WasteCo Group Limited

Investor Presentation

14 November 2025

After a challenging period, we are executing major changes and moving toward profitability.

WasteCo – what we do

WasteCo Group Limited (WCO) is New Zealand's only listed waste solutions and industrial services company, providing comprehensive waste management to household, commercial, industrial, and local government customers nationwide.

Our earnings are underpinned by essential services, with more than 45% of revenue secured through long-term contracts across councils, healthcare, infrastructure, and commercial sectors. Geographic and sector diversification provides stability and growth potential.

WCO operates one of New Zealand's few medical and quarantine waste treatment facilities and has a proven track record of diverting waste from landfill in Christchurch and South Canterbury.

Strategic Growth Since Listing (Late 2022)

WCO has executed a disciplined acquisition strategy, completing four strategic transactions: Cleanways, Central Suction Cleaners (CSC), Bond Contracts' waste division (BCL), and Civic Waste Limited (Civic).

The Civic acquisition was transformative, establishing North Island operations and creating a truly national platform. Previously, WCO operated exclusively in the South Island.

Financial Performance

- **Revenue:** Grown from $19m (FY2022) to $70-72m forecast (FY2026)
- **Current annualised revenue run rate:** $72m (based on last six months)
- **Operating EBITDA:** Increased from $3.2m (FY2022) to $7.6m annualised run rate
- Significant opportunities remain to enhance margins through operational improvements and expanded national coverage

Competitive Advantages

- Only NZX-listed pure-play waste solutions provider
- National footprint with diverse revenue streams
- Long-term contracts with essential service customers including councils and major corporates
- Specialised capabilities in medical and quarantine waste – a high-barrier niche market

Our focus is on profitability and operational and financial excellence

Our Operating Environment

WasteCo Limited (WCO) has navigated challenging macroeconomic conditions over the past three years that have materially impacted our financial performance.

New Zealand has experienced multiple recessionary periods since 2022, characterised by elevated interest rates and contracted economic activity across key sectors. As a waste services provider, WCO is not immune from these external economic factors as we rely on commercial and industrial activity to drive our operational performance and ultimately drive our revenue and bottom-line profitability.

The construction and demolition (C&D) sector illustrate this impact clearly. WCO operates significant C&D waste operations nationwide, and volumes have declined approximately 35% over the past 24-36 months as construction activity contracted in response to tightened lending conditions and subdued development activity.

Market Outlook

Recent economic indicators suggest New Zealand is entering a recovery phase. The Reserve Bank's pivot to lower interest rates and emerging positive economic signals provide grounds for cautious optimism that 2026 will mark a material improvement in trading conditions. As the economy strengthens, WCO is well-positioned to benefit from increased commercial and industrial activity across our core markets.

Driving Performance: Our Action Plan

We are aggressively addressing every issue within our control that has suppressed financial performance. Our Board and executive team are laser-focused on optimising results through the following initiatives:

