

# Casella Waste Systems, Inc.

Gabelli & Company

5th Annual

Waste Management Conference

March 26, 2019



# Safe harbor statement

Certain matters discussed in this presentation, including, but not limited to, the statements regarding our intentions, beliefs or current expectations concerning, among other things, our financial performance; financial condition; operations and services; prospects; growth; strategies; and guidance for fiscal year 2019, are “forward-looking statements” intended to qualify for the safe harbors from liability established by the Private Securities Litigation Reform Act of 1995. These forward-looking statements are based on current expectations, estimates, forecasts and projections about the industry and markets in which the Company operates and management’s beliefs and assumptions. The Company cannot guarantee that it actually will achieve the financial results, plans, intentions, expectations or guidance disclosed in the forward-looking statements made.

Such forward-looking statements, and all phases of the Company’s operations, involve a number of risks and uncertainties, any one or more of which could cause actual results to differ materially from those described in its forward-looking statements. Such risks and uncertainties include or relate to, among other things: new policies adopted by China as part of its “National Sword” program that will restrict imports of recyclable materials into China and have had a material impact on the Company’s financial results; the planned capping and closure of the Southbridge Landfill and the pending litigation relating to the Southbridge Landfill, and the lawsuit relating to the North Country Landfill could result in material unexpected costs; adverse weather conditions may negatively impact the Company’s revenues and its operating margin; the Company may be unable to increase volumes at its landfills or improve its route profitability; the Company’s need to service its indebtedness may limit its ability to invest in its business; the Company may be unable to reduce costs or increase pricing or volumes sufficiently to achieve estimated Adjusted EBITDA and other targets;

landfill operations and permit status may be affected by factors outside the Company’s control; the Company may be required to incur capital expenditures in excess of its estimates; fluctuations in energy pricing or the commodity pricing of its recyclables may make it more difficult for the Company to predict its results of operations or meet its estimates; the Company may be unable to achieve its acquisition or development targets on favorable pricing or at all; and the Company may incur environmental charges or asset impairments in the future.

There are a number of other important risks and uncertainties that could cause the Company’s actual results to differ materially from those indicated by such forward-looking statements. These additional risks and uncertainties include, without limitation, those detailed in Item 1A, “Risk Factors” in the Company’s Form 10-K for the fiscal year ended December 31, 2018 and in other filings that the Company may make with the Securities and Exchange Commission in the future.

The Company undertakes no obligation to update publicly any forward-looking statements whether as a result of new information, future events or otherwise, except as required by law.



# Casella Waste Systems - Overview

Casella provides integrated solid waste, recycling and resource services.

- \$660.7mm of revenues for the 12-months ended 12/31/18.
- Integrated operations located in six northeast states.
- Emphasis on integrated waste operations including: disposal, recycling and Customer Solutions.

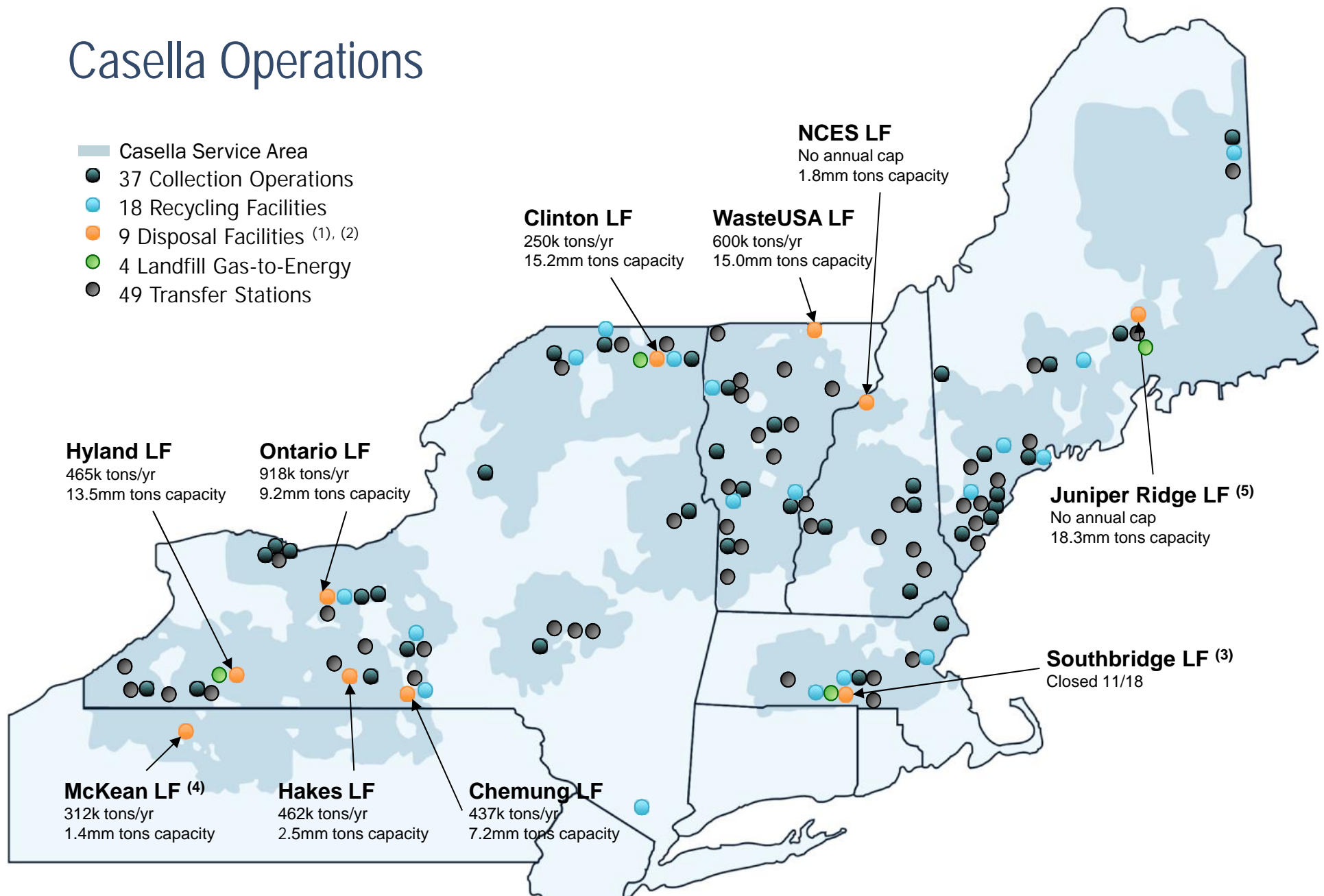
Focused on providing customers with waste and resource solutions.

- Waste and resource assets are well positioned in the northeast.
- Robust transfer network allows us to effectively move waste and recyclables to our disposal & processing facilities.
- Provide customers with value-added resource solutions through our Recycling, Organics, and Customer Solutions operations.





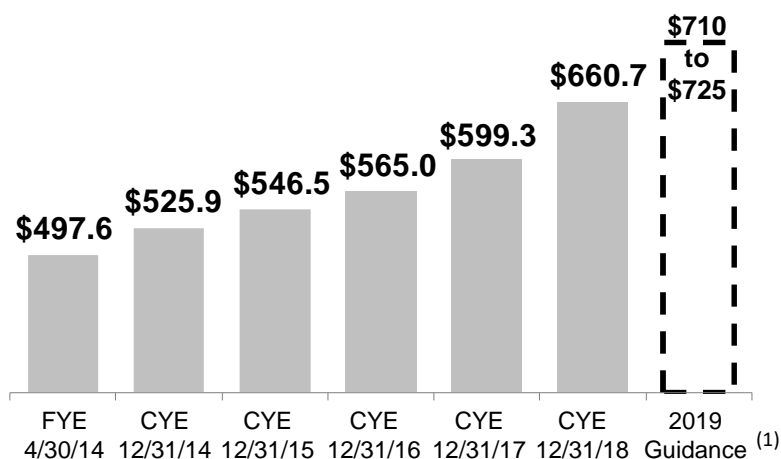
# Casella Operations



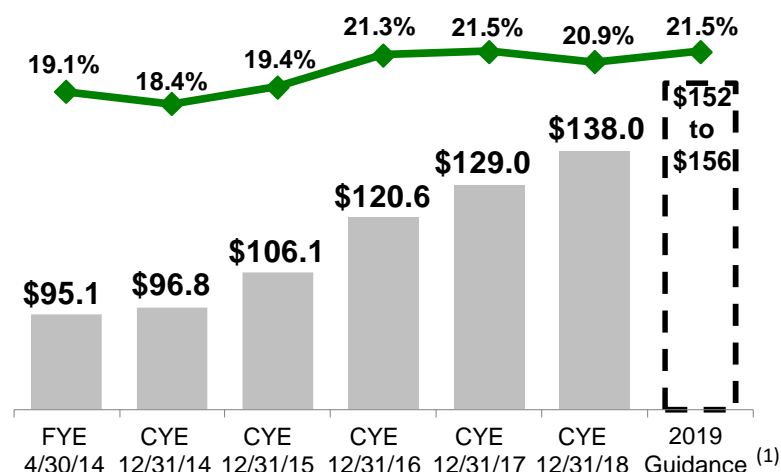
((1) Includes 8 Subtitle D landfills and 1 landfill permitted to accept construction and demolition materials. (2) Total disposal capacity includes permitted and permittable airspace estimates at each site as of 12/31/18. (3) the Company closed the Southbridge LF on 11/2/18, after first announcing plans to abandon efforts to pursue additional permits on 8/2/17, please refer to the Company's Form 10-k for the year ended 12/31/18; (4) Annual capacity does not include the 1.5mm tons/yr rail permit at McKean LF; (5) Juniper Ridge LF has an annual limit of 81.8k tons/yr of MSW through 3/31/21.

