Annual Report 2020

Pushing for a waste free Australia

BINGO INDUSTRIES

Contents

Acknowledgement of Country

We acknowledge and pay our respect to Aboriginal and Torres Strait Islander Peoples as the First Peoples of Australia, on whose ancestral lands and waters we work and live.

BINGO pays respect to Elders past, present and emerging, and acknowledges the cultural authority of all Aboriginal and Torres Strait Islander Peoples across Australia and we acknowledge the important contributions of our Aboriginal and Torres Strait Islander employees.

QR codes have been used in this report to take readers to some of BINGO's video content. Please use your phone's QR code reader or camera to access the video content.

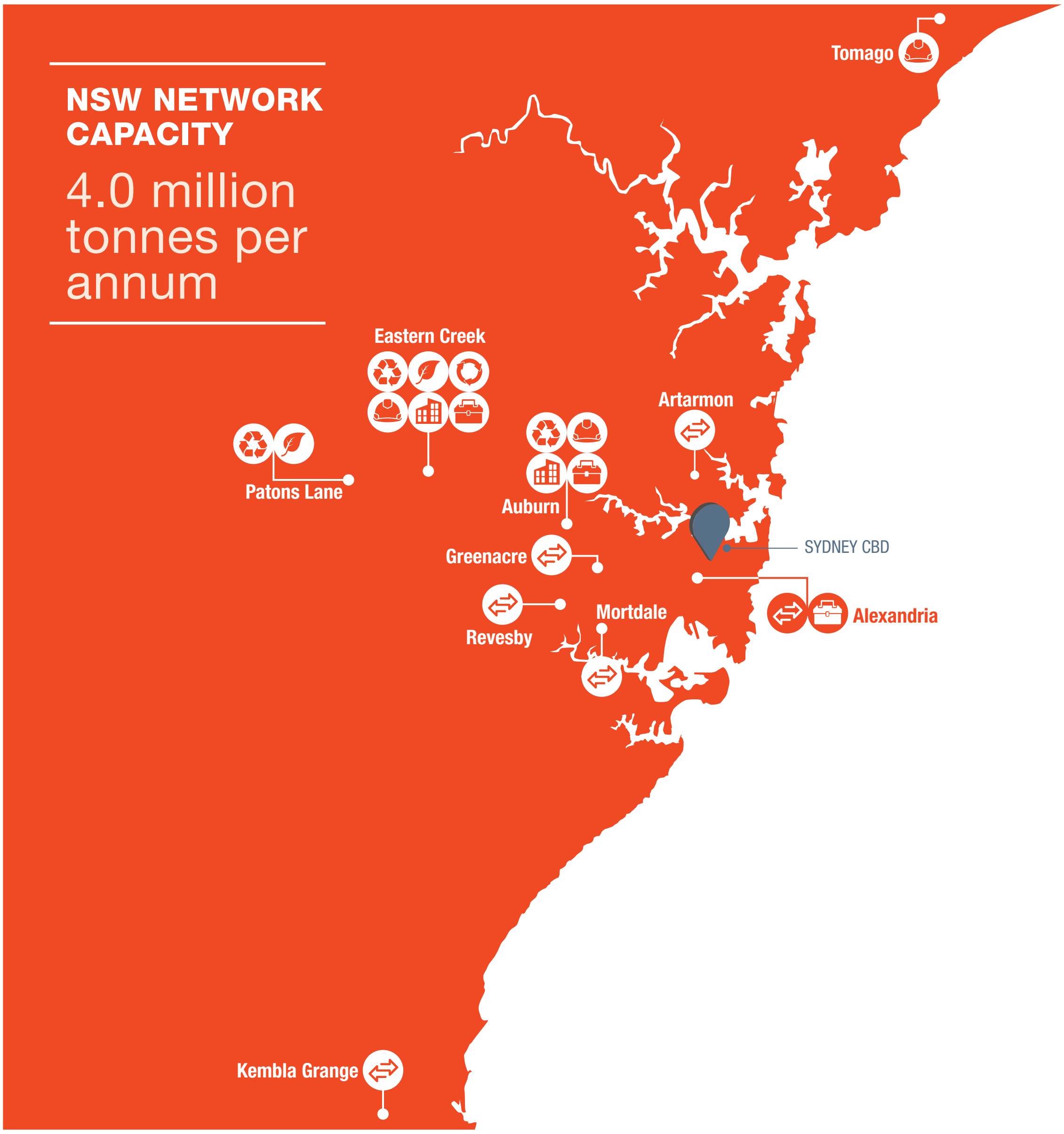
PUSHING FOR A WASTE FREE AUSTRALIA

BINGO is an ASX listed recycling and waste management company with operations across New South Wales and Victoria. Our vision is PUSHING FOR A WASTE FREE AUSTRALIA. We are committed to building a strong, sustainable recycling industry here in Australia and we are proud to be playing a key role in Australia's transition to a circular economy. BINGO is positioning for the future. We're generating recycling-sector jobs and closing the loop through developing innovative, technology-driven solutions to increase the recovery of valuable materials.

Our Strategic Network of Waste Infrastructure Assets

BINGO is investing in world-leading recycling technology to help Australia close the loop and move towards a circular economy. Our strategic network of waste infrastructure assets is helping to build a more sustainable, waste free future for Australia and is core to our five-year strategy.

1 New South Wales (NSW) Post-Collections Network



Advanced Recycling | Transfer & Recycling | Landfill | Material Processing | TORO Manufacturing | BINGO Office | Workshop

TOTAL NETWORK CAPACITY

4.6 million tonnes per annum

2 Victoria (VIC) Post-Collections Network

VIC NETWORK CAPACITY

0.6 million tonnes per annum

Advanced Recycling | Transfer & Recycling | Landfill | Material Processing | TORO Manufacturing | BINGO Office | Workshop

2020 Highlights

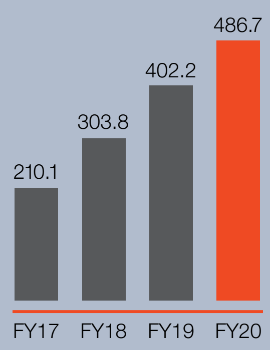
Despite the challenges, BINGO made significant progress in delivering against our growth strategy. We achieved a solid financial performance despite weakening market conditions in the second half of the year.

Underlying Net Revenue ($m)

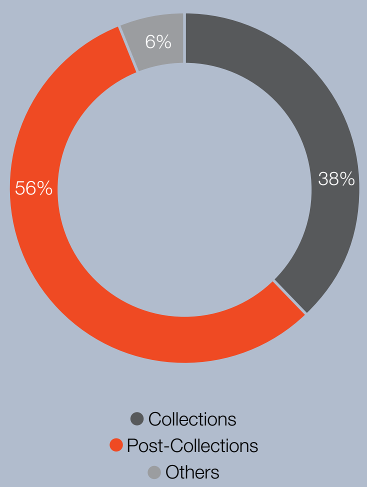
$486.7m

$402.2m FY19

FY17-FY20 CAGR 32.3%



Revenue by Segment (%)

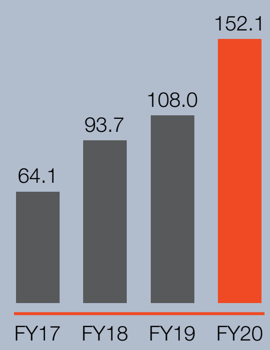


Underlying EBITDA ($m)

$152.1m

$108.0m FY19

FY17-FY20 CAGR 33.4%



UNDERLYING EBITDA MARGIN

Expanded by

440 bps

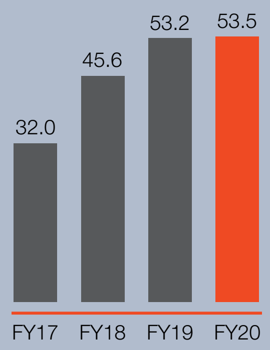
to 31.3%

Underlying NPAT ($m)

$53.5m

$53.2m FY19

FY17-FY20 CAGR: 18.7%

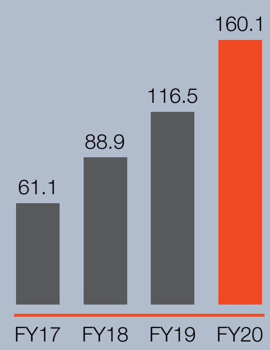


Underlying Operating Free Cash Flow ($m)

$160.1m

$116.5m FY19

FY17-FY20 CAGR: 37.9%



Please refer to the Financial Report from page 99 of this Annual Report for further information and definitions.

FY20 DIVIDEND

3.70¢ per share

Maintained year-on-year

EMPLOYEES

787 NSW | 197 VIC | 12 QLD

Maintained year-on-year

NETWORK CAPACITY

4.6mtpa | 4.0 mtpa NSW, 0.6 mtpa VIC

Total network capacity up from 3.8 mtpa in FY19

Our Strategy and Values

Strategic Intent

Diversion of waste from landfill, through a recycling-led solution, investment in technology and continuous innovation to enhance sustainability outcomes and maximise returns.

Strategic Enablers

PROTECT AND OPTIMISE THE CORE

Ensure we preserve and grow our key competitive edge – our customer and technology centric business model with a recycling led solution.

ACHIEVED

- ✓ Market leading position in B&D Collections and Post-Collections in both states
- ✓ Double digit revenue growth in C&I and organic entry in C&I in VIC
- ✓ Enhanced network capacity
- ✓ Superior Safety, Environment and Quality performance committed to Zero Harm and zero non-conformances
- ✓ Preserved EBITDA margins optimising network and reduced operating costs
- ✓ Growth in market share in C&I across NSW and VIC and as a proportion of revenue
- ✓ Increased recovery rates towards 80-85% through investment in advanced recycling equipment
- ✓ Business systems optimisation delivered through technology platform upgrades
- ✓ Optimised digital customer channel through website roll out, improved user experience and call centre operations

ENHANCED VERTICAL INTEGRATION

Targeting greater internalisation of our volumes and increasing diversion from landfill for both putrescible and non-putrescible waste.

ACHIEVED

- ✓ Advanced recycling processing capacity in NSW and VIC

NSW

- ✓ 100% internalisation of non-putrescible volumes in NSW
- ✓ Recovery rates of >80% in NSW
- ✓ Integration of the DADI business
- ✓ Capacity enhancement – delivered MPC 2 at Eastern Creek, Mortdale upgrades and modifications to the Eastern Creek licence
- ✓ Developed C&I Post-Collections offering assessed/scoped suitable post-collections solutions for putrescible C&I waste such as waste to energy
- ✓ Delivered Eastern Creek Recycling Ecology Park Master Plan
- ✓ Delivered Patons Lane recycling facility and landfill
- ✓ Assessed waste to energy opportunities

VIC

- ✓ Assessed waste to energy opportunities
- ✓ Enhanced recycling capacity and internalisation

GEOGRAPHIC EXPANSION

Expansion of our operating footprint along the East Coast of Australia, concentrating on markets with favourable growth drivers.

ACHIEVED

NSW

- ✓ Expansion in NSW and optimisation of network

VIC

- ✓ Entry and expansion in VIC
- ✓ Enhanced network and fleet utilisation through optimisation of current footprint
- ✓ Increased recovery rates and waste internalisation
- ✓ Diversification of markets; growth in C&I footprint; developed new and sustainable end product markets
- ✓ Leveraged national customer accounts and targeted umbrella agreements
- ✓ Delivered modifications to West Melbourne; implemented to 24-hour operations

QLD

- ✓ Completed market scoping for QLD entry

Strategic Priorities

ZERO HARM	CUSTOMER EXPERIENCE	SUSTAINABILITY	GROWTH AND INNOVATION	DEVELOP AND RETAIN TALENT
Ensuring Zero Harm to our people and the environment	Continuously improving our customer value proposition	Earning our social licence to operate	Delivering operational best practice and industry leadership	Investing in our people and growing future leaders

Our Values

Our strong culture is built on family values, The BINGO Way.

B

BE LOYAL

We are trustworthy and loyal. We have respect for ourselves, our co-workers, our company and our clients.

I

INSIDE THE LAW

We work honestly, ethically and fairly. We abide by all BINGO policies and procedures to protect ourselves, our co-workers and the communities in which we operate.

N

NEVER SAY NEVER

We believe that there are only solutions, never problems. We strive to learn and grow so that we can better serve our customers.

G

GREATNESS IS EARNED

We aim to be great, not good. We adopt the best ideas and make them happen.

O

ONE TEAM, ONE FAMILY

We are a company built on family values. We know that talent wins games, but teamwork and intelligence win championships.

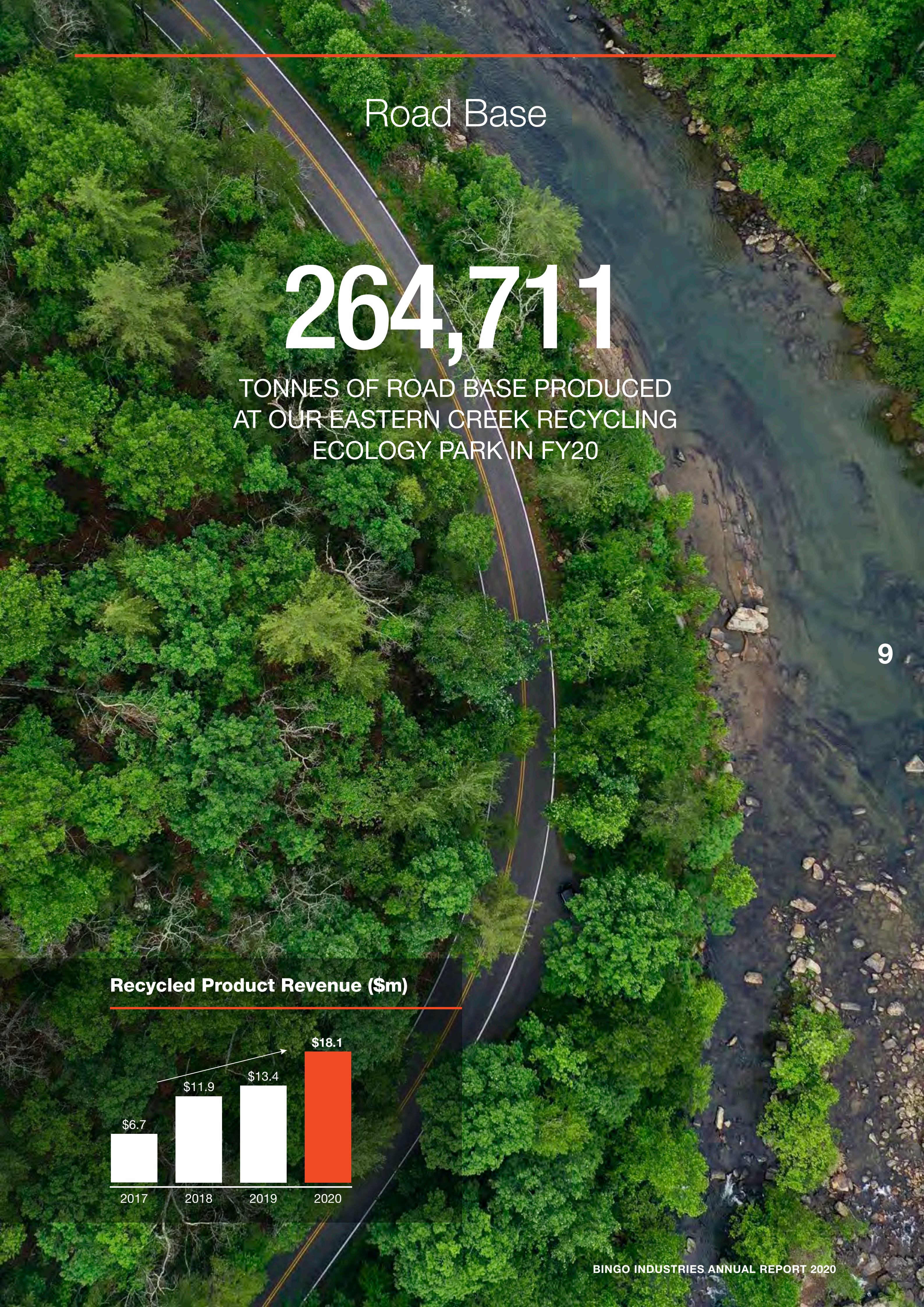
Brick and Concrete

631,942

TONNES RECOVERED IN FY20

Preserving resources to build a sustainable future

We recover brick and concrete and transform it into BINGO's high-quality ECO Product range of aggregate and road base. These recycled products are then used to build new infrastructure for our communities. This preserves the embodied energy of materials, produces less carbon than raw materials and reduces waste going to landfill.



Road Base

264,711

TONNES OF ROAD BASE PRODUCED AT OUR EASTERN CREEK RECYCLING ECOLOGY PARK IN FY20

Recycled Product Revenue ($m)

	2017	2018	2019	2020
Recycled Product Revenue ($m)	$6.7	$11.9	$13.4	$18.1

Chairman's Report

I am pleased to report that BINGO delivered a solid financial result for FY20 given the challenging operating environment experienced during the second half of the year. We achieved underlying revenue growth of 21% in FY20 to $486.7 million up from $402.2 million in the prior year.

Dear Fellow Shareholders,

2020 has been a uniquely challenging year. Few would have foreseen, much less been prepared for, the arrival of COVID-19 and its unprecedented impact on the global economy.

The challenges presented to our business by the virus have been substantial, but I'm proud to report that BINGO has weathered the storm and will be well positioned when the operating environment eventually becomes more favourable.

When considering the impact of the virus we have delivered a solid result, and I am pleased to present you with an update on the progress of our company during FY20.

We are now three years into our five-year strategy and we continue to deliver against our stated objectives. Our focus for FY20 was on protecting and optimising the core. This will continue into FY21 as we look to capitalise on the asset base we have worked hard to develop over the past few years.

We have achieved a great deal in the past 12 months.

We completed the successful integration of the Dial a Dump Industries (DADI) business and the people and assets that were part of this acquisition are now an integral part of our operations.

We received approval for Modification 6 at our Eastern Creek Recycling Ecology Park, which materially expanded our capacity, and we substantially completed our state-of-the-art Material Processing Centre (MPC 2) at the same facility. As a result our total network capacity has increased from 3.8 million to 4.6 million tonnes per annum, further advancing our vision of *Pushing for a waste free Australia*.

Safety

We continue to strive for our ultimate goal of Zero Harm. I am pleased to advise that our continued focus on the health and safety of our people and those under our care has resulted in a material improvement in our safety performance this year. We achieved all our safety, environment and quality (SEQ) targets for FY20, recording a lost-time injury frequency rate of 0.40 – a 50% improvement on the previous year and well below our target.

The Zero Harm Committee has been especially active and this year oversaw the implementation of a new control-focused approach to safety management. This new approach was the result of an independent review the Committee commissioned last year to identify ways to further improve our robust safety procedures and culture. The embrace of this new approach is borne out in our FY20 performance and will continue to enhance safety and compliance standards across the business.

Sustainability

Sustainability remains at the core of everything we do. The increasing importance of Environment, Social and Governance (ESG) principles to our key stakeholders is reflected in the emphasis we are placing on these elements within our business.

We are committed to continuous improvement through maintaining responsible and transparent supply chains. A highlight for the year was the development and implementation of our Responsible Sourcing Program. The program sets out BINGO's expectations for our supply chain and includes a Supplier Code of Conduct that establishes our expectations of our suppliers. It also incorporates our approach to managing risks associated with modern slavery in our supply chain. In FY20 we undertook an audit of our high-risk suppliers, and by the end of calendar year 2020 we will release our first Modern Slavery Statement in line with the Federal Government's Modern Slavery legislation. We were proud to be recognised for this work at the Australasia Supply Management Awards 2020 where we received the award for outstanding supply chain risk management.

We significantly strengthened our social sustainability credentials during the year, particularly in our engagement with social enterprises. We have actively engaged with disadvantaged sectors of our society, including Aboriginal and Torres Strait Islander Peoples, those with disabilities, ex-offenders and those who have sought refuge in Australia. We are committed to offering support through our supply chain including through development and employment opportunities.

We also made strong progress in the implementation of our INNOVATE Reconciliation Action Plan (RAP). Our RAP outlines the meaningful opportunities we are creating for Aboriginal and Torres Strait Islander Peoples and businesses to assist in closing the gap of disadvantage. Our Aboriginal or Torres Strait Islander employees now make up 3.5% of our total workforce and we are actively working to increase this.

We have increased our engagement with all our stakeholders in order to maintain and enhance our social licence. In this report we identify our key stakeholders, their material issues, and the channels through which we engage with them.

Our commitment to increasing female participation across all levels of the business continues. Female representation in senior management and leadership positions increased to 26% and we increased our representation of females on our Board to 29%. On International Women's Day we introduced our new Paid Parental Leave Policy, which includes entitlements for paid primary carers leave, paid dad and partner leave and superannuation. This represents another important step in our efforts to create an attractive workplace for an increasingly diverse workforce.

Chairman's Report

We made further progress in assessing and responding to climate change through defining our position in our Climate Change Position Statement and aligning our climate reporting to the Task Force on Climate-related Financial Disclosures (TCFD). We also reported to the Carbon Disclosure Project (CDP) for the first time during the year.

I am delighted to advise that our 2019 Sustainability Report achieved a Gold Award in the 2020 Australasian Reporting Awards, making BINGO one of only four companies to achieve this distinction during the year. The quality of our sustainability reporting reflects the continued importance the Company places on addressing our sustainability challenges and further highlights how sustainability is integral to our business model. Our 2019 Annual Report received a Silver Award in the same awards.

FY2020 financial results

I am pleased to report that BINGO delivered a solid financial result for FY20 given the challenging operating environment experienced during the second half of the year. We achieved underlying revenue growth of 21% in FY20 to $486.7 million, up from $402.2 million in the prior year. Underlying EBITDA was up 40.8% to $152.1 million, reflecting a full year contribution of the DADI business. We grew statutory NPAT by 196% to $66.0 million and generated strong operating free cash flow of $160.1 million, up 37.4%.

Importantly, our margins remain robust. We had set ourselves a target of returning to our long-term objective of 30% margin within two years and have managed to achieve this in one year. These healthy margins will take on increasing importance if the competition for volumes increases as a result of COVID-19.

While the full extent of the impact of COVID-19 on our business remains uncertain, we anticipate that its full impact will be felt during FY21 and we anticipate a significant rebound as we enter FY22 and FY23.

The short-term outlook for residential construction activity remains subdued, but the long-term opportunities for our business are very exciting. We continue to be well positioned to benefit from the significant tailwinds in the industry as governments look to stimulate the post-COVID economy through additional infrastructure spending and government policy more generally pivots towards BINGO's business model.

Capital management

BINGO has a proven history of disciplined capital management. Over the past three years we have invested significant capex in the development of our current operating platform in anticipation of the opportunities ahead of us. Our focus now is on preserving and growing our key competitive advantages through optimising returns from our existing assets.

Dividends

The Directors have declared a final dividend of 1.50 cents per share. This brings the total dividend to 3.70 cents per share, broadly in line with last year.

Leadership

In November 2019 we announced the appointment of Chris Jeffrey to the role of Chief Financial Officer (CFO), replacing Anthony Story who had advised us of his intention to retire. Chris has played an integral role in BINGO's growth and development since 2017 and will continue to be central to the development and delivery of our strategy. Chris is supported by a strong team and has responsibility for a number of functions that traditionally sit within the CFO remit, including Group strategy, debt and equity capital markets, capital investment oversight, legal and risk, company secretarial and investor relations.

This change recognises the skills, capabilities and track record of our key executives to deliver value to the BINGO business and ultimately shareholders and is a testament to the depth of the team that has been created over the last few years. Anthony continues to support the business for an interim period by leading a number of important projects aimed at improving our systems and processes. I would like to thank Anthony for his significant contribution to the Company during a period of unprecedented change, and on behalf of the Board I wish him well for his eventual retirement.

BINGO Board and governance

We were delighted to welcome Elizabeth Crouch AM to the BINGO Board during the year. In the short time she has been on the Board Elizabeth has demonstrated significant value through her wealth of experience in risk management, information technology and cybersecurity. The Board has maintained its strong focus on all aspects of corporate governance, ensuring that BINGO's policies and practices not only adequately address risk but also meet increasing community expectations.

I would like to take this opportunity to thank the BINGO team, adroitly led by Daniel Tartak, for the way it has navigated through this COVID-19 crisis and performed during FY20. The professional way the team has dealt with the challenges it has faced will ensure we emerge from this crisis in good shape. I would also like to thank our shareholders and our many customers for their continued support in FY20. I am confident that BINGO has the right strategy in place to resume our long-term, sustainable growth trajectory as soon as we get through this current challenging period.

Yours sincerely,

Michael Coleman
Independent Chair and Non-Executive Director

Chief Executive Officer's Report

Government policy in the waste management and recycling sector continues to pivot towards BINGO's business model, and we are ideally positioned to benefit. While the impacts of COVID-19 will make FY21 challenging, BINGO is well-placed to emerge from this period as a stronger, more resilient and more sustainable business.

Chief Executive Officer's Report

Dear Shareholders,

2020 has been a year like no other. Like most companies, BINGO's year was effectively split into two distinct parts: pre-COVID and post-COVID.

When COVID-19 officially arrived in Australia with limited warning in January it had an immediate impact on our operating environment. The resulting market uncertainty led us to withdraw our FY20 financial guidance in March. Up until this point we were on track to deliver to our FY20 stated market guidance. Fortunately, waste management was designated by the Federal and state governments as an essential service, and as a result we were able to continue operating with relatively limited disruption and end the year with the BINGO Family intact.

We made significant progress in delivering against our growth strategy of protecting and optimising the core and delivered a solid financial performance despite weakening market conditions in the second half of the year. Our significant investment ahead of the curve in advanced recycling infrastructure and assets over the past few years will drive our growth for the long-term. Our strong fundamentals, coupled with our scale and vertically-integrated business model has positioned BINGO as a strong through-the-cycle business, enabling us to remain a low-cost operator despite the potential for near-term cyclical headwinds.

COVID-19

BINGO was quick to respond to the arrival of COVID-19 in Australia early in 2020. The Company took immediate, decisive action to protect the health and safety of our people, to ensure the continuity of services to our customers, and to preserve cash.

In January, we began educating our people on the symptoms of the virus and the importance of personal hygiene and provided the appropriate personal protective equipment. As the crisis evolved we introduced social distancing protocols across all our facilities, adopted remote working arrangements and established a new contactless bin delivery system for our customers.

Despite our best endeavours, in July we recorded a number of positive cases at our West Melbourne recycling centre. Fit for purpose business continuity plans, which prioritised the health and safety of our people and our customers, were successfully implemented, ensuring the facility was able to continue operating. I am pleased to advise that all BINGO staff impacted by the virus have now fully recovered.

I have been incredibly proud of the way our team responded to the challenges presented by the virus. From the outset we focused on the health, safety and wellbeing of the BINGO Family and our customers. It has been a very unsettling and disruptive period, but the resilience demonstrated by our team will go a long way to ensuring that we emerge from this period as a stronger, more sustainable business.

Zero Harm

We remain committed to doing everything we can to ensure that our dedicated workforce go home safely every day and I'm pleased to advise that we made steady progress during the year towards the achievement of this goal. The implementation of our refreshed approach to health and safety is paying dividends, showing improvements in all our key safety metrics. We delivered all our safety objectives for FY20.

Despite the great progress we made, we must be relentless in our pursuit of Zero Harm. We continue to improve our health and safety systems and processes and we have enhanced our approach to communication to further embed ownership of safety across every level of our business.

Operations update

We successfully completed the integration of DADI into the BINGO Family during the year and we began extracting the synergies and leveraging the efficiencies that this transformative acquisition has created. This has further increased our weighting towards Post-Collections and also our exposure to large-scale infrastructure.

A key element of the integration has been the reconfiguration of our NSW network. Our network now consists of centrally located transfer facilities and integrated recycling precincts for advanced processing, separation and disposal. The reconfiguration enabled us to achieve 100% internalisation of non-putrescible waste for the first time.

Our redevelopment program continued apace during the year. We completed our Mortdale transfer facility in February, providing an additional 220,000 tonnes of annual capacity to the network. We officially opened our Patons Lane Recycling and Landfill facility in July 2019 and the advanced recycling equipment at the site began operating in February 2020. We secured approval for Modification 6 at Eastern Creek, expanding the annual landfill capacity to one million tonnes per annum and total capacity (including landfill and processing) to two million tonnes per annum and extending our operating hours at the site to 24-hours.

MPC 2 at Eastern Creek is nearing completion and we expect this to be operational early in the new year. The $70 million we have invested in this advanced facility will enable us to fully utilise the two million tonnes per annum capacity at Eastern Creek and increase the diversion of waste from landfill.

We also received approval to extend our operating hours at our West Melbourne recycling facility to 24-hours, increasing our operational capacity and deferring the need for further capital to enhance recycling capacity in the short-term. Our total network capacity now stands at 4.6 million tonnes per annum, up from 3.8 million last year.

The Master Plan for our Recycling Ecology Park at Eastern Creek is now well advanced. Our plans for this facility will significantly enhance environmental outcomes by further increasing our recovery rates and will transform recycling in this country.

We made some important additions to the Executive Leadership Team (ELT) during the year. In February Declan Hogan joined us as Chief Information Officer. Declan is responsible for ensuring that innovation through technology will enable our continued growth and he will lead the transformation of our technology landscape. We also welcomed Chris Gordon to the ELT in the role of General Manager for Corporate Development. In his new role, Chris retains responsibility for corporate affairs, sustainability and stakeholder engagement but has added marketing, customer experience and the establishment of a corporate development centre of excellence to his remit. Chris' appointment reaffirms our focus on our customers and developing best practice systems and processes to win and retain them.

Financial performance

I am pleased to report that we delivered a solid financial result for FY20 despite weak market conditions due to COVID-19. Underlying EBITDA was $152.1 million on underlying revenue of $486.7 million, representing an underlying EBITDA margin of 31.3% and above our long-term target of 30%. Post-Collections now comprises 72% of EBITDA compared to 50% at the time of our IPO. We achieved cash conversion of 106.9%, a great achievement at any time but particularly so given the current environment and our underlying operating cash flow was up 37.4% to $160.1 million.

Outlook

While the impacts of COVID-19 will make FY21 challenging, BINGO is well-placed to emerge from this period as more sustainable business.

We are fortunate to provide an essential service in an industry exhibiting favourable long-term macro-economic, societal and regulatory trends. We expect to benefit from not only the continued strong existing infrastructure investment from the Commonwealth, NSW and VIC governments, but also from further fiscal stimulus to boost the economic turnaround post COVID-19 through essential infrastructure and small to medium construction projects.

Government policy in the waste management and recycling sector continues to pivot towards BINGO's business model, and we are ideally positioned to benefit. Over the past few years we have strategically invested in the development of our operating platform and our focus in FY21 will remain on protecting and optimising the core. With no short-to medium-term requirement for significant growth capex, our priority for the year ahead will be to optimise growth from our existing asset base as we take advantage of the additional capacity within our existing network.

Given the number of structural tailwinds and the forecast recovery in construction activity, FY22 and beyond has the potential to offer significant operational and financial upside and is expected to provide the springboard for sustained future growth.

As a business we will continue to make our approach to sustainability a key competitive advantage. Everything we do is ultimately aimed at maximising the diversion of waste from landfill and creating a circular economy. This report outlines exactly how we are doing that.

I would like to thank all our GOgetters for their efforts during FY20. It has been an unprecedented year for us all, but we have shown how resilient we can be when we pull together. I would also like to thank our customers and our shareholders who continue to support us. We intend to repay the favour by continuing to adhere to our strategy and to delivering on the commitments we have made to you.

We enter FY21 with confidence and in the knowledge that we are a stronger, more resilient business.

Yours sincerely,

Daniel Tartak
Managing Director and
Chief Executive Officer

Our COVID-19 Response

1. Protect health and safety of our employees

Enacted immediate physical distancing initiatives to protect the health, safety and wellbeing of BINGO employees, customers and suppliers.

2. Continuity of service to our customers

Ensured safe and ongoing collections and waste services to our customers.

3. Managing business performance

Developed and implemented fit for purpose business continuity plans, focused on cost and cash management.

Since the onset of the COVID-19 crisis, BINGO's primary focus has been on: 1) protecting the health and safety of our employees; 2) ensuring continuity of service to our customers; and 3) managing business performance.

BINGO acted quickly to put in place measures to support our people so that we could continue to deliver our essential service to our customers. From mid-March the majority of BINGO's office-based team were moved to work from home arrangements to reduce the risk of transmission, and a comprehensive COVID-Safe Plan was developed to improve protections for operational teams. This plan was reviewed by a recently retired Commonwealth Inspector General for Biosecurity.

1. Health and safety of employees

BINGO's comprehensive COVID-Safe Plan covers all areas of BINGO's operations across all states and provides employees and authorities with a one-stop-shop for all COVID-19 safety protocols for the entire BINGO business. Visit **https://bit.ly/2H53zEq** to access BINGO's COVID Safe Plan.

Other significant operational changes made to address COVID-19 transmission risk include: contactless delivery, mandatory mask wearing at all BINGO operational sites, colour coded work group segmentation, regular training and employee communications and strict sign-in procedures for enhanced contract tracing. BINGO has also engaged with employees to ensure they are aware that sick leave arrangements are available should they need to take time off for COVID-19 testing. This has been an important feature of our COVID-19 mitigation strategy, along with regular and consistent communication and engagement on our safety protocols.

For our remote office teams, BINGO has worked hard to improve communication and provided health and well-being sessions to ensure the team remained engaged and connected.

Unfortunately, BINGO's Victorian business was impacted by Melbourne's second wave of COVID-19 infections, with a number of Victorian-based team members contracting the virus in July. BINGO worked closely with the Department of Health and Human Services to ensure the cluster was contained and took a precautionary approach, closing several sites and sending additional employees for testing. We are thankful that all impacted team members have now fully recovered.

2. Continuity of service to our customers

As an essential service, BINGO has prioritised business continuity within both our Post-Collections and Collections segments. The COVID-19 crisis has provided BINGO with an opportunity to enhance our relationships with our customers. In particular, we worked closely with our C&I customers, who were hit hard by initial lockdowns, to ensure continuity of service and cost reductions. Our account management teams worked with individual customers to ensure their needs were met and where necessary service arrangements were adjusted to reduce costs.

3. Managing business performance

At the onset of the crisis, BINGO proactively developed a COVID-19 mitigation strategy which included a comprehensive cost management plan. Initiatives included the deferral of all non-essential capital expenditure, a reduction of operating costs and a focus on strong cash management. A full year forecast and sensitivity analysis was completed in March to calibrate operational levers, and a proactive labour saving initiative was implemented in April, which included a 20% reduction in corporate overhead costs, reduction in site overtime to align with lower volumes, a compulsory two week office shut-down over Easter and a 20% reduction in Director fees for the remainder of FY20.

BINGO acted quickly to put in place measures to support our people so that we could continue to deliver our essential service to our customers

Timber

20,582

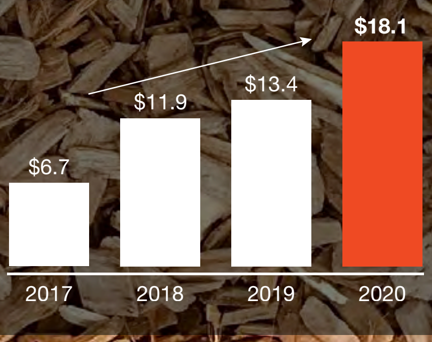
TONNES RECOVERED IN FY20

Mulch

12,150

TONNES OF MULCH PRODUCED AT BINGO'S EASTERN CREEK RECYCLING ECOLOGY PARK

Recycled Product Revenue ($m)




420-70
Jobs

Segment Report

Segment Overview

BINGO is an ASX listed recycling and waste management company with operations across New South Wales and Victoria. BINGO provides end-to-end solutions across the resource management supply chain including collection, processing and recovery, disposal and manufacturing.

Collections

BINGO's Collections business is carried out through its two business divisions BINGO Bins and BINGO Commercial. BINGO Bins focuses on the collection of non-putrescible Building and Demolition (B&D) waste from a wide range of construction sites, civil and infrastructure projects and households. BINGO Commercial focuses on the collection of Commercial and Industrial (C&I) waste from customers across a range of sectors, including commercial office, hospitality, education, retail and manufacturing.

Post-Collections

BINGO provides post-collections services across its network of fully integrated transfer stations, recycling and disposal assets and recycled product manufacturing services. BINGO diverts waste from landfill by sorting and processing mixed waste to be reused, recycled or sent to other facilities.

Other

BINGO's remaining business activities include the manufacture and sale of steel and plastic bins through BINGO's wholly-owned subsidiary, TORO Waste Equipment, for both BINGO's Collections operations and for external customers. TORO services the waste management, mining and construction industries.

Segment Report
Collections

BINGO collects and transports B&D and C&I waste from a large and diverse customer base in NSW and VIC.

B&D Collections: includes the collection of non-putrescible construction and demolition waste from a diverse range of projects including large construction sites (residential and non-residential), civil and infrastructure projects and household DIY projects. BINGO's B&D Collections business consists of a fleet of more than 250 trucks across NSW and VIC.