Leadership & Operations

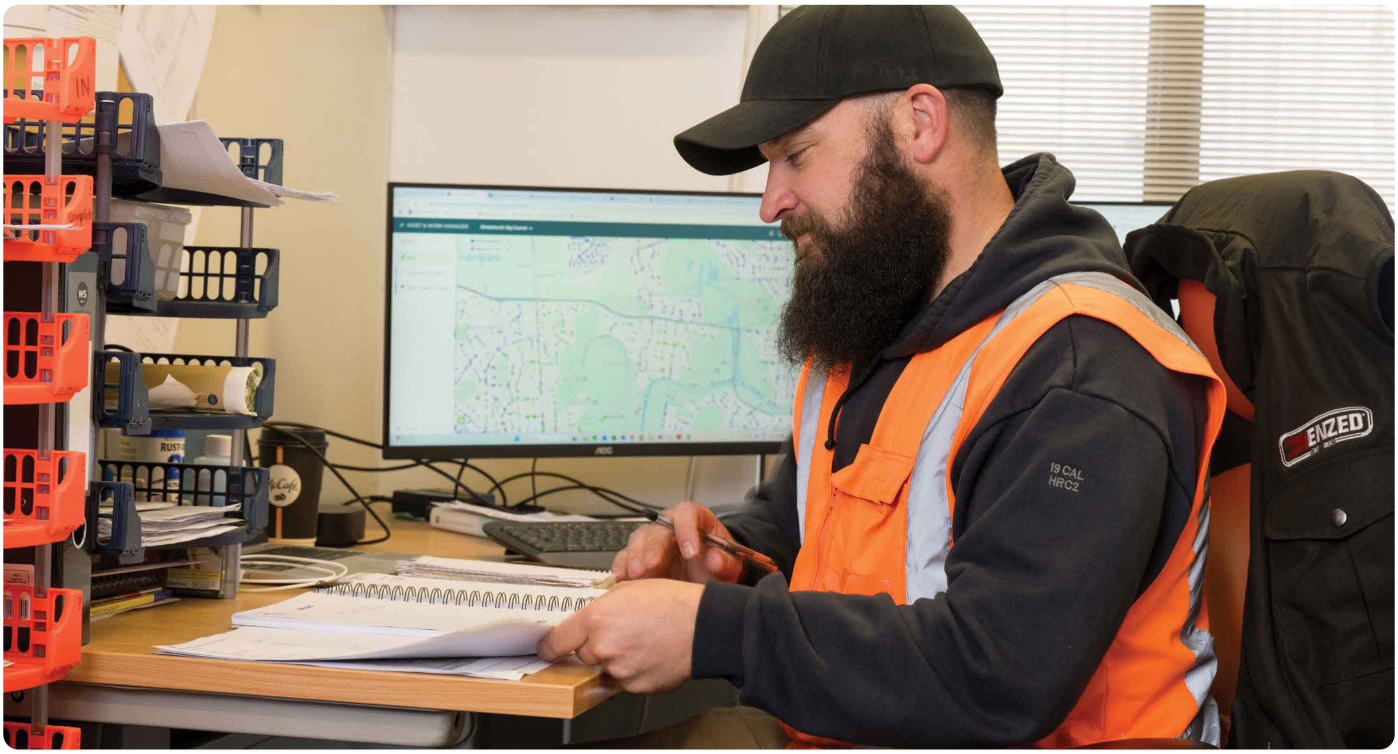
- In July 2025 Roger Gower, the WCO Chair, was appointed interim Chief Executive Officer of WCO. Roger has an extensive and impressive resume in the logistics sector. He has overseen a business review and implemented significant restructuring. This work will be ongoing, as we look to recruit a permanent Chief Executive.

- Our recruitment focus is on proven experience and leadership capability to optimise our existing assets, people, and market opportunities – all driving bottom-line performance.

- The focus is on defining our core business and delivering services that are both effective and profitable, while simultaneously winning new business, deepening customer relationships, and expanding strategically. Sustainable growth with strong margins is our goal.

Governance & Capital Management

- The Board has established a dedicated Capital Committee to handle capital management, fundraising, M&A, and financing arrangements. This separation allows management to focus exclusively on operational performance without distraction.



Cost Structure Optimisation

- Our employee, infrastructure, compliance, and NZX costs are excessive for a $70-$72m revenue business – they're better suited to a $100m+ company. However, this creates leverage for future acquisitions, where incremental gross profit will flow through more efficiently.
- Advanced discussions with major vehicle financiers (one NZ-based, one international) are exploring a sale-leaseback of our fleet. This would eliminate our $25.9m bank debt and replace $400k monthly principal repayments with more favorable lease terms, freeing cash for growth and optimisation initiatives.
- Insurance premium renegotiations have delivered $250k+ in annual savings.
- Site consolidations in Christchurch and Southland are under review to generate further synergies and cost savings.