# Results up significantly on strategic execution

## Revenue (\$mm)



## Adj. EBITDA (\$mm) & Margin (2)



Solid results for 2018 year-over-year:

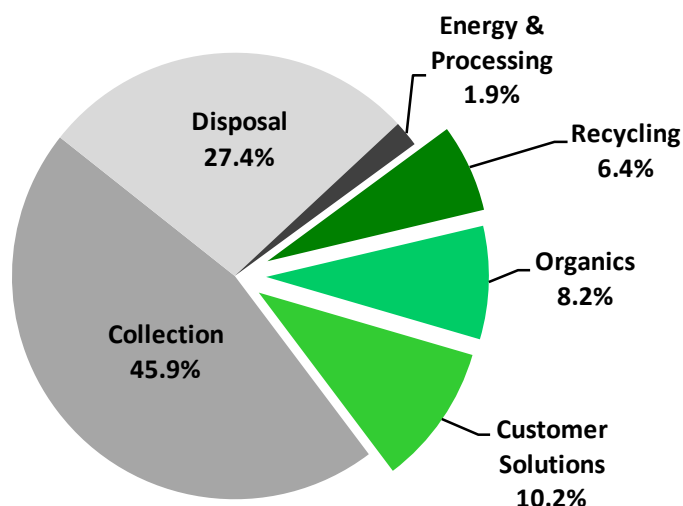
- Revenue growth +\$61.4mm (or +10.2%) mainly driven by Collection (+15.1%), Disposal (+13.1%), Customer Solutions (+12.3%) and Organics (+36.1%), partially offset by Recycling (-32.3%).
- Adj. EBITDA up +\$9.0mm (or +7.0%) mainly driven by strong solid waste pricing, strategic execution, partially offset by lower Recycling performance.
- Landfill average price per ton up +6.5%, reported price up +4.1%, and tonnages up +4.3% YOY.
- Collection price up +5.3% YOY and volumes up +0.2%.

(1) CY 2019 Guidance as announced on 2/21/19.

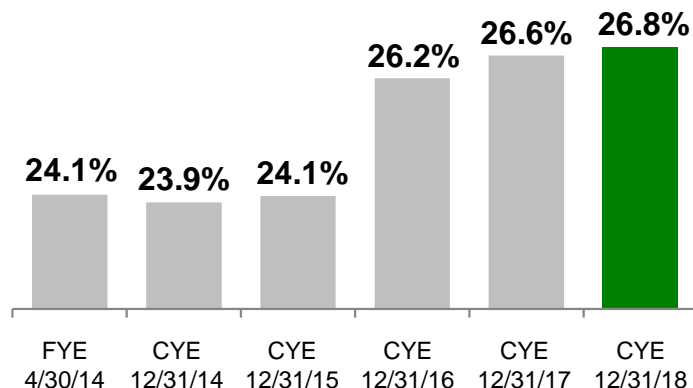
(2) Please refer to the appendix for further information and a reconciliation of Adjusted EBITDA to the most directly comparable GAAP measure, which is Net Income (Loss). Net loss was (\$27.4mm) for the fiscal year ended 4/30/14, (\$29.1mm) for the calendar year ended 12/31/14, (\$11.8mm) for the fiscal year ended 12/31/15, (\$6.9mm) for the fiscal year ended 12/31/16, (\$21.8mm) for the fiscal year ended 12/31/17, and Net Income \$6.4mm for the fiscal year ended 12/31/18.

# Solid Waste operations driving improving margins

LTM 12/31/18 – Revenue Splits <sup>(1)</sup>



Solid Waste Adjusted EBITDA Margins



~75% revenues in Solid Waste.

- Solid Waste consists of integrated collection, transfer, landfill, energy, and processing services.
- Margin improvement driven by higher landfill tons, pricing, cost efficiencies, and asset repositioning.
- Target Adj. EBITDA margins > 29% in CYE 2021.

~25% revenues in Resource Solutions. <sup>(1)</sup>

- Resource Solutions consists of Recycling, Organics, and Customer Solutions operations.
- Recycling business implementation of our SRA Fee, contract resets, and operating efficiencies.
- Organics margins flat; lower margin, higher return business.
- Customer Solutions margins up on industrial services growth and higher G&A leverage.

(1) Resource Solutions includes revenues derived from the Recycling, Organics, and Customer Solutions business units; disclosed as the Recycling and Other segments.

## Strong growth projected with 2019 guidance ranges

	CY 2018 Actuals		CY 2019 Guidance Ranges <sup>(1)</sup>	Growth
Revenues	\$660.7mm	➔	\$710mm to \$725mm	+7.5% to +9.7%
Net Income	\$6.4mm		\$34mm to \$38mm	+431.3% to +493.8%
Adjusted EBITDA <sup>(2)</sup>	\$138.0mm	➔	\$152mm to \$156mm	+10.1% to +13.0%
Net Cash Provided by Operating Activities	\$120.8mm		\$119mm to \$123mm	-1.5% to +1.8%
Normalized Free Cash Flow <sup>(3)</sup>	\$47.1mm	➔	\$51mm to \$55mm	+8.3% to +16.8%

(1) CY 2019 Guidance Ranges as announced on 2/21/19.

(2) Please refer to the appendix for further information and a reconciliation of Adjusted EBITDA to the most directly comparable GAAP measure, which is Net income (loss).

(3) Please refer to the appendix for further information and a reconciliation of Normalized Free Cash Flow to the most directly comparable GAAP measure, which is net cash provided by operating activities.

# 2021 Strategic plan expected to further drive shareholder value

In Aug 2017 we launched 2021 plan that focuses on the following strategies to enhance free cash flow growth, while reducing leverage:

## Key Strategies

- 1 Increasing landfill returns
- 2 Driving additional profitability in collection operations
- 3 Creating incremental value through Resource Solutions
- 4 Using technology to drive profitable growth & efficiencies
- 5 Allocating capital to balance delevering with smart growth

## Financial framework

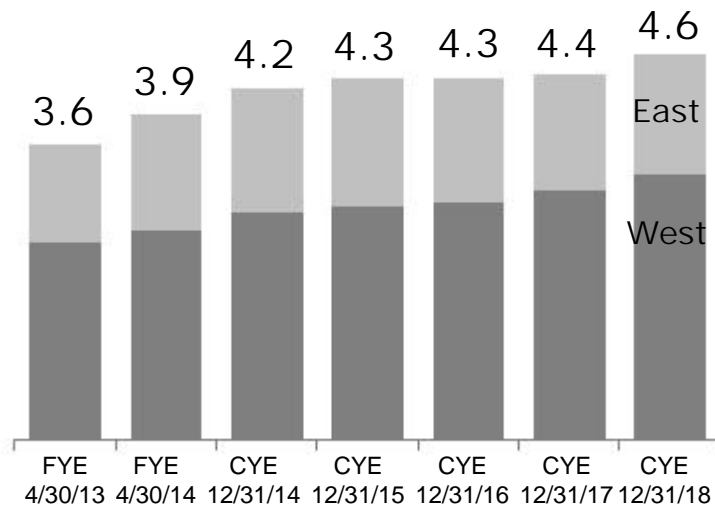
- Organic revenue growth targeted at +3% to +4% per year (including -2% from the closure of Southbridge landfill).
- \$20mm to \$40mm per year of acquisition or development activity. Opportunistic, not budgeted, with strict capital hurdle rates and process.
- Normalized Free Cash Flow growth of +10% to +15% per year (or \$65.0mm to \$70.0mm in 2021).<sup>(1)</sup>
- Consolidated Net Leverage targeted between 3.00x and 3.25x.

