FULL YEAR RESULTS PRESENTATION

AUGUST 2023

Close the Loop GROUP
Create - Recover - Reuse

Presenters

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Chief Executive Officer

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Agenda

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Strategic Growth & Expansion

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OVERVIEW

Another successful year for CLG

$135.9m
REVENUE
+52% growth rate

$14.9m
NPBT
+113% growth rate

$24.3m
EBITDA
+70% growth rate

$49.5m
CASH

$38.0m
NET DEBT

$252.67m
MARKET CAP
+86% growth rate

- Achieved results above guidance across all key metrics including 10% beat on EBITDA
- Core business continues to achieve strong organic revenue growth with 19% vs pcp
- Achieved Cash conversion to EBITDA of 93%
- Successfully completed transformational acquisition of ISP/CTC, codifying (solidifying) company as a global closed loop ESG market leader
- Secured debt with tier 1 global investment group for further acquisitions
- Expected FY24 revenue of $200m and EBITDA of $43m

INCOME STATEMENT

Proforma	FY23 ($m)	FY22 ($m)	FY22 / Prospectus ($m)	PCP Change ($m)	PCP Growth
Revenue	135.9	89.2	73.9	46.7	52%
Cost of sales	(88.3)	(60.9)	(45.1)	(27.4)	45%
Gross profit	**47.6**	**28.3**	**28.8**	**19.3**	**68%**
Operating expenditure	(25.2)	(15.9)	(16.9)	(9.3)	58%
Operating profit	**22.4**	**12.4**	**11.9**	**10.0**	**81%**
Other Income	1.9	1.9	0.5	0.0	-
EBITDA	**24.3**	**14.3**	**12.4**	**10.0**	**70%**
Depreciation & Amortisation	(6.9)	(5.6)	(5.2)	(1.3)	23%
EBIT	**17.4**	**8.7**	**7.2**	**8.7**	**100%**
Adjusted EBIT	**19.0**	**9.9**	**8.4**	**9.1**	**92%**

- Margin expansion with GP Margin growing by 3.3% to 35% and EBITDA margin growing 1.9% to 17.9%
- ISP/CTC acquisition providing 2 months contribution
- Business combinations amortisation to be significant in future periods
- Adjusted EBIT for FY23 excludes the impact of business combination amortisation
- Adjusted EBIT for FY22 takes into account a contribution from Oceanic Agencies and Crasti acquisitions

BALANCE SHEET

Assets & Liabilities	FY23 ($m)	FY22 ($m)	Change ($m)
Assets			
Cash and cash equivalents	49.5	10.3	39.2
Trade and other receivables	26.1	21.2	4.9
Inventories	15.9	5.4	10.5
Other assets	5.1	3.2	1.9
Total Current Assets	**96.6**	**40.0**	**56.6**
Property, plant & equipment	20.2	6.2	14.0
Intangibles	131.3	29.9	101.4
Right of use assets	20.8	13.7	7.1
Other	2.4	2.4	-
Total Non-Current Assets	**174.7**	**52.2**	**122.5**
Liabilities			
Trade and other payables	29.2	10.3	18.9
Borrowings	16.1	4.7	11.4
Tax liabilities	1.6	0.1	1.5
Lease liabilities	3.8	2.4	1.4
Other	3.1	3.8	(0.7)
Total Current Liabilities	**53.8**	**21.3**	**32.5**
Non-current borrowings	71.4	4.0	67.4
Lease liabilities	19.6	13.2	6.4
Others	3.1	0.5	2.6
Total Non-Current Liabilities	**93.5**	**17.7**	**75.8**
Net Assets	**124..0**	**53.2**	**70.9**

