



***Cleanaway Waste
Management Limited***
A case for a positive ESG investment
Vik Bansal – CEO and Managing Director

ASX: CWY

Macquarie Australia Conference
2 May 2019

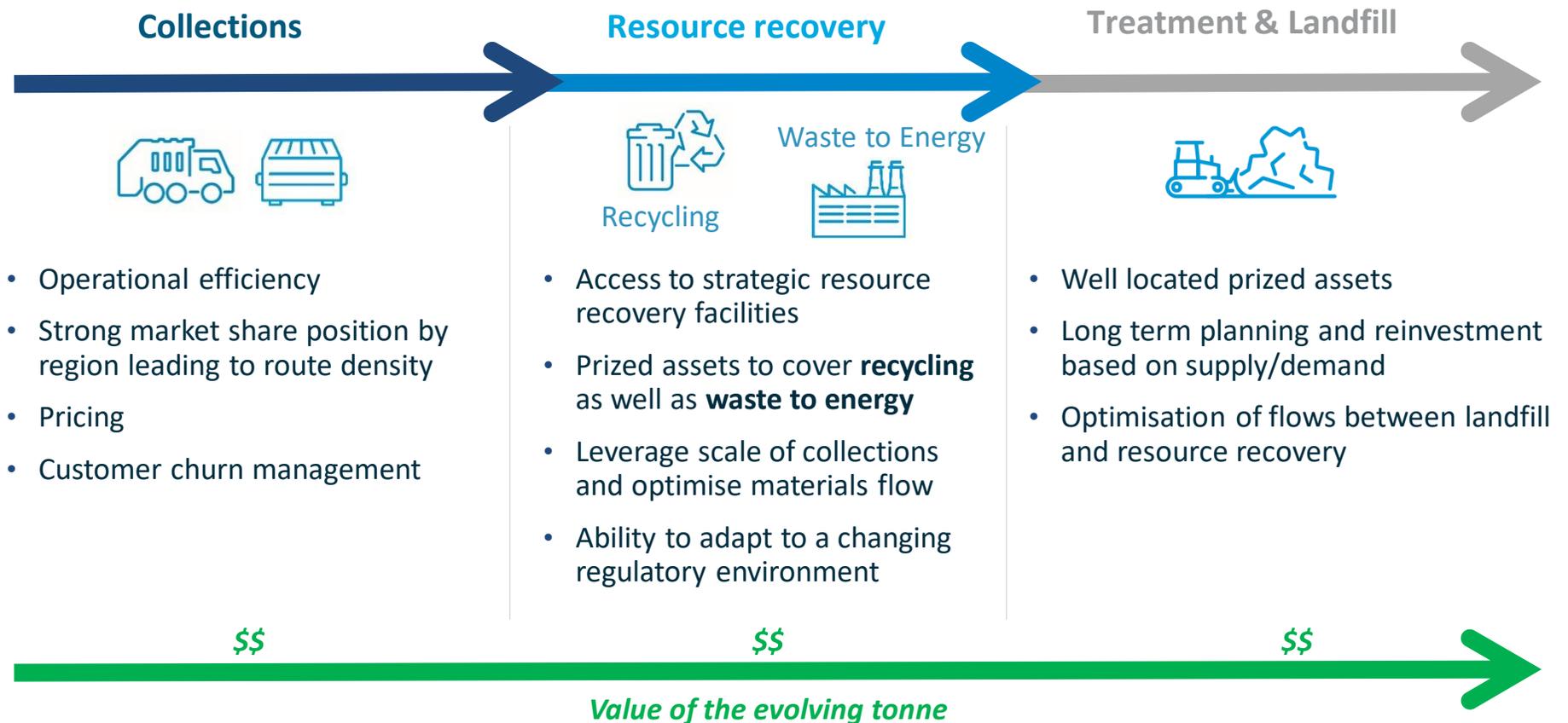