Operational Efficiency

- Recent staff reductions have been necessary.
- A comprehensive asset utilisation review is underway to drive efficiencies.
- Investigation of a driver/owner-operator model for fleet optimisation could significantly impact both operational performance and balance sheet strength.
- Vehicle maintenance options are being evaluated to minimise downtime and improve fleet availability.
- The sale of our non-core portable toilet division is under exploration.

WCO has the following operations throughout New Zealand:

Auckland, Hamilton and Wellington
(via the Civic acquisition in December 2024)

- Waste collection and industrial services to commercial, industrial and municipal clients.

Nelson / Marlborough

- Sweeping
- Industrial Services

Canterbury

- Waste Collection
- Bin & Skip Rentals
- Sweeping
- Industrial Services
- Event & General Waste Sorting & Diversion
- Medical & Quarantine Services

South Canterbury

- Waste Collection
- Bin & Skip Rentals
- Industrial services
- Ship hold cleaning specialists.

Otago

- Waste Collection
- Bin & Skip Rentals
- Industrial Services
- Medical & Quarantine Services
- Landfill Management

Central Otago

- Waste Collection
- Bin & Skip Rentals
- Industrial Services

Southland

- Industrial Services
- Residential and commercial waste
- Liquid waste
- Delivery of fresh water


Penrose | Drury | Airport
Hamilton
CIVIC WASTE
Nelson / Marlborough
Wellington (Tawa)
Canterbury
South Canterbury
WASTECO
Central Otago
Otago
Southland

The Consolidation Opportunity

New Zealand's waste and industrial services sector is highly fragmented, populated by numerous small-to-medium enterprises generating $5-20m in annual revenue. These businesses represent ideal acquisition targets for WCO.

Competitive Advantages

Our NZX listing provides unique strategic advantages unavailable to competitors:

- **Access to capital:** Superior ability to source investment funding for acquisitions
- **Script consideration:** Capacity to offer vendors equity as part of purchase consideration, providing flexibility in deal structuring
- **Regulatory position:** New Zealand's two largest waste operators are overseas-owned and face Commerce Act constraints when pursuing acquisitions, effectively removing them from competition for consolidation targets

Growth Strategy

An immediate opportunity exists to execute an aggressive, disciplined acquisition program. WCO's short term goal is to have grown its revenues (on an annualised basis) to $100 million by the end of FY 2027.

Each consolidation delivers significant scalability and synergy value, with incremental gross profit flowing through our existing operational infrastructure at higher margins.

WCO is well positioned to become a leading New Zealand owned and operated aggregator and consolidator in New Zealand's waste and industrial services sector.

Prospective Financial Performance FY 2026

6 months financial performance – ended 30 September 2025

For the first 6 months of this current financial year (ended 30 September 2025), the Company is anticipating:

- **Total revenues of Circa $36m;** and
- **Operating EBITDA of $3.8m***

*Excludes health and safety reset project costs of $810,000 and restructuring costs of $554,000.

12 months financial performance – ending 31 March 2026

For the full 12 months ending 31 March 2026, the Company is forecasting:

- **Total revenues of circa $70-72m;** and
- **Operating EBITDA of $7-8m****

** Excludes health and safety reset project costs of $1.5m and restructuring costs of $754,000

This forecast has been derived from the current financial performance of WCO extrapolated for the remainder of the year. It takes into account implementation of targeted improvement initiatives and known seasonality factors.

As with any forecast, there is no guarantee that it will be accurate given the uncertainties associated with business in the current economic climate. However, the Board is committed to achieving a much-improved financial performance.

