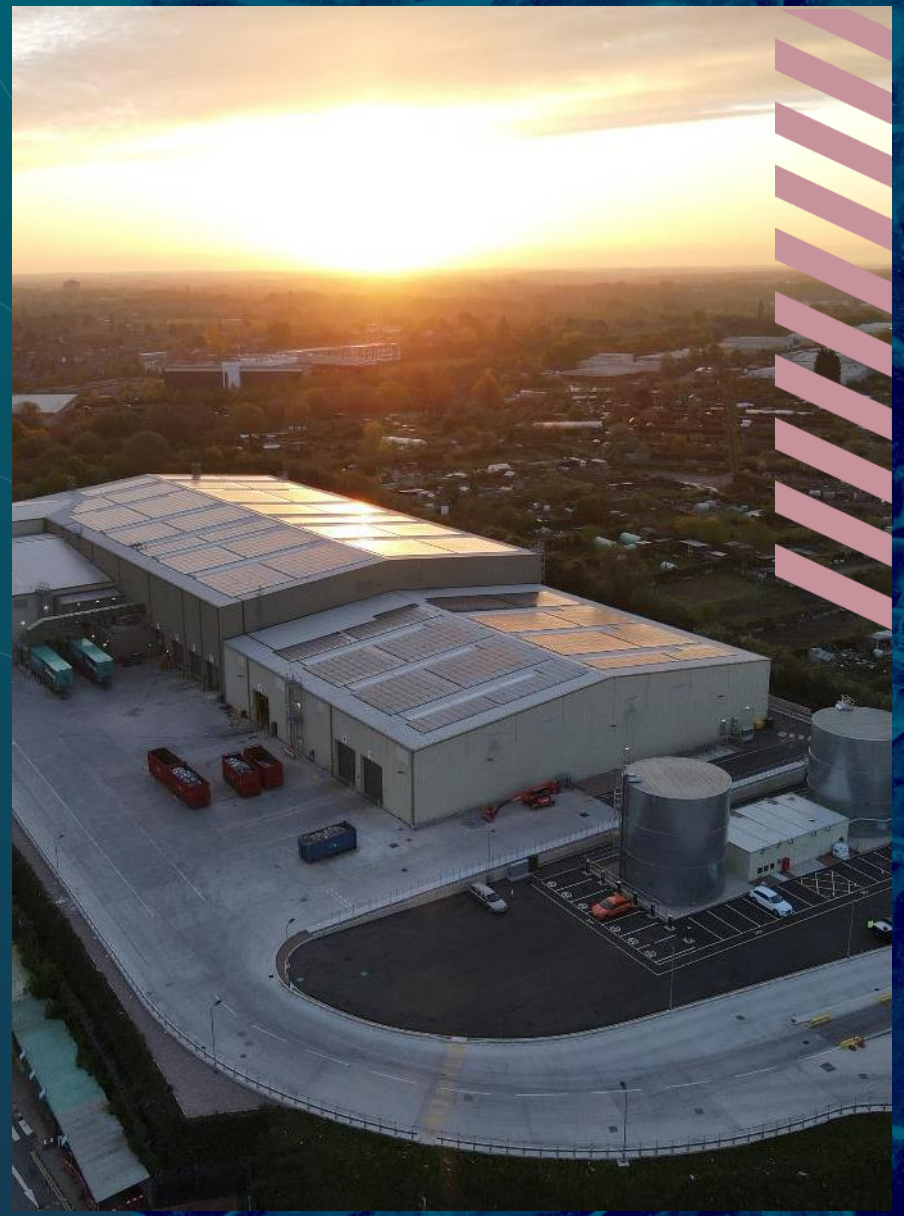
Waste Infrastructure: a collaborative approach to delivering success

APSE Waste & Recycling Seminar 2025



A brief introduction

Innovation and collaboration are at the heart of Sherbourne's success as a pioneering materials recycling facility

What makes us different?

- Innovative partnership, ownership and funding model
- Technology led solution, needing minimal human intervention
- On-going commitment to the circular economy
- Unique R&D 'Circular by Design' capability
- Knowledge and understanding of operational, commercial and local authority needs
- Exclusive knowhow and experience within the team