CLEANAWAY 

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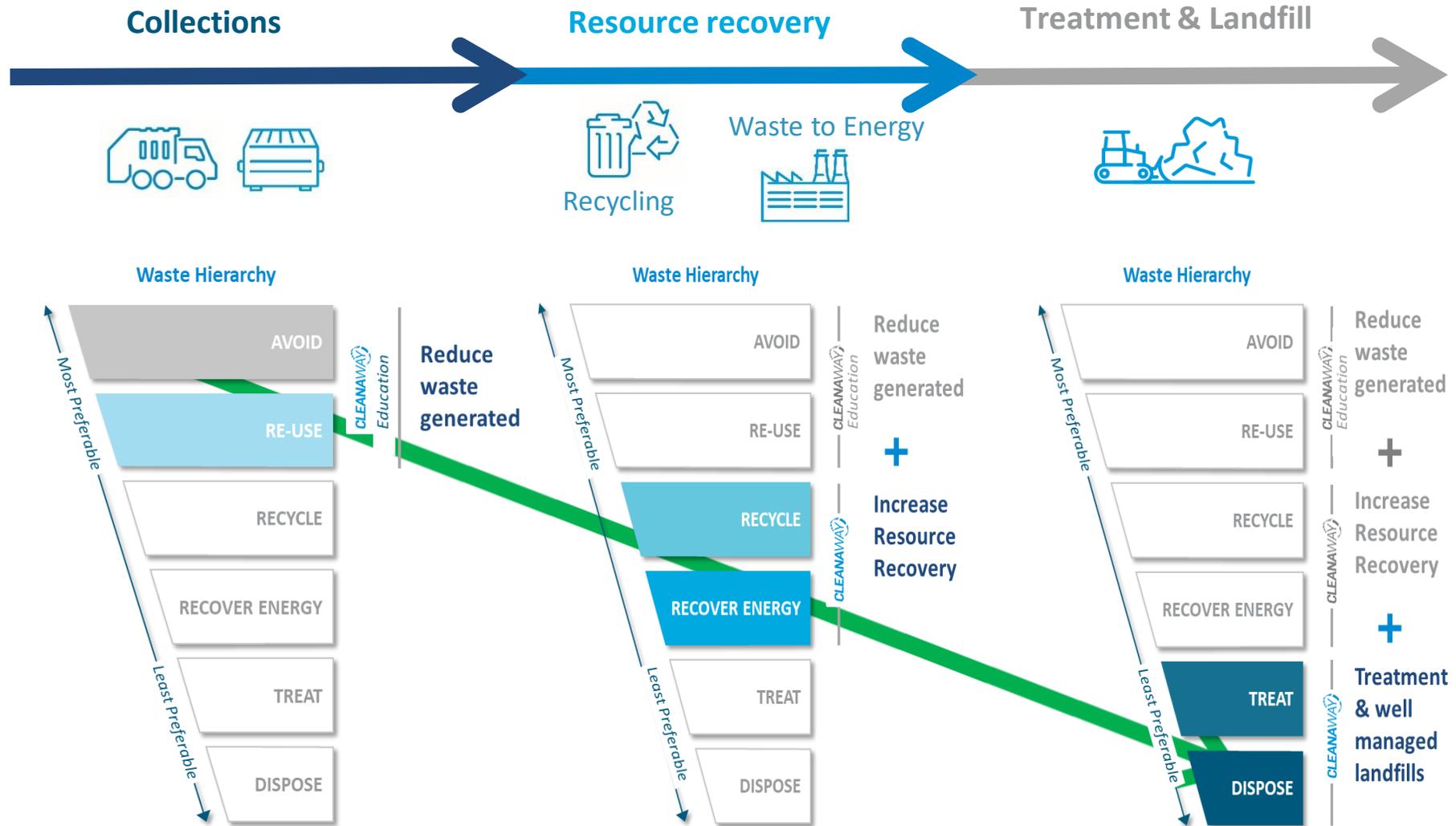
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Waste Value Chain – the Evolving Tonne

