CLEANAWAY

Making a sustainable future possible together

Cleanaway Waste Management Limited

Australia's leading total waste management services provider

Introduction to Cleanaway
January 2023

Disclaimer

Forward looking statements – This presentation contains certain forward-looking statements, including with respect to the financial condition, results of operations and businesses of Cleanaway Waste Management Limited ("CWY") and certain plans and objectives of the management of CWY. Forward-looking statements can generally be identified by the use of words including but not limited to 'project', 'foresee', 'plan', 'guidance', 'expect', 'aim', 'intend', 'anticipate', 'believe', 'estimate', 'may', 'should', 'will' or similar expressions. All such forward-looking statements involve known and unknown risks, significant uncertainties, assumptions, contingencies and other factors, many of which are outside the control of CWY, which may cause the actual results or performance of CWY to be materially different from any future results or performance expressed or implied by such forward-looking statements. Such forward-looking statements apply only as of the date of this presentation.

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Results information – This presentation contains summary information that should be read in conjunction with CWY's Consolidated Financial Reports for the financial years ended 30 June 2018, 2019, 2020, 2021 and 2022

All amounts are in Australian dollars unless otherwise stated. A number of figures in the tables and charts in the presentation pages have been rounded to one decimal place. Percentages (%) have been calculated on actual whole figures.

Unless otherwise stated, all earnings measures in this presentation relate to underlying earnings.

Underlying earnings are categorised as non-IFRS financial information and therefore have been presented in compliance with ASIC Regulatory Guide 230 – Disclosing non-IFRS information, issued in December 2011. Refer to CWY's Directors' Report for the definition of "Underlying earnings". The term EBITDA represents earnings before interest, income tax, and depreciation, amortisation and impairments and the term EBIT represents earnings before interest and income tax expense.

This presentation has not been subject to review or audit.

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Snapshot of Cleanaway

Cleanaway is Australia's leading total waste management, industrial, environmental and health services company.

Cleanaway is vertically integrated through the waste value chain from waste collection, to resource and energy recovery, to waste treatment and disposal.

Our services are underpinned by a diversified portfolio of licensed infrastructure assets operated by a committed workforce.

5,900+ Vehicles

~280 Sites Australia wide

135+ Licensed infrastructure assets

130+ Municipal councils

132,000+ Business customers

History

Cleanaway became the name for the waste management division of Brambles (ASX: BXB) in 1979. Transpacific Industries, which ultimately acquired the Cleanaway business in 2005, was formed in 1987.

May 2005

Transpacifc Industries (ASX: TPI) was listed on the ASX at an initial offering price of $2.40 giving it a market capitalisation of $480 million.

Sep 2005

Transpacifc Industries included in the S&P/ASX 200 index.

Apr - Jul 2006

Brambles sells Cleanaway Germany to SULO, Cleanaway UK to Veolia and Cleanaway (Australia) to private equity company KKR & Co. (NYSE: KKR).

Jul 2006

Waste Management New Zealand acquired for cash of $709 million and acquired debt of $143 million.

Jan 2007

Baxter Group acquired for total consideration of $242 million.

Apr 2007

Twigg Group acquired for total consideration of $159 million.

May 2007

Cleanaway (Australia) acquired for total consideration of $1,148 million.

Nov 2007

Envirowaste Services acquired for total consideration of $84 million.

Aug 2009

$801 million in equity raised to paydown debt.

June 2010

Terry Peabody retires as Chairman and Director.

History (continued)

Nov 2011

$309 million equity raised to further paydown debt and a $1,429 million refinance of syndicated bank finance facilities is completed.

Mar 2015

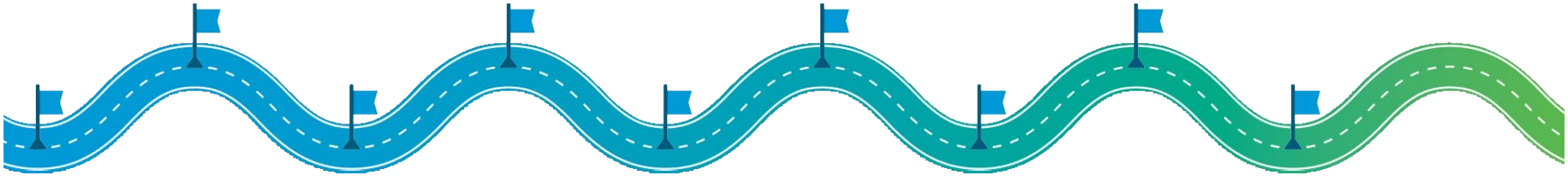
Melbourne Regional Landfll acquired from Boral (ASX: BLD) for total consideration of $247 million.

Mar 2018

Cleanaway included in the S&P/ASX 100 index.

Oct 2019

Cleanaway acquires SKM Recycling properties, plant and equipment in Victoria and Tasmania for $66 million



Aug 2013

TPI's Commercial Vehicles Group sold to Penske Automotive Group for total consideration of $231 million.

Jun - Jul 2014

TPI's New Zealand business sold for total consideration of $876 million and a $400 million refinance of syndicated bank facilities is completed.

Feb 2016

Company rebrands as Cleanaway (ASX: CWY).

May 2018

Toxfree and Daniels Health businesses acquired adding medical waste and industrial licensed assets to the Cleanaway footprint.

Feb 2020

Cleanaway forms JV with Pact Group and Asahi Beverages to develop a PET plastic pelletising plant, which will process the equivalent of 1 billion PET drink bottles p.a.

History (continued)

May 2021
Mark Schubert announced as Cleanaway's new CEO (commenced Aug 2021).

Feb 2022
Cleanaway announces its Blueprint 2030 strategy.

Aug 2022
Cleanaway completes $400 million equity raising. Sydney organics facility, GRL acquired for $168.5 million.

Dec 2021
Cleanaway completes the acquisition of the Sydney Resource Network (former Suez landfills (2) and transfer stations (5)) for $503.1 million.

Aug 2022
CWY releases its COP26 aligned greenhouse gas reduction targets.

Strategy Overview

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Strategy Evolution – BluePrint 2030

Footprint 2025

Prized assets

Built Australia's leading total waste management services provider through a network of prized infrastructure assets

Embedded a financial performance culture

Blueprint 2030

Strategic infrastructure growth

Invest strategically to extend our infrastructure & services platforms

Capture value from waste industry transition and decarbonization

Sustainable customer solutions

Integrate our prized assets for circularity, carbon and seamless customer service

Grow our market share through delivery of value for money tailored customer solutions

Operational excellence

Align our culture with our strategy and extend the performance culture to the frontline to deliver for today and improve for tomorrow

Work smarter through data & analytics and digitisation

Our foundations - safety & environment

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BluePrint 2030

BluePrint 2030 is our **customer led** evolution of the Footprint 2025 strategy.

In BluePrint 2030 we will create superior shareholder value by **integrating and extending our leading network of infrastructure assets** to **provide high circularity, low-carbon solutions, seamless customer service** and **value for money** for our customers.

Our goal is to be recognized by our customers as the most innovative and sustainable waste management company, with **a foundation of zero harm** to people and the environment.

Our 14 Blueprints – How we deliver our strategy

Strategic Infrastructure Growth

1. Energy from Waste
2. C&D
3. Organics
4. Landfill Optimisation
5. Core Infrastructure Expansion
6. Innovation

Enablers

Sustainable Customer Solutions

7. Leadership in Carbon & Circularity

Enablers

Integration of our prized assets with seamless, sustainable and value-for money customer solutions

Enablers

Operational Excellence

8. LTS Network Optimisation
9. Hydrocarbons Optimisation
10. Data & Analytics
11. CustomerConnect
12. Fleet Optimisation
13. Sales Force Effectiveness
14. Operating Model

