

Plymouth Net Zero Expo

9.30	Registration Welcome
10.00	Visit exhibitors
10.30	Keynote session 1
11.30	Visit exhibitors
12.30	Low Carbon lunch
13.30	Visit exhibitors
14.00	Keynote session 2
14.30	Keynote session 3
16.00	Close

Demo 1

Demos 2 and 3

Demos 4 and 5

Demos 6 and 7

OFFICIAL

Plymouth Net Zero Expo

Headline Sponsor

Collaboration
Partner



BCR*

PROCUREMENT
NET ZERO
CONSULTANCY

Impact
Partner



Climate
Connections
is funded by:



Plymouth Net Zero Expo

Keynote session 1: Financing net zero Delivering a heat network in Plymouth





Financing Net Zero

How to ensure your business
is investment ready

Jari Moate
Investment Director



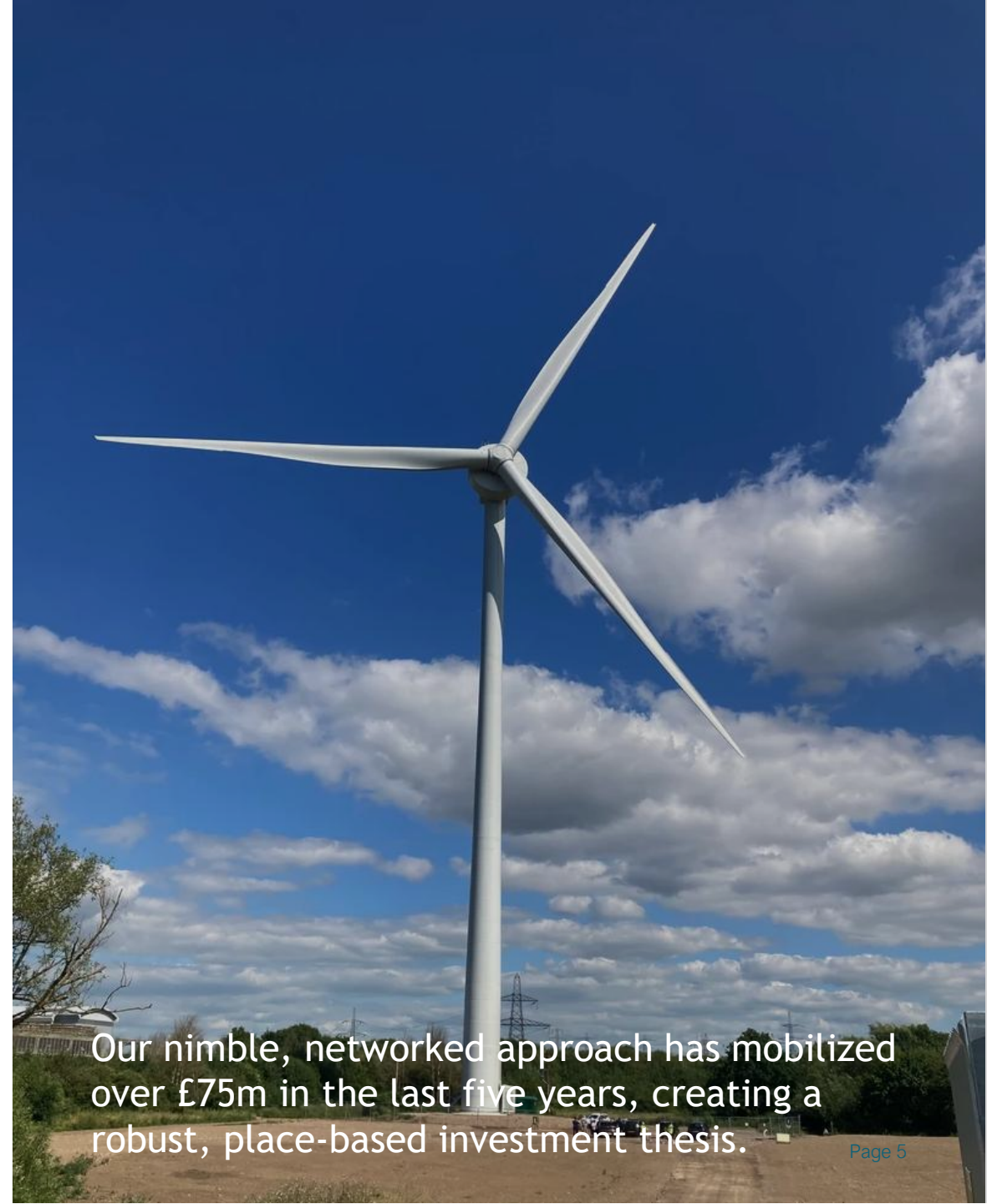
Who are BBRC?

We are an award-winning, place-based, impact investment firm, established as a CIC in 2015, based in the South West.

Our mission is to use investment activity to improve the wellbeing of people, communities and the environment across the South West of England while generating attractive returns for investors.

We are a bridge between the region's opportunities and investment that would otherwise go elsewhere.

And a translator for public-private capital.



Our nimble, networked approach has mobilized over £75m in the last five years, creating a robust, place-based investment thesis.

Our Approach - place-based impact investing

We find high-quality, impactful businesses and asset-owners who want to grow and develop in our region.

Then we find and deploy:

Purpose-driven capital: The right-shaped money.

Knowledge and experience: The right financial solution.

Local networks: Regional connections and insight.

Systems approach: A bridge for Public and Private capital.

We advise, invest, create financial products, offer investment support and sit as GP partners.



Map: South West Region from **Bristol** reaching out on M5 **Gloucester** to **Cornwall** & M4 **Swindon** to the **Severn** nexus – plus **maritime and agriculture hubs**. Includes the **West of England Combined Authority** in the north plus **SW Net Zero Hub** LEP areas in the south.

Investment Readiness Advisory Service

A Mayoral Combined Authority grant-funded service, free to use for Net Zero investees and investors

1. The Mayoral Combined Authority have commissioned BBRC to provide a 2-year consultancy service on its behalf.
2. BBRC Team scouts the Investor & Investee landscape.
 - **Desktop** and **In-person**
 - **Net zero-focused businesses and projects in SW**

Ensuring Product ↔ Market Fit

3. Investees are triaged for quality. Those who show good potential are offered Investment Readiness guidance.
 - **Actions for investees** to carry out, with support.
4. “Ready” Investees are signposted to matching Investors.
 - Including, as appropriate, to the Green Growth West Fund.

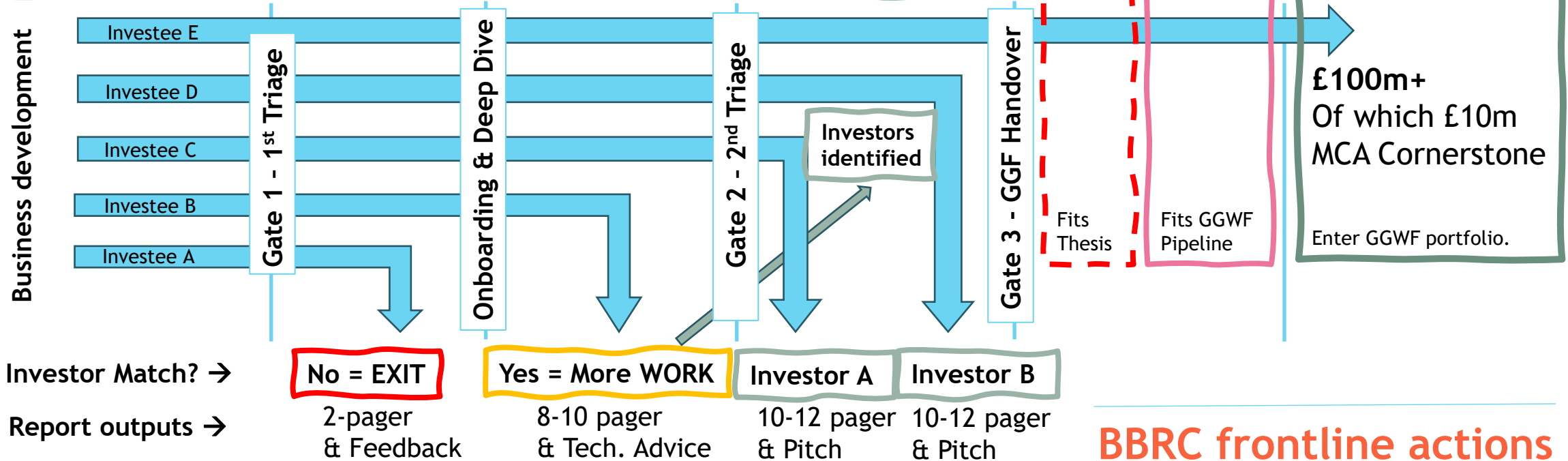


bbrcinvestors.co.uk/iras/

IRAS - the Client Journey

A Mayoral Combined Authority grant-funded service, free-to-use, for NZ-themed companies seeking investment.

BBRC investment scanning, diagnostics, readiness advice & signposting
inc. targeted, 3rd party technical assistance.



Is there an Investor Match?

BBRC frontline actions

Investment Analysis
Investor Identification, inc. GGWF
*Investment Committee participation

IRAS - what is 'investment ready'?

Step 1: The investee is investible

- **Business Plan** is clear, credible and well evidenced
- **Financial Model** is capable of scenario modelling
- **Investee Team** have the skills and track record
- **Governance** is transparent and balanced
- **Legal Context** is covered, inc. any regulatory issues
- **Impact Case** is clear - social or environmental
- **Pitch decks** are a great introduction, backed by the above.

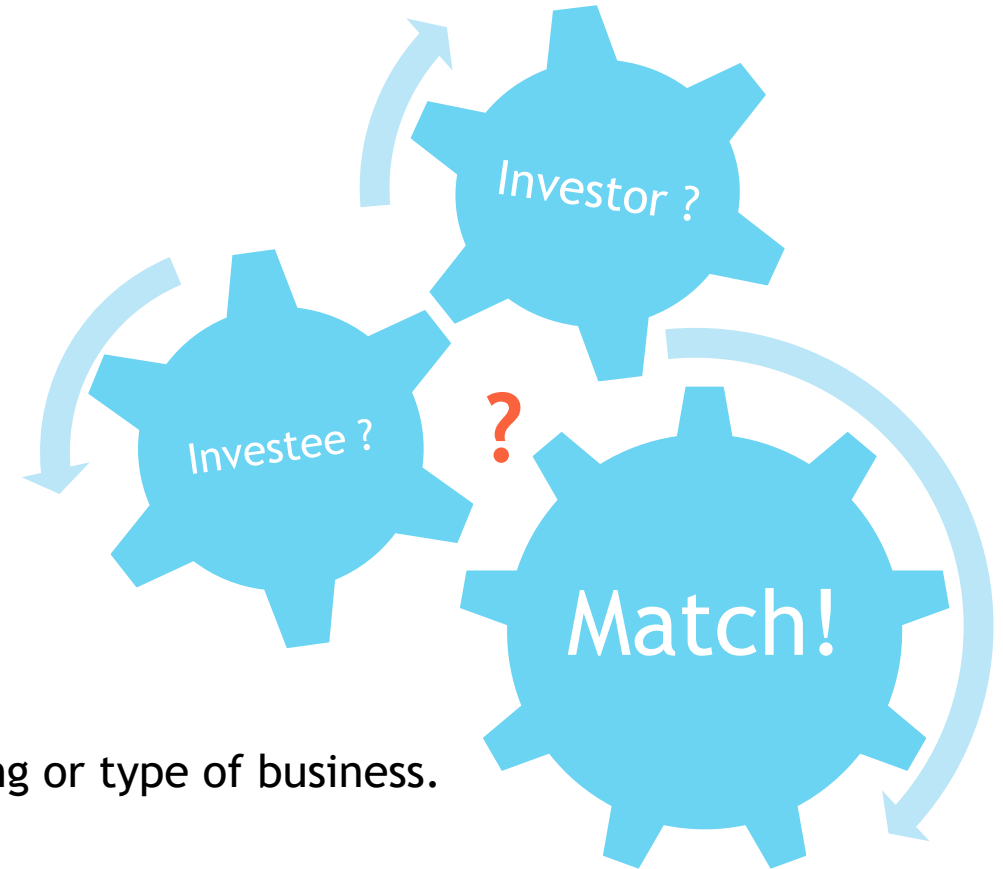
Product ↔ Market Fit

Step 2: An investor exists and fits

All investors have a preferred debt or equity product, theme, timing or type of business.
Be targeted!