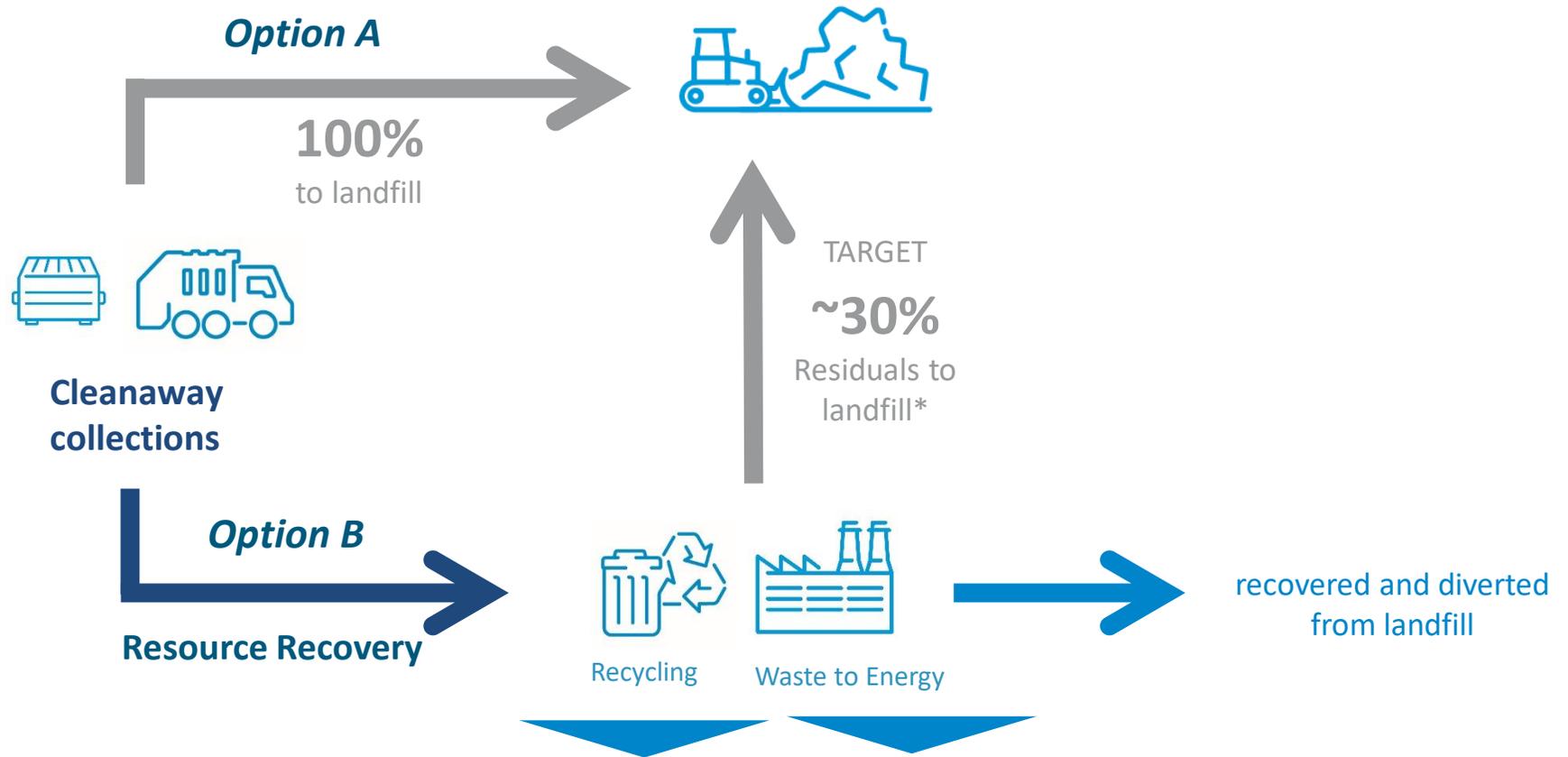
Investing in the right ‘package’ of assets to **maximize resource recovery** across the waste hierarchy AND **maximize value** across the value chain through the evolving tonne