18 SORTING ROBOT ARMS

14 OPTICAL SORTERS

100% OF MATERIAL KEPT IN THE UK

1.5MILLION RESIDENTS SERVED

AI VISION THROUGHOUT PROCESS

Delivery and growth centred on partnership, sustainability and innovation

Background

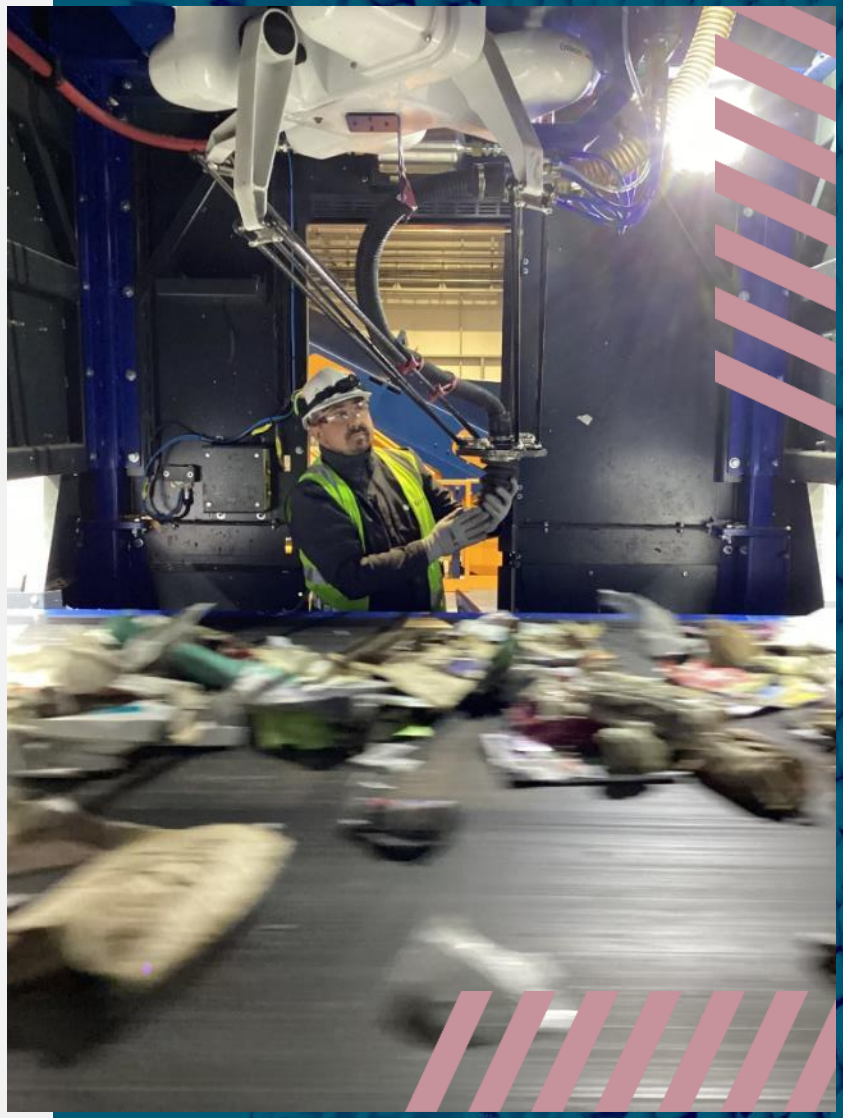
Regional solution

- Established in 2021, but journey began in 2016
- Sherbourne was established to develop, operate and maintain a new state-of-the-art Materials Recycling Facility in Coventry
- Partnership of eight local authorities, formed in response to the challenge in processing kerbside recyclate:
  - Escalating waste management costs
  - Volatile recyclate markets
  - Failed procurement exercises / only able to secure short-term arrangements for processing of materials
  - Push from the market to change collection services
  - Legislation – DRS, EPR, collection consistency
  - Compositional changes
  - Industry labour shortages
  - Feasibility study identified sufficient capacity within the partnership to build a regional facility

Sherbourne approach

De-risking waste management

- Collaborative working: 25-year partnership
- Commerciality: financial model based on operating costs, debt servicing and material sales
- Risk allocation: shared risk / benefit
- Facility design: flexibility, resilience, and agility to adapt to change, ability to cope with changing demands both up and downstream of the facility
- Sustainability: UK markets secured for all material grades, 100% renewable energy, electric fleet where practical
- Delivery of a fully integrated state-of-the-art MRF, utilising AI and robotics to maximise recovery
- Capability and capacity to process up to 250,000 tonnes of Dry Mixed Recyclate per year



Feasibility to waste acceptance

Delivery and growth centered on partnership, sustainability and innovation

Business case delivery

Project Team

- Designated team
- Use of consultants (legal, financial and technical)
- Lead authority

Governance

- Shareholding agreement between Partners
- Funding and ownership
- Equitability between Partners

Project oversight

- Board representation: decision makers and appropriate disciplines
- Delegation of authority

Procurement

- Complex structure
- Soft market testing
- Competitive dialogue

Political

- Cabinet reports
- Cross party support
- Regular briefings

Business case

- Checks and balances
- VfM demonstrated
- Non-financial considerations

Project delivery

Design, construction, and operational delivery

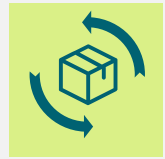
- Civils contract: Clegg Food Group
- Bespoke building design
- 20% built in redundancy
- Storage – input / output