Step 3: People invest in people

Being trustworthy, consistent and communicative.



Example: Green Growth West Fund - what fits?

Growth SMEs, Asset-owners and Infrastructure Projects

The forthcoming regional Green Growth West Fund is designed as follows:

Fund size

Fund of target size **£100m+**, backed by impact-aligned investors. It is designed to be replicable here and in other regions

Target investees

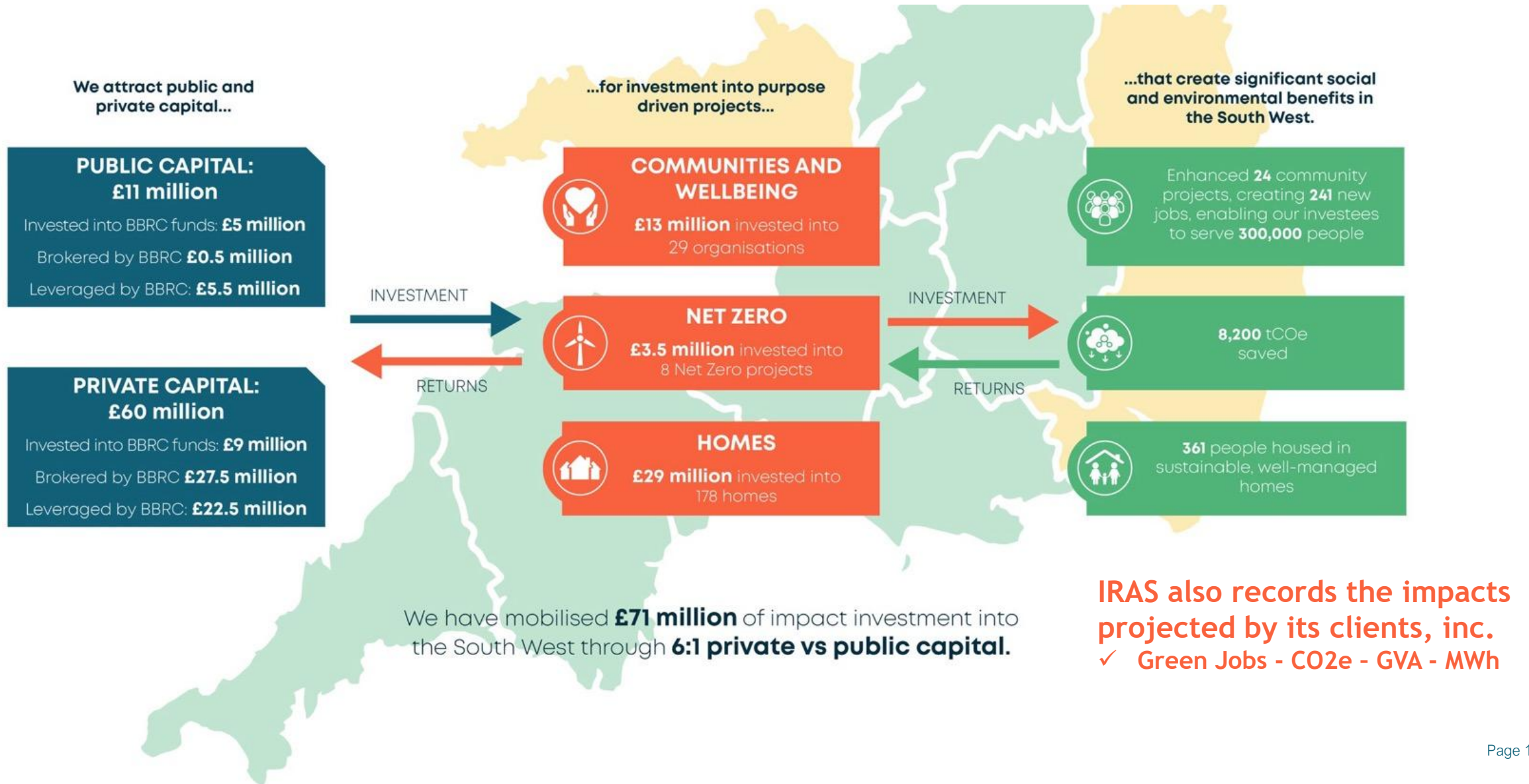
SMEs and Asset-owner Projects who supply or build Net Zero solutions in the West & South West of England

Fund investible SMEs and Asset-owner Projects

- **3+ years of trading** or a deep track record in their leadership
- **Proven “hard tech”** that accelerates the route to Net Zero
- **£1m+ of confirmed revenues** from assets, or equipment sales
- **£1m - £10m investment needed** to grow a market in or beyond the region, or for asset decarbonisation in the region
- Can co-invest with others in the round



Impact - BBRC 2025 - measurable and credible



Contact us



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BBRC

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Bristol BS1 6NL



Plymouth City Council Heat Network Opportunity



Shivali Mathur

Ben Jones



Amberside
Advisors

A Steer
Company

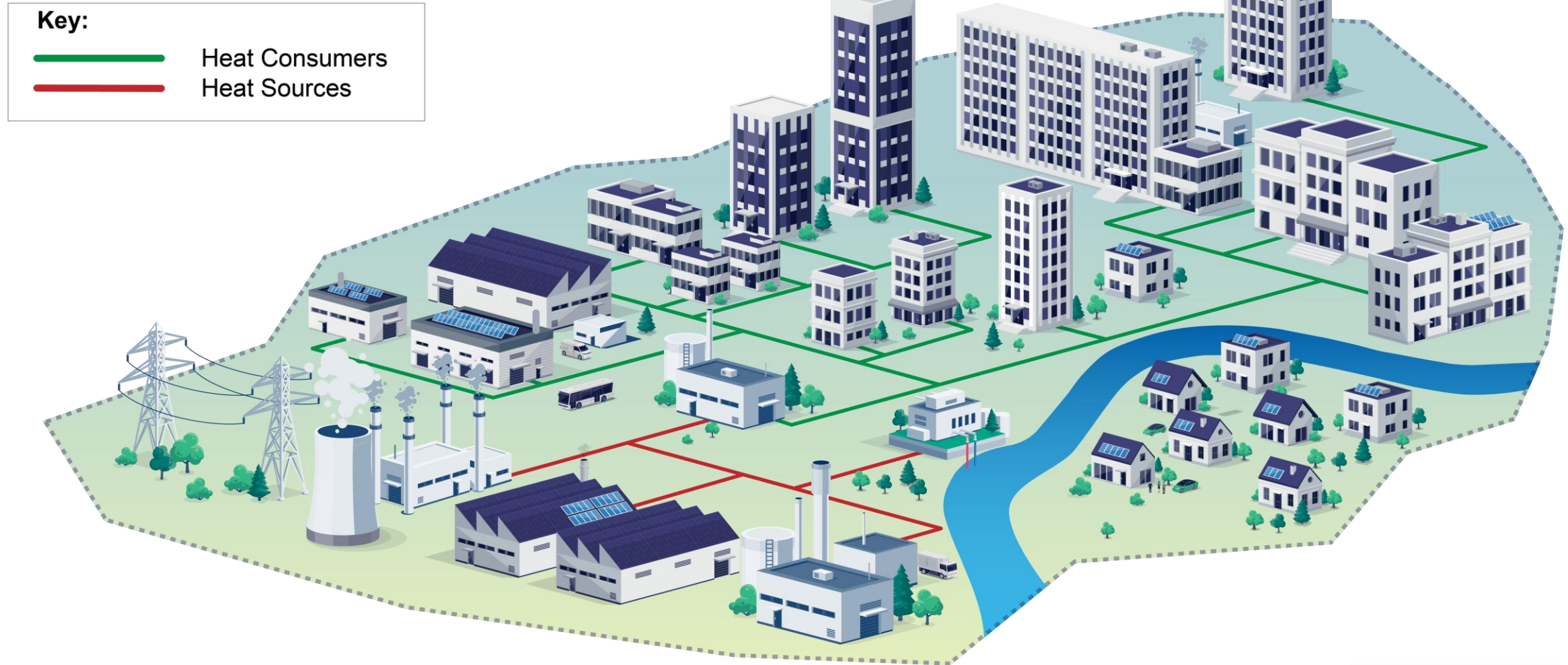
BURO HAPPOLD

November 2025
Net Zero Expo

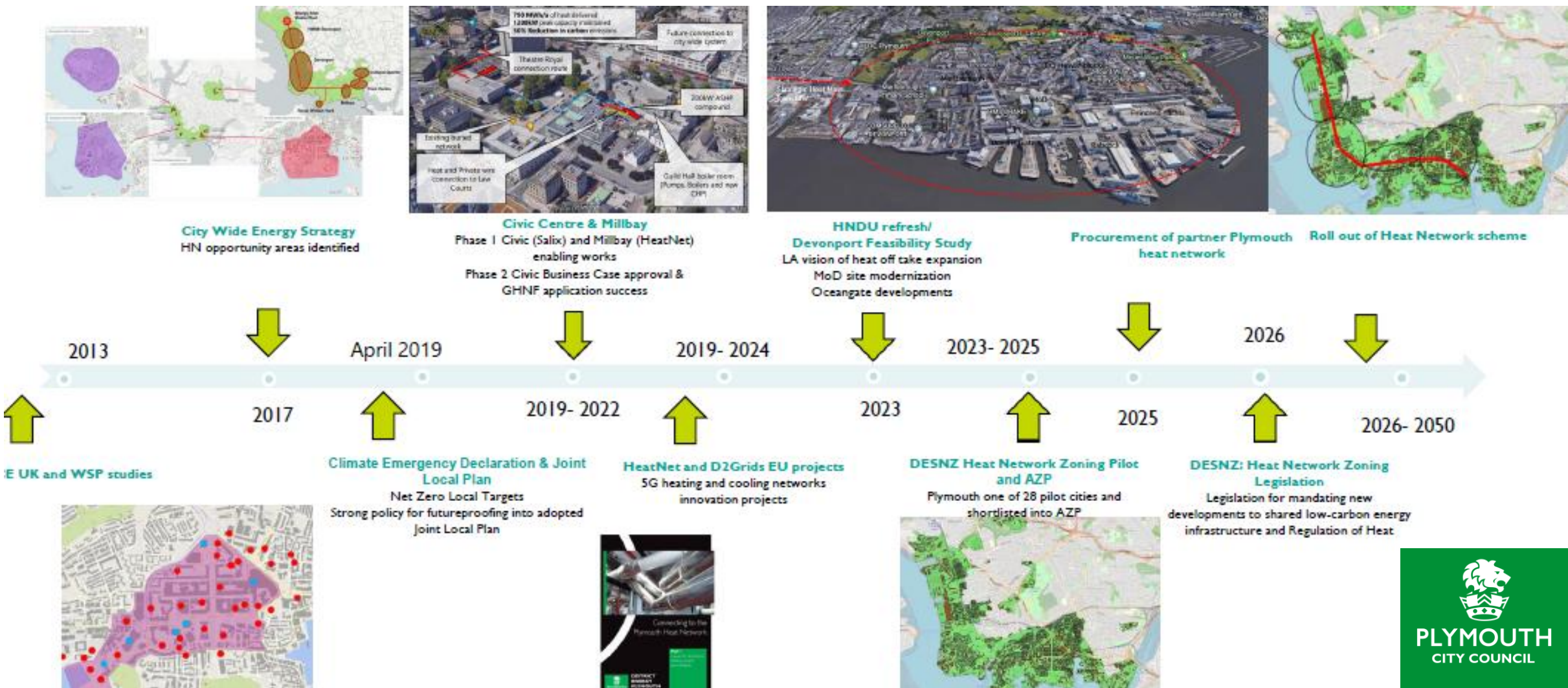
Content

- 1. Heat network zoning**
- 2. Why this Opportunity**
- 3. Plymouth's Heat Network Journey**
- 4. Stakeholder Engagement**
- 5. Collaborating to Deliver Low Carbon Heat**