Cleanaway's waste value chain aligns to regulatory and social needs

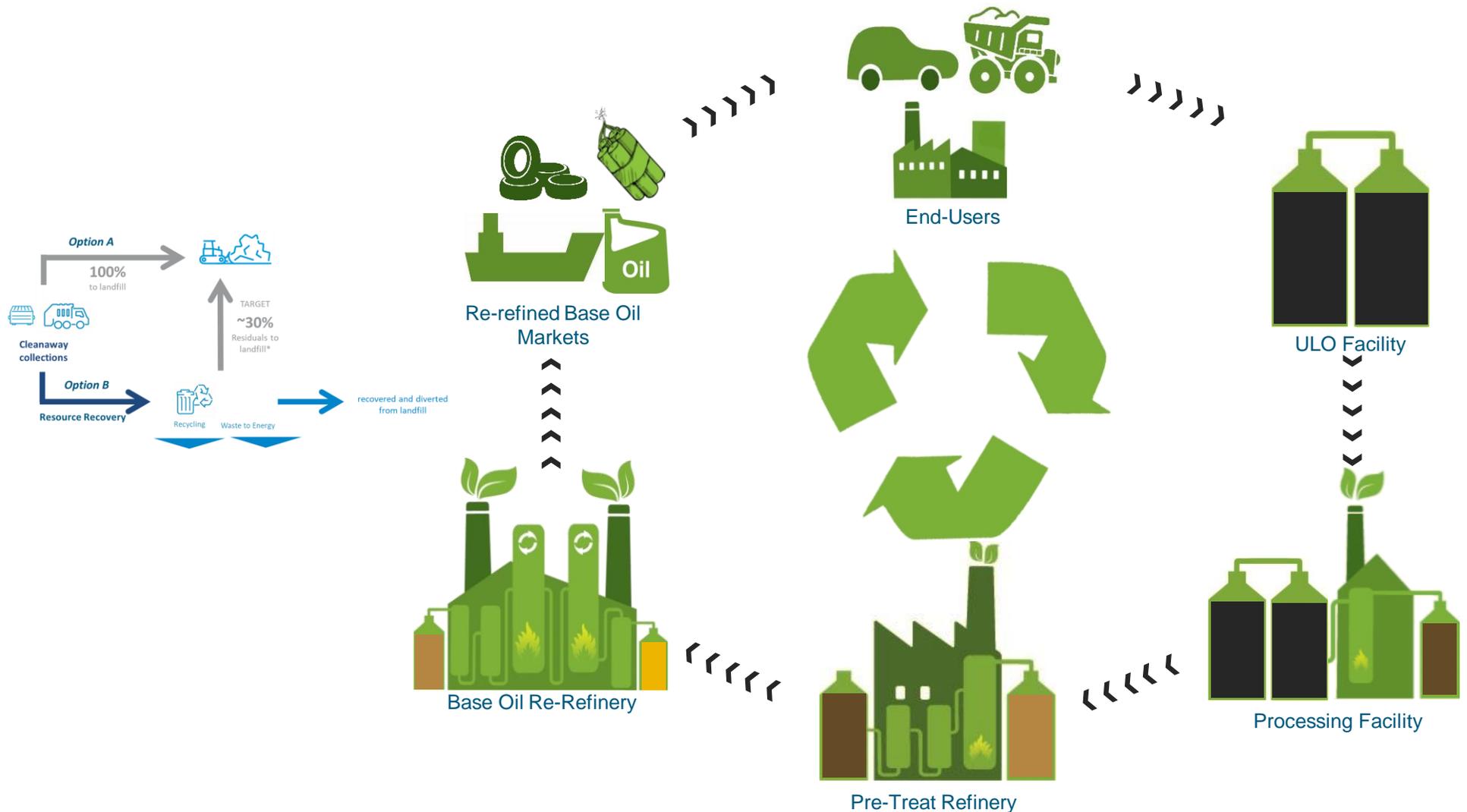


The Diversion Prize – maximising the value of resource recovery



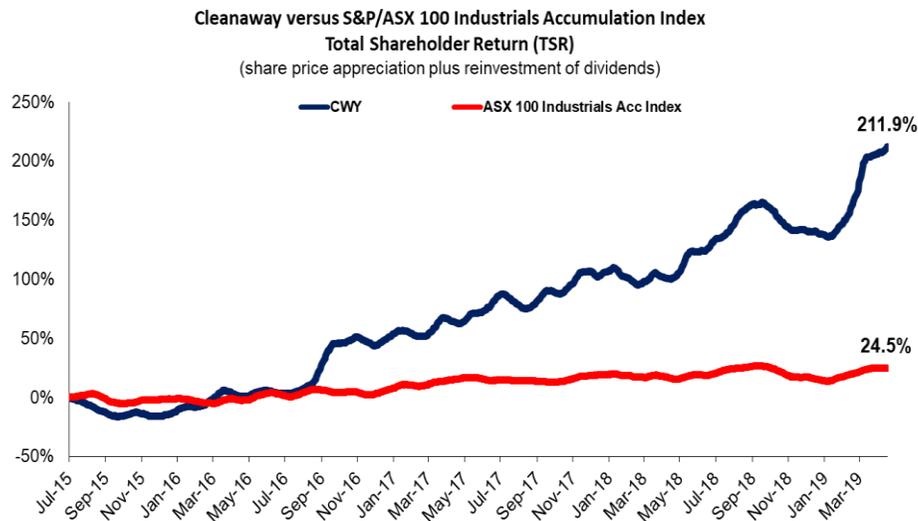
The **diversion prize** is the commodity value plus the landfill cost avoided minus cost of resource recovery – It is this resource recovered material which needs to go into a circular economy to be recycled

Hydrocarbons diversion – prime example of a circular economy



Cleanaway, Australia's largest total waste management company, delivering value to investors and providing a responsible investment

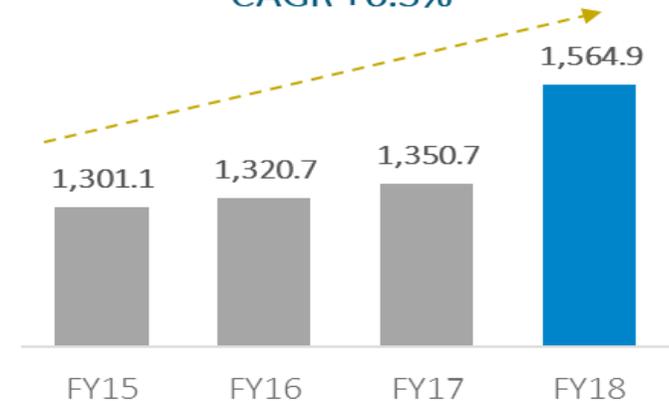
- ✓ Diversified exposure to Australia's growing waste management and resource recovery market
- ✓ Leading player in each of our operating segments of Solids, Liquid Waste & Health and Industrial Waste Services
- ✓ Owner of an irreplaceable network of prized infrastructure assets, the largest across the country plus continuing systematic implementation of our Footprint 2025 strategy



Note 1: Underlying result.