(1) Normalized Free Cash Flow target range for 2021 increased on 2/21/19.

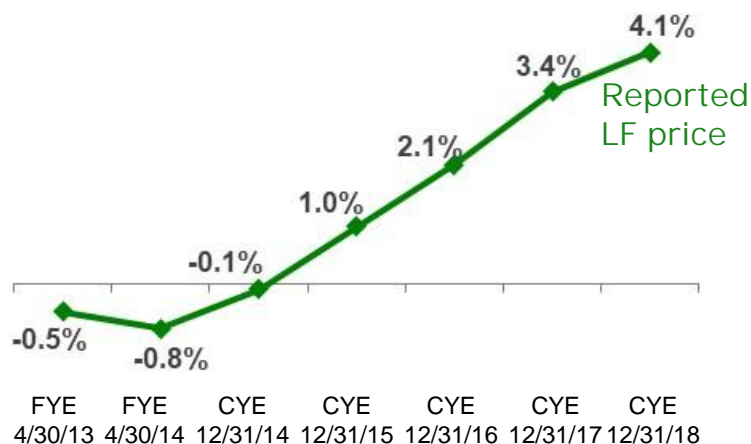


## 1

## Increasing landfill returns

Annual Landfill Volumes (mm Tons) <sup>(1)</sup>

Landfill Price Growth



## Landfill Highlights:

- Total disposal capacity ~82.9mm tons.<sup>(2)</sup>
- Roughly 0.6mm tons/yr of excess annual permitted capacity at 12/31/18.
- Jan 2016 - Hyland LF annual permit increased by +150k tons/yr.
- Jan 2016 - Ontario LF total permitted capacity increased by +15.7mm cyds.
- Jun 2016 - Chemung LF total permitted capacity increased by +8.2mm cyds and increased the annual permit by 237k tons/yr.
- Jun 2017 - Juniper Ridge LF total permitted capacity increased by +9.4mm cyds.
- Aug 2017 – announced plan to abandon permitting activities at Southbridge LF. Site closed in Nov 2018.
- Aug 2018 – Clinton LF annual permit increased by +75k tons/yr.

(1) Annual Landfill Disposal Volumes include amortizable and non-amortizable tons, and exclude low-priced soils at the Worcester landfill closure project.

(2) Includes both permitted and permittable airspace at landfills; does not include 30mm cyds of capacity at McKean landfill.

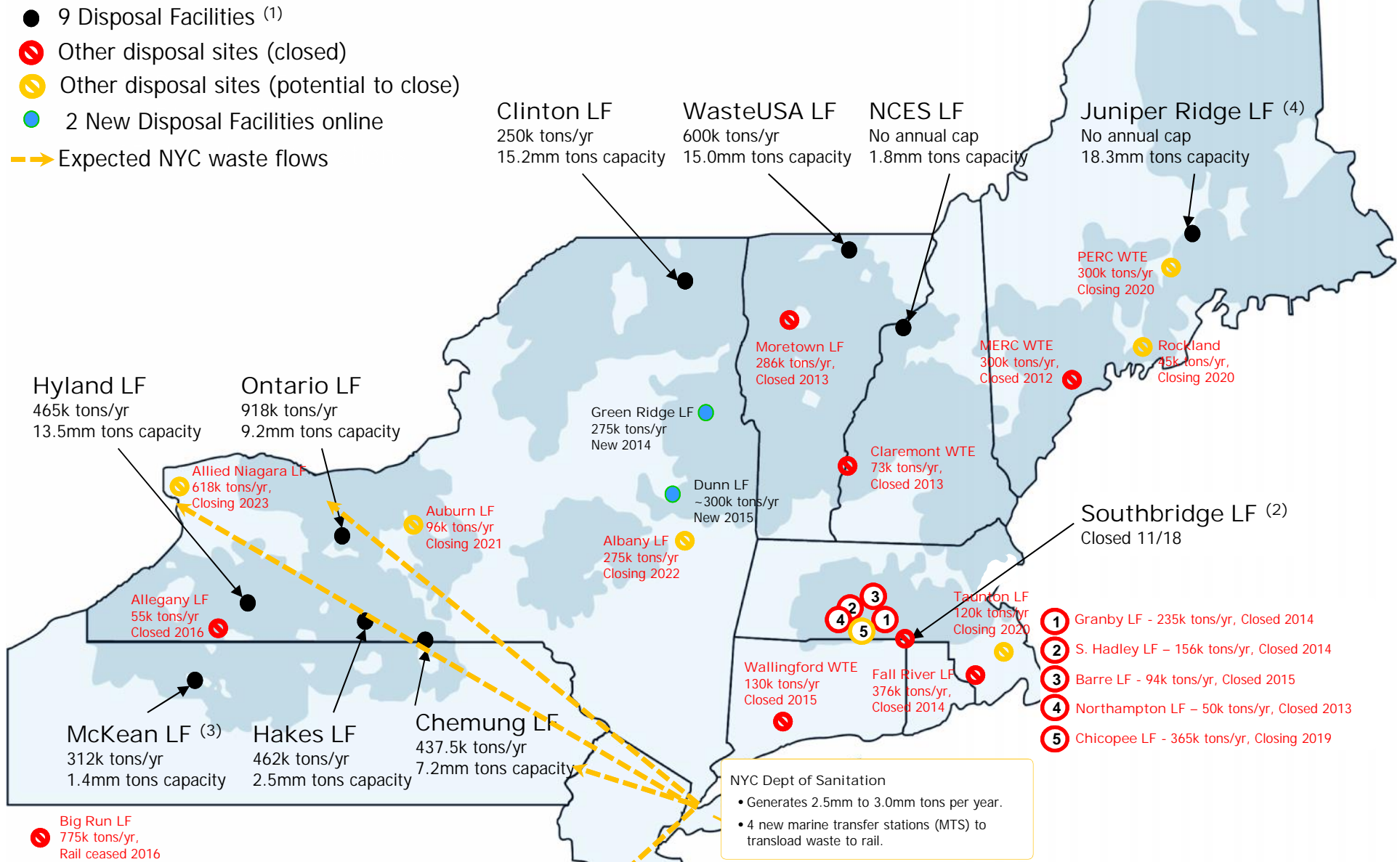
Strategy capitalizes on improving market and asset positioning to further improve landfill returns.

- 2018 reported landfill price up +4.1% and avg price per ton up +6.5% with continued tightening disposal capacity across the northeast.
- Landfill tons up +4.3% in 2018 as higher volumes in the Western Region offset our ramp-down at Southbridge.

Market dynamics are improving across our footprint area.

- Disposal site closures (and expected closures) are creating a supply-demand imbalance.
- Within our footprint, roughly 2.1mm tons/yr of disposal capacity has closed since Dec 2012, and an additional 1.8mm tons/yr of disposal capacity is expected to permanently close in the next couple years, offset by 0.4mm tons/yr of new disposal capacity (= net closure of -3.6mm tons/yr).
- NYC Dept. of Sanitation marine transfer stations expected to shift roughly +1.0mm tons/yr of additional waste to competitor landfills in upstate NY (reducing excess capacity in market).

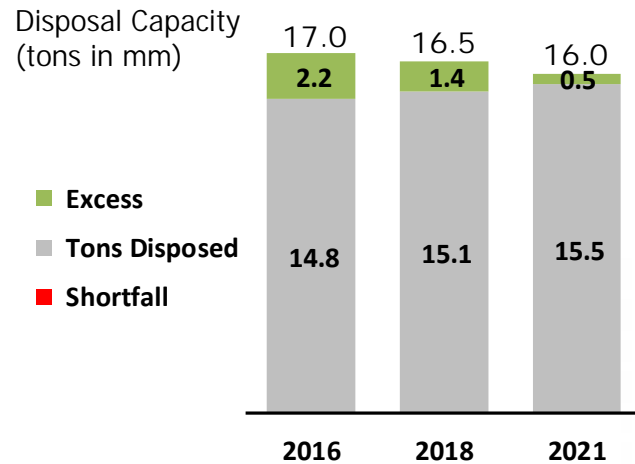
# Disposal market in Northeast is contracting...



