



CleanEarth●

## Hazardous Waste Overview

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August 2021

# SAFE HARBOR STATEMENT

This presentation does not constitute an offer to sell, or a solicitation of an offer to buy, any security and shall not constitute an offer, solicitation or sale in any jurisdiction in which such offer, solicitation or sale would be unlawful.

## Forward-Looking Statements

The Company's presentation contains forward-looking statements based on management's current expectations, estimates and projections. The nature of the Company's business and the many countries in which it operates subject it to changing economic, competitive, regulatory and technological conditions, risks and uncertainties. In accordance with the "safe harbor" provisions of Section 27A of the Securities Act of 1933 and Section 21E of the Securities Exchange Act of 1934, the Company provides the following cautionary remarks regarding important factors that, among others, could cause future results to differ materially from the results contemplated by forward-looking statements, including the expectations and assumptions expressed or implied herein. Forward-looking statements contained herein could include, among other things, statements about management's confidence in and strategies for performance; expectations for new and existing products, technologies and opportunities; and expectations regarding growth, sales, cash flows, and earnings. Forward-looking statements can be identified by the use of such terms as "may," "could," "expect," "anticipate," "intend," "believe," "likely," "estimate," "outlook," "plan" or other comparable terms.

Factors that could cause actual results to differ, perhaps materially, from those implied by forward-looking statements include, but are not limited to: (1) changes in the worldwide business environment in which the Company operates, including changes in general economic conditions or changes due to COVID-19 and governmental and market reactions to COVID-19; (2) changes in currency exchange rates, interest rates, commodity and fuel costs and capital costs; (3) changes in the performance of equity and bond markets that could affect, among other things, the valuation of the assets in the Company's pension plans and the accounting for pension assets, liabilities and expenses; (4) changes in governmental laws and regulations, including environmental, occupational health and safety, tax and import tariff standards and amounts; (5) market and competitive changes, including pricing pressures, market demand and acceptance for new products, services and technologies; (6) the Company's inability or failure to protect its intellectual property rights from infringement in one or more of the many countries in which the Company operates; (7) failure to effectively prevent, detect or recover from breaches in the Company's cybersecurity infrastructure; (8) unforeseen business disruptions in one or more of the many countries in which the Company operates due to political instability, civil disobedience, armed hostilities, public health issues or other calamities; (9) disruptions associated with labor disputes and increased operating costs associated with union organization; (10) the seasonal nature of the Company's business; (11) the Company's ability to successfully enter into new contracts and complete new acquisitions or strategic ventures in the time-frame contemplated, or at all; (12) the integration of the Company's strategic acquisitions; (13) potential severe volatility in the capital markets; (14) failure to retain key management and employees; (15) the outcome of any disputes with customers, contractors and subcontractors; (16) the financial condition of the Company's customers, including the ability of customers (especially those that may be highly leveraged, have inadequate liquidity or whose business is significantly impacted by COVID-19) to maintain their credit availability; (17) implementation of environmental remediation matters; (18) risk and uncertainty associated with intangible assets and (19) other risk factors listed from time to time in the Company's SEC reports. A further discussion of these, along with other potential risk factors, can be found in Part I, Item 1A, "Risk Factors," of the Company's Annual Report on Form 10-K for the year ended December 31, 2020. The Company cautions that these factors may not be exhaustive and that many of these factors are beyond the Company's ability to control or predict. Accordingly, forward-looking statements should not be relied upon as a prediction of actual results. The Company undertakes no duty to update forward-looking statements except as may be required by law.

## Explanatory Note Regarding Estimates

This presentation includes certain estimates. These estimates reflect management's best estimates based upon currently available information and certain assumptions we believe to be reasonable. These estimates are inherently uncertain, subject to risks and uncertainties, many of which are not within our control, have not been reviewed by our independent auditors and may be revised as a result of management's further review. In addition, these estimates are not a comprehensive statement of our financial results, and our actual results may differ materially from these estimates due to developments that may arise between now and the time the results are final. There can be no assurance that the estimates will be realized, and our results may vary significantly from the estimates, including as a result of unexpected issues in our business and operations. Accordingly, you should not place undue reliance on such information. See "Forward-Looking Statements".

