

Toxfree – Playing to win

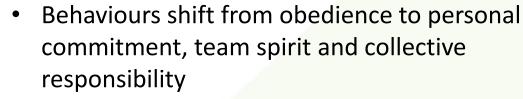
Investor tour - May 2017



Harmfree Heros



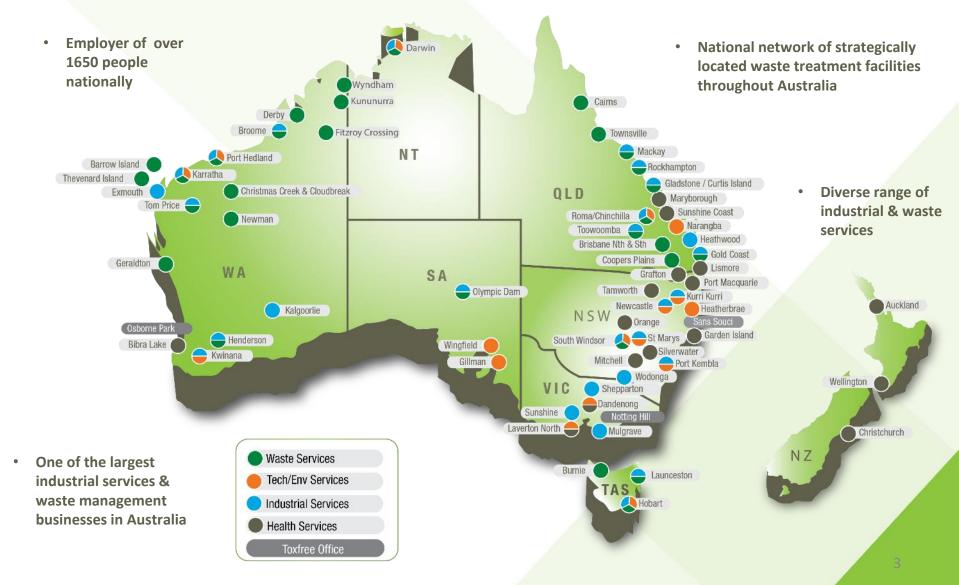
Rules Driven Values Led



- Move from discipline to positive recognition
- Drivers rewarded for safe driving practices
- Recognition of our Monthly Harmfree Hero's
- Focus on lead indicators e.g. Job Safety Interactions and hazards
- Proactive not reactive

Australia's Leading Industrial Services & Waste Management Specialist





Our Strategy



Vision

(What do we aspire to?)

Create Australia's leading waste and industrial service specialist

We will achieve our purpose of

(Why are we here?)

Providing satisfactory returns to shareholders

Shareholders of Toxfree

Improved shareholder value

For our beneficiaries

(Who are we here for?)

To achieve

(What benefit do they want?)

Through delivering the core benefits of (Our goals)

By focusing on our priorities to (Strategies we will employ to achieve our goals)

BUSINESS DEVELOPMENT

- Win new clients in our target markets
- Build account management & cross-selling capability

PRODUCT & MARKET EXPANSION

- Expand scope of services
- Identify market attractiveness for new waste streams

BUSINESS EFFICIENCY

- Leverage technology for existing waste management
- Drive utilisation, productivity and lower cost-base
- Optimise the business portfolio

Which will see success as measured by (Our BPI)

And is built on **Project Management** (Execution capability)

Integration Capability

Growth in Earnings per Share (EpS) and Return on Invested Capital (ROIC)

Capital Management

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The Australian Waste Market - Overview



Toxfree's focus is on four target sectors, accounting for 30% of the total waste market:

- 1. Industrial
- 2. Resources
- 3. Infrastructure
- 4. Health and Technical



The Industrial, Resources, Infrastructure and Health sectors are attractive due to:

- These markets are expected to grow at a rate higher than the rest of the market.
- Operating margins and return on capital are higher than in the household or construction sector,
- Requirement for specialised technologies, intellectual property and operating licenses provide high barriers to entry.
- Clients in these sectors seek a one stop shop solution and Toxfree can provide all of our integrated industrial and waste management solutions.

Where will we play?



