

2 May 2012

Companies Announcement Office Australian Securities Exchange **Transpacific Industries Group Ltd** 

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**Dear Sirs** 

#### For release to market - Presentation to Macquarie Australia Conference

Transpacific Industries Group Limited (TPI) enclose a copy of the presentation to be given by the Chief Executive Officer, Mr Kevin Campbell at the Macquarie Australia Conference on 2<sup>nd</sup> May 2012.

Yours sincerely

Stewart Cummins Chief Financial Officer





Presentation to Macquarie Australia Conference 2<sup>nd</sup> May 2012

Kevin Campbell, CEO

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#### Important notice and disclaimer

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#### Recover Recycle Reuse



## **Agenda**

- 1. Introduction and Company Overview
- 2. Rejuvenating Transpacific
- 3. Carbon Management
- 4. Summary



# 1. Introduction and Company Overview

Recover Recycle Reuse



#### Introduction

- Transpacific is Australia and New Zealand's leading waste management business, operating a national network of unique collection, processing & recycling and landfill assets
  - Leading vertically integrated waste management business
- > Leading provider of integrated total waste management solutions in Australia and New Zealand
- > Scale of network and services across Australia and New Zealand generates significant efficiencies
- > Comprehensive waste management solution through a vertically integrated supply chain
- **Exposed to stable long** term industry growth dynamics
- > Waste volume and revenue are generally resilient across the economic cycle
- > Demand for essential services driven by population and economic growth
- > Municipal collection contracts awarded through multi-year contracts
- Quality management team and independent **Board**
- > CEO, CFO and other senior executive appointments have strengthened management
- > Board renewal process now with majority of independent Non-Executive Directors in line with ASX guidelines
- Simplified and improved capital structure
- > Less debt following A\$309 million equity raising in November 2011
- > Longer term debt increased average debt tenor from 1.9 years to 4.0 years (December 2011)
- > Cheaper, simpler debt structure



## **Our Customers and People**







#### **Divisions**

**Divisions** 

Cleanaway

**Industrials** 

**New Zealand** 

**Commercial Vehicles** 

Manufacturing













······ Total Waste Management Businesses ·····

Collections

Processing & Recycling

**Post Collections** 

**Technical Services** 

**Industrial Services** 

**Hydrocarbons** 

Collections

Processing & Recycling

**Post Collections** 

**Technical Services** 

**Industrial Services** 

Importation & Distribution

**Dealerships** 

**Dealer Network** 

Manufacturing

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#### **Market Positions**

Transpacific is the leader across the Australian and New Zealand waste market



1. Source: Management Estimates, based on relevant industry in Australia and New Zealand







## **Geographic Spread**

#### **Transpacific profile**

Revenue

> A\$2.2 billion pa across 380 locations

**Facilities** 

> 30+ landfills

> 51 resource recovery centres

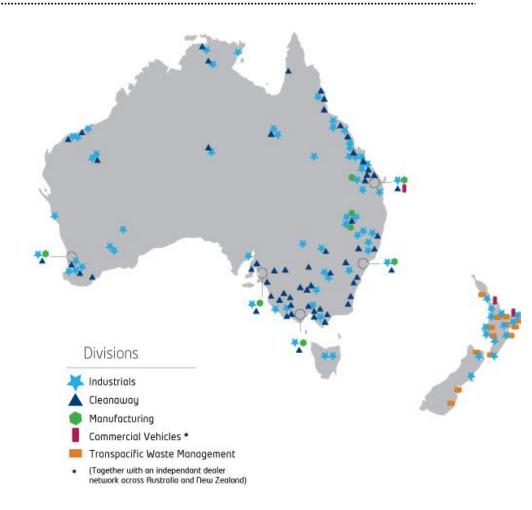
> 57 liquid processing plants

Staff

> More than 7,000

**Fleet** 

> More than 3,700 trucks

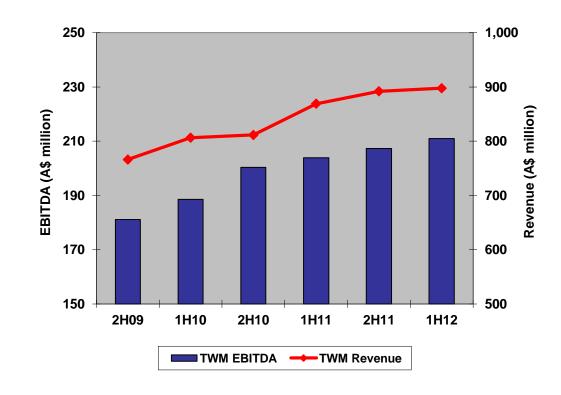






## **Total Waste Management — 2009 to 2012**

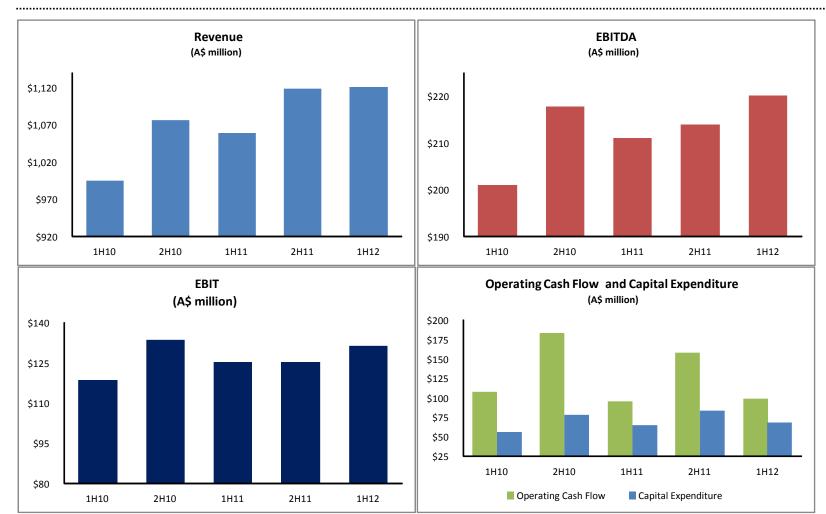
- TPI has proven to be a robust and resilient growth business since the second half of 2009
- TPI's Total Waste Management businesses (Cleanaway, Industrials and New Zealand) have achieved CAGR Revenue and EBITDA growth of 5.4% and 5.0% respectively







