

INSTITUTIONAL MASTER DOCUMENT

Eco-Industrial Circular Economy Platform

A core strategic and institutional reference document outlining the ADS ECO project vision, mission, structure, business model, investment logic, governance framework, financial parameters, ESG impact and implementation roadmap.



CAPEX
80-120M
USD



Base Case
~95M
USD



IRR
17-21%



Payback
5-6
Years



NPV @12%
25-40M
USD

FROM WASTE TO VALUE

Clean Energy. Clean Armenia. Sustainable Investment.





01. Document Purpose & Institutional Positioning

The core reference framework for strategic alignment, investor communication and phased implementation.





ADS ECO

From Waste to Value

02. Vision, Mission & Strategic Objectives

From a waste-management challenge to a circular industrial value platform



Vision

To become Armenia's leading eco-industrial and circular economy platform, transforming waste into valuable resources, clean energy and new products while supporting sustainable, low-carbon industrial development.



Mission

To create a modern, investable and technology-enabled platform that reduces landfill dependency, recovers materials, produces clean energy, supports agro-value creation and delivers measurable ESG impact.



Strategic Objective

Develop a scalable national model where waste is treated as a renewable industrial resource, generating diversified revenues, green jobs, industrial modernization and investor value.



- ✓ Maximize material recovery and reuse across municipal, commercial, industrial, organic and legacy waste streams.
- ✓ Reduce landfill dependency and long-term environmental liabilities.
- ✓ Produce clean energy from residual non-recyclable waste streams and improve energy security.
- ✓ Create diversified revenues through materials, energy, agro products, high-value recovery and ESG/carbon-linked opportunities.
- ✓ Build a bankable SPV/PPP/JV platform for strategic, institutional and ESG-oriented investors.



Strategic Objectives



03. Master Plan & Operating Architecture

Integrated zones connected by logistics, utilities, digital control and ESG governance





ADS ECO

From Waste to Value

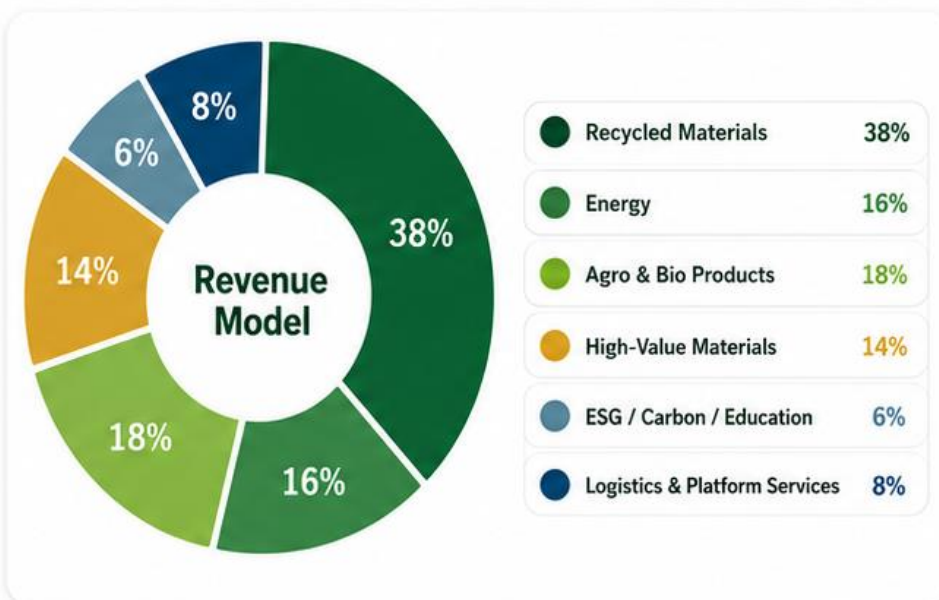
04. Circular Economy & Resource Recovery Logic

Closed-loop value creation from waste input to market-ready outputs



05. Business Model & Preliminary Revenue Mix

Multi-stream revenues designed to support resilience and bankability.



