



FRESH LIFE 3-YEAR STRATEGIC PLAN

2026-2028





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Transformative sanitation for booming cities

Fresh Life delivers safely managed, non-sewered sanitation solutions for residents of urban informal settlements. Founded in 2011, Fresh Life has built one of the world's largest pro-poor sanitation networks, operating across Nairobi, Kisumu, Eldoret in Kenya, and Lusaka in Zambia.

Today, we serve over **350,000 people daily** through container-based sanitation and pit waste management services that safely contain, collect, transport, and treat waste across the sanitation value chain.

Our model combines direct service delivery, government partnership, operational innovation, and systems integration to ensure safe sanitation remains accessible and affordable for underserved urban communities.

**WHO
WE ARE**

OUR SERVICES

CONTAINER-BASED SANITATION

Safe shared and in-home sanitation delivered through Fresh Life Toilets and Fresh Fit Toilets, supported by reliable waste collection and safe treatment.



PIT WASTE MANAGEMENT

Safe management of pit latrine waste through Mtaa Fresh transfer centers, reducing environmental contamination while supporting the formalization and safety of manual pit emptiers.



As of March 2026, Fresh Life operates more than **9,100 active container-based toilets** and safely manages over **25,000 metric tons of waste annually.**

VISION & MISSION: OUR NORTH STAR

Over the last 15 years, Fresh Life has built one of the world's largest safely managed non-sewered sanitation networks. Today, we are building on that operational foundation to help governments and partners scale safe sanitation systems beyond our direct operations.

This shift, from service provider to system enabler, is central to our next chapter.



OUR VISION

Build healthy, prosperous communities:

We believe safe sanitation is foundational to healthier cities, stronger economies, and more resilient communities.



OUR MISSION

Make safe sanitation accessible and affordable for everyone, forever:

Our mission remains unchanged. What is evolving is how we achieve it:

1

Make: Deliver safe sanitation directly today while enabling systems for scale tomorrow.

2

Safe: Maintain safety across the full sanitation value chain.

3

For Everyone: Prioritize underserved urban communities, especially informal settlements.

4

Forever: Build financially and operationally sustainable systems that endure long term.

EXECUTIVE SUMMARY

COMPLETING THE VISION OF A MODERN CITY

African cities are modernizing rapidly. Infrastructure is expanding, affordable housing is growing, and governments are investing in urban development. Yet millions of residents remain excluded from safe sanitation.

Traditional sewer systems alone cannot keep pace with rapid urbanization, informal settlement growth, climate pressures, and the physical realities of dense urban environments. Fresh Life exists to close this gap.

We believe the future of sanitation will require integrated systems that combine sewered and non-sewered approaches to ensure every resident is reached. As cities evolve, so does our role.

Fresh Life is moving from direct service delivery toward becoming a deeply integrated urban sanitation partner, helping governments and partners deliver inclusive, scalable, and financially sustainable sanitation systems. We are the bridge between infrastructure and people.



THE STRATEGIC VISION

By 2028, Fresh Life will operate as a leading architect of integrated urban sanitation systems. We will leverage our operational expertise to build high-performing city models, strengthen government integration, unlock sustainable financing, and enable adoption of the Fresh Life model beyond our direct operations.

OUR FOUR STRATEGIC PRIORITIES

1

FINANCIAL SUSTAINABILITY

Build a financially sustainable organization anchored in diversified, commercially disciplined revenue streams.

2

HIGH PERFORMING CITY MODELS

Operate integrated, government-aligned city models that demonstrate operational excellence, strong retention, and efficient cost structures.

3

INNOVATION

Leverage innovation to improve performance, strengthen resilience, and unlock new revenue opportunities.

4

SYSTEM WIDE INFLUENCE

Codify and scale the Fresh Life model through policy influence, structured adoption, and government integration.

OUR STRATEGIC BETS BY 2028



500,000+
PEOPLE SERVED DAILY

200,000+
THROUGH SYSTEM ADOPTION

We will directly provide safe sanitation across four cities while enabling governments and partners to scale the Fresh Life model.



\$7M+

IN ANNUAL REVENUE WITH A GROWING SHARE OF NON-GRANT INCOME

We will build a more diversified and commercially disciplined revenue model.



\$54

TRADITIONAL SEWERED SYSTEMS PER PERSON PER YEAR IN NAIROBI

<\$14

ANNUAL OPERATING COST PER PERSON IN NAIROBI

We will demonstrate that high-quality urban sanitation can be delivered at a cost structure viable for public financing.



6

PRIORITY ZONES WITH PATHWAYS TO 100% COVERAGE

We will co-develop integrated sanitation plans aligned with government infrastructure and universal service delivery.