Enablers | Enablers | Enablers

People & Culture

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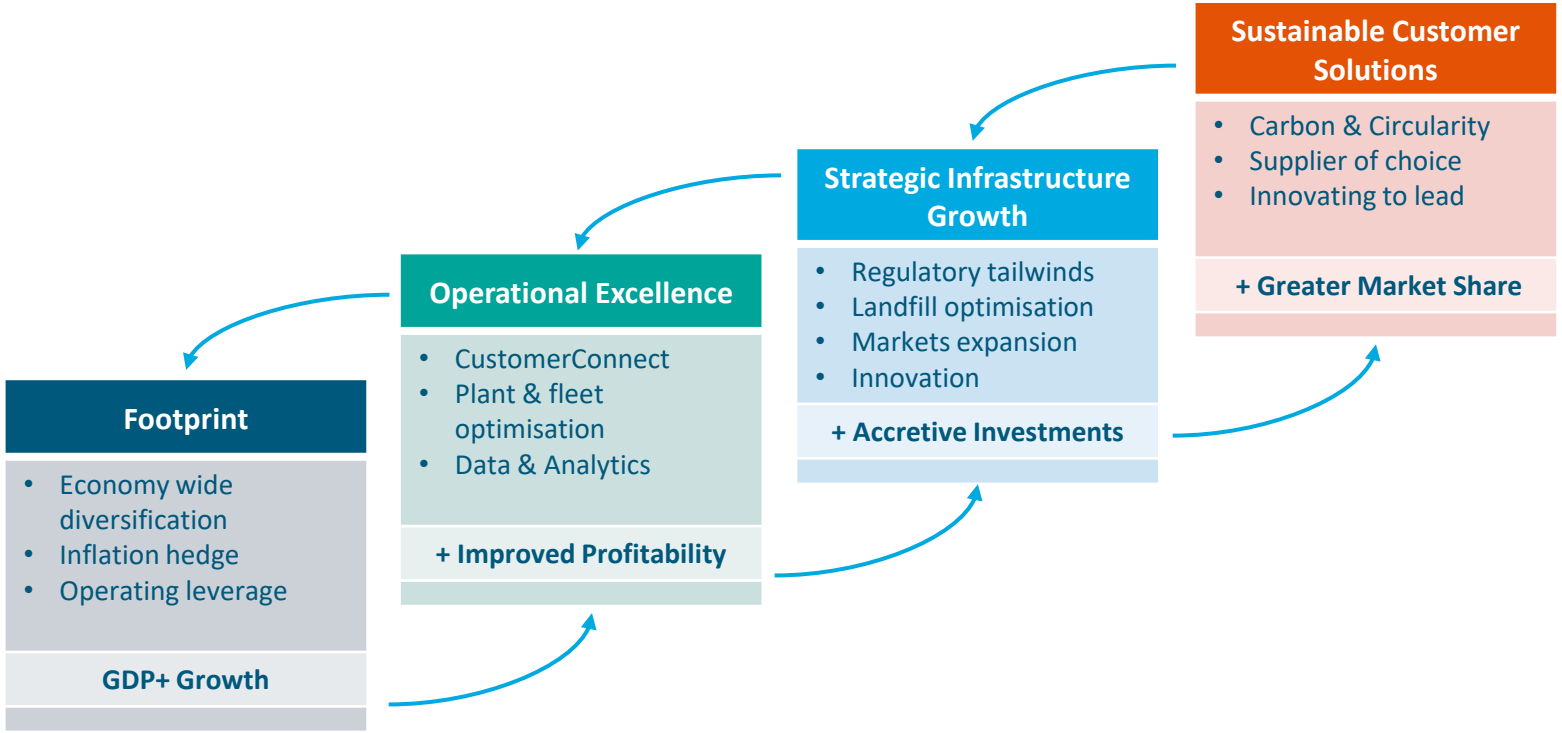
Blueprint 2030 – Growth Framework

Our strategic pillars build upon each other to generate superior shareholder value ……



…while providing customers with great service and value for money sustainable solutions

Delivering Blueprint 2030

Our growing pipeline of opportunities sit firmly within our value creation growth framework…

- Developed refreshed Strategy- **BluePrint 2030**

- Built a pipeline of opportunities aligned to BluePrint 2030

- Set our foundations
- Appointed HS&E EGM

- Extended and expanded NSW CDS contract
- Commenced construction of Western Sydney MRF

Footprint

- Economy wide diversification
- Inflation hedge
- Operating leverage

GDP + Growth

Rolled out Data & Analytics programs
- Route optimisation
- Customer profitability
- Revenue leakage

Implemented plan to drive improvement in sales force effectiveness

Commenced fleet optimisation
- Targeted NMI scales extension

Operational Excellence

- CustomerConnect
- Plant & fleet optimisation
- Data & Analytics

+ Improved Profitability

Commenced Branch Capability program

Fixed Asset Management program

CustomerConnect business case approved
- Completed RFP for pre-execution phase

Strategic Infrastructure Growth

- Regulatory tailwinds
- Landfill optimisation
- Markets expansion
- Innovation

+ Accretive Investments

Sustainable Customer Solutions

- Carbon & Circularity
- Supplier of choice
- Innovating to lead

+ Greater Market Share

Decarbonisation plan underway
- *Set targets*
- *Identified initiatives*
- *Building Marginal Abatement Cost Curve*

- Commenced construction of Vic PET plastic pelletising facility and Laverton HDPE/PP plastics pelletising facility

- Appointed C&D GM
- Acquired 'Vins Bins'
- Executed plan to unlock NSW C&D resource recovery infrastructure

- Executed plan to unlock potential of existing NSW footprint to advance FOGO strategy

- Acquired NSW organics processing facility from GRL

- Melbourne & SE QLD EfW (100%)

…with strong progress being made across our blueprints

As @ September 2022

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Market & Policy Settings

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Australian Waste Management Landscape

- The waste industry plays a key role in the transition to low-carbon and high-circularity world
- These trends provide significant growth opportunities for Cleanaway both within the existing portfolio and in new segments

Customers

Seeking cost-effective sustainable services with lower carbon footprint & improved circularity

Climate

Energy transition creating new waste streams

New technologies to reduce waste's carbon footprint

Communities

Increasing expectations of waste management industry

Embracing new recycling initiatives

Circularity

Emerging self-sufficiency trend

Increasing demand for recycled content

Supportive regulatory environment

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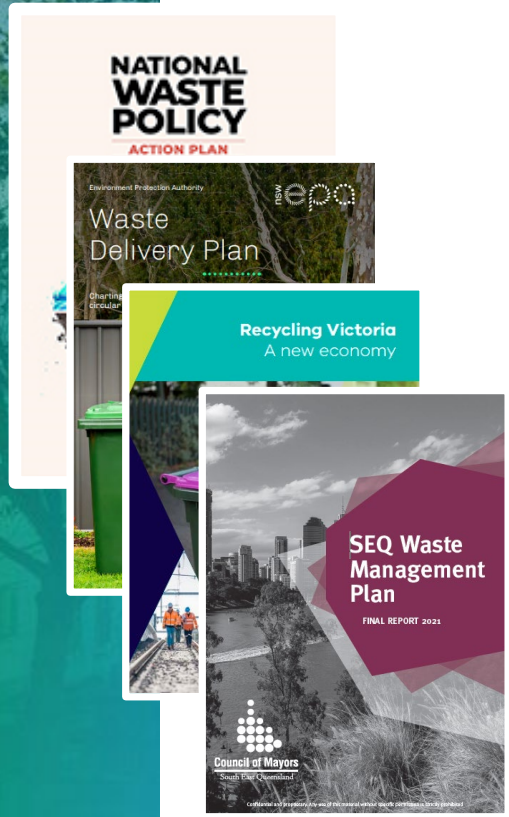
National & State Policies - Strategic tailwinds

Less waste, higher landfill diversion & greater domestic reprocessing and reuse…



National Waste Policy Key Actions

- Waste export ban started in 2020
- Phase out problematic and unnecessary plastics by 2025
- By 2030:
  - Reduce total waste generated by 10% per person
  - 80% average recovery rate from all waste streams
  - Halve the amount of organic waste sent to landfill
- Significantly increase the use of recycled content by governments and industry
- Make comprehensive, economy-wide and timely data publicly available to support better consumer, investment and policy decisions

..with state plans aligned to or more ambitious than the national plan

Resource Recovery – Policy tools

Supported by state based waste levies, diversion targets and source separation initiatives…

	NSW	VIC	QLD	WA	SA	TAS	ACT	NT
Landfill levy increasing	✓	✓	✓	?	✓	✓	✓	×
Waste reduction target	✓	✓	✓	✓	✓	✓	✓	×
Landfill diversion target	✓	✓	✓	✓	✓	✓	✓	×
Resource Recovery target	✓	✓	✓	✓	✓	✓	✓	×
Container deposit scheme	✓	×*	✓	✓	✓	×*	✓	✓
FOGO policy	✓	✓	trial	✓	trial	✓	pilot	✓
EfW policy	**Y**	**Y**	**Y**	**Y**	**N**	**N**	**Y**	**N**
Medium term capacity need	✓	✓	✓	×	×	×	×	×
Proximity of sites to waste	Far	Near	Near	Near	n/a	n/a	n/a	n/a
Location rules	4 regional sites only	Merit-based via cap	Proximity principle	Buffer zones	n/a	n/a	Not permitted	n/a

Sources: Australian National Waste Report 2020, State Energy from Waste policies, Cleanaway assessments