# AGENDA

- INTRODUCTION
  - CLEAN EARTH
  - HAZARDOUS WASTE OVERVIEW & VALUE CHAIN
  - NORTH TEXAS OPERATIONS
  - SITE VIDEO / TOUR
  - Q&A / DISCUSSION
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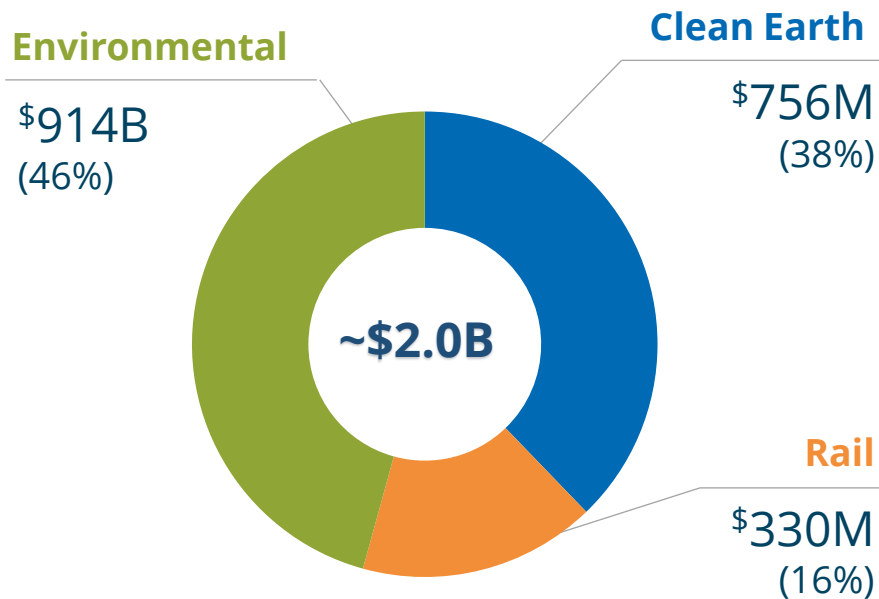


## **Clean Earth Overview**

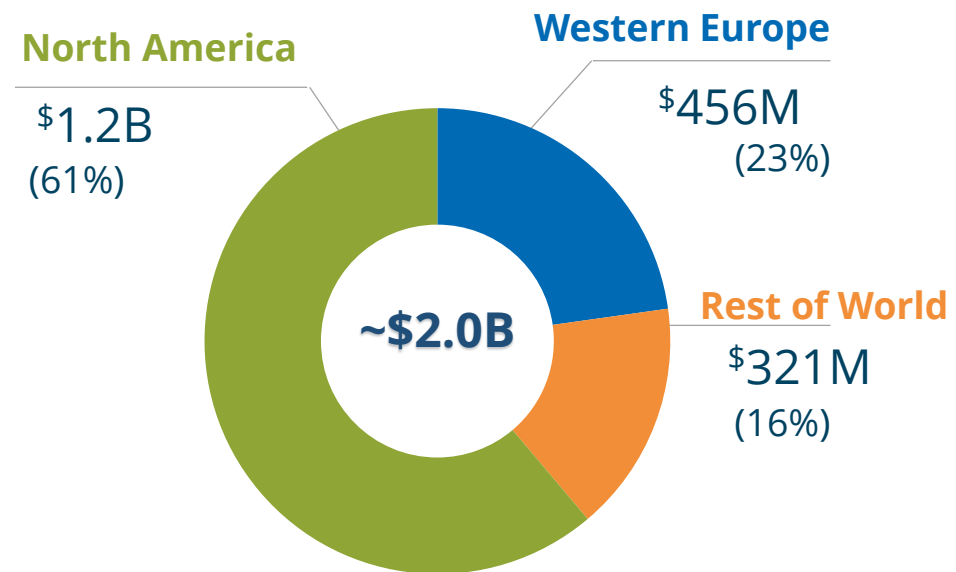
# HARSCO TODAY

- ▶ Market leading provider of environmental solutions for industrial and specialty waste streams and innovative technologies, serving industries that are fundamental to global growth
- ▶ M&A accelerated Harsco's environmental strategy and transformation to single thesis company, as a leading global provider of environmental solutions
- ▶ Strategic shift towards higher-growth and less-cyclical businesses with attractive margins

## FY 2020 Revenue (Proforma)<sup>1</sup>



## 2020 Revenue by Geography (Proforma)<sup>1</sup>



(1) 2020 metrics are pro forma for the acquisition of ESOL.