## **Key Historical Financials**



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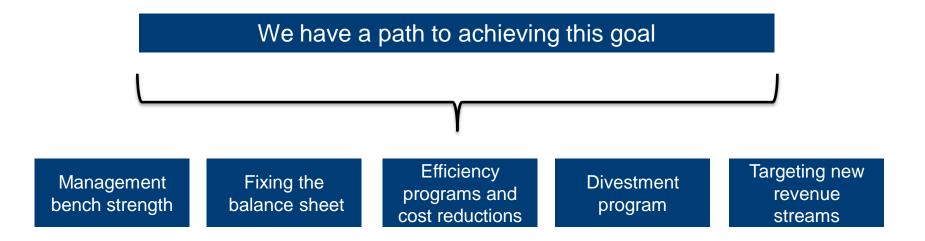
# 2. Rejuvenating Transpacific

Recover Recycle Reuse



## We are rejuvenating Transpacific

Taking 60+ acquisitions made during the early to mid 2000's and transforming the Company into a cohesive, seamless, efficient, leading waste management company over a three year period





## Management bench strength

- > Building a management team to take this business forward
- > 18 senior management changes implemented, including:
  - > Chief Financial Officer
  - > Chief Information Officer
  - > Chief Procurement Officer
  - > Chief Risk Officer
  - Seneral Manager Strategic Marketing
  - > General Manager Taxation
  - > Group Treasurer



## Fixing the balance sheet

> A total refinancing was completed in November 2011 and resulted in:

#### 1. Less debt

- \$309 million entitlement offer used to repay debt
- Significantly improved credit metrics
- Simplified capital structure

#### 2. Longer term debt

Average debt tenor increased from 1.9 years to 4.0 years

#### 3. Cheaper simpler debt

- Cost of funding reduced
- Interest expense savings further enhances ability to de-gear
- > Further debt reduction remains a key priority
- Target to become an investment grade rated company



#### Efficiency programs and cost reductions

> Cost control and cost management are a key focus

#### **Short term**

- Administrative roles are being consolidated with actions already taken in FY12 generating ongoing savings of \$7 million pa from FY13
- > Savings starting to flow from centralised buying model

# Long term (3 year process)

- > Increased focus on standardised work practices
- > Improved utilisation from our fleet of 3,700+ trucks
- Enhancing data systems to streamline and improve operational efficiencies

Anticipate cost savings of \$30 million to \$40 million over a three year period



#### **Divestment program**

## Non-core businesses

- > Manufacturing assets
- > Several smaller non-waste businesses
- > \$12 million raised in FY12 from Dolomatrix asset sale

#### **Properties**

- > Tullamarine site
- > Various surplus properties

Expected cash proceeds in FY13 of \$20 million to \$30 million



## Targeting new revenue streams

Second Second

Karratha/Pilbara Region North Western Australia

- > Strong relationships with major companies in the region
- > Developing waste treatment plant for solid, liquid and oil
- > Will enhance our competitive advantage in the region

Surat Basin and Gladstone/ Bowen Basin Queensland

- > Gladstone depot has grown from a 4 truck operation in 2010 to a 14 truck operation in 2012 and still expanding
- > Chinchilla branch opened in April 2012

On-site treatment plant model

- > 5 year BOOT (Build Own Operate Transfer) contract for specialist onsite sludge treatment plant
- > Processes oil sludge separating oil for reuse, water for reuse and filter cake
- > Reduces transportation of waste
- > Helping customers achieve their sustainability goals and increase efficiency
- > Other revenue opportunities are also being assessed

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## 3. Carbon Management

#### **Short term**

> TPI is preparing for the introduction of the Carbon pricing mechanism on 1<sup>st</sup> July 2012

#### Medium/Long term

- > A Carbon Management Program is being implemented to reduce TPI's long term carbon footprint and associated costs
- > Actions being undertaken include:
  - > Installing and expanding gas extraction systems at landfills
  - > Optimising vehicle routing
- > Actions planned:
  - > Diverting additional organic materials from landfill
  - > Trialling of alternative fuels in vehicles
  - > New Material Recycling Facilities
  - > Alternative Waste Technologies

Our target is cost neutrality based on a transparent pass-through of carbon permit costs

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#### 4. Summary

- > Transpacific is now in a stronger financial position following the refinancing that was completed in November 2011
- > The senior management team is focused on the extraction of cost and business efficiencies
- > The Company has good assets in a growing sector of the economy and management is committed to delivering the maximum returns possible from those assets
- > Debt reduction remains a key priority
- > The FY12 Outlook remains the same as advised on 23<sup>rd</sup> February 2012

"The forecast contained within the refinancing prospectus issued in October 2011 indicated an EBITDA range of \$445-459 million (before significant items) for the current financial year.

"Given the difficult economic conditions that are being experienced in some sectors in Australia and New Zealand, we anticipate the EBITDA result for the year will more likely be towards the lower end of this range"

