

## Sims Metal Management 2017 North America Investor Site Tour

5-6 June 2017

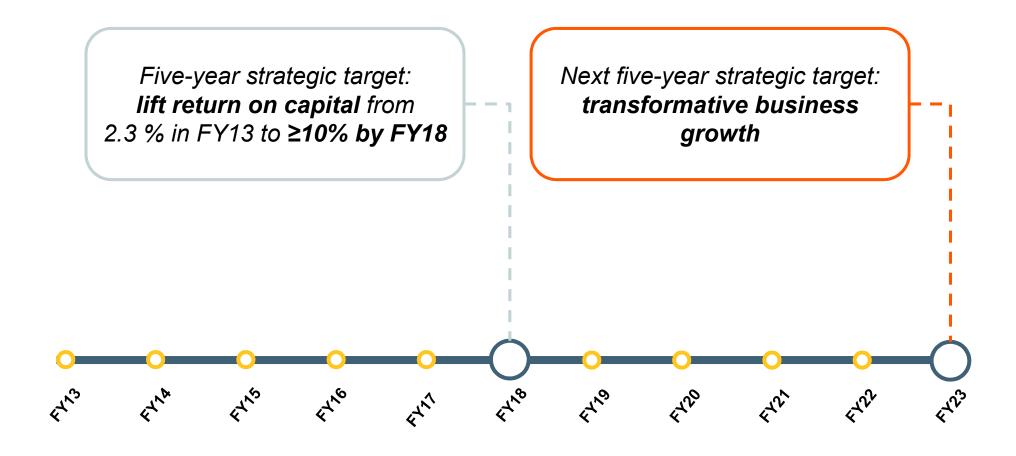




- Group Strategy Update
- Internal Initiatives Update
  - Logistics
  - Operational Excellence
  - Product Quality
- Summary & Outlook
- North America Metals
  - Business & Market Review
  - East Region
  - Central Region
- Appendix

## Nearing final year of initial strategic plan





### Significant accomplishments have been achieved



Safety
TRIFR down by 58% since FY13

Sustainability CO<sub>2</sub> emissions 26% lower since FY13 Controllable Costs
Reduced by \$212 million
since FY13

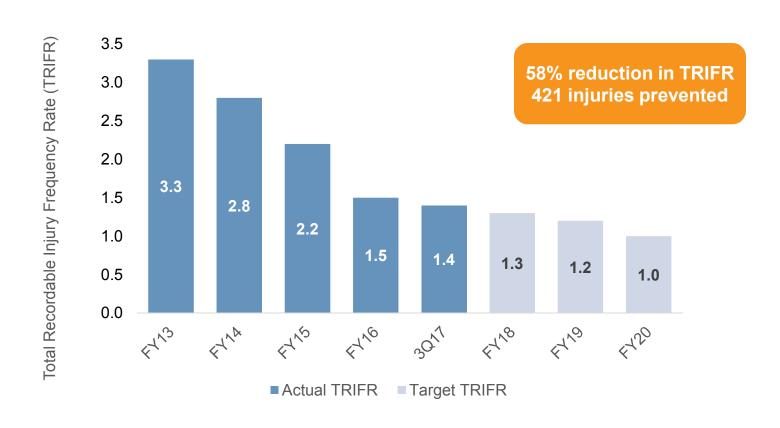
Volume Break-Even Improved by 41% since FY13 Return on Capital
3x higher
since FY13

Net Cash
Increased by \$464 million
since FY13





#### **Recordable Injury Frequency Rate**



## Ongoing internal initiatives driving the Company to reach five year strategic goal in FY18





**Supplier Relationships** 



Logistics



Operational Excellence

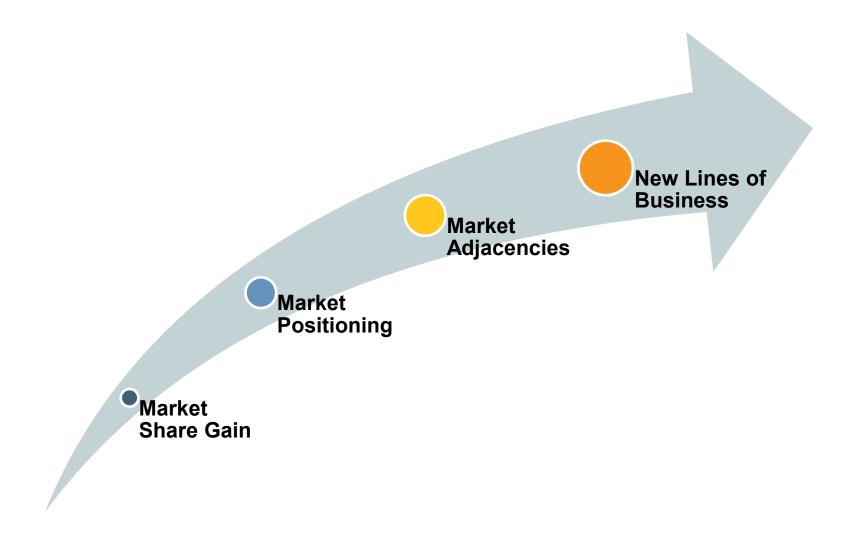


Product Quality & Service

Internal initiatives expected to deliver additional \$70 to \$95 million in EBIT1

## Next five-year plan will focus on business growth







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## Central oversight and regional execution



# Group Project Management Office (PMO)

- Responsible for oversight and reporting of key internal initiatives
- Facilitate replication of initiatives
- Reporting directly into Group CFO



#### **Business Units**

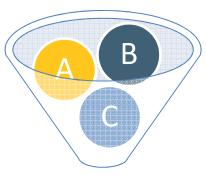
Responsible for project generation and delivery

# Cross Functional Expertise Board (CFEB)

- Provide expert knowledge and skills for implementation of key projects
- Project management support
- Drive R&D and innovation processes

## Standardising and replicating the highest value initiatives across the Company





Continuous improvement as an ongoing process for standardisation, replication, and institutionalisation of the highest value internal initiatives







## Prioritise & Approve

- Financial impact
- Ability to replicate
- Business implications



#### Standardise

- Standardise operating best practices
- Training & audit material
- Roll-out plan



#### Training

- Train best practice policies
- 'Sims University'