# CLEAN EARTH

## MAKING OUR EARTH CLEANER AND GREENER™

Leading providers of environmental and regulated waste solutions in the United States

**\$756M**

2020 Revenue<sup>1</sup>

**~90**

Permitted  
Facilities

**19**

TSDF RCRA  
Part B sites

**560+**

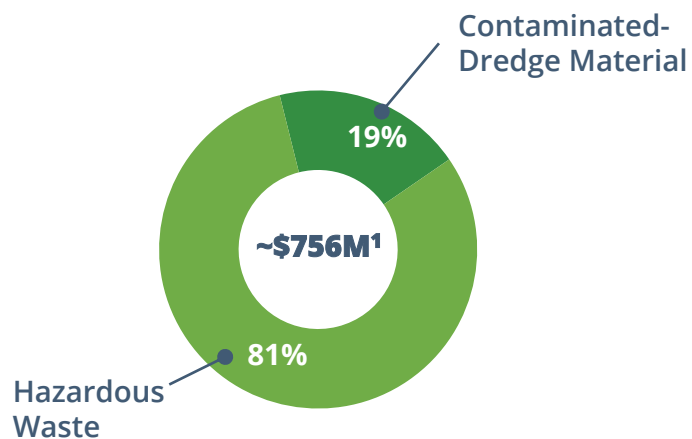
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Permits

(1) Pro forma for the acquisition of ESOL

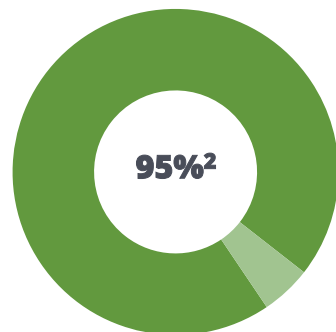


# CLEAN EARTH – LESS CYCLICAL WITH ATTRACTIVE GROWTH POTENTIAL

## REVENUE MIX BY LINE OF BUSINESS



## HIGH CASH CONVERSION AND CAPITAL-LIGHT BUSINESS



## KEY POINTS

- Environmental services with portfolio of valuable permits
- Diverse customers, across Industrial, Retail and Medical markets, with recurring and long-term customer relationships
- Growth platform and resilient business model

## WASTE STREAMS



Industrial



Retail



Healthcare



Infrastructure



(1) Pro forma for the acquisition of ESOL

(2) Cash conversion ratio calculated based on 2020 = Free Cash Flow divided by Adjusted EBITDA

# CLEAN EARTH-ESOL COMBINATION STRENGTHENS LEADERSHIP IN ENVIRONMENTAL AND REGULATED WASTE MANAGEMENT

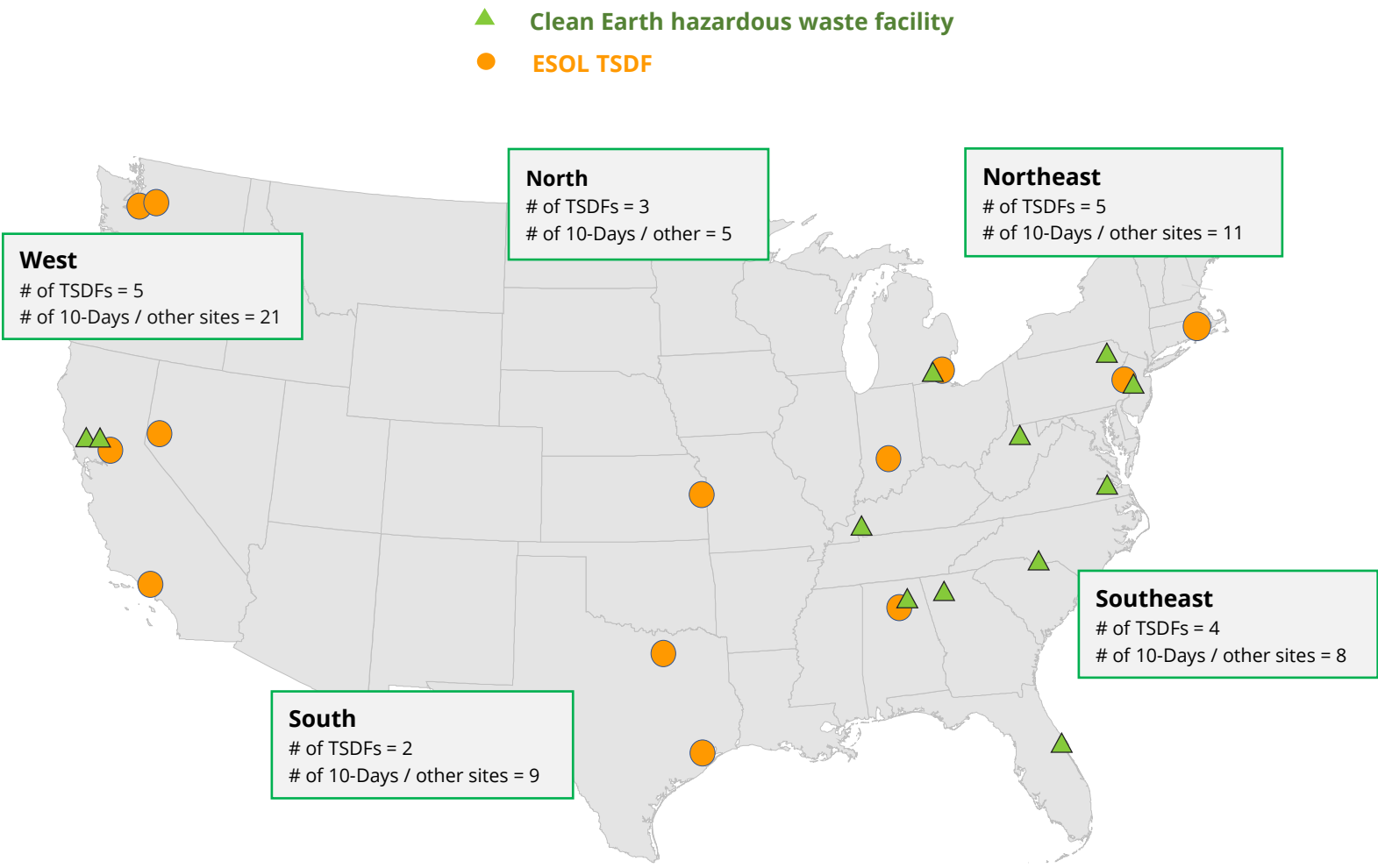
Highly complementary assets aligned with Harsco's environmental services focus