Heat Network Zoning



Plymouth Heat Network Journey



Why this Opportunity

The first Advanced Zoning Programme (AZP) project to come to market

- Utilising standardised approaches and contracts, tailored to the project needs and local context
- Sharing information between cities, supporting collaboration
- Efficient procurement with a preferred bidder selected in December 2025
- Aligned with incoming Heat Network Zoning legislation

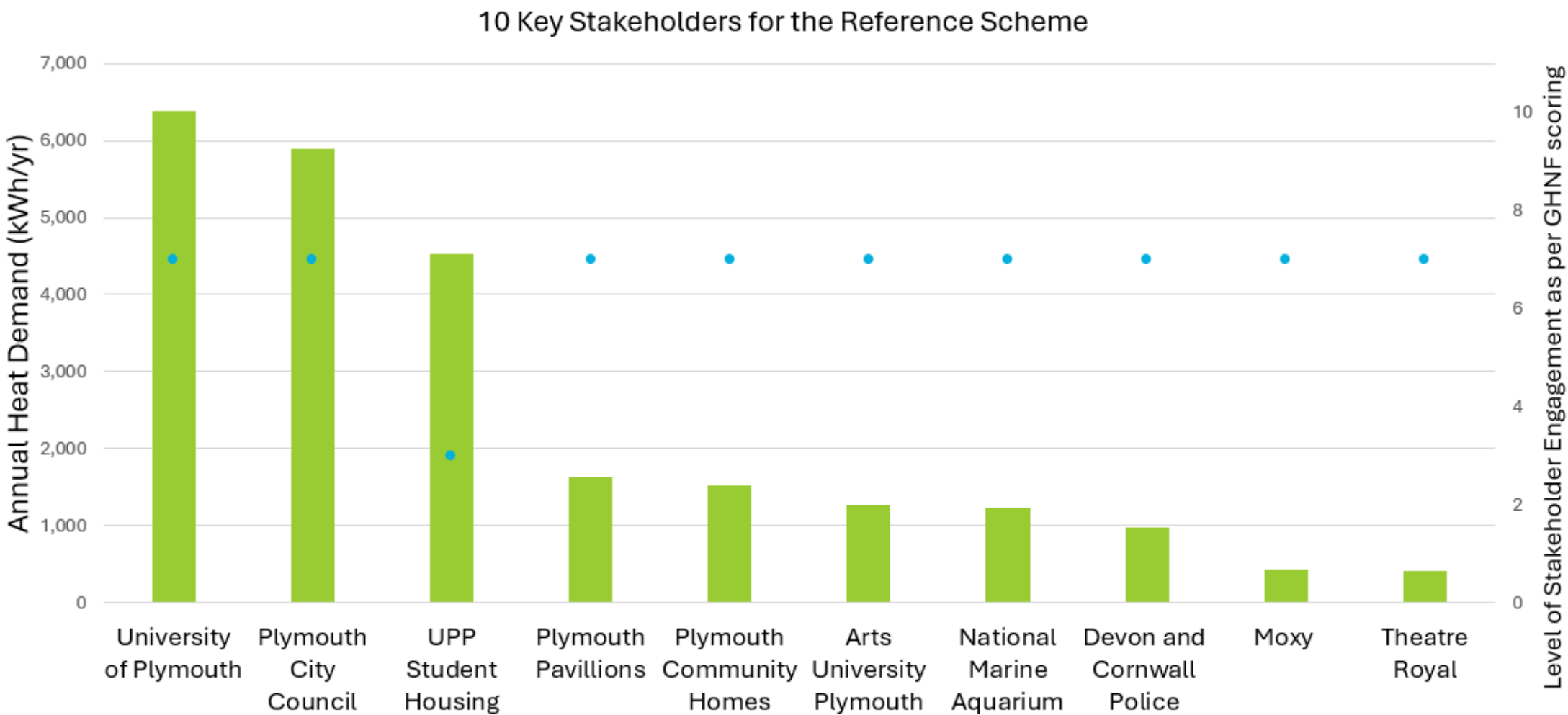
Large, viable city-scale network with expansion potential

- Total contract value of £3.5bn
- No existing, competing networks within the heat network zone
- PCC have chosen the Golden Share delivery model as it strikes a balance between public sector oversight and leveraging private sector capacity, capabilities and capital.
- Based on the financial model for the reference scheme developed at OBC stage,
 - Total forecast annual heat demand of $\approx 56\text{GWh/yr}$
 - Estimated capex of £114m
 - Bankable Project IRRs greater than 9.5%

De-risked investment

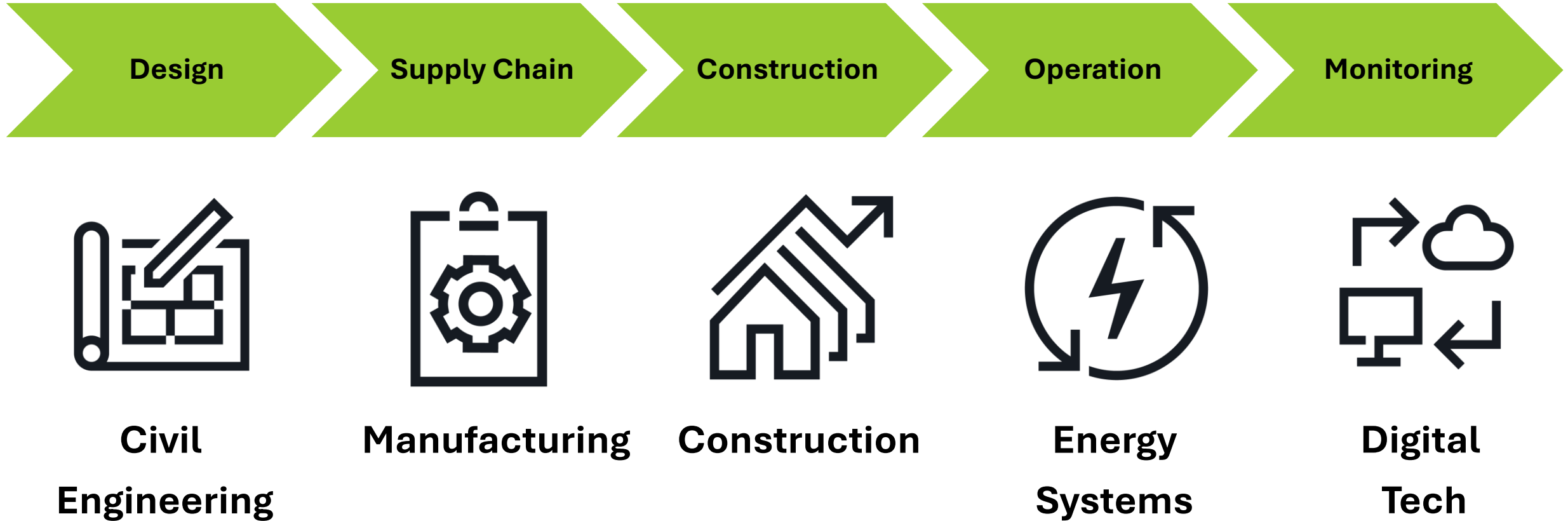
- Plymouth City Council (PCC) providing Council buildings for connections
- PCC intend to enter into an Exclusivity Agreement with Cattedown Regeneration Ltd to assign land to the Development and Funding Partner (DFP) for the primary Energy Centre at Neptune Park
- PCC have applied for £9.13m of GHNF grant funding to provisionally award to the DFP for Phase 1 of the reference scheme
- Strategic PCC-owned assets in place

Stakeholder Engagement



Source: Plymouth_AZP_OBC_Final.pdf

Collaborating to Deliver Low Carbon Heat



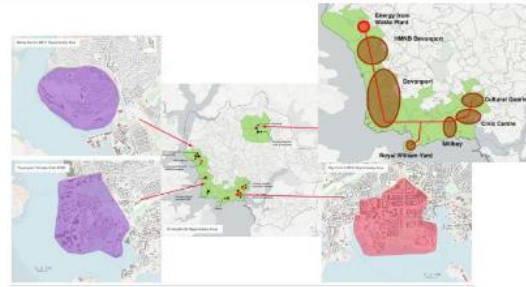
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Plymouth City Council Heat Network

Plymouth Net Zero Expo

Nov 2025

The journey



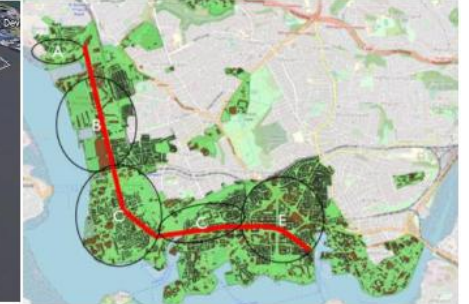
City Wide Energy Strategy
Heat network opportunity areas
adopted into JLP
Strong policy for futureproofing



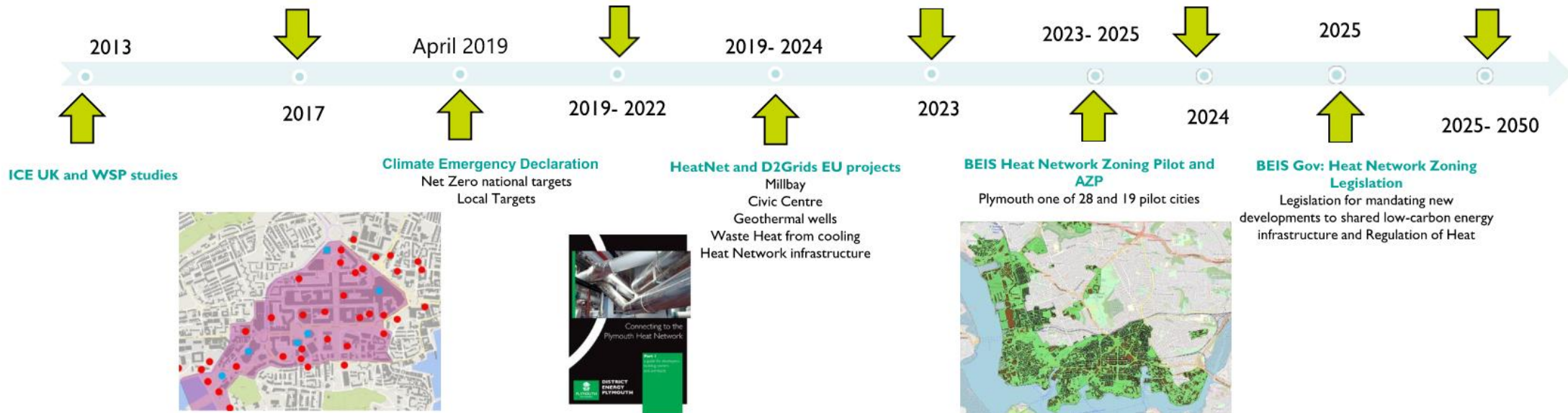
Civic Centre & Millbay
Phase 1 Civic (Salix) and Millbay (HeatNet)
enabling works
Phase 2 Civic Business Case approval &
GHN application success



**HNDU refresh/
Devonport Feasibility Study**
LA vision of heat off take expansion
MoD site modernization
Oceangate developments