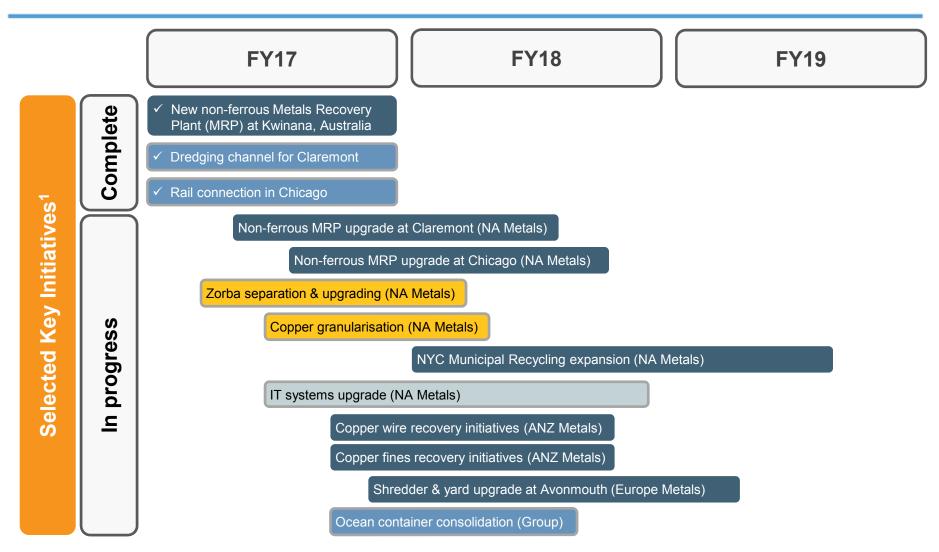


#### **Monitor & Audit**

- Monitor the implementation of best practices
- Formal regular audit process

## Implementation delivery on track





Total initiatives in progress to deliver additional \$70 to \$95 million in EBIT<sup>2</sup>

<sup>)</sup> Additional projects exist which are not listed here

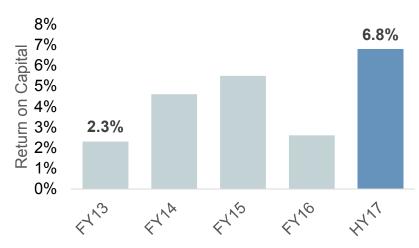
<sup>11</sup> 

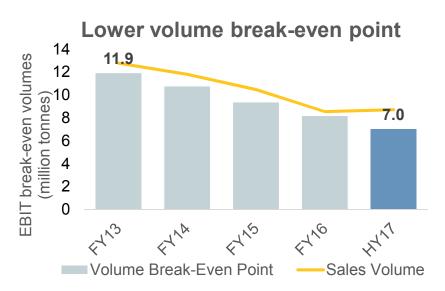
### Significant gains from initiatives since FY13



- ✓ Delivery of major capital projects including:
  - Greenfield shredder and full-service metals recycling facility in Kwinana, Australia
  - ✓ Greenfield shredder, non-ferrous yard, and port facility in Providence, Rhode Island
  - ✓ Greenfield WEEE electronics recycling facility in Norway
- ✓ Sale or idling of 44 underperforming facilities, with limited impact on total processing capacity
- ✓ Controllable costs reduced by \$212 million
- ✓ Underlying return on capital nearly tripled since start of five-year plan in FY13
- ✓ EBIT break-even volumes point lowered by 41%
- ✓ Improved cost structure to deliver an additional \$40-\$50 million of EBIT for every 500kt of additional sales volumes

#### Improved Return on Capital



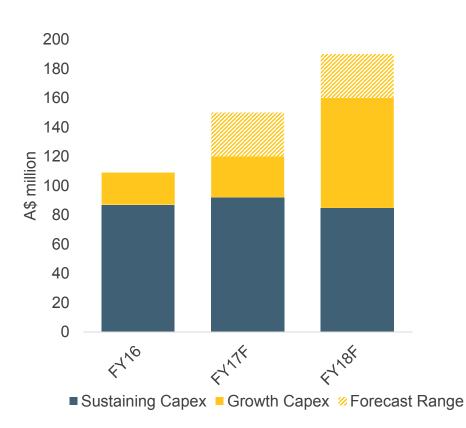


1) HY17 figures based on annualised results





#### **Capital Expenditure**



- Strong net cash balance of \$311 million as of 31 Dec 2016 to support strong pipeline of internal initiatives
- Majority of initiatives are lower-risk projects with well established returns and implementation frameworks
- Forecast capex of \$120 to \$150 million in FY17, and \$160 to \$190 million in FY18
- Growth capex focused on internal PMO projects
- Growth capex expected to be between 30% to 50% of total capex in FY17 and FY18

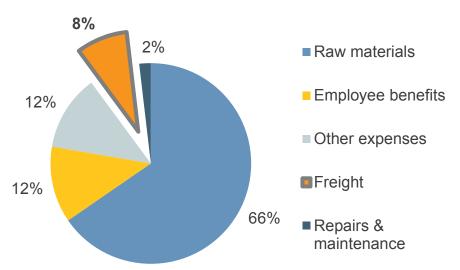


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## Logistics is a significant cost driver



#### Key expenses by type



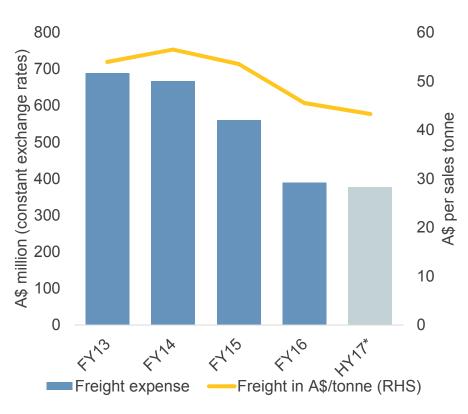
Expense	A\$ million (FY16)
Raw materials used and changes in inventories	3,014
Freight expense	379
Employee benefits expense 567	
Repairs and maintenance expense	563
Other expenses	53

- Freight expenses are a meaningful component of overall costs totaling \$379 million in FY16
- In total, freight expenses were 8% of Group costs and 24% of costs excluding raw materials
- Logistics costs include inbound and outbound trucking, barge transport, rail shipments, domestic and export containers, bulk ship exports, as well as waste removal
- Logistics is a critical success factor in metals, electronics, and municipal recycling due to weight of raw materials, complexity of sourcing, and geographic customer distribution

### Meaningful reduction in freight expenses



#### **Freight Expenses**

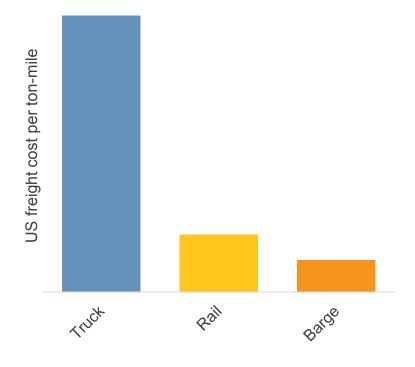


- Freight expenses per tonne have declined by 20%, roughly \$10 per tonne, since FY13¹
- Decline in freight expenses driven by numerous factors including:
  - Lowering trucking fleet downtime
  - More efficient trucking routing and increased backhaul route optimisation
  - Freight tracking software
  - Lower fuel costs
  - Increased use of water and rail based transport
  - Improved third party freight tendering

