Australia’s leading total waste management services company

Increasing shareholder returns by:

- Making a sustainable future possible for all stakeholders – customers, employees and investors
- Growing top line organically
- Maintaining a “fit for purpose” organisation and operating cost discipline
- Drive operating leverage in a typical well run waste business
- Increasing cash flow
- Investing in well positioned prized infrastructure assets across the country

ASX Code: CWY
Share price: $1.27 (28 April 2017)
Market Capitalisation: $2.02 billion
Index: S&P ASX200

Relative share price performance
Cleanaway v S&P/ASX200 and S&P/ASX100
1 July 2015 to 28 April 2017

+67%
+7%
Largest scale and leverage in the waste value chain in Australia

**Collections**
- Serving over 100,000 Commercial and Industrial customers
- 90+ Municipal contracts serving over 2 million residences per week
- ~600 million litres of waste liquids
- ~130 million litres of waste oil

**Resource recovery**
- Generating over 145m kWh of renewable energy each year
- Recycling per annum
  - ~230,000 tonnes of cardboard
  - ~11,000 tonnes of plastic packaging
  - ~22,000 tonnes of steel
  - ~110 million litres of fuel and base oil

**Waste disposal**
- Increasing network of landfill and transfer stations across the country
Our journey from ‘good to great’ is underpinned by five strategic pillars and we are making progress on our journey:

**Pillar 1: Customer for Growth**
- Segmented sales structure operational – early signs of organic growth
- Customer churn rates down, new business levels up
- Small to medium sized acquisitions identified and being progressed
- Branding will be completed six months ahead of schedule

**Pillar 2: Continuous Improvement for Cost**
- $30 million in permanent cost reductions achieved
- 1ERP platform operational
- Procure to Pay Software platform being deployed
- Fleet Operating Management System being deployed
- Fleet standardization and national oversight

**Pillar 3: Capital for Cash**
- Maintaining capital expenditure spending below D&A
- Landfill rectification and remediation being tightly managed
- Capital disciplined but not constrained
Capital for Cash – Landfill Remediation and rectification

Sale of closed landfills Brooklyn, Melbourne

- Forecast to generate a pre-tax profit of approximately $20-$22 million in 2H17 – As announced on 31st Jan 2017
- Profit comprises release of rectification and remediation provisions partially offset by the book value of site assets transferred to the buyer
- Will reduce spending on rectification and remediation by approximately $20 million over next six years

Forecast Landfill Rectification and Remediation Spending

**FY17 to FY20**

- **Open**
  - 22%
  - $10
- **Closed**
  - 33%
  - $20
- **Legacy**
  - 45%
  - $15

Average spending per annum ($m)

**FY21 to FY24**

- **Open**
  - 10%
  - $3
- **Closed**
  - 15%
  - $2
- **Legacy**
  - 75%
  - $15

Average spending per annum ($m)

Note 1: Legacy spending represents rectification costs identified following reviews conducted by management and landfill consultants in 2014.

Note 2: Closed spending represents remediation costs where the site is no longer receiving waste and has reached final capacity or management have elected not to continue further development or operations.
An improving operational performance........ LIS turnaround WIP

Total Cleanaway

<table>
<thead>
<tr>
<th></th>
<th>Net Revenue ($m)</th>
<th>EBITDA Margin</th>
<th>EBIT Margin</th>
</tr>
</thead>
<tbody>
<tr>
<td>1H15</td>
<td>$655.9</td>
<td>18.6%</td>
<td>8.8%</td>
</tr>
<tr>
<td>2H15</td>
<td>$645.2</td>
<td>17.0%</td>
<td>6.2%</td>
</tr>
<tr>
<td>1H16</td>
<td>$669.7</td>
<td>20.5%</td>
<td>8.7%</td>
</tr>
<tr>
<td>2H16</td>
<td>$651.0</td>
<td>22.1%</td>
<td>9.8%</td>
</tr>
<tr>
<td>1H17</td>
<td>$672.4</td>
<td>22.4%</td>
<td>10.0%</td>
</tr>
</tbody>
</table>