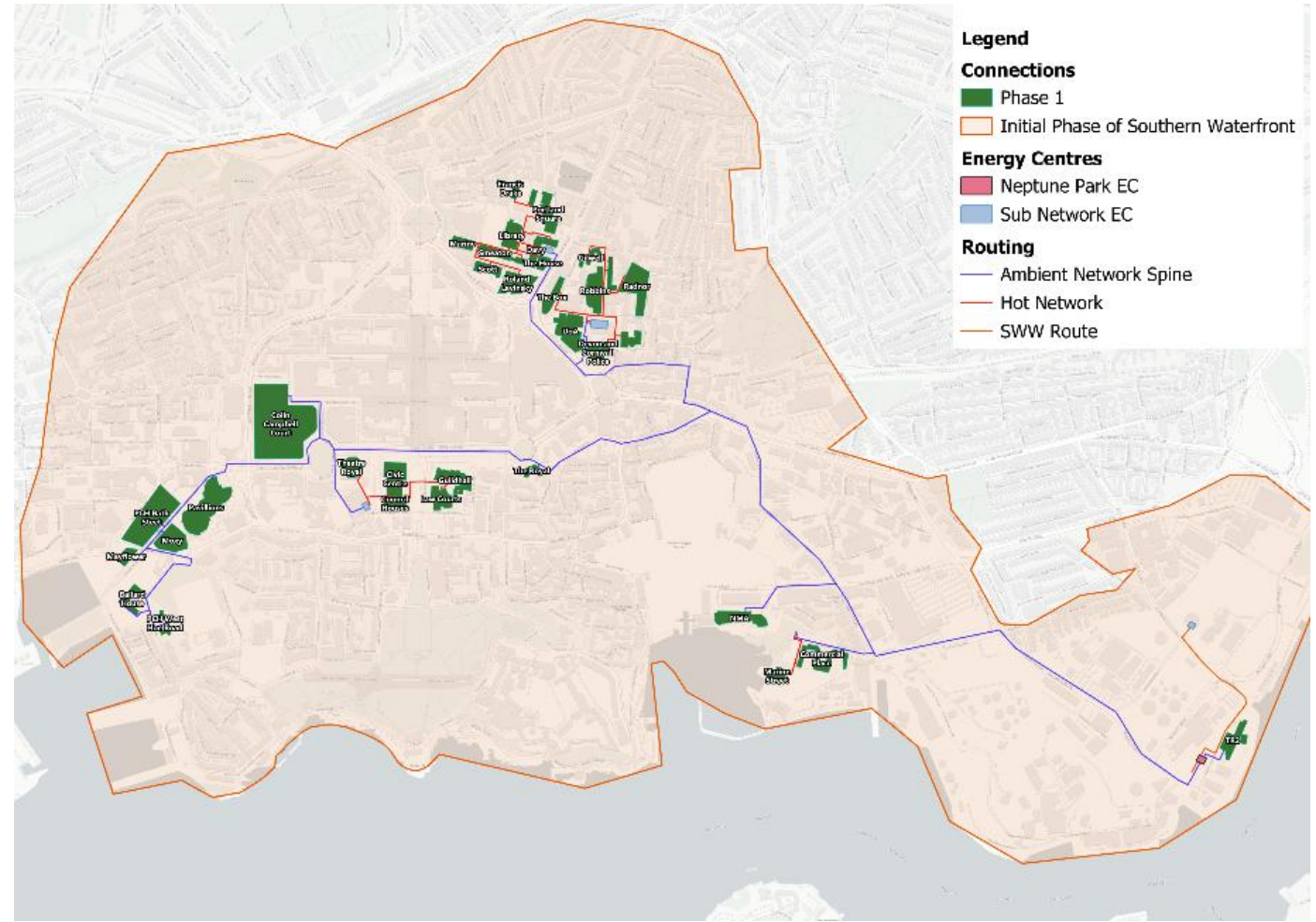


Roll out of Heat Network scheme
Total Zone heat demand of ~340 GWh/a
and ~150GWh/a of mandatable loads

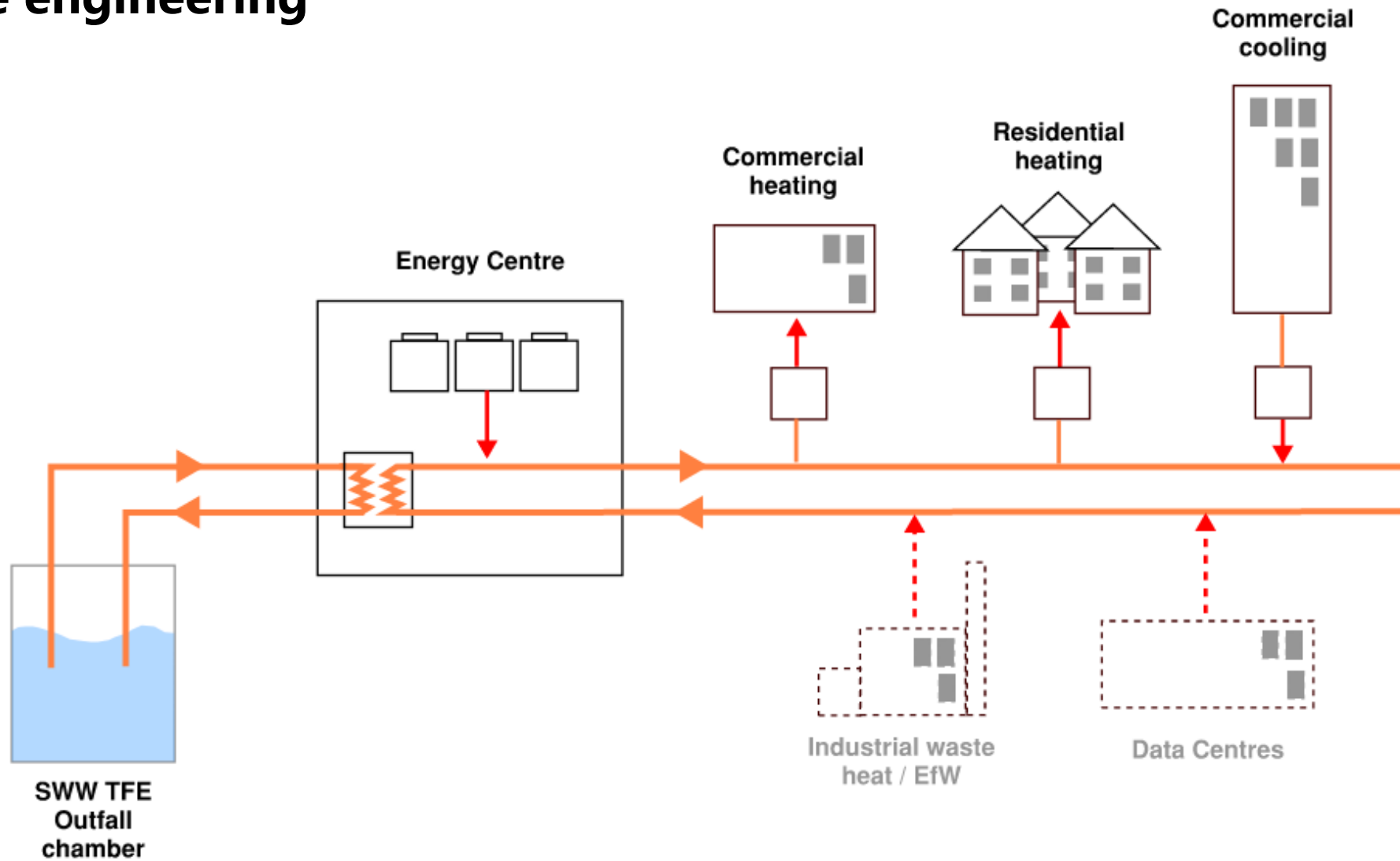


The reference scheme

- 23GWh/a heat
- 3GWh/a cooling
- 7.5km network incl. 5G 'low temperature 'spine'
- 3no. 4G hub energy centres
- 5G connections
- £65m CAPEX
- Heat on – End 2028



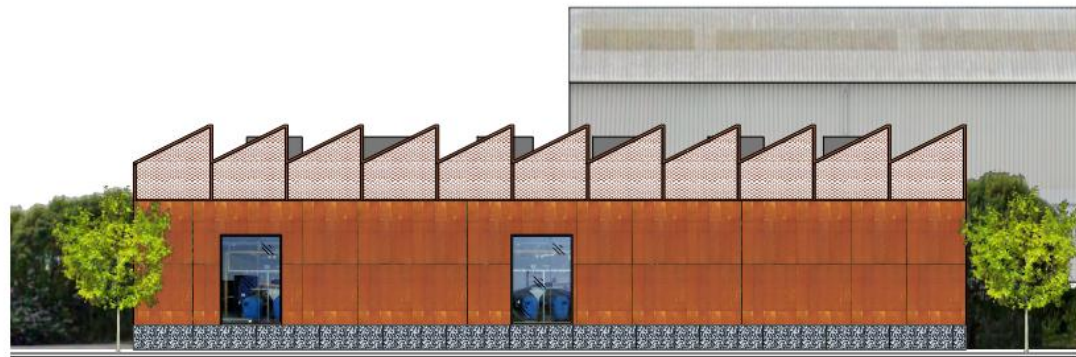
The engineering



The energy centre



Option 1 - Gabion plinth with
Corten cladding & mesh



The benefits

- **Inward investment** zonal opportunity of over £400m (£90m phase 1)
- **Green jobs and skills**, contributing to green economy (zonal investment of over £400m) Over 400 direct local jobs.
- **Decarbonisation** – single most impactful measure
 - Heat accounts for 26% Plymouth's carbon emissions.
 - Phase 1: 11,000 tCO₂ reduction
 - Zonal approach: at least 5% Plymouth's carbon emissions
- **Air quality improvements** by displacing NOX emissions from gas boilers
- **Energy Security futureproofed** through diversity of local heat sources- less vulnerable to volatility and price shocks.

Case study - Riga

Historical Timeline: Riga District Heating Network

-  ** 1958** → District heating system established
-  ** 1996** → JSC “RĪGAS SILTUMS” founded
-  ** 1999** → Rehabilitation plan approved by Riga City Council
-  ** 2007** → National energy guidelines emphasize renewables
-  ** 2013–2014** → European Business Awards recognition
-  ** 2023** → Electrode boiler installed at Imanta
-  ** 2024–2027** → ENABLE DHC project launched
-  ** 2025–2029** → EIB-financed rehabilitation program

Project Timeline: Riga Heat Network Modernization

Year(s)	Milestone/Event	Funding/Details
2022–2023	Nordic Investment Bank Partnership	€20M loan for infrastructure upgrades
2023	Electrification at Imanta Heating Plant	Electrode boiler installed
2024–2027	ENABLE DHC Project	€1.76M total; €122K for Riga
2025–2029	EIB-Financed Rehabilitation	€135M investment under appraisal
2026	Biofuel Integration Target	Aim for 90% renewable heat generation



Thank you



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BURO HAPPOLD



**Amberside
Advisors**

A Steer
Company

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Plymouth Net Zero Expo

Questions & Answers



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Plymouth Net Zero Expo

Keynote session 2: Planning for fleet transition EV battery innovation and circularity





Plymouth's New Electric Bus Fleet.

Planning for Fleet Transition and Future Mobility



Planning Ahead



- Power And Connection
- Power Management
- Plan for Future Expansion
- Space – Chargers and Vehicles
- Disruption
- Engagement

Power and Connection



Connection



**Charging
Ahead**
for a greener future



Power Management

EV Charger 20 Available Zone: Island 2 Model: DSYE152R0RDDGW Firmware: V3.08.08.0152.GW Serial: P2513A012A3 Max Power: 150kW  69.30kW  Max: 150kW Connector 1 Status: Available Allocated: 1.5kW Max Power: 150kW		Max	Now	No vehicle connected		
	Power	150kW	0kW			
	Voltage	600V	0V			
	Current	250A	0A	60% 7007	Transaction Details Duration 0:54 SoC 60% Energy 85.031kWh Expected charge completion 21:19 (1h 9m to 90%)	
		Max	Now			
Power	150kW	69.3kW				
Voltage	600V	650.4V				
Current	250A	106.6A				

EV Charger 21 Available Zone: Island 2 Model: DSYE152R0RDDGW Firmware: V3.08.08.0152.GW Serial: P2513A018A3 Max Power: 150kW  129.20kW  Max: 150kW Connector 1 Status: Charging Allocated: 69.7kW Max Power: 150kW		Max	Now	91% 7027	Transaction Details Duration 1:19 SoC 91% Energy 131.571kWh Expected charge completion 20:35 (0h 25m to 99%)	
	Power	150kW	59.8kW			
	Voltage	600V	695.7V			
	Current	250A	85.9A			
		Max	Now	49% 7036	Transaction Details Duration 0:31 SoC 49% Energy 33.768kWh Expected charge completion 21:20 (1h 10m to 90%)	
Power	150kW	69.4kW				
Voltage	600V	632.2V				
Current	250A	109.7A				

Space – Chargers and Vehicles



Disruption & Engagement



- Safety
- Driver Training
- Engineering – New Technology
- Engagement – Stakeholders and Colleagues
- What's Next?