**VIC and TAS have container deposit schemes planned*

..with supportive Energy-from-Waste settings in VIC and QLD

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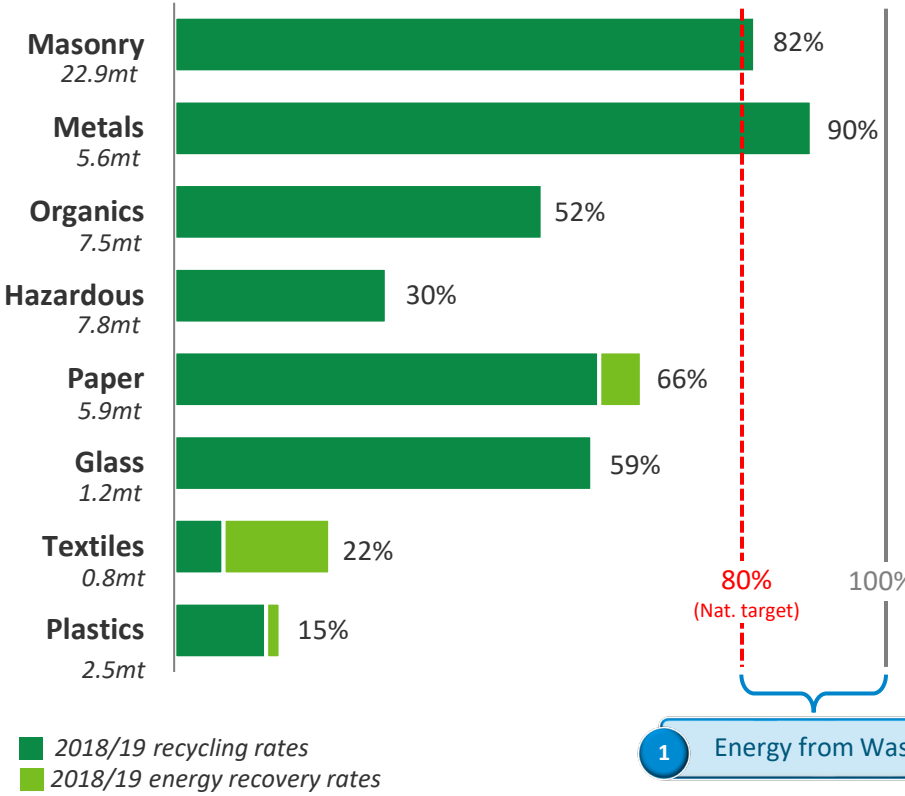
Resource Recovery – Market Context

Market development and market leadership opportunities exist



BLUEPRINT

2	Construction & Demolition	Market share gains in a large market with high circularity
3	Organics	Structural change driving growth in volume and value
5	Core Infrastructure	Ongoing investments in MRFs, CDS and supporting infrastructure (e.g. transfer stations) Expansion and upgrade of liquids and hazardous waste processing and recycling infrastructure
6	Innovation	Textile market is large with very low recycling rates of 7% Circular solutions for plastics
1	Energy from Waste	Transition to EfW for residual waste and maximise value of landfills
4	Landfill Optimisation	

Source: Australian National Waste Report 2020, Department of the Environment and Energy. Australian Organics Recycling Industry Capability Assessment 2020-21 for organics

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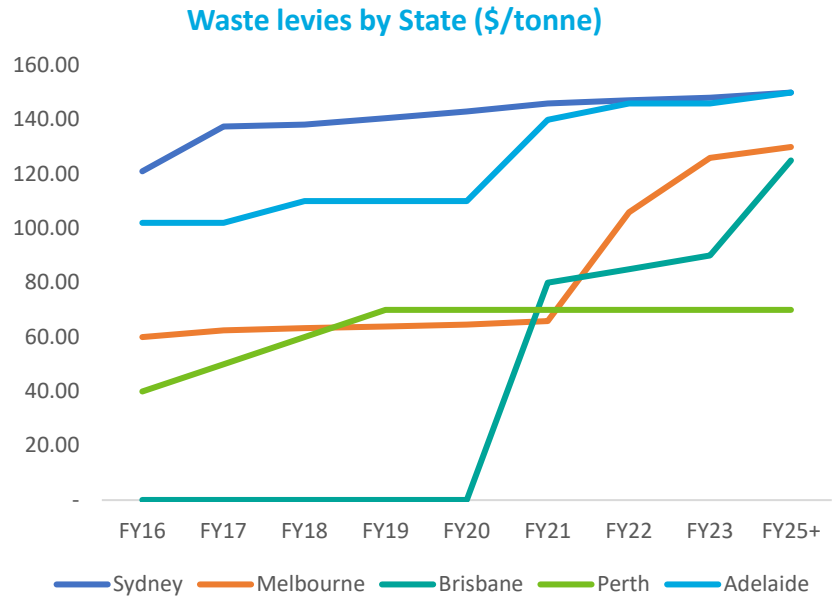
Resource Recovery – Increasing landfill levies

Metro areas of most states will have landfill levies in excess of $125 per tonne by 2025

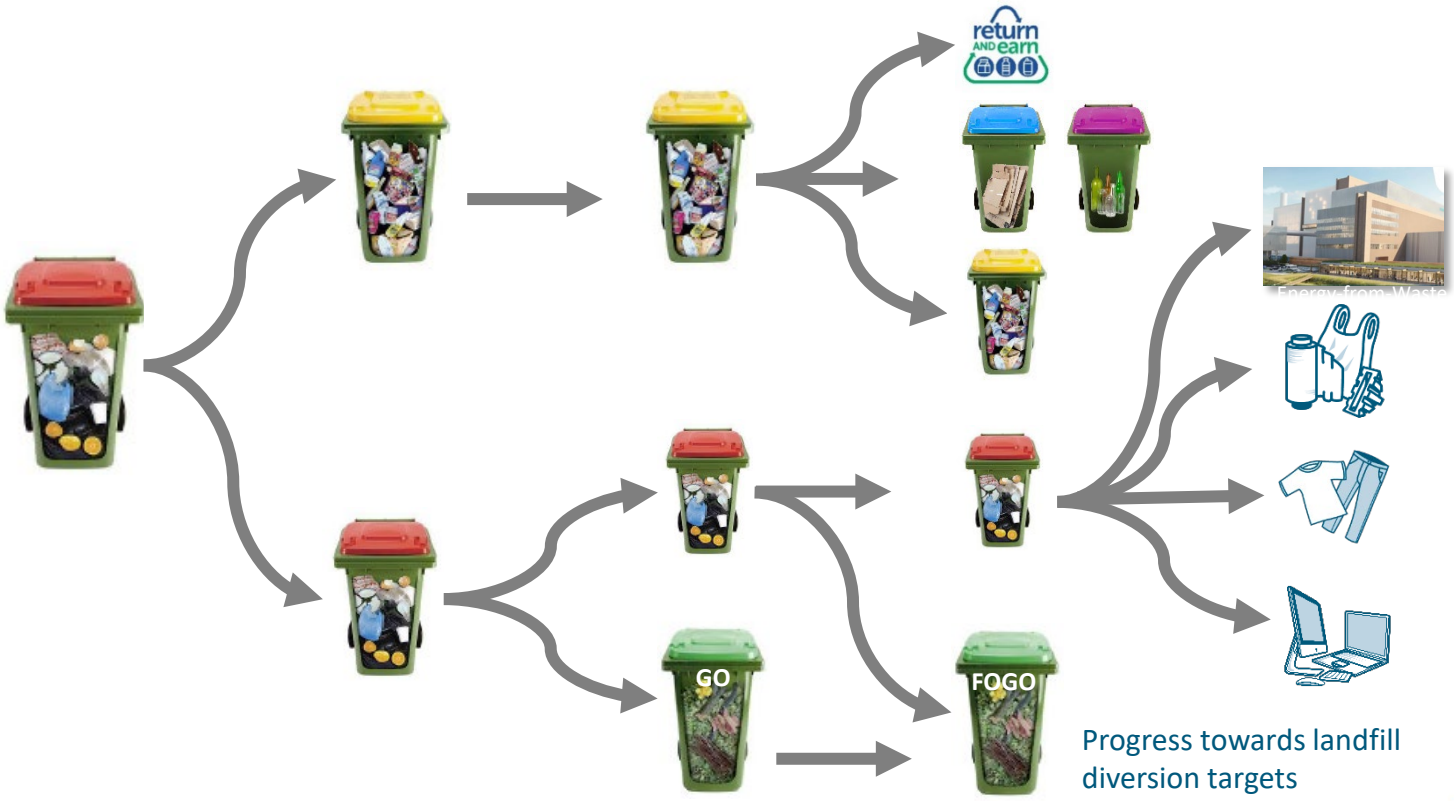


Source: Actual historical levies (metro). Cleanaway forecast estimates based on stated policies

- Waste levies are the primary driver of landfill diversion prize
- Increasing levies offset volume growth flattening
- Improves economics of harder to recycle waste streams

Resource Recovery – Evolution

Greater source separation will lead to higher resource recovery and more collections services



Progress towards landfill diversion targets

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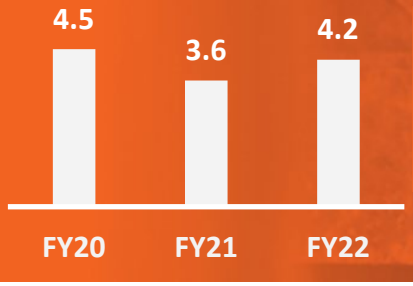
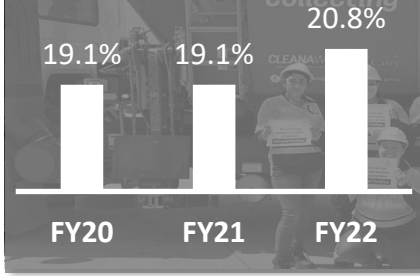
People & Environment

Total Recordable Injury Frequency Rate (TRIFR)[1]



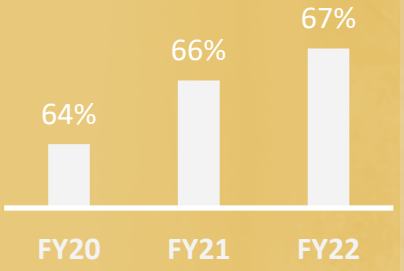
- Three tragic fatalities (not at fault)
- 83 injuries
- Intense safety focus