Total Solids

<table>
<thead>
<tr>
<th></th>
<th>Net Revenue ($m)</th>
<th>EBITDA Margin</th>
<th>EBIT Margin</th>
</tr>
</thead>
<tbody>
<tr>
<td>1H15</td>
<td>$431.9</td>
<td>22.3%</td>
<td>11.7%</td>
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<tr>
<td>2H15</td>
<td>$431.5</td>
<td>23.6%</td>
<td>11.2%</td>
</tr>
<tr>
<td>1H16</td>
<td>$464.5</td>
<td>25.3%</td>
<td>11.9%</td>
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<tr>
<td>2H16</td>
<td>$459.5</td>
<td>26.2%</td>
<td>12.6%</td>
</tr>
<tr>
<td>1H17</td>
<td>$479.4</td>
<td>26.8%</td>
<td>13.5%</td>
</tr>
</tbody>
</table>

Liquids and Industrial Services

<table>
<thead>
<tr>
<th></th>
<th>Net Revenue ($m)</th>
<th>EBITDA Margin</th>
<th>EBIT Margin</th>
</tr>
</thead>
<tbody>
<tr>
<td>1H15</td>
<td>$245.3</td>
<td>13.0%</td>
<td>6.9%</td>
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<tr>
<td>2H15</td>
<td>$230.6</td>
<td>10.4%</td>
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<td>1H16</td>
<td>$224.5</td>
<td>11.9%</td>
<td>6.5%</td>
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<tr>
<td>2H16</td>
<td>$212.1</td>
<td>14.5%</td>
<td>8.6%</td>
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<tr>
<td>1H17</td>
<td>$208.0</td>
<td>13.8%</td>
<td>7.3%</td>
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</table>
Improving free and operating cash flow generation

Free Cash Flow $1

<table>
<thead>
<tr>
<th></th>
<th>1H15</th>
<th>2H15</th>
<th>1H16</th>
<th>2H16</th>
<th>1H17</th>
</tr>
</thead>
<tbody>
<tr>
<td>Free Cash Flow ($m)</td>
<td>$26.1</td>
<td>-$7.2</td>
<td>$18.0</td>
<td>$32.7</td>
<td>$34.5</td>
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</table>

Note 1: Free Cash Flow defined as cash from operating activities excluding interest and tax less capital expenditure.

Operating Cash Flow

<table>
<thead>
<tr>
<th></th>
<th>1H15</th>
<th>2H15</th>
<th>1H16</th>
<th>2H16</th>
<th>1H17</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Cash Flow</td>
<td>$81.7</td>
<td>$94.5</td>
<td>$77.8</td>
<td>$112.9</td>
<td>$99.8</td>
</tr>
<tr>
<td>Cash Flow Conversion 2</td>
<td>92.0%</td>
<td>101.0%</td>
<td>80.0%</td>
<td>95.0%</td>
<td>90.0%</td>
</tr>
</tbody>
</table>

Note 2: Calculated as cash from operating activities before remediation of landfills, underlying adjustments, net interest and tax divided by underlying EBITDA.
Footprint 2025

Developing a nationwide footprint of key infrastructure assets in resource recovery
Our Strategy, Structure and Focus is aligned with Our Value Operating Model
The case for resource recovery is strengthening and this trend will only accelerate

Policy changes

- State Government diversion targets are progressively increasing
- State governments have been increasing levies in recent years as an economic incentive for diversion
- This trend is expected to continue although each state is at different points of diversion maturity

Customer requirements

- Large customers increasingly sensitive to increased recycling
- Council groups are increasingly focussing on the capability of waste collection companies within Post Collections when awarding municipal contracts

Landfill consolidation & gate fees

- Trend towards fewer, larger landfills and regulators reluctant to support development of major new landfills
- Landfill gate fees are high and continue to rise driven by levy increases and underlying price growth
- Waste companies without their own landfill capacity will increasingly look for resource recovery alternatives to avoid paying away a large part of profits
The value of resource recovery can be quantified in a “diversion prize” metric.