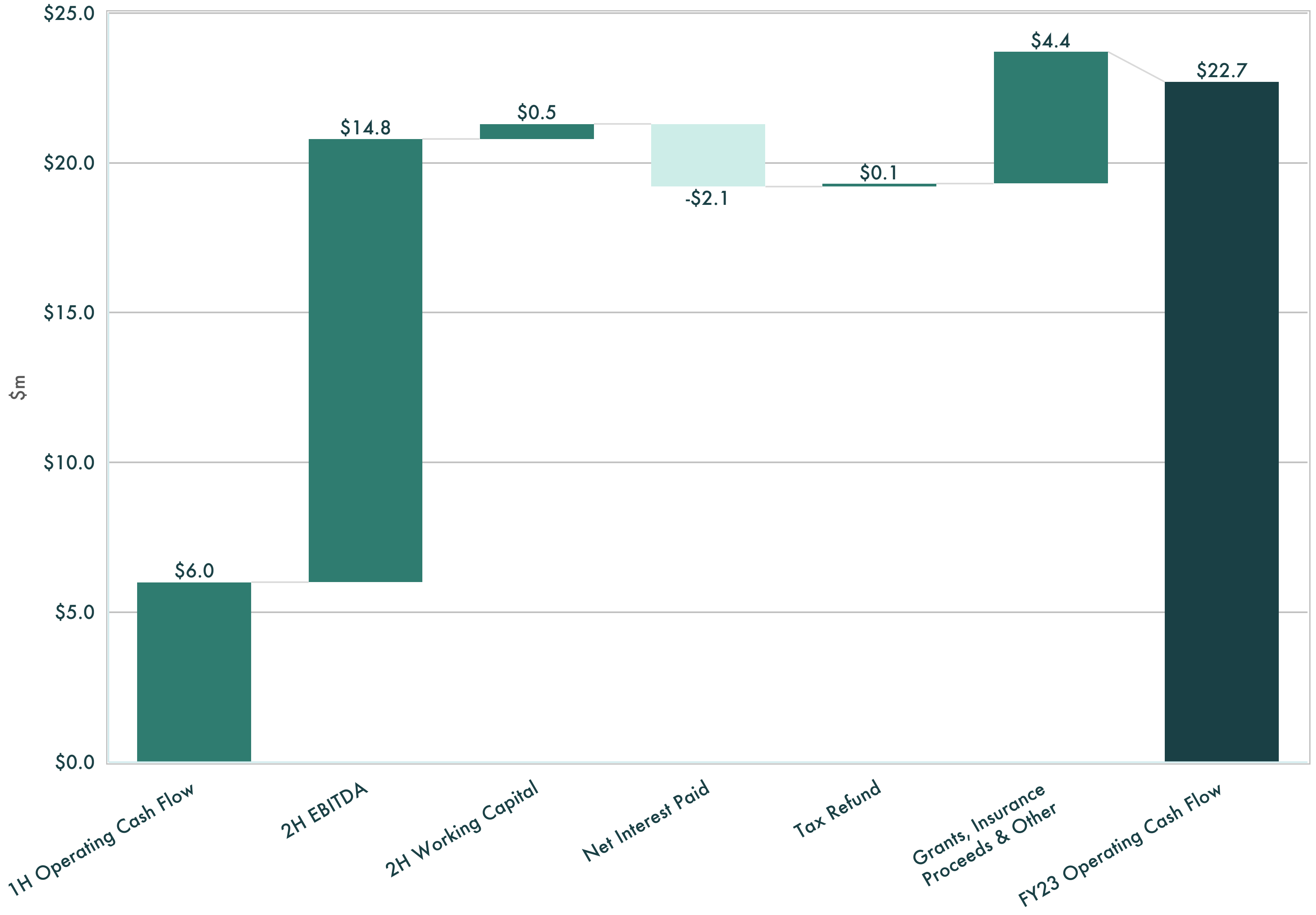
- Credit facility with tier one global invest firm PGIM Private Capital to further fund inorganic growth initiatives
- $45m capital raise from a range of new institutional investors to strengthen balance sheet for further growth
- Net debt to EBITDA of 1.6 times, decreasing to 0.88 times in FY24
- Growth in intangibles due to ISP/CTC acquisition
- Growth in inventory and PPE due to business combinations