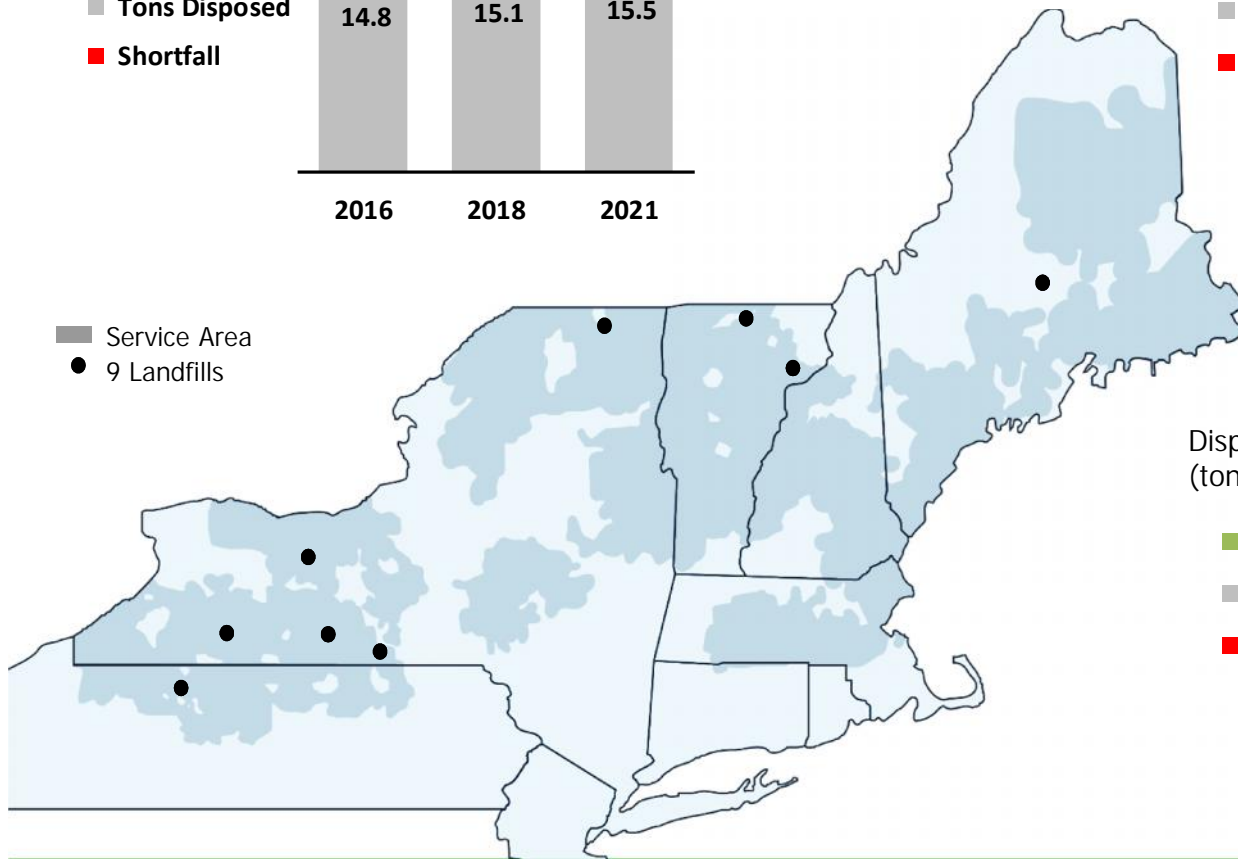
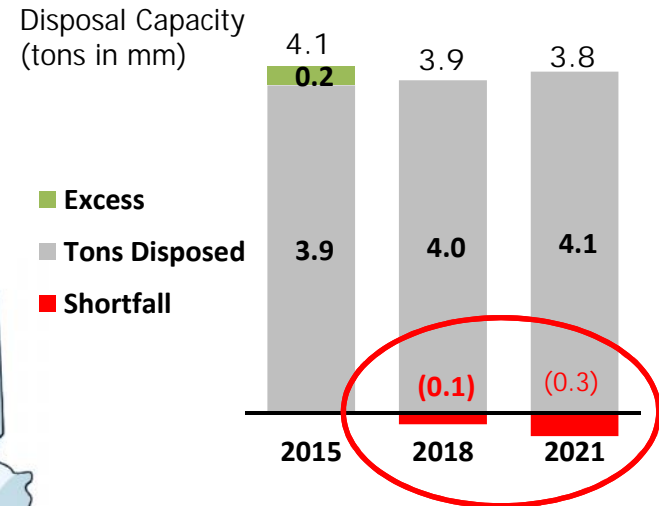
(1) Total disposal capacity includes permitted and permissible airspace estimates at each site as of 12/31/18. (2) The Company permanently closed the Southbridge LF on 11/2/18 as previously planned; (3) McKean LF annual capacity does not include the 1.5mm tons/yr rail permit; (4) Juniper Ridge LF has an annual limit of 81.8k tons/yr of MSW through 3/31/21.

# ...creating a supply-demand imbalance

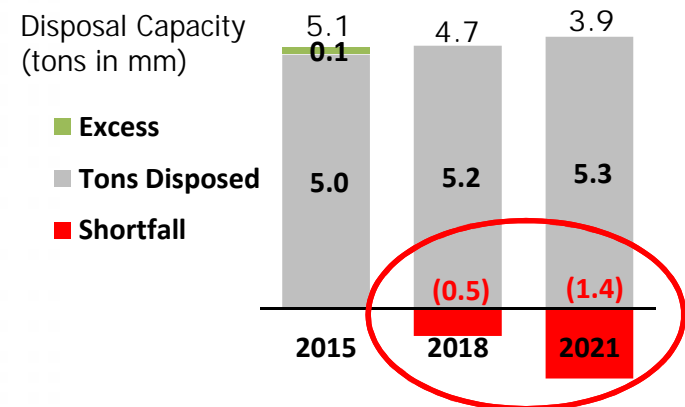
## New York



## Vermont, New Hampshire & Maine

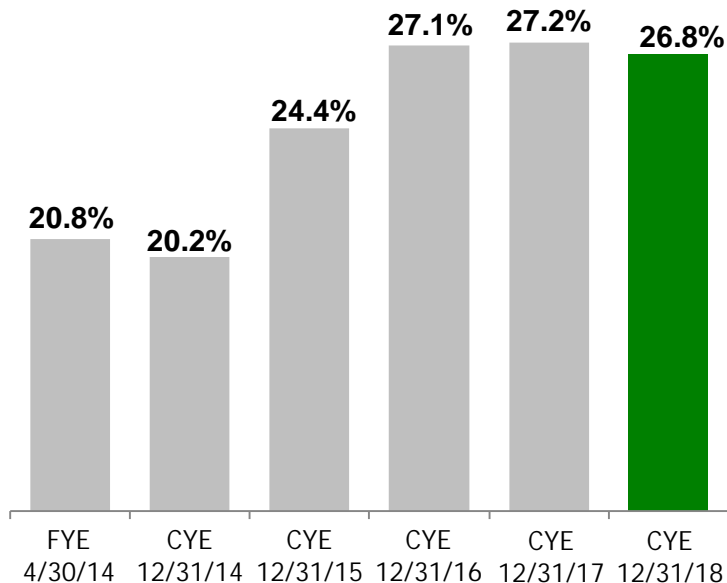


## Massachusetts



Note: Data collected from active landfill and waste to energy facilities from State Annual Facility Reports for 2015 and 2016, and includes company estimates.

## Collection Adjusted EBITDA Margins



## Strategies to improve Collection profitability:

- 1) Pricing over inflation;
- 2) Operating efficiencies; and
- 3) Improving density through profitable organic growth and acquisitions.

## Collection margins slightly down year-over-year.

- 2018 Adj EBITDA margins negatively impacted by -50bps by cost recovery fees.
- Our SRA fee and E&E fees are fully recovering the dollar impact of higher recycling and fuel costs, but margins have been compressed.