Female Representation



- Three female Executive Team members recruited
- Executive and senior management increased to 23% from 15% in FY21
- 3 female driver academies

Employee Engagement



- Improved performance despite challenging operating conditions
- Reset of values and required behaviours planned for FY23 to align with desired culture and strategy

Environment

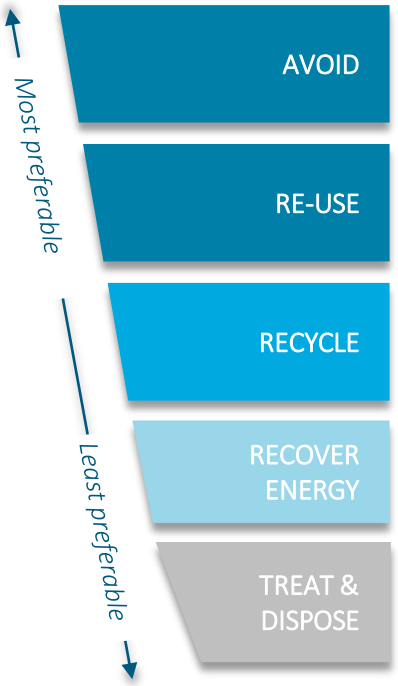
- Intense focus on environmental controls
- Significantly reduced number of environmental enforcement notices
- Recognise concerns raised by the community regarding flood-related offsite odour at New Chum

Note 1: Incidents per million hours worked. TRIFR includes employees and contractors

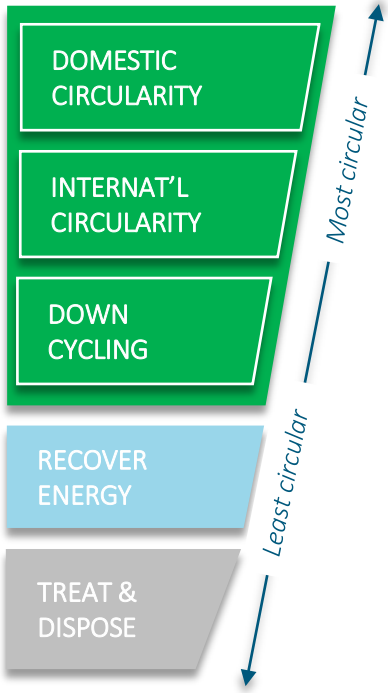
How we view Circularity

Our aim is to keep resources circulating in the economy so that they can be used for the same or similar products

Typical waste hierarchy

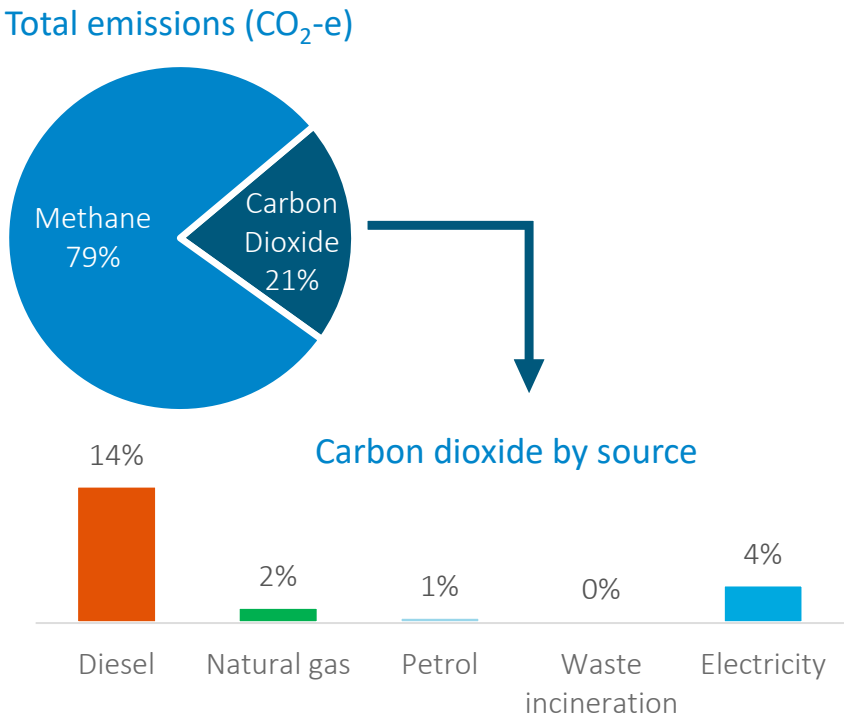


Cleanaway circularity hierarchy



Greenhouse Gases – CO_2 and CH_4

Cleanaway's greenhouse gas emissions are heavily weighted towards methane from landfills



- CH_4 from landfills is nearly 80% of our emissions footprint
- Emissions from landfills are distributed across 10 closed and operating landfills
- CO_2 emissions make up approximately 21% of our emissions footprint
  - 4% of this comes from emissions associated with electricity consumption
  - Remaining emissions primarily from fleet and natural gas use in facilities

Cleanaway's announced emissions targets vs. FY22

Leading scientific literatures, international agreements, and Nationally Determined Contributions goals provide emission target guidelines

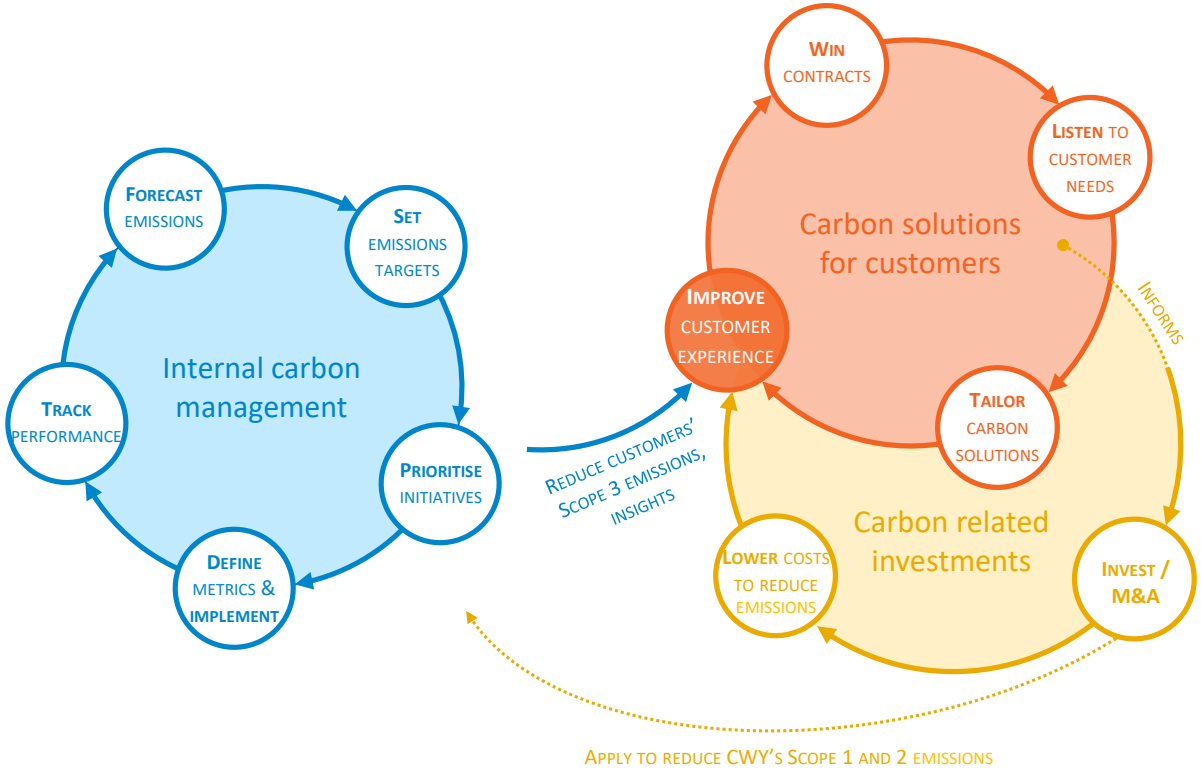
We have set a target for each of CO_2 and CH_4 emissions to keep the world on a 1.5°C trajectory

		IPCC	COP26	CLEANAWAY
CH_4	2030	-28% (Range: -9 to -51%)	-30% (vs. 2020)	-34% (equivalent to -30% vs. 2020)
	2050	-48% (Range: -33 to -74%)	Deep reduction	-57%
CO_2	2030	-38% (Range: -14 to -67%)	-43%	-43%
	2050	-98% (Range: -70 to -131%)	Net zero	Net zero

- **Separating CH_4 and CO_2 emissions targets** drives **greater focus** on specific emissions reduction initiative across the business
- When our targets are **calculated on CO_2e** basis, it is **within IPCC's 1.5°C envelope**
- Our **targets** are **consistent with Australia's 2030 GHG emissions reduction target** and the **Global Methane Pledge**

Leadership in Carbon is aligned to Cleanaway's mission

Low carbon fuels and energy, emissions reductions and learnings can help our customers achieve their sustainability goals