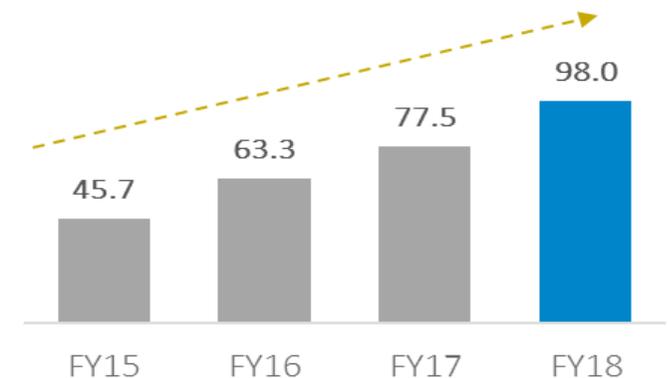
Net Revenue (\$m)

CAGR +6.3%



NPAT¹ (\$m)

CAGR +28.9%



Our Operating Way – Cleanaway Way is our journey to responsible and ethical investment

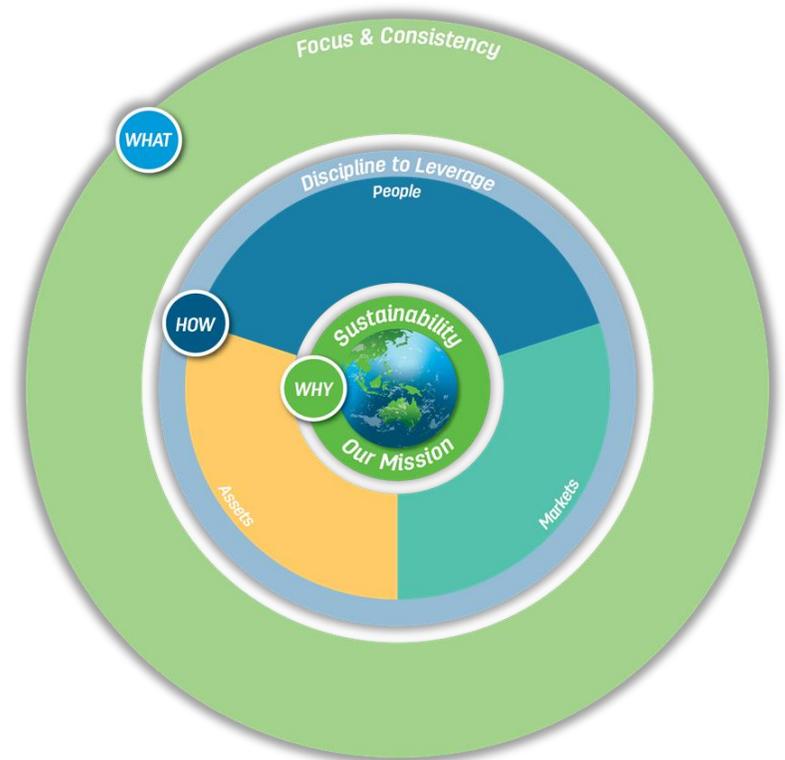
With our Mission of “making a sustainable future possible for all” at its core

- ✓ **Our Cleanaway Way** is our **Strategic Plan on a Page** which guides our operations, decisions and investments
- ✓ This includes the investments we make in our **People, Market and Assets** to deliver consistent **Financial** results while ensuring we remain true to our Mission of making a sustainable future possible.

It has been instrumental in providing us with:

- The **CLARITY** of **WHY** we exist.
- The **DISCIPLINE** of **HOW** to create a leverageable competitive advantage
- The **CONSISTENCY** of “day to day” **WHAT**

It has been inspired by Simon Sinek’s Golden Circle principle



Our mission “to make a sustainable future possible” for all stakeholders

Making a sustainable future possible...



For PEOPLE – employees, customers, society

Ensuring the safety and wellbeing of our people and the communities in which we work

Focusing on diversity, equality and engagement to develop our people

Working in partnership with customers to build a service for the future, and actively supporting the communities in which we work

For the PLANET

Leading our industry to leave our planet in better shape for future generations to enjoy through managing environmental risks, reducing emissions, and investing in a footprint for the future.

For Investors through PERFORMANCE

Building a resilient business focused on delivering sustainable value for our shareholders.

Advancing our sector through innovation, technology and investing in the workforce of the future.