- Processing equipment: Machinex
- Highly automated and innovative state of the art facility
- AI-driven, interconnected technology at the core of our plant allows us to separate waste streams at such a level as to sort individual items from the waste stream

Managing the transition of the project from conception through construction to delivery:

- Private wire connection with adjacent EfW
- Organisational set up - supplier contracts, recruitment drive, functional systems, capacity planning
- Board and Shareholder Panel
- Offtake arrangements (incl. Haulage)
- Planning managed by the project team, secured ahead of financial close
- Environmental permit secured by the project team






Solution response: an innovative approach to UK waste challenge

Legislation and regulation

Evolving waste legislation and the restructuring of public services are demanding new, sustainable and technologically advanced solutions for recycling and recovery

Technological advancement

Sherbourne's model of integrating robotics, AI and optical sortation technologies drives efficiency and performance improvement, with a highly flexible solution to respond to ever-changing demands

New revenue streams

The Sherbourne solution is built around optimising resource and revenue potential, using advanced recycling technologies to transform waste into valuable raw materials

Resource security

Driving quality to ensure that waste is treated as a resource and returned to UK markets, thereby safeguarding the UK's manufacturing industry and supporting the circular economy

Stable returns

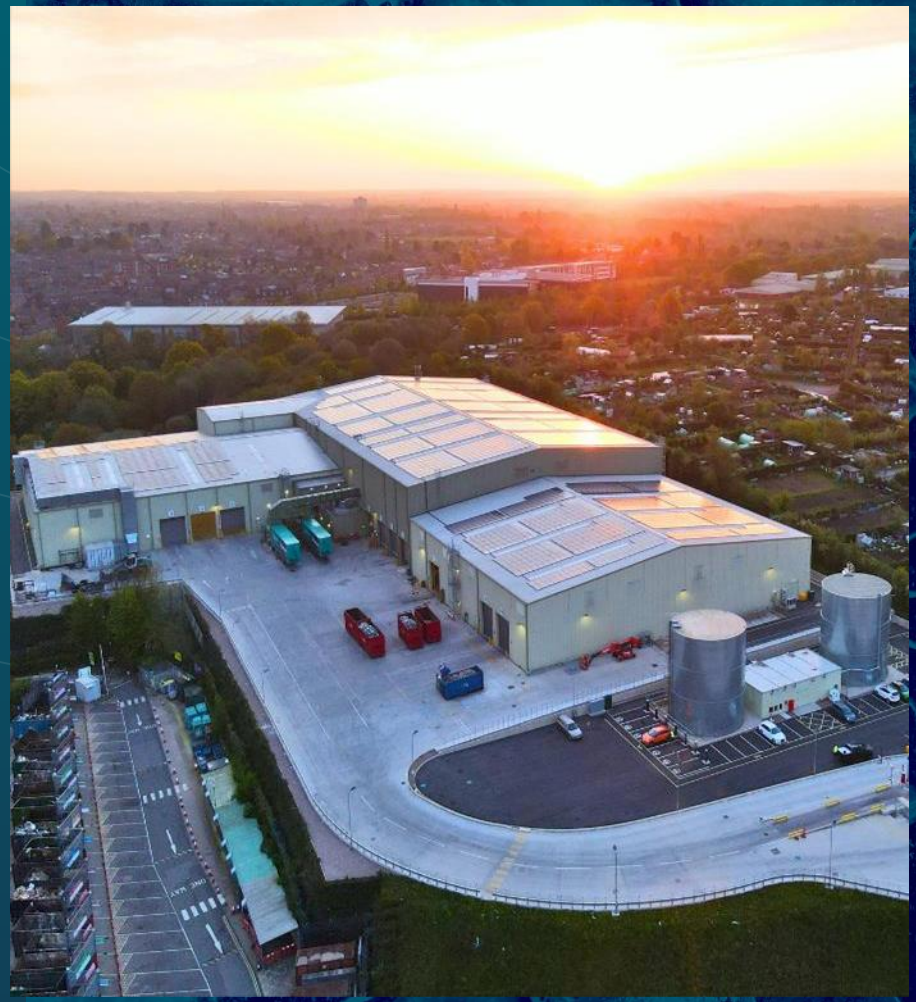
Sherbourne values longer term partnership arrangements with suppliers, offtakers, customers and end users to ensure on-going sustainability, value for money and return on investment

Disruption

The local authority, legislative, regulatory, geo-political and environmental landscape are all facing significant change. This presents a chance to remodel how things are done and turn challenges into opportunities

Our ambition

- To drive change through the sector, creating opportunity to deliver circularity through partnership working and technological innovation
- Cementing Sherbourne's position as an influential innovator by creating long-term relationships within Government, across the waste sector and beyond, through effective engagement and communications



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