### Attractive access to rail and barge transport



#### Freight costs by mode



- Rail and barge transport can be 10% to 20% of the cost of trucking per ton-mile
- Majority of North America Metals facilities have either rail connections or barge loading docks<sup>1</sup>
  - 20 with rail connections
  - 15 with barge loading docks
  - 7 with deep water export docks
- Attractive low-cost transport capabilities provide significant competitive advantages
  - Lower intake and inter-facilities freight costs
  - Provides flexibility to supply to both domestic and export customers

## Logistics Initiative 1) Dredging of Claremont Channel





- Dredging of Claremont channel, allowing more tonnes to be loading into bulk ships docked at Claremont terminal
- Prior to the dredging, draft constraints required bulk ships loaded at Claremont, to be topped-up at nearby Port Newark
- In addition, this required material processed at Claremont to be barged to Port Newark, for bulk loading under deeper draft conditions
- Sequent to the dredging, bulk ships loaded at Claremont can be filled with more material, leading to quicker loading times, less material handling and fewer barge transfers



### Logistics Initiative 2) Chicago rail connection





- The Paulina St facility in Chicago is a major producer of HMS, shredded, and prompt scrap in the Midwest region
- However, transport to domestic steel mills can incur significant transport costs, while some mills only accept material by rail
- The recently completed rail line connection will complement existing barge loading capacity and allow the business to supply a wider range of domestic customers
- Additional benefits include:
  - Significant freight cost reduction
  - Elimination of double handling
  - Ability to move increased volumes
  - Diversification of customer base
  - Lower waste removal costs

Paulina St facility





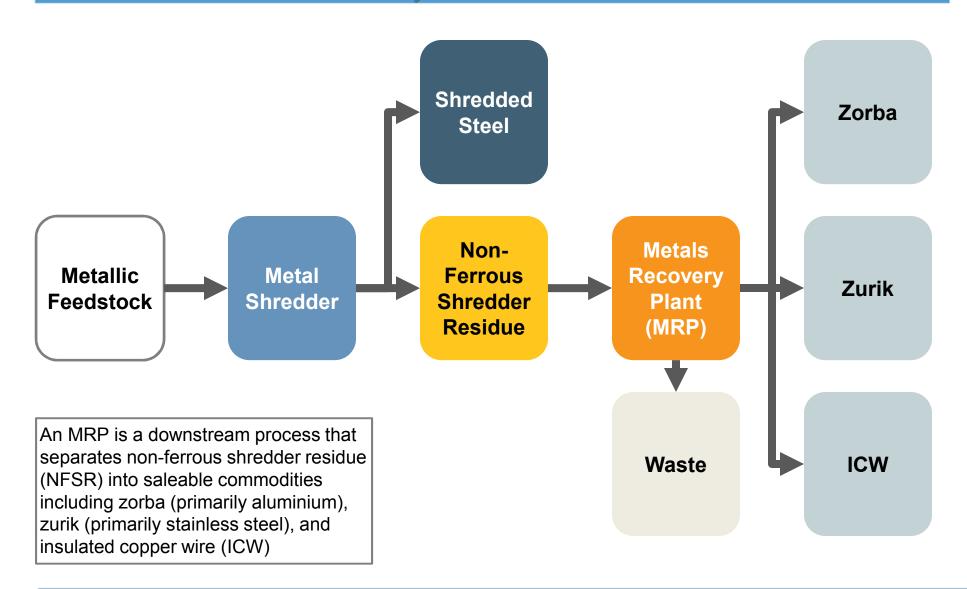
Global Ocean Containers	<ul> <li>More than 50,000 ocean containers used annually shipping non-ferrous, ferrous, zorba, recycled e-waste, and other commodities</li> <li>Initiative to consolidate global ocean container contracts</li> <li>Maximise ability to leverage global spend with international carriers</li> </ul>
IT Systems	<ul> <li>Global alignment of IT logistics tools</li> <li>Creating greater data transparency for analytics and planning</li> <li>Ensure accurate pricing and charge back recoveries</li> </ul>
Standardise Processes	<ul> <li>Standardise global logistics practices creating greater process efficiency</li> <li>Formalisation of freight rate sourcing across all transport modes</li> <li>Consolidate and improve RFP processes and contract negotiations</li> </ul>



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## Operational Excellence: Non-ferrous Metals Recovery Plant - Overview





## Operational Excellence: Non-ferrous Metals Recovery Plant - Technology

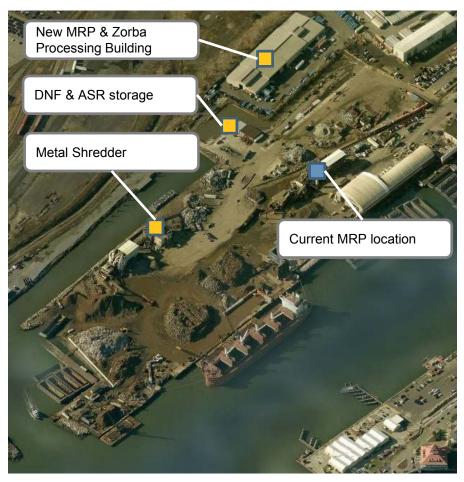


#### MRP four key technology areas:

- 1. **Screening:** Downstream separation equipment, optimised through consistent inbound particle size screening
- 2. Air Classification: Downstream separation equipment process inbound material
- 3. Eddy Current Separators (ECS): This is the primary point of extraction for zorba, which is predominantly aluminium. The ECS account for the vast majority of non ferrous recoveries by weight
- 4. Sensor/Sorters: This technology comprises the largest jump between older MRP and the update MRP scheduled for installation. Advances in sensor technology have increased resolution and particle identification to better separate insulated copper wire (ICW) from stainless steel, down to very small size fractions

## Operational Excellence: New 'state of the art' MRP at Claremont, NJ



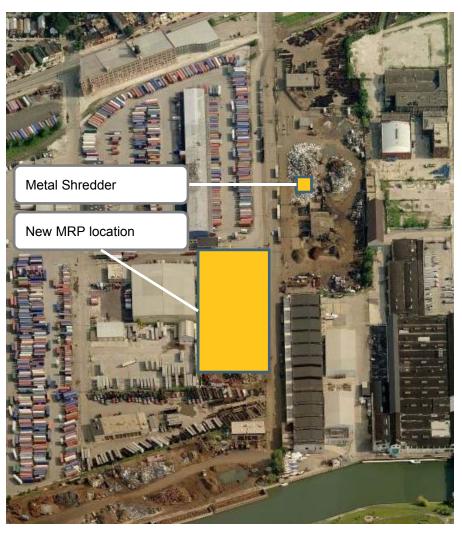


- Claremont has one of the highest performing shredders in the metal recycling industry
- However the current MRP can no longer efficiently manage the downstream non-ferrous recovery process due to aging technology
- The new MRP will provide a step-change in throughput, cost efficiency, and recovery rates
- Additional benefits include:
  - Enhanced safety
  - Enclosed building for dryer material
  - More efficient material flow
  - Higher recovery rates
  - 50% higher throughput capacity