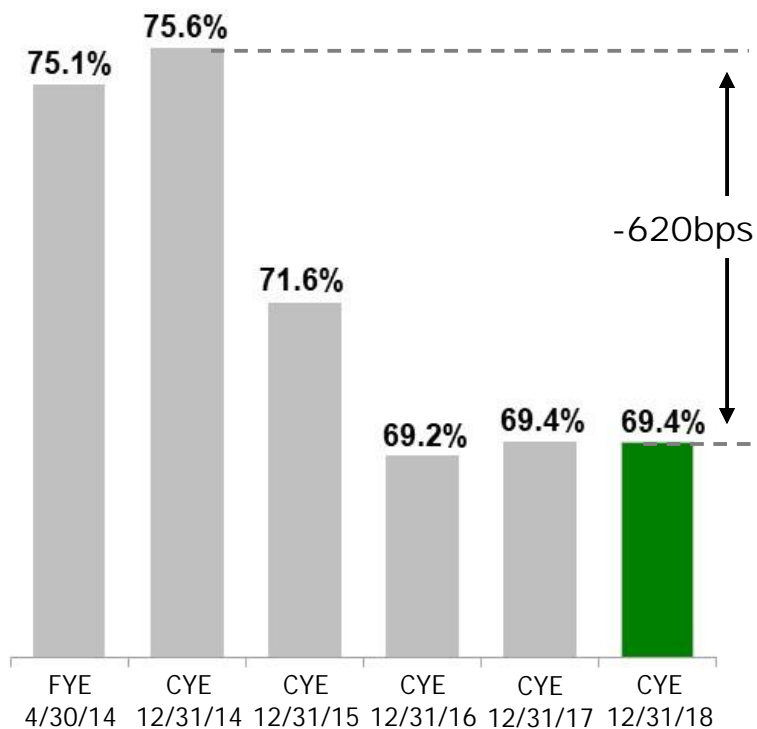


## Collection Price



## (1) Focus on pricing discipline.

- Collection pricing up +5.3% YOY in 2018.
- Centralized pricing strategy with a decentralized sales model focused on pricing execution and quality of revenues.
- Launched an Sustainability Recycling Adjustment ("SRA") fee in Q2 2015 to offset lower recycling commodity values.
- Launched an Energy & Environmental ("E&E") fee in Q2 2017 to offset fuel volatility and environmental inflation.

Collection Cost of Operations as  
% of Collection Revenues

## (2) Focus on operating efficiencies.

- Cost of Operations as a % of revenues down -620bps since CYE 12/31/14.
- Route profitability - improving routing efficiency with new routing tools, on-route marketing for improved route density, and equipment choices.
- Fleet optimization - implementing fleet plan to standardize fleet selection, reducing maintenance costs, reducing spare ratios, and solving lingering fleet issues.
- Reducing volatility by locking in roughly 38% of fuel at fixed forward prices.

## (3) Improving density through profitable organic growth and acquisitions.

Average Commodity Revenue per ton (ACR)

Mixed Paper & OCC export prices <sup>(1)</sup>

Reshaped recycling model to improve returns and reduce commodity risk.

- Increased revenue share thresholds for 3rd party recycling customers.
- Introduced the Sustainability Recycling Adjustment fee (SRA) for collection customers.
- Pass back increased processing costs to customers with Net Average Commodity Rate.

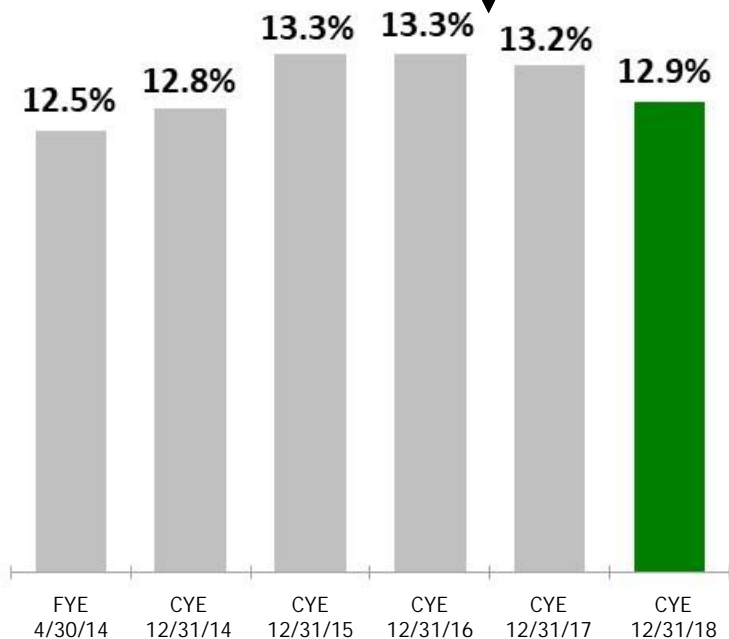
Recycling Adj. EBITDA expected to be up +\$5.0mm to +\$6.0mm in 2019.

- Despite recycling commodity prices down -18%, Adj EBITDA up +\$0.7mm YOY in Q4 due to positive changes to business model.
- 2019 improves as we reset several legacy out-of-market contracts, continue to improve our revenue model, and upgrade processing equipment at 2 facilities.

(1) Pulp & Paper Week, Yellow Sheet data for Recovered Paper exports to Asia

### G&A Costs as % of Revenues

Launched new  
strategy in Aug 2017



Goal to improve G&A costs as a % of revenues by 75 to 100bps thru CY 2021:

- 1) Update key systems to drive finance and back-office transformation.
  - Launched an effort to update our financial systems and to transform the finance organization. NetSuite chosen as ERP system; launched in Feb. 2018 on-time & on-budget.
  - 5-year technology plan focuses investment into core systems and infrastructure to drive cost efficiencies, customer value, and growth.
- 2) Optimize sales organization and activities.
  - Migrated from 5 antiquated CRM systems to Microsoft Dynamics CRM.
  - Focused on enhancing opportunity and retention management activities, enhancing cross-selling, and driving higher salesforce effectiveness and efficiency.

Over the last 5 years we have focused capital strategy on reducing risk, improving the balance sheet, and increasing free cash flow. <sup>(1)</sup>

- Sold non-core and negative cash flow operations and investments.
- Completed multiple refinancing efforts to reduce cash interest costs, improve financial flexibility, and extend debt maturities.

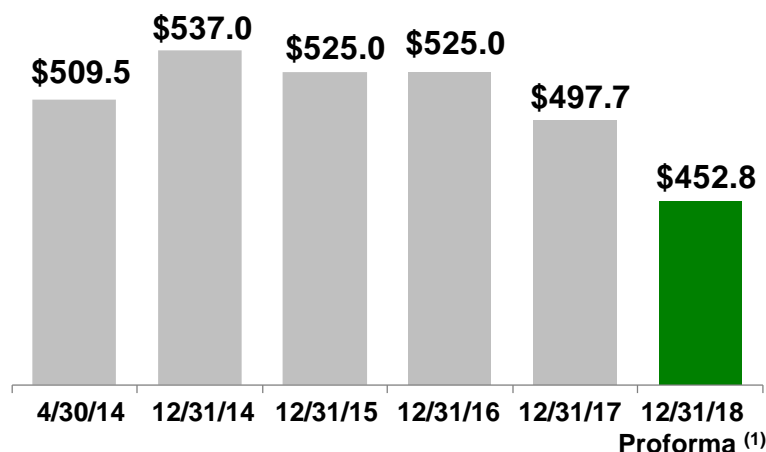
We pivoted capital strategy in August 2017 to balance delevering with smart acquisition and development growth.

- Targeted \$20 million to \$40 million of acquisitions or development activity per year.
- Acquisitions or development activity will be opportunistic, and will strictly adhere to our disciplined capital return hurdles and rigorous review process.
- We have identified roughly \$400mm of potential acquisition opportunity in our northeast markets (either tuck-in or could be strategically integrated with our assets).

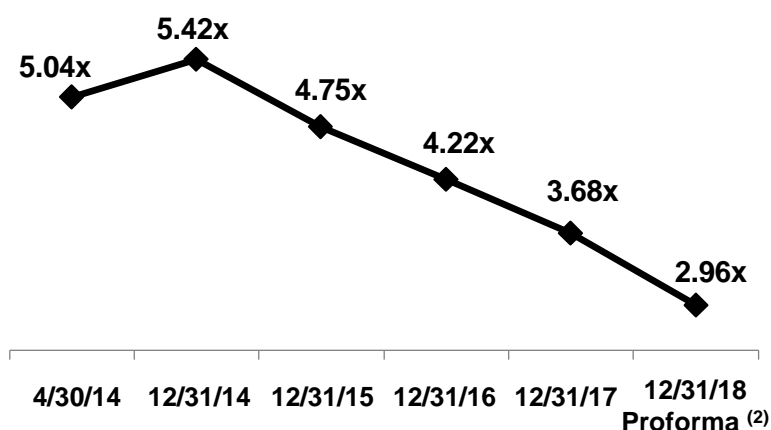


# Balancing delevering with smart growth

**Total Debt, net <sup>(1)</sup> (\$mm)**



**Consolidated Net Leverage Ratio <sup>(2)</sup>**



Targeting Consolidated Net Leverage Ratio of 3.00x to 3.25x by CY 2021.