CASH FLOW STATEMENT

Cash Flows	FY23 ($m)	FY22 ($m)	Change ($m)
Cash flows from operating activities			
Receipts from customers	127.2	74.7	52.5
Payments to suppliers and employees	(106.9)	(76.6)	(30.3)
Interest paid	(2.1)	(0.8)	(1.3)
Income taxes refund / (paid)	0.1	(1.3)	1.4
Other receipts	4.4	0.8	3.6
Net cash provided by/(used in) operating activities	**22.7**	**(3.2)**	**25.9**
Cash flows from investing activities			
Payment for intangible assets	-	-	-
Purchase of property, plant and equipment	(15.7)	(0.6)	(15.1)
Purchase of subsidiary net of cash acquired	(70.3)	(3.4)	(66.9)
Purchase of financial assets	-	-	
Net cash provided by/(used in) investing activities	**(86.0)**	**(4.0)**	**(82.0)**
Cash flows from financing activities			
Proceeds from share issue net of issue costs	42.9	11.4	31.5
Proceeds from borrowings	83.1	1.9	81.2
Payment of lease liability	(1.8)	(0.5)	(1.3)
Repayment of borrowings	(21.0)	(0.6)	(20.4)
Dividends paid	-	(1.0)	1
Net cash provided by/(used in) financing activities	**103.2**	**11.2**	**91.9**
Net increase/(decrease) in cash equivalents held	39.9	4.0	35.8
Cash and cash equivalents at beginning o year	9.6	5.6	4.0
Cash and cash equivalents at end of financial year	49.5	9.6	39.9

- Cash flow to EBITDA of 93% highlighting the company as a strong, cash generative business
- Some ISP/CTC inventory on consignment sold at 30 June
- Includes $0.5m working capital for acquired businesses
- ISP/CTC acquisition settled on 28 April 2023 including draw of US$40m debt from PGIM Private Capital facility and $45m capital raise
- Other receipts consist of grants and insurance proceeds
- PPE increasing due to business combination and Somerton facility rebuild

CASH FLOW WATERFALL



- EBITDA cash conversion rate of 93% for FY23
- Cash conversion rate is expected to stabilise at circa 75% in future periods
- The Group has a history of receiving government grants and will receive insurance proceeds from the 2022 Somerton fire in FY24

6 KEY REASONS TO INVEST

Significant global infrastructure around waste collection with over 260,000 collection points worldwide providing a strong moat and ability to create and deliver new generational value-add products.

True ESG business with clear high value proposition.

Extensive macro ESG and regulatory tailwinds driven by governments and large corporations.

Strong balance sheet, earnings and cash flow to fund future acquisition and growth opportunities with supportive, tier one institutional credit and equity investors.