Aligned to globally recognized standards



Making a sustainable future possible – for the planet

Increasing capture of landfill gas



Generating over 140 million kWh of renewable energy. Enough to power more than 28,700 homes and avoiding significant release of methane into the atmosphere

Reduce greenhouse gas emission intensity from our mobile fleet



All new heavy vehicles to comply with Euro 5 emission levels as a minimum



Trialling electric waste collection vehicles



Our People

Ensuring the safety and wellbeing of our people and the communities in which we work. Focusing on diversity, equality and engagement to develop our people and actively supporting the communities in which we work while creating a values based high performance culture through:

- ✓ Effective organizational design
- ✓ Our leadership model
- ✓ Our Values



Home Safe

We take responsibility for our personal safety, as well as that of our team. We are committed to Goal Zero, because everyone deserves to go Home Safe, every day.



Stronger Together

Building from a place of strength, we are focused on creating something stronger than the sum of our parts each and every day.



Integrity

We do the right thing – no matter what. Holding ourselves to higher standards, we say what we mean, and we do what we say.



We Make A Difference

We are proud of what we do to make a sustainable future possible – for our employees, our customers, our investors, the communities in which we work, and the planet.



Our 6000 people are engaged in sustainability every day.....



**1,250+ Community Education Sessions held in FY18
Engaging more than 30,000 students nationally**



Major Partner of Clean Up Australia Day, strong social media engagement



Focused on building a diverse and engaged team for the future

Our Markets

Working in partnership to deliver:

- ✓ *Exceptional customer service*
- ✓ *Our footprint and market access*
- ✓ *Our Go To Market and Customer Relationships*
- ✓ *Values Drive our Customer Service and Engagement*



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Our Markets



> 5.1 million containers per day collected and processed via the NSW & QLD Container Deposit Schemes



~10,000 Medical waste customers
> 30 tonnes of medical waste processed per day



1.1 million kgs Plastic eliminated per annum generated by the medical industry



140m+ kWh Renewable energy generated per annum



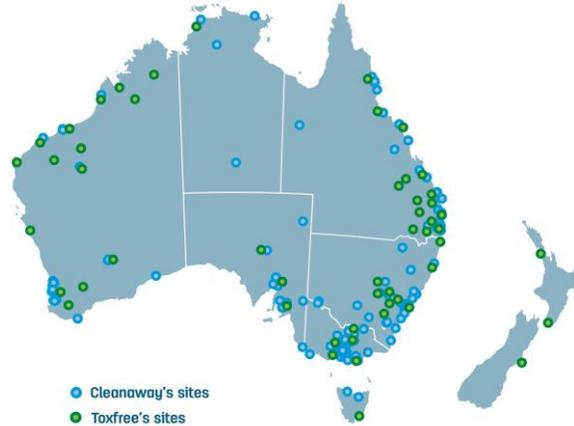
~730,000 kgs Sharpsmart collections washed through robotic washlines per annum



97+ Municipal Councils
~140,000 Commercial & Industrial Customers



> 360,000 residential and commercial & industrial lifts per day



> 2,400 tonnes of recyclable waste processed per day



~40,000 Liquids & Hydrocarbons customers
> 3.3 million litres of liquids and hydrocarbons collected and processed per day

Our Assets

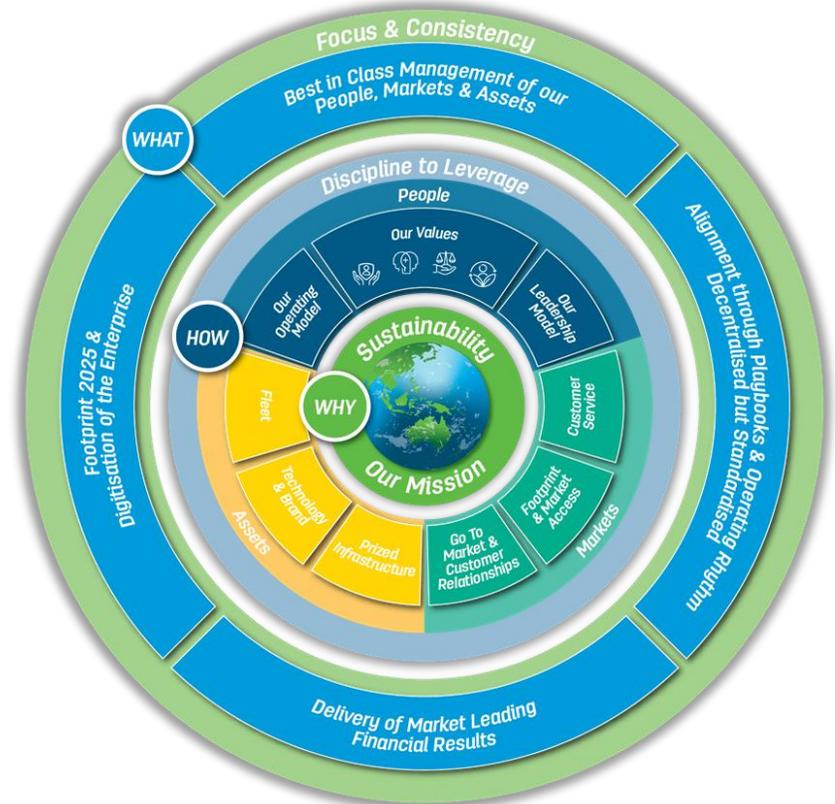
- ✓ Best Practice fleet management – to minimize environmental impact
- ✓ Innovation and investment in technology – to maximize efficiency and conserve resources
- ✓ Protecting brand equity– through effective delivery of Our Mission
- ✓ Prized infrastructure through Footprint 2025 – to meet current and future community needs