Completed equity offering on 1/25/19, with \$100.9mm of net proceeds.

- Proforma for the equity raise, our Consolidated Net Leverage Ratio was 2.96x at 12/31/18 and our availability (including cash) was \$212.3mm.
- Balance sheet in strong position for continued growth in 2019.
- Upgraded from 'B+' to 'BB-' by S&P on 2/25/19.
- Refinanced Credit Facility on 5/14/18; enhanced financial flexibility and reduced interest costs.
- Completed several refinancings and repricings since 10/17/16 that have saved ~\$16mm/yr of cash interest.

(1) As of 12/31/18, the Company had total debt net of unrestricted cash over \$2.0mm of \$553.2mm. Our Total Debt, net was \$452.8mm on 12/31/18 proforma for the equity raise completed on 1/25/19.

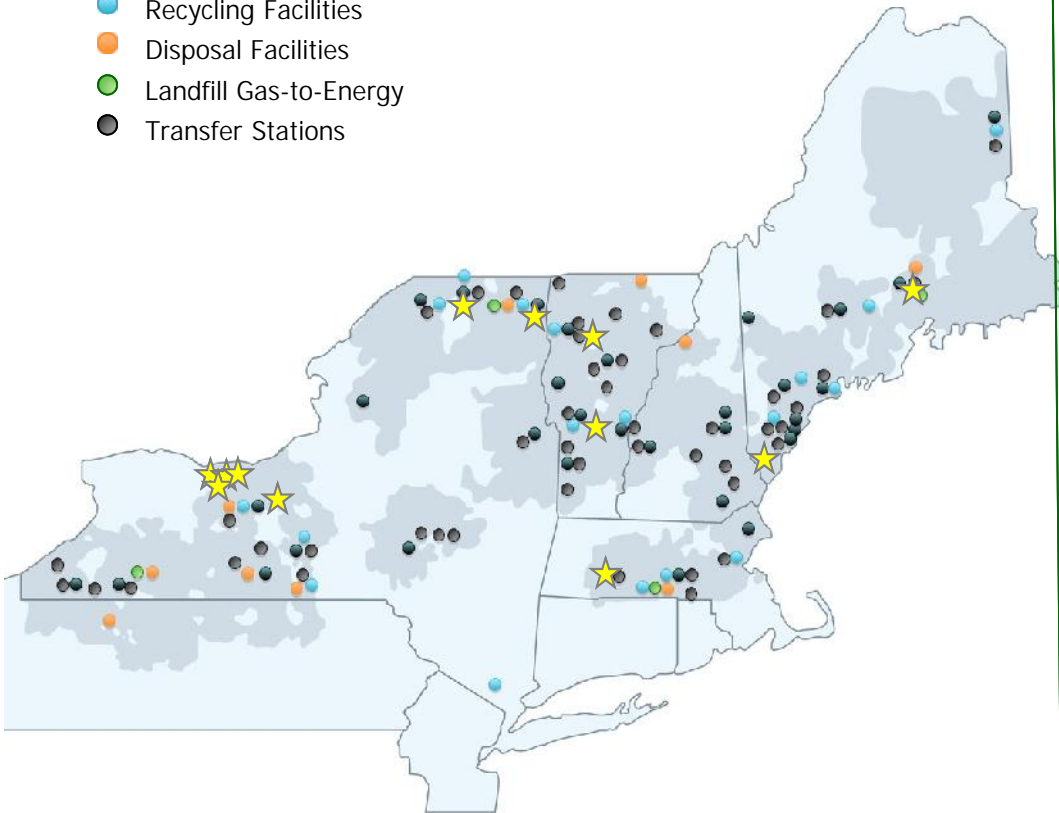
(2) Defined as "Consolidated Net Leverage Ratio" in the our Credit Agreement dated as of 10/17/16 for 12/31/16, 12/31/17 and 12/31/18; Total Debt-to-EBITDA as defined as "Consolidated Leverage Ratio" in the our Loan & Security Agreement dated as of 2/27/15 ("ABL Revolver") for all other periods; see appendix for a reconciliation. 12/31/18 Proforma includes the net proceeds from the equity raise completed on 1/25/19 that netted \$100.9mm of proceeds.

# Acquisition program ramped up effectively in 2018

## Acquisition activity

★ Recent Acquisitions (since Q3 2017)

- Collection Operations
- Recycling Facilities
- Disposal Facilities
- Landfill Gas-to-Energy
- Transfer Stations



Completed 10 acquisitions with \$77mm of revenues in 2018.

- 5 tuck-in collection acquisitions, with roughly \$15.0mm of revenues.
- 5 larger strategic acquisitions, with roughly \$62.0mm of revenues.

Acquired four companies in Rochester NY in Q3/Q4 2018.

- Four separate complimentary acquisitions in an adjacent market with roughly \$45.0mm of combined revenues.
- Youngblood, Boon and AI's provide collection services, while Silvarole operates a 950 tons/day transfer station.

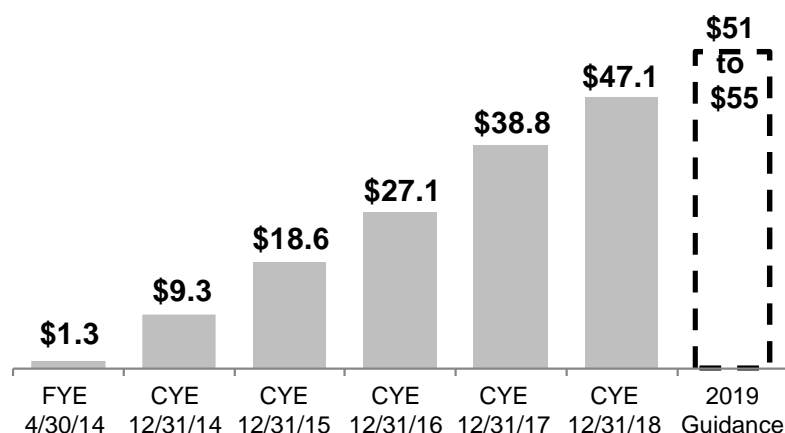
Robust pipeline of acquisitions.

- On track to exceed \$40mm of acquired revenues in 2019 based upon deals in near-term pipeline.

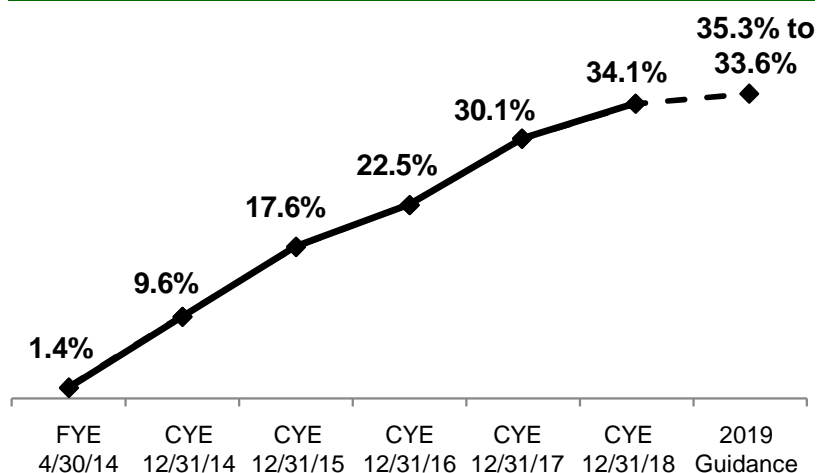
# Strategic execution driving higher Free Cash Flows

## Normalized Free Cash Flow (\$mm) <sup>(1), (2)</sup>

CAGR > 104%.



## Normalized Free Cash Flow Yield (as % of Adj EBITDA) <sup>(1), (2)</sup>



## Focused on improving Free Cash Flow:

- Goal to grow Normalized FCF +10% to +15% per year (or to \$65mm to \$70mm in 2021).
- Normalized FCF +\$47.1mm in 2018.
- Strategic actions taken since Dec 2012 have reduced risk and improved free cash flows.
- Plan to use excess cash to repay debt, along with select strategic tuck-in acquisitions or investments.
- Driving higher Free Cash Flow through operating cash flows, lower interest costs, and maintaining strict capital discipline.
- Adjusted Tax loss carryforwards will help to accelerate delevering (as of 12/31/18, \$113.8mm of Federal NOLs and tax credits).<sup>(3)</sup>

(1) See attached appendix for further information and for a reconciliation of Free Cash Flow and Normalized Free Cash Flow to net cash provided by operating activities, which is the most directly comparable GAAP measure. Net cash provided by operating activities for the periods presented above was \$49.6mm for FYE 4/30/14, \$62.2mm for CYE 12/31/14, \$70.5mm for CYE 12/31/15, \$80.4mm for CYE 12/31/16, \$107.5mm for CYE 12/31/17, and \$120.8mm for twelve months ended 12/31/18.

