



**SUSGLOBAL<sup>®</sup>**





## Notice to User

The following document contains certain forward-looking statements and forward-looking information, which is based on current expectations, estimates, projections, assumptions and beliefs. By their nature, forward-looking statements involve a number risks and uncertainties, because they relate to future events and circumstances and there are many factors that could cause actual results and developments to differ materially from those expressed or implied by these forward-looking statements. These forward-looking statements may be identified by words such as “believes”, “expects”, “anticipates”, “projects”, “projected”, “pro forma”, “intends”, “forecasted”, “forecast”, “assumed”, “should”, “continue”, “seeks”, “may”, “will”, “estimates”, “estimated”, “future”, “could”, “probably” or similar words or expressions or by discussion of strategy, goals, plans, intentions or projections of revenues, earnings, segment performance, cash flows, contract awards, market size, industry trends, expenses and future financing. It is believed that the expectations reflected in the forward-looking statements and forward-looking information are reasonable, but no assurance can be given that these expectations will prove to be correct, and such forward-looking statements and information should not be unduly relied upon, because the actual future results may differ materially from the plans, goals, and expectations set forth in such forward-looking statements. The forward-looking information and statements are only as of the date they are made. All subsequent written and oral forward-looking statements made are qualified by the cautionary statements in this section. There is no undertaking or assumption of any obligation to update or revise any of the included forward-looking statements or information, whether as a result of new information, changes in expectations or circumstances, future events or otherwise.

FOR MORE INFORMATION ON SUSGLOBAL OR THIS OPPORTUNITY  
PLEASE CONTACT MARC HAZOUT: +1 416-223-8500

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**ENVIRONMENTAL WASTE  
ISSUES ARE PRESSING &  
TIMELY SOLUTIONS  
ARE IMPERATIVE.**

**WE BRING  
INNOVATION &  
SUSTAINABLE  
RESULTS**



# Who We Are

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**SusGlobal Energy Corp. (SNRG)  
is a global renewable waste to  
regenerative products company.**

SusGlobal has several provincial licenses to allow the processing of organic waste at their facilities. We use a proprietary process to process the organic waste streams, to produce regenerative products such as dry and organic liquid fertilizers. By diverting the organic waste from landfill sites to our facilities, we minimize the harmful effects of Greenhouse Gas emissions often cited as one of the contributing factors to climate change.

As an essential municipal service, our revenue streams are not impacted by market conditions or volatility and our profits are stable, reoccurring, and predictable . The scale of our operations allows the company to process large amounts of organic waste in a cost-effective manner while delivering on the global demand for environmentally friendly fertilizers.

SusGlobal addresses the concerns of climate change and the problems of how to feed a growing population using sustainable and socially responsible solutions in dealing with organic waste and producing environmentally friendly organic fertilizers - earning its reputation as Leaders in the Circular Economy®.

“ We are pleased to have received a **B- score from Circulytics®**, as it validates our model and circular economy initiatives, namely, diverting municipal organic waste from landfill and producing regenerative products ”

Marc Hazout, Executive Chairman, President and CEO of SusGlobal Energy Corp.

# How We Succeed

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**SusGlobal maximizes share value, by capitalizing on several revenue streams:**

- 1** Municipal Tipping Fees from Green Bin Programs of Source Separated Organics (SSO)
- 2** Commercialization of both Organic Dry Compost and Organic Liquid Fertilizer with solution specific brands for the Wine, Cannabis, Crop Agriculture and Consumer Markets
- 3** Leachate Management conversion to Liquid Fertilizer
- 4** Cap & Trade Carbon Credits
- 5** Climate Change Initiative Government Grants and Subsidies
- 6** Global Licensing Partnerships

“ **SUSGLOBAL**<sup>®</sup>  
is pleased to have  
been chosen by  
The Finnish Innovation  
Fund Sitra ("Sitra"), as  
**ONE OF 39 INSPIRING**  
circular economy  
solutions from around  
the globe during  
the World Circular  
Economy Forum  
Online ”

# EXECUTIVE SUMMARY



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SusGlobal Energy Corp. is a fully reporting publicly traded company that trades on the U.S. OTCQB Market under the ticker SNRG with near term plans to Uplist to the NASDAQ. Incorporated in Delaware in 2017, the Company has invested over US\$28 M to develop and achieve solutions for sustainable management of organic waste. Delivering a profitable business model by converting municipal organic waste matter into end products such as compost and organic pathogen-free liquid fertilizers.

SusGlobal plans to benefit from Greenhouse Gas (GHG) emission reduction carbon tax or cap-and-trade systems designed to address global climate change.