Operationalizing our game plan to deliver Financials

It is about ensuring focused and consistent daily habits within the enterprise

- ✓ *Best in class management of our People, Market and Assets*
- ✓ *We have a strong operating rhythm and cadence as should any industrial business*
- ✓ *We remain committed to the Footprint 2025 plan and believe that future customers will buy our services very differently*
- ✓ *We believe that we will have to undertake a journey of digitizing our customer interaction to improve agility and reduce errors*
- ✓ *Delivery of market leading results will allow us credibility and oxygen to deliver long term plans*

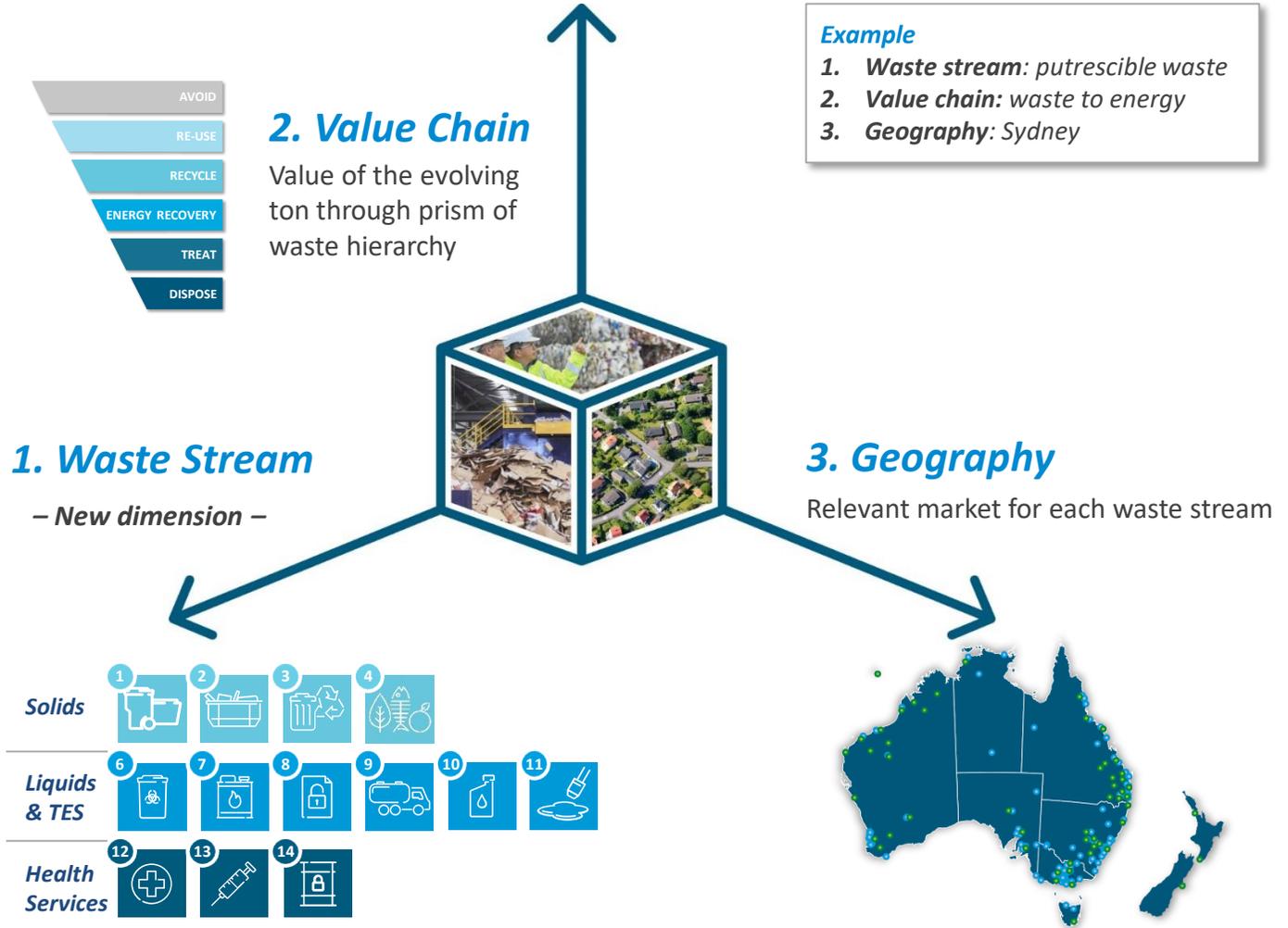


The Footprint 2025 Strategy considers three dimensions

Focus on three dimensions which **avoids us chasing niche markets** and ensures our footprint is **focused** around the markets we want to compete in...