altilium
clean technology

Innovation and circularity in the EV battery supply chain

David Cartwright, Altilium

November 2025



The UK's transition to zero emission vehicles



Growing Automotive and BESS market requiring end-of-life battery solutions



Strong and stable regulatory environment for electrification with grant system



Largest EV market in Europe (2024), 1 in 4 new cars sold is electric



Largest second hand car market in Europe

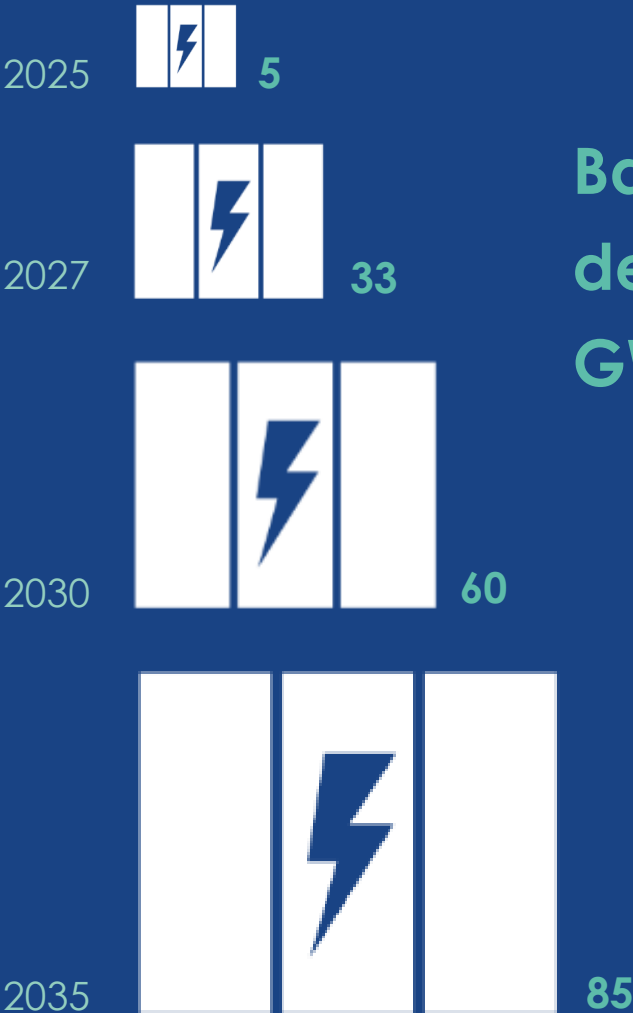
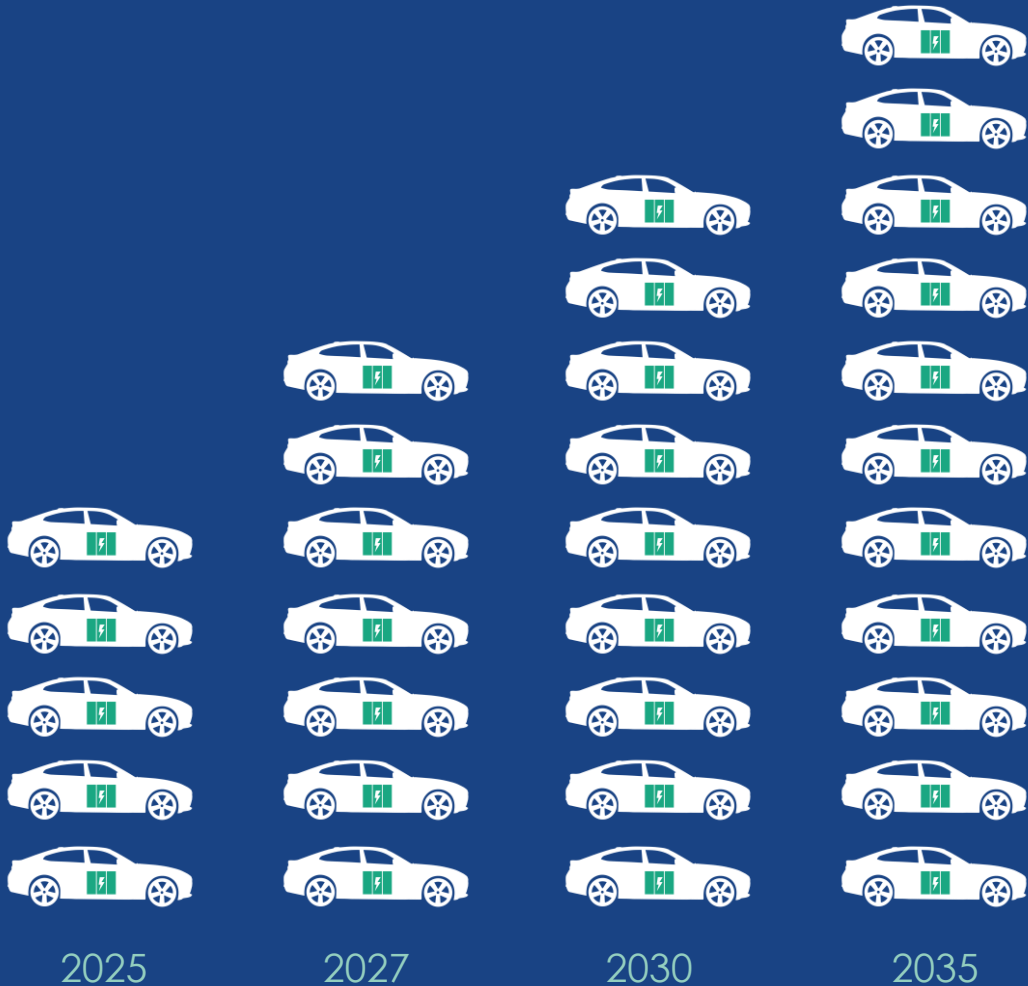
2030

70 GWh battery production by 2030 – millions of tons of battery scrap for recycling

EV growth and battery demand

1.1m EVs produced pa

Number of EVs (each car = 100,000 cars*)



Battery demand GWh pa

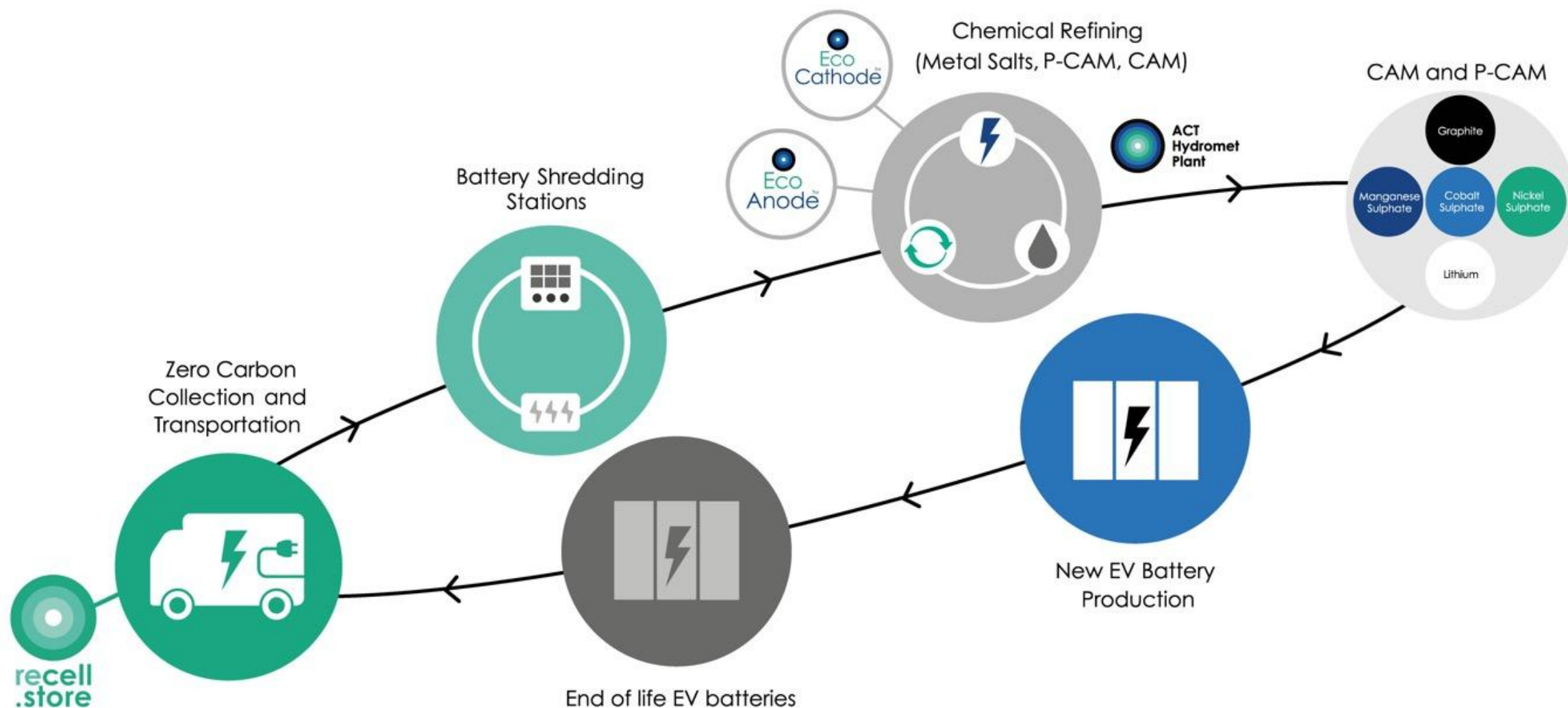
*Passenger cars and commercial vehicles, including PHEV and other HEV



Building a UK champion for EV battery recycling in Devon

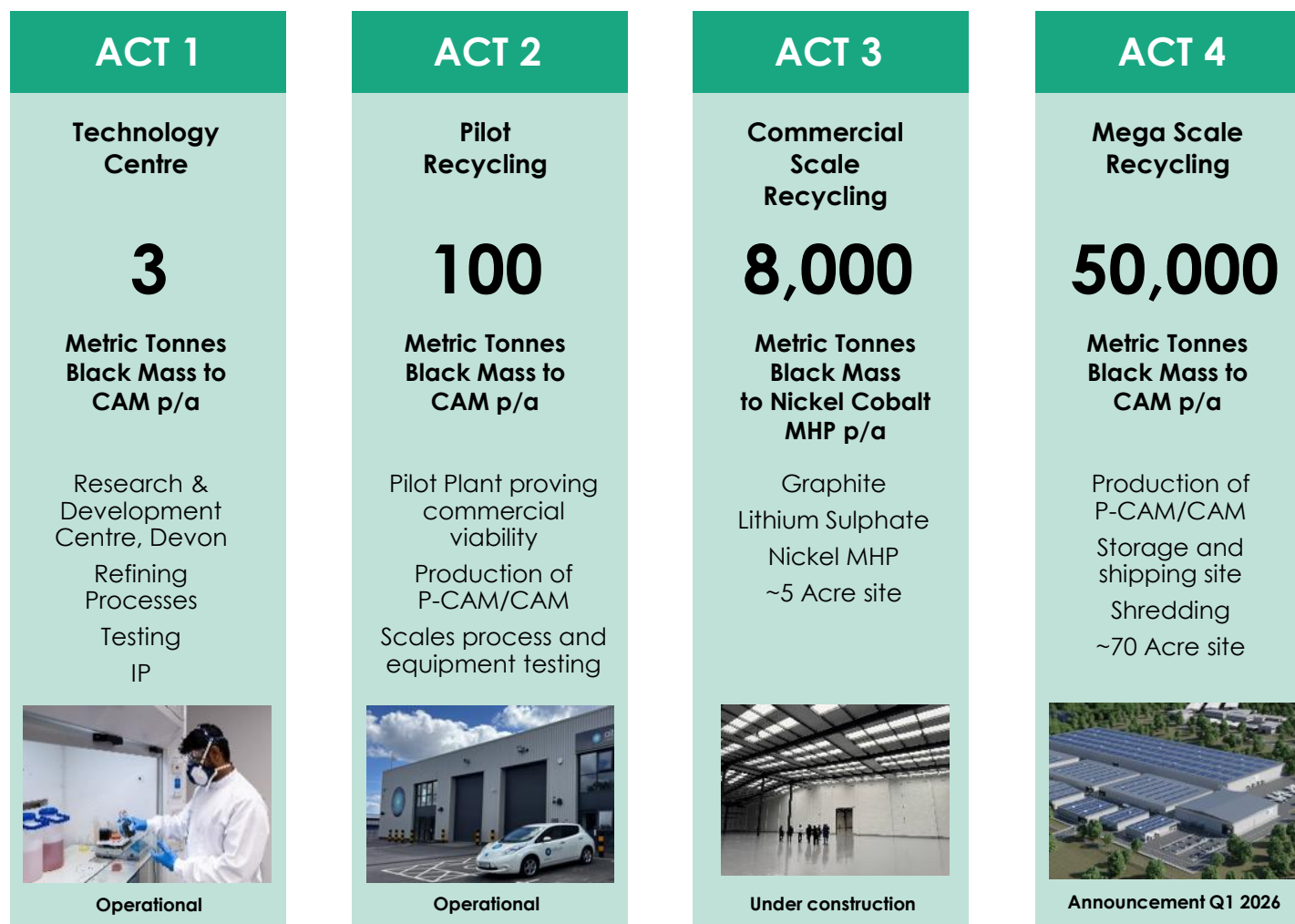


Altilium's full battery circularity model



Scaling to meet the challenge

Scale-up from successful pilot to the UK's largest planned fully integrated recycling facility, processing scrap from over 200,000 EVs per year