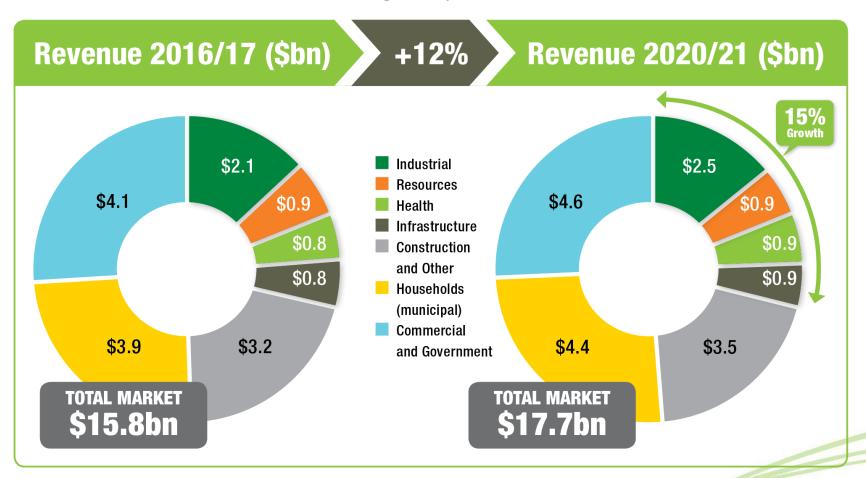


Source: IBISWorld Industry Reports; Toxfree analysis; Barrington Consulting Group analysis

Market Growth



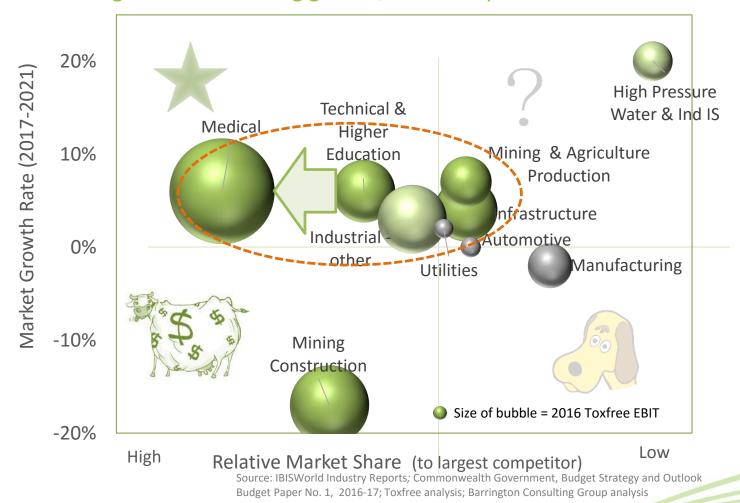
By 2021 the total market is expected to grow by 12% to \$17.7Bn Toxfree's target segments are anticipated to grow at a higher rate of combined 15% due to a number of market, environmental and regulatory drivers



Which segments are attractive?

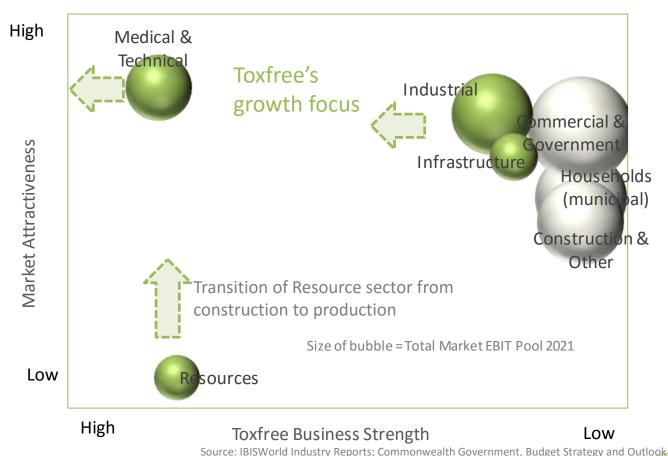


Attractive market segments have strong growth, scale and profits



What are our chosen market segments? toxfree

Toxfree is focusing on market segments with strong growth, scale and profits, where we can build on our core strengths...



