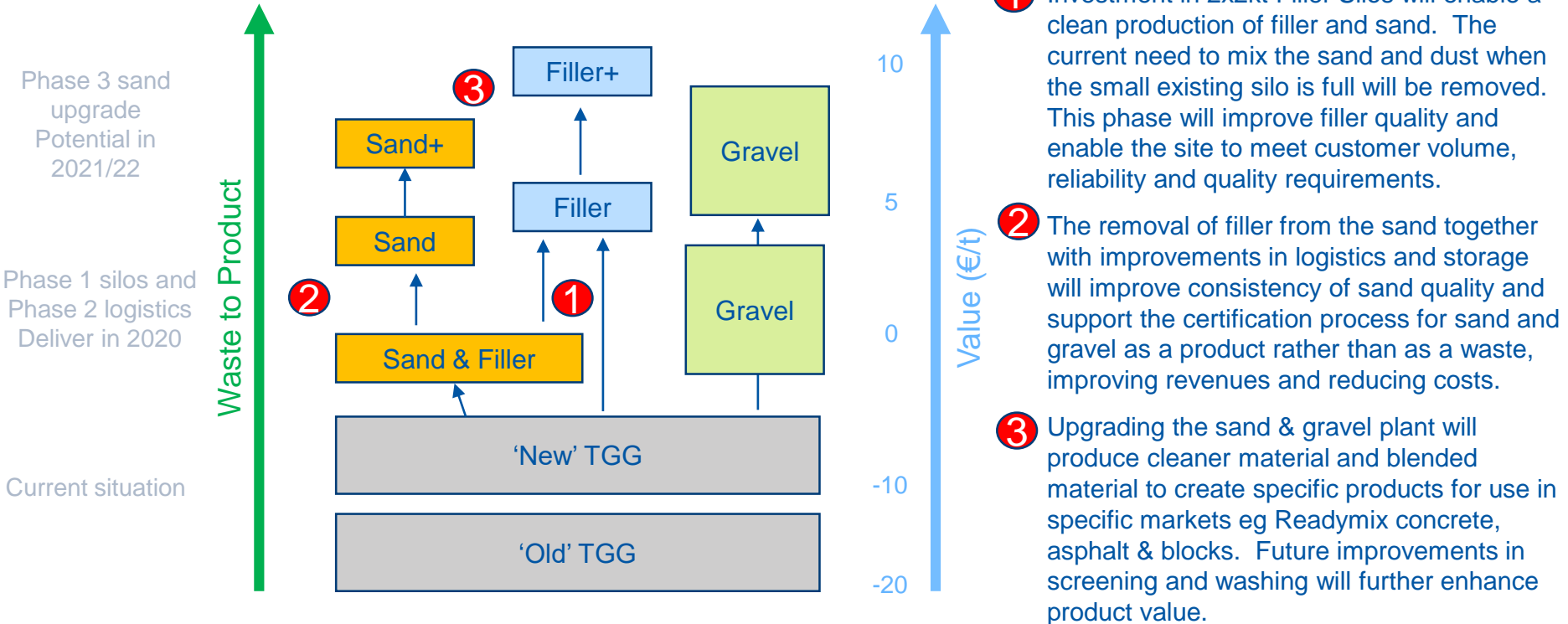
Restarting the output markets

- Prior to market shutdown, all output was TGG
- During shutdown TGG was sent to storage: 1.5mT to be placed in market over time
- We expect min TGG outlets of 0.2mT in FY21 with upside potential of 0.7mT
- Initial TGG placements will in part be used to clear inventory to create space for 4Terra production
- Building products output in FY21 to be c0.4mT
- By FY23 we anticipate excess outlet capacity for building materials and TGG combined