SusGlobal has two locations. Our first Facility in Bellville, Eastern Ontario began operations in 2017 and sits on 49 acres of Company owned land. This facility has an Environmental Compliance Approval (ECA) licensed capacity of 120,000 metric tonnes of organic waste per annum. Currently, we are operating at 25% capacity and we will be receiving a lucrative contract from the City of Toronto, as they push towards environmentally friendlier ways to process their organic waste, to reach our maximum processing capacity of 70,000 metric tonnes per annum of composting and 50,000 metric tonnes of waste transfer station by end of 2022.

The Bellville location processes 70,000 metric tonnes per annum of municipal source separated organics (SSO) to produce 20,000 metric tonnes per annum of compost a year and diverts organic waste from environmentally unfriendly landfill sites making it the perfect partner for the municipal neighbors it serves as part of the global climate change initiative.



# EXECUTIVE SUMMARY



As part of our regional model we have purchased our second location in Hamilton, Western Ontario with an Environmental Compliance Approval (ECA) license to process 65,000 metric tonnes per annum of organic waste. This facility comes with a 40,000 sq ft building ideal for producing our pathogen-free organic liquid fertilizer product. SusGlobal operates two (2) facilities in the province of Ontario, strategically located in the Western and Eastern part of the province with the Greater Toronto and Hamilton Area ("GTHA"), one of the most populated regions in Canada, in between, as a model for other regional municipalities in provinces and/or states in North America.

This model can be replicated with those regional governments or municipalities across North America which have expressed an interest in the pursuit of sustainable processing of municipal organic wastes in order to divert from landfill reducing Greenhouse Gas Emissions ("GHG") as part of the Climate Change initiative and produce regenerative organic products which are reintroduced to those areas to benefit agricultural carbon sequestration, one of the most cost-effective ways to slow processes of global warming, consistent with more sustainable and less chemically dependent agriculture and as part of the Circular Economy model.

As Leaders in The Circular Economy® and innovators in sustainable waste management, facilities must be integrated into municipalities in proximity to the regions they serve to reduce other carbon emission concerns such as transportation. Existing technologies and new processes address old concerns of odors, air quality and allow for these facilities to no longer be remotely located or visually unappealing, even to be used concurrently for alternative purposes. Organic Waste must no longer be feared but accepted as part of human existence, allowing the contradiction to be reflected or resolved in the geographical placement of these new facilities for a sustainable future.



**“ Our investment conviction is that sustainability & climate integrated portfolios can provide better risk adjusted returns to investors.**

**And with the impact of sustainability on investment returns increasing, we believe that sustainable investing is the strongest foundation for client portfolios going forward. ”**

Laurence D. Fink, founder and chief executive of BlackRock

# Key Investment Highlights

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- Leaders in The Circular Economy®
- Disruptive proprietary technology
- Regenerative products can be private labeled and customized to meet specific agricultural needs
- Landfill sites are being phased out to address climate change concerns
- Managed by experienced leadership team with a solid track record
- Legacy investment of over US\$28 Million
- Early market advantage
- Strategically located in high density populations to allow maximum municipal organic waste streams
- Automated systems minimize labour costs and maximize efficiencies
- Global opportunities provide strong growth

# Strong Financial Model

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- Predictive stable reoccurring revenue
- Barrier to entry-time consuming, expensive and difficult to replicate
- Existing environmental licenses and Ministry approvals
- Essential service model immune from market conditions and volatility
- Fully compliant with Environmental, Social and Governance (ESG) standards
- Eligible for funds that have earmarked billions of dollars for ESG companies
- Potential government grant money is non-dilutive to investors
- High margin financial model (low-cost production)
- Minimal debt
- Share price is not reflective of intrinsic value (allows for strong price appreciation value)

## “ The Canadian federal government’s \$17.6B investment in a green recovery plan includes:

A plan to launch in the coming months a federal green bond framework allowing investors to help finance Canada’s climate change initiatives;

\$4.4 billion over the next five years to offer interest-free loans of up to \$40,000 for environmentally friendly home retrofit projects

A 50 per cent 10-year reduction on corporate and small business income tax rates for companies manufacturing zero-emissions technologies, such as solar panels and electric buses.

\$56 million over five years has also been tapped to work with countries like the United States on bringing in standards for zero-emission vehicle charging and refueling stations. ”

# Facility Belleville

Ontario, Canada



# Facility Belleville

## Environmental Compliance Approvals:

**No. 0031-7UTRSS**, dated August 7, 2015 for a Waste Disposal Site under Section 27 of the Environmental Protection Act;

**No. 0565-9WXGBY**, dated August 7, 2015 for Air and Noise for a Waste Disposal Site under Section 9 of the Environmental Protection Act; and

**No. 5515-9VEL3J**, dated August 10, 2015 for Sewage for a Waste Disposal Site under Section 53 of the Ontario Water Resources Act.