## Operational Excellence:

## New 'state of the art' MRP at Chicago, IL





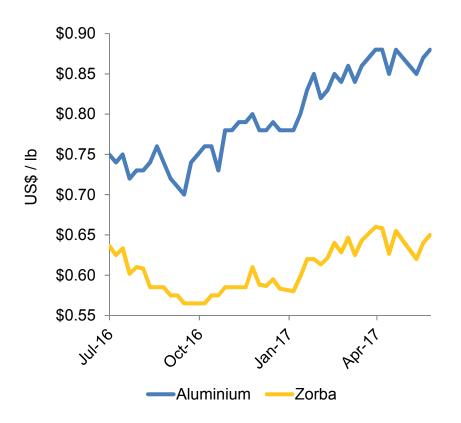
- The Paulina street facility is one of only two major shredding operations in the Chicago area
- The MRP that currently exists resides 15 miles away from Paulina street due to a legacy operational footprint
- Existing MRP is in various stages of degradation due to aging equipment, infrastructure, and technology (some components over 20yrs old)
- Installation of the new MRP to the same location as the shredder will dramatically reduce material handling and freight costs.
- Additional benefits include:
  - Enhanced safety
  - More efficient material flow
  - Higher recovery rates
  - 40% higher throughput capacity
  - Reduced material handling & freight costs



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#### **Aluminium vs Zorba Prices**



- Zorba is a primarily aluminium mixed metal and the main non-ferrous product recovered from non-ferrous shredder residue (NFSR)
- Zorba is typically sold at purities of 85-96% metal (65-80% Al, and 10-25% mix of Cu, Zn, Pb)
- Zorba is primarily sold to processors in China, at a 15-25% discount to the aluminium LME price, which then hand sort component metals
- Discount to aluminium LME price has been widening over time due to higher labour costs in China and other factors
- In addition, initiatives in China such as the 'Green Fence' and regulation over importing of mixed metal waste pose increased challenges
- The US domestic market has few customers for Zorba which instead require a higher grade 98-99% aluminum product called Twitch, used as feedstock for secondary smelting

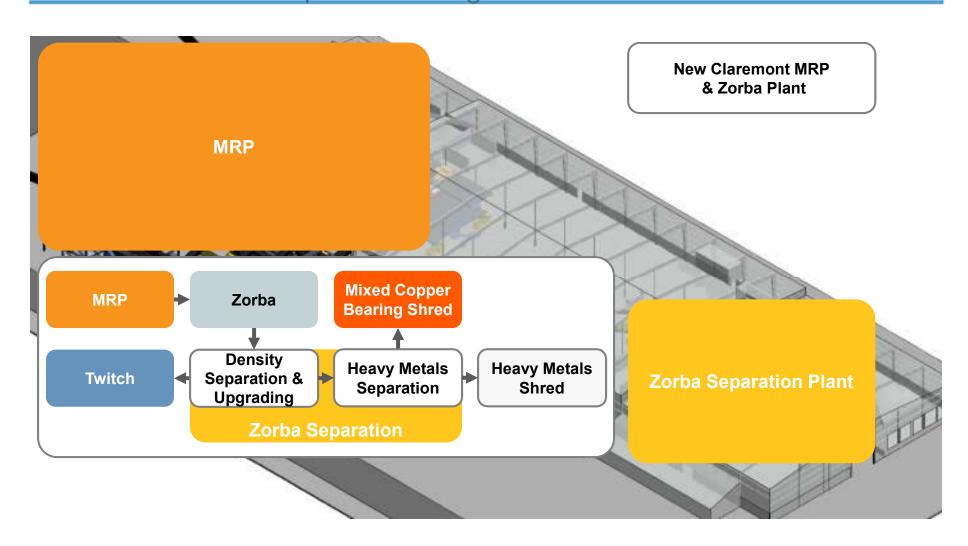
## Product Quality: Zorba de-commoditsation initiative



Project Overview	<ul> <li>Installation of a zorba separation plant at Claremont Terminal metals recycling facility in Jersey City, NJ</li> <li>Facility will process Claremont's zorba into twitch (98-99% aluminium) and 'heavy metals' (copper, brass, lead, zinc)</li> <li>Expected completion in 1H FY18</li> </ul>
Benefits	<ul> <li>Diversification of product portfolio by further separation and de-commodisation</li> <li>Capture more of the margin in the downstream value chain</li> <li>Expand customer base in both domestic and export markets</li> </ul>
Future Potential	<ul> <li>Potential to roll-out process to other key operating regions</li> <li>Future opportunities to further process twitch and heavy metals into further distinct products (ie cast &amp; sheet aluminium, brass, copper, lead, and zinc)</li> <li>Opportunity to provide the service to 3<sup>rd</sup> parties as an attractive alternative to traditional zorba sales channels</li> </ul>

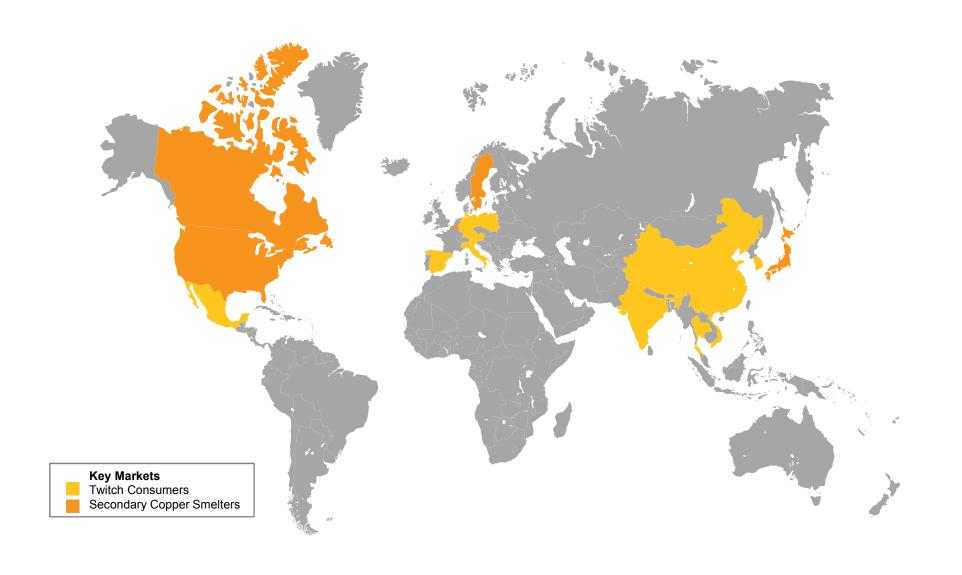
## Product Quality: Claremont Zorba Separation integrated with new MRP