C&I Collections: provides collection of putrescible and non-putrescible C&I waste from customers across a number of sectors including commercial offices, hospitality, education, health, property services, retail and manufacturing. BINGO's C&I Collections business consists of a fleet of more than 75 trucks across NSW and VIC.

Our Collections business continues to capture market share through three key points of difference:

- **Customer Service** – we provide our customers superior customer service, account management and reliability.
- **Technology** – our online tracking system and customer portal, BINGO Live, provides customers with accurate weight-based reporting and real-time tracking of their waste and recovery rates.
- **Recycling** – BINGO achieves market leading recovery rates on non-putrescible waste volumes.

FY20 performance

Revenue from C&I Collections continued to grow in FY20 despite a 13% decline in Q4 as a result of COVID-19 restrictions. As restrictions were lifted in NSW, BINGO experienced a recovery in C&I revenue and the same is expected to occur in VIC. BINGO's C&I market share continued to grow in FY20 and is again forecast to improve year-on-year, driven by enhanced customer service, technology and recycling differentiators.

Despite the COVID-19 restrictions, B&D average daily volumes across NSW and VIC have proven to be resilient. After an initial drop in average daily collections volumes in April, the business saw volumes stabilise over the last quarter of FY20.

Collections revenue was up 4.1% to $222.3 million largely driven by a full year contribution of the DADI business, as well as an increased operating fleet across VIC and BINGO Commercial. Collections Underlying EBITDA was $42.8 million, up 11.5% against the prior corresponding period of $38.4 million. Collections EBITDA margin increased by 130 basis points to 19.3% driven by a combination of route optimisation and transport cost efficiencies.

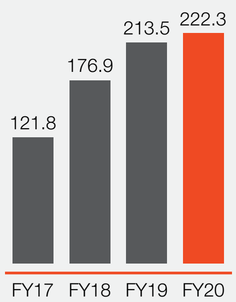
Outlook and strategic focus

While parts of the C&I sector will continue to be impacted by the COVID-19 crisis, BINGO expects to continue to build its C&I market share. In FY20 BINGO achieved a contract renewal rate of ~80% and a win rate in C&I for new contracts of ~50% up from 35% in FY19.

Headwinds in the construction market, specifically residential construction, are expected to continue over the next 12 to 18 months, while infrastructure is expected to remain strong for the foreseeable future. BINGO is well positioned to benefit from the ongoing strength of the infrastructure market. Existing government commitments to a range of transport and social projects is expected to be bolstered by additional investment in COVID-19 recovery stimulus projects. The Federal Government remains committed to delivering its planned $100 billion 10-year infrastructure pipeline, and NSW and VIC governments have committed a combined $125 billion to infrastructure projects over the next four years. In addition, the NSW Government has announced the fast-tracking of nearly 100 projects totalling $41 billion, and VIC has announced another $10 billion in construction stimulus, with more to come.

$m	FY17	FY18	FY19	FY20	FY17-FY20 CAGR
Revenue	121.8	176.9	213.5	**222.3**	22.2%
Underlying EBITDA	28.1	41.6	38.4	**42.8**	15.0%
EBITDA Margin (%)	23.1%	23.5%	18.0%	**19.3%**	

Revenue ($m)



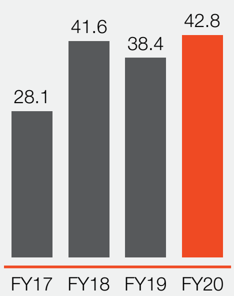
Revenue

$222.3m

FY17-FY20 CAGR

22.2%

Underlying EBITDA ($m)



FY17-FY20 CAGR

15.0%

FY20 Underlying EBITDA Margin

19.3%

Segment Report
Post-Collections

BINGO's Post-Collections business consists of a network of waste infrastructure assets including the Recycling Ecology Park at Eastern Creek, transfer stations, advanced recycling facilities and disposal assets across NSW and VIC.

BINGO diverts waste from landfill by sorting and processing mixed waste received from customers to be reused, recycled or reprocessed into recycled products under our ECO Product brand.

FY20 performance

During FY20 BINGO reached several development program milestones. These included opening the advanced Recycling Centre and Landfill asset at Patons Lane, completing the reconfiguration of the NSW network, re-opening the Mortdale transfer facility, obtaining approval for 24-hour operations at West Melbourne and approval for 24-hour operations and a licence capacity increase at Eastern Creek (Modification 6). The construction of MPC 2 at Eastern Creek also commenced in FY20, with development of this advanced recovery asset now well underway.

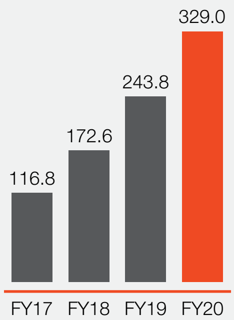
Post-Collections daily volumes have remained strong throughout the COVID-19 crisis. Revenue from Post-Collections infrastructure assets accounted for 72% of underlying EBITDA in FY20. Post-Collections revenue was up 34.9% from $243.8 million to $329.0 million, driven by a full year contribution from DADI and redeveloped or acquired assets coming online. Underlying EBITDA was up 62.2% from $67.2 million to $109.0 million. Underlying EBITDA margin expanded by 550 basis points to 33.1% underpinned by operational efficiencies, cost synergies and the NSW network reconfiguration.

Outlook and strategic focus

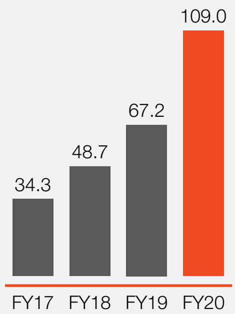
Overall Post-Collections volumes have increased in Q1 FY21 versus the prior quarter, however volumes are expected to moderate as the market softens in FY21. The strategy for Post-Collections over the coming 12 months will be firmly focused on capturing volumes. The investment in BINGO's strategic network of Post-Collections assets allows BINGO to internalise and process greater waste volumes without the need for additional capital investment and in FY20 its Post-Collections network capacity reached 4.6 million tonnes per annum. This provides 40% of additional capacity to leverage within the network based on what is currently utilised.

Stage 1 of BINGO's Master Plan for its Eastern Creek Recycling Ecology Park has now been submitted. The Park, once complete, will be capable of receiving, processing and recycling all major waste streams and will enable BINGO to recover and re-use materials that are currently going to landfill.

Revenue ($m)



Underlying EBITDA ($m)



Revenue

$329.0m

FY17-FY20 CAGR

41.2%

FY17-FY20 CAGR

47.0%

FY20 Underlying EBITDA Margin

33.1%

$m	FY17	FY18	FY19	FY20	FY17-FY20 CAGR
Revenue	116.8	172.6	243.8	**329.0**	41.2%
Underlying EBITDA	34.3	48.7	67.2	**109.0**	47.0%
EBITDA Margin (%)	29.3%	28.2%	27.6%	**33.1%**	


THINK SAFE BE SAFE HOME SAFE
BINGO
TURMEC

Our Recycling Ecology Park vision coming to life

In August 2020, Stage 1 of BINGO's Master Plan for the development of its world-leading 82-hectare Recycling Ecology Park at Eastern Creek was submitted to NSW planning authorities.

Located in Western Sydney's growth precinct, the Recycling Ecology Park is a large-scale recycling precinct that processes B&D and C&I waste.

With a licence to process up to two million tonnes of waste each year and capable of both material recovery and recycled product manufacturing, the Ecology Park is a one-of-a-kind recycling precinct in Australia.

The site currently recovers around 85% of materials it collects and when development is complete, it will be capable of processing and recycling all B&D and C&I waste streams, including bricks, concrete, glass, plastic, metal, sand, soils and timber. All on the one site, these materials will be sorted, recovered and then reprocessed into BINGO's ECO Product range of recycled products, providing Sydney with a sustainable, circular solution for B&D and C&I waste.

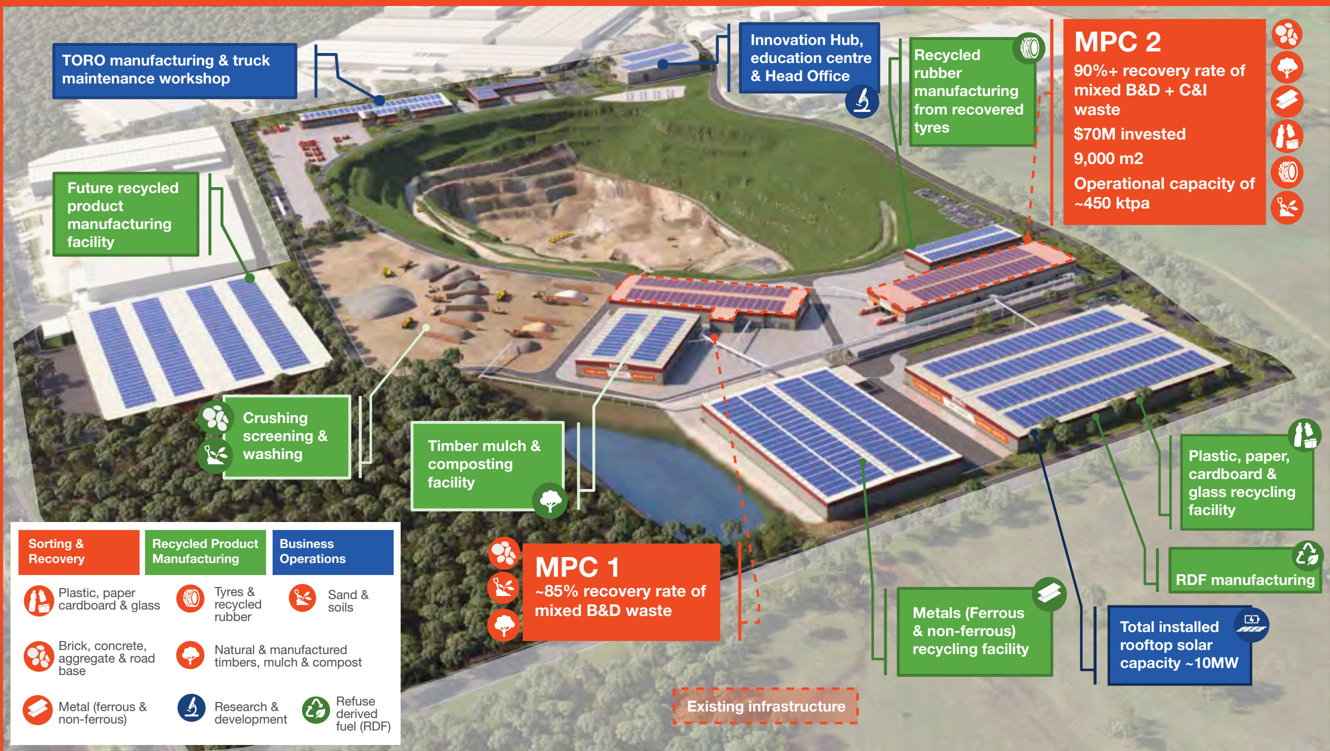
BINGO's Recycling Ecology Park will provide the Greater Sydney Region with crucial recycling infrastructure to help communities divert more waste from landfill and close the resources loop. This important project is estimated to generate 400 jobs during the construction phase and 200 additional jobs once operational for the Western Sydney region.

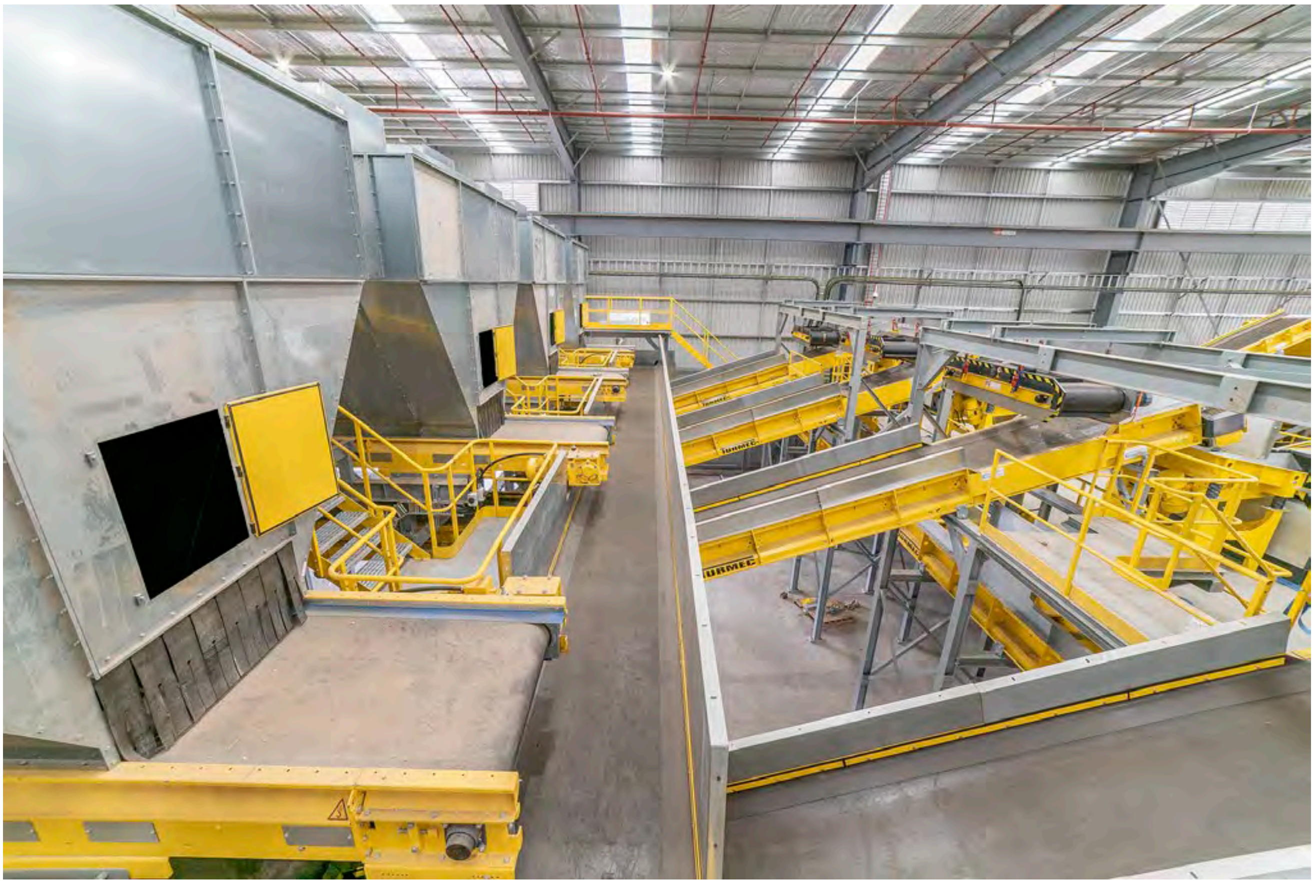
BINGO acquired its Eastern Creek site from DADI in 2019 and is constructing the park's second materials processing centre, the 9,000m² MPC 2, which was an existing approved development application.

Stage 2 of the Master Plan development will include the construction of innovative waste infrastructure such as tyre recovery and rubber recycling, glass, paper, cardboard and plastics, ferrous and non-ferrous metal and other recycled products manufacturing facilities.

The park is being built to exceed sustainability, environmental and safety standards with advanced fire safety, rooftop solar and rainwater catchment systems being installed. Eventually, the site will be 100% powered by renewable energy.

BINGO is committed to continuing to work with its local stakeholders in Western Sydney, particularly local residents, to ensure they are kept up-to-date on any development activities.





Materials Processing Centre 2 (MPC 2)

Development of BINGO's MPC 2 at its Recycling Ecology Park in Eastern Creek is well underway, with the majority of the advanced recycling plant now installed.

When complete this $70 million, state-of-the-art recycling centre will be the most advanced B&D and C&I waste processing centre in Australia and BINGO's largest recycling asset at 9,000m^2.

With both recovery and product manufacturing capabilities, MPC 2 will be able to process up to 7,000 tonnes of brick, concrete, timber, metal and other recyclable materials a day. Using vibrating screens, air density separators, magnets and optical sorting equipment, BINGO is aiming for the facility to recover up to 90% of the materials it processes.

The majority of materials recovered will be repurposed into new landscaping and building products as part of BINGO's ECO Product range of aggregate, road base and mulch, extracting maximum value out of the resources by keeping them in circulation for as long as possible.

The National Waste Report, released by the Department of Environment and Energy in 2018, revealed three-quarters of our waste is generated by the B&D and C&I sectors, with 40% of this waste ending up in landfill. In order to increase recovery rates and divert waste from landfill, large-scale recycling facilities that can process large quantities of B&D and C&I waste are essential.

Important features of MPC 2 include advanced fire, safety and environmental control systems such as dust suppression. The centre's 9,000 m^2 roof will be fitted with 1 megawatt of PV solar and a rain water catchment system. This rooftop solar installation will put BINGO on the pathway to making the recycling ecology park powered by 100% renewable energy.

MPC 2 is just one of several state-of-the-art recycling assets planned for development at BINGO's 82-hectare Recycling Ecology Park at Eastern Creek. Stage 1 of BINGO's Master Plan for the site was submitted to the local planning authorities in August 2020. Once complete the Eastern Creek Ecology Park will be a one-stop-shop recycling precinct processing most waste streams.

Segment Report
Other

BINGO's Other segment includes the manufacture and sale of bins for both Collections operations and for external customers through TORO, as well as unallocated corporate costs which includes integration costs.

TORO is an important driver of BINGO's ability to provide high service levels by ensuring that BINGO has a sufficient supply of waste equipment to meet the Company's standards of quality, reliable service and growth objectives. TORO has three manufacturing facilities located in NSW, VIC and QLD.

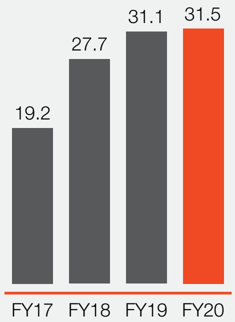
FY20 Performance

Other revenue remained flat at $31.5 million, excluding $22.4 million from the sale of our Banksmeadow facility. Underlying EBITDA decreased from $2.4 million to $0.4 million. This was primarily driven by lower interest income and increases in corporate overheads, including insurance costs. TORO delivered revenue of $26.3 million and EBITDA of $4.8 million. TORO external sales represented 60% of TORO revenue and was up against the prior comparative period by 4%.

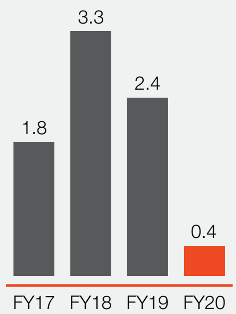
Outlook and strategic focus

TORO continues to target expansion into mechanical waste equipment as an area for future growth and diversification supporting BINGO's five-year strategy to achieve 50:50 revenue from B&D and C&I Collections.

Revenue ($m)



Underlying EBITDA ($m)



Revenue
$31.5m

FY17-FY20 CAGR
-39.4%

FY17-FY20 CAGR
17.9%

FY20 Underlying EBITDA Margin
1.3%

$m	FY17	FY18	FY19	FY20	FY17-FY20 CAGR
Revenue	19.2	27.7	31.1	**31.5**	17.9%
Underlying EBITDA	1.8	3.3	2.4	**0.4**	-39.4%
EBITDA Margin (%)	9.3%	11.9%	7.7%	**1.3%**	


DURALLOY
UNIMIG
KT50
KT50

Sand

Preserving resources to build a sustainable future

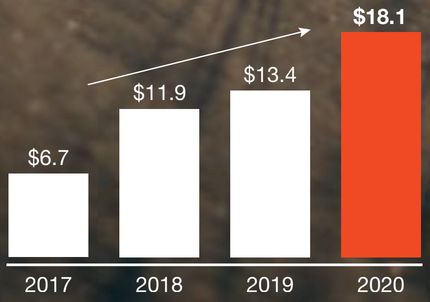
Globally the construction industry uses 50 billion tonnes of sand every year. Unfortunately, this finite resource is running out, with sand shortages, a developing sand black market and over extraction impacting eco systems. To support the construction industry's move towards circular resources here in Australia, BINGO has invested in the world's most advanced technology for washing and recovering sand and soils.

Bedding Sand

169,922

TONNES OF RECOVERED BEDDING SAND PRODUCED AT BINGO'S EASTERN CREEK RECYCLING ECOLOGY PARK IN FY20

Recycled Product Revenue ($m)



Sustainability Highlights

Sustainability is central to everything we do at BINGO and we are focused on striving for the best outcomes for communities, stakeholders and our business.

$18.1m

REVENUE FROM RECYCLED PRODUCTS SALES

$13.4m

FY19

EMPLOYEE ENGAGEMENT

80%

FY20 ENGAGEMENT SCORE

7.4% IMPROVEMENT IN EMPLOYEE TURNOVER RATE

⋀ 83%

RESOURCE RECOVERY

Independently audited recovery rate for NSW

77%

FY19

5 PINK

BINGO TRUCKS

IN SUPPORT OF THE MCGRATH FOUNDATION AND THE NSW CANCER COUNCIL CHARITIES

324,723

TC02-E ABATED EMISSIONS

from resource recovery
Up from 188,297 tCO2-e in FY19

RECONCILIATION ACTION PLAN

3.5%

INDIGENOUS PARTICIPATION

Delivering our first RAP – all actions on-track or complete

In FY20 BINGO recovered

42,830

TONNES OF STEEL

82% improvement on FY19

RENEWABLE ENERGY

RE100

Committed to achieving 100% renewable electricity across all BINGO facilities by FY25

RESPONSIBLE SOURCING

Improved supplier diversity through social procurement program

3 SOCIAL ENTERPRISES + 3 INDIGENOUS SUPPLIERS ENGAGED IN FY20

2,434

STUDENTS REACHED IN FY20

through BINGO's School Education program

Up from 1,688 students in FY19

FEMALE REPRESENTATION

29% BINGO BOARD

26.3%

across senior management

ARA
AUSTRALASIAN REPORTING AWARDS

SUSTAINABILITY REPORTING EXCELLENCE

FY19 Sustainability Report – GOLD

FY19 Annual Report – SILVER

MODERN SLAVERY

CIPS AWARD

Awarded Australasia Supply Management Award for Modern Slavery Audit and supply chain risk management

Sustainability Report

Positioning for the future

BINGO has always been at the vanguard of change in the waste industry. From its earliest days the Company has positioned itself as an innovator, constantly looking to the future to help build a business capable of providing sustained, long-term returns for its stakeholders.

Since its establishment in 2005, BINGO has strived to position itself as an innovator and a disruptor. From its earliest days it aimed to establish clear points of difference between the Company and its competitors. BINGO looked to the future, identified potential opportunities and was prepared to invest in assets, technology and people, confident that these investments would pay dividends in subsequent years. This desire and ability to position the Company for the future has subsequently become a key element of BINGO's DNA.

Initially, this point of difference was focused on customer experience, in particular branding and customer service. The Company aimed to deliver its customers with a memorable, positive customer experience with the aim of developing long-term relationships and developing a positive reputation in the market. The BINGO brand, including its immediately recognisable orange trucks, polite and knowledgeable drivers and on-time delivery, soon became a byword for quality service. These points of difference served the Company well as it tried to distinguish itself from a large number of skip bin providers.

> **BINGO looked to the future, identified potential opportunities and was prepared to invest in assets, technology and people, confident that these investments would pay dividends in future years.**

As the Company continued to grow and take on larger projects for more sophisticated companies, customer experience alone was simply not enough. Technology began to emerge as another key factor that set BINGO apart from its competitors. This technology included BINGO's online tracking system and customer portal, BINGO Live which the Company uses to track its vehicles, bins, waste types and their destinations. The advanced IT system provides BINGO's customers with a superior level of transparency, supporting a better understanding of waste tracking and generation. In turn, this has enabled BINGO's customers to implement better waste management strategies, such as segregation at source.

Over time BINGO observed the increasing importance of waste and recycling as a social issue and the inexorable move towards a circular economy. The Company foreshadowed the transformation of the waste industry from its focus on waste collection and disposal to a focus on sustainability, resource recovery and recycling, and has developed its strategy, and its business model, accordingly.

BINGO's current vertically-integrated business model - a customer, technology and sustainability centric business model with a recycling-led solution - has been years in the making and has been developed to future-proof the business.

How are we positioning ourselves for the future?

Investing in advanced recycling technology

Our investment in processing and recycling infrastructure is central to our strategy. Since 2017, we have spent close to $1 billion on the acquisition and development of recycling assets and infrastructure in NSW and VIC in order to improve our already industry-leading recovery rates and optimise the diversion of waste from landfill.

In April 2019, we opened our state-of-the-art recycling facility in West Melbourne, the first of its kind in the city. The facility achieves recovery rates of over 75% and diverts around 200,000 tonnes of waste from landfill every year. In July 2019, we opened our new Patons Lane waste processing, recycling and landfill facility in Orchard Hills in Western Sydney. The advanced recycling equipment commenced operations in February 2020 and the facility is capable of diverting more than 250,000 tonnes from landfill every year.

By the end of 2020 BINGO will have completed Materials Processing Centre (MPC 2) at Eastern Creek in Western Sydney. MPC 2 features some of the most advanced recycling technology in the world and will further increase our recovery rates in both Building and Demolition (B&D) and Commercial and Industrial (C&I) waste streams.

Our increased focus on recycling is reflected in our EBITDA composition. Post-Collections now represents around 70% of our total EBITDA, compared with 50% at the time of our IPO in 2017.

Developing a Recycling Ecology Park

A key element of BINGO's long-term growth strategy is the development of a Recycling Ecology Park at our Eastern Creek facility in Western Sydney. The Recycling Ecology Park, unique in Australia, will be a fully integrated waste infrastructure site capable of accepting and processing all waste streams. It will revolutionise recycling and put Western Sydney at the forefront of recycling in this country.

The project aligns with the policies, plans and objectives of both the NSW and Commonwealth Governments, including the NSW Circular Economy Policy, the National Waste Policy and the Western Sydney Regional Waste Avoidance and Resource Recovery Strategy.

The park will further expand our ECO Product range of recycled products through timber shredding, organic processing, brick and concrete crushing and scrap steel recycling.

The Master Plan for the Park is well advanced and the process for securing planning approval from the NSW Government has commenced.

Embracing waste to energy

Waste to energy has a role to play in the transition to a circular economy. For the foreseeable future there will be residual waste that cannot be recovered, and currently the only viable option is to send this residual material to landfill.

Waste to energy offers a number of benefits, including a net reduction in carbon emissions, improved diversion from landfill, reduced transport of waste, and power generation from residual waste.

BINGO has spent considerable time researching all available technologies and has travelled the globe to see them in operation. We've also identified potential technology suppliers, project partners, suitable sites and completed waste audits to assist in project definition.

BINGO's involvement in waste to energy could potentially take one or a number of forms, from feedstock provider, to equity investor, co-developer and – longer-term – operator. In every case, however, there is one prerequisite – the project must have the necessary social licence to operate.

Addressing climate change

BINGO recognises that climate change is one of the most significant challenges facing the world today and presents serious social, economic and environmental risks to our planet. Through our Climate Change Position Statement, we have committed to supporting the work of governments to limit the average global temperature rise to no more than 2˚C above pre-industrial levels.

We accept that we have a responsibility as a leading recycling and waste management company to assist governments, business partners and communities in reducing greenhouse gas emissions through the diversion of waste from landfill. We support Australia's move towards a decarbonised and circular economy through our vision of *Pushing for a waste free Australia*.

In FY19, we undertook a Group-wide review of climate risks and management aligned with the Task Force on Climate-related Financial Disclosures (TCFD) framework. Our ability to identify, address and mitigate these risks will ensure we are better placed to future-proof our business.

In FY21, we will establish Science Based Targets to provide us with a roadmap to reducing greenhouse gas emissions. We will also report to the Carbon Disclosure Project, as part of our commitment to transparent reporting.

Taking a responsible approach to procurement

To achieve our vision of a waste free Australia, we are highly dependent on working with the partners we use for downstream servicing of our waste streams and also our upstream product and service providers. To properly address this issue, we implemented a Responsible Sourcing Program across the business.

The program included a comprehensive evaluation aimed at better understanding our supply chain and the potential risks of modern slavery from our operations. The evaluation included a 12-month external spend review, procurement documentation and policy assessment, development of relevant training and conducting on-site field assessments of key international suppliers in China and Vietnam. In addition, we developed our Supplier Code of Conduct and made improvements to our due diligence processes for onboarding suppliers.

By working to increase awareness across the business and developing appropriate strategies and plans, we hope that clients and sector peers will also follow our lead.

Ahead of many of our industry peers we are in the process of preparing our first Modern Slavery Statement which will be published before the end of 2020.

Making a positive social impact

As one of Australia's leading recycling and waste management companies, BINGO has an opportunity to contribute to positive social outcomes in the communities in which we operate. We have made a commitment to building a diverse and inclusive workplace, and a key focus of our inclusion framework is to provide employment and development opportunities for disadvantaged sectors of society. This includes providing opportunities for Aboriginal and Torres Strait Islanders, those with disabilities, those who have sought refuge in Australia, and ex-offenders.

These opportunities are not limited to direct employment with BINGO. We are also actively pursuing opportunities to diversify our supply chain by engaging with social enterprises to increase our social procurement spend.

Social procurement is increasingly important to governments and customers, and BINGO is helping to lead the way in this regard.

Sustainability Report
Positioning for the future

Innovation

The continued evolution of the circular economy globally will drive innovation and investment into the reduction, recycling and re-use of waste and resources. This is likely to result in changes over time in the types of waste streams, how waste is separated at the source, and how resources are recovered and re-used either on-site or off-site (for example through on-site composting or energy recovery). A flexible contract structure is therefore required to allow for changes in waste volumes and waste types over time, as well as the implementation of new waste treatment technologies.

There are many opportunities for service delivery improvement and innovation across the waste and recycling industry. Technology continues to evolve and respond to the needs of customers and waste service providers. BINGO takes a holistic approach across its business to innovation in service delivery.

The diagram below identifies where BINGO is focusing. Our short to medium-term goals are for BINGO's innovation to focus on enhancing its customer experience, improving fleet efficiency, maximising recycling and improving business efficiency.

In the medium-to-longer-term, BINGO is focused on the development of alternative fuels and the recovery of energy from residual waste streams that would otherwise be sent to landfill.

Find out more about BINGO's new Innovation Hub – watch our video

WATCH NOW

Establishing the BINGO Innovation Hub

BINGO INNOVATION HUB

In 2020, BINGO established an Innovation Hub with the aim of identifying, assessing and recommending the implementation of, and possible investment in, innovative solutions that will help BINGO accelerate the transition to a circular economy. The Innovation Hub's charter is to:

- co-ordinate a Group-wide approach to Innovation;
- ensure BINGO maintains technology, innovation and sustainability as key competitive advantages;
- ensure that innovation is focused on areas that deliver value to customers, and lead to increased customer growth and retention;
- ensure that BINGO's investment in innovation will deliver acceptable returns to shareholders;
- position BINGO in the market as a leader in the transition to a circular economy;
- identify and secure suitable research and development partners;
- identify opportunities to work with governments in shaping circular economic policies;
- identify appropriate research and development funding programs; and
- support the achievement of BINGO's vision of a waste-free Australia.

The Innovation Hub comprises representatives from across BINGO's business and focuses on opportunities for innovation in key areas including sales and customer service, collections, resource recovery, recycled products, energy recovery and treatment and waste disposal.

BINGO's Innovation Hub focus areas

Sales and Customer Service

- Customer experience interface
- Mobile applications
- New products/ services

Collections

- Automatic allocations
- Real time tracking
- Electric vehicles
- Alternative fuel cells

Resource Recovery

- Advanced sorting technology
- Food de-packaging
- De-bottlenecking

Recycled Product

- Mulches, road bases, sands, aggregates, composts
- Recycled rubber
- Refuse derived fuel (RDF), solid recovered fuel (SRF)
- Plastic pellets, recycled plastic products

Energy Recovery and Treatment

- Electricity generation
- Steam generation
- Biodiesel, biogas, hydrogen production
- Hazardous waste treatment
- Liquid waste treatment

Disposal

- Sustainable and safe disposal
- Alternative disposal options

Business Process Optimisation

Safety | Environment | Quality | Finance | People and Culture | IT | Marketing | Reporting

Government policy pivoting towards BINGO's business model

It is not by luck that we are seeing government policy continue to move towards our recycling-led business model. We anticipated this move and invested heavily in advanced recycling assets in order to benefit.

Regulatory dynamic		Implication for BINGO
COAG ban on waste exports	The introduction of the China National Sword policy, and the Council of Australian Governments' (COAG) subsequent decision to ban the export of a number of waste streams starting in 2020 necessitated the development of a more robust domestic recycling capability.	**State and Federal Governments are conducting industry inquiries and preparing waste strategies and incentives which will further encourage investment in domestic recycling. BINGO continues to contribute to these inquiries/strategies.**
State waste disposal levies	State waste disposal levies continue to increase in order to: incentivise recycling; disincentivise sending waste to landfill; and, help fund recycling infrastructure.	**Higher levies further encourage recycling. QLD and SA levy increases implemented in 2019. BINGO to benefit from VIC levy increase from 1 July 2021 to $85.90 with set increases to $125.90 over two years.**
Government recycled content targets	Federal and state governments aiming to introduce new targets for recycled products requiring government-funded projects to spend a portion of their procurement budgets on recycled materials.	**BINGO produces over 500k tonnes of recycled products contributing ~4.0% of the Group's revenue. This is likely to increase over the medium-term as recycled products are mandated for use in new developments.**
Heightened compliance focus from regulators	Heightened focus from state Environment Protection Agencies on raising and enforcing higher compliance standards for the waste industry.	**BINGO has worked hard to raise standards across the industry and we welcome this increased focus from regulators. Higher minimum standards for compliance increase barriers to entry.**
Government funding for recycling infrastructure	Federal Government has launched the Recycling Modernisation Fund (RMF) with a 1:1:1 (Federal: State: Industry) funding model.	**BINGO's Master Plan for Eastern Creek and further vertical integration in VIC may be eligible for RMF funding.**

Sustainability Report

Our approach to sustainability

As a leading recycling company, we believe we have a responsibility to contribute to Australia's growing circular economy, advocate for change in diverting waste from landfill, invest in recycling technology to increase recovery rates and improve transparency within our industry.

For BINGO sustainability and profitability are inextricably linked

As a listed company, employing around 1,000 employees and providing an essential service to communities and thousands of customers, our prerogative is to deliver enhanced value creation while minimising the impacts of our operations. We continually assess our company's impacts on our stakeholders, and we use this assessment to inform our sustainability strategy, central to which is our work in helping Australia move towards a circular economy. Our sustainability strategy focuses on core environmental, social and governance priorities which are informed both by our vision *Pushing for a waste free Australia* and by our materiality assessment.

This report is structured to reflect our approach to managing Environmental, Social and Governance risk and our key material aspects. For the third year running, BINGO participated through Business Council for Sustainable Development Australia (BCSD Australia), in the World Business Council for Sustainable Development's (WBCSD) Reporting Matters project to assist in further improving our non-financial reporting performance. This year we also made progress towards aligning our report more closely with the Global Reporting Initiative (GRI) standards (see GRI Index on pages 90-91) and the UN Sustainable Development Goals (SGDs).

Materiality assessment

Our FY20 materiality assessment was benchmarked to the approach outlined in the GRI Standards and encompassed research of mega trends and emerging industry/global risk and opportunities and a peer benchmarking assessment. We also reviewed investor discussions, customer concerns and requests, Government policy reform materials, Non-Governmental Organisation (NGO) publications and data, community feedback and waste industry association materials. The UN Sustainable Development Goals were also considered in developing our material aspects register. Through this desktop research phase, we identified a comprehensive register of material aspects.

From our initial research and stakeholder engagement we identified the following additional materiality aspects to build on our FY19 list. These additional aspects were included in our FY20 Materiality Assessment Survey:

- Responsible Sourcing
- Data privacy
- Circular economy
- Innovation
- Customer satisfaction
- Human and labour rights

Our FY20 Materiality Assessment Survey was distributed to a cross section of BINGO's stakeholders. The purpose of the survey was to determine which issues were most important to these stakeholders. To ensure the results of our survey were informed by a wide range of partial and impartial voices from across our stakeholder spectrum, as part of this year's assessment we undertook a comprehensive stakeholder mapping exercise. Pleasingly we received a well-balanced 57% internal and 43% external responses. For more information on our stakeholder engagement program see pages 74-75 of this report. Key stakeholder segments for our materiality review included:

- Internal staff
- Investors
- Customers
- Government/regulatory
- Community groups
- NGO's
- Industry Associations.

Health and safety, environmental performance, employee engagement, customer satisfaction and circular economy were identified by our stakeholders as the most significant material aspects.

Following our material aspects survey, we held a series of executive leadership workshops to measure the significance of the economic, environmental and social impacts our operations have within these material aspects. The impact analysis resulting from these workshops was then mapped against the interest of our stakeholders to produce BINGO's Materiality Matrix.