# Facility Belleville

- **Capacity Compost:**  
70,000 metric tonnes per annum
- **Capacity Transfer Station:**  
50,000 metric tonnes per annum
- **Total Capacity:**  
120,000 metric tonnes per annum
- **Invested:**  
US\$24 million
- **Projected Annual Revenue:**  
2022 US\$14 Million  
2023 US\$18 Million  
2024 US\$22 Million
- **Acreage:**  
49 acres
- **Building/Equipment:**  
4 Gore Technology Buildings  
over 10,000 square feet each
- **Over US\$2 Million of Equipment**  
(Loaders, Screeners, Grinder, Tarp Winder)





# Facility Hamilton

Ontario, Canada



Entrance



Greenhouse



Office

# Facility Hamilton

## Environmental Compliance Approvals:

**No. 0031-7UTRSS**, dated August 7, 2015 for a Waste Disposal Site under Section 27 of the Environmental Protection Act;

**No. 0565-9WXGBY**, dated August 7, 2015 for Air and Noise for a Waste Disposal Site under Section 9 of the Environmental Protection Act; and

**No. 5515-9VEL3J**, dated August 10, 2015 for Sewage for a Waste Disposal Site under Section 53 of the Ontario Water Resources Act.

- **Capacity**  
**Liquid Fertilizer:**  
65,000 metric tonnes  
per annum

- **Invested:**  
US\$5 Million

- **Budget:**  
US\$10 Million

- **Projected**  
**Annual Revenue:**  
2023 US\$247 Million  
2024 US\$826 Million  
2025 US\$867 Million

- **Acreage:** 3.26 acres

- **Building Size:**  
50,000 Square Feet



# Commercialization Plan

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## Grow organic fertilizer market presence in Canada & the US



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### Key Markets Identified

While focused on growing our market presence in Canada, our core objective in 2023 is to expand into the multibillion dollar US market, beginning with Florida and California.

SusGlobal is also exploring organic waste solutions in Europe through licensing partnerships.



“ In addition to releasing nutrients, as organic fertilizers break down, they improve the structure of the soil and increase its ability to hold water and nutrients.

Over time, organic fertilizers will make your soil and plants healthy and strong.

Since they are the ultimate slow-release fertilizers, it is very difficult to over fertilize (and harm) your plants.

There's little to no risk of toxic buildups of chemicals and salts that can be deadly to plants. ”

# TIME LINE

2022

Belleville Organic Waste Processing and Compost Facility increase to 70,000 metric tonnes per annum with new municipal contracts and 50,000 metric tonnes Transfer Station for total 120,000 metric tonnes per annum

Belleville Compost Bagging for Wholesale to Retail (Higher Margin)

Belleville Leachate Processing to Organic Liquid Fertilizer

Second Facility Western Ontario (Hamilton) additional 65,000 metric tonnes per annum Environmental Compliance Approval License (ECA).

- Uplisting NASDAQ
- Strategic Acquisitions
- Receive Cap and Trade Credits
- Operational Revenue US\$18 Million / EBITDA US\$8 Million

# TIME LINE (Cont.)

2023

- Hamilton Facility Processing, Distribution and Warehousing
- Private Label, Big Box Retail Consumer and Distribution Agreements and Partnerships
- Acquire, Design, Build, Manage and Operate (DBMO) Target for Strategic North American Expansion with Green Bond Funding
- Expand Intellectual Property and Proprietary Technology Strategy
- Receive Second Facility Cap and Trade Credits
- Operational Revenue US\$247 Million / EBITDA US\$169 Million

2024

- Expansion to U.S. Municipalities (Florida & California)
- Establish Global Licensing Partnerships
- Increase Brand Portfolio for Specific Markets
- Additional Cap and Trade Credits form Global Operations
- Operational Revenue US\$826 Million / EBITDA US\$571 Million

# Not All Fertilizers Are Created Equal



SusGlobal produces environmentally friendly, pathogen-free, organic, liquid concentrate fertilizer. The use of our regenerative products provide soil the basic nutrients needed for healthy plant growth, and better crop yield.

- High nitrogen concentration in a slow release fertilizer
- Predictable release of nutrients
- Reduce the need for frequent applications
- Improves soil porosity
- Enhances disease management
- Will not burn young plants or tender roots



# The **SUSGLOBAL**® Advantage

Our Product	Organic	NPK Values (Modifiable)	Concentrate (1:100)
<b>SusGro®</b> Wholesale US\$4 Retail US\$30 per litre			
<b>Plant Life Energy® Vineyard</b> Wholesale US\$4 Retail US\$30 per litre			
<b>Plant Life Energy® Cannabis</b> Wholesale US\$4 Retail US\$30 per litre			
<b>Plant Life Energy® Crop</b> Wholesale US\$4 Retail US\$30 per litre			
<b>Earth's Journey™ Compost</b> Wholesale US\$ 30/tonne Retail 50 Kilo US\$40 100 kilo US\$80 (equivalent to US\$800 tonne)			

## Our Products are sold at:



# Industry Trends

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**Fertilizer Market size was USD 196.9 billion in 2019 and will grow at a CAGR of 3.2% from 2020 to 2026. The ever-increasing global population and its growing demand for food will largely intensify the fertilizer demand for better crop production in restricted arable lands. Escalating global population and its demand for food will primarily drive revenue generation.**

## Population growth & food demand to surge product penetration

Increasing global demand for food owing to rising population along with climate changes and ineffective farming techniques has increased the need for yield efficiency worldwide.