INVESTMENT ELEMENT	PRELIMINARY APPROACH
Recycled Materials	Sale of plastics, paper, cardboard, metals, glass, textile, wood and other secondary raw materials.
Clean Energy	Electricity and energy value from residual waste-to-energy, internal use, grid supply or utility savings.
Agro & Bio Products	Compost, organic fertilizers, animal feed, bio-based additives, biochar and greenhouse/agro products.
High-Value Recovery	Recovered value from e-waste, batteries, PV panels and selected high-value material streams.
ESG / Carbon / Education	ESG services, reporting value, training, demonstration services and potential carbon-linked value.



Revenue Mix

Preliminary revenue streams include recycled materials, clean energy, agro and bio products, high-value recovery, ESG/carbon/education and logistics/platform services.



Bankability Logic

Diversified revenues reduce exposure to a single commodity or tariff and create multiple pathways for platform-level and module-specific investment returns.



Market Outputs

Outputs may serve manufacturing, construction, agriculture, energy users, municipalities, ESG reporting markets and industrial buyers.



Scalability

Revenue modules can be introduced by phase, allowing the platform to start with core operations and expand into advanced recovery and services.

06. Investment Platform, SPV & Participation Model

Flexible platform-wide and module-specific participation for financial, strategic and public partners.



07. Preliminary Financial Framework

Indicative figures to be refined through feasibility study, EPC pricing and market validation



PRELIMINARY FINANCIAL SNAPSHOT

Indicative figures to be refined through feasibility study, EPC pricing and market validation



CAPEX

80–120M USD

Base case approx. 95M USD



OPEX

8–14M USD/year

Base case approx. 10.5M USD/year



Revenue

18–35M USD/year

Diversified multi-stream model



IRR

17–21%

Base case project return range



NPV @ 12%

25–40M USD

Indicative positive present value



Payback

5–6 Years

Supported by diversified cash flows



CAPEX LOGIC: modular investment across industrial, energy, logistics and ESG assets



Sorting



Recycling



Energy



Agro



Utilities /
SCADA



Logistics /
ESG



CAPEX Range

Indicative total CAPEX is 80–120M USD, with a preliminary base case around 95M USD for the integrated eco-industrial platform.



OPEX Range

Indicative annual OPEX is 8–14M USD/year, driven by staffing, maintenance, energy, logistics, environmental control and administration.



Returns

Preliminary base-case IRR is 17–21%, NPV @ 12% is 25–40M USD and payback is estimated at 5–6 years, subject to validation.



CAPEX Logic

Investment is distributed across sorting, recycling, energy, agro, utilities/SCADA and logistics/ESG assets to support modular development.



08. ESG Impact & Strategic Outcomes

Measurable environmental, social and governance outcomes for Armenia and investors

ESG FRAMEWORK



Environmental
Planet Positive



Social
People Positive



Governance
Principles First



CO₂ Emissions



Landfill



Recycling



Renewable Energy



Job Creation & Skills



Community & Education



ESG Reporting &
Governance



Environmental

Potential outcomes include landfill diversion, CO₂e reduction, resource recovery, clean energy generation, water and emissions control and circular material loops.



Social

The platform can create green jobs, technical skills, training programs, community awareness and education through an eco-educational and ESG management center.



Governance

ESG reporting, compliance monitoring, transparent data systems and stakeholder engagement support investor confidence and responsible operations.