> **We continually assess our company's impacts on our stakeholders. We use this materiality assessment to inform our sustainability strategy, central to which is our work in helping Australia move towards a circular economy.**

Material aspects matrix

Significance of impact \ Important to Stakeholders	Low	Medium	High
High		• Innovation • Governance and risk management • Growth • Diversity and Inclusion • Human and Labour rights	• Health and Safety • Environmental Performance • Employee engagement and culture • Customer satisfaction • Circular Economy
Medium		• Responsible sourcing • Energy and GHG emissions • Community Engagement • Climate Risk • Data security	
Low			

Sustainability Report
Our sustainable approach

The non-financial topics included in this Sustainability Report are informed by our material aspects questionnaire, Group strategy, stakeholder feedback and various reporting guidelines, including the Global Reporting Initiative (GRI) and the United Nations Sustainable Development Goals (UN SDGs). The below table summarises our top material issues for FY20 and where each issue is addressed in this report.

FY20 Page reference	Material aspect	Alignment to BINGO strategic priorities
Page 58	**Health and safety:** Ensuring Zero Harm for our people and those who come into contact with our business.	Zero Harm Sustainability Develop and Retain Talent
Page 44	**Environmental performance:** Ensuring we maintain a robust environmental management system to minimise the impact of our operations on our physical environment and the communities who rely on that environment for their well-being.	Zero Harm Customer Experience Sustainability Growth and Innovation
Page 66	**Employee engagement and culture:** Attracting, investing in and retaining an engaged, safe and supported BINGO Family who are inspired to live the BINGO Way in their day-to-day work life.	Zero Harm Sustainability Develop and Retain Talent
Page 73	**Customer satisfaction:** Delivering best-practice customer experience by providing innovative solutions to meet our customers' needs.	Zero Harm Customer Experience Sustainability Growth and Innovation
Page 46	**Circular economy:** Advocating for policy change to divert waste from landfill, providing new technology and facilities to increase recovery rates and ensuring our own business practices are underpinned by circular initiatives.	Zero Harm Sustainability Growth and Innovation
Page 36	**Innovation:** Ensuring we are continually innovating and improving to provide sustainable outcomes for all our stakeholders, including our employees, customers, investors and the governments we work with and communities we serve.	Zero Harm Customer Experience Sustainability Growth and Innovation

Alignment to GRI	UN Sustainable Development Goals	Stakeholder group
103.1, 103.2, 103.3, 403.1, 403.3, 403.4, 403.5, 403.6	8 DECENT WORK AND ECONOMIC GROWTH; 3 GOOD HEALTH AND WELL-BEING	Customers, Employees, Investors, Government and Regulators, Community, Suppliers, Industry, Media
103.1, 102.3, 103.3, 302.1, 302.3, 302.4, 305.1, 305.2, 305.3, 305.4, 307.1	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE; 11 SUSTAINABLE CITIES AND COMMUNITIES; 14 LIFE BELOW WATER; 15 LIFE ON LAND; 17 PARTNERSHIPS FOR THE GOALS	Customers, Employees, Investors, Government and Regulators, Community, Suppliers, Industry, Media
103.1, 102.3, 103.3, 401.1, 401.3	3 GOOD HEALTH AND WELL-BEING; 5 GENDER EQUALITY; 8 DECENT WORK AND ECONOMIC GROWTH; 10 REDUCED INEQUALITIES	Employees, Customers, Investors
103.1, 102.3, 103.3	12 RESPONSIBLE CONSUMPTION AND PRODUCTION; 17 PARTNERSHIPS FOR THE GOALS	Customers, Investors
103.2, 103.3, 306.1, 306.2, 306.4	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE; 11 SUSTAINABLE CITIES AND COMMUNITIES; 12 RESPONSIBLE CONSUMPTION AND PRODUCTION; 14 LIFE BELOW WATER; 15 LIFE ON LAND; 17 PARTNERSHIPS FOR THE GOALS	Customers, Employees, Investors, Government and Regulators, Community, Suppliers, Industry, Media
103.1, 102.3, 103.3	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE; 11 SUSTAINABLE CITIES AND COMMUNITIES; 12 RESPONSIBLE CONSUMPTION AND PRODUCTION; 14 LIFE BELOW WATER; 15 LIFE ON LAND; 17 PARTNERSHIPS FOR THE GOALS	Customers, Employees, Investors, Government and Regulators, Community, Suppliers, Industry, Media

Sustainability Report

United Nations Sustainable Development Goals

Our primary SDGs

BINGO is committed to contributing to the United Nations' (UN) Sustainable Development Goals (SDGs). We believe that all sections of society, including businesses have an important role to play in achieving these global goals. In FY18 BINGO aligned our sustainability approach and reporting to the SDGs and determined that due to the very nature of our business as a recycling and waste management company, we could have the most meaningful impact on goals 8, 9, 11 and 12.

This year we have undertaken an exercise to more comprehensively map the SDGs, their targets and specific indicators to BINGO's material aspects, sustainability strategy and reporting. This improvement will allow BINGO to more accurately and transparently measure and report our contribution to these goals. The below table shows how we have mapped our reporting against these primary SDGs, targets and indicators:

8 DECENT WORK AND ECONOMIC GROWTH

SDG 8 – Decent work and economic growth: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

Targets	Indicators
8.4 Improve progressively, through 2030, global resource efficiency in consumption and production and endeavour to decouple economic growth from environmental degradation, in accordance with the 10-year framework of programmes on sustainable consumption and production, with developed countries taking the lead. **8.7** Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms.	**8.4.1** Material footprint, material footprint per capita, and material footprint per GDP BINGO aligned target is: GJ/ million dollars revenue (pg 52) **8.7.1** Proportion and number of children aged 5-17 years engaged in child labour, by sex and age BINGO aligned target % of suppliers scanned for Human Rights issues in high risk categories. (pg 82)

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

SDG 9 – Industry, Innovation and Infrastructure: Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation

Targets	Indicators
9.4 By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities.	**9.4.1** CO2 emission per unit of value added BINGO aligned target GJ*/tonne treated (pg 52) *being reported as a placeholder this year with commitment to carbon intensity next financial year

11 SUSTAINABLE CITIES AND COMMUNITIES

SDG 9 – Industry, Innovation and Infrastructure: Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation

Targets	Indicators
11.6 By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management.	**11.6.1** Proportion of urban solid waste regularly collected and with adequate final discharge out of total urban solid waste generated BINGO aligned target is % Recovery Rate (pg 44)

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

SDG 12 – Responsible Consumption and Production: Ensure sustainable consumption and production patterns

Targets	Indicators
12.2 By 2030, achieve the sustainable management and efficient use of natural resources. **12.5** By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse. **12.6** Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle. **12.7** Promote public procurement practices that are sustainable, in accordance with national policies and priorities.	**12.2.1** Material footprint, material footprint per capita, and material footprint per GDP BINGO aligned target is: GJ/ million dollars revenue (pg 52) **12.5.1** National recycling rate, tons of material recycled BINGO aligned target % recovery rate (pg 44) **12.6.1** Number of companies publishing sustainability reports BINGO aligned target is Ongoing commitment to Sustainability Reporting **12.7.1** Number of countries implementing sustainable public procurement policies and action plans Responsible Sourcing Commitment and metrics to be developed and published in FY21

Our 2030 Sustainability Target

Long-term commitments	2030 Sustainability Targets
Responding to climate change. BINGO is committed to further exploring climate risks and opportunities and going forward, will align our approach to the Task Force on Climate-related Financial Disclosures (TCFD) framework.	2030 science-based carbon emissions reduction target to be established in FY21
Driving towards a circular economy. BINGO is committed to enhancing diversion of waste from landfill through investment in recycling infrastructure and innovation.	Average resource recovery rate of >90%
Creating a safe environment. BINGO is committed to being relentless in our pursuit of Zero Harm for our people.	Consistently delivering an LTIFR of zero
Becoming energy self-sufficient. BINGO is committed to optimising the use of solar energy at its network of recycling facilities and assessing alternate fleet fuel solutions.	100% renewable electricity by 2025 Fuel targets to be aligned with our Science Based Target which we will establish in FY21
A culture that values and leverages diversity. BINGO is committed to achieving a long-term target of 30% female representation on our BINGO Board.	50% female representation on our Board 50% female representation in senior management (including business leaders) 5% Indigenous representation across the Company Consistent employee experience across entire employee population, including disadvantaged groups

Sustainability Report

ENVIRONMENT

As a leading recycling and waste management service provider, we recognise the important responsibility we have to not only manage our environmental impacts, but to assist our stakeholders to achieve their waste reduction targets.

RESOURCE RECOVERY

83%

INDEPENDENTLY AUDITED RECOVERY RATE FOR NSW

BINGO ECO PRODUCT

REVENUE FROM RECYCLED PRODUCT SALES

$18.1m

FY19 $13.4m

COMMITTED TO ACHIEVING 100% RENEWABLE ELECTRICITY BY FY25

Environment targets – scorecard for FY20

ENVIRONMENTAL PERFORMANCE

FY19-20 TARGET	FY20 PROGRESS
Achieve independent accreditations for management systems and transparency of our facilities	All BINGO Post-Collections facilities operate in accordance with our ISO certified management systems.

FY19-20 TARGET	FY20 PROGRESS
Continue to independently verify recovery rates for upgraded facilities with advanced recycling equipment	Recovery rates were independently verified for the fourth consecutive year achieving an average recovery rate of 83% across facilities with advanced recycling equipment.

ENERGY AND GHG EMISSIONS

FY19-20 TARGET	FY20 PROGRESS
Commit to installing solar panels on nine of our recycling facilities in NSW and VIC	Solar panels instalment at Mortdale and Auburn (Short Street), commenced installation at Artarmon, Auburn Head Office, Greenacre, Eastern Creek MPC1, Eastern Creek MPC2 and Patons Lane.
Maintain euro V or equivalent compliance of BINGO-owned fleet	BINGO-owned fleet is fully Euro V compliant.

CLIMATE RISK

FY19-20 TARGET	FY20 PROGRESS
Commit to assessing and scoping our climate impacts and further exploring climate-related risk and opportunities	BINGO has continued to align our approach to climate change disclosure in accordance with the TCFD Framework. Committed to establishing a Science Base Target approach.

Sustainability Report

Environment

Management approach and materiality

We understand that our operations have the potential to enhance sustainable outcomes and negatively impact our communities. BINGO is committed to minimising harmful impacts on the environment and the communities in which we operate, and where our operations degrade value we seek to balance this through value enhancement, specifically improving recovery rates, reducing our carbon footprint and improving our environmental compliance and performance. To this end, governance of our environmental management program is overseen by our Board's Zero Harm sub-committee and all BINGO sites manage our environmental responsibilities through our ISO accredited Environment Management System. Additionally we seek to work closely with the communities in which we operate and give back to these communities through local sponsorships and partnering opportunities. Community engagement at BINGO supports our environmental aims through gathering feedback on our operations and providing a two-way open dialogue with community stakeholders.

Management of our environmental responsibilities is a material issue for BINGO and remains one of our highest priorities. Specifically Circular Economy and Environmental Performance have been identified in BINGO's FY20 Material Assessment as key material aspects for our business.

We also assess and manage the impacts our changing environment has on our operations. We recognise the important opportunities and risks which the threat of climate change and resource scarcities present for our business. Environmental sustainability is central to the health of our planet and our community and as businesses and governments continue to pursue low carbon, circular solutions to address climate risk, we are committed to innovating and investing in recycling technology to meet these needs.

Circular Economy

Our vision is *Pushing for a waste free Australia*. This vision informs our business strategy to divert materials from landfill through a recycling-led solution, investment in technology and continuous innovation to enhance sustainability outcomes and maximise returns.

We are committed to contributing to the circular economy through the recovery of materials and our recycled product range **ECO Product**. We have continued to make significant investments in technology and assets to enhance our recovery rates, and this year we committed to achieving a recovery rate of 90% by 2030.

BINGO's role across the circular economy value chain

Many natural resources are finite and need to be used in a more sustainable way. This need is moving our society towards a circular economic model where recovering resources is a priority, and waste and pollution are designed out of production cycles. At BINGO we are passionate about building a circular economy and we have designed our business model to ensure BINGO plays a role across the circular production cycle.

From innovating to improve the collection and recovery of materials to manufacturing recycled products BINGO has a role to play across the circular value chain.

There will always be waste that is too hazardous for repurposing and recycling and we believe the recovery of energy from end-of-life materials is an important part of the circular system. However, safely and sustainably recovering energy from materials that can no longer be utilised within the cycle is preferable only to landfill.

We are continuing to develop BINGO's own waste policy aimed at embracing circular initiatives within our own operations and materials streams.

BINGO ECO Product

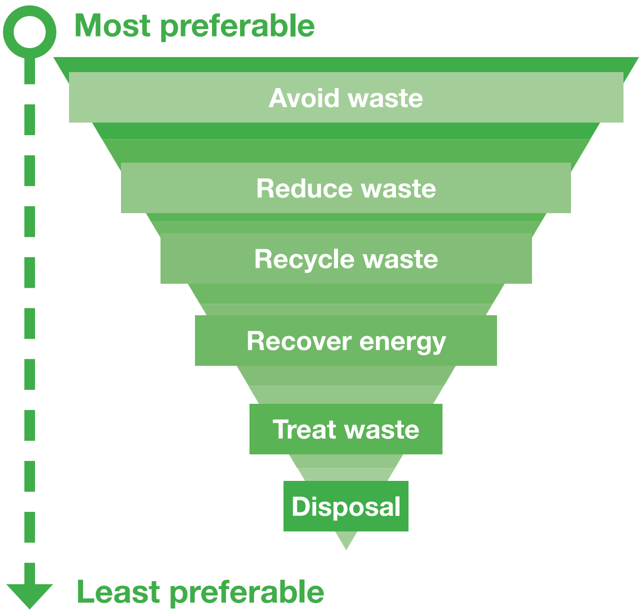
In FY20 we have continued to develop and refine our ECO Product range of recycled products. Manufactured from brick and concrete, sand and soil and timber we generate hundreds of thousands of tonnes of recycled product each year. These materials are then fed back into the construction resources loop. Our processing and recycled product manufacturing presence has increased and represents 3.7% of the Group's total FY20 Underlying Revenue. Through our ongoing investment in the latest processing and recycling technology, BINGO manufactures a range of landscaping and building products from recovered construction and demolition waste. Our high-quality recycled materials, which include aggregate, sand and road base and a range of mulches, provide a sustainable alternative to virgin materials, helping companies and governments close the loop. Our ECO Product range is now available at several BINGO sites for tipping and retail trade customers and is also stocked at several landscaping and building supply retailers.

WATCH NOW

Find out more about BINGO's ECO Product range of recycled products.

BINGO's waste policy

At BINGO our waste policy is informed by the principles of the waste management hierarchy, which sets out the preferred order of resource management with the aim of minimising waste generation and maximising value recovery, only sending residual waste to landfill. Our order of recovery preference is 1) avoid 2) reuse 3) recycle 4) only what cannot be recycled should be sent for energy recovery; and 5) only treated hazardous materials and waste from incineration should be sent to landfill.



Independently audited recovery rates

As part of our commitment to transparency in recovery performance, BINGO for the fourth consecutive year commissioned Arcadis to undertake an independent verification of resource recovery rates at our facilities with advanced recycling equipment.

The FY20 verification included the following BINGO sites:

- Eastern Creek Ecology Park; and
- Kembla Grange Recycling Centre.

Based on this independent audit, it was determined the annual recovery rates for FY20 were on average 83% by weight, which compares to 77% achieved in FY19. The variation in performance between facilities and historical periods is primarily a function of differing input waste mixes and the recoverable feedstock as well as BINGO's network reconfiguration. We are committed to an interim target of 85% recovered by 2025 and 90% recovered by 2030. The development works carried out in FY20 and FY21 will enhance this going forward.

CASE STUDY

WESTERN SYDNEY AIRPORT – THE CIRCULAR ECONOMY IN ACTION

The new Western Sydney International (Nancy-Bird Walton) Airport is one of the largest infrastructure projects currently underway in Australia. Construction has commenced and the project is on track to begin operations in 2026. The airport is a transformational infrastructure project that will generate economic activity, provide employment opportunities closer to home for people in the Western Sydney region, and meet Sydney's growing aviation needs.

The Australian Government is investing up to $5.3 billion in equity to deliver the project, which will be a full-service airport operating curfew-free, delivering international, domestic and freight services.

BINGO secured the waste management contract with the Lendlease CPB joint venture for the major earthworks component of the project. BINGO has been collecting and processing waste from the project at its Eastern Creek recycling and landfill facility since 2018.

In a great demonstration of the circular economy in action, BINGO has also been sending its ECO Product back to the same project to be used in its construction. To date 6,500 tonnes of BINGO's DGB20 Recycled Roadbase have been utilised on the project.

BINGO has been advocating for state and Commonwealth governments to mandate the use of recycled products on all government-funded projects. BINGO is proud to play a role in demonstrating how recycled products can be utilised in these projects and to bring the circular economy to life.

Australian Circular Economy Hub (ACE Hub)

What is the challenge?

Following the ban of Australian recyclable waste imports to China, governments and communities have now urgently turned their focus to developing viable off-take options for recyclable materials and developing sustainable circular initiatives. Demonstrating a commitment to enhancing circularity here in Australia, the Australian Government this year announced a $190 million injection into the recycling industry which will also be matched by state governments and industry. This will help to stimulate a domestic recycling economy in Australia generating jobs and construction of much-needed recycling infrastructure.

What has been done?

Recognising the urgent need for a platform in Australia that inspires and facilitates the collaboration necessary for a transition to a circular economy, circular experts Planet Ark have established the Australian Circular Economy Hub (ACE Hub). Circularity is a model that requires collaboration and a key feature of the ACE Hub will be a circular marketplace which will provide an important opportunity for circular goods and services, connecting those organisations working across the different areas of the circular value chain.

The focus of the ACE Hub is to:

- Create a Circular Economy Marketplace
- Stimulate Circular Procurement
- Deepen Product Stewardship
- Develop Circularity metrics
- Provide Circular Economy Education
- Celebrate great wins and activities.

Working across collection and recovery, we believe BINGO has a key role to play not only through our own product manufacturing operations but also in connecting waste/material generators with those organisations focused on reuse, waste reduction design and recovery innovations. BINGO is proud of our 15 year relationship with Planet Ark and we are excited to support them on this crucial initiative.

Environmental performance

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE | 11 SUSTAINABLE CITIES AND COMMUNITIES | 14 LIFE BELOW WATER | 15 LIFE ON LAND | 17 PARTNERSHIPS FOR THE GOALS

BINGO collects and processes waste with the aim of recovering as much of the resources as we can for recycling. Resource recovery relies on the ability to also detect and remove contamination which may contain hazardous substances or items and which might also result in emissions that could impact human health or the environment.

Ensuring we maintain a robust environmental management system to minimise the impact of these materials and our operations on our physical environment and the communities who rely on that environment for their well-being is a material issue for BINGO.

BINGO's management approach is to monitor our environmental performance and compliance requirements carefully and keep track of all environmental risks, aspects and impacts through our Safety, Environment and Quality (SEQ) Management System and governance framework. Potential environmental risks are recorded in a Risks, Aspects and Impacts Register, which is reviewed regularly to ensure that all hazards and aspects are captured, and any impacts and risks are noted. This also allows us to track and improve controls in place that minimise these risks. We aim to balance our impacts on the environment with positive and proactive environmental action.

How we performed

BINGO reported 18 non-compliances in NSW Environmental Protection Licence (EPL) Annual Returns submitted to the NSW Environment Protection Authority (EPA). Annual Returns were submitted for 13 EPLs for their respective reporting periods. Most of the reported non-compliances are administrative and for the Eastern Creek facility, predate BINGO's acquisition of the site and operations. Applications to vary these EPLs were submitted to NSW EPA to facilitate administrative condition amendments to address the non-compliances.

During the year all waste facility GOgetters received training in relation to the legislation, licences and minimum standards for managing waste that apply to the facilities they work at. Over 100 GOgetters were enrolled in CERT III Waste Management Training and all GOgetters employed at BINGO sites received asbestos awareness, emergency and pollution incident response training. BINGO went one step further and provided National

Standards compliant Bonded Asbestos Removal training to GOgetters at resource recovery and landfill facilities. Another focus of training in FY21 was First Attack Fire Response training which was undertaken by GOgetters at all sites.

We commenced implementation of a control-focused approach at Eastern Creek landfill where following a review of the Safety, Environment and Quality (SEQ) Risks and controls, day-to-day operations have shifted their focus to monitoring the health and effectiveness of the controls. This program was successfully implemented previously at the Auburn recycling centre and has resulted in commendable improvement in the SEQ culture and performance at that site. We are already starting to see the benefits of the program at Eastern Creek landfill and as result it will be rolled out across the BINGO network, focusing on Post-Collections operations in FY21.

Business-wide we have increased our focus on influencing and changing behaviour and to do this we applied a business leader KPI to measure interactions with their teams aimed at targeting the preferred and expected behaviours. Leader Led SEQ conversations (LLSEQC) increased in both quantity and quality throughout the year as did leader focus on team SEQ performance with some positive impacts to SEQ lag indicators.

Alexandria: EPA had issued a notice in relation to a breach of a condition of this site's EPL. BINGO had taken the appropriate measures recommended by EPA.

Eastern Creek: BINGO received complaints in relation to odour emissions from the site. BINGO is in the process of implementing new structures and systems on site to deal with these issues. In February, a fire broke out at the recycling and landfill facility at Eastern Creek. No one was injured in the incident and Fire and Rescue NSW had it quickly contained. The Fire and Rescue NSW report indicated that the cause of the fire appears to have been the result of a grass fire started in the landfill from a possible ember from the significant bush fire activity around Eastern Creek (and Sydney) on that day.

Minto: As disclosed in the 2019 Annual Report, Minto Recycling had exceeded its annual throughput limit and the NSW EPA instituted proceedings in the Land and Environment Court in this regard. BINGO entered a plea of guilty to an offence against section 64(1) of the *Protection of the Environment Operations Act 1997*, in that the total amount of waste exceeded the annual throughput limit. BINGO were convicted of the offence as charged and fined the sum of $90,000. A publication of the conviction was recorded in "Inside Waste" magazine and the BINGO Annual Report (see page 91 of this report). BINGO were further ordered to pay the prosecutors legal costs as agreed. An application to increase the throughput limit of the Minto facility was submitted to the Department of Planning on 4 December 2015. Development Consent increasing the throughput limit to 220,000 tonnes per annum was granted on 2 July 2018. BINGO had previously closed the site which has subsequently been sold and both the Development Consent and the Environment Protection Licence have been surrendered post the acquisition of DADI.

Kembla Grange: On 7 September 2020, following a ruling by the Land and Environment Court of NSW, BINGO was fined $36,000 and is required to pay the NSW Department of Planning, Industry and Environment's (DPIE) legal costs for receiving more waste at its Kembla Grange facility in 2017 than it was lawfully allowed to receive.

BINGO has accepted full responsibility for the breach and fully supports the DPIE's efforts to raise standards and compliance across the industry. An application for Development Consent was made to the Department of Planning by the previous owner on 1 September 2015. The application to increase the annual throughput of the existing construction and demolition waste and commercial and industrial waste resource recovery facility to 230,000 tonnes, was granted on 7 March 2016. The Department approved Management Plans required by the consent on 26 February 2018. This was the last requirement that needed to be met for operational approval. An application to vary the Environment Protection Licence (EPL) to align it with the consent was made to NSW Environment Protection Authority (EPA) on 3 November 2017. EPA issued the EPL variation on 6 April 2018.

Regulatory Environment

On 13 March 2020, the Council of Australian Governments agreed to ban the export of waste plastic, paper, glass and tyres. These materials have the potential to cause harm to human health and the environment in the importing countries. Subsequently the Recycling and Waste Reduction Bill 2020 has been drafted to create a framework to improve recycling and waste management in Australia by legislating the waste export ban and incorporating existing regulation such as product stewardship and introducing the concept of circularity and a circular economy. The Bill has been designed to include additional regulation in the future, as may be required.

By incorporating and updating existing legislation on product stewardship, the Bill strengthens efforts to manage the impacts of different products and materials on the environment and human health. Focusing on ensuring a shared responsibility—between producers, users and governments—to manage the impacts of products across their full life cycle.

NSW Resource recovery orders and exemptions for aggregates, fines/soils and mulch: these regulatory requirements facilitate reuse of products recovered from construction and demolition waste in NSW. Over the last 18 months NSW EPA has been reviewing industry performance in relation to orders and exemptions that specify requirements for fines and soil recovered from waste. It is likely that this review will result in amendments to requirements that are aimed at improving the quality and reliability of end products across the construction and demolition waste industry and also be extended to orders and exemptions that apply to other recovered products.

We continue to focus on the issues that affect our business and work with industry bodies and regulators to effect change that is both positive to BINGO and the waste industry and keeps the needs and concerns of the broader community in mind. An example of this is the possible rollout of a program based on the Greenacre asbestos bag trial which provided the community and our customers with a convenient cost-effective solution for small amounts of asbestos and facilitated keeping asbestos out of construction and demolition waste which would otherwise have been recovered for recycling. This project is aligned to the strategic initiatives of the NSW Asbestos Waste Strategy 2019 – 2021 published in November 2019.

The Victorian government passed amended Environment Protection legislation in 2018 which was to become effective in July 2020, however due to the impact of COVID-19, commencement of the Environment Protection Amendment Act 2018 has been postponed until 1 July 2021. Effectively this means that the Victorian EPA will continue to regulate under the Environment Protection Act 1970 until then. The postponement of the Act also means the subordinate legislation has been postponed until closer to the new commencement date.

Proposed subordinate legislation, that is the regulations and environmental reference standards can be accessed at: https://engage.vic.gov.au/new-environmental-laws/subordinate-legislation

BINGO ISO 14001 certification

In 2014 BINGO decided that a structured approach to environmental management was required to manage the impacts and aspects of its growing operation. The environmental system chosen was ISO 14001:2004 as it had the capacity to provide a framework for establishing environmental performance requirements. By the end of 2015 all of BINGO operations had achieved certification to ISO 14001:2004 and in September 2018 BINGO was assessed to have met the requirements of the standard. As we had done historically, following the initial certification, as sites were acquired, they were integrated into the BINGO's ISO 14001 system.

Road to renewed certification

The initial step to achieving certification to the new ISO14001:2015 standard was to undertake a gap analysis of the sites. This activity was completed in April 2018. An action items list was developed from the gap analysis to ensure that the requirements of the revised ISO 14001 could be fulfilled. The gap analysis considered site specific requirements of the Environment Protection Licence and Department of Planning requirements of the sites. After the identification of legal and other requirements, the scope of the environmental management system (EMS) was reviewed and redefined.

The BINGO Aspects and Impacts Register was updated to include the Patons Lane and Eastern Creek sites. These included the landfill and sales yard aspects and impacts which previously were nonexistent in the BINGO EMS. Apart from the EMS procedures, the site-specific procedures were reviewed for content and applicability.

A training and awareness program was undertaken across the two sites for approximately 180 employees. This included:

- Policies and procedures training on SEQ Systems including the EMS;
- Job specific training related to SEQ responsibilities of GOgetters' day-to-day tasks; and
- Training on licence and permit requirements of sites.

Internal SEQ audits were undertaken to gauge performance in environmental management onsite. A formal internal EMS audit was also undertaken to check compliance to the requirements of ISO 14001:2015 prior to establishing an audit date with an independent certifying organisation. Best Practice Certification Pty Ltd has been BINGO's independent auditor 2014. After a certification audit BINGO was deemed to be in compliance with the new EMS Standard and our operations were certified to ISO 14001:2015 as of October 2019.

Certification for Eastern Creek and Patons Lane Sites

The development of the Patons Lane and the acquisition of the DADI's Eastern Creek site increased the complexity of our operations and of our environmental issues. This additional complexity has increased BINGO's operational risk profile and integrating the sites into BINGO's EMS has been a priority over FY20. These sites were externally audited and received ISO 14001 certification as per BINGO EMS in February 2020.

Complexities of the new sites included:

- Landfill operations;
- Crushing operations;
- On site workshops;
- Specialised mobile plant; and
- Size and scale of the sites.

Proximity to sensitive receptors such as residential areas.

CASE STUDY:

KEEPING HYDRATED AT BINGO SHOULDN'T COST THE EARTH

What is the challenge?

Bottled water in Australia can cost up to 1,800 times the cost of tap water, and a report by The Ellen Macarthur Foundation estimates more than half a trillion plastic bottles will be sold in 2021 globally.

What did BINGO do?

BINGO made the decision to no longer purchase bottled water. Instead, water filtration systems have been installed at sites (where possible) to refill reusable water bottles.

BINGO sites with water filtration systems will now no longer order bottled water of any kind.

Every GOgetter has been issued with a stainless-steel BINGO water bottle, labelled REFILL NOT LANDFILL to help our team contribute to reducing plastic waste at BINGO.

What were the outcomes?

This procurement initiative supports our vision for a waste free Australia by removing carbon emissions from our supply chain, reducing our plastic waste, and saving BINGO $29,000 per year.

WATCH NOW

CASE STUDY

IMPROVING RECYCLING FOR SOUTH WEST SYDNEY

What was the challenge?

Like much of Sydney's existing construction waste infrastructure, the Mortdale Transfer and Recycling Centre was an outdated and inefficient site when BINGO purchased it. BINGO's Mortdale site is the smallest in the BINGO network and its limited size presented both challenges and opportunities for improvement.

Located in proximity to major transport routes the M5 Motorway and King Georges Road, the new Mortdale facility provides a convenient tipping location for South West Sydney's construction waste with a licence to collect 220,000 tonnes per year.

What did BINGO do?

Redevelopment of the site commenced in 2018 and its completion is an important milestone for BINGO's larger Sydney network redevelopment, in which this facility is designed to play a significant transfer and collections role.

Materials tipped at the Mortdale facility are sorted through the newly installed onsite plant. Material offtake is then transferred to BINGO's advanced recycling plants at Eastern Creek and Patons Lane where it is then turned into BINGO's ECO Product range of recycled building and landscaping products.

Space is at a premium at the Mortdale site. Innovative space-saving measures were designed into the redevelopment. These included installing water tanks for the site's improved fire-safety system underground below its driveways and attaching the site office to the side of the facility to create parking space below. To ensure BINGO's customers can get in and out of the site quickly, BINGO has installed two split weighbridges, meaning all axles on trucks can be weighed at the same time ensuring we are able to meet the National Heavy Vehicle Chain of Responsibility requirements not to let vehicles leave the facility overloaded or overweight.

What were the outcomes?

BINGO's upgraded Mortdale facility is an example of what investment in recycling infrastructure can achieve, even at a smaller site. What was once an outdated waste facility, is now leading the way in terms of fire protection, traffic flow efficiency and site safety and providing an important facility for residents and businesses in South West Sydney. The redevelopment of the Mortdale facility has enabled the site capacity to increase from 30,000 tonnes per annum to 220,000 tonnes per annum. BINGO's Mortdale site has an industry-leading water management system which incorporates a substantial underground water retention tank and valve system that diverts water and spills to an onsite tank and prevents pollution of stormwater systems and waterways in an emergency.

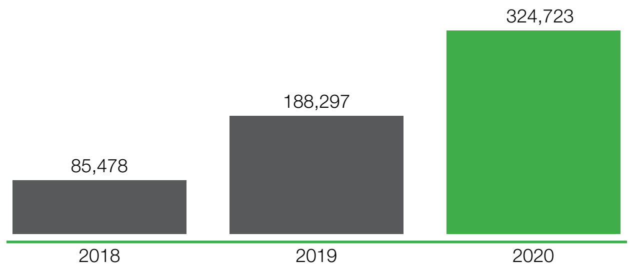
The site has also been installed with 100kw of rooftop solar panels which is expected to generate 2,500 tonnes of carbon savings over their 25-year life.

Energy and greenhouse gas emissions

BINGO is committed to decarbonisation in alignment with the Paris Agreement. We understand that as a growing organisation we have a responsibility to set out a target and associated roadmap for carbon reduction. In FY21 we will establish a Science Based Target in-line with the commitments made in our Taskforce on Climate Related Financial Disclosures (TCFD).

BINGO has established an internal working group that is working towards increasing renewable electricity generation and consumption across our portfolio of assets. BINGO's internal Innovation Hub is working to identify business performance opportunities and implement programs with relevant areas of the business. BINGO currently has solar installations at our Auburn (Duck Street) and Mortdale facilities, with installation planned for our Artarmon, Auburn H/O, Greenacre, Eastern Creek MPC1, Eastern Creek MPC2 and Patons Lane facilities over the coming year.

Abated emissions (tCO2e)



Emissions performance (three years)

Emissions	2020	2019	2018
Total Scope 1	81,272	80,436	21,830
Total Scope 2	5,685	5,585	2,544
Total Scope 3	221,476	215,465	131,976
Total	**308,433**	**301,486**	**156,350**
Abated emissions from recovery operations	324,723	188,297	85,478

FY20 Emissions results (tCO_2-e)

	Electricity use (kWh)		Onsite Fuel	Fleet Fuel	Landfill	LPG	Contractor fuel	
FY20	Grid Electricity (kWh)	Solar production (kWh)	(L)	(L)	(t)	(m3)	(L)	Total
BINGO	**7,506,798**	**193,024**	**2,982,730**	**5,315,858**	**545,573**	**14,145**	**1,131,262**	**–**
Emissions (tCO2-e)								
Scope 1	–	–	8,117	14,466	58,610	79	–	81,272
Scope 2	5,685	0	–	–	–	–	–	5,685
Scope 3	687	–	414	739	219,474	5	157	221,476
TOTAL	**6,372**	**–**	**8,531**	**15,205**	**278,084**	**84**	**157**	**308,433**
Energy Consumption (GJ)	27,024	695	115,133	205,192	–	1,305	–	349,350

BINGO energy intensity metrics

	FY20	FY19	% change
GJ*/ million dollars revenue	715.93	1110.61	35% improvement
GJ*/tonne treated	0.33	0.45	26% improvement

*GJ includes operational energy from electricity and fuel use.

In alignment with our energy commitments to RE100, BINGO is applying a gigajoule (GJ) intensity measure per million dollars of revenue and tonnes treated. This will allow us to track our energy decarbonisation efforts. BINGO's energy usage has reduced due to the COVID-19 operational slowdown and we expect these metrics to increase next year as operations return to normal. BINGO's Science Based Target work is assessing a broader range of intensity measures that will be more reflective of overall operations and these intensity measures will focused on our energy decarbonisation efforts leading to 2030.

BINGO joins RE100

Companies in the commercial and industrial sector account for around half of the world's end-of-use of electricity. In furthering our FY19-20 solar energy program, we have joined RE100 and we have committed to achieving 100% renewable electricity across our network of facilities. Our goal is to be using 100% renewable electricity by 2025.

RE100 is the global corporate renewable energy initiative bringing together hundreds of businesses committed to achieving 100% renewable electricity. Led by The Climate Group in partnership with CDP, RE100's mission is to accelerate a global shift to clean energy and zero carbon grids.

Climate risk and opportunity

7 AFFORDABLE AND CLEAN ENERGY
13 CLIMATE ACTION

BINGO recognises that climate change is one of the most significant challenges facing the world today and presents serious social, economic and environmental risks to our planet. We recognise that we have a responsibility to ensure that we are limiting our contribution to climate change and to understand the impacts that climate change will have on our business in the short, medium and long-term. To assist in developing both BINGO's transition and adaptation strategies we have committed to implementing a Science Based Target approach and to aligning our climate-related disclosures to the Task Force on Climate-related Financial Disclosures (TCFD).

Science Based Target

Dealing with the impact of our contributions to climate change we recognise that we must reduce our greenhouse gas emissions and to this end we have committed to implementing a Science Based Target. This will ensure we set a target and a decarbonisation pathway to 2030 and 2050. BINGO has already made key steps in undertaking this work and has engaged with an external consultancy that will assist with framing our scope 1, 2 and 3 emissions targets.

Task Force on Climate-related Financial Disclosure (TFCD)

BINGO acknowledges the 2017 recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), which provides guidance on how companies can consider climate change risks and report them within their existing financial disclosures. In FY19, BINGO undertook a Group-wide review of climate risks and management aligned with the TCFD framework. In FY20 we have continued to make progress against our TCFD reporting roadmap and to refine our TCFD disclosure. BINGO's complete climate-related financial disclosure is available on our website.