As per the U.S. Census Bureau, the global population estimates in 2019 were around 7.5 billion and are anticipated to reach over 9.7 billion by 2050. This trend features higher prerequisites for food that will drive the fertilizer market.

Fertilizers improve crop yield, allowing farmers to grow more food in restricted arable land and providing an impressive rate of profitability. For example, when 192 kg of nitrogen per hectare is used, it is conceivable to produce grains of around 9.3 tons compared to around 2.1 tons without utilizing nitrogen fertilizers. The usage of nitrogen fertilizers resulted in around 790% quantifiable profit to the farmers. Thus, utilization of fertilizers improves the efficiency of yields and thereby supports farmers to generate higher income through effective cultivation.

# Industry Trends

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## Diminishing per capita arable land will empower industry growth

Increasing urbanization and industrialization globally have significantly decreased per capita arable land globally over recent years. The use of fertilizers in limited arable lands can improve soil fertility and texture, resulting in better harvest yield in a brief timeframe. According to The Resource Outlook to 2050, currently, over 1.5 billion hectares of the global land surface (i.e., around 12%) are utilized for crop harvest, where arable land per individual has declined by 1.5% from 1970 to 2009.

The decline increases pressure on the current arable land to yield more harvests using progressive fertilizers economically. The product improve soil fertility by varying water retention & aeration and provide extra supplements to the plants, augmenting fertilizer market growth. Nevertheless, excessive utilization of these fertilizers over an extended period may damage soil fertility and texture.

# Industry Trends

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## Growing focus on organic farming will empower segment growth

Organic fertilizer market will witness around 11.2 % CAGR by 2026. The segment includes plant-based, animal-based, and mineral-based products. Growth is attributed to the provision of slow feed for plants and improvement of plant water holding capacity in addition to soil structure and tilth.

These are available naturally, i.e., produced using materials derived from living things. In this manner, one can make organic fertilizers themselves or can be purchased. However, slow-release capability and unequal distribution of nutrients in organic fertilizers may slightly hinder their growth in the near-term. Nevertheless, the sustainable, biodegradable, renewable, and environmental-friendly nature of these fertilizers will positively propel the fertilizer market growth by 2026.



# The Future of Food: Our Solution for a Hungry Planet

## Need for organic fertilizers & soil amendments

- Nearly 33% of the world's adequate or high-quality food producing land has been lost in the past 40 years <sup>1</sup>
- Land degradation costs an estimated US\$40 billion annually worldwide <sup>2</sup>
- Nitrogen from synthetic fertilizers and manure leaks costs Americans US\$157 billion annually in damages to human health and the environment <sup>3</sup>
- A lack of soil organic matter (SOM) results in reduced soil biodiversity and poor plant yields – an economic threat for farmers globally
- Research suggests that crop-yields increase approximately 12% for every 1% of SOM; every 1% increase in soil organic matter helps soil hold more water per acre <sup>4</sup>



# Demand for organic fertilizer & food

- Global organic agriculture sales (food and drinks) amounted to more than C\$120 billion in 2016 and are expected to grow to C\$212 - \$471 billion per year by 2030 <sup>5</sup>
- There are currently 2.7 million organic food producers growing on 142.8 million acres worldwide <sup>5</sup>
- The largest market for organic agriculture products in 2019 was the US (US\$47.0 billion) <sup>6</sup>
- The US organic fertilizer market was estimated at approximately US\$6.3 billion in 2017 and is expected to grow to US\$11.16 billion by 2022 – a CAGR of 12.08% <sup>7</sup>
- Canada has 2.71 million acres of land organically certified (1.8 million acres in Western Canada) <sup>8</sup>

1. <http://grantham.sheffield.ac.uk/soil-loss-an-unfolding-global-disaster/>

2. <https://reports.weforum.org/toward-the-circular-economy-accelerating-the-scale-up-across-global-supply-chains/an-economic-opportunity-worth-billions-charting-the-new-territory/>

3. <https://iopscience.iop.org/article/10.1088/1748-9326/10/2/025006>

4. <https://www.sare.org/Learning-Center/Books/Building-Soils-for-Better-Crops-3rd-Edition/Text-Version/Organic-Matter-What-It-Is-and-Why-It-s-So-Important/Why-Soil-Organic-Matter-Is-So-Important>

5. The World of Organic Agriculture: Statistics and Emerging Trends 2018, Helga Willer and Julia Lernoud, Research Institute of Organic Agriculture FIBL, Switzerland, pg. 25.