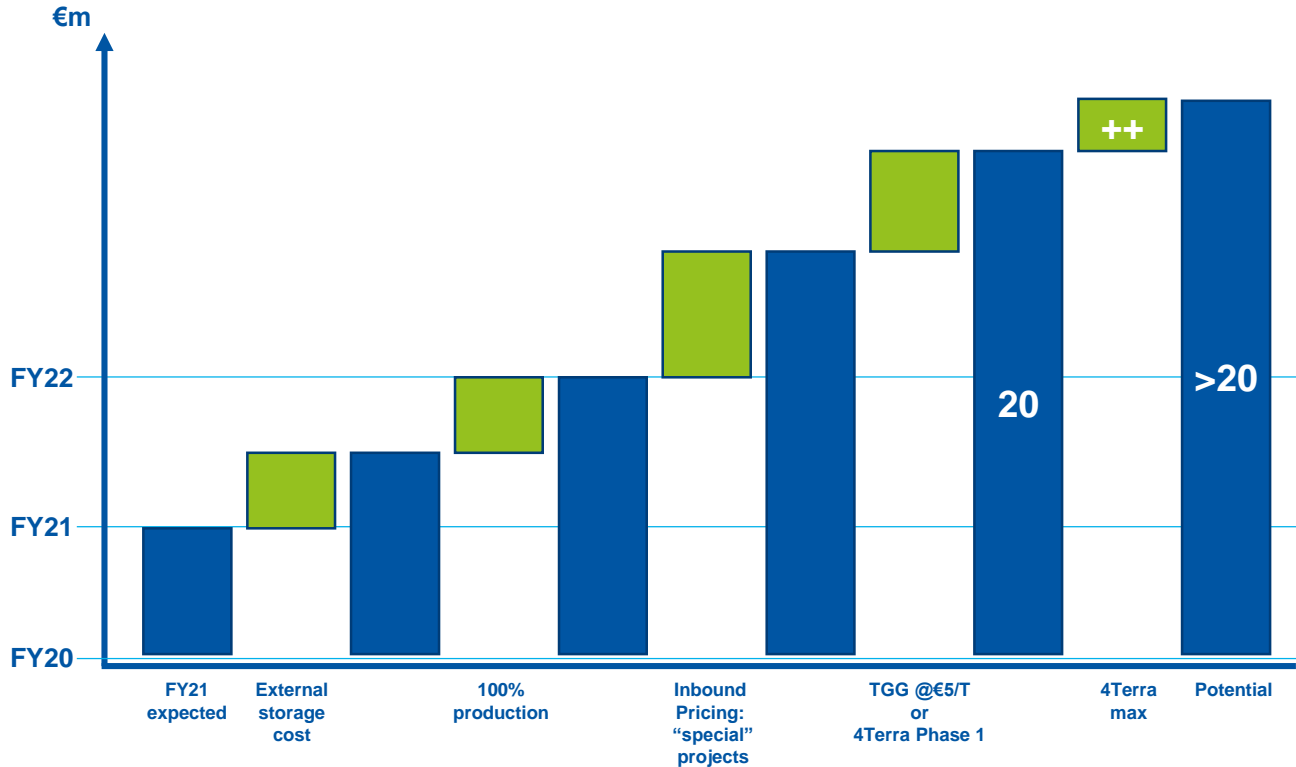
ATM Outlets FY17-23



Increasing value from new products over 2+ years



ATM path to resumption of financial profitability

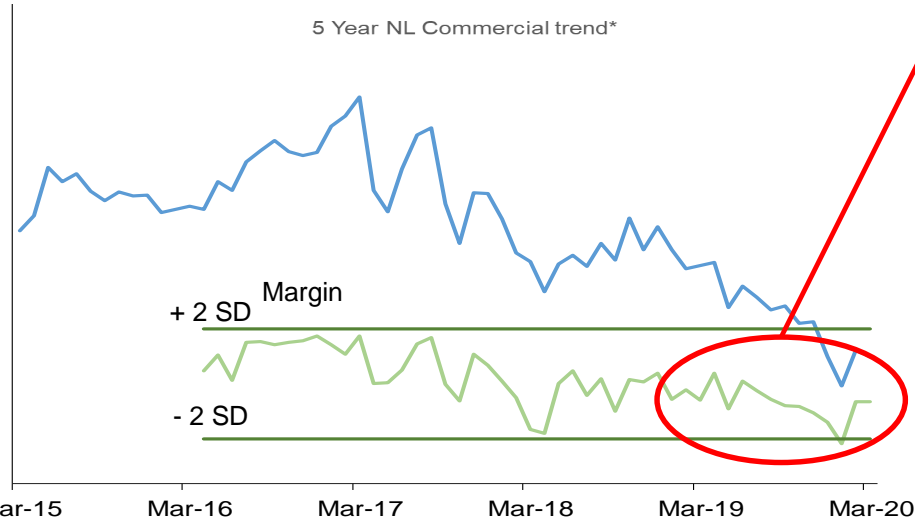
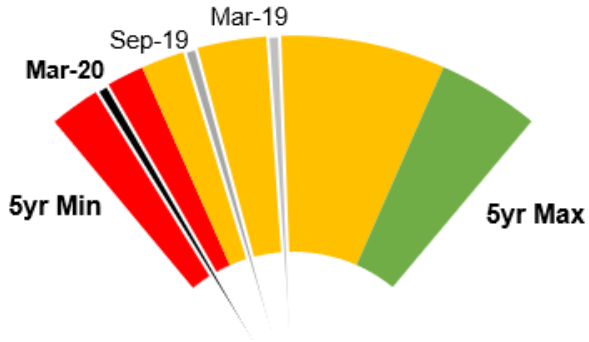


