

Frank Klostermann – Curriculum Vitae

Strategy Business Building Innovation

Background

Everyone talks about sustainability – Frank knows it – waste, recycling and environmental services are his strengths. With over 25 years' experience in senior executive positions (ie. Toxfree, Thies, Remondis) in both Europe and Australia, Frank is well known in the industry and respected by his peers. Frank has the capabilities to:

1. Create the next business model to exploit a market opportunity;
2. Solve problems of the environment and sustainability industries, including technology, legal, political and profitability;
3. Analyse the strengths and weaknesses of a business or division and lead its people to the next goal.

“Frank's advice to me as MD of Waste Service NSW, in finding new strategic directions in waste management, was invaluable.”

(John Cook, ex-MD of Waste Service NSW).

“Frank is a strategic thinker who understands (waste), and uncommonly this is coupled with an eye for detail and a real ability to get things done.”

(Mike Ritchie, Director of MRA & Associates).

Selected Highlights

- **Business building:** Team leader in negotiating Australia's first service alliance contract. Involved in negotiating various large scale, long-term contracts, joint ventures and acquisitions. Development of new products and services. Responsible for commercial and financial assessment of new business ideas (Biosolids, Biocell™, Alliance with Brisbane City Council). Resulting in diversifying and increasing the revenue of the Australian operations
- **Problem solving:** Developed business strategy for large environmental services company. Involved in developing sustainability concept for Industrial Ecology Park (Swanbank Precinct). Wrote patent for new process (Biocell™) to treat organic waste achieving 40% diversion (recycling) ratio at a fraction of the cost of conventionally engineered facilities.
- **Directorships; Relationships:** Added value to business by mentoring business managers; systematically briefed political decision makers. Built rapport with State and Local Government, commercial and industrial customers. Hosted the key Government decision makers on trips to selected European waste facilities. Resulting in creating a political and commercial business network and influencing thought processes on decision makers' level.
- **Analytical and operational strengths; Risk:** Assessed strengths and weaknesses of businesses. Operated various business units, large scale asset infrastructure (7 transfer stations and 5 landfills), sold non-performing business unit, turn-around of loss-making business. Resulting in increasing profitability and operating to performance standards. Developed tools to “separate the wheat from the chaff” in pursuing business opportunities and pricing risk.



Memberships

- Waste Management Association of Australia (WMAA)
- Australian Industrial Ecology Network (AIEN)
- Australian Institute of Company Directors (AICD)

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Qualifications

Bachelor of Law, Germany 1985
Chartered Accountant, Germany 1993
Member of the Bar, Germany Nov 1991 to Dec 1995

Professional Development

'Conducting Due Diligence for Mergers, Acquisitions & Strategic Alliances' IES Conferences 2001
'The Manager as Coach' Australian Graduate School of Management 2003
Effective Negotiation, ENS International 2006
Essential Coaching Skills for Executives, AGSM 2007

Board Memberships

Member of Advisory Board of Centre for Solid Waste Bioprocessing at University of Queensland, 2011 to 2012
Member of Alliance Leadership Board, Brisbane Waste Innovations Alliance 2009 to 2011
Waste Management Association of Australia, Executive Director, 2009 to 2010
Albatros International (Australia) Pty Ltd, Non-Executive Director, 2004 to 2007
RETHMANN Australia Environmental Services Pty Ltd, Executive Director, 1996 to 2004
RETHMANN Liquid Waste Pty Ltd, Executive Director, 2001 to 2004
RETHMANN Administration and Finance, Company Secretary, 2001 to 2004
RETHMANN Recycling Taiwan, Non-Executive Director/Supervisor, 2001 to 2004
NSW Liquid Treatment Joint Venture, Executive Director, 2001 to 2004
NSW Liquid Treatment Pty Ltd, Executive Director, 2001 to 2004
Independent Waste Services Pty Ltd, Executive Director, 2003 to 2004
Full Circle Advisory Pty Ltd, Director since 11/2012
GFA Holdings Pty Ltd, Director since 12/2009
Klostermann Australia Pty Ltd, Director since 10/2009
BMS Heavy Cranes Australia Pty Ltd, Non-Executive Director since January 2018

Competencies

- Leadership
- Strategic analysis and planning
- Business and Market development
- New business integration
- Multi-disciplinary team management
- Relationship building
- Change Management experience
- Profit & Loss and Balance Sheet management
- Cash flow management
- Mentoring & coaching
- Risk assessment
- Risk management

Skills

- Due Diligence
- Financial assessment
- People management
- Analysing
- Tendering
- Consultation
- Team participation
- Motivation
- Coaching
- Decision making
- Contract negotiations
- Business valuations

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Professional Experience

03/15 to 12/17

Tox Free Solutions Ltd

General Manager Innovation

Responsible for capturing, developing and managing innovation projects within Toxfree. Managing an in-house engineering team and major capital projects, including the introduction of new waste treatment solutions to the company. Setting up of new business lines for the treatment of mercury wastes and NORM (Naturally Occurring Radioactive Materials).