## Wider potential in domestic & export non-ferrous markets







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### Summary & outlook



#### Significant internal initiatives to support reaching FY18 ROC target of ≥ 10%

- Extensive portfolio of internal initiatives driven by a strong central PMO structure
- Initiatives expected to deliver additional \$70 to \$95 million in EBIT per annum once complete<sup>1</sup>
- Business remains well positioned with at least 12 million tonnes of sales volume capacity

#### Next five year plan will focus on transformative business growth

- Growth strategy centered on four pillars 1) market share gain, 2) market positioning, 3) market adjacencies, and 4) new lines of business
- Further details on the next five-year plan to be presented during 1H FY18

#### Current market conditions continue to be steady and supportive

- Steel exports from China continue to decline, leading to stronger ferrous demand outside China
- Stable or improving pricing and demand for ferrous and non-ferrous secondary metal
- 2H FY17 underlying EBIT expected to be higher than 1H FY17 and a meaningful step towards reaching the target ROC of ≥ 10% for FY18



# Sims Metal Management North America Metals





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#### North America Metals overview



**1988:** Entered the US metals recycling market with the acquisition of LMC in California

Jun-07: Formed 50% JV with Adams Steel creating SA Recycling **Dec-12:** Divested minor non-core assets in CO, UT, and Nashville, TN

Aug-16: Completed sale and closure of non-core assets in Central Region

1988

1996

FY02 FY03 FY04 FY05 FY06 FY07 FY08 FY09 FY10 FY11 FY12 FY13 FY14 FY15 FY16 FY17

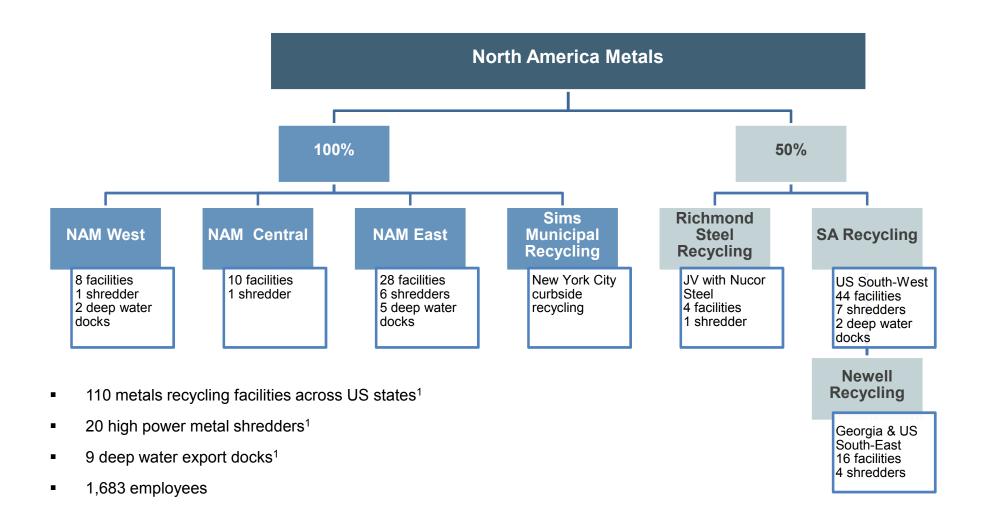
1996: Acquired 50% stake in Richmond Steel Recycling in British Columbia, Canada

Oct-05: Merged US operations with Hugo Neu, creating a significant presence in NJ, NY, and CA

Mar-08: Acquired Metal Management, one of the largest metal recyclers in the US Mar-14: Completed construction of new shredder, port, and non-ferrous facilities in Providence, RI Feb-16: Acquired, via SA Recycling, a 50% stake in Newell Recycling based in Atlanta, GA