**Option A**
- 100% to landfill

**Cleanaway collections**

**Option B**
- 5 - 40% to landfill

- Resource Recovery

- 60 - 95% recovered and diverted from landfill*

The “diversion prize” is the commodity value plus the landfill cost avoided minus cost of resource recovery – Higher landfill prize creates economic impetus as commodity price can be volatile.

Notes: * Depends on waste stream feedstock
The diversion prize varies by geography

Geography drivers

Landfill gate fees
Underlying gate fees vary significantly by state
Gate rates generally rising at CPI plus

Levy
Large differences in levies by state
Several states have seen large increases recently

Legislation
Government legislation, such as container deposit schemes, also drive diversion prize
There is a wide range of proven technologies for cost effective resource recovery of various waste streams

<table>
<thead>
<tr>
<th>Key Technologies</th>
<th>Mixed Solid Waste</th>
<th>Organics</th>
<th>Commingled recycling</th>
<th>C&amp;I – dry inert</th>
<th>C&amp;D</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Sorting and Recycling</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>C&amp;I / C&amp;D Material Recycling Facility</td>
<td>✓</td>
<td></td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Clean Material Recycling Facility</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Dirty Material Recycling Facility</td>
<td>✓</td>
<td></td>
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<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Mechanical and biological treatment</td>
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<tr>
<td><strong>Composting</strong></td>
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<tr>
<td>Windrow composting</td>
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<td>Gore/tunnel composting</td>
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<td></td>
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<tr>
<td>Soil injection</td>
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<td>Anaerobic digestion</td>
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<td><strong>Waste to Energy</strong></td>
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<td>Landfill gas</td>
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<td>✓</td>
<td>✓</td>
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</tbody>
</table>
To achieve our 2025 strategic vision, we will extract maximum value through the value chain.

Collections
- Operational efficiency
- Strong market share position by region leading to route density
- Pricing
- Customer churn management
- Sales and marketing
- Customer focus

Resource recovery
- Access to strategic resource recovery facilities
- Access to global technology
- Optimisation of materials flow between resource recovery and landfill/alternative waste disposal by waste stream and geography
- Ability to adapt to a changing regulatory outlook

Landfill/alternative waste disposal
- Well located prized assets
- Long term planning and reinvestment based on supply/demand
- Optimisation of flows between landfill/alternative waste disposal and resource recovery

Investing in the right ‘package’ of prized assets for us to compete effectively and extract maximum returns across the value chain.
**Cleanaway prized infrastructure assets completed or in planning stages**

<table>
<thead>
<tr>
<th>Queensland</th>
<th>Victoria</th>
<th>New South Wales</th>
<th>Western Australia</th>
</tr>
</thead>
<tbody>
<tr>
<td>❖ New Paper Recycling facility</td>
<td>❖ Biogas generation increase at MRL</td>
<td>❖ Transfer Station and Material Recycling Facility in Western Sydney</td>
<td>❖ Material Recycling Facility and Transfer Station in Perth</td>
</tr>
<tr>
<td>❖ Exploring options for putrescible landfill</td>
<td>❖ EPA Works Approval received for MRL licence extension</td>
<td>❖ Waste to energy options under review</td>
<td></td>
</tr>
<tr>
<td></td>
<td>❖ Material Recycling Facilities under review</td>
<td></td>
<td>❖ Material Recycling Facilities under review</td>
</tr>
</tbody>
</table>

**Making a sustainable future possible**
In closing

- Our journey is in line with our commitments – Our Vision, Our Operating Model, Our 5Cs, and our understanding of the competitive landscape which will continue to evolve

- Improvements are being achieved across the Company along a number of key metrics

- Footprint 2025 strategies are in place and being acted upon

- Confident that we will leverage our scale and continue to increase shareholder value