- ✓ **Build capability and maturity in internal carbon management**
- ✓ **Set 2030 and 2050 targets with FY22 Full Year Results**
- Build and refine marginal abatement cost curve (MACC) for Cleanaway and identify and develop investment opportunities to decarbonise
- Capture decarbonisation opportunities with uniquely positioned strategic infrastructure
- Develop carbon solutions that are aligned to customers' aspirations

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Financial Overview

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Financial Summary

Summary Income Statement – Statutory Results

$ million	FY18[6]	FY19[6]	FY20	FY21	FY22
Revenue	**1,714.3**	**2,283.1**	**2,332.1**	**2,406.4**	**3,006.2**
EBITDA	**323.1**	**433.7**	**487.1**	**528.8**	**510.8**
Depreciation and amortisation	(173.6)	(220.8)	(282.2)	(286.1)	(341.5)
Profit from operations	**149.5**	**212.9**	**204.9**	**242.7**	**169.3**
Net finance costs	(31.5)	(46.9)	(49.7)	(35.9)	(53.0)
Profit before income tax	**118.0**	**166.0**	**155.2**	**206.8**	**116.3**
Income tax expense	(14.5)	(45.5)	(42.6)	(59.1)	(35.7)
Profit after income tax	**103.5**	**120.5**	**112.6**	**147.7**	**80.6**

Summary Income Statement – Underlying Results[1]

$ million	FY18[6]	FY19[6]	FY20	FY21	FY22
Net revenue[2]	**1,564.9**	**2,109.1**	**2,100.0**	**2,198.9**	**2,603.8**
EBITDA	**339.7**	**461.6**	**515.7**	**535.1**	**581.6**
Depreciation and amortisation	(173.3)	(220.8)	(259.1)	(276.4)	(324.5)
EBIT	**166.4**	**240.8**	**256.6**	**258.7**	**257.1**
Net finance costs	(30.5)	(47.8)	(47.4)	(43.5)	(53.0)
Profit before income tax	**135.9**	**193.0**	**209.2**	**215.2**	**204.1**
Income tax expense	(38.1)	(53.0)	(59.2)	(62.0)	(59.1)
Profit after income tax	**97.8**	**140.0**	**150.0**	**153.2**	**145.0**

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Financial Summary continued

Summary of Balance Sheet

$ million	FY18[6]	FY19[6]	FY20	FY21	FY22
Total assets	**4,047.1**	**4,129.2**	**4,522.6**	**4,651.5**	**5,862.7**
Cash and cash equivalents	52.0	56.2	79.8	69.4	66.5
Total liabilities	**1,559.0**	**1,592.6**	**1,951.6**	**2,015.2**	**3,234.5**
Interest-bearing liabilities	725.2	714.7	1,065.4	1,073.3	1,683.8
Market capitalisation at end of financial period	**3,442.0**	**4,763.7**	**4,518.7**	**5,436.9**	**5,197.7**

Summary Credit Metrics

$ million	FY18[6]	FY19[6]	FY20	FY21	FY22
Gearing ratio[3]	21.3%	20.3%	27.1%	28.2%	38.7%
Net debt to underlying EBITDA ratio[4]	1.64x	1.43x	1.46x	1.61x	2.23x
Interest coverage ratio[4,5]	13.53x	15.65x	19.21x	22.55x	19.15x

[1] Underlying earnings are categorised as non-IFRS financial information and exclude underlying adjustments, which in the Directors' view, more closely reflects the ongoing operations of the Group. Underlying adjustments are detailed in the Directors' Report included in the financial statements of the Group for each financial period.
[2] Net revenue is Revenue excluding landfill levies collected.
[3] Net Debt over Net Debt plus Equity.
[4] Covenant ratios under finance agreements are calculated on a pre AASB16 basis. Covenant ratio calculations include proforma adjustments for the Toxfree and SRN acquisitions in FY18 and FY22. Certain other immaterial adjustments are made to the ratio calculations for covenant testing.
purposes. Assumes a full twelve-month contribution of EBITDA from Tox Free Solutions Limited which was acquired during FY18.
[5] Calculated as underlying EBITDA to net cash interest expense.
[6] FY18 and FY19 results are pre ASSB16.

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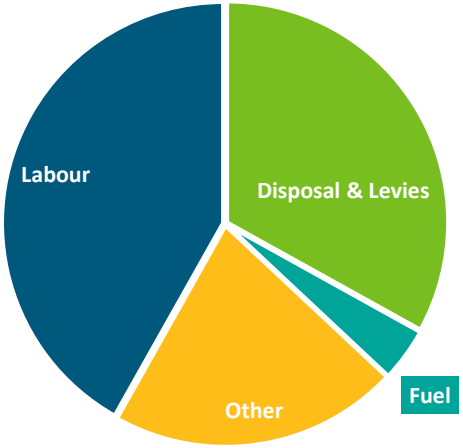
Inflation Protection and Management

Strong pricing and contractual mechanisms available to manage inflation….

Operating costs (%)



Labour

- Exposed to Enterprise Agreements & individual contracts
- Contractual/pricing passthrough
  - Flexible for SME
  - Lag for Municipal & National accounts
    - Linked to relevant labour index

Other

- Includes property, repairs and maintenance, freight and head office costs
- Contractual/pricing passthrough
  - Flexible for SME
  - Lag for Municipal & National accounts
    - Linked to CPI

Disposal and Levies

- Represents around one third of cost base
- Flexible cost passthrough mechanism

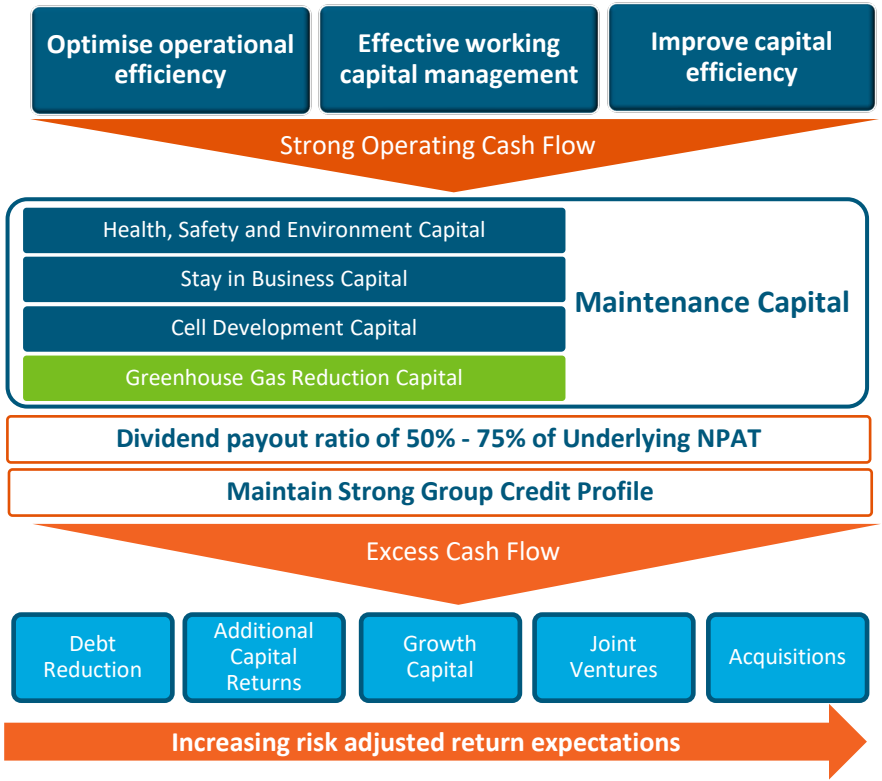
Fuel

- Contractual/pricing passthrough
  - Flexible for SME, with monthly **fuel surcharge already in place**
  - Lag for Municipal & National accounts
    - Linked to fuel index

..with flexibility to pass a large proportion of cost increases through in-period

Disciplined Capital Allocation Framework to Drive Improved Returns

Commitment to maintaining a strong balance sheet and Group credit profile…



- Improving capital allocation decision-making disciplines
- Greater visibility over pipeline of Blueprint 2030 opportunities
- Capital allocated to maximise returns and increase ROIC
- Benchmark always relative to capital returns
- M&A remains an opportunity to accelerate Blueprint 2030

…with increasing debt finance costs heightening our focus on returns

Business Segments

Cleanaway comprises three segments, encompassing ten strategic business units, designed to create value through customer proximity while leveraging centralised enterprise services.