Supporting automotive partners

Helping them achieve their sustainability and regulatory targets



Recycling potentially reduces CAM price

Recycling value-add may enable price reduction for Cathode Active Materials of up to 20% in 2035



(EU recycling market study Strategy | PEM of RWTH Aachen University, 2023)

-74%



Reduces GHG emissions in new EVs by 25% with our cathode and anode materials

-77%



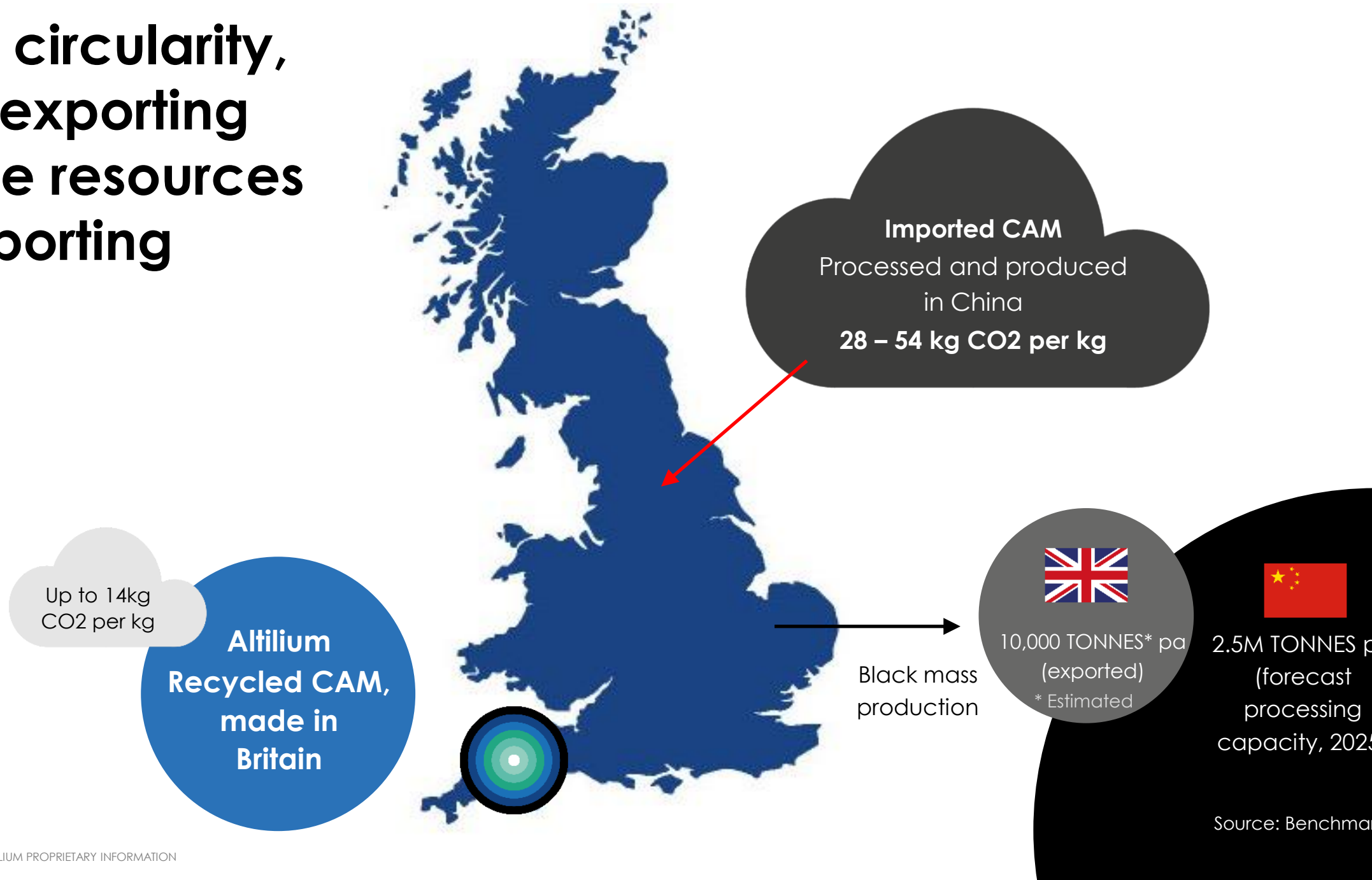
Same, even better quality than virgin materials, resulting in higher battery density, faster charging and longer lifetimes.



Onshoring raw material production and building a national supply chain, reducing reliance on imports and exposure to geopolitical risks.



Without circularity, we risk exporting valuable resources and importing carbon



Driving clean growth in the South-West



29

Number of new jobs created
in last 2 years

70+

Number of local jobs planned for
ACT3 expansion

131

Total number of students
supported in 2025

£159k

Social Value Delivered in 2025

Notable Initiatives

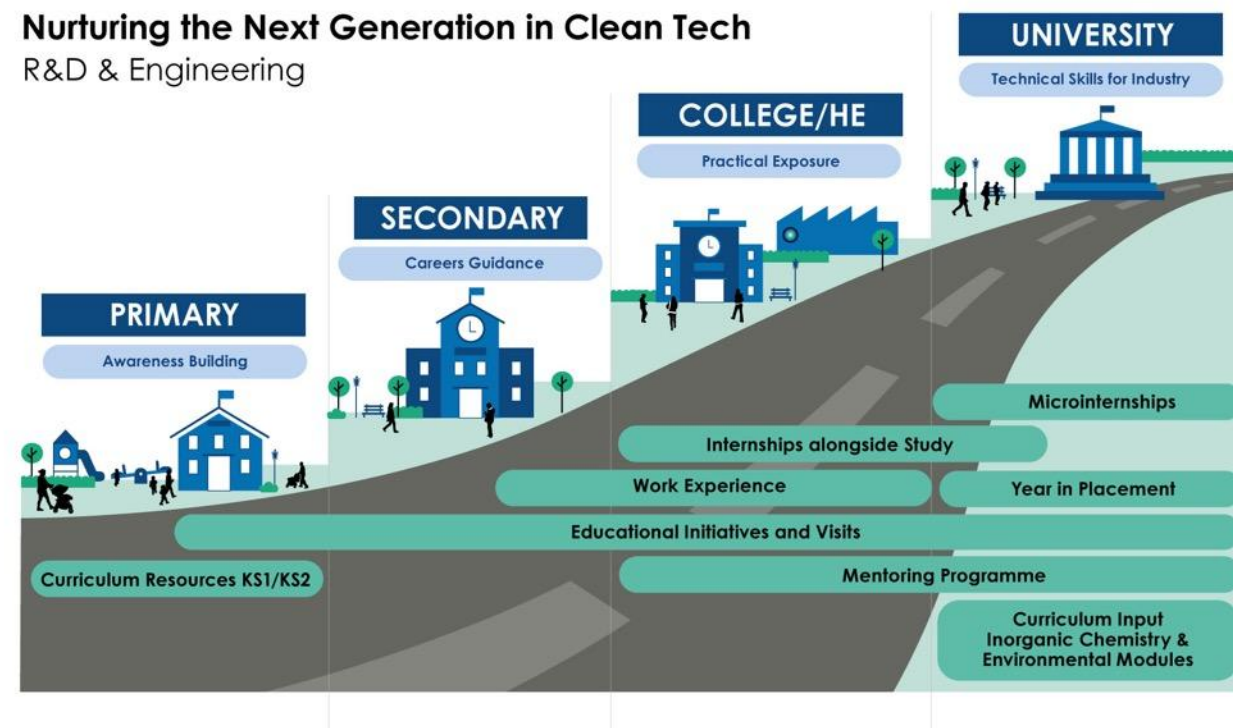
Local Impact:

- *Girls in STEM* – inspiring young women into STEM careers
- *Upcoming City College's Blue/Green Development* – creating learning and skills opportunities locally
- Various skills injection initiatives from primary school through to university



Nurturing the Next Generation in Clean Tech

R&D & Engineering



National Impact:

- *Minerals Matter* – program introducing clean energy topic early from KS2/3
- 'Skills for the Circular Economy' report Input – partnered with Department for Business & Trade, identifying UK skills gaps and talent needs to support the circular economy

Thank you

www.altilium.tech



Plymouth Net Zero Expo

Questions & Answers



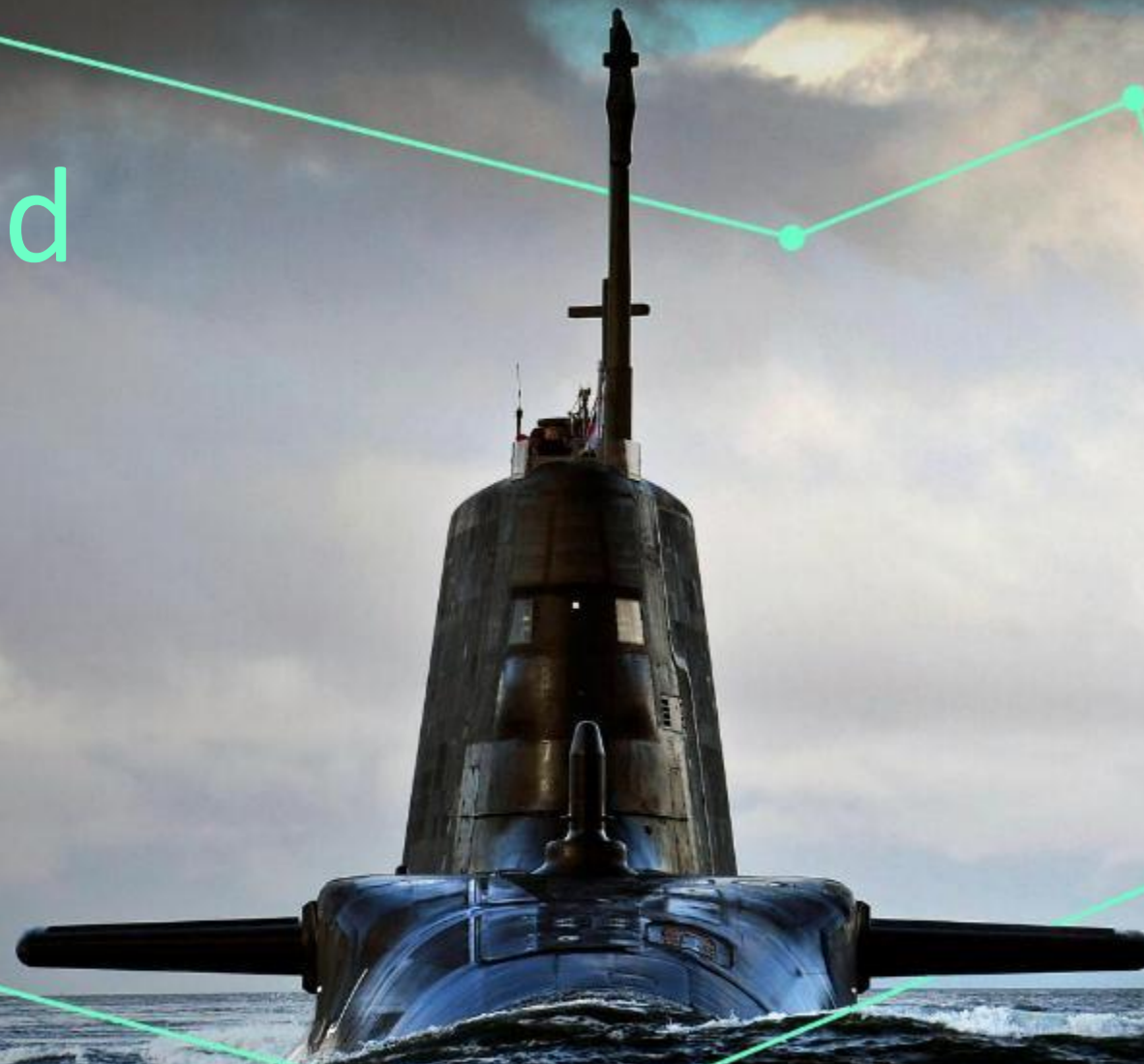
Plymouth Net Zero Expo

Keynote session 3: Understanding and tackling scope 3 emissions Journey to net zero