2+

GOVERNMENTS OR PARTNERS IMPLEMENTING THE FRESH LIFE MODEL

We will enable adoption of our model beyond Fresh Life's direct operations.

WHAT INFORMS OUR 2026-2028 STRATEGY

OPERATING CONTEXT

Cities are evolving rapidly. Infrastructure is expanding. Climate pressures are intensifying. Governments are rethinking how sanitation systems are financed and delivered. These shifts create both urgency and opportunity.

THREE MAJOR SHIFTS ARE SHAPING OUR STRATEGY:

Urban transformation is accelerating – As sewer networks and affordable housing expand, informal settlements remain dense, dynamic, and underserved. Fresh Life is positioning itself as the last-mile sanitation partner where traditional systems cannot reach.

Climate pressures are intensifying – Flooding and environmental shocks are increasingly disrupting urban systems. Fresh Life is investing in resilient, adaptable, and relocatable sanitation solutions that maintain service continuity during disruption.

Policy shifts are creating pathways for scale – The Kenya National Sanitation Management Policy mandates 60% non-sewered sanitation. This formally recognizes the importance of non-sewered sanitation and creates new opportunities for government integration, public financing, and system-wide scale.

Across all these shifts, one reality remains clear: cities are modernizing, but they are not yet inclusive. Fresh Life exists to help close that gap.



FRESH LIFE'S ROLE IS TO ENSURE URBAN RESIDENTS HAVE ACCESS TO SAFE SANITATION ACROSS NAIROBI AND LUSAKA

OUR STRATEGIC PRIORITIES (2026–2028)

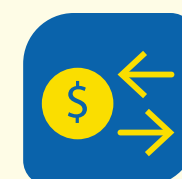
PRIORITY #1 FINANCIAL SUSTAINABILITY

OBJECTIVE

Build a financially sustainable organization anchored in diversified, commercially disciplined revenue streams.

To build sanitation systems that last, we must strengthen the financial foundation behind our work. Fresh Life is evolving from a primarily grant-funded organization into a more diversified and commercially disciplined urban sanitation partner.

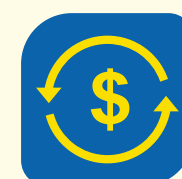
This transition strengthens long-term sustainability, unlocks new pathways for scale, and positions our model for public financing and adoption.



STRATEGIC MOVE 1

Diversify and scale revenue streams

- Increase earned and non-grant income year on year
- Structure revenue streams as scalable business lines
- Expand Citywise advisory, government support, and innovation-driven revenue
- Strengthen commercial discipline across all revenue streams



STRATEGIC MOVE 2

Institutionalize financial clarity and governance

- Enable real-time cash flow forecasting
- Establish clear performance guardrails and course-correction triggers
- Improve investment visibility and decision-making discipline
- Strengthen long-term financial planning and accountability

OUR STRATEGIC PRIORITIES (2026–2028)

PRIORITY #2 HIGH PERFORMING CITY MODELS

OBJECTIVE

Operate high-performing, government-aligned city models that demonstrate strong operational performance, retention, and efficient cost structures.

To enable citywide sanitation scale, we must prove that safe sanitation systems can operate reliably, efficiently, and sustainably within rapidly evolving urban environments. Our city models will demonstrate what integrated, inclusive urban sanitation can look like at scale.



STRATEGIC MOVE 1 Build a high-performance operating system

- Standardize operations across all cities
- Strengthen service reliability and customer retention
- Embed structured performance management systems
- Improve operational accountability and execution consistency



STRATEGIC MOVE 2 Optimize unit economics for scale

- Execute targeted cost reduction initiatives
- Improve route, fleet, and asset efficiency
- Continuously track CPY performance
- Build cost structures viable for public financing



STRATEGIC MOVE 3 Integrate fully with government systems

- Align deployment with government infrastructure plans
- Co-develop zone-based saturation strategies
- Establish structured city-level planning processes
- Strengthen long-term government partnership models



STRATEGIC MOVE 4 Enable performance through data and technology

- Deploy real-time operational dashboards
- Strengthen data integrity and governance systems
- Build user-centered digital tools for field operations
- Leverage predictive analytics and AI to improve performance

OUR STRATEGIC PRIORITIES (2026–2028)

PRIORITY #3 INNOVATION

OBJECTIVE

Leverage innovation as a core driver of performance improvement, customer retention, and revenue growth.

Urban sanitation requires continuous adaptation to remain relevant, efficient, and scalable. Innovation at Fresh Life is focused on solving operational challenges, adapting to changing urban environments, and unlocking new value across the sanitation ecosystem. The goal is simple: innovation must drive measurable impact.