#### North America Metals business structure





1) Including JV operations

### Strong presence on the East and West coasts

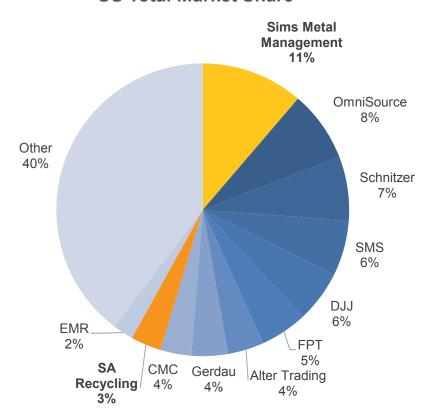




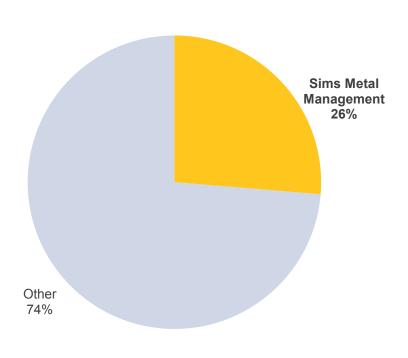




#### **US Total Market Share**

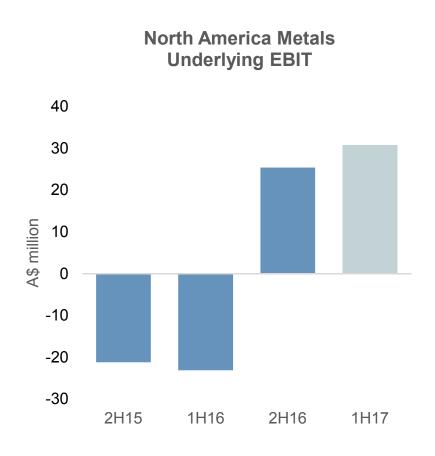


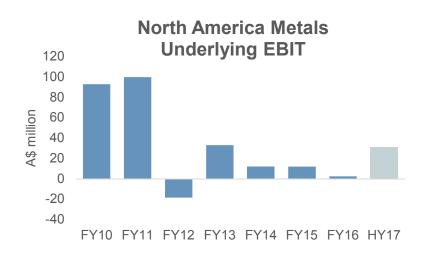
#### **US Export Market Share**

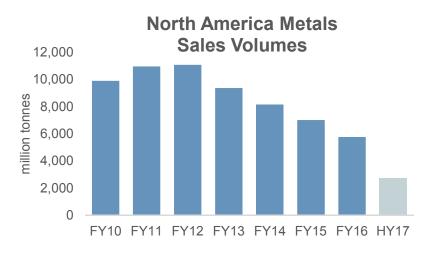


# Improving business performance with significantly more earnings potential



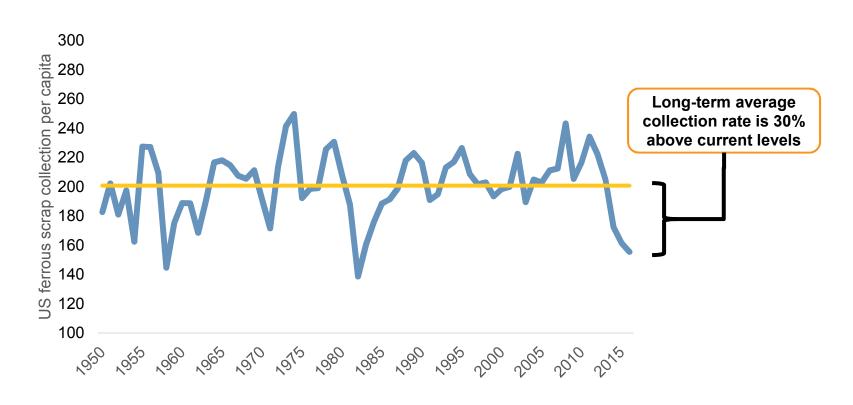








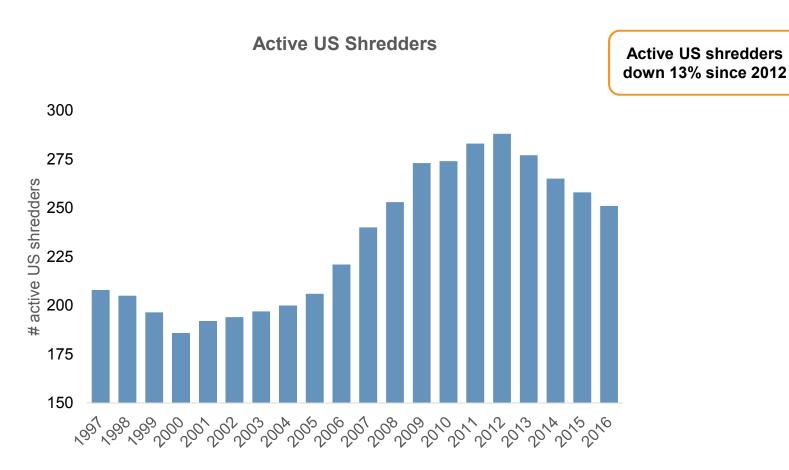
#### **US** ferrous scrap metal collection



Source: USGS, US Census 40

### Metal recycling industry capacity has declined





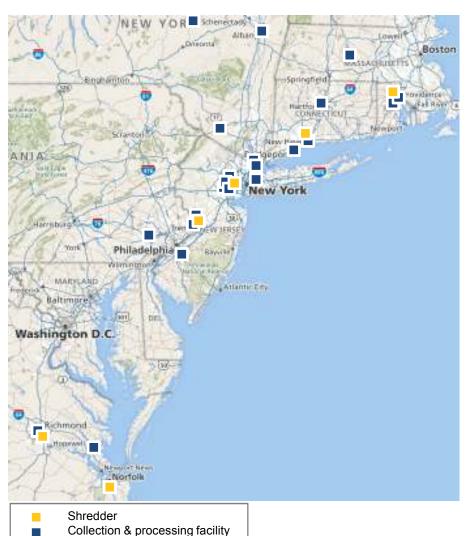
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### North America Metals – East Region Operations

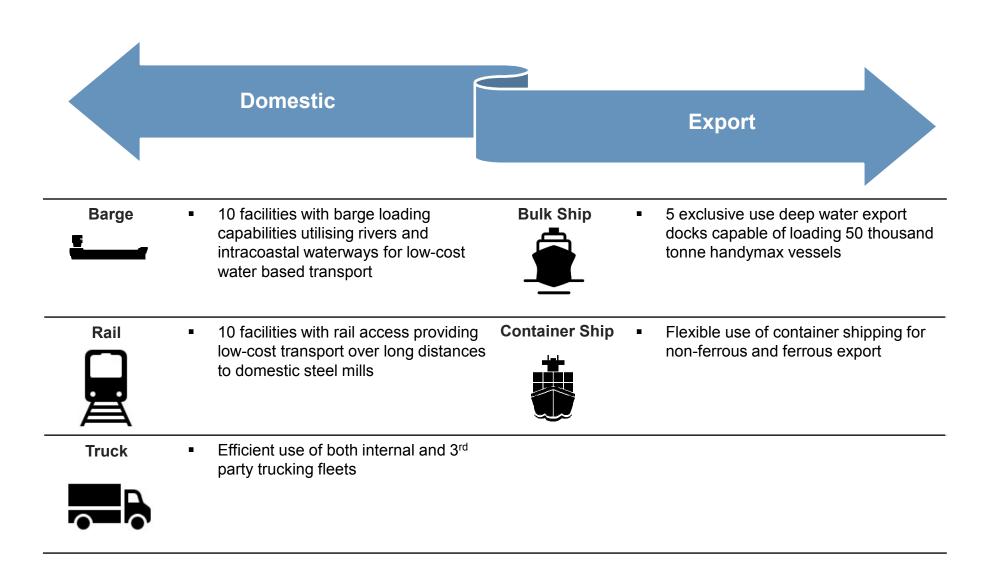




- Operations spanning major urban areas including New York/Newark, Philadelphia/Trenton, Boston/Providence and Chesapeake/Norfolk, VA
- Total catchment area of over 30 million people, with a GDP of over US\$2.2 trillion
- The East Region represents the largest operating division in North America Metals:
  - 28 collection & recycling facilities
  - 6 facilities with metal shredders
- Extensive transport capabilities across water, rail, and trucking:
  - 10 facilities with rail access
  - 10 facilities with barge loading docks
  - 5 deep water docks







# North America Metals – New York City Metro





#### Claremont Terminal & Port Newark



#### **Claremont Terminal, New Jersey**

- Largest full service metals recycling facility
   in North America Metals portfolio
  - Large scale shredder
  - Downstream MRP
  - Baler, shears, torch cutters
  - Wet car detox station
  - Municipal recycling
- Strategically positioned near main transport arteries, with rail connection, barge loading, and deep water export dock facilities onsite
- Catchment area of over 20 million people across New York-Newark-Jersey City, with total market opportunity of circa 3-5Mtpa

#### Port Newark, New Jersey

- Deep water export dock and stevedoring operation
  - Bulk ship loading & receiving
  - Barge loading & receiving
  - Rail connection
  - Mobile shears
- Large scale dock equipped to receive third party and internal material
- Additional capacity leveraged to manage stevedoring for salt and coal

### Claremont Terminal - Jersey City, New Jersey













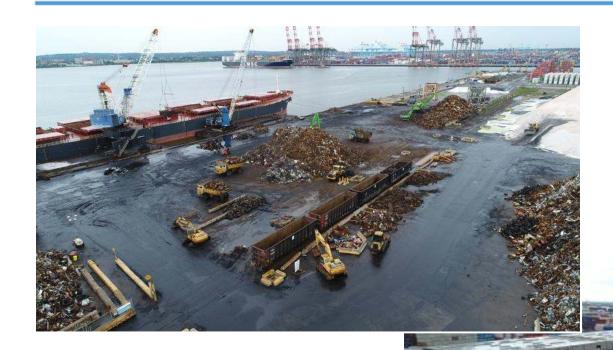
### Port Newark - Newark, New Jersey











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### North America Metals – Central Region Operations