6. <https://ota.com/resources/organic-industry-survey>

7. <https://markets.businessinsider.com/news/stocks/organic-fertilizers-market-by-source-form-crop-type-and-region-global-forecast-to-2022-1002200089>

8. <https://www.dropbox.com/s/2icdvxgzuqwinwg/COTA%202018%20Prairie%20Data%20Report%20FINAL%28V10%29.pdf?dl=0>

**“ General Mills today announced its commitment to advance regenerative agriculture practices on one million acres of farmland by 2030. . .**

Healthy soil is the foundation for regenerative agriculture and since 2015, the company has invested more than \$4 million to advance soil health initiatives. ”

General Mills



# Competitive Landscape

## Liquid Fertilizer

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1



SusGlobal's SusGro™  
Pathogen-Free  
Organic Liquid  
BioFertilizer  
**US\$30/Litre**

2



Neptune's Harvest  
Organic Hydrolyzed  
Fish & Seaweed  
Fertilizer  
**US\$79/Litre**

3



Humboldt's Secret  
Golden Tree:  
Best Plant Food  
for Plants & Trees  
**US\$45/Litre**

4



Fox Farm  
FX14049  
Liquid Nutrient  
Trio Soil Formula  
**US\$55/Litre**



# Competitive Landscape

## Compost

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Earth's Journey® Compost  
Macronutrients 1.6-0.07-0.27  
**20 Kilo US\$18**  
**50 Kilo US\$40**  
**100 Kilo US\$80**



Gaia Green  
All Purpose Fertilizer (4-4-4)  
**50 Kilo US\$200**



U-CANN Primal Earth  
Nutrient Super Soil  
**40 Kilo US\$65**



Pro-Mix  
Multi-Purpose Compost  
**50 Kilo US\$60**

# Strong Fertilizer Demand for Healthy Growth



The Scotts  
Miracle Gro Company (SMG)

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Nutrien Ltd (NTR)

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The Mosaic Company (MOS)

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CF Industries Holdings, Inc (CF)

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Intrepid Potash, Inc (IPI)

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SusGlobal Energy Corp (SNRG)

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# Strong Valuation Upside

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SusGlobal's Projected revenue in 2023 will be over **\$240 Million** with EBITDA over **\$169 Million** growing exponentially over the next 4 years.

## Industry's Current Valuation

On the basis of trailing 12-Month Enterprise Value - to EBITDA (EV/EBITDA) ratio, which is a commonly used multiple for valuing fertilizer stocks, the industry is currently trading at 13.47X compared with the S&P 500's 17.13X and the sector is 9.48X in the past five years, the industry has traded as high as 21.97X and as low as 6.04X, with a median of 10.53 X.

<https://www.gminsights.com/industry-analysis/fertilizer-market>



“ Both impact investors and agriculture professionals are actively looking for solutions to promote sustainable soil and crop production.

**Goldman Sachs will target \$750 billion** of financing, investing and advisory activity to areas such as clean energy and sustainable food production. ”

David Solomon, Chief Executive  
Officer of Goldman Sachs

# EXECUTIVE TEAM



Marc M. Hazout  
Founder, Executive Chairman,  
Director, President & CEO

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Mr. Hazout brings over 25 years of experience in public markets, finance and business operations to SusGlobal Energy. Over the past several years Mr. Hazout has been involved in acquiring, restructuring and providing management services, as both a Director and an Officer, to several publicly traded companies. In 1998, Mr. Hazout founded and has been President and CEO of Travellers International Inc., a private equity firm head-quartered in Toronto. Travellers has been involved in a multitude of successful capital market transactions over the past two decades. Mr. Hazout attended York University in Toronto studying International Relations and Economics. Mr. Hazout speaks English, French, Hebrew and Arabic.



Ike Makrimichalos  
Chief Financial Officer

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Mr. Makrimichalos is a Chartered Professional Accountant (Chartered Accountant), with over 25 years of experience in servicing public and private companies, including manufacturing, automotive, technology & telecommunications and insurance, for Deloitte LLP in Toronto. Mr. Makrimichalos has served as a Chief Financial Officer and Controller in the mining sector for companies with global operations and multiple filing jurisdictions and currently also serves as a Chief Financial Officer in the financial services sector, along with providing financial consulting services for several private companies. Mr. Makrimichalos graduated from the University of Toronto with a Bachelor of Arts degree.