1. Solid Waste Services

- Victoria
- New South Wales/ACT
- Queensland
- Western Australia/Northern Territory
- South Australia/Tasmania
- Container Deposit Schemes

2. Liquid Waste & Health Services

- Liquid & Hazardous Waste
- Hydrocarbons
- Health Services

3. Industrial & Waste Services

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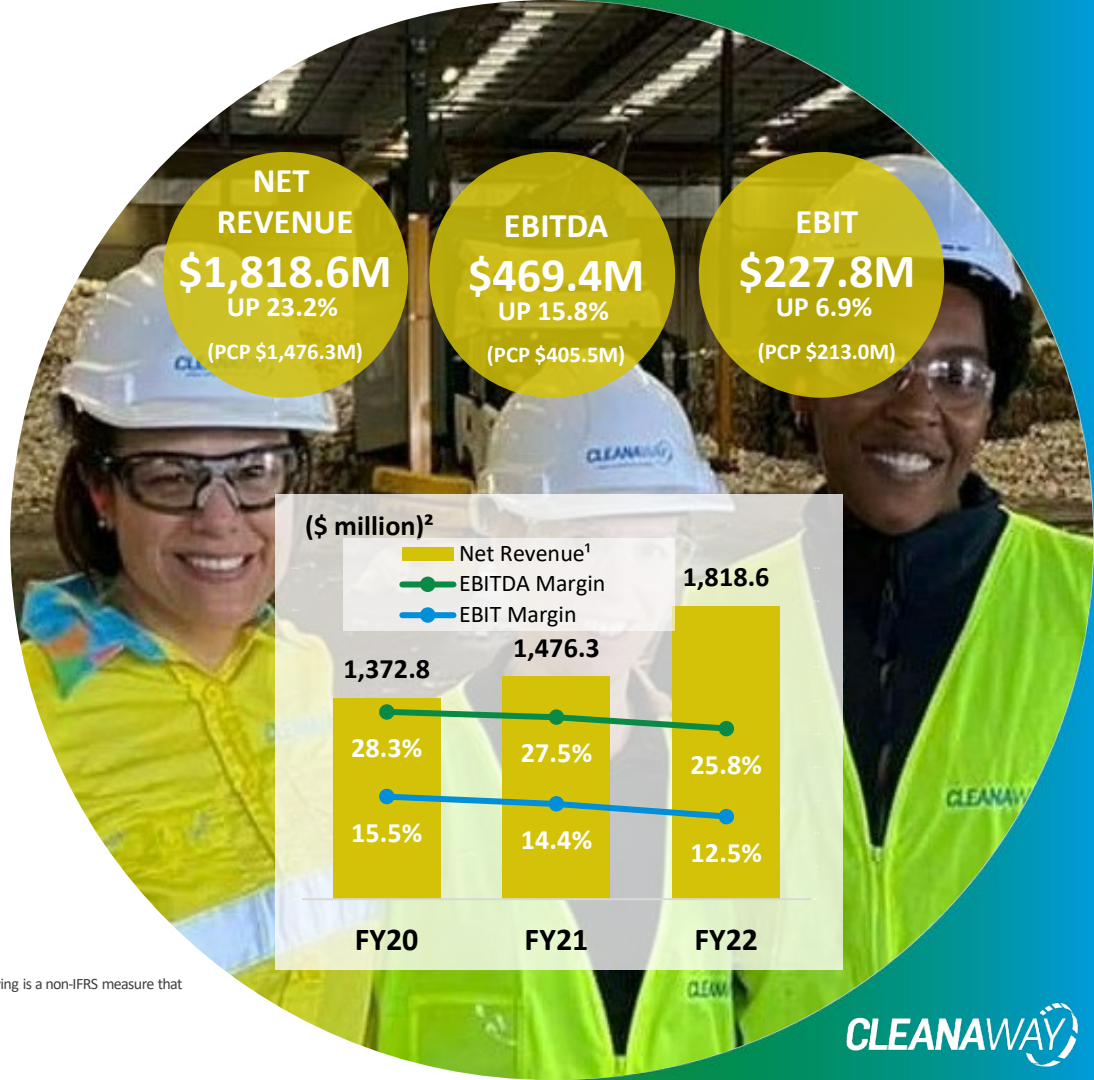
Solid Waste Services

- Cleanaway's Solid Waste Services segment is Australia's market leader for the collection and processing of solid waste and recyclables.
- The segment comprises the collection, recovery and disposal of solid waste including putrescible waste, inert waste, household waste and recovered waste. Waste streams are generally processed through resource recovery and recycling facilities, transfer stations and landfills.
- The duration of Municipal contracts is typically 7-10 years and 3+ years for Commercial & Industrial contracts. Contracts for volume into resource recovery and post collections may be separate and would typically be 1-3 years.



Note 1: Net revenue excludes landfill levies collected. Note 2: Financial results are presented on an underlying basis. Underlying is a non-IFRS measure that excludes non-recurring items.

Solid Waste Services: Value chain overview

COLLECTIONS	AGGREGATION	RESOURCE RECOVERY	ENERGY RECOVERY	DISPOSAL
FLEET	TRANSFER STATIONS	Material Recovery Facility (mixed recyclables - Muni.)	Combustion (mixed pute & inert waste)	Putrescible Landfill
		Sorting & Baling (recyclables - C&I)	Process Engineered Fuel (mixed dry waste)	
		Resource Recovery Facility (dry C&I, C&D waste)	Anaerobic Digestion (organics)	Inert Landfill
		Container Deposit Scheme Sorting	Landfill Gas	
		Composting		Prescribed Waste Landfill

RESOURCES RECOVERED

Paper & Cardboard, Plastics, Glass, Metals, Building materials, Compost, Fertilisers

Renewable energy, Alternative fuels (Process Engineered Fuel)

Through Blueprint 2030 Cleanaway is developing and delivering low-carbon highly circular solutions for recovered resources

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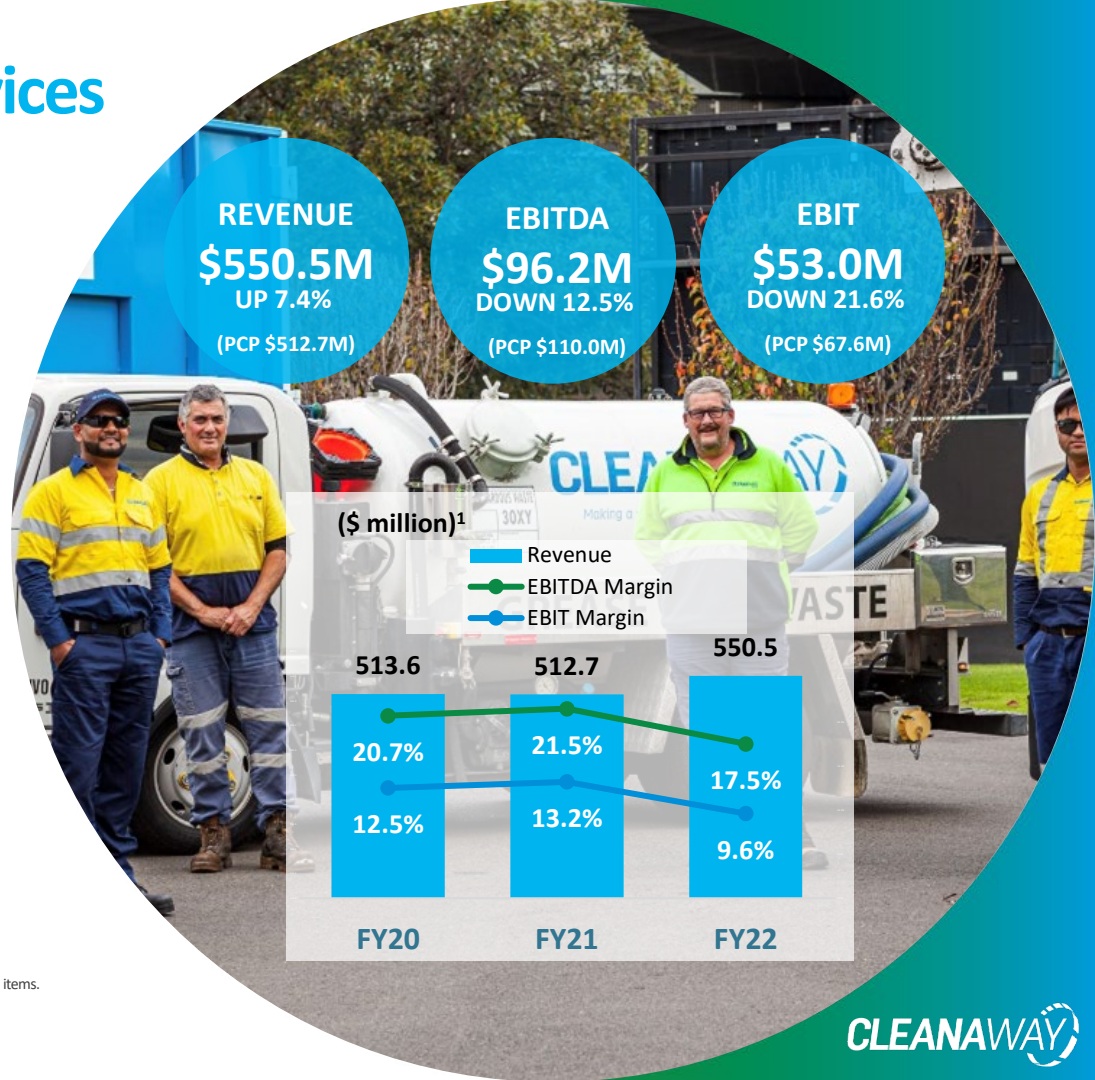
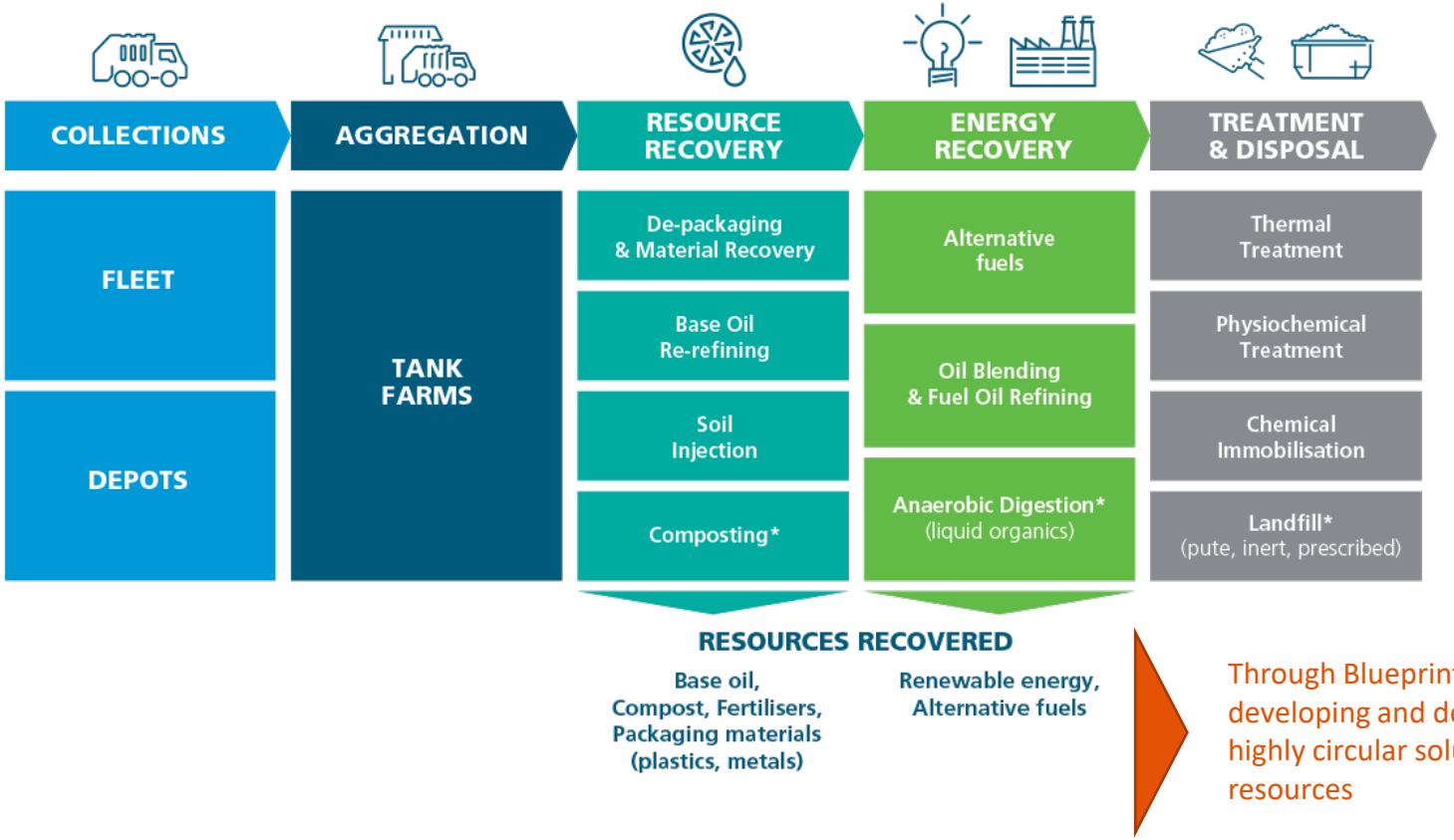
Liquid Waste & Health Services