Guest lecturer at University of Queensland for Schools of Civil and Chemical Engineering.

11/12 to present

Full Circle Advisory Pty Ltd

Principal

Various roles consulting to select group of clients such as Lend Lease, Tox Free Solutions Limited, Hyder Consulting (now Arcadis), Huntlee (LWP) Pty Ltd. He has been involved in the business case advisory services for the NSW EPA 'Waste Less Recycle More' grants program on behalf of Hyder Consulting both in the assessment as well as in the preparation of business cases.

10/05 to 10/12

Thiess Services Pty Ltd

Various roles; last: Manager Market Development & Engineering, Waste Management

Responsibilities

- Commercialisation of in-house IP, development and start-up of new division: Organics and Green Energy
- Operation of Thiess Services' WM infrastructure business including Joint Ventures, responsible for business strategy
- Management of business administration supporting growth of Waste Management business unit

Results

- Development and writing of patent (Biocell™ process) for process for rapid degradation of organic waste
- Development of new division to enter waste treatment market
- Prepared market entry into organics business in most states to form a national business unit
- Member of Senior Executive Leadership Team, developed new business unit strategy
- Turnaround of lagging business unit (Biosolids and Swanbank landfill) achieving agreed profit targets
- Setting up of Alliance with Brisbane City Council including innovation team and reporting
- Team leader in Alliance negotiations with Brisbane City Council

12/04 to 09/05

Consultant to Environment Industry

Main clients: Waste Services NSW and Thiess Services Pty Ltd

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01/96 to 11/04

Rethmann Australia Environmental Services P/L (now: Remondis)

Executive Director

Responsibilities

- Reporting to Director Asia-Pacific and Board of parent company in Germany
- Responsible for development of company strategy and business development
- Management of 3 operative business units including strategic alliances and joint ventures

Results

- Developed and executed strategy for diversification and expansion of Australian operations, obtained DA for Commercial & Industrial MRF in Sydney
- Sold underperforming business unit, negotiated and executed related contracts
- Developed operating joint venture with major competitor in treatment of industrial liquid waste
- Initiated alternative waste technology working group on State level in Waste Management Association of Australia, with the strategic aim of involving the major stakeholders in industry, Local and State Government and NGO's
- Managed re-financing of Australian operations independent of parent company
- Re-organised/centralised company administration; achieved profitable growth doubling size of business
- Managed timely Profit & Loss and management reporting, revenue \$A45M, headcount of 175
- Identified and negotiated acquisition contracts and secured finance for the acquisition targets
- Helped negotiate domestic waste collection contracts, procurement and finance of equipment
- Won contract for Australia's 1st enclosed organics recycling facility (tunnel-composting at Pt Macquarie)

01/90 to 12/95

BDO Dr. Gerling Kloecker & Pago

Accounting firm

Head of legal and corporate services

Reported directly to the Managing Partner and responsible for legal & compliance.

Results

- Acted as the commercial, financial, legal adviser to medium and large companies
- Set up and negotiated structures for clients, i.e. joint ventures, partnerships, complex group structures
- Undertook company and business valuations, managed due diligence in M & A projects
- Serviced major clients such as Deutsche Bank, HARIBO, Government of Federal Republic of Germany

References

Available on request

Full quote John Cook, ex-MD for Waste Services NSW: "I have known Frank since he came to Australia with Rethmann (now Remondis) in 1996. His advice to me as MD of Waste Service NSW, in finding new strategic directions in waste management was invaluable. Subsequently in my capacity as a consultant to Thiess Services, I worked with Frank productively on a range of technical and strategic issues. I have always found him positive, alert, energetic, innovative and very professional in my dealings with him. I have no hesitation in recommending him for new challenges in management, business development and other areas where he has demonstrated excellence in his career. Apart from his qualifications in economics and law, he is also very switched on regarding technical issues".

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