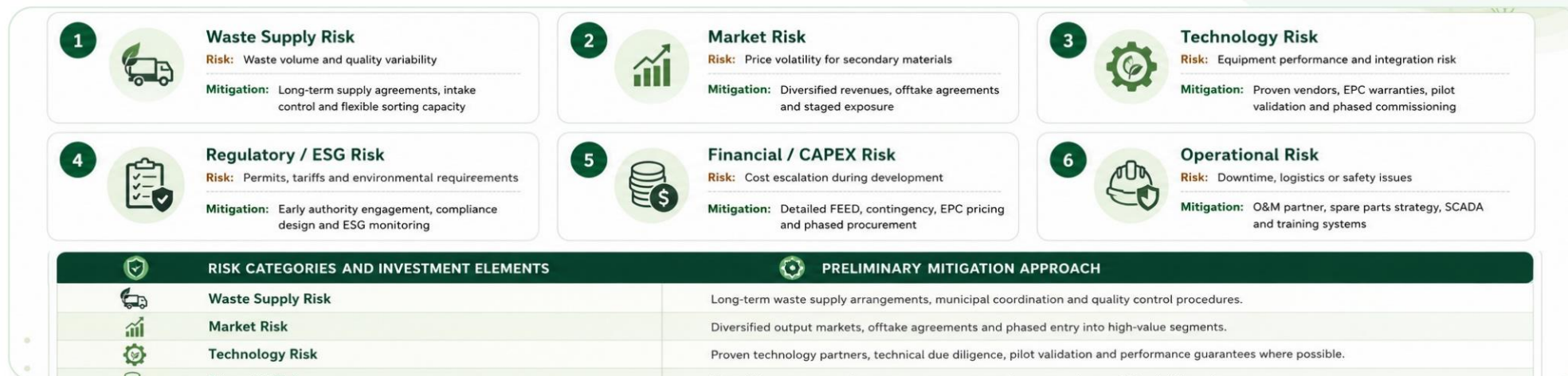


Strategic Outcomes

ADS ECO strengthens climate resilience, circular value creation, industrial modernization, investor confidence and long-term sustainable growth.

09. Governance, Risk Management & Controls

A phased, diversified and ESG-aligned design to strengthen bankability and operational reliability



Governance Framework

The platform should be governed through clear SPV decision rights, board oversight, operating procedures, compliance systems and reporting protocols.

Risk Categories

Key risks include waste supply risk, market risk, technology risk, regulatory/ESG risk, financial/CAPEX risk and operational risk.

Mitigation Logic

Mitigation includes long-term supply arrangements, proven technology partners, phased procurement, contingency reserves, ESG monitoring and experienced O&M partners.

Investor Protection

Risk allocation, transparent reporting, staged investment and multiple revenue streams are designed to improve investor confidence and long-term resilience.

10. Implementation Roadmap & Exit Strategy

Phased development with optional liquidity routes for financial and strategic investors



POTENTIAL EXIT ROUTES

Multiple liquidity pathways aligned to investors' objectives and project maturity



Strategic Sale

Sale of equity to an industrial, infrastructure, energy, recycling or ESG-focused strategic



Secondary Share Sale

Transfer of SPV shares or JV shares to incoming financial or institutional investors



Dividend Return

Long-term income through recurring dividends once the platform reaches stability



Refinancing / Scale-Up

Capital restructuring after proven operations and additional expansion modules



JV Module Exit

Sale of module-specific JV participation to strategic parties



Phase 1 - Preparation

Feasibility study, site selection, permitting, SPV setup, technical validation and investment structuring.



Phase 2 - Core Infrastructure

Access, intake, AI sorting, logistics, utilities, common systems and basic resource recovery operations.



Phase 3 - Processing & Energy

Advanced recycling, recovery modules, energy block, environmental controls and operational scale-up.



Exit Routes

Potential investor routes include strategic sale, secondary share sale, dividend return, refinancing/scale-up and module-specific JV exit.

11. Institutional Conclusion & Next Steps

A bankable, modular and ESG-aligned platform for Armenia's circular economy transition



CIRCULAR ECONOMY

Resources remain in productive use for as long as possible.



LANDFILL REDUCTION

Less waste disposal and lower long-term environmental liability.



RESOURCE EFFICIENCY

Higher recovery of materials, organics and energy from waste streams.



CLEAN ENERGY

Residual waste supports renewable electricity and lower fossil dependence.



Core Institutional Conclusion



ADS ECO is structured as a strategic eco-industrial platform that converts waste into resources, energy, agro products, ESG value and long-term investment returns. The project combines infrastructure, technology, public-private cooperation and modular revenue streams into one institutional framework.



Recommended Next Steps

- ✓ Confirm site and waste supply framework.
- ✓ Launch feasibility study and environmental baseline assessment.
- ✓ Prepare detailed CAPEX/OPEX model and EPC pricing.
- ✓ Structure SPV, shareholder model and JV participation terms.
- ✓ Engage strategic investors, technology partners and public/PPP stakeholders.



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