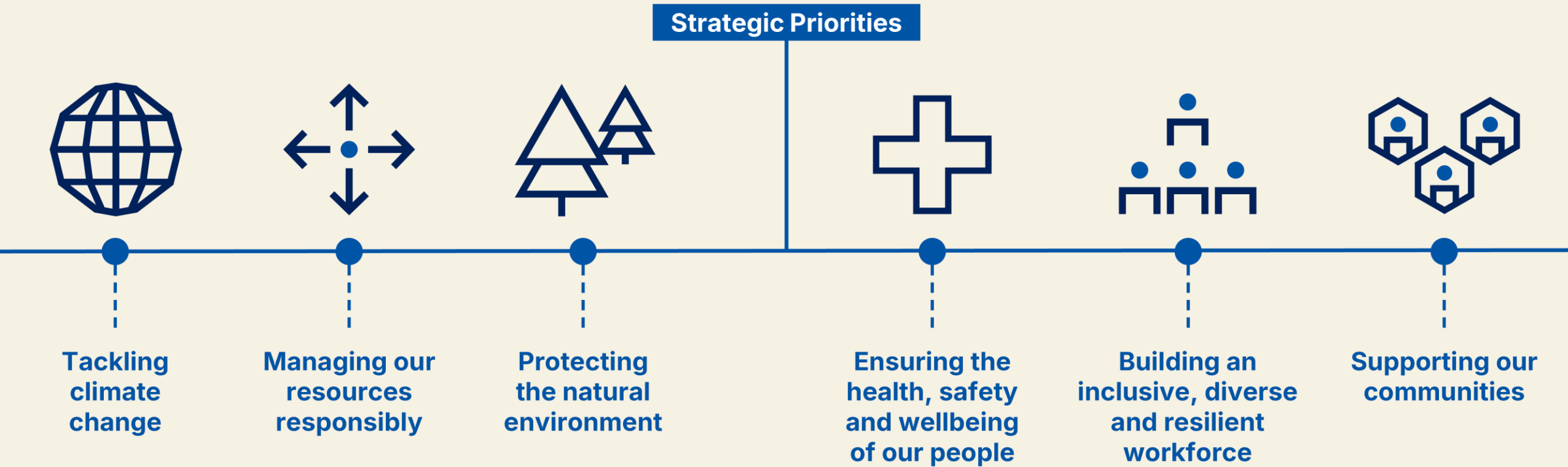
Understanding and tackling Scope 3 emissions

David Starley, Group Climate Lead

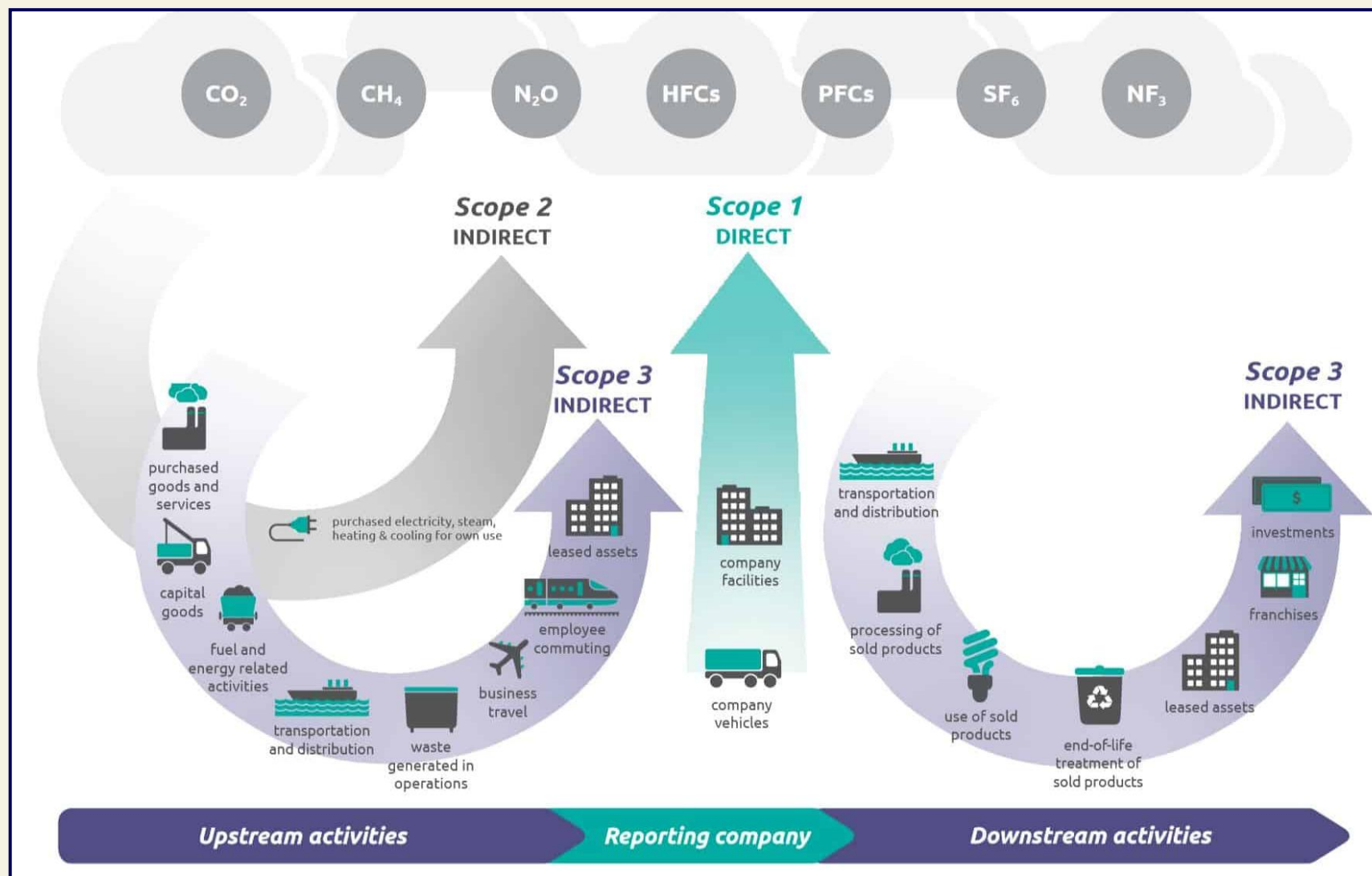


Sustainability at Babcock

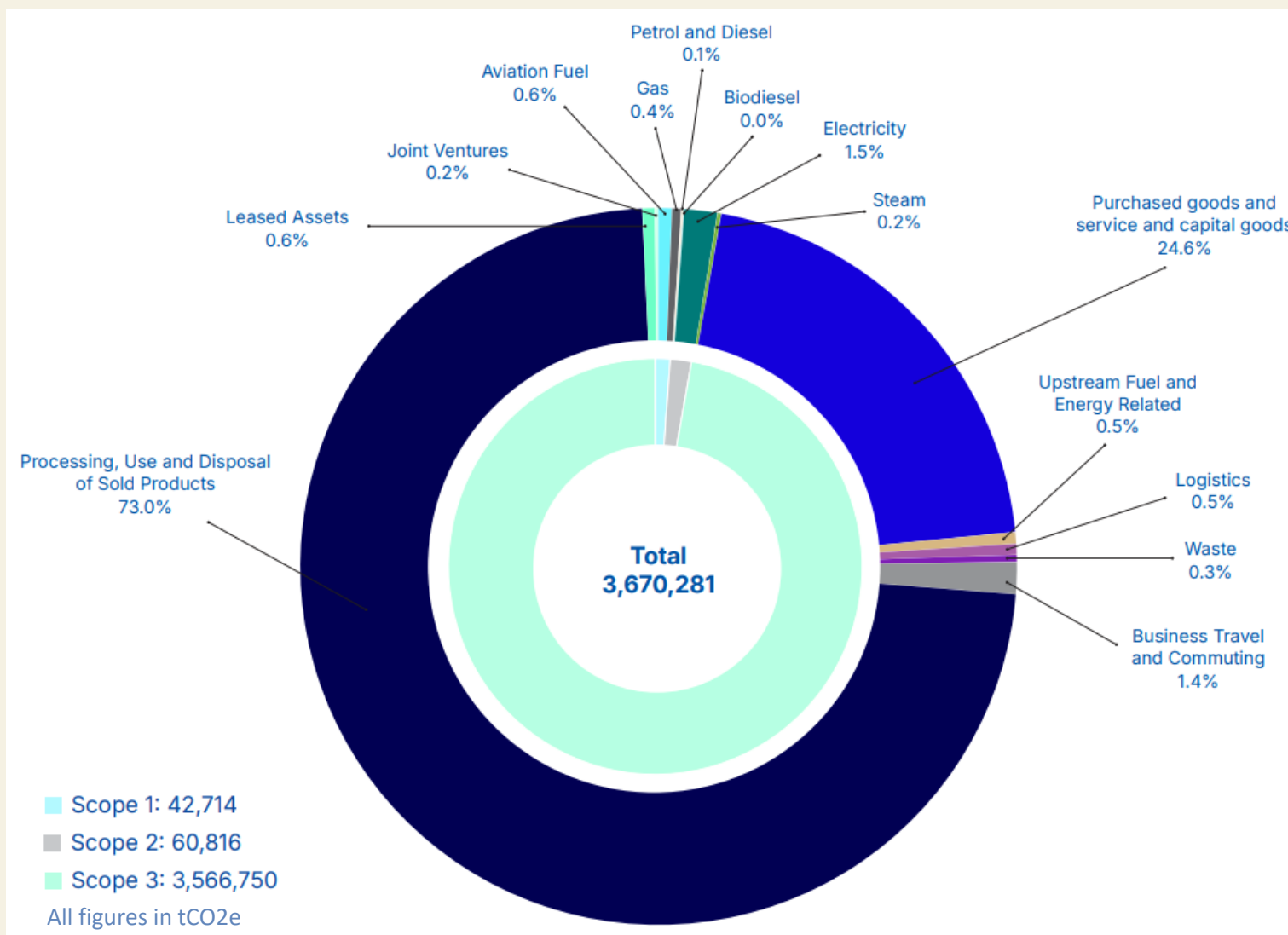
To help safeguard our planet and support our people and communities



What do we mean by Scope 3?