TCFD reporting roadmap

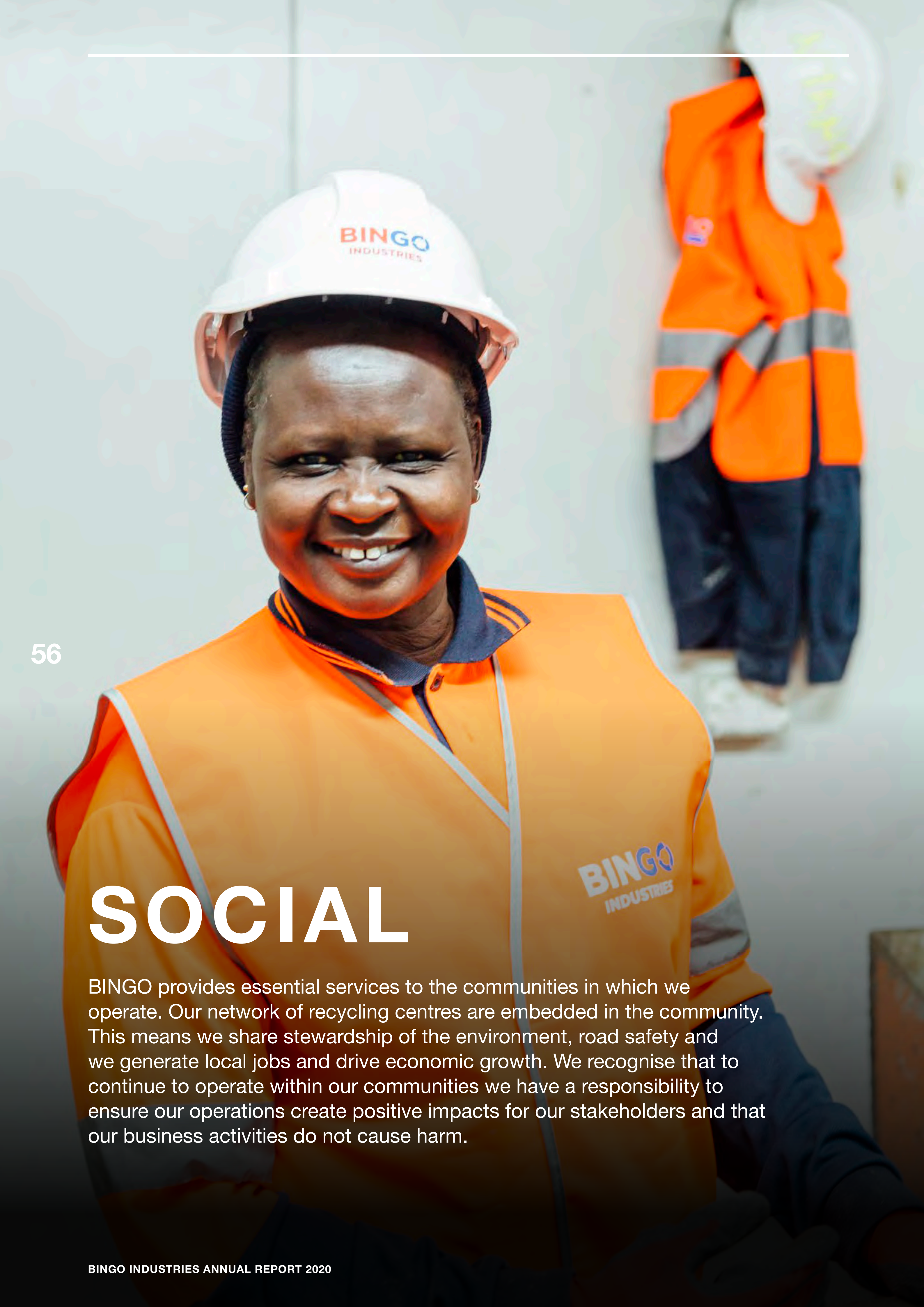
	PHASE 1 (FY19)	PHASE 2 (FY20-21)	PHASE 3 (FY22 +)
Governance	✓ Establish Climate Change Position Statement ✓ Climate-related risks added to Risk Register ✓ Independently verify resource recovery rates	✓ Quarterly risk reporting to Zero Harm Committee ✓ Climate-related risk disclosure aligned to TCFD recommendations excluding scenario analysis	• Climate-related risk disclosure aligned to the TCFD recommendations, • Scenario analysis reported to Board and ELT
Strategy	✓ Climate-related opportunities incorporated into business planning ✓ Implement ad hoc impact reduction activities	• Climate scenario analysis for both physical and transition risk • Climate resilience audit of key assets • Opportunity identification	• Climate resilience action plan/s • Formalise climate risk and opportunity in business planning process
Risk Management	✓ Climate-related risk incorporated into Risk Management Framework	• Quarterly climate-related risk reporting • Building climate risk into site-asset reporting	• Control/mitigation testing
Metrics and targets	✓ 3-year comparison of emissions data ✓ Maintain 75% resource recovery rate	• Set emission, fuel consumption, energy usage reduction targets.	• Set best-practice emission, fuel consumption, energy usage and waste usage reduction targets

Task Force on Climate-related Financial Disclosure

The below table summarises how we align with the TCFD recommendations.

	TCFD Recommendation	Our approach
GOVERNANCE	**Describe the Board's oversight of climate related risks and opportunities.**	BINGO's Board and Zero Harm Committee are responsible for providing oversight of climate-related risk management. The Board has approved BINGO's Climate Change Position Statement and have undertaken to review the statement every two years. BINGO has established a Zero Harm Board Committee, responsible for the review of material risks associated with Safety, Environment and Quality which includes climate-related risks. The Zero Harm Committee's overarching objective is to ensure that the commitment to Zero Harm and sustainability are core values and a priority across BINGO's operations.
GOVERNANCE	**Describe management's role in assessing and managing climate-related risks and opportunities.**	Addressing and managing climate-related risk forms a component of BINGO's Sustainability Framework. This framework is managed by BINGO's Sustainability Working Group, which is constituted of managers from across BINGO's operations. Monitoring and responding to climate-related risk is supported jointly by the Development and Strategy team and the Safety, Environment and Quality team. Climate related risks and opportunities are considered within BINGO's business planning activities. Day-to-day monitoring of climate-related risk is incorporated in BINGO's risk management processes. Performance incentives for BINGO's Executive Leadership Team (ELT) include links to the achievement of key sustainability metrics.
STRATEGY	**Climate-related risks (opportunities and threats) identified over short, medium and long-term.**	A list of the transition and physical climate-related risk and opportunities, categorised in the short, medium and long term is appended to our TCFD Framework available on our website. BINGO will be undertaking quantitative scenario analysis as part of phase 3 of our TCFD disclosure road map in FY21.
STRATEGY	**Impacts of climate-related risks (opportunities and threats) on organisation's businesses, strategy and financial planning.**	As a result of BINGO's sustainability materiality assessment, climate risk forms an integral part of BINGO's strategy. The Company's Vision – *Pushing for a waste free Australia*, reflects our commitment to limit our contribution to climate change, through the promotion of responsible resource use through resource recovery, improving access to and efficiency of recycling infrastructure, to promote the diversion of waste from landfill. A trend towards a low carbon economy will likely involve increased requirements on businesses to limit their emissions contribution. This may include a carbon pricing scheme. For BINGO, Australia's transition to a low carbon economy may represent our greatest business opportunity. The extraction and manufacturing of raw materials, and the landfilling of waste is emissions intensive. By comparison, the recovery, recycling and reusing of resources is less emissions intensive. A low carbon future is likely to only be achieved in conjunction with responsible resource use and an increase in recycling. BINGO has initiated an action plan in order to manage potential physical and transitional risks related to climate change, this includes publishing our Climate Change Position Statement, analysis of the climate impacts of our business activities (operational and/or strategic) and efforts to mitigate these impacts. We continue to explore ways we can make our operations more climate resilient and reduce our environmental impact. We acknowledge that physical climate-related risks can result in negative financial impacts for our company, for example, increased operating costs as a result of disruption to our supply chain and distribution networks. BINGO is committed to improving the Company's resilience to physical climate risks. The opportunities associated with building up BINGO's resilience to climate risks may include reduced insurance costs, maintenance and operating costs and increased health and safety during extreme weather events. As customers also seek to retrofit and rebuild more climate-resilient infrastructure and buildings BINGO will likely see a benefit from this transition opportunity.
STRATEGY	**Resilience of organisation's strategy taking into account different climate scenarios, including 2-degree scenario.**	BINGO will be undertaking quantitative scenario analysis as part of phase 3 of our TCFD disclosure alignment road map.

	TCFD Recommendation	Our approach
Risk Management	**Processes for identifying and assessing climate related risks.**	In FY20, BINGO conducted a refreshed sustainability materiality assessment. Climate change has been identified as one of our Company's key material risks across the short, medium and long-term. This assessment was benchmarked to the approach outlined in the Global Reporting Initiative (GRI) Standards, and encompassed a media review, peer benchmarked assessment and analysis of global and industry standards. The materiality assessment identified BINGO's several key areas for inclusions as material issues. Climate-related risks are identified and incorporated into BINGO's enterprise Risk Management processes. Risk owners have been identified across BINGO's operations and are tasked with assessing, implementing and testing controls, and monitoring lead indicators. Work in understanding climate modelling against temperature scenarios and the potential physical and transition risks will commence in FY21.
Risk Management	**How processes for identifying, assessing, and managing climate-related risks are integrated into the organisation's overall risk management.**	The Board is ultimately responsible for deciding the nature and extent of the risk BINGO is prepared to accept. BINGO maintains a Risk Management Framework to identify and manage risk, including climate-related risk on an ongoing basis. It is the role of management to design and implement the framework to ensure the Company operates within the Risk Tolerance set by the Board. The Board, Audit and Risk Committee, and ELT Risk Committee (of which all BINGO's Executive Leadership Team are members), assesses the environment in which BINGO operates, this includes the influence of climate change on our business operations, and categorises risk accordingly, determining the acceptable threshold or risk tolerance for each risk identified. The overall business strategy is then set by management within these risk parameters. Corporate and Operational Risk is assessed and reported to the Audit and Risk Committee by the Executive Leadership Team (ELT) Risk Committee. This structure allows for three lines of defence against the impact of residual risk and ensures the Board is adequately informed on risk and changes to risk within the business. Each business unit employs a Risk Management Process to ensure risk is adequately identified and managed within their respective area of business.
METRICS	**Metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process.**	BINGO uses a range of metrics to assess its sustainability performance, in relation to climate change action these include water usage, fuel consumption, resource recovery rates, greenhouse gas emissions (GHG) and energy usage. A detailed report of these metrics can be found in BINGO's Annual Report on page 52-53. BINGO will also be undertaking work on a Science Based Target in FY21 and this will inform our key metrics and targets.
METRICS	**Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.**	A baseline assessment of our carbon footprint was established in FY17. In FY18 we expanded this assessment to capture newly acquired and developed sites as well as report our Scope 3 emissions. In FY19 we expanded our analysis further to consider other sources of Scope 3 emissions and we have continued to do this in FY20. BINGO's significant sources of GHG emissions for the FY20 period include: Scope 1: Fuel consumption from BINGO's truck fleet, in addition to plant and equipment used across our operations. Scope 2: Electricity consumption from BINGO sites, including recycling facilities, office buildings and bin manufacturing sites. Scope 3: Net abated emissions from diversion of material from landfill through recovery activities, as well as other indirect emissions from electricity and fuel consumed in BINGO vehicles.
METRICS	**Targets used by the organisation to manage climate-related risks and opportunities and performance against targets**	BINGO will be setting reduction targets across its key sustainability metrics as part of phase 2 of our TCFD road map, with a view to setting best-practice targets within the next two to three years. This will be spearheaded by our work in FY21 to develop a Science Based Target. We have committed to the decarbonisation of our recycling centres through signing onto RE100. This commitment will see all operational facilities using 100% renewable electricity by 2025.



SOCIAL

BINGO provides essential services to the communities in which we operate. Our network of recycling centres are embedded in the community. This means we share stewardship of the environment, road safety and we generate local jobs and drive economic growth. We recognise that to continue to operate within our communities we have a responsibility to ensure our operations create positive impacts for our stakeholders and that our business activities do not cause harm.

Sustainability Report

Social

Social targets – scorecard for FY20

HEALTH AND SAFETY

FY19-20 TARGET	FY20 PROGRESS
Zero Harm – deliver a near-term LTIFR of below 4 with a long-term Zero Harm target	LTIFR of 0.4 in FY20
Targeting 1,500 Leader Led SEQ Conversations (LLSEQCs) and 500 Hazard and Control Reports	We achieved all our health and safety targets in FY20, including Leader Led SEQ Conversations (LLSEQCs), Hazard and Control Reports, Fatigue Management Audits, Service Audits, Drug and Alcohol Tests and Executive Leadership Team Site Visits

EMPLOYEE ENGAGEMENT AND CULTURE

FY19-20 TARGET	FY20 PROGRESS
Undertake annual independent engagement survey and implement engagement action plans, targeting an engagement score of >75% and a 5% reduction in turnover	Achieved engagement score of 80% in FY20 and a 7.4% reduction in turnover

DIVERSITY AND INCLUSION

FY19-20 TARGET	FY20 PROGRESS
Implementation of diversity and inclusion framework in FY19	Delivery of Parental Leave Policy, Work from Home Policy and Domestic Violence Leave Policy
Deliver Indigenous Reconciliation Action Plan (RAP) actions	RAP actions well-progress and on-track for completion in FY21, maintained Indigenous participation rate of 3.5%
Targeting >25% female representation across senior leadership	26.3% female representation across senior management achieved in FY20

COMMUNITY ENGAGEMENT

FY19-20 TARGET	FY20 PROGRESS
Educate the next generation of recyclers reaching 1,000 school students with our BINGO educational program.	2,434 students reached through BINGO's education program in FY20

Zero Harm

Our Safety Approach

BINGO is committed to being relentless in the pursuit of Zero Harm for our GOgetters and those who come into contact with our business. Our approach to Zero Harm management incorporates a strategy of robust governance supported by board oversight, a strong policy framework led by executive leadership and an engagement and risk management program empowering our GOgetters to maintain safe practices. All of this is underpinned by our non-negotiable and fundamental Zero Harm Rules.

Zero Harm Governance

Our Zero Harm Board committee has an overarching responsibility to ensure that this commitment to Zero Harm for both our people and our environment remain our Company's number one priority. The Zero Harm committee achieves this through ensuring our Zero Harm function and program are adequately resourced and supported by effective policy.

All BINGO employees are represented in the formal Safety, Environment and Quality (SEQ) Committee. This SEQ Committee meets on a quarterly basis and is constituted of representatives from all areas of BINGO's operations. The function and membership structure provide enhanced influence and reach to support BINGO's 'Zero Harm' journey. The SEQ team provides formal reports on SEQ performance risks and management actions to the senior management team on a monthly basis and to the Zero Harm board sub-committee on a quarterly basis.

All BINGO operations and sites are ISO certified under our Environment, Safety and Quality management systems:

- ISO 45001:2018 OH&S Management Systems Requirements
- ISO 14001:2015 Environmental Management Systems Requirements
- ISO 9001:2015 Quality Management Systems Requirements

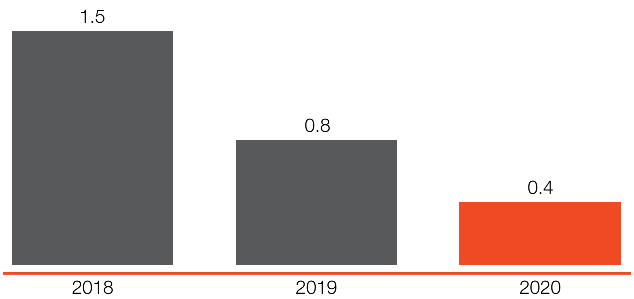
Our Safety Performance

BINGO's safety improvement program, commenced in FY19, has had a positive impact on overall safety performance in FY20. BINGO's Lost Time Injury Frequency Rate (LTIFR) as at 30 June 2020 was 0.40 down from 0.80 in FY19. All SEQ lead indicator metrics, including Leader Led SEQ Conversations (LLSEQCs), Hazard and Control Reports, Fatigue Management Audits, Service Audits and Executive Leadership Team Site Visits have far exceeded targets in FY20.

Highlights from the year have included a 54% decrease in transport incidents, recycling centre incidents nearly halved and the Victorian recycling business achieving two months straight with zero incidents in May and June.

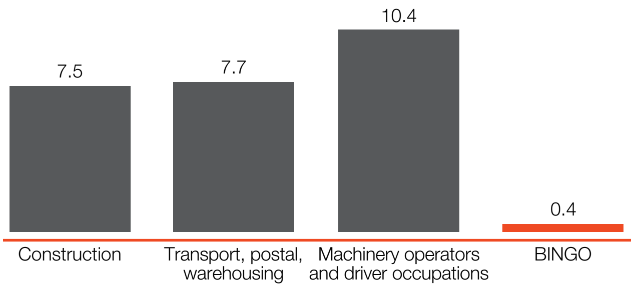
During FY20, we continued to build on our safety improvement program which commenced in FY19. This program included redesigning our approach to risk and control management, improving our communications, training and engagement program and enhancing our incident reporting mechanisms. In H2FY20, SEQ team also focused on the development of BINGO's COVID-19 safety protocols and associated training and infrastructure.

BINGO LTIFR



BINGO's safety lag indicators continue to outperform industry averages. Whilst there is not a specific industry average for waste operators, BINGO compares its performance to the following industries:

LTIFR industry comparison



Source: Work Safe Australia.

Our Control-Focused Approach

In FY20, BINGO's SEQ team consulted with workplace safety experts Noetic Group, to implement a new approach to managing health and safety across BINGO. A group-wide audit of safety systems and behaviours found BINGO had a robust safety management system, however, this system was reliant on administrative controls and the processes for testing the effectiveness of controls was weak. As a result of this, a control-focused approach was designed and implemented.

In adopting a control-focused approach, teams were able to focus on situations that cause the most harm and have the biggest impact on people, our business and the environment. This approach begins by mapping the main hazards on a site, the unwanted events that occur as a result of these hazards and what the causes and consequences of these unwanted events are. Controls are then designed to address the causes and consequences.

This process is clearly illustrated as "bow tie diagrams" for employees to easily and quickly understand the "critical controls" on site.

A pilot program was rolled out at BINGO's Auburn Recycling Centre, where a comprehensive controls mapping exercise was undertaken. Once the controls had been mapped, implementation commenced which included daily verification checks of critical controls. The rollout was supported by training and toolbox talks, and site personnel responded well to the new requirements with all employees including labourers taking initiative to ensure the approach was followed.

The results of the pilot have been promising with improvements in injury and incident rates as well as safety culture on site. The new approach has identified many areas of control improvements and is fostering a culture of daily accountability for control effectiveness to employees at site. SEQ now plan to roll out the approach across BINGO's other sites moving forward.

Implementation Data Analysis:

	Pre implementation (Aug, Sept, Oct)	Post implementation (Nov, Dec, Jan)
Incidents	11	3
Injuries	2	1

Zero Harm Rules

In FY20, BINGO's Zero Harm engagement continued its focus on our 12 Zero Harm Rules. These rules empower our team of GOgetters to maintain safe behaviours every minute of every day. Our Zero Harm Rules address the most common and significant risks within our operations. Our engagement plan has included educational and engagement videos, interactive feedback focused toolbox talks, regular group-wide Zero Harm communications, quarterly and annual Zero Harm Awards and an online mandatory Zero Harm Rules training module completed by all GOgetters.

CASE STUDY

ENHANCING PEDESTRIAN SAFETY ON INNER-CITY COMMERCIAL JOBS

During the year, there were incidents involving competitor trucks and pedestrians in areas where BINGO's C&I team regularly complete jobs. As a result of these competitor incidents, the BINGO SEQ team undertook a detailed risk assessment of several sites in the CBD area. This included, both riding along as a passenger while drivers completed bin servicing and assessing the behaviour of pedestrians. These observations found several increased risks factors such as high traffic and pedestrian flows, several sites with one-way access only, distracted pedestrians on mobile devices, poor illumination and access to bins. From these observations, three key risk factors were identified:

1. Driver inattention;
2. Pedestrian inattention; and
3. Lack of vision.

To address these risk factors, BINGO implemented several safety improvements. These included:

- An extra independent reverse camera as a backup if the first camera failed;
- Extra side lights to increase the driver's visibility;
- White lights at the rear of the truck so that pedestrians had an early warning that something was approaching; and
- A reverse alarm with the functionality to increase decibels in a noisy environment for increase pedestrian awareness.

A trial was conducted where two BINGO trucks were fitted with these improvements, this included surveying feedback from both drivers and pedestrians. The response from pedestrians was that the white light alerted them to the reversing truck, well in advance and significantly improved its visibility. Drivers reported considerable improvements to visibility along the sides and rear of the truck. BINGO is currently in the process of retrofitting all C&I trucks with these additional safety features.

MALE
852

TOTAL EMPLOYEES
996

FEMALE
144

26.3%
FEMALE REPRESENTATION
LEADERSHIP

26.4%
ENGLISH SECOND LANGUAGE

3.5%
INDIGENOUS GOGETTERS

30
DIFFERENT CULTURAL BACKGROUNDS REPRESENTED

FIELD BASED
75.9%

OFFICE BASED
24.1%

EMPLOYEES BY JOB CATEGORY

Our People Approach

To realise our vision for a waste free Australia and deliver BINGO's strategic objectives, we recognise that our team of GOgetters need a work environment in which they can thrive.


BINGO
INDUSTRIES

OUR PEOPLE

Our People Approach

To realise our vision for a waste free Australia and deliver BINGO's strategic objectives, we recognise that our team of GOgetters need a work environment in which they can thrive.

This means fostering an inclusive and engaged BINGO Family with the skills, tools and values that enable us to deliver results for our stakeholders. In FY20 our People focus has been on enhancing systems and processes and growing leadership capability to provide greater support to our GOgetters in delivering and excelling in their roles. The COVID-19 crisis has presented significant opportunities and challenges for our People and Culture function and over the past six months their focus has been on meeting the needs of our GOgetters during this challenging period whilst maintaining business continuity.

Considering the inherent People challenges faced by the waste management sector, BINGO's approach is focused on targeting improvements in engagement and retention. These strategies have included providing more training and development opportunities, developing sustainable flexible work arrangements, improving our performance feedback system, enhancing communication, recognition and engagement, investing in leadership development and fostering a relationship-based leadership model.

We have implemented a robust inclusion program that reflects and supports the diversity of our people and aims to enhance areas where more diversity and inclusion is required. We have continued to assess and maintain a competitive remuneration and incentive strategy that drives our people to outperformance, aligned to organisational objectives and shareholder interests.

Materiality

During our FY20 Materiality Assessment, *Employee Engagement and Culture* was identified as one of BINGO's primary material areas of importance. We recognise that it is through inspiring an engaged and motivated BINGO Family that we are able to achieve excellence in our other material aspects. In particular, the COVID-19 crisis has reinforced the importance of fostering a robust company culture to ensure our business and our people can weather a significant crisis such as this.

Employment in the waste sector – a snap shot

The Opportunities: As Australian governments continue to invest in our local waste and recycling sector, the employment opportunities for Australia's workforce will continue to grow. The industry directly employs over 50,000 full time equivalent (FTE) employees, 0.5% of Australia's total workforce.[1] Job segments within the waste industry include waste collection and transport, waste sorting (recovery), recycling (manufacturing of recycled products) and disposal (landfilling). Recovery and recycling activities generate more jobs than landfilling. Companies with a recovery rate of 90% or more employ one FTE employee for every 4,200 tonnes of waste, by comparison companies that landfilled 75% or more of their waste inputs, employed one FTE per 10,000 tonnes of waste.[2] Job creation is a compelling reason for further investment in Australia's domestic recycling capacity. The increasing sophistication of recycling technology is also creating higher-quality research and development opportunities for Australia's STEM and sustainability professionals.

The Challenges: The Waste Sector has a relatively high Attrition Rate. Unique challenges to retention within the waste sector are casualisation, manual work-type, fluctuating waste volumes impacting market/wages and competition. BINGO's retention rate has shown a three-year improvement trend reducing by 12.5% on a 12-month rolling average basis.

Waste industry FTE employees total
50,000

BINGO RENTENTION RATE
↑ **12.5%**
12 month improvement trend

Recycling
1,000
FTEs employed per 10,000 tonnes of waste

Landfill
4,200
FTEs employed per 10,000 tonnes of waste

1. National Waste Report 2018 Department of the Environment and Energy: **https://www.environment.gov.au/system/files/resources/7381c1de-31d0-429b-912c-91a6dbc83af7/files/national-waste-report-2018.pdf**
2. Employment in the Waste Industry, Access Economics prepared for Department of Environment, Water, Heritage and the Arts (2009): **https://www.environment.gov.au/system/files/resources/5cc6a848-a93e-4b3f-abf7-fc8891d21405/files/waste-and-recycling-employment.pdf**

What does it mean
to be a GOgetter?
Watch Afrodite's story

WATCH NOW

Promoting health and well-being for our people through COVID-19

The COVID-19 crisis has impacted every area of our business, but most significantly it has changed the way our BINGO Family operates and engages with one another. Maintaining our ethos of One Team, One Family throughout this crisis has been a key focus for BINGO's People and Culture, Communications and Information Technology functions.

BINGO's office-based work force evolved from <5% remotely located in late February to <90% by mid-March. This transition has been smooth with minimal impacts to productivity. Responding quickly to the emerging crisis in this way was crucial in ensuring our GOgetters felt supported and protected and was a key element of our business continuity approach.

Existing Information Technology systems and processes, together with our new people management platform GOpeople enabled BINGO to move the majority of our office-based GOgetters, including our Call Centre and Allocations teams, to work from home immediately. In particular, GOpeople has allowed BINGO to facilitate flexible leave solutions to balance work with additional family responsibilities throughout the COVID-19 crisis.

Work from home arrangements were put in place almost overnight with little adjustment period. BINGO implemented a range of activities and support mechanism to assist our GOgetters adjust.

These included: work from home guides; online health and well-being sessions including group Yoga and Pilates; introducing a Work from Home Policy to ensure occupational health and safety standards; providing GOgetters with additional IT assets for home office set up; online personal development sessions with well-being specialist **One Well Being**; a "COVID-19 Care Package" mailed to GOgetters homes; and regular and engaging communications using video and BINGO's intranet THE LOOP.

Our field-based employees were kept well educated and trained in new preventative measures to ensure their health and wellbeing was protected as essential workers and we also introduced new technology to these groups to keep them in contact whist social distancing. This ensured that core messages were able to be sent and received in an open forum as well as their usual points of escalation.

In addition to these measures, BINGO's CEO Daniel Tartak held online town hall meetings through Microsoft Teams. This was a first for BINGO, and across several sessions Senior Leadership were able to personally address BINGO's entire workforce, providing an opportunity for Q&A at the end of each session. Feedback from employees has been positive towards this opportunity to meet with leadership and it is something we would like to continue in a post-COVID world.

CASE STUDY

GOPEOPLE – BINGO'S ENHANCED PEOPLE SYSTEM

What was the challenge?

BINGO's accelerated growth through acquisition created a disparate network of systems handling people data and processes. The expansion of BINGO's network of sites, customers and vehicles with GOgetters spread across different locations and systems created a need for a centralised company intelligence.

What did BINGO do?

In FY20, BINGO launched our new digital people platform ***GOpeople***, powered by SAP SuccessFactors. ***GOpeople*** has allowed BINGO to combine its multi-platform system into a single system and implement best-practice people processes. This centralised platform is providing real-time data allowing our leaders to make strategic, data-informed decisions. GOpeople is mobile enhanced and can be accessed anywhere, on any device. The launch of GOpeople was supported by a comprehensive training and change program, which included toolbox talks, videos, site champions and employee engagement competitions.

What was the impact?

The launch of ***GOpeople*** coincided with the escalation of the COVID-19 crisis. This period has provided an opportunity to test BINGO's capacity to service customers and our people remotely under challenging circumstances and as the COVID-19 situation has continued to develop, ***GOpeople*** has allowed BINGO to pivot quickly.

Facing an increase in GOgetters working from home and other changes to the availability of our people, ***GOpeople*** has provided a clear report of leave balances and excesses, head counts and locations, consolidating mass pools of disparate data into something easily understood, accessible, and actionable.

SAP SuccessFactors' mobile solution has provided BINGO real-time benefits. It's Single-touch payroll and other people functions have streamlined processes, improved payroll governance and driven training and development programs. Access and visibility of team-related data has helped identify GOgetters in need of additional assistance and helped to manage communications and support. The system has also allowed GOgetters to conveniently manage leave, payroll, and scheduling remotely.

The centralisation of BINGO's people data has allowed for greater flexibility with a 90% increase in salaried GOgetters now embracing flexible work arrangements to balance their personal and professional lives.

Engagement

11 SUSTAINABLE CITIES AND COMMUNITIES
12 RESPONSIBLE CONSUMPTION AND PRODUCTION

BINGO's third annual Employee Engagement Survey was conducted in May, mid-way through the escalating COVID-19 crisis and all GOgetters were invited to participate.

Both the participation rate and number of participants increased with over 82% participation. We have maintained our target achieving an engagement score of 80% or higher in FY20, even under these challenging conditions.

Our strengths as reported by our GOgetters included clarity of role, pride in the BINGO brand and excitement and confidence that we will achieve our goals. Transferring knowledge between teams, recognition, development and stress were identified as areas of improvement. Targeted initiatives will be implemented throughout the next financial year to address these gaps. 89% of employees understand how their role contributes to BINGO's success.

Pleasingly our overall engagement score was 80%; more than 3% higher than the high performing organisation Australian benchmark. Considering the COVID-19 disruption to BINGO's workplace this year, the stress that this has caused employees and leadership, our disparate office teams and the reduction in working hours for our waged GOgetters, we believe this is particularly commendable and highlights our strong One Family culture.

Over the past year we have experienced a positive trend in retention with an increase of more than 8.5% of employees with a tenure of 3+ years and an increase in average service length from 2.3 years to 2.8 years. This equates to an improvement in our employee turnover rate of more than 7.4% in the last 12 months which is encouraging as this provides more consistency and stability in our operations and improves our return on investment in employees. Retaining and developing our talent remains a key priority as we move into FY21 and continue to meet the needs of our GOgetters during this pandemic.

Investing in our leaders – One Team, One Family

As BINGO has continued to mature and grow, staying true to our ***One Team, One Family*** value has been a key focus of our People and Culture activities. A major contributing factor in maintaining our strong family culture is our lateral leadership style that harnesses relationship rather than hierarchy. This is why supporting BINGO's leaders' capabilities has remained a focus in FY20.

Feedback from our FY19 Employee Engagement Survey identified sharing knowledge and increasing recognition as areas for improvement. As a result, in FY20 the Business Leaders Forum was established to assist in both facilitating enhanced information and communication flows across the business and ensure alignment in strategic goals across divisions. The Forum meets on a fortnightly basis and has provided a notable improvement in communication between business groups. Leaders are able to collaboratively problem solve using a shared pool of resources and knowledge. The forum is also an important relationship building tool that provides a platform on which to celebrate wins, raise concerns and cascade key messages.

Improved performance review process

In FY20, BINGO surveyed a cross section of GOgetters and found they wanted a more consistent and regular review process. Using this feedback, BINGO has improved its performance and development process, implementing a continuous-coaching model that is supported by the improved feedback capture capabilities of GOpeople.

The new process provides: for goal cascading giving GOgetters greater clarity around goal setting; more regular feedback for GOgetters throughout the year; and allows leaders to apply a balanced review and rating system across the performance year.

Learning and development at BINGO

BINGO invests in the development of our people's capabilities through a mixture of on-the-job learning experiences, structured development and through content delivered via our mobile-enhanced Learning Management System (LMS).

During FY20, 210 NSW employees and 34 VIC employees undertook nationally recognised Certificate III level training in disciplines such as driving operations, leadership and management, manufacturing, administration, customer engagement and waste management.

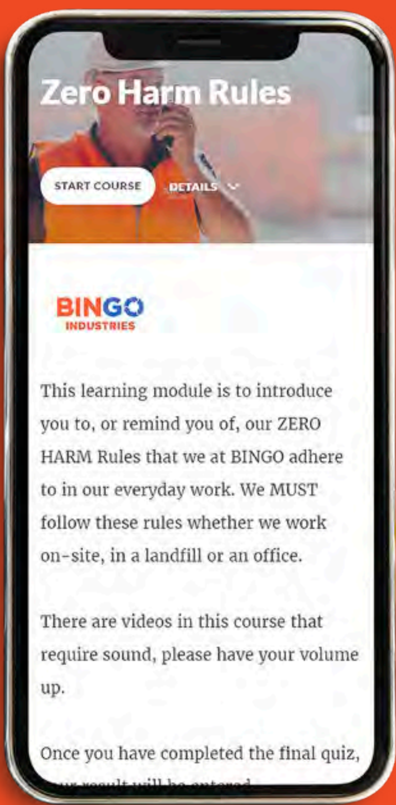
We have established a high industry standard for all our Machine Operators to complete nationally recognised training. Our compliance training has also been linked to nationally recognised training to gain the best outcome for employees. We have trained GOgetters in over 30 different short courses in the areas of compliance, high risk work licensing, fire safety, driver safety, Chain of Responsibility (CoR) and manual handling. This represented in excess of 500 hours of work time allocated to this training. We offer study leave, study days and study support to team members where the course are relevant to their roles and the business. Where possible, team members are encouraged to use BINGO projects as part of their courses.

244
GOgetters undertook nationally recognised Certificate III level training

500hrs
In excess of 500 hours of work time allocated to training

Employee relations

We recognise and respect our employees' rights to freedom of association – to join, or refrain from joining, free from coercion, associations and labour unions. We recognise that employees have the right to organise and join associations and bargain collectively, if they so choose. BINGO does not currently employ any employees covered by a collective bargaining agreement. The majority of BINGO's GOgetters are covered by a number of Australian industry modern Awards which set the minimum pay rates and conditions of employment. Compensation of employees meets or exceeds minimum legal requirements and BINGO's compensation philosophy is that remuneration is competitive with industry standards. BINGO provides employees with a range of different forums and channels to engage, raise grievances and communicate including: toolboxes, employee committees, internal escalation channels, employee surveys and BINGO's Speak Up Hotline.



200hrs

Our LMS in its first two months of operation has delivered in excess of 200hrs of training.

CASE STUDY

ONLINE DIGITAL LEARNING PLATFORM

What was the challenge?

As BINGO has continued to grow, both in size and geographic spread, ensuring our GOgetters have access to compliance related information and training is key to empowering them to work safely and inside the law.

What did BINGO do?

During FY20, BINGO significantly improved its training and development capabilities through the launch of our online, mobile-optimised Learning Management System (LMS). The new system provides superior completion tracking and allows BINGO to author bespoke and content-rich online learning modules with competency assessment. Our new LMS is hosted within our ***GOpeople*** platform, powered by SAP SuccessFactors. It is simple, easy to use and can be accessed anywhere, anytime, on any device, via browser or through the native SuccessFactors app.

What was the impact?

To support our range of in-person training and toolbox talk sessions, BINGO launched a mandatory Zero Harm Rules module which has been completed by the majority of BINGO's workforce. Our new LMS also played an important role in maintaining compliance and preparing our GOgetters to return to the office following the COVID-19 lockdown. All GOgetters returning to the office were required to pass the mandatory COVID-19 Office Safety module. In its short time of operation our LMS has already generated 200 hours of learning. As our learning library continues to develop we hope to provide our GOgetters with a mixture of engaging leader and self-led learning experiences.

Diversity and inclusion

We are committed to building an inclusive BINGO Family where our team of GOgetters feel safe to be themselves and supported to achieve their best. As a business we know that we only reap the benefits of a diverse workforce when employees feel comfortable to be themselves at work, express their unique perspectives and contribute ideas. We believe our diverse team should be a reflection of the diversity of our customers, stakeholders and the communities in which we operate. We engage a broad pool of talent from our local communities, which means our BINGO Family is made up of a diverse range of GOgetters, rich in backgrounds, cultures, languages, socioeconomic status and experiences.

During FY20 we have continued to build on our inclusion framework which drives our inclusion initiatives. The three pillars of our inclusion framework are – positive awareness, systemic improvement and cultural change.

Inclusion framework

The focus of our inclusion effort is concentrated on groups who are traditionally disadvantaged and/or underrepresented, including Aboriginal and Torres Strait Islander Peoples, those with Disabilities and Women. Each member of the executive leadership team has undertaken to be champions of one of these focus areas to drive awareness and change throughout the organisation. BINGO's diversity and inclusion initiatives include:

- Increased flexibility in working arrangements for employees which includes increasing our part-time and casual workforce;
- Delivering opportunities and providing support for Aboriginal and Torres Strait Islander employees as part of our INNOVATE Reconciliation Action Plan (RAP);
- Diversity training and unconscious bias awareness training for BINGO's leaders; and
- Diversity talent acquisition process to ensure there are diverse candidates for open positions.

Embracing our cultural diversity

Our strength is in our diversity. We have over 30 nationalities with more than 40% of our employees speaking English as their second language. A large portion of our workforce are of African, Middle Eastern and South Pacific Island decent. We provide different types of employment in roles from entry level and non-skilled all the way through to trades and degree qualified roles. We are proud to provide employment and career progression opportunities for many employees that have sought refuge in Australia, are unskilled and/or come from non-English speaking backgrounds.

Promoting gender diversity

We are committed to implementing and supporting initiatives and processes to help facilitate equal gender participation and opportunity in our business. Increasing female representation through attracting new talent, as well as retaining and developing existing talent across the business remains a key focus for BINGO. BINGO's gender diversity targets aim for women to account for more than 25% of senior leadership and 30% Board representation. To continue to support progress in the area of gender diversity; we recognise we have more work to do. Initiatives that support this focus include succession planning, career development, and mentoring and recruitment activities. We will also continue to evaluate our promotion, pay and performance results to identify any gender pay equality issues.