- EBIT recovery of €8m planned pre coronavirus in FY21, offset by recording €3m storage costs in ordinary trading
- Full production with low inbound pricing and €10/T TGG price adds a further c€3m
- 200kT of higher priced soil can add up to €5m per annum of additional margin
- Full conversion to 4Terra phase 1 or fall in TGG price to historic level would add €5m
- Further upside potential from building materials and quality



Recyclate and product information

Market Drivers – Paper Prices



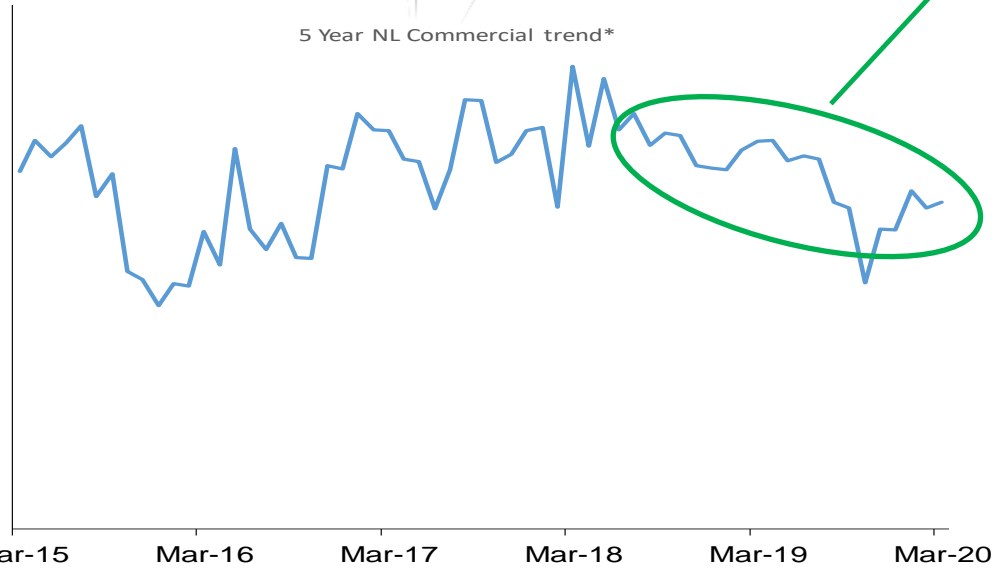
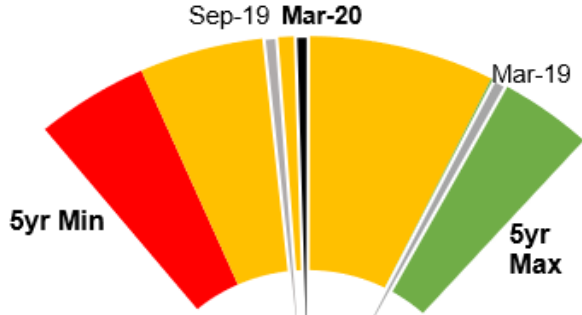
Paper prices reached all time lows in January 2020 but recovered in March. Margin per tonne fluctuates as dynamic pricing mechanism mitigates the revenue price decline. Quality is still key to enable outlets to remain open.

Impact of Movement in price (10€)			
	Vol kT	Gross €M	Net €M
NL Commercial	360	3.6	1.0
BE Commercial	160	1.6	0.4
Hazardous Waste		N/A	N/A
Monostreams		N/A	N/A
Municipal	20	0.2	0.2
	540	5.4	1.6

Approximately 70% of gross impact coming from price movements is mitigated by dynamic pricing

*Internal Data

Market Drivers – Metal Prices



Metal prices remain volatile with a decreasing trend. This trend is expected to continue in FY21 due to Covid-19.