- Comprises three national strategic business units: Liquid and Technical Services (LTS); Hydrocarbons; and Health services (Cleanaway Daniels).
  - LTS comprises bulk liquids including grease traps, hazardous waste and product destruction.
  - Cleanaway is the largest hydrocarbons recycling business in Australia and a leader in the overall liquids market, collecting and processing 140 million litres of mineral oil, as well as collecting and processing 680 million litres of hazardous and non-hazardous liquids.
  - Cleanaway Daniels handles all healthcare generated waste streams, with an unrivalled national service infrastructure and best in class products and services.
- The duration of Liquids & Hydrocarbons contracts are typically 1-3 years and Health Services contracts are typically 3-5 years.



Note 1: Financial results are presented on an underlying basis. Underlying is a non-IFRS measure that excludes non-recurring items.

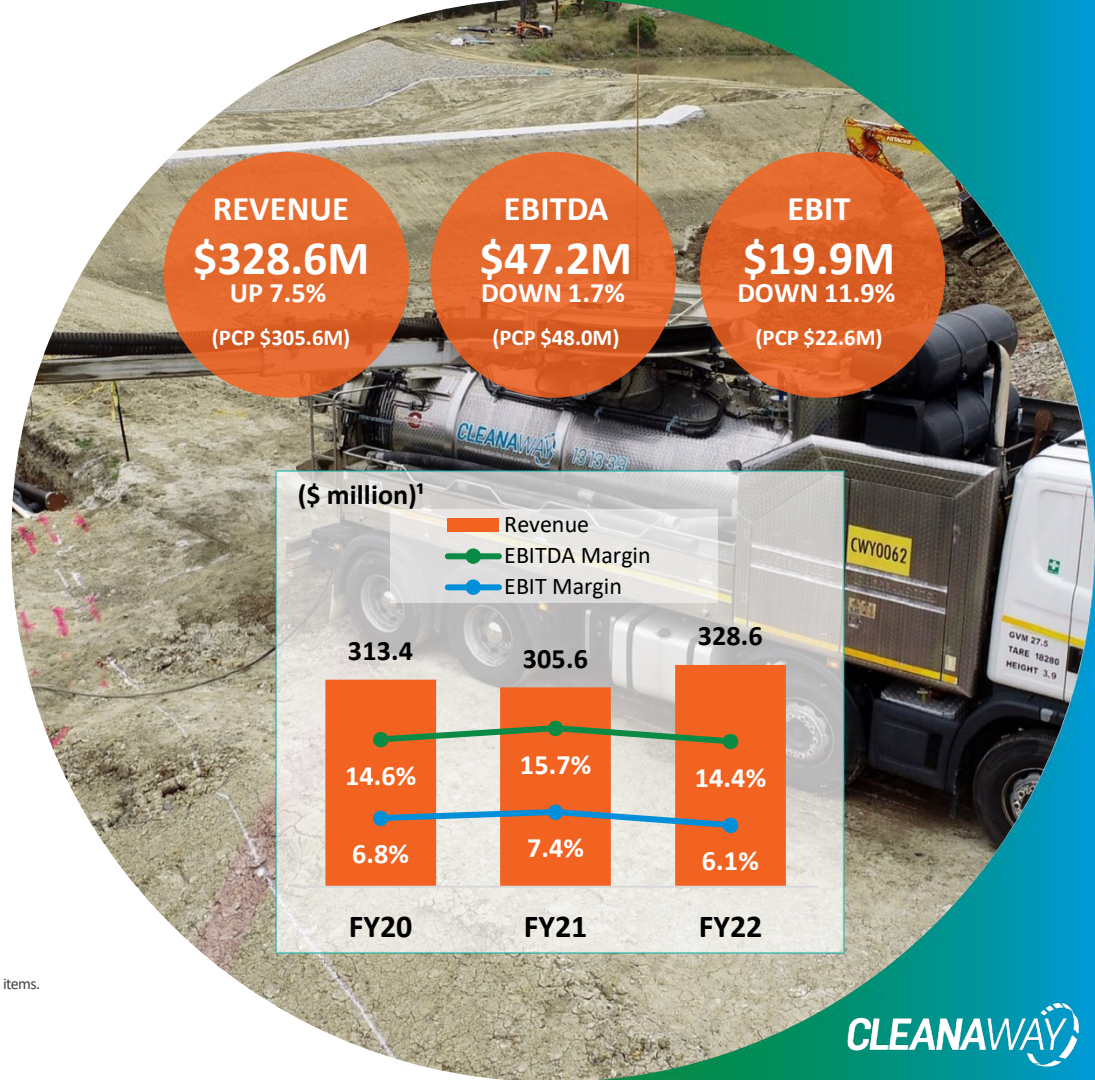
Liquid Waste & Health Services: Value chain overview



Through Blueprint 2030 Cleanaway is developing and delivering low-carbon highly circular solutions for recovered resources

Industrial & Waste Services

- Industrial and Waste Services comprise a wide variety of services to the infrastructure, industrial and resource markets. Services include drain cleaning, non-destructive digging, vacuum loading, high pressure cleaning and pipeline maintenance.
- The duration of Infrastructure contracts are typically 0.5-2 years and Resource contracts are typically 3-5 years.



Note 1: Financial results are presented on an underlying basis. Underlying is a non-IFRS measure that excludes non-recurring items.