(2) CY 2019 Guidance as announced on 2/21/19.

(3) Total tax carryforwards include \$113.8mm of Federal NOLs and \$8.1mm of Federal tax credits; total tax carry forwards exclude \$86.3mm of State NOLs.

# Casella's value drivers...

**Valuable integrated solid waste assets in disposal limited Northeast markets.**

**Management focused on increasing Free Cash Flow and reducing debt leverage.**

**Results demonstrate strong execution of plan.**

**Near term focus of team:**

- *Increasing landfill returns;*
- *Driving profitability of collection operations;*
- *Creating value through Resource Solutions;*
- *Using technology to drive profitable growth & efficiencies;*
- *Allocating capital to balance delevering with smart growth.*







# Appendix



# Reconciliation of Adjusted EBITDA

	Fiscal year ended Apr. 30, 2014	12 months ended Dec. 31, 2014	12 months ended Dec. 31, 2015	12 months ended Dec. 31, 2016	12 months ended Dec. 31, 2017	12 months ended Dec. 30, 2018
Revenue	\$ 497,633	\$ 525,938	\$ 546,500	\$ 565,030	\$ 599,309	\$ 660,660
Net (loss) income	\$ (27,404)	\$ (29,136)	\$ (11,781)	\$ (6,858)	\$ (21,799)	\$ 6,420
Loss on disposal of discontinued operations, net	378	-	-	-	-	-
Income from discontinued operations, net	(284)	-	-	-	-	-
Provision (benefit) for income taxes	1,799	1,340	1,351	494	(15,253)	(384)
Other income	(1,059)	(1,177)	(1,119)	(1,090)	(935)	(745)
Loss on derivative instruments	280	575	227	-	-	-
Loss (gain) from equity method investments	936	(90)	-	-	-	-
(Gain) loss on sale of equity method investment	(593)	221	-	-	-	-
Impairment of investments	-	2,320	2,099	-	-	1,069
Loss on debt extinguishment	-	-	999	13,747	517	7,352
Interest expense, net	37,863	38,082	40,090	38,652	24,887	26,021
Southbridge landfill closure charge, net	-	-	-	-	65,183	8,054
Gain on settlement of acquisition related contingent consideration	(1,058)	(1,058)	-	-	-	-
Expense from acquisition activities and other items	144	24	-	-	176	1,872
Severance and reorganization costs	586	426	302	-	-	-
Environmental remediation charge	400	950	-	900	-	-
Development project charge	1,394	1,394	-	-	-	311
Divestiture transactions	7,455	6,902	(5,517)	-	-	-
Contract settlement charge	-	-	1,940	-	-	2,100
Depreciation and amortization	60,339	61,206	62,704	61,856	62,102	70,508
Fiscal year-end transition costs	-	538	-	-	-	-
Proxy contest costs	-	-	1,902	-	-	-
Depletion of landfill operating lease obligations	9,948	10,725	9,428	9,295	9,646	9,724
Interest accretion on landfill and environmental remediation liabilities	3,985	3,606	3,449	3,606	4,482	5,708
Adjusted EBITDA	\$ 95,109	\$ 96,848	\$ 106,074	\$ 120,602	\$ 129,006	\$ 138,010
Solid Waste	89,720	92,346	98,086	108,982	116,313	133,040
Recycling segment	1,913	2,609	2,074	6,754	6,930	(1,344)
Other segment	3,476	1,893	5,914	4,866	5,763	6,314
Adjusted EBITDA	\$ 95,109	\$ 96,848	\$ 106,074	\$ 120,602	\$ 129,006	\$ 138,010
Adjusted EBITDA Margin (%)	19.1%	18.4%	19.4%	21.3%	21.5%	20.9%

(1) We present Adjusted EBITDA, a non-GAAP measure, because we consider it an important supplemental measure of our performance and believe it is frequently used by securities analysts, investors and other interested parties in the evaluation of our results. Management uses Adjusted EBITDA to further understand our “core operating performance.” We believe our “core operating performance” is helpful in understanding our ongoing performance in the ordinary course of operations. We believe that providing Adjusted EBITDA to investors, in addition to the corresponding income statement measures, affords investors the benefit of viewing our performance using the same financial metrics that the management team uses in making many key decisions and understanding how the core business and our results of operations have performed. We further believe that providing this information allows our investors greater transparency and a better understanding of our core financial performance. In addition, the instruments governing our indebtedness use EBITDA (with additional adjustments) to measure our compliance with covenants.

# Reconciliation of Free Cash Flow and Normalized Free Cash Flow

	Fiscal year ended Apr. 30, 2014	12 months ended Dec. 31, 2014	12 months ended Dec. 31, 2015	12 months ended Dec. 31, 2016	12 months ended Dec. 31, 2017	12 months ended Dec. 30, 2018
Net Cash Provided By Operating Activities	\$ 49,642	\$ 62,158	\$ 70,507	\$ 80,434	\$ 107,538	\$ 120,834
Capital expenditures (i)	(43,326)	(67,252)	(49,995)	(54,200)	(64,862)	(73,232)
Payments on landfill operating lease contracts	(6,505)	(5,440)	(5,385)	(7,249)	(7,240)	(7,415)
Proceeds from sale of property and equipment	1,524	815	715	1,362	711	870
Proceeds from divestiture transactions	-	-	5,335	-	-	-
Proceeds from property insurance settlement	-	-	546	-	-	992
Contributions from (distribution to) noncontrolling interest holders	-	-	(1,495)	-	-	-
Free Cash Flow	\$ 1,335	\$ (9,719)	\$ 20,228	\$ 20,347	\$ 36,147	\$ 42,049
Landfill closure, site improvement and remediation expenditures (ii)	-	7,494	1,447	-	2,182	(2,827)
New contract and project capital expenditures (iii)	-	11,528	-	-	-	-
Cash proceeds, net from CARES dissolution (iv)	-	-	(3,055)	-	-	-
Interest payment on redemption of senior subordinated notes (v)	-	-	-	6,770	-	-
Contract settlement costs (vi)	-	-	-	-	-	2,100
Cash outflows related to acquisitions and other items (vii)	-	-	-	-	-	1,329
Non-recurring capital expenditures (viii)	-	-	-	-	469	4,402
Normalized Free Cash Flow	\$ -	\$ 9,303	\$ 18,620	\$ 27,117	\$ 38,798	\$ 47,053

(i) Capital expenditures exclude acquisition related cap ex through the period reported the 12-months ended December 31, 2017. Capital expenditures for the period 12-months ended September 30, 2018 include acquisition related cap ex, which is then adjusted out within normalized free cash flow through the line containing non-recurring capital expenditures.

(ii) 2015 cash outlays associated with: Worcester landfill capping, BioFuels site improvement, Maine Energy decommissioning, demolition & site remediation. 2017 and 2018 cash inflows and cash outlays associated with the Southbridge landfill closure.

(iii) Includes cash outlays related to capital investments associated with certain new contracts and projects, including: the Thiopaq gas treatment system, the Lewiston, ME Zero-Sort material recovery facility, the Rockland, NY material recovery facility, the Concord, NH waste services contract, the City of Boston, MA recycling contract, and the Brookline, MA, Otsego, NY, Tompkins, NY and Schoharie, NY transfer stations.

(iv) Includes cash proceeds and cash distribution associated with the dissolution of CARES.

(v) Includes interest payment required upon redemption of the senior subordinated notes.

(vi) Includes a contract settlement cash outlay associated with exiting a contract.

(vii) Includes cash outlays associated with potential acquisition activities.

(viii) Includes capital expenditures related to acquisitions or assumption of new customers from a distressed or defunct market participant.

- (1) We present Free Cash Flow, a non-GAAP measure, because we consider it an important supplemental measure of our performance and believe it is frequently used by securities analysts, investors and other interested parties in the evaluation of our results. Management uses Free Cash Flow and Normalized Free Cash Flow to further understand our “core operating performance.” We believe our “core operating performance” is helpful in understanding our ongoing performance in the ordinary course of operations. We believe that providing Free Cash Flow and Normalized Free Cash Flow to investors, in addition to the corresponding cash flow statement measures, affords investors the benefit of viewing our performance using the same financial metrics that the management team uses in making many key decisions and understanding how the core business and our results of operations have performed. We further believe that providing this information allows our investors greater transparency and a better understanding of our core financial performance.