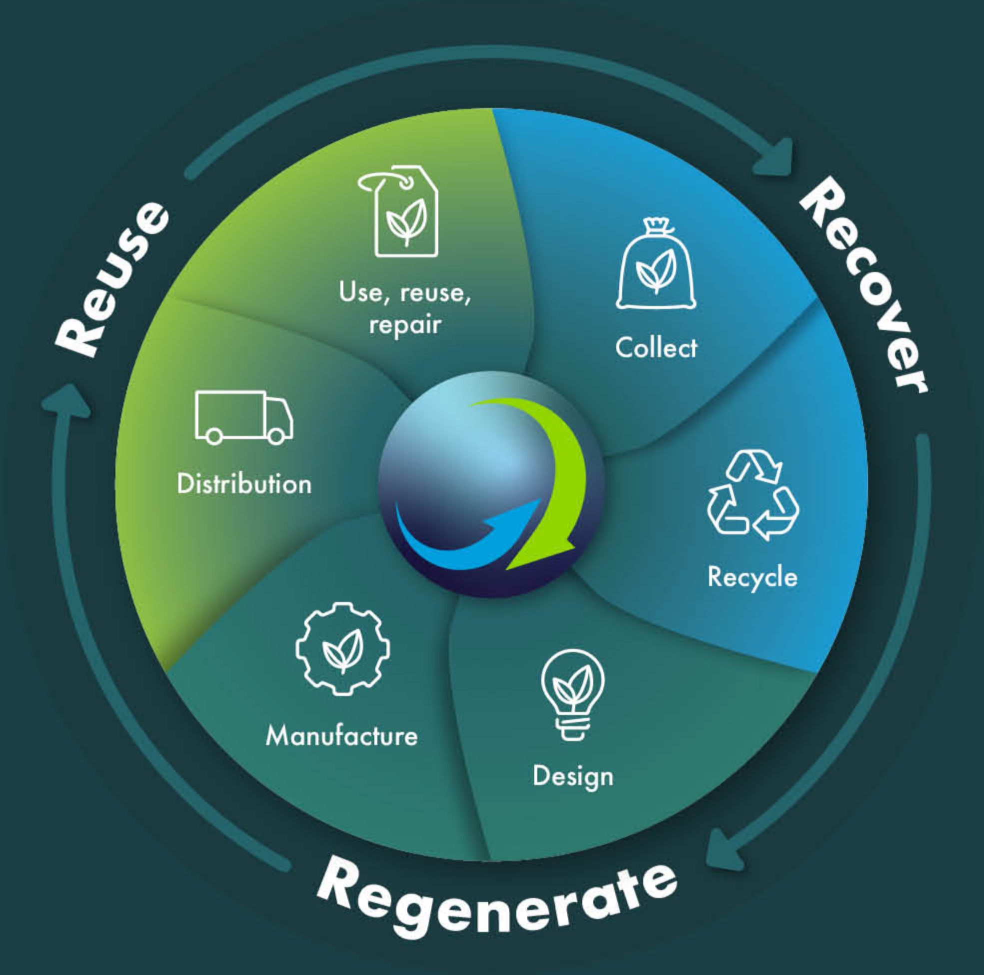
Opportunity within fragmented industry with ability to unlock synergies and technological improvement through existing infrastructure for acquired businesses.

Integrated and embedded with global tier 1 customers who are prioritising ESG and supply chain investment to deliver on next generation strategic goals.