- Operations spanning major urban areas including Chicago, Houston, and Tulsa, OK
- Total catchment area of over 17 million people, with a GDP of over US\$1.2 trillion
- The Central Region is comprised of two parts, the Midwest and Southwest, which combined host:
  - 10 collection & recycling facilities
  - Chicago based metal shredder
  - Houston based large-scale operations
- Majority of operations have either or rail or barge transport capabilities supporting lower cost transport over longer distances:
  - 6 facilities with rail access
  - 4 facilities with barge loading docks



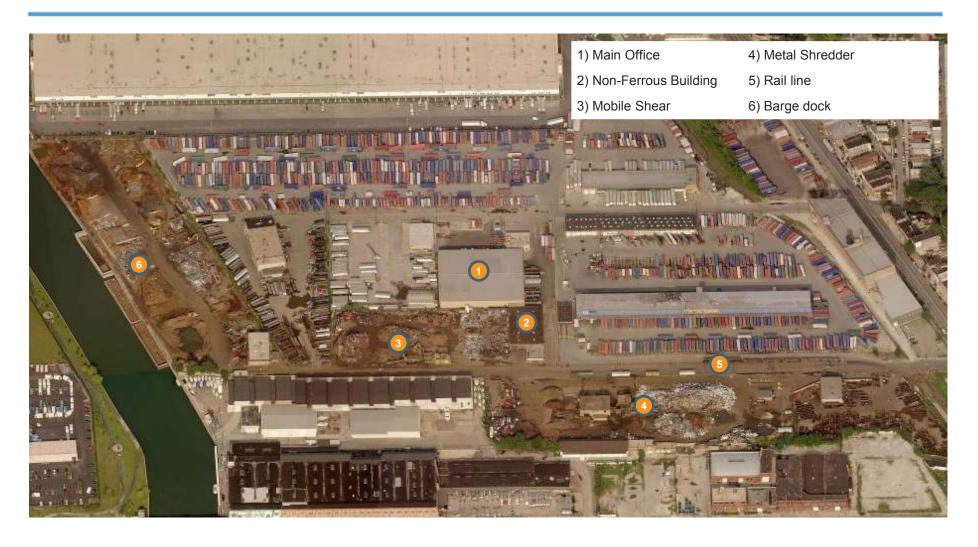




Source: EPA 53







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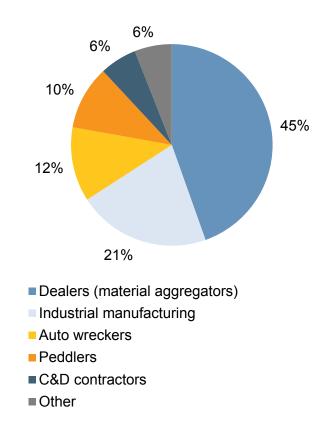
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### Diverse US supply base



Post Industrial	%
Stampings & clippings	12-14%
Borings & turnings	3-5%
Other	1-3%
Total	~20%
Obsolete Material	%
Construction & demolition	20-30%
Passenger vehicles	15-25%
Major appliances	5-10%
Other light iron	5-10%
Stainless steel	3-5%
Other	15-20%
Total	~80%

#### **North America Metals Supplier Groups**

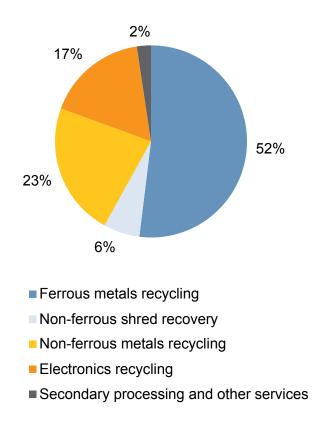






Bundles & Bales
Plate & Structural
Zurik (stainless steel based)
Copper
Nickel
Used Beverage Cans
Copper
IT Asset Management
Paper
Glass

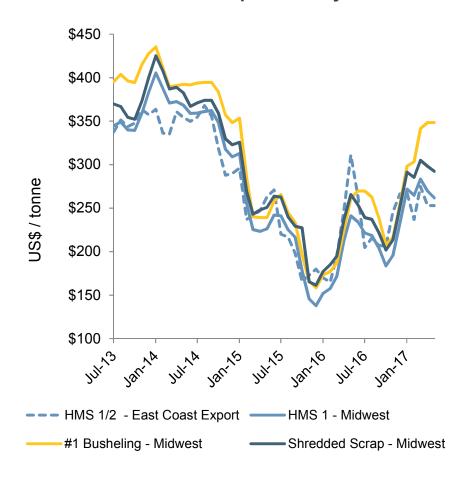
#### Sales Revenue by Product<sup>1</sup>



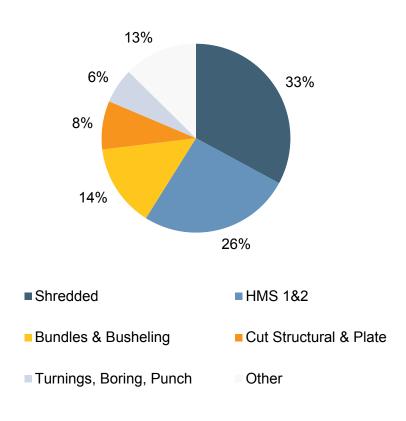
### US ferrous market prices and mix



#### **US Ferrous Scrap Market by Price**



#### **US Ferrous Scrap Market by Volume**



Source: AMM Source: USGS 2016 58



# Financial summary - group

A\$m	FY10	FY11	FY12	FY13	FY14	FY15	FY16	
oup Results								
les Revenue	7,453	8,847	9,036	7,193	7,129	6,311	4,652	
derlying EBITDA	379	414	253	190	242	263	184	
nderlying EBIT	235	283	123	67	119	142	58	
Jnderlying NPAT	127	182	74	17	69	102	38	
Inderlying EPS (cents)	65	88	36	8	34	49	19	
Dividend (cents)	33	47	20	0	10	29	22	1
Balance Sheet								
Total Assets	4,233	4,167	3,509	2,917	2,649	2,882	2,571	2,56
Total Liabilities	959	1,256	1,225	988	816	769	738	67
Total Equity	3,274	2,912	2,284	1,929	1,834	2,113	1,833	1,89
Net Cash (Net Debt)	15	-126	-292	-154	42	314	242	37
Cash Flows								
Operating Cash Flow	-48	159	290	297	210	298	131	13
Capital Expenditure	-121	-143	-161	-149	-64	-95	-109	-4
Free Cash Flow <sup>1</sup>	-168	16	129	148	146	203	22	9
NOPAT	165	198	86	47	83	99	41	-
Total Capital	3,259	3,038	2,576	2,083	1,792	1,799	1,590	1,52
ROC <sup>2</sup> (%)	5.0%	6.5%	3.3%	2.3%	4.6%	5.5%	2.6%	-0.49