# Reconciliation of Consolidated Leverage Ratio

(\$ in millions)	Fiscal Year ended April 30, 2014	12 months ended Dec. 31, 2014	12 months ended Dec. 31, 2015	12 months ended Dec. 31, 2016	12 months ended Dec. 31, 2017	12 months ended Dec. 30, 2018
<b>Net Cash Provided By Operating Activities</b>	<b>\$ 49.6</b>	<b>\$ 62.2</b>	<b>\$ 70.5</b>	<b>\$ 80.4</b>	<b>\$ 107.5</b>	<b>\$ 120.8</b>
Changes in assets and liabilities, net of effects of acquisitions and divestitures	9.2	(2.2)	(5.0)	9.4	4.6	5.3
Divestiture transactions	(7.5)	(6.9)	5.5	-	-	-
Gain (loss) on sale of property and equipment	0.8	0.5	0.1	0.6	(0.0)	0.5
Gain (loss) on sale of equity method investment	0.6	(0.2)	-	-	-	-
Loss on debt extinguishment	-	-	(1.0)	(13.7)	(0.5)	(7.4)
Non-cash expense from acquisition and other activities	-	-	-	-	-	(0.8)
Stock based compensation and related severance expense, net of excess tax benefit	(2.4)	(2.3)	(2.9)	(3.4)	(6.4)	(8.4)
Development project charge	(1.4)	(1.4)	-	-	-	(0.3)
Impairment of investments	-	(2.3)	(2.1)	-	-	(1.1)
Loss on derivative instruments	(0.3)	(0.6)	(0.2)	-	-	-
Southbridge landfill non-cash closure charge	-	-	-	-	(63.5)	(16.2)
Southbridge landfill insurance recovery for investing activities	-	-	-	-	-	3.5
Interest expense, less amortization of debt issuance costs and discount on long-term debt	37.9	38.2	40.1	35.1	22.5	23.8
Provision (benefit) for income taxes, net of deferred taxes	0.2	0.2	0.6	(0.1)	0.3	(1.6)
Gain on settlement of acquisition related contingent consideration	1.1	1.1	-	-	-	-
Environmental remediation charge	-	-	-	(0.9)	-	-
EBITDA adjustment as allowed by the applicable credit facility agreement	9.3	7.5	(2.5)	-	-	-
Other adjustments as allowed by the applicable credit facility agreement	4.0	5.3	7.4	17.1	71.0	34.7
<b>Minimum Consolidated EBITDA</b>	<b>\$ 101.1</b>	<b>\$ 99.1</b>	<b>\$ 110.5</b>	<b>\$ 124.5</b>	<b>\$ 135.4</b>	<b>\$ 153.0</b>
<b>Consolidated Funded Debt (Total Debt)</b>	<b>\$ 509.5</b>	<b>\$ 537.0</b>	<b>\$ 525.0</b>	<b>\$ 525.0</b>	<b>\$ 497.7</b>	<b>\$ 555.2</b>
<b>Consolidated Leverage Ratio (Total Debt-to-EBITDA)</b>	<b>5.04</b>	<b>5.42</b>	<b>4.75</b>	<b>4.22</b>	<b>3.68</b>	<b>3.62</b>

- (1) The amortization of debt issuance costs is included as a component of changes in assets and liabilities, net of effects of acquisitions and divestitures and has not been conformed to the 12-months ended 12/31/17 presentation of interest expense, less the amortization of debt issuance costs and the discount on long-term debt.

# Capital Expenditure Detail

(\$ in thousands)						
	Fiscal year ended Apr. 30, 2014	12 months ended Dec. 31, 2014	12 months ended Dec. 31, 2015	12 months ended Dec. 31, 2016	12 months ended Dec. 31, 2017	12 months ended Dec. 31, 2018
Total Growth Capital Expenditures	\$ 4,664	\$ 13,789	\$ 7,244	\$ 5,373	\$ 3,552	\$ 4,260
Non-Recurring Capital Expenditures	-	-	-	-	469	4,402
Replacement Capital Expenditures:						
Landfill development	24,019	23,216	18,828	29,666	33,697	27,709
Vehicles, machinery, equipment, and containers	10,465	25,102	18,866	15,512	21,581	30,287
Facilities	3,170	3,605	2,873	2,581	3,155	4,985
Other	1,008	1,540	2,184	1,068	2,408	1,589
Total Replacement Capital Expenditures	<u>38,662</u>	<u>53,463</u>	<u>42,751</u>	<u>48,827</u>	<u>60,841</u>	<u>64,570</u>
Total Capital Expenditures	<u>\$ 43,326</u>	<u>\$ 67,252</u>	<u>\$ 49,995</u>	<u>\$ 54,200</u>	<u>\$ 64,862</u>	<u>\$ 73,232</u>
Capital Expenditures as % of Revenues	8.7%	12.8%	9.1%	9.6%	10.8%	11.1%

- (1) Our capital expenditures are broadly defined as pertaining to either growth, replacement or acquisition activities. Growth capital expenditures are defined as costs related to development of new airspace, permit expansions, and new recycling contracts along with incremental costs of equipment and infrastructure added to further such activities. Growth capital expenditures include the cost of equipment added directly as a result of organic business growth as well as expenditures associated with adding infrastructure to increase throughput at transfer stations and recycling facilities. Replacement capital expenditures are defined as landfill cell construction costs not related to expansion airspace, costs for normal permit renewals, and replacement costs for equipment due to age or obsolescence. Acquisition capital expenditures, which are not included in the table above, are defined as costs of equipment added directly as a result of new business growth related to an acquisition.

# Reconciliations for 2019 guidance ranges

Reconciliation of the Company's anticipated Adjusted EBITDA from anticipated Net Income for the fiscal year ending December 31, 2019

\$ in thousands	(Anticipated) Fiscal Year Ending December 31, 2019
Net Income	\$34,000 - \$38,000
Interest expense, net	26,000
Provision for income taxes	1,000
Depreciation and amortization	76,000
Depletion of landfill operating lease obligations	10,000
Interest accretion on landfill and environmental remediation liabilities	5,000
Adjusted EBITDA	<u>\$152,000 - \$156,000</u>

(1) We present Adjusted EBITDA, a non-GAAP measure, because we consider it an important supplemental measure of our performance and believe it is frequently used by securities analysts, investors and other interested parties in the evaluation of our results. Management uses Adjusted EBITDA to further understand our "core operating performance." We believe our "core operating performance" is helpful in understanding our ongoing performance in the ordinary course of operations. We believe that providing Adjusted EBITDA to investors, in addition to the corresponding income statement measures, affords investors the benefit of viewing our performance using the same financial metrics that the management team uses in making many key decisions and understanding how the core business and our results of operations have performed. We further believe that providing this information allows our investors greater transparency and a better understanding of our core financial performance. In addition, the instruments governing our indebtedness use EBITDA (with additional adjustments) to measure our compliance with covenants.

Reconciliation of the Company's Anticipated Free Cash Flow and Anticipated Normalized Free Cash Flow from Anticipated Net Cash Provided by Operating Activities

\$ in thousands	(Anticipated) Fiscal Year Ending December 31, 2019
Net Cash Provided by Operating Activities	\$119,000 - \$123,000
Capital expenditures	(83,000)
Payments on landfill operating lease contracts	(6,000)
Free Cash Flow	<u>\$30,000 - \$34,000</u>
Landfill closure, site improvement and remediation expenditures (i)	12,500
Non-recurring capital expenditures (ii)	8,500
Normalized Free Cash Flow	<u>\$51,000 - \$55,000</u>

(i) Includes cash inflows and cash outflows associated with the Southbridge landfill closure and the Potsdam, NY environmental site remediation.

(ii) Includes capital expenditures related to acquisitions, development projects, and other non-recurring items.

(1) We present Free Cash Flow, a non-GAAP measure, because we consider it an important supplemental measure of our performance and believe it is frequently used by securities analysts, investors and other interested parties in the evaluation of our results. Management uses Free Cash Flow and Normalized Free Cash Flow to further understand our "core operating performance." We believe our "core operating performance" is helpful in understanding our ongoing performance in the ordinary course of operations. We believe that providing Free Cash Flow and Normalized Free Cash Flow to investors, in addition to the corresponding cash flow statement measures, affords investors the benefit of viewing our performance using the same financial metrics that the management team uses in making many key decisions and understanding how the core business and our results of operations have performed. We further believe that providing this information allows our investors greater transparency and a better understanding of our core financial performance.