LINEAR VS CIRCULAR

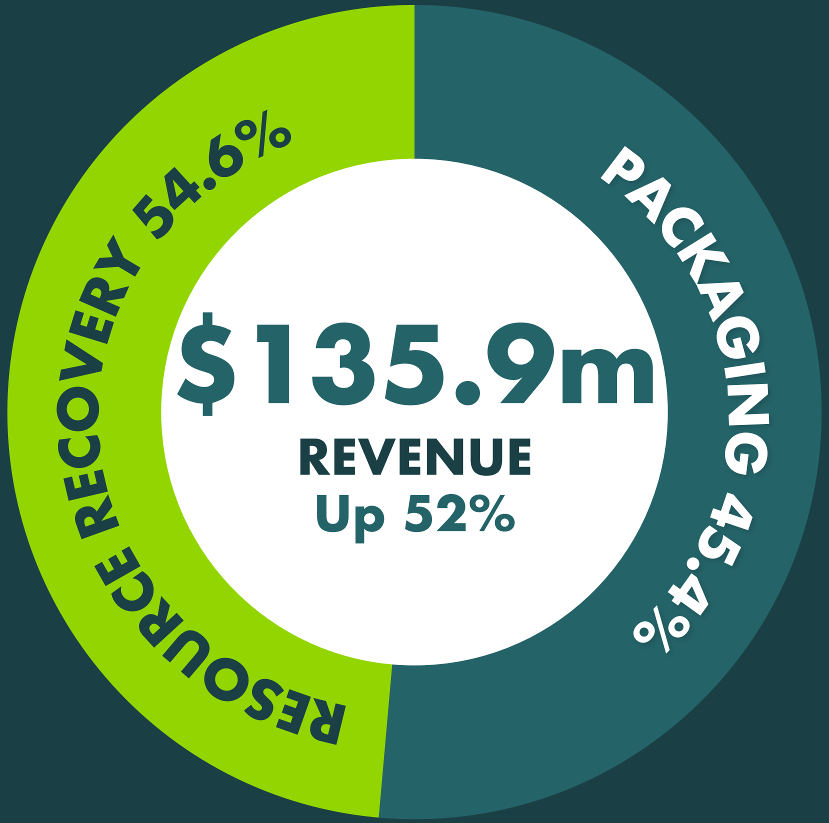
The Traditional Linear Model

The Close the Loop Model



Global transition as corporates implement real action for ESG requirements

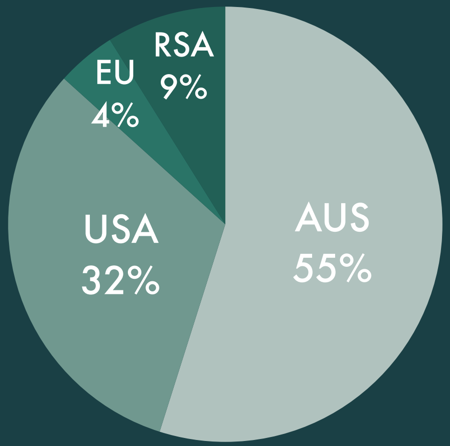
DIVISIONS



REVENUE BREAKDOWN

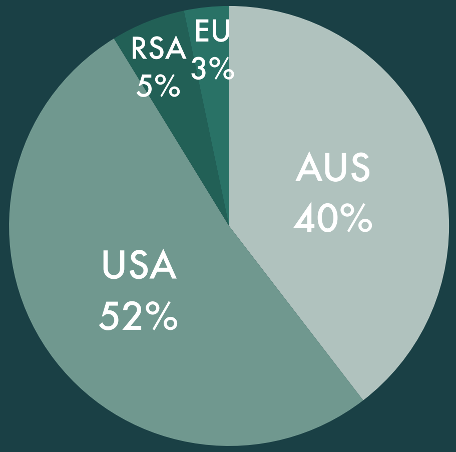
Revenue Category Breakdown FY23

Revenue Regional Breakdown FY23



Revenue Category Breakdown FY24

Revenue Regional Breakdown FY24



STRATEGIC GROWTH & EXPANSION

Organic

- We create commercial success by doing what others don't want to do
  - Post consumer waste
  - Post industrial waste
  - Complex waste streams
- TonerPlas
- Synergies to unlock in acquired businesses
- Growth in the ISP/CTC business
- New contracts and new geographies through CLG and ISP/CTC businesses
- Organic growth in tier 1 customers – expanding their recycling ambitions
- New packaging opportunities as market leader

Inorganic

- Highly accretive acquisition opportunities
- New technologies to be integrated into existing infrastructure
- New recycling verticals
  - i.e. Batteries & cosmetics

THE ACQUISITION OF THE ISP/CTC BUSINESS

- **Business Operations**

  Integration of business going well and ahead of schedule at the end of August 2023.

- **Facilities Upgrade**

  Completed capacity upgrade from being able to process 1,500 units to in excess of 2,000 units per shift.

- **Investment**

  No additional investment incurred during the transition and integration.

- **Europe and US Opportunities**

  Close pollination between CLG and ISP/CTC clients and operation.

- **Customer Engagement**

  Combined companies have now engaged in worldwide ITAD engagements.

OPPORTUNITIES AND GROWTH FOR KEY CLIENTS

Successful Partnership between CLG with a Global Leading, Early-Moving IT Company

They aim to eliminate 75% of single-use plastic packaging by 2025, compared to 2018

They aim to use 30% postconsumer recycled content plastic across their personal systems and print product portfolio by 2025

They aim to reduce their product use GHG emissions intensity by 30% by 2025, compared to 2015

- Reduce waste in the design phase
- Higher recycled content
- Reducing product carbon and water footprint

- Increase use of sustainable materials in Print & Personal Systems devices compared to the 2018 baseline

- Reduce or eliminate single use plastic packaging
- Shift toward recyclable packaging compared to the 2018 baseline

- Drive towards a fully regenerative economy
- To engineer the industry's most sustainable portfolio of products and solutions

Specialised technology recycling infrastructure to deliver their needs in an emerging market

CLG SUMMARY

Proven top-line growth, operating leverage and cash flow generation

At the forefront of a multi-generational thematic

Well capitalised for future organic and inorganic growth

Proven track record of sourcing and integrating acquisitions

Close the Loop
GROUP

Create - Recover - Reuse

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