...provides us with the right balance between sustainability and commercial outcomes...

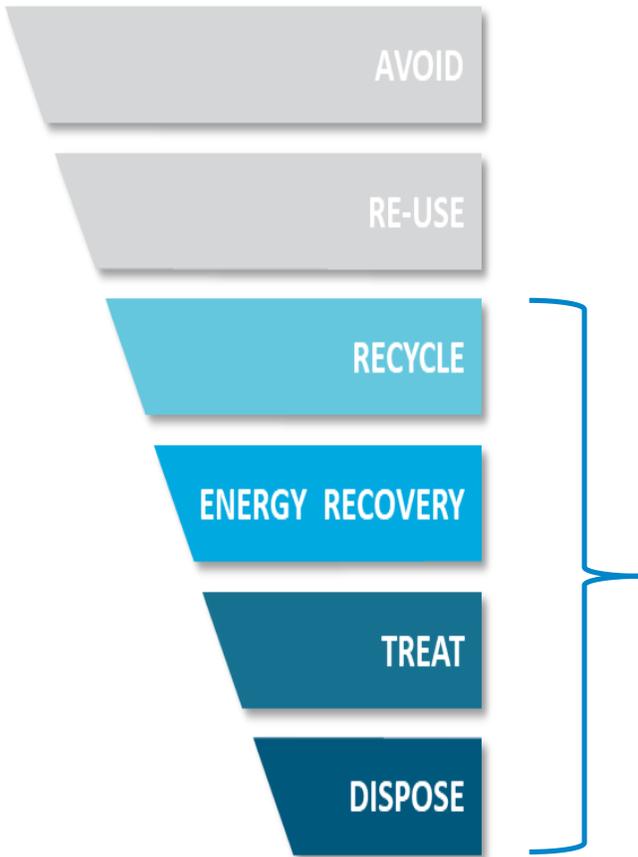
...and it adds **further sophistication and intellectual rigor for investment into our footprint.**



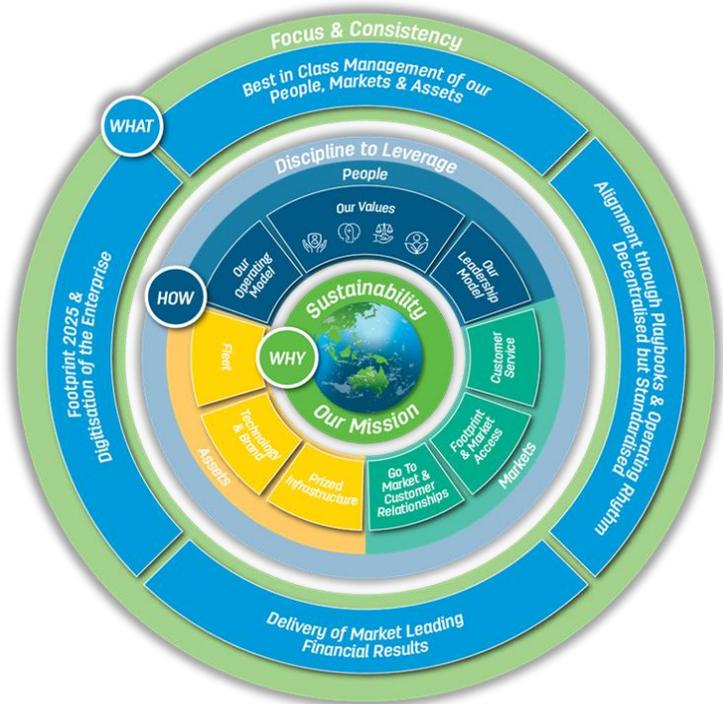


Through Footprint 2025, we continue to invest in Sustainability while building our prized infrastructure

Over \$150 million invested during the past three years in greenfield prized infrastructure plus the acquisition of Toxfree



Alignment from Our Purpose to Our Operations to ESG Standards with continued high standards of governance as given



Working to report into ESG metrics by June 2020 except where disclosure of information may impact commercial outcomes



Questions