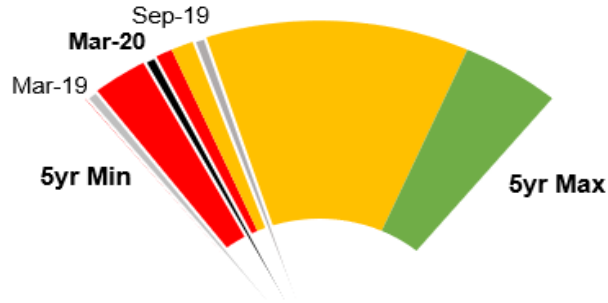
Impact of Movement in price (10€)

	Vol kT	Gross €M	Net €M
NL Commercial	110	1.1	0.6
BE Commercial	44	0.4	0.2
Hazardous Waste		N/A	N/A
Monostreams	45	0.5	0.4
Municipal	16	0.2	0.2
	215	2.2	1.4

Approximately 40% of gross impact coming from price movements is mitigated by dynamic pricing

*Internal Data

Market Drivers – Plastics Prices



After recovery in the first half of FY20, prices decreased in the second half and remain soft.

Impact of Movement in price (10€)			
	Vol kT	Gross €M	Net €M
NL Commercial	64	0.6	0.2
BE Commercial	27	0.3	0.1
Hazardous Waste		N/A	N/A
Monostreams	33	0.3	0.1
Municipal	10	0.1	0.1
	134	1.3	0.5

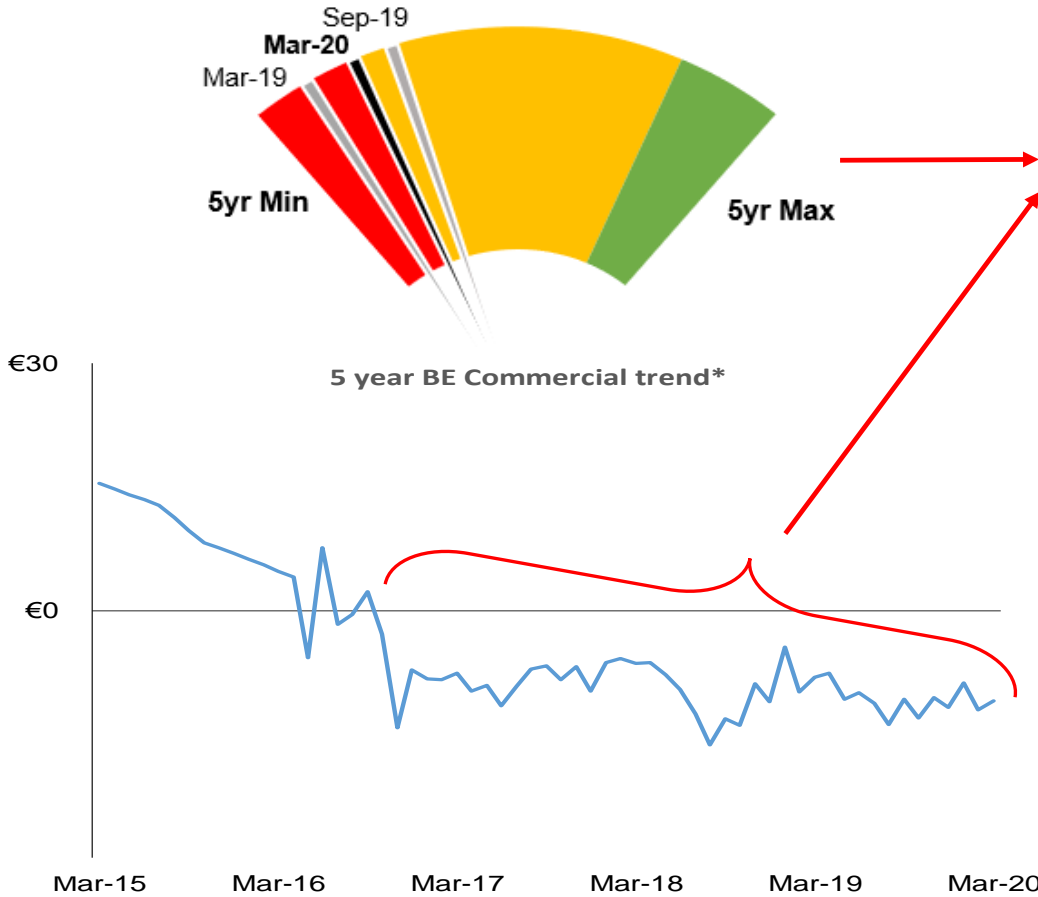
Approximately 60% of gross impact coming from price movements is mitigated by dynamic pricing