STRATEGIC MOVE 1

Build a disciplined innovation engine

- Standardize the innovation lifecycle from ideation to scale
- Prioritize innovations tied to cost, retention, and revenue outcomes
- Allocate dedicated innovation funding and execution capacity
- Establish structured handover into city operations



STRATEGIC MOVE 2

Design for changing urban realities

- Develop solutions compatible with expanding sewer systems
- Adapt products for dense and space-constrained environments
- Build climate-resilient and relocatable sanitation assets
- Expand products and services for emerging urban needs



STRATEGIC MOVE 3

Monetize assets and capabilities

- Develop new sanitation-related revenue streams
- Expand data, insights, and advisory offerings
- Explore circular economy opportunities from waste reuse
- Leverage operational infrastructure to unlock additional value

EXAMPLES OF INNOVATION AREAS

- Sewer-compatible last-mile solutions like **Pour Flush toilets**
- Circular economy solutions that convert waste into valuable products
- Relocatable and lower-cost sanitation infrastructure
- Sanitation data and analytics platforms for governments and partners



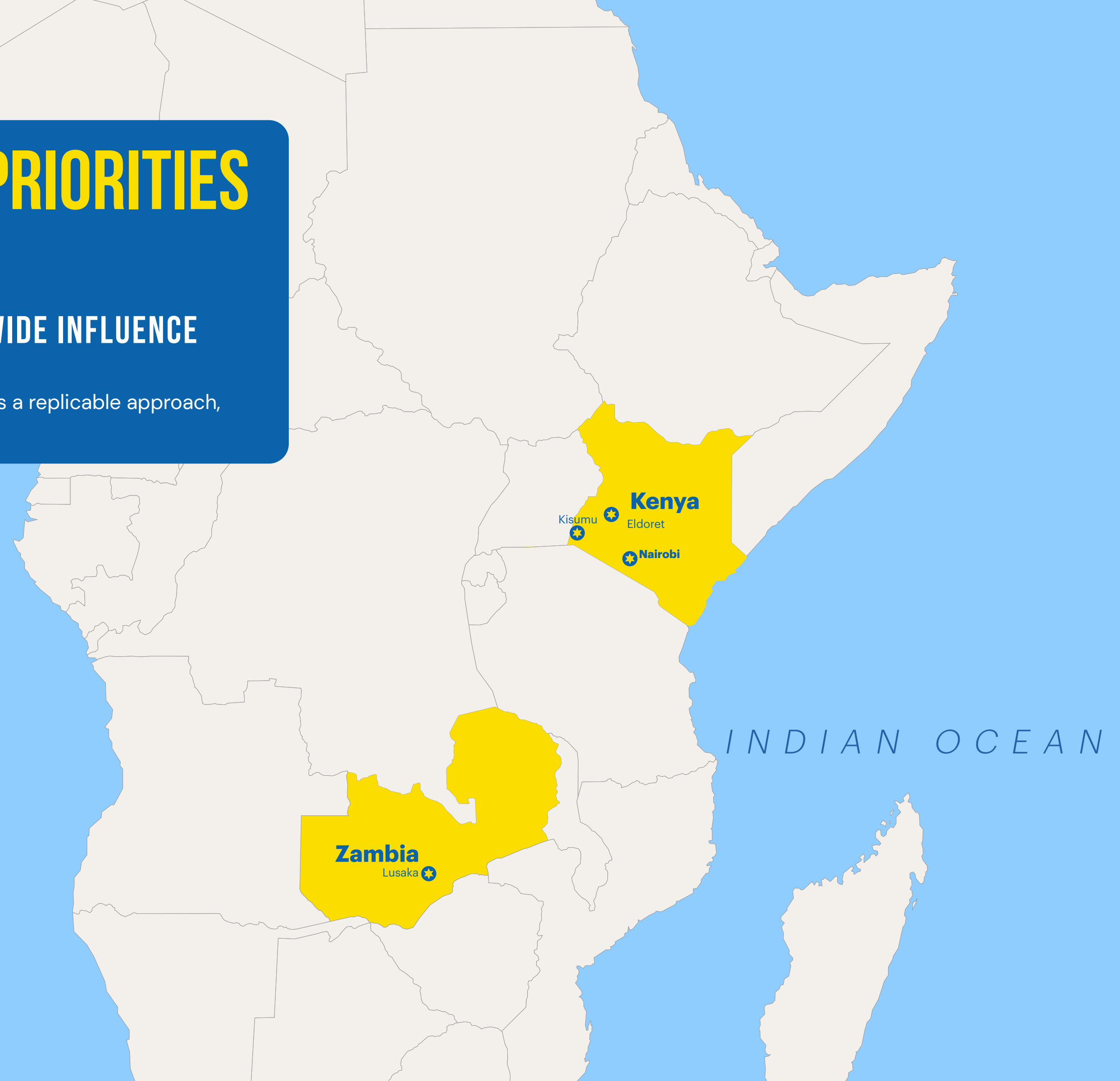
OUR STRATEGIC PRIORITIES (2026–2028)

PRIORITY #4 DELIVER SYSTEM-WIDE INFLUENCE

OBJECTIVE

Operate and leverage the Fresh Life model as a replicable approach, influencing system-wide sanitation scale.

