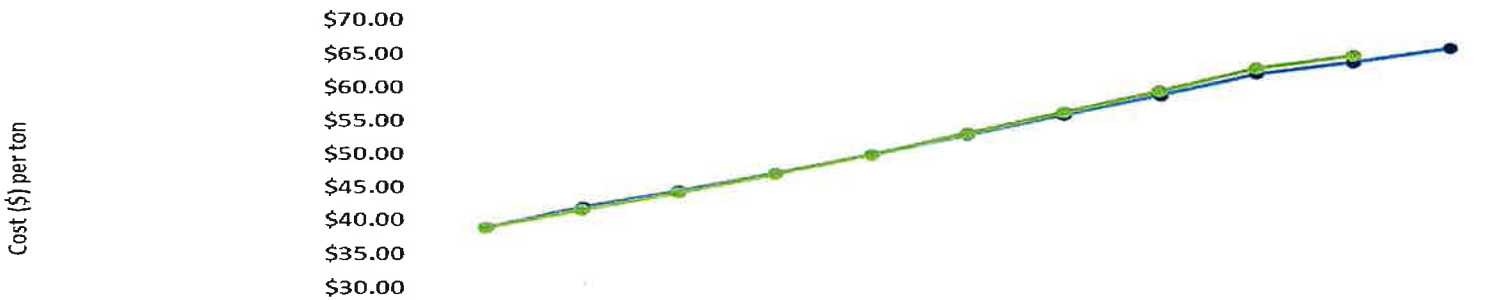
Financial Evaluation on Strategic Financial Plan

- FY2027 cost per ton with Melissa as member is $0.42 per ton higher than if customer
- FY2030 model projects a lower rate with Melissa as Member
  - Melissa forecast of 5% annual increase in tonnage versus 1% assumed customer revenue growth results in lower projected cost per ton result after 3 years of increasing tonnage



	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
Melissa - Member	$38.85	$41.83	$44.25	$46.85	$49.62	$52.62	$55.59	$58.51	$61.69	$63.39	$65.46
Melissa - Member % Increase		7.7%	5.8%	5.9%	5.9%	6.0%	5.7%	5.2%	5.4%	2.7%	3.3%
Melissa - Customer	$38.85	$41.41	$43.97	$46.72	$49.65	$52.82	$55.99	$59.10	$62.51	$64.37	$66.64
Melissa - Customer % Increase		6.6%	6.2%	6.3%	6.3%	6.4%	6.0%	5.6%	5.8%	3.0%	

Member City Cost Per Ton Calculation

Melissa Customer | Melissa Member |	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34	FY35	FY36
Member City $	$28,613,600	$31,641,777	$34,372,008	$37,365,885	$40,193,726	$43,582,948	$46,411,129	$49,221,162	$52,276,765	$54,578,153	$57,088,319
Member City Tons	736,524	756,436	776,807	797,554	810,057	828,303	834,819	841,253	847,367	860,998	872,112
Cost per ton	$38.85	$41.83	$44.25	$46.85	$49.62	$52.62	$55.59	$58.51	$61.69	$63.39	$65.46
Member City $	$28,613,600	$30,341,777	$33,059,008	$36,039,755	$38,854,334	$42,230,163	$45,044,816	$47,841,186	$50,882,989	$53,170,439	$55,666,528
Member City Tons	736,524	732,748	751,934	771,438	782,635	799,510	804,586	809,508	814,035	826,000	835,364
Cost per ton	$38.85	$41.41	$43.97	$46.72	$49.65	$52.82	$55.99	$59.10	$62.51	$64.37	$66.64
Change in Member City Cost per ton with Melissa as Member	**$0.00**	**$0.42**	**$0.28**	**$0.13**	**($0.03)**	**($0.20)**	**($0.40)**	**($0.59)**	**($0.82)**	**($0.98)**	**($1.18)**
% Difference	**0.0%**	**1.0%**	**0.6%**	**0.3%**	**-0.1%**	**-0.4%**	**-0.7%**	**-1.0%**	**-1.3%**	**-1.5%**	**-1.8%**