Paid Parental Leave policies

To celebrate International Women's Day this year, BINGO launched our Parental Leave Policies. In Australia, on average women retire with 47% less superannuation than men. In developing BINGO's Parental Leave policy this area of the gender pay gap was an important consideration. Our Parental Leave Policy ensures eligible GOgetters will now continue to be paid their superannuation for the full parental leave period up to 12 months. Under BINGO's parental leave policies eligible GOgetters are entitled to Paid Primary Carers Leave for a period of 18 weeks or Paid Dad & Partner Leave for a period of two weeks. Creating flexible working solutions to support our GOgetters balance work and family commitments will continue to be a focus in FY21.

Inclusion framework

Our inclusion framework	POSITIVE AWARENESS	+	SYSTEMIC IMPROVEMENT	+	CULTURAL CHANGE
	Educating all employees to be aware of their responsibilities, bias and cultures starting with our values		Ensuring we implement and continually improve our policies, processes and systems, free from unconscious bias to empower our people		Awareness and systemic improvement will only be enabled through a shift in cultural patterns

THE BINGO FAMILY	INITIATIVES
ABORIGINAL AND TORRES STRAIT ISLANDERS	INITIATIVES
DISABILITY	INITIATIVES
WOMEN	INITIATIVES

BINGO celebrates International Women's Day and BINGO's new Parental Leave Policies – watch our video

WATCH NOW

Our team by numbers:

At 30 June 2020

Gender diversity	Number of females	% of total
Board	2	29%
Executive Leadership Team	1	11%
Senior Leadership Team	10	27%
Company Wide	144	14%

Engagement and training and development	FY18	FY19	FY20	Target
Engagement score	70%	80%	**80%**	80%
Average Tenure of Employment (years)	2.0	2.3	**2.48**	2.5
Certificate III Level Training (# of employees)	173	288	**244**	200
Total				

Employment Status	Male	% of total	Female	% of total	Total	% of total
Permanent full time	801	86.2%	128	13.3%	929	93.3%
Permanent part time	0	0%	4	100%	4	0.4%
Casual	51	80.9%	12	19.1%	63	6.3%
Total	**852**		**144**		**996**	

Community engagement

Our community engagement approach focuses on building and maintaining relationships with local communities, businesses and stakeholders to ensure BINGO's operations both create value and limit any negative impacts on the communities in which we operate.

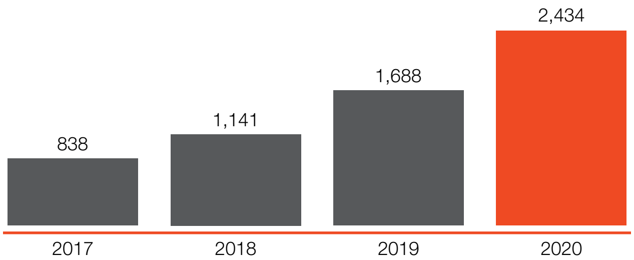
In FY20, BINGO has continued to strengthen our community relationships through ongoing stakeholder engagement with both our clients and community representatives. We have continued to provide improved community communication and engagement, particularly for stakeholders related to our master sites at Patons Lane, West Melbourne and Eastern Creek. We recognise this is an area with opportunities for improvement for our business and this will remain a key focus in FY21. BINGO also invests in our local economies through local procurement, local employment and sponsorships and donations to grass root community organisations.

BINGO Education Program

In collaboration with our sustainability partners Planet Ark, BINGO developed a Schools Education Program aimed at inspiring the next generation of recyclers. The program is a hands-on learning experience designed to increase the knowledge of waste and materials recovery in primary school-aged children. With curriculum links to Science and Geography, the BINGO Education Program takes students on a recycling journey.

The program includes a tour of BINGO facilities, chatting to a BINGO driver over two-way, deconstructing a model of a house to understand how waste is sorted and recycled and building a miniature greenhouse out of recycled materials that students get to take home. The program has been successfully run since 2017, collectively reaching over 6,000 students. This year BINGO was honoured to take our Education Program to the Youth Eco Summit 2019 at Sydney Olympic Park. The Youth Eco Summit is a curriculum-based sustainability event that engages and equips students for positive activism. This year the Summit was attended by over 2,000 school students. In FY20 we engaged 2,434 school students through our recycling education program.

Number of Students reached



BINGO'S WASTE EDUCATION PROGRAM REACHED

2,434

SCHOOL STUDENTS IN FY20

Our INNOVATE Reconciliation Action Plan

Our Vision for Reconciliation is to operate a business that is inclusive and respectful of the cultural needs of Aboriginal and Torres Strait Islander Peoples and communities and contributes to the celebration of their histories and customs.

In FY19, BINGO launched our inaugural INNOVATE Reconciliation Action Plan (RAP). In our first year we have made strong progress against our RAP actions with the majority of actions on-track. During the year we launched our BINGO Aboriginal and Torres Strait Islander Cultural Protocols. These protocols establish procedures for holding respectful Acknowledgement of and Welcome to Country ceremonies and establish expectations of BINGO employees when engaging with Traditional Owners. To encourage greater participation of Indigenous companies within our supply chain, our procurement procedures have been adjusted to ensure Indigenous suppliers are considered when procuring goods and services. The focus for FY21 will be delivering a cultural heritage training program, enhancing support for our Indigenous employees and continuing to improve BINGO's Indigenous participation rate through active recruitment.

READ NOW

Bushfire Appeal

In response to the devastating summer bushfires in Australia in 2019-20, BINGO established a Bushfire Response Group to co-ordinate our support for our GOgetters and customers who were impacted by the fires. Activities included supplying emergency bins and waste services for residential and commercial customers as part of the recovery process, paying community leave for GOgetters who served as volunteer fire fighters and running a fundraising initiative.

BINGO matched employee donations, dollar for dollar and held a series of barbeques for GOgetters and customers across all BINGO sites. Our fundraising efforts achieved over $20,000 in funds to support various charities supporting the bushfire relief.

Our Vision for Reconciliation is to operate a business that is inclusive and respectful of the cultural needs of Aboriginal and Torres Strait Islander Peoples and communities and contributes to the celebration of their histories and customs.

Community investment

During the year BINGO added another Pink Truck to the BINGO's pink truck fleet in support of the NSW Cancer Council and McGrath Foundation. BINGO now operates five pink trucks across NSW and VIC, in support of raising awareness of cancer and these important charities.

Since 2014 BINGO has raised over $1.17 million for the NSW Cancer Council and McGrath Foundations to support their work in cancer prevention awareness, research and invaluable patient support.

BINGO again in FY20 held a Pink Day event in support of McGrath Foundation and we were honoured to have McGrath Foundation founder Tracy Bevan come and speak to the BINGO Auburn team.

BINGO has provided bins and the waste service for Sydney's City 2 Surf, an event that helps raise vital funds for cancer research.

IN EXCESS OF

$1.17 million

RAISED SINCE 2014 FOR OUR CHARITY PARTNERS McGRATH FOUNDATION AND NSW CANCER COUNCIL

PINK TRUCK FLEET

5 trucks

BINGO NOW HAS 5 PINK TRUCKS ON ROADS IN NSW AND VIC IN SUPPORT OF THE McGRATH FOUNDATION

BINGO celebrates Pink Day – watch our video

WATCH NOW

Delivering customer satisfaction

Originating as a family-run business, BINGO was founded on delivering exceptional customer service. Our approach to customer experience is to provide excellent end-to-end service that builds trust, loyalty and familiarity with our customers. We believe this, and our ability to innovate are key to maintaining our competitive edge.

In FY20, we established a Customer Experience working group who, with the help of leaders and teams from across BINGO, looked closely at all the ways customers interact with BINGO. As a result of this audit, the working group made recommendations and commenced several customer experience improvement programs. A significant customer project is the development of our My BINGO platform, which is an enhanced version of our existing digital customer offering. My BINGO will provide superior contract management, greater transparency of waste services and volumes and improved efficiency for our customers.

Customer satisfaction has been identified as one of our material aspects and we are excited to evolve this space over the course of FY21.

Stakeholder Engagement

As a publicly-listed B2B and B2C company operating in a highly regulated industry in multiple jurisdictions, BINGO has a wide range of stakeholders. We aim to proactively engage with all stakeholders and communicate with them in an honest, transparent, relevant, inclusive and timely manner. Our approach to engaging is set out in our Stakeholder Engagement Policy.

We define our stakeholders as any group, organisation or individual that has the potential to impact, or be impacted by, the operation of our business. These include, but are not limited to, the stakeholder groups outlined on the following page.

By maintaining regular, two-way communication with our stakeholders, we are able to gain a better understanding of the issues that concern them. This enables us to properly address these issues and find practical solutions. Engaging with our stakeholders also enhances trust and credibility and allows us to advance our agenda.

A key element of our stakeholder engagement approach is an annual materiality assessment (see material issues on page 40). This process enables us to better understand the issues that matter to our stakeholders and allows us to adjust our approach accordingly.

Our approach to stakeholder engagement is guided by the following principles:

Transparent – We are open and honest in our engagement with our stakeholders.

Targeted and Inclusive – We clearly identify our stakeholders and ensure that a broad range of stakeholders have an opportunity to engage with us.

Timely – We engage with relevant stakeholders as early as possible and provide sufficient opportunity for them to provide input.

Purposeful – We have a clear understanding of how and why we are engaging with our stakeholders and what we want to achieve.

Respectful – We are respectful of our stakeholders' views, even when they differ from our own.

Pro-active – We will aim to anticipate the concerns of our stakeholders, and actively address them as soon as possible. We will not wait for our stakeholders to raise concerns with us.

As BINGO continues to grow, so too does our list of stakeholders and the nature of the issues on which we engage with them. We continuously review our stakeholders, and the issues that affect them, and adjust our engagement strategies accordingly.

BINGO holds memberships to the following organisations:

ISCA – The Infrastructure Sustainability Council of Australia (ISCA) is a member-based, not-for-profit peak body operating in Australia and New Zealand with the purpose of enabling sustainability outcomes in infrastructure.

BCSDA – The Business Council for Sustainable Development Australia (BCSD Australia) is the national peak body representing forward-thinking companies and organisations that are working towards the transition to a sustainable Australia.

GBCA – The Green Building Council of Australia (GBCA) is an authority on sustainable buildings and communities.

Social Traders – Social Traders mission is to foster social enterprise growth by helping them unlock and access the buying power of the Government and private sectors.

WCRA – The Waste Contractors and Recyclers Association of NSW (WCRA) is a registered industrial body of employers that addresses business issues relation to the waste and recycling industry on behalf of its members.

WMRR – The Waste Management and Resource Recovery Association of Australia (WMRR) is the national peak body for the waste and resource recovery industry.

ACOR – The Australian Council of Recycling (ACOR) is the leading national industry association for the recycling and resource recovery sector in Australia.

Our stakeholder groups

Stakeholders	Example	Engagement channels	Material issues/ themes	Relevant Strategic Priorities
Customers	Major construction contractors and developers, small builders and tradespeople, households and families, retailers and shopping centres, property services companies, waste companies	Account management Call Centre Website Customer surveys Social media Electronic Direct Mail (EDMs)	Customer Satisfaction Circular Economy Innovation Health and safety	Zero Harm Customer Experience Sustainability Growth and Innovation
Employees	BINGO staff and contractors (the BINGO Family)	The LOOP (Intranet) Engagement surveys CEO and ELT messages Town Halls and Team Meetings Employee events CEO mailbox Speak Up Hotline Employee Assistance Program	Health and Safety Employee Engagement and Culture Customer Satisfaction	Zero Harm Develop and Retain Talent Sustainability Growth and innovation
Investors	Retail and institutional shareholders, index funds, superannuation funds, equity analysts, ESG analysts	Annual General Meeting Investor presentations and meetings Analyst briefings	Growth Climate Risk Human & Labour Rights Governance and Risk Management	Zero Harm Sustainability Growth and Innovation
Government and Regulators	Federal, state and local government and regulatory agencies	Regular meetings and briefings Submissions and proposals Appearances at public inquiries Industry forums Industry associations	Health and Safety Environmental Performance Innovation	Zero Harm Sustainability Growth and Innovation
Community	Residents near our operations and facilities, special interest groups, community organisations charities and non-governmental organisations	Social media Community newsletters Community meetings Local media	Community Engagement Environmental Performance	Zero Harm Sustainability
Suppliers	Suppliers and sub-contractors	Meetings Responsible Sourcing Code of Conduct and assessment	Responsible Sourcing Human and Labour Rights	Zero Harm Sustainability
Industry	Industry associations, competitors, industry opinion leaders	Representation on Industry Association Boards and Committees and Working Groups	Circular Economy Community Engagement	Zero Harm Sustainability Growth and Innovation
Media	National, regional and local print and digital media, commentators and opinion leaders	Media releases Phone calls Meetings Emails Social media Website	Innovation Circular Economy	Zero Harm Sustainability Growth and Innovation

Federal Assistant Minister for Waste Reduction and Environmental Management, The Hon Trevor Evans MP

Victorian Minister for Energy, Environment and Climate Change, The Hon Lily D'Ambrosio MP

NSW Minister for Energy and Environment, The Hon Matt Kean MP

Leader of the Victorian Opposition, The Hon Michael O'Brien MP

NSW Shadow Minister for Environment and Heritage, The Hon Kate Washington MP

CASE STUDY

GOVERNMENT ENGAGEMENT

As a key player in the waste management and recycling industry, BINGO aims to be a thought leader and actively engages with local, state and Federal governments and their agencies with a view to raising standards across the industry and influencing government policy to improve recycling and resource recovery rates.

This engagement involves regular meetings with relevant ministers, advisors and regulatory bodies, site tours of BINGO facilities, making submissions to government inquiries and consultation papers, and appearances at public enquiries.

During FY20, the Company met with, and in some cases hosted site tours for, a number of state and Federal ministers and their advisors including:

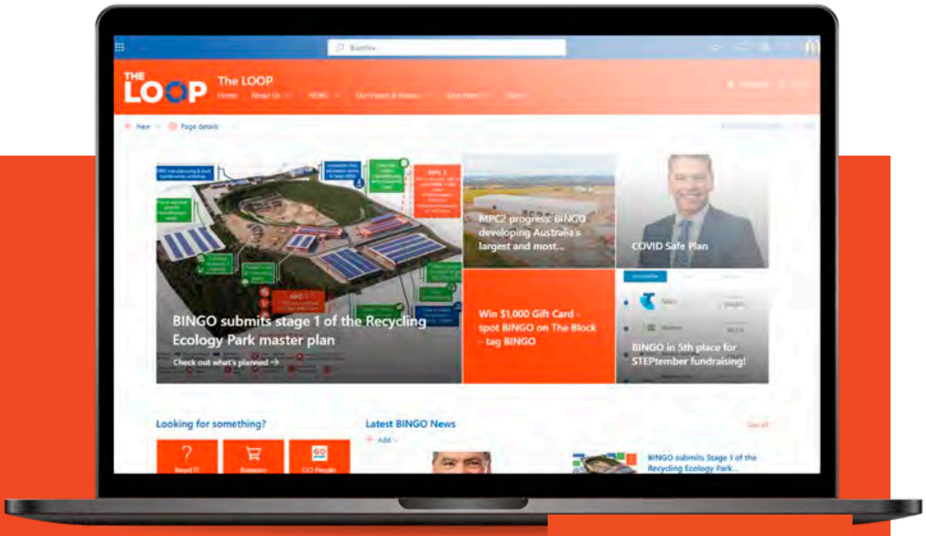
- The Hon. Sussan Ley MP, Minister for the Environment
- The Hon Trevor Evans MP, Assistant Minister for Waste Reduction and Environmental Management
- The Hon. Matt Kean MP, NSW Minister for Energy and Environment
- The Hon. Lily D'Ambrosio MP, VIC Minister for Energy, Environment and Climate Change, Minister for Solar Homes
- The Hon. Leeanne Enoch MP, QLD Minister for Environment and the Great Barrier Reef, Minister for Science, and Minister for the Arts

BINGO made submissions to a number of state and Federal government inquiries and consultation papers during the year, including:

- NSW Government Issues Paper – Cleaning up Our Act – The Future for Waste and Resource Recovery in NSW May 2020
- Federal House Standing Committee on Industry, Innovation, Science and Resources Inquiry into Australia's Waste Management and Recycling Industries – January 2020
- NSW Government Draft 20 Year Waste Strategy – October 2019
- VIC Government Circular Economy Issues Paper – August 2019
- QLD Department of Environment and Science Energy from Waste Policy discussion paper – August 2019
- BINGO executives appeared in person and presented its submission to the Victorian Parliamentary Inquiry into Recycling and Waste Management.

CASE STUDY

IMPROVING THE WAY WE COMMUNICATE – BINGO INTRANET 'THE LOOP'



What was the challenge?

Results from our FY19 Employee Engagement survey suggested that communication across the organisation was an area for improvement. As a business with a growing geographic footprint, the need for a centralised place where GOgetters can source important company news and resources has become more important than ever. The emerging COVID-19 crisis has also proved the criticality of providing employees with sophisticated digital communications tools.

What did BINGO do?

In January 2020, we launched our new intranet, The LOOP which was entirely developed in-house by BINGO's Information Technology and Communications teams. The name of the intranet, The LOOP, was the result of an employee competition and survey, and is a play on "Close the Loop", a key element of BINGO's strategic approach.

The site acts as a central repository of company news, information and resources including:

- Articles of interest to GOgetters, such as project updates, individual and team achievements and general industry news;
- Corporate videos;
- Messages from the Managing Director and CEO and senior executives;
- Company resources, such as policies, procedures, reports and management dashboards;
- GOgetter Directory; and
- Providing a gateway for BINGO's wider digital infrastructure, such as Microsoft Teams, GOpeople (our people platform), Speak Up Hotline, Basware (our procurement platform), BINGO social media channels and our Employee Assistance Program (EAP).

The launch of THE LOOP has also been supported by a comprehensive video communications program. Featuring GOgetters, these videos are cost-effectively produced in-house featuring topics such as Whistleblowing, Mental Health, Safety and other important employee facing communications. In FY20, we produced a total of 26 videos that generated over 510 hours of watch time.

What was the impact?

The LOOP has quickly become a critical resource during the COVID-19 crisis enabling our remotely working GOgetters to stay connected and up-to-date on the latest BINGO news and has had over 72,000 site visits in its first six months of operation. The LOOP has received a universally positive response from the BINGO Family. It has very quickly become the go-to location for company news and resources and achieved its objective of keeping our people both informed and engaged.

THE LOOP STATS

Average site visits per month:	Site visits in first 6 months
12,000	+72,000
Number of news articles shared since launch:	**Most popular time of the week:**
83	Wednesdays 8-9am

OUR VIDEO ENGAGEMENT

Number of videos produced in FY20	Generated over 510+ hours of watch time	Number of views generated
26	510+ hours	23,400+ views

GOVERNANCE

Governance targets – scorecard for FY20

GOVERNANCE	
FY19-20 TARGET	**FY20 PROGRESS**
Develop a strategic framework and procedure for supply chain management	Supply chain mapping completed. Supplier Code of Conduct launched, and Responsible Sourcing Program implemented.
Develop a Group Whistleblower Policy	Whistleblower Policy launched, employee training complete and Speak Up Hotline now in operation.
Enhance BINGO's risk management framework and subsequent implementation of an improved business continuity plan	Internal Audit and Risk Function Manager appointed, Risk Framework developed and rolled out, Business Continuity Plans developed and being tested through COVID-19 pandemic.

Governance

Our Governance Framework

BINGO's corporate governance framework has been designed to: support the delivery of our strategy; promote sustainable long-term shareholder value; assure BINGO's compliance with applicable laws; and assure adequate Board oversight of BINGO's key environmental, social and governance risks and opportunities.

BINGO's vision and values – the BINGO Way, underpin our corporate governance framework and build the foundation for our Company's culture of corporate integrity.

Compliance with the ASX Corporate Governance Principles

BINGO's Corporate Governance Statement (the "Statement") confirms the Company has followed the recommendations of the ASX Corporate Governance Council's Corporate Governance Principles and Recommendations throughout the period covered by this Annual Report. The Statement can be accessed via the BINGO website at: **https://www.bingoindustries.com.au/sustainability/governance**

Further information about BINGO's corporate governance policies and practices are also available on BINGO's website at: **https://www.bingoindustries.com.au/sustainability/governance**

Board and Management

BINGO Board

BINGO's Board is responsible to shareholders for the long-term performance of the Company and for overseeing the implementation of appropriate corporate governance with respect to the Group's affairs.

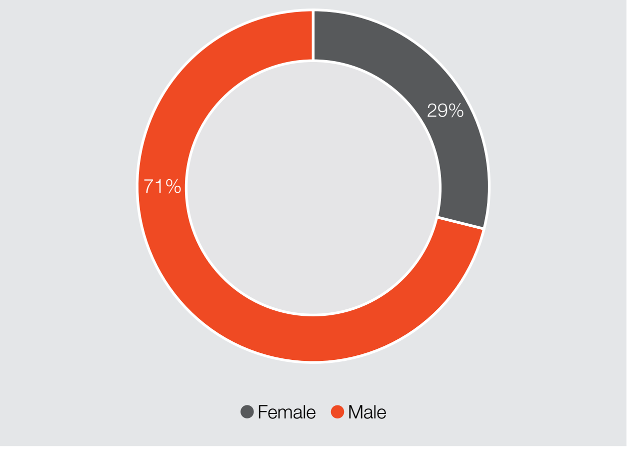
The role, authority, responsibilities and operation of the Board are set out in BINGO's Board Charter which can be found on our website at **https://www.bingoindustries.com.au/sustainability/governance**

The Board Charter sets out the matters specifically reserved for the Board and the powers delegated to various Committees, the Managing Director and CEO and other key management personnel. The Managing Director and CEO also delegates authority to the appropriate senior executives for specific duties and activities. This authority is governed by a formal 'delegations of authority' approved by the Board and cascaded throughout the organisation.

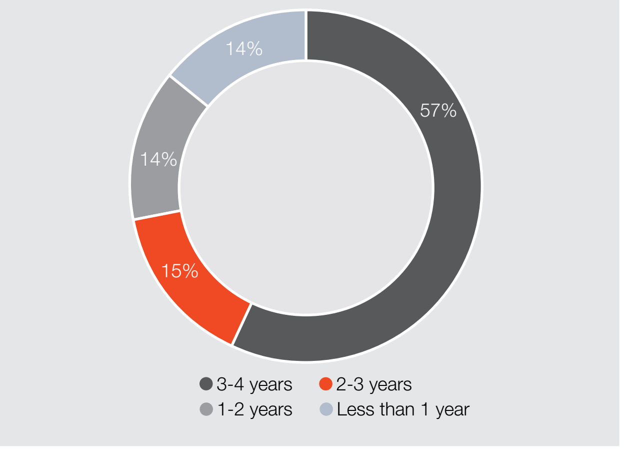
Board Skills Matrix

BINGO seeks to have Directors with an appropriate range of skills, knowledge, experience, independence and diversity, and an understanding of and competence to deal with current and emerging issues of the business. BINGO's Board Skills Matrix sets out the skills and diversity of the Board. BINGO's Board succession plans are designed to maintain an appropriate balance of skills, knowledge, experience, independence and diversity on the Board.

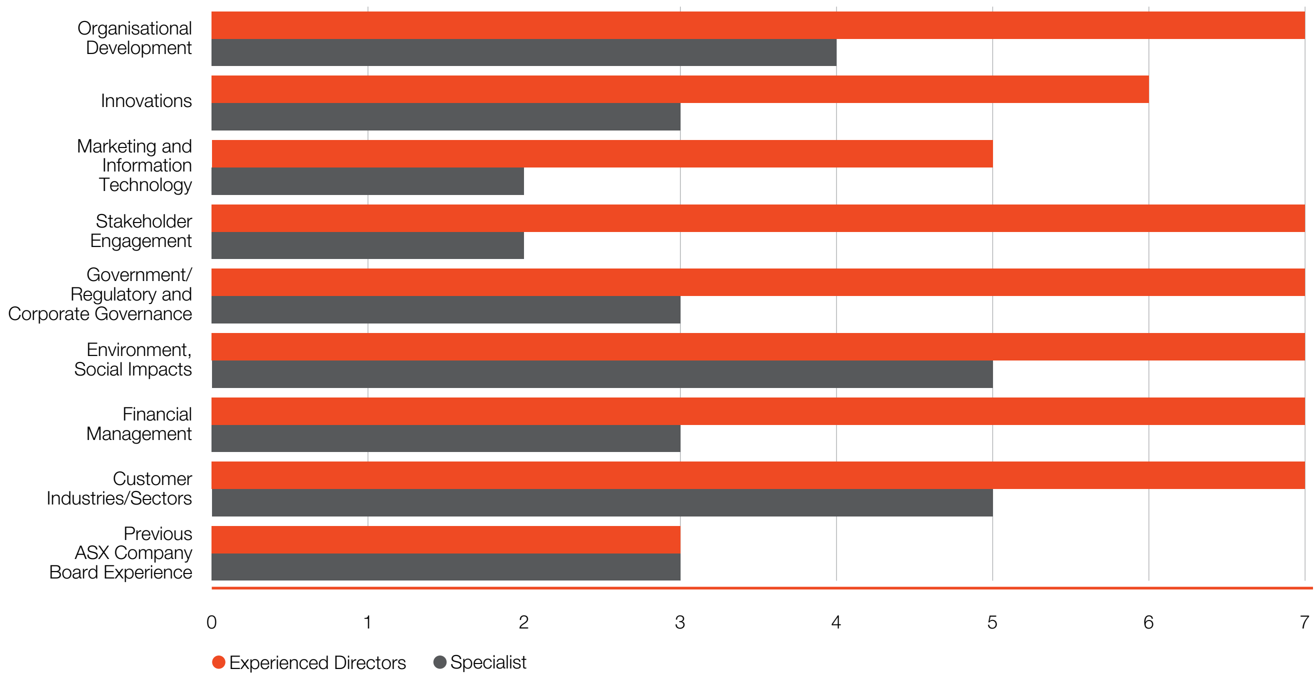
Board Diversity



Board Tenure



Board Skills Matrix



Minimum Shareholding Policy

BINGO maintains a Minimum Shareholding Policy for Non-Executive Directors for the purpose of encouraging an alignment between the interests of the Non-Executive Directors and the interests of BINGO's shareholders. This is balanced by our Share Trading and Communication and Disclosure Policies.

Board Committees

In order to more effectively deal with complex or specialised issues and to use Directors' time efficiently, the Board has delegated some areas of oversight to committees to make recommendations for action to the full board. In particular, these committees provide additional oversight and support for management in delivering our Environmental, Social and Governance targets and strategy. These committees are:

Board Committees attendance

Director:	Member of:				
	Board	Continuous Disclosure Committee[1]	Audit and Risk Committee	People and Culture Committee	Zero Harm Committee
Michael Coleman	◉	●	–	●	–
Daniel Tartak	●	●	–	–	–
Daniel Girgis	●	–	●	–	–
Maria Atkinson	●	–	●	◉	●
Barry Buffier	●	–	–	●	◉
Ian Malouf	●	–	–	–	–
Elizabeth Crouch	●	–	◉	–	●

● Member of Board/Committee ◉ Chair of Board/Committee

1. The Continuous Disclosure Committee is not a formal Board sub-committee, however it consists of Board and Leadership.

Board sub-committees

Continuous Disclosure Committee

The role of the Continuous Disclosure Committee is to manage the Company's compliance with its disclosure obligations, keeping our shareholders and the market are informed on material issues relating to BINGO's operations and performance.

Audit and Risk Committee

The Audit and Risk Committee's role is assist the Board to ensure the adequacy of BINGO's corporate reporting processes, overseeing the external auditor's role in these processes and to oversee Leadership approach to risk management.

People and Culture Committee

The People and Culture Committee assists and advises the Board on succession planning, the induction and continuing professional development programs for directors, the implementation of a process for evaluating the performance of the board, its committees and BINGO directors. The People and Culture Committee also oversees the recruitment of new Directors and succession planning for BINGO's Chief Executive Officer and other direct reports to the CEO. The Committee reviews information to measure the performance, well-being and knowledge of employees. It also identifies and reviews strategies to attract and retain the right talent, supports role model leadership, diversity and inclusion and contributes to the development of BINGO's corporate culture.

Zero Harm Committee

The Zero Harm Committee has been established to assist the Board in its oversight of BINGO's health, safety, environment, quality and sustainability commitments. The committee assists the Board's oversight of the Company's objective to operate in: a manner that causes Zero Harm to our employees and the environment in which we operate; and in compliance with its legal and regulatory obligations.

The Committee's role is to provide oversight, assist and advise the business on:

- BINGO's Safety, Environment and Quality (SEQ) and sustainability policies and processes;
- SEQ matters;
- its Sustainability framework, strategy and performance.

The Committee's overarching objective is to ensure that the commitment to Zero Harm and sustainability are core values and a priority across the Company's operations.

Executive Leadership Team

BINGO's Executive Leadership Team (ELT) are responsible for implementing BINGO's strategic objectives and ensuring the Company operates within the risk parameters set out within the Board Risk Tolerance Statement. BINGO's ELT are also responsible for instilling and reinforcing our Company's strong culture and core values – defined within our BINGO Way.

BINGO's ELT are responsible for providing accurate, timely and clear information to BINGO's Board to ensure the Board is well equipped with the information needed to carry out its role. BINGO's ELT members regularly report on both financial and other ESG related risk and opportunities through a strong engagement with BINGO's Board Sub Committees.

A notable enhancement of BINGO's management processes in FY20 was the establishment of a Business Leaders Forum. The Forum is constituted of both ELT and senior business leaders from across BINGO's operations. The Forum meets on a monthly basis to discuss topical matters regarding strategic, operational, compliance and other issues. The Forum supports BINGO's approach to accountability, communication and reporting.

From time to time BINGO establishes leadership working groups to address current and emerging issues. A number of management advisory groups were established throughout FY20, these included the: on-going Safety Communications Taskforce; COVID-19 Crisis Response Working Group; Innovation Hub Committee; Customer Experience Working Group and Sustainability Working Group.

Australasian Reporting Awards

BINGO's 2019 Sustainability Report was awarded a Gold in the Sustainability Report of the Year category. BINGO's Annual Report was also awarded Silver in the Annual Report of the Year category. BINGO continues to focus on transparent communication with all stakeholders, ensuring our message *Pushing for a waste free Australia* is heard.

Our Values, Code of Conduct and related policy framework

Our team of dedicated GOgetters are the key to BINGO's success. Our BINGO Way establishes our core company values – B- be loyal, I – Inside the Law, N – Never Say Never, G – Greatness is Earned, O – One Team, One Family. Our BINGO Way informs our company culture and is the foundation on which we have built our corporate ethics, policy and internal compliance program. We understand that to be successful and fulfill our vision of a waste free Australia, we must maintain the trust and confidence of our stakeholders. We empower our GOgetters to make good work-related choices through our Code of Conduct and associated policies and procedures. Our Code of Conduct is reviewed and approved by the Board and is administered by BINGO's legal function. The Code raises awareness of legal and ethical issues that may arise and outlines BINGO's expectations for compliance.

Speak Up (Whistleblower) Policy

Our Code of Conduct is supported by our Speak Up (Whistleblower) Policy that provides our GOgetters with an independent, third-party operated reporting hotline. This service is contactable 24-hours a day, 7 days a week and provides a platform for our employees to make confidential or anonymous reports. BINGO maintains a strict prohibition on any form of retaliation against someone who has raised a concern. Following the launch of BINGO's Speak Up Hotline in FY19, this service has proven to be an invaluable tool for our GOgetters and Leadership team to address and work through concerns.

Human Rights

Our policy framework is also informed by our Human Rights Statement. This statement acknowledges our responsibility to protect and uphold human rights within our sphere of influence. Specifically, our Human Rights Statement addresses the material impact our operations may have on human rights, these being:

- Creating a safe and healthy environment;
- A prohibition against child labour and protections for young workers;
- A prohibition against forced labour and human trafficking;
- Fostering positive community relations through stakeholder engagement and community investment;
- Protections for the human and labour rights of BINGO's workforce, including prohibitions against discrimination; and
- Protections for the human rights of First Nations peoples.

Ongoing awareness training and promotion of Human Rights-related impacts will continued to be carried out across our business, this includes a program to continually assess the Human Rights-related impacts of BINGO on our communities through our stakeholder engagement program.

Responsible sourcing

Strong relationships with our suppliers built on trust, collaboration and innovation will deliver enhanced value for our customers. Building positive and productive relationships with our suppliers will help BINGO achieve alignment of values and sustainability goals throughout our supply chain.

In FY20, BINGO continued to enhance our Responsible Sourcing Program, formalising and launching our Supplier Code of Conduct, establishing a framework for engaging more diverse suppliers and completing our first modern slavery risk audit. Our Responsible Sourcing Program encompasses governance, social and environmental aspects with a focus on Human and Labor Rights.

The objectives of our Responsible Sourcing Program are:

- promote BINGO's expected standards of sustainable business practice throughout our supply chain;
- reduce the environmental and social risks associated with our business activities;
- be satisfied BINGO's procurement practices are fair, ethical and abide by applicable laws and regulations;
- be satisfied BINGO's procurement activities are inclusive, allowing opportunity for business development that promotes diversity; and
- enhance their sustainability performance, realising mutually beneficial outcomes for BINGO, our supply chain and the communities in which we operate.

In FY21, we will continue to progress our Responsible Sourcing roadmap:

Phase 1	Phase 2	Phase 3
✓ Supplier Code of Conduct ✓ Supply chain mapping and Modern Slavery risk assessment ✓ Modern Slavery awareness workshop – management and suppliers	• Modern Slavery Statement ✓ Corrective Action Plan • Responsible Sourcing/Modern Slavery awareness workshop – management and suppliers	• Business Partners Due Diligence procedure • Key supplier audits

SOCIAL TRADERS

Our Responsible Sourcing Program is focused on generating social value through our procurement spend. In FY20, we became a member of Social Traders, a not-for-profit organisation focused on creating jobs for disadvantaged Australians by linking business and government buyers with social enterprises.

Through our relationship with Social Traders we are able to fulfil our commitment to working with social enterprises and generating opportunities for disadvantaged segments of our community. BINGO is now working with six additional diverse suppliers and social enterprises within our supply chain with five more partners currently being evaluated.

As part of our Responsible Sourcing Program, expected procurement actions within BINGO's Reconciliation Action Plan (RAP) have also been built into the program and our wider procurement policies and procedures. In FY20, we have already achieved our FY21 RAP target of engaging three new Indigenous suppliers and we have removed any barriers within our procurement Policy to support the procurement of goods and services from Indigenous and diverse suppliers.

BINGO will be commencing a Human Rights due diligence exercise across our supplier base in FY21.

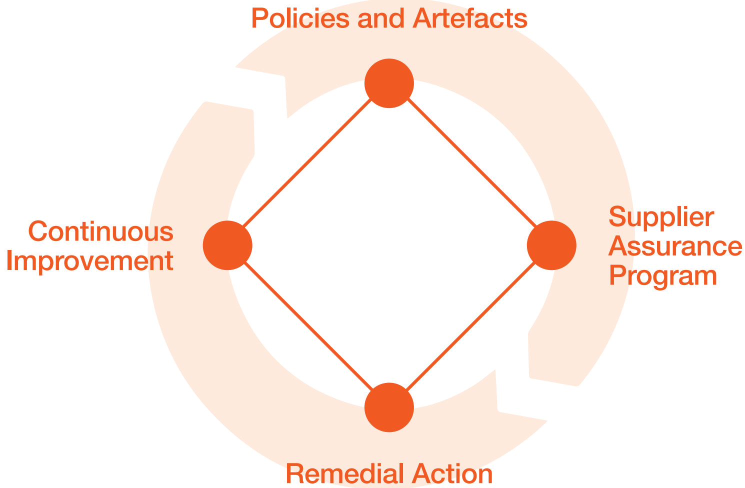
Modern Slavery

BINGO is subject to the Modern Slavery Act 2018 (Commonwealth Act'). The Act requires reporting entities, to produce an annual Modern Slavery Statement. The legislation has the objective to mitigate the risks of slavery and human trafficking both in Australia and overseas.

In FY20, we updated our Human Rights Statement to include our modern slavery commitments. In addition to this we have also updated our Procurement Policy and included our expectations in relation to assessing and preventing modern slavery within our Supplier Code of Conduct. In addition to satisfying regulatory requirements under the Commonwealth Modern Slavery Act, 2018 our approach is to proactively engage with the issue and contribute to combating modern slavery within our sphere of influence.

In FY20, we conducted a comprehensive evaluation of BINGO's supply chain and the potential risks of modern slavery within our operations. BINGO spends almost $400 million across more than 1,500 suppliers. To better understand areas of risk, our supplier base has been segmented, analysed and categorised according to country, industry, product risk, entity risk, and associated spend levels. Following this desktop review, thorough field assessments of our significant international suppliers in China and Vietnam were carried out. No instances of exploitation were identified during the field audits.