Donna J. Saunders  
Accounting &  
Office Manager

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Ms. Saunders is a seasoned Senior Financial Specialist and Office Manager with in-depth experience in various industries, all linked directly to customer service. Ms. Saunders is responsible for all facets of computerized full cycle accounting systems and office management. Ms. Saunders has managed the Scientific Research & Experimental Development client claims for the Government (Federal and Provincial) to establish progress of claim and non-compliance as a tax consultant contractor. Ms. Saunders is an Accounts Payable/Receivable Supervisor for all facets of computerized accounting systems including all government reporting.



Dominique Kelly  
Environmental  
Compliance Manager

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Ms. Kelly is the Environmental Compliance & Project Development Manager at our Organic & Non Hazardous Waste Processing and Composting Facility in Belleville. Dominique graduated from Trent University with an Honours Bachelor of Arts in Environmental Resource Studies and obtained a certificate for Environmental Planning from Fleming College. Dominique has been involved in shoreline assessment, GIS applications, indigenous consultation, environmental law and policies from Governmental agencies. Ms. Kelly has expertise in public engagement, policy interpretation, environmental monitoring and analysis. In 2020 Dominique received her Compost Facility Operator certification, as recognized by The Compost Council of Canada.

# EXECUTIVE TEAM



Michael Courneyea  
Site Manager  
& Plant Supervisor

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Mr. Courneyea is the Site Manager and Plant Supervisor at our Organic & Non-Hazardous Waste Processing and Composting Facility in Belleville. With over 30 years of management and service experience, Michael has been managing the daily operation and expansion initiatives at our Belleville facility. Michael fosters an environment of teamwork and ensures that the performance and maintenance of the site are at peak levels. Michael is also responsible for the training of staff and overseeing the entire composting process. His strong communication, customer service skills and process knowledge are an asset to the company.



Andréa Calla  
Independent  
Director

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Mr. Calla is President and CEO of the Calla Group. He is also Managing Partner of The Callian Capital Group, a globally active Toronto-based investment and capital management firm. Mr. Calla has held key leadership and entrepreneurial roles across diverse industries, some include: Chairman, Deep Geo Inc., a global nuclear waste management company, Chairman & Co-Founder of TransAsia Investment Partners, Hong Kong, Founding Director of 350 Capital, a "cleantech" investment company, Co-Founder of Nordicon, a design-build company, Founding member of Novator, pioneer in e-commerce and AI, the 14th fastest growing company in Canada, reported by Profit 100 magazine. Mr. Calla holds a Bachelor of Architecture from the University of Toronto, a Master of Science from Columbia University, New York and an Executive MBA from Ivey School of Business, Western University.



Steve Colivas  
Vice President  
Business Development

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Mr. Colivas was Founder and President of the Extreme Health Club Chain for 10 years, at its peak grew to \$100M in revenues and employed 1400 employees nationwide, which Sold to Falcon Head Capital, a Private Equity Firm in New York. President of Boston Capital, a commercial real estate company that buys and holds commercial real estate with \$100M in transactions. President of Bioanalytics, a medical service company that provided the dental industry with a program to measure and share vital sign information with patients. Founder of Rocketfrac Services, a private company that provides fracking services to the oil & gas industry using solid rocket propellant instead of water with a \$50B addressable market annually in North America. Co-Founder of GrowPacker, a leader in the California Cannabis co-packing sector. Raised over US\$14M in non-brokered capital which took it from concept to a fully operational plant with over 40 staff. Growpacker is on its way to becoming a US\$100M company.

# EXECUTIVE TEAM



Susan Harte  
Board of Directors

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Ms. Harte is a nationally recognized leader in Site Selection, Location Economics and Incentives. She is currently a principal of the international consulting firm Hickey & Associates. For over 25 years, she has combined her expertise in commercial real estate, site selection and economic development, to assist in leveraging location as a competitive advantage. Ms. Harte assists in achieving better business outcomes by integrating strategic planning techniques and implementation frameworks to drive internal stakeholder consensus around better business location decisions. Ms. Harte has managed major site selection projects for many Fortune 500 companies involving complex multi-jurisdictional competitive strategies. Pursuant to her work, she has structured and negotiated over one billion dollars in location incentives such as real estate tax abatements, sales tax exemptions, and specialty bond financing, for her clients' projects. Ms. Harte spent over six years as Senior Vice President in CBRE's global Location Advisory and Transactions Services group. CBRE Group, Inc. (Fortune #128) is the world's largest commercial real estate services and investment firm with more than 90,000 employees and \$21.3B in revenue. Prior to joining CBRE, Ms. Harte served as the Director of the Business Economic Incentives Practice at Jones Lang LaSalle having joined the company after seven years with the New York City boutique law firm of Stadtmauer Bailkin. She also served a term as the Director of National Incentives Practice at the nation's fourth largest accounting firm, Grant Thornton. Ms. Harte started her career in economic development as Director of Industry Development for New York State's chief economic development agency, Empire State Development, where she represented the State of New York in large-scale development and retention projects. Prior to moving to New York, Ms. Harte worked as Counsel for Reebok, Far East, in Hong Kong where she managed the company's manufacturing contracts. Ms. Harte then moved to Tokyo to fill the foreign associate position at the law firm of Miyake & Yamazaki working on US/Japan joint ventures and technology transfers.