<sup>59</sup> 



# Financial summary – business segment

A\$m	FY10	FY11	FY12	FY13	FY14	FY15	FY16	1H F
ales Revenue								
North America Metals	4,834	5,782	5,773	4,256	3,996	3,417	2,353	1,23
ANZ Metals	1,126	1,300	1,190	1,047	1,188	1,053	744	37
Europe Metals	783	954	1,056	935	1,063	1,037	759	372
Global E-Recycling	622	750	982	937	868	795	793	427
Unallocated	88	61	35	18	14	9	3	0
Total	7,453	8,847	9,036	7,193	7,129	6,311	4,652	2,412
Underlying EBITDA								
North America Metals	182	175	51	94	75	81	76	16
ANZ Metals	83	107	80	72	107	87	67	28
Europe Metals	25	28	15	-2	29	37	32	9
Global E-Recycling	87	112	92	24	20	55	19	6
Unallocated	2	-8	15	2	11	3	-10	2
Total	379	414	253	190	242	263	184	61
Underlying EBITDA Margin (	(%)							
North America Metals	3.8%	3.0%	0.9%	2.2%	1.9%	2.4%	3.2%	1.3%
ANZ Metals	7.4%	8.2%	6.7%	6.9%	9.0%	8.3%	9.0%	7.4%
Europe Metals	3.2%	2.9%	1.4%	-0.2%	2.7%	3.6%	4.3%	2.4%
Global E-Recycling	14.0%	14.9%	9.4%	2.6%	2.3%	6.9%	2.4%	1.4%
Total	5.1%	4.7%	2.8%	2.7%	3.4%	4.2%	4.2%	2.5%





A\$m	FY10	FY11	FY12	FY13	FY14	FY15	FY16	1H FY1
Sales tonnes ('000)								
North America Metals	9,906	10,964	11,080	9,377	8,152	7,018	5,772	2,990
ANZ Metals	1,578	1,764	1,765	1,764	2,054	1,874	1,418	700
Europe Metals	1,394	1,466	1,651	1,645	1,609	1,589	1,361	609
Total	12,878	14,194	14,496	12,786	11,815	10,481	8,551	4,299
Underlying EBIT								
North America Metals	92.7	99.6	-18.7	32.8	11.7	11.8	2.3	-23.1
ANZ Metals	62.4	86.1	56.3	46.9	79.2	59.2	39.7	14.0
Europe Metals	15.8	18.8	4.1	-14.0	16.5	24.6	18.6	2.1
Global E-Recycling	62.9	87.7	67.8	-1.0	17.1	44.0	7.7	-0.3
Unallocated	1.2	-8.8	13.3	2.2	11.1	2.1	-10.2	2.6
Total	235.0	283.4	122.8	66.9	118.5	141.7	58.0	-4.8
Underlying EBIT / tonne								
North America Metals	9.36	9.08	-1.69	3.50	1.44	1.68	0.40	-7.73
ANZ Metals	39.54	48.81	31.90	26.59	38.56	31.59	27.93	20.00
Europe Metals	11.33	12.82	2.48	-8.51	10.25	15.48	13.74	3.45

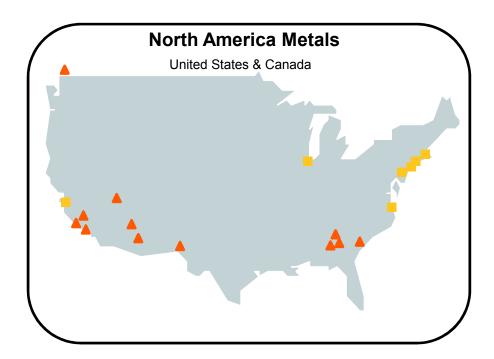


# Financial summary – product segment

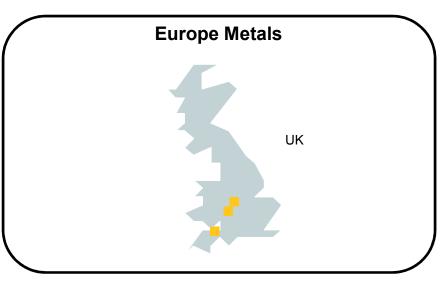
A\$m	FY10	FY11	FY12	FY13	FY14	FY15	FY16	1H FY1
	1110		1 1 12	1113	1 1 14	1110	1110	1111110
Sales tonnes ('000)								
Ferrous Trading	9,068	10,115	10,320	9,396	9,331	8,325	6,768	3,361
Ferrous Brokerage	3,264	3,518	3,597	2,840	1,918	1,617	1,307	688
Non Ferrous	565	571	586	550	566	539	476	250
Total	12,897	14,204	14,503	12,786	11,815	10,481	8,551	4,299
Sales Revenue								
Ferrous Metals	5,071	6,144	6,259	4,817	4,801	4,068	2,703	1,354
Non Ferrous Metals	1,526	1,724	1,657	1,353	1,361	1,342	1,055	577
Global E-Recycling	622	750	982	937	868	795	793	427
Secondary processing & other	234	229	138	86	99	106	101	54
Total	7,453	8,847	9,036	7,193	7,129	6,311	4,652	2,412

### Metals Recycling global footprint





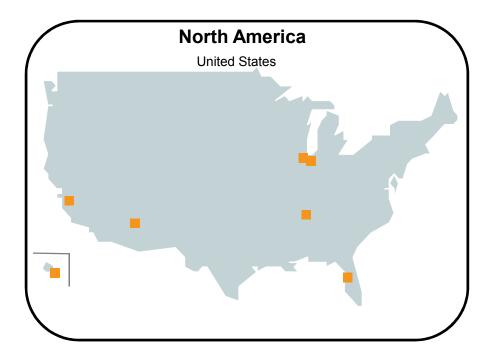
Metal Shredder / Key Metals Recycling facilityMetal Shredder (50% JV owned)



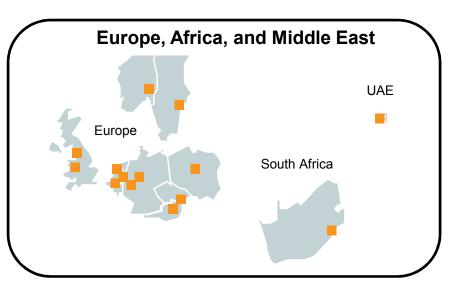


### Electronics Recycling global footprint





■ Electronics Recycling facility





#### Disclaimer



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