Our approach to assessing and managing modern slavery within our supply chain encompasses the following components:



Policies and Artefacts

BINGO revising our policies to align to the Modern Slavery Act including:

- Code of Conduct and Human Rights Statement
- Procurement Policy and Supplier Information Request Forms
- Modern Slavery Statement
- Other artefacts including education/training materials

Supplier Assurance Program

Nominated BINGO incumbents will be required to respond to a newly developed supplier assurance questionnaire. This questionnaire enables us to improve transparency and better understand the risks of modern slavery in our extended supply chains. BINGO are prioritisinig incumbents where the identified risk of modern slavery in that category of expenditure is high and expenditure with that incumbent is high. BINGO is also undertaking field assessments (includes a discrete external and short-notice internal assessment) of high risk overseas suppliers.

Remedial Action

In the event that we become aware of a case of slavery or human trafficking occurring within our direct supply chain, we will remediate any issues directly with that supplier. Depending on the severity or in case a satisfactory remediation is not possible, the supplier relationship may ultimately be terminated and the matter may be reported to the Australian Federal Police (if appropriate).

Continuous Improvement

BINGO will undertake an ongoing review of its supply chain, related internal policies and artefacts and will continue to use the supplier assurance program to assess the need for any revisions to our practices

We will also produce an annual Modern Slavery Statement (as required by legislation) that will be made publicly available.

Where Modern Slavery may be found in BINGO's supply chain, our policy preference is for remedial action to work with suppliers to assist them in removing modern slavery from their operations. We believe that termination is not the most appropriate pathway to deal with Modern Slavery, however in some circumstances we may trigger termination and escalation to the appropriate authorities.

BINGO's supply chain

BINGO partners with 1,500 diverse suppliers who support us in delivering our services to customers.

We work with a large number of small-to-medium sized Australian-based enterprises, as well as larger businesses that assist us in the recovery and disposal of waste and transport logistics.

BINGO also deals with international suppliers, where we source materials for our subsidiary TORO Waste Equipment. Namely, we source key materials from China and Vietnam such as steel. These suppliers have formed the focused of the Modern Slavery work we undertook in FY19/20.

The most significant changes to BINGO's supply chain in FY20 was the increased spending on construction services due to development of our Paton's Lane facility and Eastern Creek Recycling Ecology Park.

As noted on pages 82-83 of this report, we are actively working on a Responsible Sourcing Program, which includes supply chain risk management and ensuring our suppliers are aligned with our operating standards set out in our Supplier Code of Conduct.

CASE STUDY

BINGO RECOGNISED AT THE AUSTRAL-ASIA SUPPLY MANAGEMENT AWARDS (CIPS) 2020 FOR EXCELLENCE IN SUPPLY CHAIN RISK MANAGEMENT'

What is Modern Slavery?

Modern slavery is the exploitation of other people for personal or commercial gain. Sometimes it may look like "employment" but actually the individuals caught in modern slavery are being controlled by their employer. They may face violence, threats, inescapable debt, be threatened with deportation or have their passport confiscated. People can become entrapped making our clothes, serving our food, picking our crops, working in factories, or working in houses as cooks, cleaners or nannies.

Why does BINGO care about Modern Slavery?

Modern slavery is all around us, but often just out of sight and there is a high-risk that it is in our supply chain, in the goods we procure internationally and even potentially the goods and services we procure here in Australia. As a company that purchases goods and services, we have a responsibility to assess the potential for modern slavery in our supply chain and work with our suppliers to ensure we are not complicit in modern slavery. In 2018, the Commonwealth enacted the Commonwealth Modern Slavery Act 2018 establishing Australia's national Modern Slavery Reporting. This requirement has been a great driver for action to stamp out modern slavery.

What is BINGO doing?

As part of our work to address modern slavery risk we commenced a comprehensive evaluation aimed at better understanding our supply chain and the potential risks of modern slavery from our operations and extended supply chain internationally. The evaluation included a 12-month external spend review, procurement documentation and policy assessment, development of relevant training and conducting on-site field assessments of high-risk suppliers in China and Vietnam.

In addition to this, we have rolled out our Supplier Code of Conduct and made improvements to our due diligence processes for onboarding suppliers. As part of this program we have been working to increase awareness across the business, and have been developing strategies to help BINGO remediate potential modern slavery within our supply chain. BINGO will be publishing our first Modern Slavery Statement later this year.

We understand that work to assess and prevent modern slavery is an on-going commitment for companies and we are focused on continuing to make improvements in this area including providing training for key employees who procure goods and services for BINGO.

Risk management

During FY20 the Internal Audit and Risk Function was consolidated, headed by the Group Internal Audit and Risk Manager. This function is responsible for the continual refinement of BINGO's Risk Management Framework. The Internal Audit and Risk Function supports BINGO's ELT Risk Committee and business unit leads in embedding risk management processes into business planning and day-to-day operations. This includes maintaining BINGO's Enterprise Risk Management Register and reporting all material and emerging risks up to the Board through the Board's Audit and Risk Committee. The internal Audit and Risk Function is also responsible for implementing a comprehensive all employee risk awareness and training program.

BINGO's approach to risk management

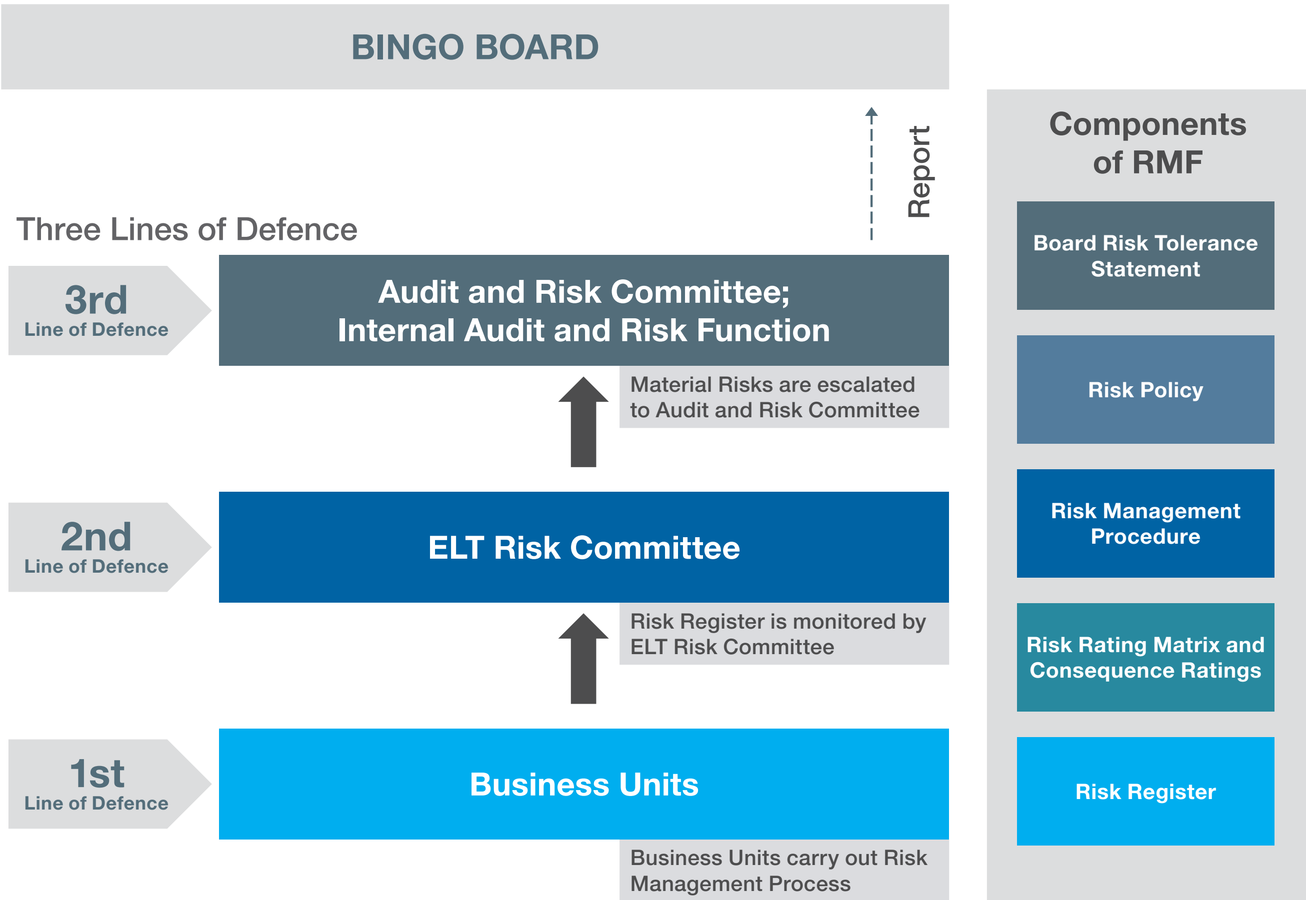
Our approach to risk management is flexible and adaptable and the Framework can be applied at both an enterprise and individual business unit/site level.

Our Risk Management Framework:

- provides for the Board's risk tolerance levels, promoting alignment between the expectation of the Board and the strategic decision making of management;
- provides employees with the tools and processes required to appropriately manage risk within their business unit;
- provides the framework for identifying, escalating, mitigating and monitoring risks; and
- ensures risk management is embedded in the decision-making processes at BINGO.

BINGO's Risk Management Framework comprises three lines of defence. Individual business units are responsible for identifying and managing risks within their respective areas of business. The ELT Risk Committee, supported by BINGO's Group General Counsel oversees the implementation of risk processes across the business and maintains BINGO's enterprise Risk Register. The third line of defence is delivered by the Audit and Risk Committee and the Internal Audit and Risk Function.

The Precautionary Principle establishes the appropriate level of risk management required to assess the environmental and health consequences of business operations. BINGO adopts the Precautionary Principle when assessing the future health and environmental impacts of our business, in particular, in assessing the effects of our development activities and new recycling technologies on our communities. Our overall approach to risk management is outline in our Risk Management Framework shown below.



Our material risks and mitigation strategies

Risk	Mitigant
Activity in the waste management sector and geographical concentration	BINGO operates in the waste management sector, focusing on the collection and recycling of waste predominantly in NSW and VIC. NSW is the largest waste generating state in Australia, accounting for 30% of the national population and approximately 40% of waste generation. The level of activity in the waste management sector may vary and be affected by prevailing or predicted economic activity. BINGO has strategically expanded from NSW to VIC and will continue to explore market share opportunities along the east coast of Australia through organic growth and EBITDA accretive acquisitions. BINGO will continue to leverage its existing operational footprint to target the pipeline of critical infrastructure projects, commercial opportunities and residential and non-residential construction. BINGO will also continue to explore commercial opportunities in waste to energy, refuse derived fuel and other alternate waste treatment options.
Competition and market share	A number of businesses compete with BINGO in the Collection and Post-Collection markets its key focus markets. To protect its market leading position and market share, BINGO invests in technology, focuses on rigorous safety and environmental compliance measures and invests in recruiting and retaining talent to maintain and grow its competitive position. Given the fragmented nature of the waste processing market in NSW and VIC, large-scale waste management operations can achieve significant benefits through operating a vertically-integrated network of facilities. These benefits include higher route densities which typically reduce the average cost of collections and the ability to pursue vertical integration between collection, processing and landfill. BINGO's capacity to recycle a higher proportion of incoming waste is an advantage smaller operators would find difficult to replicate given the scale and capital investment required.
Reliance on customers and customer concentration	The success of BINGO's business and its ability to grow relies on its ability to retain existing client relationships and develop new ones. Since the IPO in 2017, BINGO has continued to expand its diversified customer base across a number of sectors including construction, (engineering construction and building construction), industrials, retail and consumer, healthcare, food and beverage and Government. Whilst the B&D segment is characterised by projects rather than long-term contracts, BINGO has a number of long-term customers with the average relationship of a C&I customer being 2-3 years.
Operating Risks	The performance of BINGO may be subject to conditions beyond the control of Management, and these conditions may reduce sales of its services and/or increase costs of both current and future operations (for example, unplanned shutdowns for an extended period of time, changes in legislative requirements, variation in timing of regulatory approvals, abnormal or severe weather or climatic conditions, natural disasters, unexpected maintenance or technical problems, new technology failures and industrial disruption). BINGO has a number of Post-Collection sites, a large unencumbered fleet, and geographically diversified work force, that positions BINGO well to respond to unexpected issues. BINGO also maintains strong relationships with various levels of government, ensuring timely knowledge of regulatory changes and the ability to respond to tenders in an efficient manner. Waste Collection and Post-Collection have, and continue to be, considered an essential service in supporting operating industries and communities. BINGOs Risk Management Framework seeks to ensure that appropriate controls are put in place to mitigate key operating risks. The framework comprises three lines of defence: • First Line – Individual business units are responsible for identifying and managing risks within their respective areas of business. • Second Line – ELT Risk Committee, supported by Group General Counsel, oversees the implementation of risk processes across the business and maintaining BINGO's enterprise Risk Register. • Third Line –comprises the Audit and Risk Committee and the Internal Audit and Risk Function.

Risk	Mitigant
Occupational health and safety	BINGO is exposed to risks associated with the occupational health and safety of its employees. Injuries to employees may result in significant lost time for the employee, and costs and impacts on the BINGO business, beyond what is covered under workers compensation schemes.
	The safety of staff is a key priority at BINGO and is continually being reviewed by management to minimise risk. BINGO has taken steps in order to increase the safety of its operations and mitigate the risk of workplace injuries occurring to staff, customers, or contractors including: • The launch of new communication channels and engagement protocols; • The relaunch of the Think Safe, Be Safe, Home Safe messaging; • The introduction of BINGO Zero Harm Rules; • Increasing the scope, function size and reach of Zero Harm Committee; • Introducing control-focused approach to operational risk management focusing operations on the controls that reduce risk; and • Introducing new incident management system which uses of real time data for performance improvement. Safety is the number one focus at BINGO and any incident is taken seriously. BINGO applies incident learnings to improve safety culture and operations. The safety system at BINGO is certified to ISO45001:2018 OH&S Management System Requirements and is audited externally every six months to ensure compliance to this standard. BINGO has a dedicated safety team who works in conjunction with operations, People & Culture and internal risk and audit to both prevent and manage occupational health and safety matters.
Regulatory risks	BINGO may be exposed to changes in the regulatory conditions under which it operates in Australia. BINGO's ISO certified management systems, investment in safety environment and quality performance and training, participation in industry forums that influence government and regulator policy and strategy, innovation and continuous improvement programs, substantially reduces the risks associated with changes to regulatory settings. In May 2019, the NSW Environment Protection Authority introduced new minimum standards for managing construction waste in NSW. The standards aim to minimise the risk of harm to human health and the environment from asbestos and other contaminants found in construction waste. BINGO has invested to upgrade existing sites in NSW to comply with the new minimum standards. In making the necessary investments, BINGO is proactively managing its regulatory risks. Managing regulatory risks is of paramount importance to the Board of BINGO. The Zero Harm Board Committee oversee all safety and environment risks and report to the Board. BINGO also have access to industry leading expertise in the form of an expert panel to provide additional guidance on regulatory risks. BINGO has invested substantial amounts of capital in operations in particular at the Braeside, West Melbourne, Mortdale, Patons Lane and Eastern Creek facilities and have the benefit of approvals from Government authorities. BINGO works closely with the regulatory authorities to ensure that its processes are maintained in accordance with industry best practice. Given BINGO's history and focus on securing government infrastructure projects, BINGO seeks to ensure that its processes meet government expectations of service providers which sets it apart from its competitors. The continued focus from governments, lobby groups, customers and the community to increase recycling and reduce landfill is unlikely to subside, which will benefit companies with recycling capabilities such as BINGO.

Risk	Mitigant
Environment	BINGO collects and processes waste which has the potential to contain contaminated or hazardous material and or result in emissions that might impact human health or the environment. BINGO has robust controls in place to manage these risks. Waste management activities are subject to significant environmental and other regulation. These regulations impact BINGO both from a site planning / development perspective and at an operational level, seeking to minimise the impact of waste management activities on human health, the environment and transport infrastructure. BINGO has taken steps in order to improve the environmental and development performance of its operations and mitigate the risk of harm to people and the environment including: • Introduction of BINGO Zero Harm Rules; • Increasing the scope, function size and reach of the Zero Harm Committee; • Introduced a control-focused approach to operational risk with management focusing operations on the controls that reduce risk; • Introduced new incident management system which also benefits use of real time data for performance improvement; • Introduced data management system focused on data associated with monitoring environmental impacts; • Registered and reported greenhouse gas emissions and energy usage with the government regulator; • Obtained access to industry leading external expertise to provide advice on environmental matters; • Monitor and maintain pollution controls that limit risk to air, water, community; and • New development capex spend incorporating best practice design and technologies to best manage potential pollution. The Environmental Management System at BINGO is certified to ISO14001:2015 Environment Management System Requirements and is audited externally every six months to ensure compliance to this standard.
Past and current acquisitions	In accordance with its growth strategy, BINGO has undertaken a number of acquisitions. At the time of each acquisition, BINGO conducted due diligence enquiries. Notwithstanding this, it is possible that one or more material issues or liabilities may not have been identified, or are of an amount greater than expected, and that the protections negotiated by BINGO prior to the relevant acquisition are inadequate in the circumstances. BINGO conducts appropriate levels of due diligence prior to any acquisition in an effort to not only achieve a fair price is paid, but to identify any environmental concerns. BINGO also typically engages top tier external legal, accounting and environmental expertise to assist in its due diligence. Once an acquisition takes place, BINGO sets about implementing the rigorous safety and environmental measures it has in place across its business. If BINGO identifies an issue with an acquisition, it will quickly assess and remediate it to minimise the environmental, social and financial impact.
Business Interruption	BINGO utilises technology for the delivery of various services made available to customers. Should these systems not be adequately maintained, secured or updated or if BINGO's disaster recovery plans do not adequately address an event that occurs, this may negatively impact on BINGO's performance. The recent recruitment of a Chief Information Officer has enhanced the focus on systems security to ensure that best practice protection measures are constantly explored. The Chief Information Officer focuses on enhancing internal systems and the customer service offering. BINGO has invested in the development of management information and information technology systems designed to maximise the efficiency of BINGO's operations. IT spend is considered 'core' capital expenditure as it increases asset utilisation, minimises fuel cost and increases efficiency, minimises risk of injury amongst other things. BINGO has in place a Crisis Management Plan and Business Continuity Plans overseen by the internal risk function to address operations interruption risks. These processes have been utilised during COVID-19 and have significantly assisted in planning and preparation to mitigate any material interruption.


BINGO
INDUSTRIES
THINK SAFE
BE SAFE
HOME SAFE

Regulatory activity

BINGO resolves matters related to Minto recycling facility

BINGO resolved matters related to a breach of its Environment Protection Licence (EPL) for its Minto recycling facility, following a ruling by the Land and Environment Court of NSW in December 2019.

A notice related to the resolution of this matter is provided below:

Minto Recycling Pty Ltd convicted of breaching its environment protection licence and ordered to pay $90,000

Minto Recycling Pty Ltd (Minto), a wholly owned subsidiary of BINGO Industries Ltd, has been convicted and been ordered to pay to the Environmental Trust the sum of $90,000 by the Land and Environment Court of NSW for breaching a condition of its Environment Protection Licence (Licence) issued by the Environment Protection Authority (EPA).

The Licence authorised Minto to receive and process up to 30,000 tonnes of waste at Minto's premises at 13 Pembury Road, Minto, NSW 2566 in the period 25 November 2016 to 24 November 2017. However, in that time, Minto received and processed 169,695.34 tonnes of waste in contravention of its Licence.

As a result of the offence, Minto derived financial benefits of at least approximately $250,000.

On 13 December 2019, the Land and Environment Court convicted Minto of an offence against s. 64(1) of the Protection of the Environment Operations Act 1997 for contravening a condition of its Licence and ordered it to:

1. Pay an amount of $90,000 to the Environmental Trust in lieu of a fine;
2. Pay the EPA's legal costs; and
3. Publish this notice in the Australian Financial Review, the Daily Telegraph, the Campbelltown – Macarthur Advertiser, Inside Waste magazine and on the website of BINGO Industries Ltd website and the Annual Report of BINGO Industries Ltd published to the Australian Stock Exchange.

BINGO co-operates in ACCC Investigation

In late 2019, the Australian Competition and Consumer Commission (ACCC) commenced an investigation into the B&D waste sector in NSW. The investigation related to price adjustments in the sector, which were implemented in July 2019. BINGO is one of a number of market participants involved in the investigation.

In response to market speculation and in line with our commitment to transparency, BINGO advised the Australian Securities Exchange (ASX) on 28 January 2020 that it was involved in the investigation.

At the time of writing, the ACCC investigation is ongoing. BINGO has co-operated fully with the ACCC and will continue to be transparent and co-operative in our dealings with the ACCC, our shareholders and all our stakeholders.

Global Reporting Initiatives (GRI) standards

The below table indicates the alignment between the content of this report and the applicable sections of the GRI standards.

Organisational profile	102-1 Name of the organisation	Pg 100
	102-2 Activities, brands, products, and services	Pg 2-3, 20-29 & 100
	102-3 Location of headquarters	Pg 204
	102-4 Location of operations	Pg 2-3
	102-5 Ownership and legal form	Pg 147 & 202
	102-6 Markets served	Pg 2-3
	102-7 Scale of the organisation	Pg 21-29
	102-8 Information on employees and other workers	Pg 69
	102-9 Supply chain	Pg 85
	102-10 Significant changes to the organisation and its supply chain	Pg 85
	102-11 Precautionary Principle or approach	Pg 86
	102-12 External initiatives	Pg 34-37
	102-13 Membership of associations	Pg 74
Strategy	102-14 Statement from senior decision-maker	Pg 10-15
	102-16 Values, principles, standards, and norms of behavior	Pg 7
Governance	102-18 Governance structure	Pg 79-81
Stakeholder Engagement	102-40 List of stakeholder groups	Pg 75
	102-41 Collective bargaining agreements	Pg 67
	102-42 Identifying and selecting stakeholders	Pg 38, 74 & 75
	102-43 Approach to stakeholder engagement	Pg 74
	102-44 Key topics and concerns raised	Pg 38 & 75
Disclosure		
Reporting Practice	102-45 Entities included in the consolidated financial statements	Pg 100, 178-180
	102-46 Defining report content and topic boundaries	Pg 38-41
	102-47 List of material topics	Pg 40
	102-48 Restatements of information	Pg 150-151
	102-49 Changes in reporting	Pg 38
	102-50 Reporting period	Pg 100
	102-51 Date of most recent report	Pg 99
	102-52 Reporting cycle	Pg 100
	102-53 Contact point for questions regarding the report	Pg 204
	102-54 Claims of reporting in accordance with the GRI standards	Pg 38, 40 & 41
	102-55 GRI content index	Pg 92-93
	102-56 External assurance	N/A

Health and Safety	103-1 Explanation of the material topic and its boundaries	Pg 40, 41 & 58
	103-2 The management approach and its components	Pg 58 -59
	103-3 Evaluation of the management approach	Pg 58-59
	403-1 Occupational health and safety management system	Pg 58-59
	403-4 Worker participation, consultation, and communication on occupational health	Pg 58-59
	403-5 Worker training on occupational health and safety	Pg 58-59
	403-6 Promotion of worker health	Pg 58-59 & 64
Environmental Performance	103-1 Explanation of the material topic and its boundaries	Pg 40-41, 46 & 48
	103-2 The management approach and its components	Pg 46 & 48
	103-3 Evaluation of the management approach	Pg 48 & 50
	302-1 Energy consumption within the organisation	Pg 52-53
	302-3 Energy intensity	Pg 52
	302-4 Reduction of energy consumption	Pg 52
	305-1 Direct (Scope 1) GHG emissions	Pg 52
	305-2 Energy indirect (Scope 2) GHG emissions	Pg 52
	305-3 Other indirect (Scope 3) GHG emissions	Pg 52
	305-4 GHG emissions intensity	Pg 52
	307-1 Non-compliance with environmental laws and regulations	Pg 49 & 91
Employee Engagement and Culture	103-1 Explanation of the material topic and its boundaries	Pg 40-41, 62 & 66
	103-2 The management approach and its components	Pg 62 & 66
	103-3 Evaluation of the management approach	Pg 66
	401-1 New employee hires and employee turnover	Pg 69
	401-3 Parental leave	Pg 68
Customer Satisfaction	103-1 Explanation of the material topic and its boundaries	Pg 40-41 & 73
	103-2 The management approach and its components	Pg 73
	103-3 Evaluation of the management approach	Pg 73
Circular Economy	103-1 Explanation of the material topic and its boundaries	Pg 40-41 & 46-47
	103-2 The management approach and its components	Pg 47
	103-3 Evaluation of the management approach	Pg 47
	306-1 Waste generation and significant waste-related impacts	Pg 47
	306-2 Management of significant waste-related impacts	Pg 47
	306-4 Waste diverted from disposal	Pg 47
Innovation	103-1 Explanation of the material topic and its boundaries	Pg 40-41 & 36
	103-2 The management approach and its components	Pg 36
	103-3 Evaluation of the management approach	Pg 36

Board of Directors

MICHAEL COLEMAN
FAICD FCA FCPA

Independent Chair and Non-Executive Director

A senior audit partner with KPMG for 30 years with significant experience in risk management, financial and regulatory reporting and corporate governance.

Currently a Non-Executive Director and Chairman of the Audit Committee at Macquarie Group Limited, Board Member of the Australian Institute of Company Directors and a Director and Chair of the Audit Committee of Legal Aid NSW.

Other current roles include Adjunct Professor, University of New South Wales, Chairman of Planet Ark Environmental Foundation, a member of the Board of Governors of the Centenary Institute and Board Member of the Belvoir St Theatre Foundation.

DANIEL TARTAK
MAICD

Managing Director and Chief Executive Officer

Daniel brings deep industry knowledge and connectivity to his role of CEO, having spent the last 14 years in the waste industry. Leading BINGO as CEO since July 2015, Daniel has been integral in the formation and execution of the business strategy, including listing on the ASX and more recently, geographical expansion and vertical integration.

Experienced in leading large, geographically dispersed teams and with a strong passion for people. Daniel has successfully led BINGO's expansionary strategy including overseeing several successful acquisitions, and most recently the acquisition of DADI in 2019.

Daniel is an innovative leader with a vision to create the first vertically-integrated Recycling Ecology Park in Australia at the newly acquired Eastern Creek facility.

Member of the Australian Institute of Company Directors.

ELIZABETH CROUCH
AM, FAICD

Non-Executive Director and Chair of the Audit and Risk Committee

Elizabeth is Chair of the Customer Owned Banking Association, the Sydney Children's Hospital Network and SGS Economics and Planning and is a non-Executive Director of ReadyTech Holdings.

Elizabeth is also on the Boards of Health Infrastructure and the NSW Institute of Sport.

She chairs the Audit and Risk Committee for the City of Sydney and IPART and is the Chair of a national cyber security organisation, the Australian National Cyber Security Institute.

Elizabeth is the former Chief Executive of the Housing Industry Association and Emeritus Deputy Chancellor of Macquarie University. Her previous non-executive roles were with Chandler Macleod Group, McGrath Estate Agents, RailCorp and Macquarie University Hospital.

IAN MALOUF

Non-Executive Director

Ian joined the BINGO Board in March 2019 following the completed acquisition of DADI by BINGO. Since founding DADI in 1984, Ian has grown the business through a series of strategic commercial and industrial real estate acquisitions and the development of innovative technology, to form the leading resource recovery and recycling business DADI is today.

Ian brings over 35 years of waste management operations expertise and an extensive track record of development execution to BINGO's Board of Directors.

He retains interests in other waste-related activities independent of BINGO, as well as interests in commercial real estate development and the leisure sector.

MARIA ATKINSON

AM GAICD

Independent Non-Executive Director and Chair of the Nomination and Remuneration Committee

Maria is an internationally recognised sustainability strategist. She has experience in relevant roles, including the Eastern District Commissioner for the Greater Sydney Commission leading strategic planning for the city, Global Head of Sustainability and Executive for Lendlease, Advisor to the UN Environment Programme, and in the not-for-profit sector as Co-Founder of the Green Building Council of Australia. Maria currently holds a number of Non-Executive Director and advisor positions including at the LafargeHolcim Foundation for Sustainable Construction (Switzerland) and is a member of the NSW Government Climate Change Council. In 2012, Maria was awarded the Order of Australia for service to environmental sustainability in construction and real estate. Maria is a graduate of the Australian Institute of Company Directors.

BARRY BUFFIER

AM, FAICD, Churchill Fellow

Independent Non-Executive Director and Chair of the Zero Harm Committee

Barry has had an extensive career in the public and private sectors, most recently holding the role as Chairman and CEO of the NSW Environment Protection Authority (EPA) from 2012 to 2018.

Prior to this, from 2009 to 2012, Barry was Deputy Director General of the Industry & Investment NSW State & Regional Development and Tourism Division. He has also held Director-General roles at both the NSW Department of State & Regional Development and NSW Department of Primary Industries.

DANIEL GIRGIS

CFA

Non-Executive Director

Daniel is Managing Director of Kaz Capital, an Australian investment advisory firm.

An actuary who was previously acting Chief Financial Officer of the BINGO Group, Daniel was instrumental in the restructure of the business and its growth, providing valuable strategic direction as BINGO has expanded organically and through acquisitions.

Executive Leadership Team

DANIEL TARTAK

Managing Director and Chief Executive Officer

Daniel brings deep industry knowledge and connectivity to his role of CEO, having spent the last 14 years in the waste industry. Leading BINGO as CEO since July 2015, Daniel has been integral in the formation and execution of the business strategy, including listing on the ASX and more recently, geographical expansion and vertical integration.

Experienced in leading large, geographically dispersed teams and with a strong passion for people. Daniel has successfully led BINGO's expansionary strategy including overseeing several successful acquisitions, and most recently the acquisition of DADI in 2019.

Daniel is an innovative leader with a vision to create the first vertically-integrated Recycling Ecology Park in Australia at the newly acquired Eastern Creek facility.

Daniel is a Member of the Australian Institute of Company Directors.

CHRIS JEFFREY

Chief Financial Officer

Chris has over 20 years' of experience across the consulting and advisory space and within ASX corporate entities, primarily focusing on the infrastructure, energy, industrials and services sectors.

Previously held roles as Executive General Manager Strategy Markets & Investments at ASX listed Broadspectrum Limited, Head of M&A and Investor Relations at WDS Limited and Senior Manager at Transurban Limited and prior to that was with Pricewaterhouse-Coopers in the Corporate Finance team.

Chris holds a Bachelor Degree in Accounting and Finance from Macquarie University and is a member of the Chartered Accountants ANZ and the Australian Institute of Company Directors.

ELISE HEYDON

Chief People and Culture Officer

Elise is an accomplished People & Culture professional with specialist expertise in Talent, Inclusion, Performance and Culture.

Previously held roles include Executive Manager Talent, Inclusion & Performance, Senior HR business Partner Corporate and Senior HR Business Partner Operations at previously ASX listed Broadspectrum.

Elise has a strong and diverse background across generalist and specialist HR functions and her experience has incorporated diversity & inclusion, talent, organisational change (including transitions, mergers, acquisitions & divestments), organisational transformation, culture & leadership development and outsourcing and offshoring activities.

Elise holds a Bachelor Degree in Human Resource Management from Macquarie University.

DECLAN HOGAN

Chief Information Officer

Declan has over 25 years of experience in Information Technology (IT), with the last 15 years in senior management positions. Prior to joining BINGO, Declan led the technology function for AirAsia as Group CIO based in Kuala Lumpur. Declan has also headed up the IT group for UAE-based airline flydubai as Vice President IT.

Declan has also held several IT and management positions in organisations across various industries, including telecommunications, real estate and private equity ventures across the UAE, Australia and the UK.

Declan has a Bachelor of Arts in Anthropology and a Postgraduate Diploma in Communications from the National University of Ireland, Maynooth.

DAVID TAYLOR

General Manager, Strategic Projects and Innovation

David has over 25 years of international project and corporate development experience across the energy, renewables, transport, residential, commercial, retail, industrial and social infrastructure sectors.

Previously held senior leadership roles with ASX-listed infrastructure firms including a Broadspectrum/Worley JV, WDS Limited and Transurban Limited, as well as privately owned construction companies and public sector agencies.

David holds a Bachelor of Building in Construction Economics (First Class Honours), an MBA from Macquarie Graduate School of Management, and a Master of Applied Finance from the Macquarie University Applied Finance Centre. David is also a member of the Australian Institute of Company Directors.

RODNEY JOHNSON

Chief Executive B&D NSW

Rodney joined the BINGO team as part of the DADI acquisition, bringing with him over 18 years of experience in Senior Executive roles within the waste industry.

Previously held senior roles within some of the country's leading recyclers, including Alex Fraser Group and Sims Metal Ltd. Rodney has held peer-elected board roles on local and national industry bodies.

Rodney holds a Graduate Certificate in Business.

JAMIE REYNOLDS

General Manager Commercial and Industrial

Jamie has over eight years of waste management experience, joining BINGO in 2011 as a Collections vehicle driver. He has since held a number of roles across all areas of the BINGO business including senior management roles as General Manager of Transport as well as Fleet Allocator and Operations Manager.

Jamie has been instrumental to the evolution of BINGO and in particular the transport strategy that has differentiated the Company and provided the platform for growth across NSW and more recently VIC. Jamie was appointed General Manager of the Commercial and Industrial business in July 2019.

CHRIS GORDON

General Manager Corporate Development

Chris has more than 20 years' of experience in strategy, corporate development, corporate and public affairs, sustainability and investor relations in Australia, Asia, the Middle East, Africa, Europe and the US.

Chris previously held senior executive roles with the CIMIC Group, Broadspectrum (Ferrovial) and the Depa Group.

Chris holds a Bachelor of Arts (Communications) and a Graduate Certificate in Applied Finance and Investment. He is a Director of the Australian Council of Recycling.

JIM SARKIS

Chief Safety, Environment and Quality Officer

Jim joined BINGO in 2014 bringing with him over 10 years of corporate expertise having held senior leadership positions at Tabcorp and Betezy.

Instrumental in developing, implementing and overseeing BINGO's SEQ Management Systems and certification to Australian and International Standards as well as driving a strong culture based on family values, in an environment of rapid expansion.

Jim holds a Bachelor's Degree in Behavioural Sciences.

GEOFF HILL

Chief Executive VIC

Geoff has over 25 years' of experience across transportation, ITS, infrastructure, telecommunications and energy sectors. He has considerable commercial, financial, and people leadership skills and has deep experience in operations, development, technology and service delivery.

Geoff previously held senior leadership roles with Transurban, Queensland Motorways and AGL.

Geoff holds a Bachelor of Science degree, is a Chartered Accountant and is based in Melbourne.

CONSOLIDATED FINANCIAL REPORT

for the full year ended 30 June 2020

Directors' Report

The Directors present their report together with the financial report of the consolidated entity, being Bingo Industries Limited ('the Company') and its controlled entities ('BINGO' or 'the Group'), for the financial year ended 30 June 2020 ('FY20').

Directors

The name of the directors in office at any time during, or since the end of, the year are:

Michael Coleman	Independent Chair and Non-Executive Director	
Maria Atkinson AM	Independent Non-Executive Director	
Daniel Girgis	Non-Executive Director	
Ian Malouf	Non-Executive Director	
Barry Buffier AM	Independent Non-Executive Director	
Elizabeth Crouch AM	Independent Non-Executive Director	(Appointed 4 October 2019)
Richard England	Independent Non-Executive Director	(Resigned effective 13 November 2019)
Daniel Tartak	Managing Director and Chief Executive Officer	

During the reporting period, the office of Company Secretary was jointly held by Rozanna Lee (BCom, LLB, GradDipACG, AGIA, AGIS) and Stephen Schmidhofer (BEc, LLB, Grad Dip Legal Practice, MBA).

Principal Activities

The principal activities of the Group during the financial period were to provide recycling and waste management solutions across Building and Demolition (B&D) and Commercial and Industrial (C&I) waste streams with capabilities across waste collections, processing, separation, recycling, product manufacture and disposal components of the waste value chain.

No significant change in the nature of these activities occurred during the year ended 30 June 2020.

Dividends

The Company declared fully franked dividends on ordinary shares pertaining to the financial year ended 30 June 2020 totalling 3.7 cents per share ($24.2 million in aggregate), being an interim dividend of 2.2 cents per share ($14.4 million in aggregate) and final dividend of 1.5 cents per share ($9.8 million in aggregate) declared subsequent to year end. The record date of the final dividend is 1 September 2020 with payment to be made on 8 October 2020. The financial effect of the final dividend has not been brought to account in the financial report for the year ended 30 June 2020 and will be recognised in a subsequent financial report.

Table 1

Recognised (Paid amounts)	2020 $'000	2019 $'000
Fully paid ordinary shares		
Final dividend for 2019: 2.00 cents per share (2018: 2.00 cents per share)	**13,151**	8,298
Interim dividend for 2020: 2.20 cents per share (2019: 1.72 cents per share)	**14,384**	10,017
Total dividends paid	**27,535**	18,315

The Dividend Reinvestment Plan (DRP) continued to be suspended during the year ended 30 June 2020.

Operating and Financial Review

Review of Operations

Business Overview

BINGO's operations are organised across three key segments:

- Collections (BINGO Bins and BINGO Commercial);
- Post-Collections (BINGO Recycling and Landfill); and
- Other (includes TORO and all other segments).