Gary Herman  
Board of Directors

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Mr. Herman has many years of experience as an investor and fund manager primarily in undervalued U.S. publicly traded companies. A highly entrepreneurial business strategist, he has been involved with many companies in raising capital, securing strategic and joint-venture partnerships, and growing businesses through his extensive global network. Previously, Mr. Herman was an investment banker with Burnham Securities, Inc. as well as a managing partner of Kingshill Group, Inc., a merchant banking and financial advisory firm with offices in New York and Tokyo. Mr. Herman is a current member of the Boards of several private and public companies including: XS Financial, Inc. (CSE: XS) (Chairman of Audit Committee); Diagnostic Lab Corporation, Inc.; Ev Transportation Systems, Inc. and Elegance Brands, Inc. "The appointment of Mr. Herman to the Board of Directors continues SusGlobal

# 5 -Year Projected Income

**PRESENTED  
IN US\$**
**2023**
**2024**
**2025**
**2026**
**2027**

NET REVENUE	247,907,088	826,356,960	867,674,808	911,058,548	956,611,476
PROJECT COSTS	27,891,864	88,432,344	\$92,853,961	97,496,659	102,371,492
GROSS MARGIN	220,015,224	737,924,616	774,820,847	813,561,889	854,239,984
PROFESSIONAL FEES	9,884,160	32,947,200	34,594,560	36,324,288	38,140,502
PERSONNEL COST	185,328	617,760	648,648	681,080	715,134
MANAGEMENT COSTS	411,840	1,372,800	1,441,440	1,513,512	1,589,188
MARKETING	24,710,400	82,368,000	86,486,400	90,810,720	95,351,256
GENERAL & ADMINISTRATIVE	9,884,160	32,947,200	34,594,560	36,324,288	38,140,502
RESEARCH & DEVELOPMENT	4,942,080	16,473,600	17,297,280	18,162,144	19,070,251
TOTAL OPERATING COSTS	50,017,968	166,726,560	175,062,888	183,816,032	193,006,834
EBITDA	169,997,256	571,198,056	599,757,959	629,745,857	661,233,150
DEPRECIATION	4,050,000	12,600,000	13,050,000	13,500,000	13,950,000
NET INCOME BEFORE INCOME TAXES	165,947,256	558,598,056	586,707,959	616,245,857	647,283,150
INCOME TAXES	43,976,023	148,028,485	155,477,609	163,305,152	171,530,035

**NET INCOME AFTER INCOME TAXES**
**\$121,971,233**
**\$410,569,571**
**\$431,230,350**
**\$452,940,705**
**\$475,753,115**



“ The organic fertilizer market is expected to grow at a compound annual growth rate (CAGR) of **11.2%** over the forecast period 2021-2026 to **US\$15.894 Billion**.

The major drivers for this market are increasing consumption of organic food and products such as cannabis, wine and favorable government rules and regulations. ”

**“ Growing information about synthetic fertilizers' adverse effects is one of the primary reasons driving the Organic Fertilizer Market size. ”**

Synthetic fertilizers are generated mainly from chemicals and nonrenewable sources that harm the environment, such as polluting soil and affects the soil quality. It is expected that increased implementation of environmental policies to minimize the use of non-biodegradable goods would, in turn, fuel the growth of organic fertilizer market size during the forecast period. The growing trend of using liquid organic fertilizers is expected to accelerate market growth over the forecast period, as they are less labor-intensive and are also easy to use. ”

<https://www.prnewswire.com/news-releases/organic-fertilizer-market-size-is-projected-to-reach-usd-13-8-billion-by-2026-valuation-reports-301110023.html>

# 5-Year Revenue Breakdown US\$

## Belleville Facility

PRODUCTION	2023	2024	2025	2026	2027	Total	%
Organic Waste: Metric Tons	70,000	72,100	74,263	76,491	78,786	371,640	
Organic Waste: Tipping Fees	2,220,109	2,286,712	2,355,314	2,425,973	2,498,752	11,786,860	6%
Compost: Earth's Journey®(Bagged)	24,000,000	26,400,000	29,040,000	31,944,000	35,138,400	146,522,400	77%
GHG: Carbon Credits	3,000,000	7,210,000	7,426,300	7,649,089	7,878,562	33,163,951	17%
<b>TOTAL NET REVENUE</b>	<b>29,290,109</b>	<b>35,968,812</b>	<b>38,895,877</b>	<b>42,095,553</b>	<b>45,594,500</b>	<b>191,473,211</b>	<b>100%</b>