Scope 3 is 97% of Babcock's footprint



Find out more on [our emissions factsheet](#)

Large organisations take a ‘carrot and stick’ approach

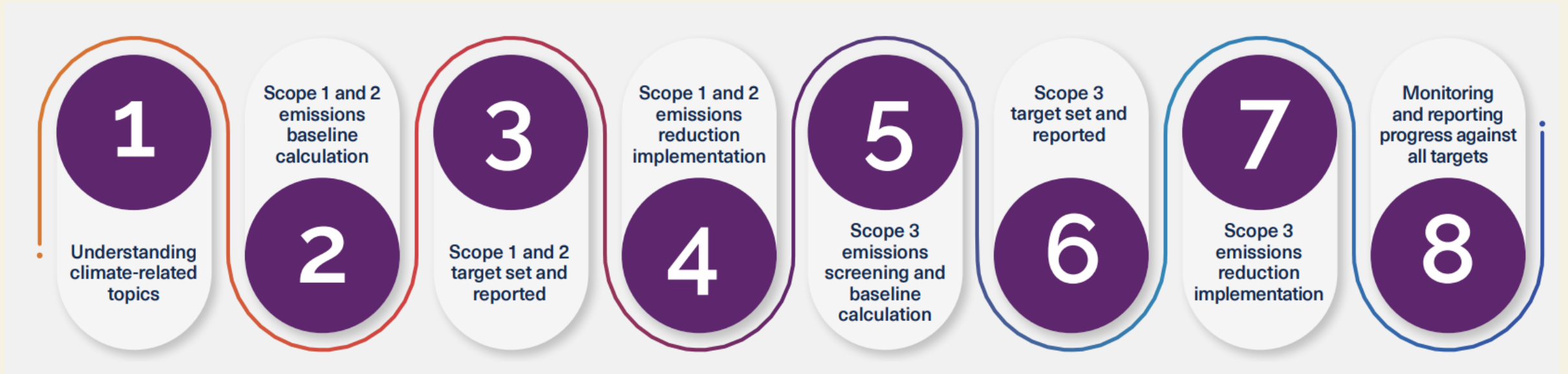
- Procurement policy prefers suppliers with commitments on net-zero
- Procurement of lower carbon goods
- Training and knowledge sharing
- Support with calculating emissions and identification of actions (e.g., JOSCAR Zero)
- Contractual requirements to report emissions & reduce over time
- Pain/gain share within contracts (see PPN016)
- Assurance process and auditing
- Support to access renewable energy (e.g., PPAs)
- Direct funding of reduction actions

“XX% of our suppliers by spend...will have science-based targets by 2030”

Considering:

- Proportionality
- Impact
- Strategic importance
- Social value

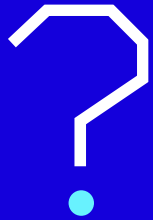
Stages of setting science-based targets



Resources for suppliers

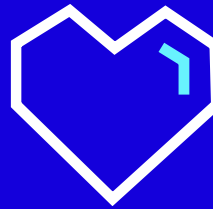
- [SMEs and Net Zero Report 2025](#)
- [SBTi supplier engagement guidance](#)
- [SME Climate Hub](#)
- [WBCSD Incentives for Supply Chain Decarbonisation](#)
- [Plymouth Climate Connections](#)
- [JOSCAR / JOSCAR Zero](#)

Our Principles



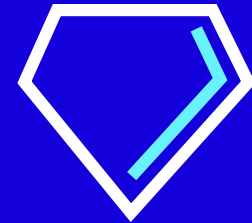
Be curious

We believe in positively challenging the status quo and asking 'how might we?'



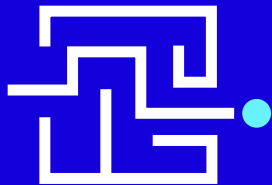
Be kind

We believe in being kind to ourselves, kind to each other and kind to the planet.



Be courageous

We believe in being brave, ambitious and determined.



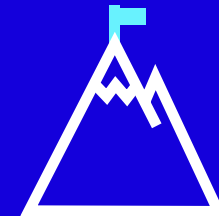
Think: Outcomes

We believe in measuring success by the results we deliver and the positive impact we make.



Collaborate

We believe Babcock is greater than the sum of its parts.



Own & Deliver

We believe our collective success depends on individual actions.

Our Purpose





Our Journey towards Net Zero -

Paul Large
Senior Site Director

November 2025

GROUP STRUCTURE

OVERVIEW

Est.
1896

Family
OWNED

15
BAKERIES

10,500+
PEOPLE

CATEGORIES



Savoury Pastry



Food to Go



Meals



Protein

BRANDS



SUPPORTERS

**SAMWORTH
BROTHERS**
FOOD FOR NOW

16 Sales Hubs across
the UK, 200 Vans

**SAMWORTH
BROTHERS**

SUPPLY CHAIN

4 Chilled
Distribution Hubs,
200 trailers



Microbiological and chemical
testing for the food industry

**SAMWORTH
BROTHERS**

OUR PURPOSE

We do
GOOD
things with
GREAT
food

OUR VALUES



We are a family

People are our greatest asset; we continually train and upskill our colleagues.



We take pride

In everything we do at Samworth Brothers.
We strive to maintain the highest quality standards.



We make things happen

With best-in-class innovation tailored to the needs of our consumers, creating great products.

OUR COMMITMENTS



Responsible Business

Sustainability is key to everything we do at Samworth Brothers.



Investment

Financial security and continued reinvestment in strategic partnership - we take a long-term perspective.

Where we started our journey.....

What MAKES us DIFFERENT



WE ARE EXPERTS



WE CARE



FOCUSED ON THE
FUTURE

Group Strategy :-

We do **GOOD THINGS** with **GREAT FOOD**:

“Making **GOOD** things happen”

What we need to do	PEOPLE	PLANET	PRODUCT
Priority	COMMUNITY Deliver social & community impact Reducing food insecurity by increasing food surplus to redistribution, provide 2 million meals per year to surplus redistribution	CARBON Decarbonise our bakeries; Carbon Scope 1&2 SBTi < 42% by end 2030, Reduce absolute scope 1 and 2 GHG emissions 90% by 2040	HEALTHY & SUSTAINABLE DIETS Carbon Scope 3 SBTi < 30% by end 2030, reach net-zero greenhouse gas emissions across the value chain by 2050 Increase sales weighted proportion of our products that are categorised as ‘good for you’ to 60% (+9%) by 2030 Improve sales weighted average NPM Score to 5.2 (-9%) by 2030
Business fundamentals	WELL-BEING & INCLUSIVITY Accelerate diverse representation at all levels 70% of all salaried roles filled internally 80% well-being score in our colleague survey 40% females in senior management by 2025	FOOD WASTE Halve our food waste; 50% reduction in food waste intensity by 2030	PACKAGING 100% recyclable by 2030 Reduce our total use of plastic packaging
License to operate	ETHICS Independent Ethical Audit: all manufacturing sites to have an ethical audits every 2 years	ENVIRONMENTAL MANAGEMENT Compliance with regulations Minimising water use	RESPONSIBLE SOURCING & HUMAN RIGHTS Responsible Sourcing of our key ingredients: 100% Cage Free Eggs 2025 / Deforestation free supply chain by end 2025 / % high risk suppliers SMETA / % suppliers linked on Sedex
Foundations	GOVERNANCE: run the Responsible Business programme, tracking progress across the business		
How we will do it	RISK: monitoring & management of risk and compliance		
	TRANSPARENCY: ensure we have the right data to enable robust reporting against our commitments for our Stakeholders		
	EMBEDDING: communicating our strategy, engaging & upskilling the business		
	IMPROVING: support the business to deliver improvement projects to hit our targets		

PLANET

CARBON

Decarbonise our bakeries;
Carbon Scope 1&2 SBTi < 42% by end 2030

FOOD WASTE

Halve our food waste;
50% reduction in food waste intensity by 2030

ENVIRONMENTAL MANAGEMENT

Compliance with regulations
Minimising water use

What has been our Approach

PLANET

CARBON

Decarbonise our bakeries;
Carbon Scope 1&2 SBTi < 42% by end 2030

FOOD WASTE

Halve our food waste;
50% reduction in food waste intensity by 2030

ENVIRONMENTAL MANAGEMENT

Compliance with regulations
Minimising water use

Where are we today :-

- What do we know today / what do we record
- If we are recording, are we recording the Right things
- Is the Information we have accurate
- Is the Data used and reviewed
- Who owns it – Who is the energy behind it.....
- What are our targets and is there a plan to improve
(using base Year 2022)

Build a Plan Together:-

PLANET

DO LATER



HEAT
DECARBONISATION



ELECTRIFICATION



RENEWABLE HEAT



SOLAR PV

DO NEXT



ENERGY
EXCELLENCE
PROGRAMME



OVEN
OPTIMISATION



ENERGY CHAMPIONS



HYGIENE
WATER REVIEW

DO NOW



VISIBLE
PERFORMANCE



KPI
DASHBOARD



DATA
ASSURANCE



MATURITY
FRAMEWORKS



SBTi TARGETS



CARBON SAVER TOOL



FOOD WASTE INTENSITY



SURPLUS TO PURPOSE

What has been our Approach – 1 to 3 years

PLANET

DO LATER



HEAT
DECARBONISATION



ELECTRIFICATION



RENEWABLE HEAT



SOLAR PV

DO NEXT



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EXCELLENCE
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SBTi TARGETS



CARBON SAVER TOOL



FOOD WASTE INTENSITY



SURPLUS TO PURPOSE

Do NOW

Lean Principles exist

- ❖ Focus on Food surplus – Community
- ❖ Maintain – service frequency of key kit
 - Saved on waste, energy & water
- ❖ Stability of orders – frequency of making the product
 - Order vs Forecast
 - Speciation changeovers reduced
- ❖ Steam traps & condensate return
- ❖ Reduce complexity in format changes
- ❖ Record & Celebrate improvements
- ❖ Centrifuge waste Water – Road Miles
(17,424 miles removed from the road)



SURPLUS TO PURPOSE

Redistributed
800,000 Meals
36 local charities



FOOD WASTE INTENSITY



KPI
DASHBOARD



What has been our Approach – 2 to 5 years

PLANET

DO LATER



HEAT
DECARBONISATION



ELECTRIFICATION



RENEWABLE HEAT



SOLAR PV

DO NEXT



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EXCELLENCE
PROGRAMME



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ENERGY CHAMPIONS



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WATER REVIEW

DO NOW



VISIBLE
PERFORMANCE



KPI
DASHBOARD



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ASSURANCE



MATURITY
FRAMEWORKS



SBTi TARGETS



CARBON SAVER TOOL



FOOD WASTE INTENSITY



SUPPLIER PURPOSE

Do NEXT

Invest in Projects

- ❖ Where are the Biggest drainers of waste
- ❖ Invest in new technology
 - Refrigeration – away from Fgas
 - Ovens – Make sure future proof
 - AI – to manage full line integration
 - Control the controllables better
 - Temperature
 - Conditions
 - Heat profile
- ❖ When opportunities arrive design in improvement
 - Motors
 - conveyor length

Project Frosty



HYGIENE
WATER REVIEW

26,500m3 Water
Saved



FOOD WASTE INTENSITY



SBTi TARGETS

30% Reduction
• CO₂
• Energy

Following this plan, we expect to meet our Promise to Reduce FW < 50% & CO₂ < 42%

What has been our Approach – 5 years to 10 years

PLANET

DO LATER



HEAT
DECARBONISATION



ELECTRIFICATION



RENEWABLE HEAT



SOLAR PV

DO NEXT



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SBTi TARGETS



CARBON SAVER TOOL



FOOD WASTE INTENSITY



SUPPLIER PURPOSE

Do LATER

NEW Technology

- ❖ Renewables investigation in discussion
 - Hydrogen to replace some or all of the Gas used to power our Boilers / Ovens & CHP
 - Geothermal – what are the opportunities
 - Develop a Carbon Neutral Despatch & Warehouse
 - Investigate Reverse Osmosis



RENEWABLE HEAT



HEAT
DECARBONISATION



SOLAR PV



SBTi TARGETS



Our Journey towards Net Zero -

Thank you....

Over to you for Questions ?

Plymouth Net Zero Expo

Questions & Answers



Plymouth Net Zero Expo

9.30 **Registration | Welcome**

10.00 **Visit exhibitors**

10.30 **Keynote session 1**

11.30 **Visit exhibitors**

12.30 **Low Carbon lunch**

13.30 **Visit exhibitors**

14.00 **Keynote session 2**

14.30 **Keynote session 3**

16.00 **Close**

Demo 1

Demos 2 and 3

Demos 4 and 5

Demos 6 and 7

OFFICIAL

Plymouth Net Zero Expo

Headline Sponsor

Collaboration
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PROCUREMENT
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