BINGO's operations include a network of 10 facilities in New South Wales (NSW) including transfer stations and integrated assets with advanced recycling capability together with two disposal assets in NSW and four recycling and transfer stations in Victoria (VIC). BINGO has a workforce of around 1,000 people and a truck fleet of approximately 330 trucks across NSW and VIC.

Executive snapshot of performance

- FY20 was a transformational year for BINGO, focusing on the integration of the Dial A Dump Industries (DADI) business and reconfiguring our network across NSW and VIC, together with a strong emphasis on completing projects to increase our network capacity from 3.8 to 4.6 million tonnes per annum (p.a.).
- Within this, improving safety outcomes remained a priority with a comprehensive new safety training and communication plan rolled out across the business during the reporting period to support existing ISO certified management systems. We will continue to focus on ensuring the 'Think Safe, Be Safe, Home Safe' message is ingrained in our workforce and across all our sites.
- Our ongoing focus on safety has contributed to a Lost Time Injury Frequency Rate[1] (LTIFR) as at 30 June 2020 of 0.4, down from 0.8 in the prior comparative period ('PCP' or 'FY19') and better than the industry averages.
- Total underlying revenue and other income[2] grew by 21.0% against the PCP to $486.7 million and underlying EBITDA[3] was up 40.8% to $152.1[4] million. Performance during FY20 was negatively affected by the economic impacts of COVID-19 during Q4 FY20. Collections revenue was down ~15%, driven largely by reductions in volume against the first 9-months of FY20, and stabilised in July. Post-Collections revenue was down ~5% in April and May before recovering in June and July, primarily due to waste mix and higher volumes offsetting pricing impacts. Despite the impact of the COVID-19 pandemic, the Group achieved good growth in revenue and earnings for FY20 and improved EBITDA margins Year on Year (YOY).
- Total expenses decreased as a proportion of total revenue and other income; total statutory costs represented 81.3%, compared to 92.3% in the PCP. The proportionate improvement in operating expenses (opex) was primarily driven by:
  - cost synergies from the integration of the DADI business;
  - decreased operating costs as a result of the NSW network reconfiguration;
  - NSW price rise offsetting higher tipping and transport costs associated with the introduction of the Queensland (QLD) waste levy and other regulatory cost increases; and
  - direct steps taken to mitigate the impacts of the COVID-19 pandemic in Q4 FY20.
- DADI integration is complete and delivery of full cost synergies of $15 million remains on track for the end of FY21. Further revenue upside from the integration is reliant upon volume recovery post-COVID-19.
- The Group Underlying EBITDA margin was up 4.4 percentage points to 31.3%[5] – This increase was expected to take two years to achieve from FY19. Key drivers include:
  - full year contribution of DADI business and associated cost synergies;
  - reconfiguration of network in NSW and VIC;
  - NSW price rise implemented in July 2019 (initially offset by some volume losses); and
  - net gain on sale of property.

1 LTIFR refers to Lost Time Injury Frequency Rate, the number of lost time injuries occurring in a workplace per 1 million hours worked.

2 Statutory revenue and other income of $509.7 million includes $22.4 million from gain on sale of Banksmeadow and acquisition cost credits of $0.6 million.

3 EBITDA represents profit before interest expense, income tax, depreciation and amortisation expense.

4 Underlying EBITDA of $152.1 million includes $2.1 million associated with property related activities in the ordinary course of business.

5 Underlying EBITDA margin excludes gain on sale of Banksmeadow of $22.4 million. Excluding net property related profit, underlying EBITDA margin is 30.8% versus 31.3%.

Operating and Financial Review (continued)

Review of Operations (continued)

Executive snapshot of performance (continued)

- Statutory[6] net profit after tax (NPAT) of $66.0 million representing a 196.0% increase against the PCP of $22.3 million. This includes a gain on sale of the Banksmeadow facility of $22.4 million.
- Strong growth in underlying operating free cash flow of 37.4% to $160.1 million with 106.9% cash conversion for the twelve months ended 30 June 2020. Pleasingly, the cash conversion in the H2 FY20 was 125.2%. Combined with an ongoing focus on cost management, this enabled the Group to finish FY20 with net debt of $308.2 million and a gearing ratio which was vastly improved on FY19 at 2.0x Net Debt/EBITDA versus 2.6x in the PCP.
- Solid statutory Earnings Per Share (EPS) growth up from 3.9 cents per share to 10.1 cents per share (7.7 cents excluding the gain on sale of the Banksmeadow facility of $22.4 million).
- Final dividend of 1.5 cents per share, making a total dividend of 3.7 cents for the year.
- Over the course of FY20, our development activities delivered a net 0.8 million tonnes p.a. increase in capacity to 4.6 million tonnes p.a., and included the following key items:
  - in February 2020, Stage 1 of the Patons Lane advanced recycling equipment build was commissioned;
  - construction of Mortdale transfer facility was completed in February 2020;
  - in February 2020, the West Melbourne 24-hour licence modification was approved and from June 2020, the West Melbourne recycling facility was able to operate to extended hours and better utilise the overall site capacity; and
  - in April 2020, the NSW Independent Planning Commission approved the proposed modification (Mod. 6) to BINGO's existing planning approval at its recycling and landfill facility at Eastern Creek. The operational changes under Mod. 6 include:
    - an increase of the annual landfill limit from 700,000 tonnes per annum to 1 million tonnes per annum (excluding additional residual waste from the Material Processing Centres); and
    - an increase in the operating hours of the Material Processing Centres to 24-hours/7 days per week (including Public Holidays), and an extension of hours for the receipt of materials and operation of the crushing area and landfill.
- BINGO's COVID-19 response was firmly focused on maintaining the health and safety of our staff and customers, maintaining customer service, the underlying business performance and capital adequacy requirements.
- BINGO's COVID-19 response group continue to monitor the environment on a regular basis and the Group is well placed to respond in the event the pandemic worsens or continues for an extended period. Business Continuity Plans are in place across all business units and the business has the ability to further reduce its forecast operating costs and capex in FY21 should the need arise. The focus on capital expenditure, operational expenditure and cash collection will continue, and we will continue to monitor our eligibility for fiscal support from government bodies.

6 The use of the term 'statutory' refers to financial information as detailed in these financial statements and 'underlying' refers to non-statutory financial information. The underlying financial measures included in the Directors Report have been calculated to exclude the impact of various costs and adjustments associated with acquisitions, the integration of acquisitions and other one-off non-recurring items. These costs are set out on page 105. The Directors believe the presentation of the non-statutory financial measures is useful for the users of this financial report as they reflect the underlying financial performance of the business.

Executive snapshot of strategy

- BINGO's strategy remains unchanged. We are three years into a five-year journey and the focus for the next 12 months will continue to be 'optimising the core' through organic growth, business optimisation, and consolidation of our Victorian footprint. 'Optimising the core' will allow BINGO to realise synergies of the expanded operating platform, deliver cost efficiencies across the network, and ensure the foundations in place are optimal to continue to execute on its strategy in the current environment. Key focus areas include:
  - in NSW, the focus is on optimising the network of facilities and completing the construction of MPC 2 at Eastern Creek, which will significantly increase recycling capacity and diversion of waste from landfill within the network. Once this is completed the focus on asset utilisation and volumes into the network will increase, in order to take advantage of the capacity we now have in our network;
  - in VIC, we will target organic growth in collections, whilst the Post-Collections strategy is centred on continuing to increase recovery rates in the network, together with the internalisation of waste volumes to enhance margin growth;
  - in both jurisdictions, we will continue to focus on organically growing our C&I business and on achieving economies of scale; and
  - the Group is also heavily focused on launching the next iteration of its customer centric technology platform and in ensuring this links into an upgraded Enterprise Resource Planning software.
- Whilst the impacts of COVID-19 will make FY21 a challenging period, BINGO is well-placed to benefit from structural, regulatory and market tailwinds in FY22 and beyond due to the:
  - exposure to medium-term economic and population growth;
  - regulatory and community support for recycled content;
  - supportive regulatory environment for recycling – federal and state policies – including landfill levies forecast to increase in VIC from $65.90 to $125.90 within two years, and in Queensland from $80.00 to $90.00 within two years;
  - peak infrastructure investment cycle ahead of us – Federal Government commitment of $100 billion, and NSW and VIC State Government infrastructure funding commitments in aggregate of ~$125 billion (pre-COVID-19) over the next four years (i.e. $71 billion in NSW and $53 billion in VIC);
  - likelihood of further fiscal stimulus to boost the economic turnaround post COVID-19 through the investment in essential infrastructure and small to medium construction projects;
  - recovery in residential construction with pent-up demand to drive steeper residential recovery, assisted by numerous stimulus measures from mid FY22 onwards;
  - investment in front of the curve which provides latent capacity for growth through the strength of BINGO's network of vertically integrated waste infrastructure assets;
  - potential closure of competing NSW non-putrescible landfills expected over the next five years which may enable a significant increase in BINGO landfill volumes; and
  - significant scope to build market share in C&I business – management estimates BINGO currently has ~5% market share in NSW and <2% in VIC.
- BINGO's business model is ideally positioned to support and benefit from the transition to a circular economy in Australia. Federal and state governments are helping to create a sustainable market for recycled products by mandating their use in government projects. The Group's ability to collect and process waste from building and infrastructure projects and convert this waste into recycled products to be used on these same projects demonstrates our ability to 'close the loop'. Sales of BINGO's ECO Product range are expected to increase as governments set targets for recycled product use on future large-scale infrastructure projects.

Operating and Financial Review (continued)

Review of Financials

Summary of Financial Performance

Table 2

Group	Full year ended 30 June 2020 $ millions	Full year ended 30 June 2019 $ millions	YoY Variance %
Statutory revenue and other income	**509.7**	402.2	26.7%
Underlying revenue and other income	**486.7**	402.2	21.0%
Statutory EBITDA	**168.8**	74.4	126.9%
Underlying EBITDA[(i)]	**152.1**	108.0	40.8%
Underlying EBITDA margin[(ii)]	**31.3%**	26.9%	16.4%
Statutory EBIT	**106.9**	37.6	184.3%
Underlying EBIT	**90.3**	72.3	24.9%
Statutory NPAT	**66.0**	22.3	196.0%
Underlying NPAT	**53.5**	53.2	0.6%

(i) FY20 Underlying EBITDA of $152.1 million includes $2.1 million of property related activities in the ordinary course of business.
(ii) Underlying EBITDA Margin = Underlying EBITDA/Underlying Revenue and other income.

A reconciliation of the FY20 statutory to underlying actual results is summarised as follows:

Table 3

	Note	Revenue and other income $ millions	EBITDA $ millions	EBIT $ millions	NPAT $ millions	NPATA[(i)] $ millions
FY20 statutory results		509.7	168.8	106.9	66.0	66.0
Gain on sale of Banksmeadow	1	(22.4)	(22.4)	(22.4)	(22.4)	(22.4)
Integration costs	2		7.7	7.7	7.7	7.7
Acquisition costs	3	(0.6)	(1.0)	(1.0)	(1.0)	(1.0)
Acquisition costs (QLD expansion)	4		1.0	1.0	1.0	1.0
Acquisition costs (Stamp Duty)	5		(2.8)	(2.8)	(2.8)	(2.8)
Write-down on insurance receivable	6		0.8	0.8	0.8	0.8
Performance contract amortisation	7			0.1	0.1	0.1
Amortisation of certain intangibles	8					7.6
Underlying tax adjustment	9				4.1	1.8
FY20 underlying results		486.7	152.1	90.3	53.5	58.8

(i) NPATA is net profit after tax adjusted for the tax effected amortisation arising from acquisition related intangible assets.

For completeness, a reconciliation of the FY19 statutory to underlying actual results is also summarised below:

Table 4

	Note	Revenue and other income $ millions	EBITDA $ millions	EBIT $ millions	NPAT $ millions	NPATA $ millions
FY19 statutory results		**402.2**	**74.4**	**37.6**	**22.3**	**22.3**
Integration costs	2		11.4	11.4	11.4	11.4
Acquisition costs	3		7.5	7.5	7.5	7.5
Acquisition costs (Stamp Duty)	5		14.8	14.8	14.8	14.8
Capital raising costs	10			0.7	0.7	0.7
Performance contract amortisation	7			0.3	0.3	0.3
Amortisation of certain intangibles	8					5.3
Underlying tax adjustment	9				(3.8)	(5.4)
FY19 underlying results		**402.2**	**108.0**	**72.3**	**53.2**	**56.9**

Notes accompanying table on this and the previous page:

1 Gain on sale of Banksmeadow facility of $22.4 million.
2 Integration costs represent the costs incurred by BINGO to integrate businesses acquired into the Group. Integration costs include bringing the operations in line with BINGO safety standards. Operating costs include compliance costs, marketing and rebranding, travel, IT and employee costs.
3 Acquisition costs include a credit of $0.6 million pertaining to the purchase price of the acquisition of DADI and $0.4 million in adjustments to prior period acquisition costs.
4 Acquisition costs include $1.0 million of fees paid to advisors and a forfeited deposit on the deferred acquisition into QLD which was put on hold at the time of the COVID-19 pandemic outbreak.
5 Acquisition costs include a credit of $2.8 million in stamp duty payable on the DADI acquisition. (2019: $14.8 million).
6 Includes the write-down of $0.8 million on insurance receivables associated with the Kembla Grange rectification works in FY18. This claim was finalised in FY20 with the Company receiving $2.2 million in June 2020 and a further $0.8 million in July 2020.
7 As part of an acquisition during FY15 the Group pre-paid a portion of consideration to the vendor which was linked to the vendors continued employment. As certain employment conditions are satisfied, the prepayment is amortised and recognised as remuneration expense. The amount has been fully amortised by 30 June 2020.
8 Includes the amortisation expense of certain intangibles being: (a) Customer contracts; and (b) Brands.
9 Represents the income tax impact of the underlying adjustments (excluding acquisition costs), calculated at 30%.
10 During the prior year, capital raising costs incurred of $0.7 million related to the amortisation of performance rights granted as a transactional bonus during the year ended 30 June 2017 following the completion of the IPO. The amount has been fully amortised by 30 June 2019.

Table 5

	Note	Full year ended 30 June 2020 $ millions	Full year ended 30 June 2019 $ millions	YoY Variance %
Total bank borrowings	1	**365.0**	315.0	15.9%
Net bank debt	2	**308.2**	275.8	11.7%
Underlying ROCE (%)	3	**8.0%**	9.4%	(14.9%)
Net working capital (NWC)	4	**64.1**	0.7	N/A
Underlying operating free cash flow	5	**160.1**	116.5	37.4%
Cash conversion (%)	6	**106.9%**	109.8%	(2.6%)

Notes:
1 Total bank borrowings = Bank loans only (excludes borrowing costs).
2 Net bank debt = Total bank borrowings less cash.
3 Underlying Return on Capital Employed (ROCE) (%) = (Underlying EBIT)/(Average net bank debt + Average equity).
4 NWC = Current Assets less Current Liabilities.
5 Underlying operating free cash flow = operating cash flow + income tax paid + acquisition and integration costs paid less other underlying cashflow adjustments.[7]
6 Cash conversion = Underlying operating free cash flow/(Underlying EBITDA less gain/(loss) on sale of property, plant and equipment less interest income).

7 In FY20 other underlying cashflow adjustments include the insurance claim of $2.2 million received in FY20 for costs in prior years associated with Kembla Grange rectification works. In FY19 other underlying cashflow adjustments includes $0.5 million for costs associated with Kembla Grange rectification works.

Operating and Financial Review (continued)

Review of Financials (continued)

Summary of Financial Performance (continued)

Observations for the full year include:

- At the end of the period, the Group had total bank borrowings of $365.0 million and net bank debt of $308.2 million.
- Underlying operating free cash flow was up 37.4% to $160.1 million. As a result of the strong focus by management on cash collection, operating cash conversion of 106.9% was achieved for the full year, which was above the Group target of >90%. Operating cash conversion in H2 FY20 was particularly strong at 125.2%.
- Net working capital ('NWC') of $64.1 million, an increase of $63.4 million from PCP.
- Due to the significant recent investments and changes in the market environment, Underlying ROCE was 8.0%. We expect Underlying ROCE to incrementally improve going forward when the benefits from recent acquisitions and redevelopment activities are realised and the impacts of COVID-19 moderate. Drivers include:
  - the Group now has installed operating capacity of 4.6 million tonnes p.a. and an ability to earn significantly higher EBIT without the requirement for material capital outlay. Over time, we expect this capacity uplift will drive an increase in ROCE, particularly when coupled with supportive supply side dynamics and structural tailwinds in the near to medium term;
  - contributions from redeveloped or acquired assets including West Melbourne, Patons Lane, Mortdale and Eastern Creek MPC 2 and Mod. 6 to increase volumes into landfill;
  - full year impact of DADI earnings and associated cost synergies of $15 million over two years;
  - divestment of non-core assets as part of our on-going capital management plan; and
  - ongoing review of balance sheet structure.

The Group has an existing principal debt facility, which was amended during the reporting period to increase the total commitment under the Syndicated Facility Agreement (SFA), by the amount of the accordion facility (Facility C) for up to $100 million, increasing the total commitment under the SFA to $500 million. This facility matures in August 2021. The facility was drawn down to $365.0 million and net debt was $308.2 million as at 30 June 2020. In support of the Group's strong FY20 financial results and net gearing levels in H2 FY20, the existing Banking Syndicate has increased the Total Leverage Ratio to 4.5x coming down to 3.0x by 30 June 2021.

Total capital expenditure (capex) paid or payable for the year ended 30 June 2020 was $144.1 million, which included acquisition related capex cashflow of $30.0 million for Patons Lane and accrued capex of $5.8 million related to FY21 payments. Capex has historically comprised expenditure on maintenance, growth projects and investment in the truck and bin fleet, as well as business acquisitions. Capital expenditure for the year ended 30 June 2020 included:

- $64.7 million for development projects;
- $45.1 million for growth and maintenance capex;
- $30.0 million for the final payment for Patons Lane; and
- $4.3 million for the execution of the call option over the Minto land.

After allowing for the impact of the proceeds on the divestment of property, plant and equipment during the year the net capital expenditure was $71.9 million.

COVID-19 Impacts and Mitigation Strategy

Upon the emergence of the COVID-19 pandemic, BINGO proactively sought to protect the safety of its people, ensure continuity of services to customers, and enact initiatives to preserve cash flow.

The aim of BINGO's strategy in a COVID-19 environment is to:

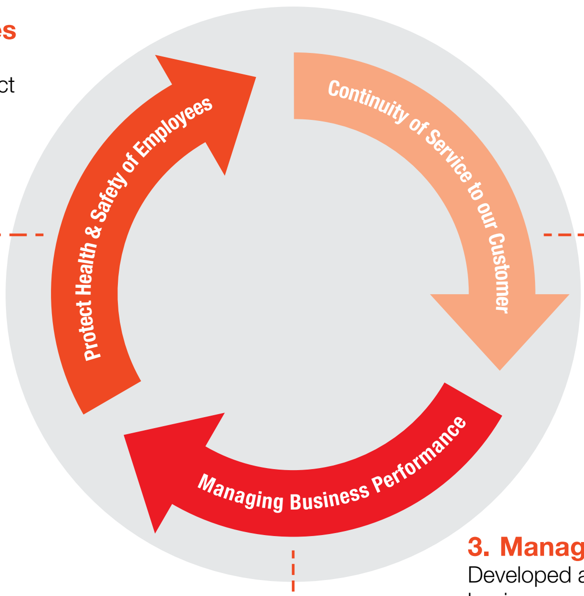
- protect the welfare of employees and customers;
- improve customer experience and support through the COVID-19 environment;
- protect existing volumes; and
- protect the balance sheet and be disciplined with costs, cash and capital.

A COVID-19 response group was implemented in early March 2020 to co-ordinate a group level response to the pandemic. Following advice from the health authorities, the key priorities were to better manage hygiene and social distancing. To achieve this, he Group has implemented a number of measures including the provision of hand sanitiser and disinfectant wipes at all sites, daily hospital grade cleans at all sites, site-based temperature checks, a change in process for cash handling and reinforced hygiene messages for weighbridge staff and drivers. In addition, social distancing measures have been rolled out across all sites including work from home for office-based employees, limiting face to face meetings and introducing policies and restricted numbers for meetings, revisions to the changeover process of vehicles and for drivers now obtaining electronic signatures. There has also been a ban imposed on all work-related air travel by staff. In addition, safety measures introduced to protect customers have been introduced which include the implementation of contactless delivery for our collection's customers and the provision of masks for customers at our Post-Collections sites.

Chart 1: BINGO Core COVID-19 Response Initiatives

1. Protect Health & Safety of Employees
Enacted immediate social distancing intiatives to protect the health, safety and well-being of BINGO employees, customers and suppliers

2. Continuity of Service to our Customers
Ensured safe and ongoing collections and weste services to our customers



3. Managing Business Performance
Developed and implemented fit for purpose business contingency plans, focused on cost and cash management

A fortnightly Board meeting was also implemented to ensure Directors were well informed and were proactively and promptly managing the impacts as changes occurred within the community.

Operating and Financial Review (continued)

COVID-19 Impacts and Mitigation Strategy (continued)

Prior to the COVID-19 pandemic, BINGO's Q3 FY20 financial performance remained on track to deliver its stated market guidance. BINGO's Q4 FY20 financial performance was impacted by government-imposed restrictions across both states together with the economic impacts related to the COVID-19 pandemic. During the period BINGO implemented pro-active cost management initiatives, including the deferral of all non-essential capex, reduction in operating costs, and a focus on cash management.

BINGO estimates that the direct costs attributable to the COVID-19 response in FY20 were approximately $0.4 million, and related to additional cleaning and hygiene and safety products, such as sanitiser and thermometers, as well as the establishment of alternative work locations and investment in remote working technology. The Group also delayed the proposed entry into QLD of which it had incurred costs as outlined in Table 3.

Further, revenue was impacted across the business in Q4 FY20. Collections revenue was down ~ 15%, driven largely by reductions in volume against the first 9-months of FY20, but has stabilised in July. Post-Collections revenue was down ~ 5% in April and May before recovering in June and July, primarily due to waste mix and higher volumes offsetting pricing impacts. As government restrictions relax, we would expect to continue to see a solid recovery in C&I collections which had seen a more immediate impact in relation to the restrictions put in place for non-essential businesses.

During July 2020, the Group recorded COVID-19 positive cases at the West Melbourne site. The site was immediately shut down and the Crisis Management Plan was implemented. All customers were notified, and trucks were diverted to alternative locations. A deep clean of the site was undertaken, including the fumigation of rooms. The site was re-opened at 6am the next morning with a fresh team from other sites. The Group remains vigilant to the risk of further infections and is strictly following health authority guidelines.

Table 6: BINGO COVID-19 Impacts and Mitigation Strategies in H2 FY20

<table>
<tr><th></th><th>COVID-19 Impacts</th><th>COVID-19 Mitigation Strategy</th></tr>
<tr><td>C&I</td><td>• The C&I end-markets were impacted by the government restrictions and include shopping centres, property services (commercial offices) and hospitality.
• In April and May, C&I revenue was down ~20% against the first three quarters of FY20 (C&I represents approximately 14% of Group revenue).
• A rebound of 35% in June and July has occurred with the overall decline at ~13%.
• Further recovery is expected post relaxation of restrictions by government.</td><td rowspan="2">• Reduced capex and opex – all non-essential capex was suspended for the remainder of FY20. Operating expenditure was reduced by $8 million against Q4 FY20 budget.
• Labour savings – pro-active labour-saving initiatives implemented from 1 April 2020 which included:
– 20% reduction in corporate overhead costs to 30 June;
– Reduction in driver and site overtime;
– Compulsory two-week office shut-down over Easter; and
– 20% reduction in Directors' fees for remainder of FY20.
• Reforecast and sensitivity analysis – full year reforecast and sensitivity analysis completed in March 2020 to calibrate operational levers and monitored weekly.
• Cash focus enhanced – increased resourcing and reporting resulting in final four months delivering strong cash collections and cash conversion in excess of 125% in H2 FY20.
• Provisions – Increase in bad debt provisions from $1.4 million to $4.2 million including the write-off of $0.9 million in unrecoverable debt.
• Eligibility for fiscal support – BINGO Group revenue remained robust limiting the need to access JobKeeper. JobKeeper was secured for only ~90 employees, contributing $0.8 million. BINGO was also able to access tax incentives (instant asset write-off and accelerated depreciation deductions) for the period of $0.3 million.
• In FY21 we will continue to assess potential opportunities for fiscal support with support for capital investment expected to be up to $6 million.
• Targets – ongoing capex and opex targets for FY21 in place to ensure business expenditure is consistent with the operating environment.</td></tr>
<tr><td>B&D</td><td>• Construction activity is deemed an essential public service with existing projects continuing.
• Volumes remained solid in the period April-July 2020 however pricing pressure has occurred.
• Going forward volumes may be impacted in H1 FY21 as timing delays materialise on new projects.</td></tr>
</table>

Heading into FY21, ongoing plans remain in place to mitigate the impacts of the COVID-19 pandemic on the business.

BINGO remains well positioned in a COVID-19 environment due to its significant ability to manage costs; with variable costs representing approximately 75% of the Group's cost base.

Table 7: BINGO Well Positioned Exiting the COVID-19 Cycle

Capex Invested; Network Established	Leverage Operating Cost Base	Benefiting from Vertical Integration
• BINGO has invested significant capital in its network and has sufficient capacity for growth without investing further material capital. • Strategy focused on maximising the utilisation of the existing asset base. • Ability to significantly grow volumes and EBITDA from existing asset base. • Well positioned to operate within free cash flow for first year since IPO. Young fleet with average age ~2.5 years and owned on balance sheet. • FY21 capex expected to be circa $80 million with ability to ratchet down. Potential to operate with modest capex into FY22 and beyond, estimated total minimum capex of $50 million achievable.	• More than $700 million of PPE on balance sheet. BINGO fleet and network of facilities owned on balance sheet with very limited lease obligations[8]. • BINGO has a highly variable cost base with 75% of the Group's cost base variable to the EBITDA line. • Ability to further flex the variable cost base through the cycle as required. • Low operating leverage will enable BINGO to continue to generate strong earnings in a challenging environment and compete for volumes.	• Vertically integrated operating footprint across NSW and VIC. • High quality assets in key locations. • Recycling-led business model enables BINGO to make more from one tonne of waste than pure-play collections businesses. • Well positioned to maintain and grow market share through the cycle. • Potential for further vertical integration opportunities and opportunistic acquisitions of distressed assets.

Operating Sectors

As noted above, BINGO currently reports across three operating segments – Collections, Post-Collections and Other.

I. Collections

Table 8

Collections	Full year ended 30 June 2020 $ millions	Full year ended 30 June 2019 $ millions	YoY Variance %
Revenue and other income	**222.3**	213.5	4.1%
Statutory and underlying EBITDA	**42.8**	38.4	11.5%
EBITDA margin (%)	**19.3%**	18.0%	7.2%

BINGO collects and transports waste from a diverse customer base across NSW and VIC to Post-Collections assets in order to process materials from the building and demolition and broader commercial markets.

Collections revenue and other income grew 4.2% to $222.3 million from $213.5 million in the PCP, primarily driven by a full year contribution of the DADI collections business, an increased operating fleet in VIC and growth in our C&I business. Collections EBITDA margin is up 1.2 percentage points against PCP largely driven by a combination of route optimisation, transport cost efficiencies and customer price increases, which were partially offset by volume impact and customer losses during the period.

The Collections business has also benefited from the extended licence hours within the West Melbourne and Eastern Creek locations with operating shifts staggered to include earlier start times and later finishing times.

8 Alexandria transfer facility in NSW and West Melbourne and Clayton South Recycling facilities in VIC are leased properties.

Operating and Financial Review (continued)

Operating Sectors (continued)

I. Collections (continued)

Outlook and strategic focus

The Group will continue to use its existing operational footprint to target the pipeline of critical infrastructure projects, commercial opportunities, and residential and non-residential construction. BINGO has a solid base of civil and social infrastructure work in hand, recent contract wins and work to tender which provides good revenue visibility into FY21 and beyond. BINGO B&D collections revenue represents 71% of total Collections revenue. BINGO's five year strategy is to diversify collections revenue to 40% C&I revenue over three years, providing additional annuity style contracted revenue to the business.

Refer also to Strategy and Outlook section for further commentary relating to residential construction, non-residential (commercial) construction and infrastructure construction over the short to medium term.

II. Post-Collections

Table 9

Post-Collections	Full year ended 30 June 2020 $ millions	Full year ended 30 June 2019 $ millions	YoY Variance %
Revenue and other income	**329.0**	243.8	34.9%
Statutory and underlying EBITDA	**109.0**	67.2	62.2%
EBITDA margin (%)	**33.1%**	27.6%	19.9%

BINGO's Post-Collections business consists of a network of waste infrastructure assets including transfer stations, advanced recycling centres and landfill facilities located across NSW and VIC. BINGO diverts waste from landfill by sorting and processing mixed waste received from the B&D and C&I market to be reused, recycled or sent to other facilities for further processing and disposal. BINGO's Post-Collections network currently consists of 10 facilities located in NSW and 4 facilities in VIC.

As previously noted, during the year BINGO increased its network capacity from 3.8 to 4.6 million tonnes p.a. and Post-Collections revenue and other income increased to $329.0 million which represents a 35.0% improvement on the PCP. Growth in revenue was largely driven by the higher exposure to Post-Collections assets as a result of the DADI acquisition and redeveloped facilities coming online including West Melbourne, Patons Lane and Mortdale.

Post-Collections EBITDA margin increased by 5.5 percentage points to 33.1% from 27.6% in the PCP. EBITDA margin expansion was underpinned by operational efficiencies in both states, cost synergies, NSW network reconfiguration program and NSW price rises (which were partially offset by volume impact and customer losses during the period).

Outlook and strategic focus

Since listing, BINGO has repositioned its focus towards Post-Collection recycling and waste infrastructure assets, with approximately 70% of underlying EBITDA now weighted towards Post-Collections. We expect over time earnings will continue to be more heavily weighted towards Post-Collections as sites currently under development come online. BINGO's strategic focus over the next 12 months in NSW is to:

- optimise the network of existing and new facilities;
- realise the benefits from the completed network reconfiguration plan;
- complete construction of MPC 2 at Eastern Creek together with the Master Plan for the Recycling Ecology Park (MPC 2 at Eastern Creek is expected to be operational by H2 FY21); and
- target volumes to improve asset utilisation rates.

In VIC, the Post-Collections strategy is centred on increasing recovery rates and internalisation of waste volumes to enhance margin growth. Over the medium-term, BINGO expects to benefit from the approval of licence modifications for the West Melbourne recycling facility to operate 24 hours and the uplift in the VIC landfill levy from $65.90 to $125.90 per tonne within two years.

BINGO's long-term strategy is to expand along the east coast of Australia in metropolitan areas. BINGO is now targeting entry into the QLD market in FY22 (previously FY21), through a combination of organic and inorganic growth.

An increased focus from federal and state governments and the private sector on corporate social responsibility and achieving greater diversion rates from landfill is expected to benefit BINGO's business model allowing the Group to bid for and win more work across both B&D and C&I waste streams. BINGO is well positioned to support the development of a circular economy in Australia with plans for the development of a Recycling Ecology Park at Eastern Creek. Our vision to develop a fully integrated Recycling Ecology Park at Eastern Creek will put Western Sydney and BINGO at the forefront of recycling. The key drivers of the Recycling Ecology Park include:

- internalisation of existing volumes;
- emerging markets driven by government-mandated recycled content specifications;
- increasing landfill levies;
- diminishing landfill capacity in Sydney, driving structural change; and
- a centralised facility providing BINGO with scale as well as the upside of one central approval process for multiple facilities.

The Recycling Ecology Park, once complete, will considerably broaden our range of processed end products as we lead change within the waste industry towards a circular economy.

By seeking alternative waste solutions, we can enhance BINGO's recovery rates beyond our target of more than 75% which is consistent with our strategic intent of diverting waste from landfill through recycling-led solutions. BINGO continues to assess alternate technology solutions to enhance diversion rates for both putrescible and non-putrescible waste. This includes potential waste to energy opportunities along the east coast of Australia in line with our Group strategy of enhancing vertical integration and diverting waste from landfill. Currently BINGO closes the loop on five from 14 waste streams and that number will continue to grow as the government mandates use of recycled contents and we deliver on our Ecology Park vision.

III. Other

Table 10

Other	Full year ended 30 June 2020 $ millions	Full year ended 30 June 2019 $ millions	YoY Variance %
Statutory revenue and other income	**54.5**	31.1	75.2%
Underlying revenue and other income	**31.5**	31.1	1.3%
Statutory EBITDA	**17.1**	(31.2)	154.8%
Underlying EBITDA[9]	**0.4**	2.4	(83.3%)

Other includes the manufacture and sale of bins for both BINGO's collections operations and for external customers through TORO Waste Equipment (TORO), gains and losses on sale of property, as well as unallocated corporate costs which includes integration costs.

TORO is an important driver of BINGO's ability to provide high service levels to BINGO Bins and BINGO Commercial customers by ensuring that BINGO has a sufficient supply of waste equipment to meet BINGO's growth objectives and standards of quality. TORO has three manufacturing facilities located in NSW, VIC and QLD. TORO manufactures a wide range of waste equipment including plastic and steel bins Australia wide.

9 Other underlying EBITDA includes an adjustment of $7.7 million (FY19 $11.4 million) for integration costs, a write-down on insurance receivables of $0.8 million associated with the Kembla Grange rectification works incurred in prior years, a gain on sale of the Banksmeadow facility of $22.4 million and a $2.8 million net credit for acquisition costs (FY19: $22.3 million expense).

Operating and Financial Review (continued)

Operating Sectors (continued)

III. Other (continued)

Other statutory revenue and other income increased to $54.5 million from $31.1 million in the PCP, which included the net profit from the sale of Banksmeadow of $22.4 million. Excluding the proceeds from Banksmeadow and other non-operating income, underlying revenue and other income was $31.5 million up 1.3% against the PCP. Underlying EBITDA decreased from a profit of $2.4 million to $0.4 million and underlying EBITDA margin is 1.3%, a decrease of 6.4 percentage points from the PCP, impacted by:

- lower interest income;
- higher insurance costs; and
- increased corporate costs.

In relation to TORO specifically, total sales revenue decreased to $26.3 million from $28.8 million in the PCP, with external sales slightly up on the PCP and internal sales down following the peak of the rebranding and refurbishment of bins associated with the DADI integration during the period.

Outlook and strategic focus

TORO sales in FY21 are expected to be impacted in the short-term by residential headwinds which have softened current demand for skips bins used in residential construction. Tailwinds from the rebound in the construction cycle over the medium term are expected to increase waste volumes in the market, underpinned by the strong pipeline of civil and social infrastructure projects and a renewal of residential activity. TORO continues to target market share within the VIC markets and will support BINGO in its QLD entry strategy in FY22. Mechanical waste equipment has also been identified as an area for future growth and diversification supporting BINGO's five-year strategy to further diversify its Collections revenue from the C&I business.

Strategy and Outlook

Group strategy

The Company vision is: *Pushing for a waste free Australia*. Our approach to sustainability is borne out of our vision, it informs our strategy and is central to everything we do.