Diverse U.S. asset portfolio, creates leading national hazardous waste processing platform

Institutional knowledge and proven ability to optimize ESOL assets

Diverse exposure across value chain including large logistics fleet

Meaningful opportunities for operational improvement synergies and revenue growth

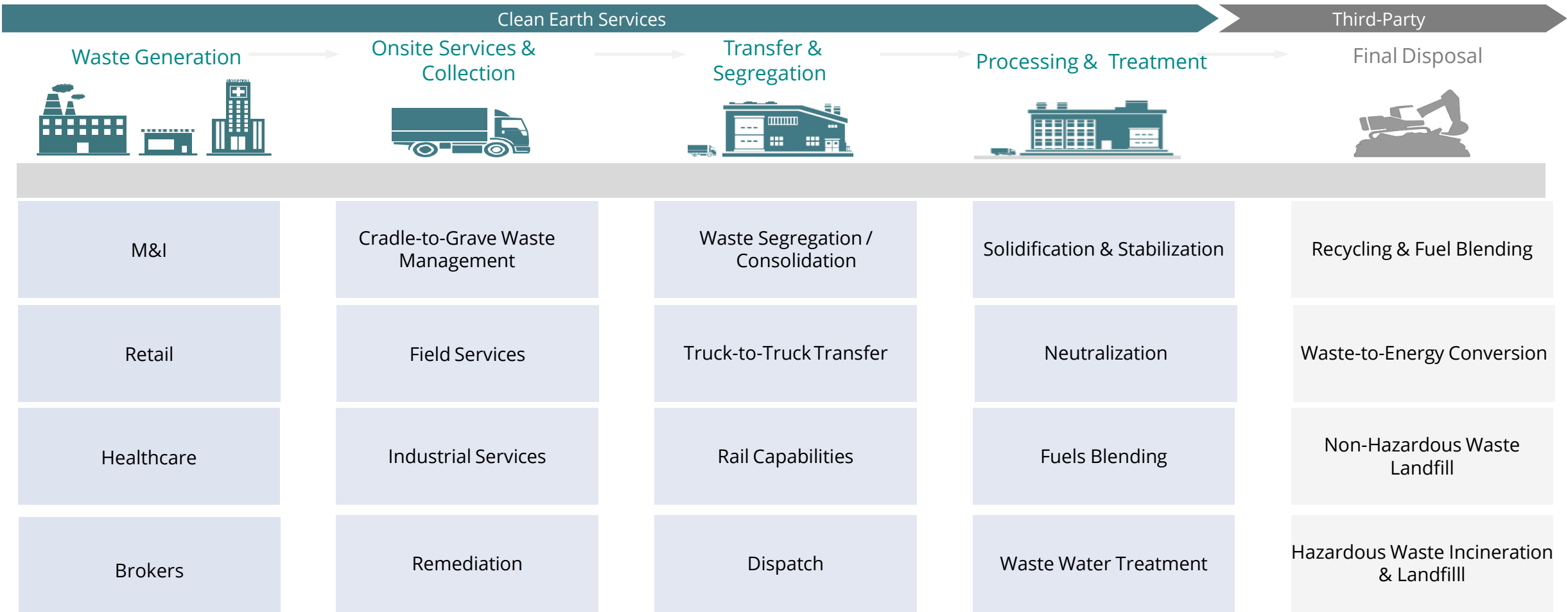






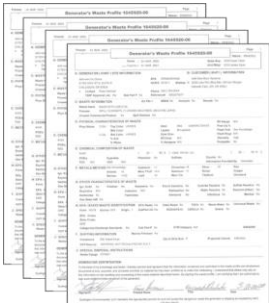
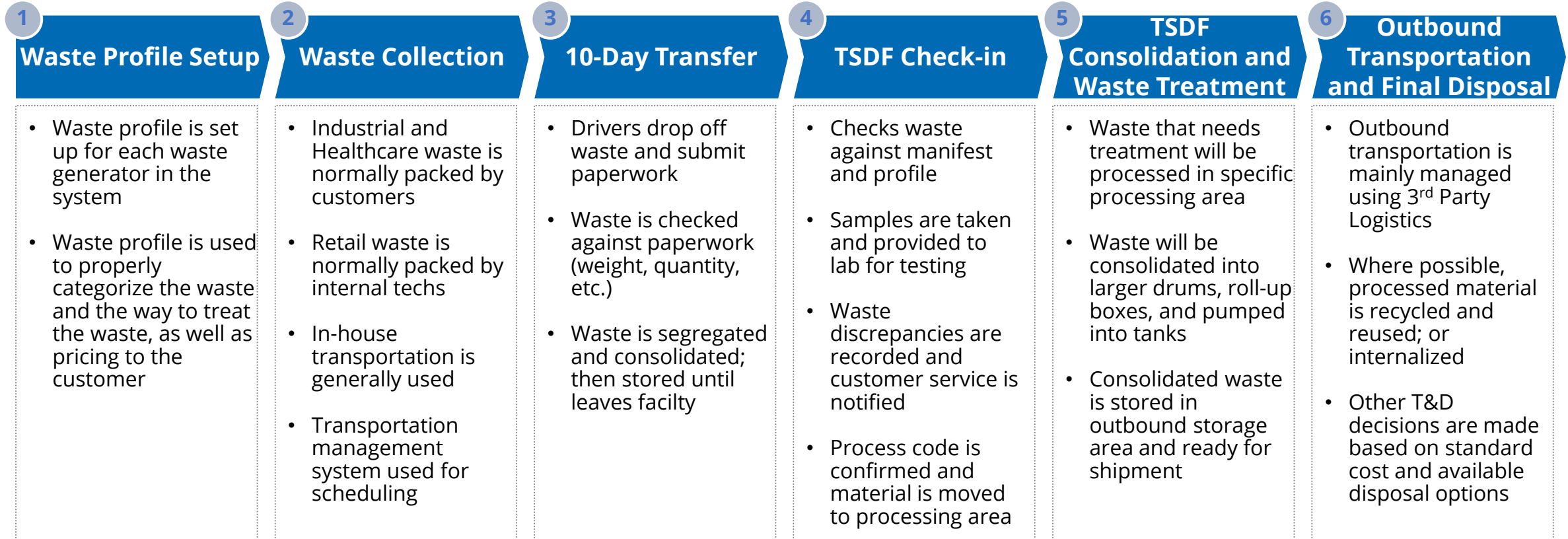
# Hazardous Waste Value Chain + North Texas Operations

# VALUE CHAIN – HAZARDOUS WASTE



94% of Material Processed by Clean Earth is Recycled or Repurposed

# HIGH LEVEL PROCESS OVERVIEW



# NORTH TEXAS INTEGRATED OPERATION LANCASTER 10-DAY FACILITY AND AVALON PART B TSDF



\*Avalon pictured

## TSDF Facts & Figures

- ❖ History: Site operation began 1982; Part B permit received in 1987; and permit expanded in 1992
- ❖ 91-acre property; roughly 1/3 utilized today
- ❖ 75 employees; a single shift daily
- ❖ Nearly 1 million hours without a lost time accident
- ❖ ~30 miles from Lancaster 10-Day facility
- ❖ Operate company-owned truck fleet
- ❖ Industrial, retail, medical and household wastes, from within Texas and adjacent States primarily
- ❖ Large-scale fuel blending operation: hazardous waste blended for energy recovery
- ❖ Capacity: 186,000 gallons bulk tank and 3,500 55-gallon drum storage
- ❖ Permit expansion targeted to add capabilities (aerosols) and expand capacity (fuel blending)



# HARSCO