## Hamilton Facility

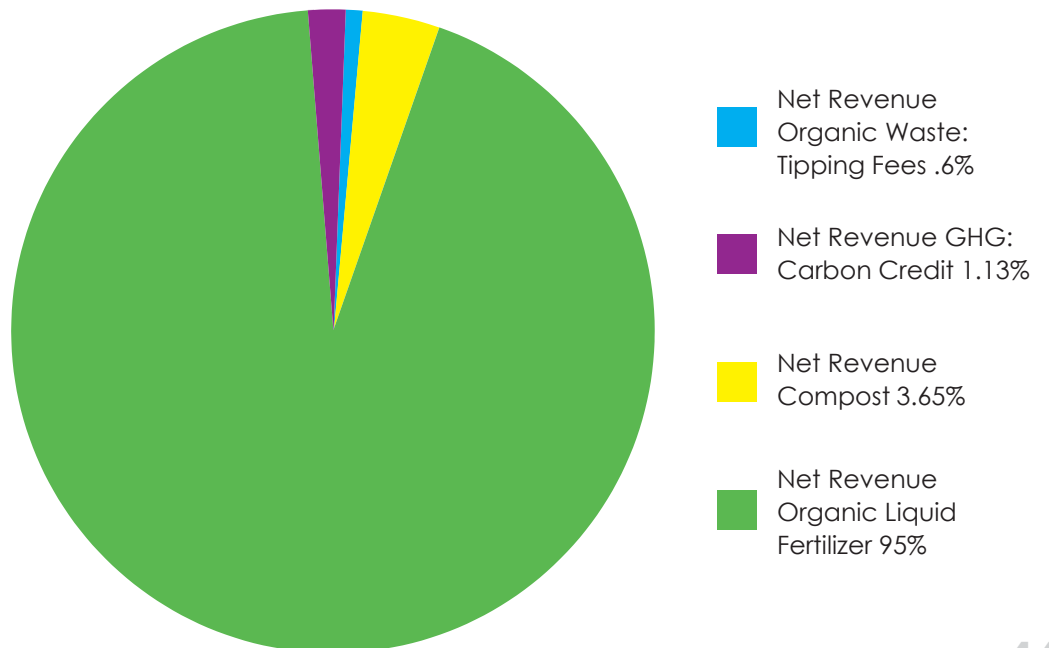
PRODUCTION	2023	2024	2025	2026	2027	Total	%
Organic Waste: Metric Tons	2,880	5,760	11,520	23,040	46,080	89,280	
Organic Waste: Tipping Fees	803,088	2,676,960	2,810,808	2,951,348	3,098,916	12,341,120	0.32%
Organic Liquid Fertilizer (All Brands)	247,104,000	823,680,000	864,864,000	908,107,200	953,512,560	3,797,267,760	99%
GHG: Carbon Credits	780,000	2,600,000	2,730,000	2,866,500	3,009,825	11,986,325	0.31%
<b>TOTAL NET REVENUE</b>	<b>255,107,197</b>	<b>839,773,672</b>	<b>881,638,422</b>	<b>925,597,310</b>	<b>971,755,535</b>	<b>3,821,595,205</b>	<b>100%</b>

# 5-Year Revenue Combined Breakdown US\$

## Combined Facilities

PRODUCTION	2023	2024	2025	2026	2027	Total	%
Organic Waste: Tipping Fees	3,023,197	4,963,672	5,166,122	5,377,321	5,597,668	24,127,980	0.60%
Compost: Journey' End™ (Bagged)	24,000,000	26,400,000	29,040,000	31,944,000	35,138,400	146,522,400	3.65%
Organic Liquid Fertilizer (i.e., SusGro™)	247,104,000	823,680,000	864,864,000	908,107,200	953,512,560	3,797,267,760	95%
GHG: Carbon Credits	3,780,000	9,810,000	10,156,300	10,515,589	10,888,387	45,150,276	1.13%
<b>TOTAL NET REVENUE</b>	<b>277,907,197</b>	<b>864,853,672</b>	<b>909,226,422</b>	<b>955,944,110</b>	<b>1,005,137,015</b>	<b>4,013,068,416</b>	<b>100%</b>

### Combined Breakdown of Net Revenue Streams Over 5 Years





# Partners & Clients

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## CONTACT US

SusGlobal Energy Corp.  
200 Davenport Road  
Toronto, Ontario, M5R 1J2  
Canada

Phone: 416-223-8500  
Toll Free (North America):  
1 866 512 SESG (7374)  
Fax: 416 223 8507

[info@susglobalenergy.com](mailto:info@susglobalenergy.com)

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