Key Strategic Initiatives

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Energy-from-Waste

Creating our East Coast Energy from Waste platform…

- ✓ **NSW** options under review (51% equity, Macquarie 49%)
- ✓ **Melbourne** site purchased (100% equity)
- ✓ **Queensland** site purchased (100% equity)
- ✓ Dedicated Energy from Waste team and strong partnership with Macquarie Capital across platform
- ✓ Energy from Waste policies developing in key jurisdictions, including landfill levies
- ✓ Stakeholder consultations underway

…to turn residual waste into energy

Strategic Infrastructure Growth

Expanding our resource recovery (RR) platform…

Material Recovery Facilities

- ✓ Six Material Recovery Facilities for advanced sorting

Plastics

- ✓ Developing the leading plastics reprocessing platform
- ✓ Feasibility study with Qenos for advanced recycling of mixed plastics

Organics

- ✓ Acquired GRL business and running conversion trials
- ✓ Investment opportunities in growing 'FOGO' segment

Construction & Demolition

- ✓ Acquired 'Vins Bins' C&D collections and RR
- ✓ Creating new Vertical reflecting the distinctive nature of the segment
- ✓ Further RR infrastructure options under assessment

…to turn more waste into high quality recycled products

Example

Our leading Plastics Reprocessing Platform

- ✓ **Albury**: 20ktpa food-grade rPET facility in Albury operational
- ✓ **Melbourne**: 20ktpa food-grade rPET facility under construction
- ✓ **Melbourne**: 15ktpa food-grade rHDPE and 5ktpa rPP facility under construction (located at our Laverton MRF site)
- ✓ **Perth**: PET/HDPE/PP facility under review

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Sustainable Customer Solutions

Creating our future customer platform….

Service

Creating a scalable, seamless & digitised **service** experience across the customer journey through *CustomerConnect*

- Business led multi-year program to enable customer service and engagement

Value

Delivering **value-for-money** solutions by providing customers tailored access to our prized & scale infrastructure

Sustainability

Integrating our infrastructure, capabilities & systems to deliver future **customer sustainability** needs

- Expert carbon team on boarded
- Dedicated sustainability team established

….to grow market share

CustomerConnect – What is it?

CustomerConnect supports BluePrint 2030 through the provision of tools, data and digitisation ….

Why are we changing?

- To improve **customer experience** and **employee satisfaction**
- To create a **competitive advantage** and **leverage digitisation**
- To support **margin expansion**, **organic growth** and **reduce customer churn**
- To realise **significant efficiency gains** through business simplification

Pre-execution phase completed

- ✓ Business endorsement of Process Design & Requirements
- ✓ Data, Integration, Reporting Systems & Consolidation overview design
- ✓ Change Management Strategy
- ✓ Sourcing Strategy & Request For Proposals

What is changing?

- Removing paper and multiple handoffs
- Multiple approaches to same tasks
- Highly manual and labour intensive
- No single view of customer
- Multiple end-of-life legacy systems

- Standardising our core processes
- A single source of truth – visibility across our 'Call to Cash' cycle
- Consolidation of technology and data

….to improve efficiency and grow market share through seamless and tailored customer solutions

Data & Analytics – *Program Overview*

Delivering enhanced insights, improved productivity and engagement and efficiency gains…

FY23-24 → **FY24-25+**

Reporting & Business Intelligence	Insights Delivery	Advanced Analytics Program
Efficiency gains through automation and consistency in metrics	Utilise insights and value drivers to improve financial performance	Using analytics to predict future and drive change
✓ Comprehensive reporting suite being rolled out (~70% complete)	• Models developed to link multiple data sources and deliver value insights	• Early work planned • Leverages programs 1-3

Data Infrastructure & Governance

Establishing data infrastructure & governance, ingesting source systems, cleansing, curating and cleaning data

✓ **Ingestion and cleansing of key systems complete**

Key benefits

- ✓ Improved data integrity and consistency in metrics
- ✓ Reduction in manual reporting
- ✓ Faster access to commercial insights
- ✓ Addresses revenue leakage
- ✓ Targeted sales/business development programs

…with incremental margin benefits beginning to flow

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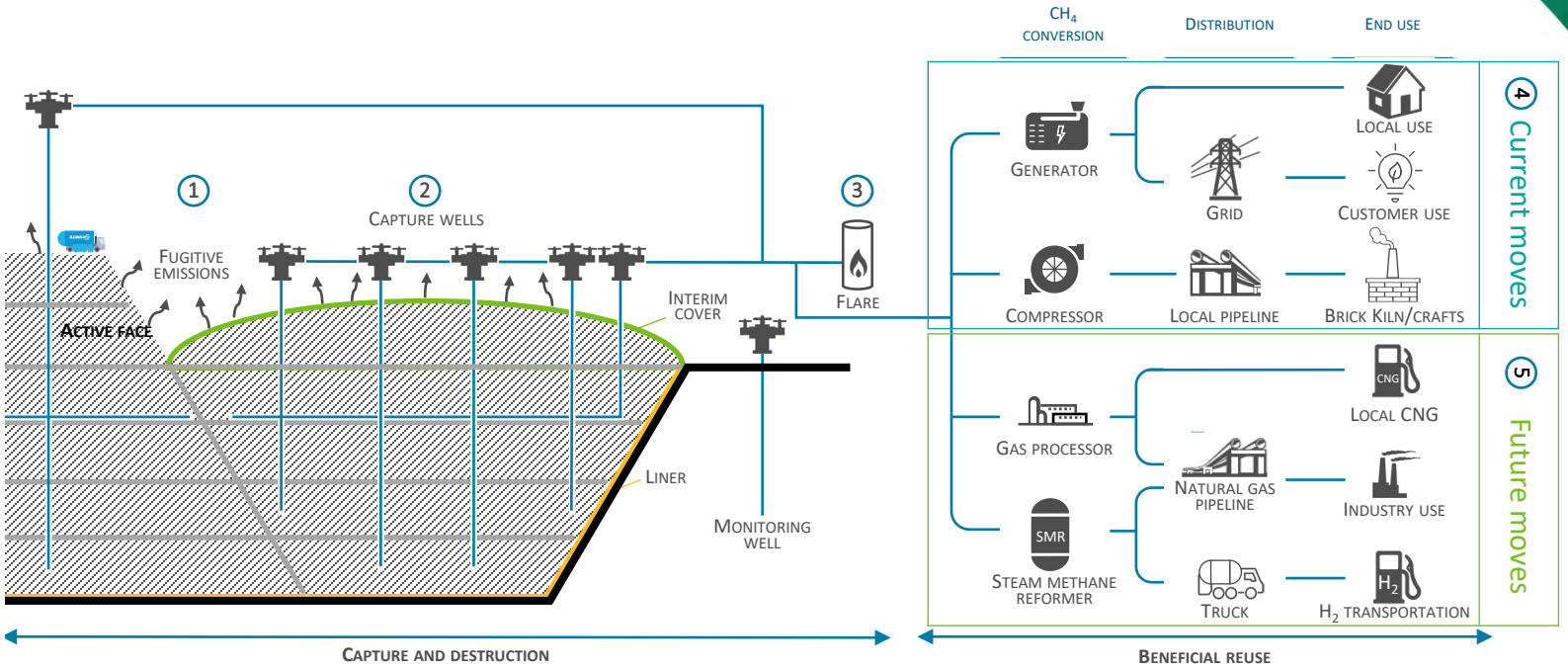
Landfill optimisation - Gas capture systems

Captured gas can be transformed into products that are fit-for-purpose for the region



1. Fugitive emissions are portions of the landfill gas (LFG) that escape to the atmosphere

2. Gas capture wells and **timely capping** increase LFG capture and reduce fugitive emissions

3. ACCUs are created today when **captured LFG** is **burned** in flares **to produce biogenic CO_2**

($CH_4 + O_2 \rightarrow CO_2 + 2H_2O$)

4. LFG is **reprocessed** into **renewable energy** under **favourable economics**

Currently, we **generate 193,000 MWh/yr** and **sell 100,000 GJ/yr** of **LFG** to neighbouring **customers**

5. In the **future, alternative ways** to **maximise** both **environmental** and **commercial benefits** of our LFG **will be explored** as **technology evolves**

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Glossary

Abbreviation	Description
CDS	Container deposit scheme
C&D	Construction and Demolition
C&I	Commercial and Industrial
CPI	Consumer price index
EBIT	Earnings before interest and tax
EBITDA	Earnings before interest. Tax, depreciation and amortisation
EfW	Energy-from-Waste
FOGO	Food Organics and Garden Organics
GRL	Global Renewables Limited
LFG	Landfill Gas
MACC	Marginal Abatement Cost Curve
MRF	Material Recovery Facility
M&A	Mergers & Acquisitions
NPAT	Net profit after tax
ROIC	Return on invested capital
RR	Resource Recovery
SME	Small-to-Medium enterprises

Contacts

Investor contact:

RICHIE FARRELL
Head of Investor Relations
+ 61 409 829 014
Richie.Farrell@cleanaway.com.au

Media contact:

MARK BIDDULPH
Head of Corporate Affairs
+61 499 322 601
Mark.Biddulph@cleanaway.com.au

Registered Office:
Level 4, 441 St Kilda Road, Melbourne VIC 3004, Australia

P +61 03 8397 5100
F +61 03 8397 5180
cleanaway.com.au

CLEANAWAY WASTE MANAGEMENT LIMITED
ABN 74 101 155 220