Operational achievements over the last 12 months

FY2025 marked a pivotal period of strategic repositioning and growth for WCO:

Leadership & Governance

- Comprehensive renewal of our senior leadership team to enhance industry expertise, commercial acumen, and execution capability
- Established Board-level Capital Committee to optimise capital allocation and acquisition strategy
- Appointed Simon Herbert and Sean Joyce to the Board as Empire Waste Technology Limited nominees, bringing deep commercial, operational, legal, and capital markets experience

Strategic Capital & Acquisition

- **Civic Waste acquisition (December 2024):** Secured leading North Island waste management company, adding $20m annualised revenue and $4m Operating EBITDA while establishing true national coverage
- **$15m convertible note facility:** Issued to Empire Waste Technology Limited (Simon and Paula Herbert) with a five-year term at 6% interest, convertible at $0.02 per share. Proceeds funded Civic acquisition and strengthened working capital position
- **$5m equity raise (December 2024):** Completed Share Purchase Plan at $0.02 per share, with existing shareholders subscribing for $1.38m and the Board placing the shortfall

Major Contract Win

- **Ashburton District Council (May 2025):** Awarded nine-year, $40m contract (with nine-year extension option) to deliver comprehensive waste services to 12,000+ households and facilities commencing September 2026
- This is a significant contract as almost every household in the district uses solid waste services, whether they put their bins out at the kerb or visit a rural drop-off or recovery park
- Scope includes kerbside collection (refuse, recycling, and new FOGO service), operation of two Resource Recovery Parks, 13 drop-off sites, 21 school services, public place bins, event waste, and illegal dumping management
- First major Canterbury regional contract – a significant strategic milestone in our national expansion
- Creates 22 full-time roles and requires investment in 10 new collection vehicles and associated plant

Financial Performance

- Forecasting $14-$16m revenue growth in FY26 versus FY25
- Projected Operating EBITDA uplift of $2.4m – $3.4m (excluding non-recurring costs)
- Invested significantly in technology upgrades to drive cost savings and operational efficiencies.

Growth strategy

WCO is well positioned to target a number of attractive growth opportunities in existing and adjacent industry segments and geographies. WCO is seeking to achieve $100m of annualised revenue during the course of FY 2027.

Consolidation opportunities continue to offer significant scalability and synergy value.

The four pillars of WCO's growth strategy are:

Continued organic growth in solid and liquid waste

- Take advantage of the economic recovery and increased waste volumes.
- Continue to grow a strong pipeline of waste contracting opportunities.
- Capture the significant opportunity to obtain additional market share in industrial services across the rural sector.
- WCO has expanded its operations into Southland via two acquisitions over recent years, optimise these investments and grow them.
- Grow the Medical and Quarantine (M&Q) waste business – WasteCo is one of only two operators of M&Q processing facilities in NZ.
- With the Civic Waste acquisition we can now offer a nationwide service and respond to national tenders for waste services.

Targeted and Disciplined Acquisition Strategy

- The fragmented industry presents a significant number of consolidation opportunities.
- Value arbitrage between private transaction multiples and listed multiples supported by strong infrastructure investor sector interest due to defensive earnings.
- WCO has identified a number of strategic acquisition targets across both liquid and solid waste services.
- WCO has a successful track record of successfully integrating acquisitions.
- WCO has established acquisition criteria with the expectation that acquisitions will deliver significant synergies.
- There are accretive earnings through the opportunities afforded by "cross-selling" WCO's services to new client bases acquired through acquisitions.

Further investment in plant and infrastructure

- Increase investment in waste diversion capabilities – including ability to service new contracts.
- Increase the efficiency of sorting activities.
- Expand our network of strategically located sorting facilities to support growth opportunities.
- Build a new M&Q transfer facility in Cromwell to handle the Queenstown airport contract and enable growth from the wider Southland, Otago regions.
- Build a new C&D waste sorting facility in Porirua to serve greater Wellington.

Geographic expansion

- Significant further opportunities within the South Island remains the core focus.
- Expansion into Central Otago, Southland and upper South Island now well underway.
- Target longer-term expansion opportunities in the North Island, through acquisitions and organically through the Civic business.