Mar-15 Mar-16 Mar-17 Mar-18 Mar-19 Mar-20

*Internal Data

Market Drivers – Wood Prices



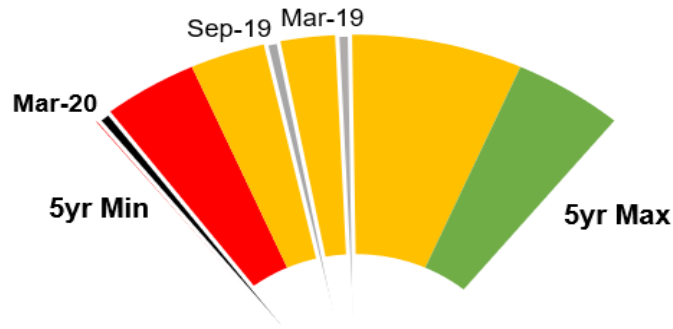
Wood prices trending at a cost for almost four years, but remain relatively stable.

Impact of Movement in price (5€)			
	Vol kT	Gross €M	Net €M
NL Commercial	550	2.8	0.6
BE Commercial	275	1.4	1.4
Hazardous Waste		NM	NM
Monostreams		NM	NM
Municipal		NM	NM
	825	4.2	2.0

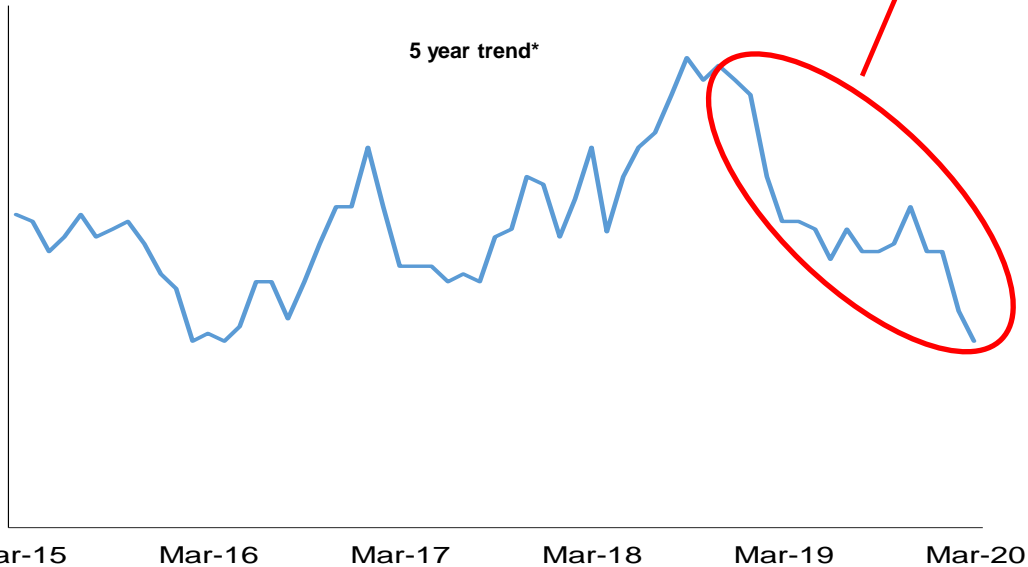
Approximately 50% of gross impact coming from price movements is mitigated by dynamic pricing

- Internal Data, only quarterly data available before Jan 2016
- NM – Not Material

Market Drivers – Electricity Prices



After a 5 year high in FY19, energy prices have reached a 5 year low at the end of FY20 due to lower oil prices.



Impact of 10% Movement	
	€M
NL Commercial	NM
BE Commercial	0.3
Hazardous Waste	N/A
Monostreams	0.2
Municipal	0.2
	<u>0.7</u>

*Internal data
NM – Not Material

**ACTING
TODAY
SUSTAINING
TOMORROW**