Budget Paper No. 1, 2016-17; Toxfree analysis; Barrington Consulting Group analysis

Creating Australia's Leading Waste and Industrial Service Specialist



Target Markets	Key Growth Drivers	Toxfree Target Market 2016/2017	Toxfree Integrated Services
Health & Technical	Growth through aging population, increased medical expenditure, shortened hospital stays, and more stringent regulation	\$0.9Bn	Health Specialist medical waste and sharps collection and processing using proprietary reusable bins,
it	Increasing cost and regulation of landfills drives diversion,		treatment and disposal
Industrial	recycling and treatment rates and Product Stewardship schemes support market	\$2.1Bn	Technical and Environmental Specialist industrial and hazardous waste recycling and treatment, using proprietary low operating cost technologies
Resources	Growth in LNG production, iron ore and coal production, increasing focus on productivity high levels of safety and environmental responsibility	\$0.8Bn	Waste Services Total waste management, facilities management and resource recovery and recycling of solid and liquid waste
$\overline{}$			Industrial Services
Infrastructure	Population and metropolitan growth. Increased government spending into infrastructure is driving brownfield development	\$0.8Bn	High pressure cleaning, industrial vacuum, chemical cleaning and refinery services

driving brownfield development

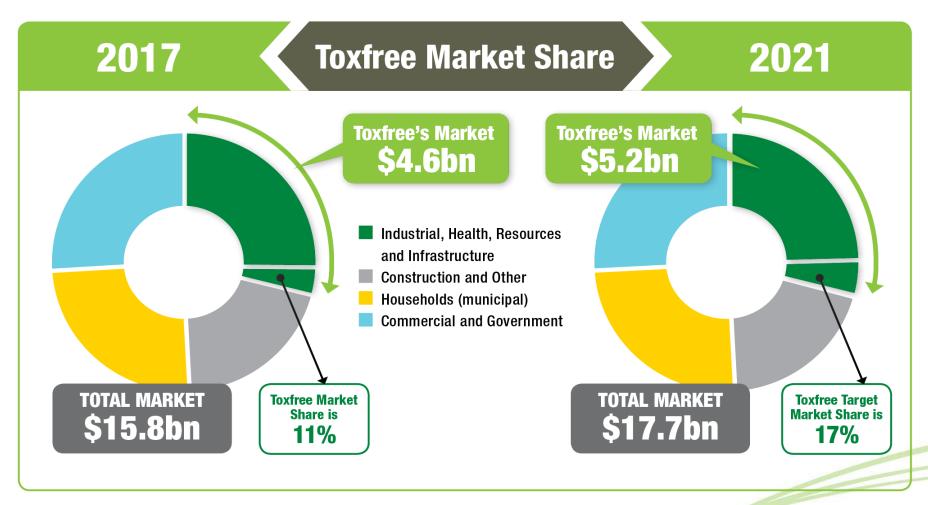
and investment

^{*}Source: insidewaste, Industry Report 2014-15, IBIS - Waste Disposal Services in Australia 2012 and Toxfree estimates.

Toxfree Market Share



Toxfree's objective is to grow our market share from 11% currently to 17% by 2021 by focusing on our four target markets and moving to a leadership position in each one



Strategy



- Over the last 5 years Toxfree has transformed its business by sector, geography and services into a diversified provider of specialist industrial and waste management services
- Our 2020 vision is to move to a leadership position within our target markets of Health, Industrial, Resources and Infrastructure sectors
- The Daniels acquisition is transformational for Toxfree in that it provides an entry into the Health sector
- The Health sector provides another avenue for growth into a market with recurring revenue and strong growth fundamentals
- Our business model ensures that as one sector is faced with headwinds, such is currently the case in the resource sector, other such as infrastructure and health are experiencing more favorable conditions
- This strategy will ensure a level of recurring revenue as well as opportunities for growth and we are confident this will result in EPS growth and return on capital over the medium term

Strategy Story



Strategy shifts Toxfree from product focus to customer focus

Vision

- Australia's leading waste and industrial service specialist
- To have the highest customer satisfaction, loyalty, and level of repeat business in the industry? (vision from customer perspective)

Where will we play?

- Provide service contracts for technical waste management services
- Serve blue-chip clients in medical & technical, resources, infrastructure and industrial sectors in major metropolitan and regional areas in Australia, access through BDMs and tenders

How will we win?

- Differentiate on clear brand positioning as the hazardous and technical waste experts - a trusted brand
- Excellent customer service provide tailored solutions to suit each customer with high technical requirements

What capabilities do we need?

- Deep market insight
- Understand customer needs, impact, value
- Business Development
- · Relationship management
 - Asset utilisation / Asset Maintenance
 - ProductivityTechnologies Time and Attendance, OCR and Fleet Maintenance
 - Optimise business portfolio
 - Customer-based systems and structure

What management systems do we need?





Questions

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