WCO's acquisition track record and investment philosophy

What WCO has acquired since listing on the NZX Main Board

Since listing in late 2022, WCO has successfully completed four strategic acquisitions totaling $17.1m, adding $36.8m in annualised revenue:

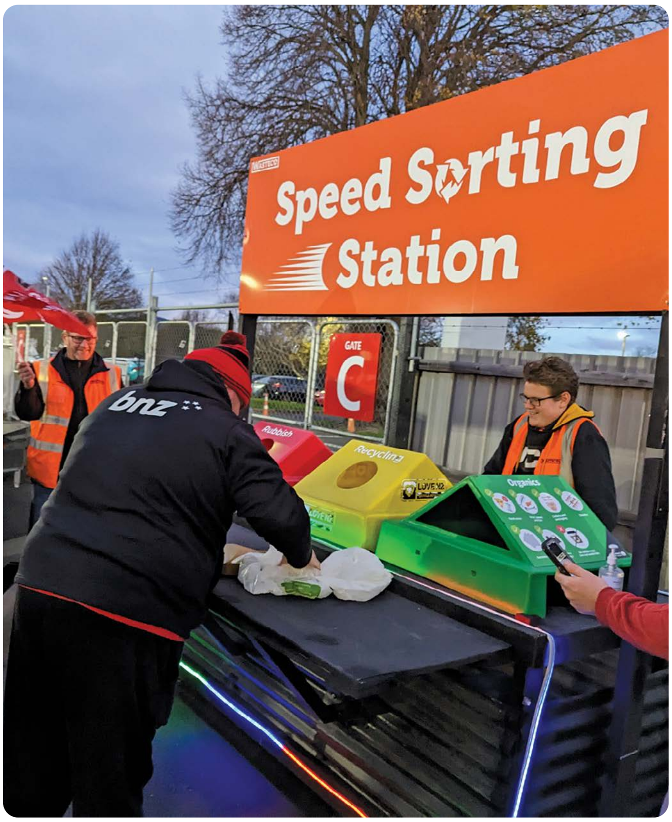
- **Central Suction Cleaners (March 2023):** Nelson-based operation acquired for $1m, generating $1m annual revenue
- **Cleanways Group (June 2023):** Southland and Central Otago businesses (Cleanways, Enviro South, Wastech Services) acquired for $7.35m, generating $7.5m annual revenue
- **Bond Contracts waste division (October 2023):** Secured roadside collection and transfer station operations for WasteNet Councils (Invercargill City, Gore District, Southland District) for $8.775m, generating $8.3m annual revenue
- **Civic Waste Limited (December 2024):** Transformational North Island acquisition delivering $20m+ annual revenue

WCO is good at identifying acquisition opportunities, executing those opportunities and merging new operations into its current infrastructure.

What is WCO's investment strategy

We target businesses based on clear criteria:

- **Valuation:** Normalised, sustainable EBITDA multiples typically ranging 3-5x
- **Strategic fit:** Complementary waste and industrial services operations
- **Geographic expansion:** Priority on new regional markets or consolidation in existing territories
- **Management quality:** Businesses with committed high-calibre teams who will continue driving performance post-acquisition



How WCO funds its acquisitions

- By way of example - where WCO is looking to acquire a business for 4 x EBITDA, in the ordinary course WCO would seek to fund the purchase price with a combination of:
  - bank debt funding (to 2 x EBITDA)
  - satisfy 1 x EBITDA from WCO's own cash resources
  - the remaining 1 x EBITDA through the issue of WCO shares to the vendor.
- Where possible, WCO seeks to encourage a vendor to accept WCO shares in lieu of part of the sale price for their business. An example of this was the acquisition of Cleanways and related entities. This is especially important where there is a vendor who is to remain within the business post completion, as owning shares in WCO ensures that the vendors interests are aligned closely with WCO's interests post-acquisition.

Important information

This Investor Presentation has been prepared by WasteCo Group Limited (WCO) for the purposes of updating its shareholders and the market about the Company.

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