Direct service delivery alone will not achieve universal sanitation access. Fresh Life is transitioning from a standalone operator to a system enabler, using our city models, operational expertise, and policy engagement to help governments and partners scale inclusive sanitation systems.



PRIORITY #4 DELIVER SYSTEM-WIDE INFLUENCE

OBJECTIVE

Operate and leverage the Fresh Life model as a replicable approach, influencing system-wide sanitation scale.



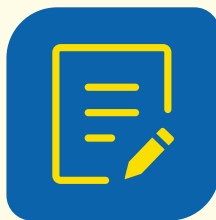
STRATEGIC MOVE 1 Operationalize the Fresh Life Blueprint for adoption

- Codify operational and technical playbooks
- Develop implementation and cost models
- Create structured training frameworks
- Reduce complexity for external adoption



STRATEGIC MOVE 2 Drive adoption through a disciplined partner funnel

- Prioritize high-potential governments and partners
- Establish a clear adoption journey from interest to implementation
- Use city operations as proof points for scale
- Strengthen partner management and accountability



STRATEGIC MOVE 3 Shape the policy and regulatory environment

- Advocate for recognition of non-sewered sanitation
- Support development of PPP financing models
- Address policy barriers limiting adoption
- Advance long-term public financing pathways



RISKS AND MITIGATION



RISK	MITIGATION
CPY reduction slower than target	Structured cost reduction roadmap and disciplined innovation pipeline
Revenue diversification delays	Phased validation and scaling of new revenue streams
Operational strain from rapid growth	Standardized operating systems and phased expansion
Data integrity challenges	Strong automation, governance, and verification systems
Innovation fails to deliver measurable impact	Clear innovation performance thresholds and decision criteria
Slow adoption by governments and partners	Structured partner engagement and policy integration
Political and institutional fragmentation	Joint Institutional Plans and long-term government engagement

A CLOSING CALL TO PARTNERSHIP

MAKING SAFE SANITATION INEVITABLE

Cities will continue to grow. Infrastructure will continue to expand. The question is whether these systems will include everyone. Safe sanitation is foundational to healthy, productive, and resilient cities. Achieving universal access will require aligned systems, long-term financing, and strong partnerships across the public and private sectors.

Fresh Life is ready to play its role: as a proven operator, a systems partner, and a model for scale.

WHERE PARTNERS COME IN



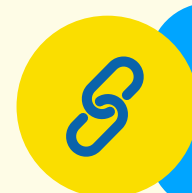
GOVERNMENTS AND UTILITIES

Integrate scalable sanitation models into city systems and infrastructure plans.



FUNDERS AND INVESTORS

Catalyze sustainable scale through long-term, outcomes-driven financing.



PRIVATE SECTOR AND SOLUTION PROVIDERS

Co-develop the next generation of sanitation systems, infrastructure, and technology.



CLIMATE AND CIRCULAR ECONOMY PARTNERS

Unlock environmental and economic value from managed sanitation systems.



CORPORATE LEADERS

Invest in healthier, more productive urban communities.

THE PATH AHEAD

Fresh Life is building the models, partnerships, and systems required to make safe sanitation accessible and affordable for everyone, forever.

Together, we can make safe sanitation inevitable.

APPENDIX

KEY RESULTS SUMMARY



FINANCIAL SUSTAINABILITY

- \$7M+ annual organizational revenue
- Non-grant income contribution increased year-on-year
- Expanded advisory, innovation, and government-linked revenue
- Multi-year funding commitments secured



HIGH PERFORMING CITY MODELS

- Nairobi CPY reduced to \$13
- 500,000+ people served daily by 2028
- 35,000+ metric tons of waste safely managed annually
- 95%+ customer retention maintained
- 6 priority zones aligned toward universal coverage



INNOVATION

- At least 3 high-impact innovations advanced annually
- Operational innovations contributing measurable cost reductions
- New sanitation products and services successfully launched



SYSTEM-WIDE INFLUENCE

- Fresh Life Blueprint completed
- 2+ governments or partners adopting the model
- 200,000+ people served through partner adoption
- 5 policy and PPP milestones achieved
- Structured partner adoption pipeline established

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