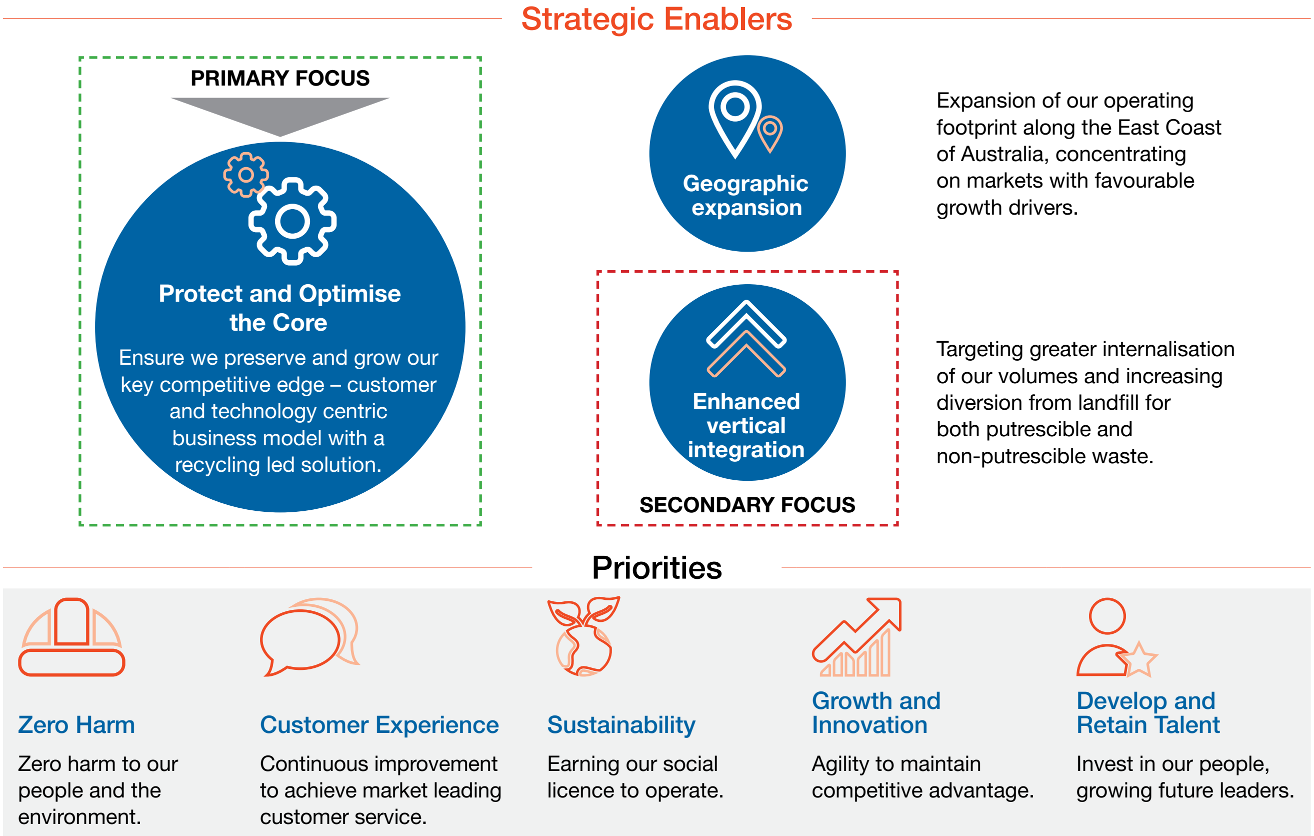
Our Group strategy remains unchanged; our principal strategic intent is diversion of waste from landfill through: a recycling-led solution; investment in technology; continuous innovation to enhance sustainability outcomes; and maximise returns. For BINGO, disruption and innovation are fundamental to our growth story.

BINGO is three years into its five-year strategy and has achieved several goals across its strategic enablers.

With the backdrop of the COVID-19 environment, the primary strategic focus over the next 12 months is 'optimising the core' through organic growth with a focus on leveraging the enhanced network capacity, business optimisation and consolidation of our VIC footprint. This will allow BINGO to realise the benefits and synergies of the expanded BINGO/DADI platform, deliver efficiencies across the operating footprint and ensure we have the right foundations in place to continue to execute on our strategy through the cycle. Looking further ahead, the same disciplined focus on strategy and execution will enable BINGO to continue its growth journey as we further vertically integrate our business and expand along the east coast of Australia.

As a business, we will continue to pursue opportunities that ultimately lead to the diversion of waste from landfill, including technologies such as waste to energy. We aim to lead the industry in pushing for high operational and compliance standards and a truly national approach to waste policy.

Chart 2: Strategic Enablers and Priorities for FY21



Industry dynamics and market outlook

BINGO operates across the B&D and C&I waste streams which are exposed to cyclical and defensive growth drivers. The principle volume drivers that are expected to underpin waste generation and demand for BINGO's waste management services in the future include:

- increasing population growth;
- further urbanisation in metropolitan areas along the east coast of Australia including the development of a 'third city' in Western Sydney under the Greater Sydney Region Plan;
- increased environmental awareness demanding a push domestically for a circular economy by both consumers and government;
- supportive government policy and the regulatory environment continue to pivot towards BINGO's recycling-led business model (refer also to Table 11 for further details);
- significant pipeline of infrastructure and construction activity; and
- BINGO expects medium term revenue growth to continue at above Gross Domestic Product (GDP) growth levels.

General

Australia's waste industry has seen significant change in recent years, with a series of factors leading waste and recycling to become a significant issue for Australia. The release of the updated National Waste Policy, the development of multiple State-based waste and circular economy policies, China's import restrictions and the reintroduction of a waste levy in QLD, have combined to produce a material shift in the regulatory landscape. These factors have elevated waste as an important strategic and material risk for organisations, governments, shareholders and the general public. It is expected that government and industry regulatory bodies will play an increasing role within the waste management landscape in Australia going forward. The challenges facing our industry provide opportunities for BINGO to help shape and improve the landscape in Australia for future generations. By making changes, we are working to mitigate future risks, uncover opportunities and be stewards for sustainable growth.

Operating and Financial Review (continued)

Strategy and Outlook (continued)

Industry dynamics and market outlook (continued)

BINGO believes waste to energy has an important part to play in Australia's move to a circular economy and can have an important role in resource recovery. It provides an opportunity to extract value from residual waste, thereby increasing our resource recovery rates and diverting 90% of waste from landfill. The benefits of waste to energy include:

- net reduction in greenhouse gases;
- increased resource savings;
- improved diversion from landfill;
- reduced transport of waste; and
- power generation from residual waste.

Table 11: Summary of Economic and Market Headwinds and Tailwinds

	Headwinds	Tailwinds
Economic	• COVID-19 impact on operating environment with closure of non-essential businesses. • Near-term economic recession and reduction in migration.	• Robust economy – well placed to recover from the economic impact of COVID-19, including forecast medium-term economic and population growth.
B&D Market	• Headwinds in construction activity – decline in construction activity is anticipated across residential and non-residential construction. Rebound in residential construction activity pushed out by ~12 months, to mid to late 2021. • Increased pricing pressure from competition in B&D Collections and Post-Collections – as volumes are impacted by COVID-19. • Timing lag between announced infrastructure projects and commencement – significant pipeline of announced projects expected to commence construction over the next 24 months.	• Strong existing infrastructure investment – federal commitment of $100 billion and state government infrastructure funding ~$125 billion of committed government funding in NSW and VIC ($71 billion in NSW and $53 billion in VIC) over the next four years. • Further fiscal stimulus likely to boost economic activity post COVID-19 through essential infrastructure and small to medium construction activity. BINGO is well positioned to benefit from fiscal responses across government and end-to-end construction. • Strength of BINGO's network of vertically integrated waste infrastructure assets. • Potential closure of competing NSW non-putrescible landfills expected over the next five years may increase BINGO landfill volumes significantly.
C&I Market	• C&I impacted by COVID-19 restrictions – shopping centres, hospitality, and property services end-markets impacted the most by COVID-19 restrictions.	• Growing waste generation – BINGO is exposed to both cyclical and defensive end-markets. • Scope to build market share in C&I business – BINGO currently has ~5% market in NSW and <2% in VIC.[10]
Regulatory	• Exposure to changes in the regulatory environment including greater involvement from government and regulatory bodies and implications for compliance costs. • Viable near-term end-markets for recycled products – subject to local markets for BINGO's recycled products and ECO product (building and landscape supplies manufactured from the materials collected at the recycling centres).	• Supportive regulatory environment for recycling – federal and state policies supportive of recycling. Increase in VIC levy to $85.90, with set increases to $125.90 within two years. • Maturity of the Australian waste market – ripe for disruption through innovation and investment in technology. • The Circular Economy – the push to scale up and accelerate the development of a Circular Economy in Australia will increase the need for BINGO's recycled content.

10 BINGO Management estimates.

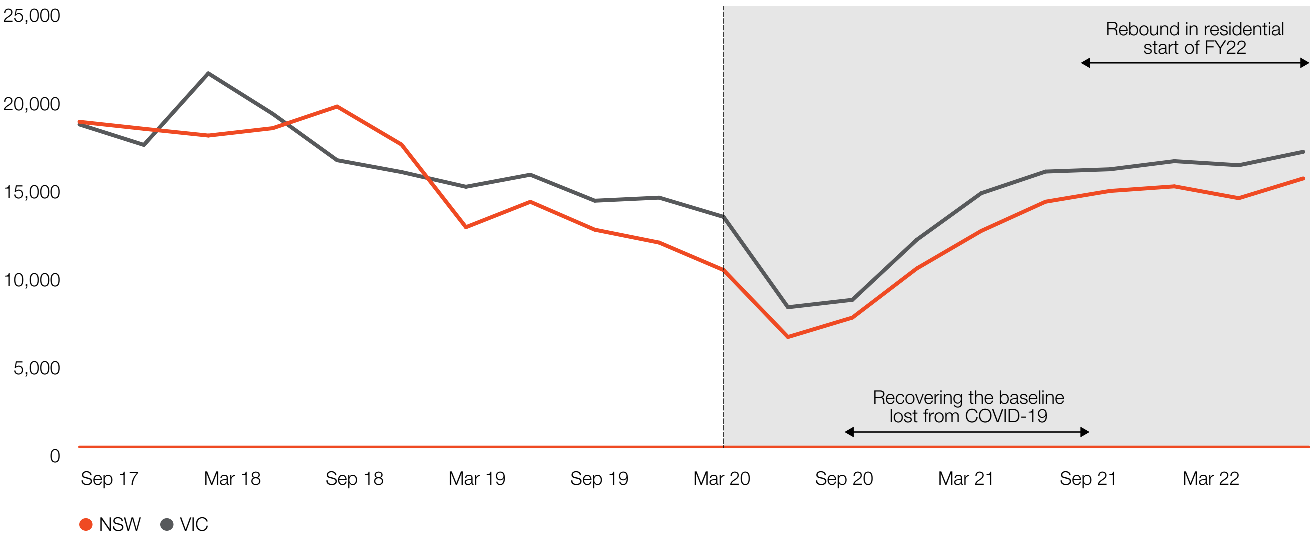
Table 12: Government policy and the regulatory environment continue to pivot towards BINGO's recycling-led business model

Regulatory Dynamic		Implication for BINGO
Ban on waste exports	The Council of Australian Governments (**'COAG'**) has banned the export of waste plastic, paper, glass and tyres progressively from 2021, which will support the development of a more robust domestic recycling capability.	• State and federal governments are conducting industry inquiries and preparing waste strategies and incentives which will further encourage investment in domestic recycling. BINGO continues to contribute to these inquiries/strategies.
Waste disposal levies	State waste disposal levies are expected to increase to help incentivise recycling and dis-incentivise sending waste to landfill.	• QLD and SA levy increases were implemented in 2019. • BINGO is expected to benefit from a VIC levy increase from 1 January 2021 to $85.90 with further increases to $125.90 within two years.
Recycled content targets	The Federal Government is preparing to unveil ambitious new targets for recycled products requiring all States and Territories to spend a portion of their procurement budgets on recycled materials for public projects.	• BINGO produces over 500k tonnes of recycled products contributing ~4.0% of the Group's revenue. This will likely increase over the medium term as recycled products are mandated for new developments.
Environmental Protection Agency (EPA) compliance focus	There is heightened focus from the EPA on raising and enforcing higher compliance standards for the waste industry (i.e. fire, environmental etc.).	• Higher minimum standards for compliance increase barriers to entry.

Residential construction

Most residential lead indicators forecast a fall in construction activity in FY21 before recovering to pre-COVID-19 levels in FY22 to FY23 and beyond. Following a sustained period, demand is expected to build faster and drive a steeper recovery which will be assisted by numerous stimulus measures in FY22, with forecasts of a significant uplift in new starts[11].

Chart 3: Residential building commencements forecast (QoQ)



Source: BIS Oxford Economics

11 BIS Oxford Economics.

Operating and Financial Review (continued)

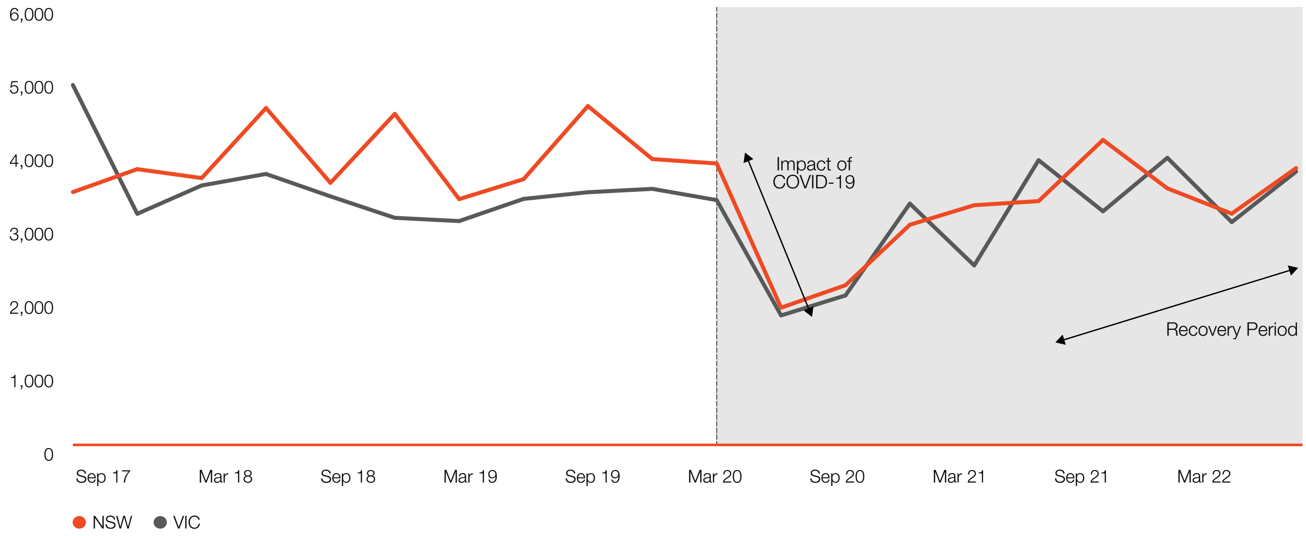
Strategy and Outlook (continued)

Industry dynamics and market outlook (continued)

Non-residential construction

Non-residential commercial construction activity is expected to soften in the short-term due to the impacts of COVID-19 on business confidence and private sector investment. However, growth in non-residential health and education construction is well supported by funding commitments from state governments. The recovery in non-residential construction is expected to be gradual but may accelerate once the pandemic is brought broadly under control and business and economic confidence returns to pre-COVID-19 levels.

Chart 4: Value of private non-residential commencements ($'m)



Source: BIS Oxford Economics.

Infrastructure construction

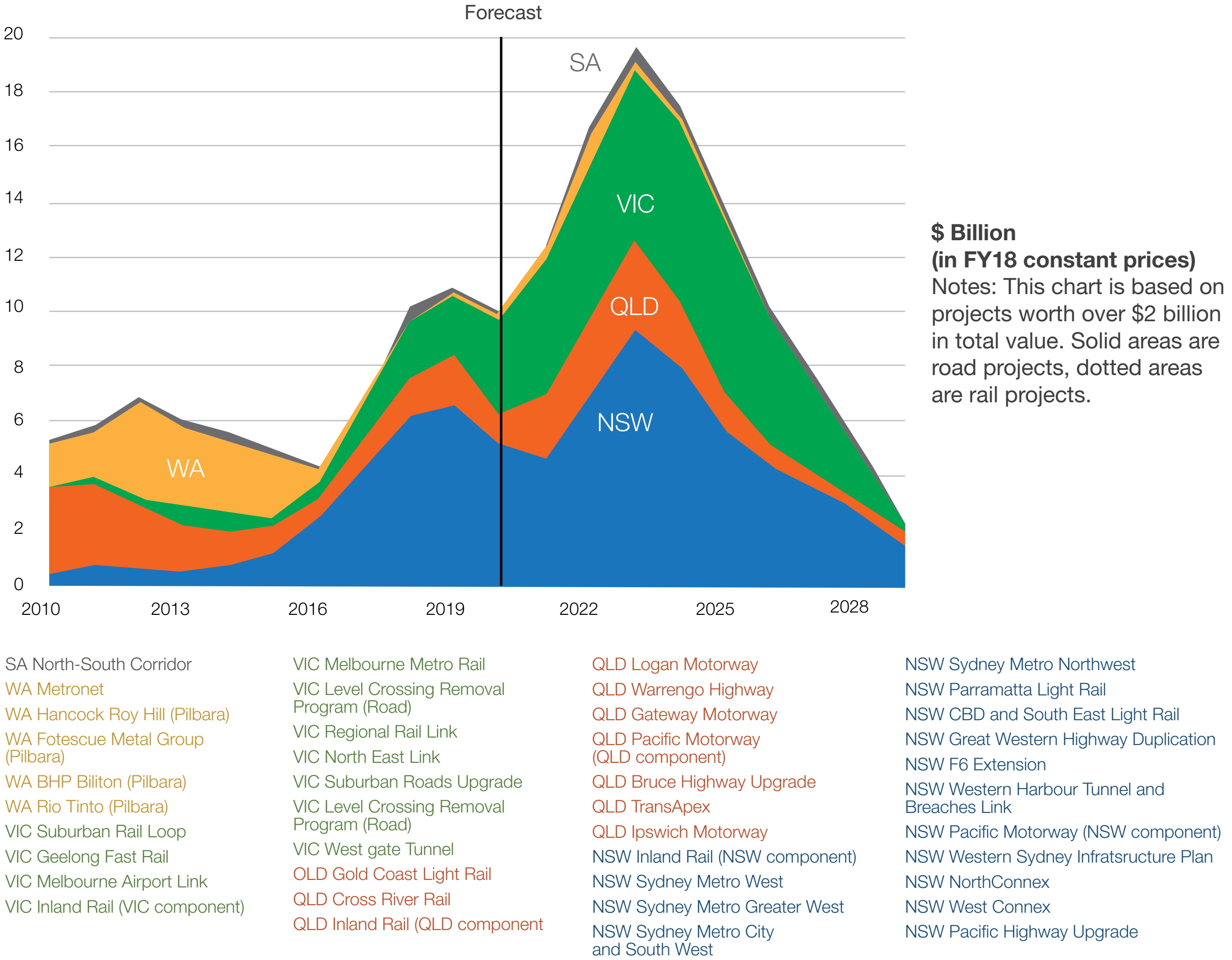
BINGO remains well positioned to benefit from the pipeline of significant projects announced and underway in most states across Australia. NSW and VIC state governments have committed a combined $125 billion to infrastructure projects over the next four years (representing 68% of total infrastructure funding)[12]. Some of the major projects across NSW and VIC include the Inland Rail Project (NSW and VIC), WestConnex (NSW) and North East Link (VIC). The strong infrastructure pipeline is expected to support B&D infrastructure waste volumes over the short to long-term, with BINGO securing several supplier agreements for waste management services to these projects.

The Australian Government is also considering opportunities to fast-track spending on infrastructure construction. Further fiscal stimulus may stimulate the economic turnaround post-COVID-19 through essential infrastructure and small to medium construction underpinning jobs and supporting the economy. In NSW, the State Government has already announced the fast tracking of 24 'shovel-ready' projects worth $7.5 billion. In VIC, the State Government has announced circa $2 billion in additional stimulus for student accommodation, social infrastructure and rail/track work, with more expected to follow.

Notwithstanding the strong pipeline of projects, there have been timing lags in commencements of some projects and this is expected to continue in the short-term. Over the medium-term many commentators believe infrastructure activity is expected to ramp up beyond current levels, as shown in Chart 5 below.

12 Australian Infrastructure Budget Monitor 2019-20.

Chart 5: Major Transport Projects (Over $2 billion)



$ Billion
(in FY18 constant prices)
Notes: This chart is based on projects worth over $2 billion in total value. Solid areas are road projects, dotted areas are rail projects.

Source: BIS Oxford.

Commercial and Industrial (C&I)

C&I waste is generated from a range of commercial and industrial activities by both businesses and government. Therefore, the outlook for the market can be observed with reference to the NSW and VIC economies and population growth. NSW and VIC remain the two largest economies in Australia. However, economic growth in Australia is expected to moderate over the next 12 months, in line with the global growth outlook due to the impacts of COVID-19. BINGO currently holds an estimated market share of ~5% and <2% in NSW and VIC respectively. BINGO aims to continue to gain market share through the cycle by leveraging its integrated Post-Collections network and market leading recovery rates, BINGO's on-line tracking system and customer portal 'BINGO Live' and TORO's capabilities in the delivery of high-quality bins and waste equipment to newly contracted customers. BINGO Commercial is targeting organic growth to achieve 40% of total Collections revenue over three years.

Environment, Social and Governance

As a leading recycling and waste management company, BINGO's business model is intrinsically linked to sustainability. We are committed to maintaining strong environmental, safety and governance (ESG) standards within our operations and driving social change through stakeholder engagement and innovation.

Our vision is *Pushing for a waste free Australia*. This vision informs our business strategy to divert materials from landfill through a recycling-led solution, investment in technology and continuous innovation to enhance sustainability outcomes and maximise returns.

Operating and Financial Review (continued)

Strategy and Outlook (continued)

Industry dynamics and market outlook (continued)

We are committed to contributing to the circular economy through the recovery of materials and our recycled product range ECO Product. We are proud to be supporting the Australian Circular Economy Hub being led by our sustainability partner Planet Ark. For the fourth consecutive year, we have voluntarily undertaken an independent audit of our recovery rates demonstrating a NSW Advanced Recycling audit average recovery rate of 83% in FY20 (FY19: 77%), in line with our target of greater than 75%. To achieve our vision, we continue to invest in advanced recycling technology and the development of our master asset, our Recycling Ecology Park at Eastern Creek in Western Sydney's growth precinct. In FY20 this development reached a significant milestone in the construction of our MPC 2, which will allow us to further enhance our recovery and recycled product manufacturing capabilities.

BINGO is committed to minimising harmful impacts on the environment and people. To this end, ESG governance is overseen by our Board's Zero Harm sub-committee and all BINGO sites manage our environmental and safety responsibilities through BINGO's ISO accredited Safety, Environment and Quality management systems.

We have continued our work to assess and respond to climate change through defining our position within our Climate Change Statement and aligning our climate reporting to the Task Force on Climate-related Financial Disclosures (TCFD). We have also taken steps this year to assess potential modern slavery risks within our supply chain and will publish our first Modern Slavery Statement before the end of 2020, in line with the requirements of the Australian Government's Modern Slavery legislation. We are committed to ensuring that human and labour rights and environmental outcomes are protected. We are also focused on gearing our employment and procurement activities toward spending with Indigenous and social enterprises.

BINGO has made solid progress against our INNOVATE Reconciliation Action Plan with over 60% of actions on-track or achieved. This includes the development of training in diversity and anti-discrimination, a review of cultural learning needs and development of cultural protocols, targeted engagement of indigenous suppliers and new employees, educating employees in the significance of cultural protocols and the creation and implementation of a statement promoting the rights of First Nations peoples within the BINGO's Human Rights Statement.

We report on our sustainability objectives and performance through various key performance indicators (KPIs) within our annual Sustainability Report.

Key sustainability highlights:

Environment

- Achieved average target resource recovery rate of 83% across BINGO's NSW Advanced Recycling network.
- Progressed alignment of climate risk disclosures to the TCFD and commenced developing a Science Based Target Approach.
- Established BINGO Innovation Hub.
- Became major partners of the Australian Circular Economy Hub lead by Planet Ark.

Social

- Achieved target Lost Time Injury Frequency Rate of 0.4.
- Achieved target employee engagement score of 80%.
- Made solid progress against our INNOVATE Reconciliation Action Plan with over 60% of actions on-track or achieved.
- Continued to drive policy and social change through our stakeholder engagement program.
- Engaged with 2,434 school students through BINGO's Recycling Schools Education program.

Governance

- FY19 Sustainability Report awarded Gold for *Sustainability Report of the Year* and FY19 Annual Report awarded silver for *Annual Report of the Year* at the Australasian Reporting Awards.
- BINGO awarded Australasia Supply Management Award (CIPS) 2020 for excellence in supply chain risk management to assess modern slavery risk.
- Improved supplier diversity, onboarding six social enterprises and diverse suppliers, including three Indigenous-owned suppliers through our work with Social Traders.

Outlook and guidance

Through the cycle, the Group will continue to pursue strategies aimed at improving profitability, enhancing ROCE and market position of its principal activities.

In the near term COVID-19 environment, in addition to protecting our employees, immediate focus will remain on protecting existing volumes and remaining disciplined with operational expenditure, cash management and capital outlays.

- Post-Collections revenue in NSW for July and early August (both volumes and rate) have improved on the March to June period, however Collections volumes and pricing remain constrained but have stabilised.
- In VIC, July Collections revenue remained consistent with Q4 FY20 with Post-Collections revenue slightly down due to lower rates being achieved. Overall the volumes into the Victorian business remained robust though have more recently been impacted by the August lockdown.

Significant Changes in the State of Affairs

Debt refinance and covenant amendments

On 23 August 2019, the Group increased its total commitment under the Syndicated Facility to include the $100 million accordion facility, bringing the total facility commitment value to $500 million. The Facility maturity date, pricing, and terms and conditions of the facility remain unchanged. The Syndicated Facility is secured against the operations and assets of the Group. Also, in support of the Group's strong FY20 financial results and improved net gearing levels in H2 FY20, the Banking Syndicate has increased the Total Leverage Ratio for December 2020 in response to the ongoing COVID-19 pandemic. BINGO expects to refinance the existing facility in H1 FY21.

Sale of Banksmeadow Facility

On 28 February 2019, the Australian Competition and Consumer Commission (ACCC) announced that they would not oppose BINGO's proposed acquisition of DADI after accepting a court-enforceable undertaking to divest its Banksmeadow recycling facility.

On 25 September 2019, BINGO executed a sale agreement for the divestment of its Banksmeadow facility to CPE Capital under the terms of the court-enforceable undertaking of 28 February 2019, which was required to support the acquisition of DADI. Completion of the sale occurred on 9 October 2019, with BINGO realising a gain on sale of $22.4 million.

KMP Changes – Chief Financial Officer

On 13 November 2019, BINGO announced that Anthony Story was retiring and would be stepping down from his role as Chief Financial Officer. Chris Jeffrey, previously Chief Development Officer, undertook an expanded role to include Chief Financial Officer. As previously announced, Anthony continues to support the business and will remain available throughout CY20 as required.

Matters Subsequent to the End of the Financial Year

Final dividend

On 25 August 2020, the Directors of the Company declared a final dividend on ordinary shares with respect to the year ended 30 June 2020. The total amount of the dividend is $9.8 million, which represents a fully franked dividend of 1.5 cents per share. The dividend has not been provided for in the financial statements for the year ended 30 June 2020.

Likely Developments and Expected Results of Operations

Post the COVID-19 pandemic, the Group expects the results to grow in future years, largely driven by its strategy to provide a differentiated approach to waste management and its investment in recycling infrastructure and collections capacity. This approach is centred on targeting a high level of service, supported by scale efficiencies, internally developed customer management technology, a strategic network of resource recovery and recycling infrastructure and vertical integration across waste collection, separation, processing, recycling and landfill. Through the cycle, the Group expects earnings growth and cash flows to continue as a result of continued organic growth across its diversified customer base and recent and ongoing investment across its network to expand operational capability and geographical reach.

Environmental Regulation

The Group is subject to significant environmental regulation under Australian Commonwealth or state law and holds environmental licences for its sites. The Group is committed to achieving the highest standards of environmental performance.

The Department of Planning, Industry and Environment instituted proceedings in the Land and Environment Court against BINGO for an exceedance of throughput limit in 2017 in respect of the Kembla Grange facility acquired by BINGO in May 2017. As the matter is still before the court, it is not possible to foreshadow the penalty that may be imposed. However, given recent comparable cases, BINGO is of the view that any penalty will not be material to earnings.

Kingston Council have instituted proceedings against BINGO due to a divergence of views on the scope of the permit to use the land. The matter is listed for a two-day hearing in October 2020. Notwithstanding this divergence in interpretation, BINGO has already lodged an application with Council to initiate works at the site which would resolve the points of divergence.

During the reporting period, the Environment Protection Authority (EPA) concluded proceedings against Minto Recycling Pty Ltd in respect of throughput exceedances in 2016-17. Following a ruling by the Land and Environment Court of NSW on 13 December 2019, BINGO was fined $90,000 and was required to pay NSW EPA legal costs related to BINGO's breach of its Environment Protection Licence (EPL) for its Minto recycling facility.

On 1 February 2020, a fire broke out at the recycling and landfill facility at Eastern Creek. No one was injured in the incident and Fire and Rescue NSW had it quickly contained. The Fire and Rescue NSW report indicated that the cause of the fire appears to have been the result of a grass fire started in the landfill from a possible ember from the significant bush fire activity around Eastern Creek (and Sydney) on that day. The chute from the materials processing centre suffered some damage. The incident is covered under the Group insurance policy and the Group expects to fully recover the costs incurred in repairing the damage. The incident did not materially impact the financial performance of the Group.

There were no other material breaches of environmental statutory requirements and no other material prosecutions during the year.

Information on Directors

The following information is current as at the date of this report.

Particulars of Directors' qualifications, experience and special responsibilities can also be found on the Company's website.

Table 13

Name	Particulars
Michael Coleman *Chair* *Non-Executive Director* *FAICD, FCA, FCPA* Member of the People and Culture Committee	• Previously a senior audit partner with KPMG for 30 years with significant experience in risk management, financial and regulatory reporting and corporate governance. • Currently a Non-Executive Director and Chairman of the Audit Committee at Macquarie Group Limited, Board Member and Chairman of the Audit, Risk and Compliance Committee of the Australian Institute of Company Directors and a Director and Chair of the Audit Committee of Legal Aid NSW. • Other current roles include Adjunct Professor, University of New South Wales, Chairman of Planet Ark Environmental Foundation, a member of the Board of Governors of the Centenary Institute of Cancer Medicine and Cell Biology and Board member of the Belvoir St Theatre Foundation.
Maria Atkinson AM *Non-Executive Director* *BAppSc, GAICD* Chair of the People and Culture Committee Member of the Audit and Risk Committee Member of Zero Harm Committee	• Internationally recognised sustainability strategist with numerous previously held corporate roles including Global Head of Sustainability and Executive for Lendlease Eastern District Commissioner for the Greater Sydney Commission and in the not-for-profit sector as Founding Chief Executive Officer of the Green Building Council of Australia. • Currently holds Non-Executive Director positions including at the LafargeHolcim Foundation for Sustainable Construction (Switzerland), The US Studies Centre (Australia) and is a graduate of the Australian Institute of Company Directors. • Maria was the Eastern District Commissioner for the Greater Sydney Commission leading strategic planning for the city.

Name	Particulars
Daniel Girgis, CFA *Non-Executive Director* *AppFin, Bcom – ActStud* Member of the Audit and Risk Committee	• Daniel has had an involvement with BINGO for almost a decade. He has supported the executive team and its vision to grow BINGO from its early days as a skip bin collection operation to a fully integrated national waste business. • Daniel's financial and corporate advisory background has enabled him to play a significant role in the many acquisitions BINGO has made over the years. He holds a Bachelor in Commerce, majoring in Actuarial Studies and a Chartered Financial Analyst (CFA) designation.
Ian Malouf *Non-Executive Director*	• Ian joined the Board in March 2019 following the completed acquisition of DADI by BINGO. • Since founding DADI in 1984, Ian grew the business into a leading resource recovery and recycling business in NSW through commercial and industrial real estate acquisitions and the development of innovative technology. • Ian brings over 35 years of waste management operations expertise and an extensive track record of development execution. • He retains interests in other waste-related activities independent of BINGO, as well as interests in commercial real estate development and the leisure sector.
Barry Buffier AM *Non-Executive Director* *FAICD, B.Rur Sc(hons), M Econs, Churchill Fellow* Chair of the Zero Harm Committee Member of the People and Culture Committee (from 13 November 2019)	• Environmental Consultant • Extensive career in the public and private sector, most recently holding the role as Chairman and CEO of the NSW EPA from 2012 to 2018. • Between 2009 to 2012, Mr Buffier was Deputy Director General of Industry and Investment NSW. • Prior to this he held Director-General roles at both the NSW Department of State and Regional Development and NSW Department of Primary Industries • 1993-2001, National Manager, Agribusiness, at Westpac.
Elizabeth Crouch AM, *Non-Executive Director* *B.Ec, FAICD* Chair of the Audit and Risk Committee Member of the Zero Harm Committee (appointed on 4 October 2019)	• Elizabeth is Chair of the Customer Owned Banking Association, the Sydney Children's Hospital Network and SGS Economics and Planning and is a non-Executive Director of ReadyTech Holdings. • Elizabeth is also on the Boards of Health Infrastructure and the NSW Institute of Sport. She chairs the Audit and Risk Committee for the City of Sydney and IPART and is the chair of a national cyber security organisation, the Australian National Cyber Security Institute. • Elizabeth is the former Chief Executive of the Housing Industry Association and Emeritus Deputy Chancellor of Macquarie University. Her previous non-executive roles were with Chandler Macleod Group, McGrath Estate Agents, RailCorp and Macquarie University Hospital.
Daniel Tartak *Managing Director and Chief Executive Officer, MAICD*	• Daniel brings deep industry knowledge and connectivity to his role of CEO, having spent the last 15 years in the waste industry. • Leading BINGO as CEO since July 2015, Daniel has been integral in the formation and execution of the business strategy, including listing on the ASX and more recently, geographical expansion and vertical integration. • Experienced in leading large, geographically dispersed teams and with a strong passion for people. Daniel has successfully led BINGO's expansionary strategy including overseeing several successful acquisitions, and most recently the acquisition of DADI in 2019. • Daniel is an innovative leader with a vision to create the first vertically integrated Recycling Ecology Park in Australia at the newly acquired Eastern Creek facility. • Member of the Australian Institute of Company Directors.

Information on Directors (continued)

Name	Particulars
Richard England *Non-Executive Director* *FCA, MAICD* Chair of the Audit and Risk Committee Member of the People and Culture Committee (Resigned effective 13 November 2019)	• Currently Chairman of QANTM Intellectual Property Limited, Non-Executive Chairman of Automotive Holdings Group Limited and Non-Executive Director of Nanosonics Limited and Japara Healthcare Limited. • Retired as Non-Executive Director of Atlas Arterial Limited (formerly Macquarie Atlas Roads Limited) on 30 November 2018. • 15 years of experience at Ernst & Young, mostly in the Corporate Recovery and Insolvency division, he was a partner from 1988 to 1994 and an executive consultant from 1994 to 2003. • Member of the Australian Institute of Company Directors.

Directors' Meetings

The number of Directors' meetings and Committee meetings, and the number of meetings attended by each of the Directors who were a member of the Board and the relevant Committee, during the financial year were:

Table 14

	Board Meetings		Audit and Risk Committee		People and Culture Committee		Zero Harm Committee	
Directors	Meetings Held While a Director	Number Attended	Meetings Held While a Director	Number Attended	Meetings Held While a Director	Number Attended	Meetings Held While a Director	Number Attended
Michael Coleman[(i)]	16	16	–	–	4	4	–	–
Maria Atkinson AM[(ii)]	16	15	6	6	4	4	4	4
Elizabeth Crouch AM[(iii)]	12	12	3	3	–	–	2	2
Daniel Girgis	16	15	6	6	–	–	–	–
Ian Malouf	16	13	–	–	–	–	–	–
Barry Buffier AM[(iv)]	16	16	–	–	2	2	4	4
Daniel Tartak	16	16	–	–	–	–	–	–
Richard England[(iii)]	6	6	3	3	2	2	–	–

(i) Chair of the Board. As Chair, Mr Coleman attends all Committee meetings.
(ii) Chair of People and Culture Committee.
(iii) Chair of Audit and Risk Committee. Mr England resigned on 13 November 2019.
(iv) Chair of Zero Harm Committee. Appointed to People and Culture Committee on 13 November 2019.

Directors' Interests

The relevant interest of each Director in the shares, and performance rights over such, issued by Bingo Industries Limited, as notified by the Directors to the Australian Securities Exchange in accordance with section 205G(1) of the Corporations Act 2001, as at 30 June 2020 are as follows:

Table 15

Directors	Ordinary Shares	Performance Rights over Ordinary Shares
Michael Coleman	202,272	–
Maria Atkinson AM	85,000	–
Daniel Girgis	55,555	–
Ian Malouf	79,836,835	–
Barry Buffier AM	120,000	–
Daniel Tartak	129,613,417	697,298
Elizabeth Crouch AM[(i)]	4,000	–

(i) Appointed Director on 4 October 2019.

Shares Under Option

During the year ended 30 June 2020 and up to the date of this report, no options were granted over unissued shares. As at the date of this report there are no unissued ordinary shares of the Company under option.

Details of performance rights granted under the short-term incentive plan and long-term incentive plan offers in the 2020 financial period are set out in the Remuneration Report. Total performance rights outstanding as at 30 June 2020 are 4,360,257 (2019: 2,989,230). Performance rights outstanding at the date of this report are 4,189,352.

Shares Issued on the Exercise of Performance Rights

During the year ended 30 June 2020 and up to the date of this report, the Company issued 170,912 shares as a result of the exercise of performance rights that vested during the year (2019: 1,073,683 issued in the period 1 July 2018 to 22 August 2019).

Indemnity and Insurance of Officers

The Company has indemnified the Directors and executives of the company for costs incurred, in their capacity as a Director or executive, for which they may be held personally liable, except where there is a lack of good faith.

During the financial period, the Company paid a premium in respect of a contract to insure the Directors and executives of the Company against a liability to the extent permitted by the Corporations Act 2001. The contract of insurance prohibits disclosure of the nature of the liability and the amount of the premium.

Rounding of Amounts

The Company is a company of the kind referred to in ASIC Corporations (Rounding in Financial/Directors Reports) Instrument 2016/191, dated 24 March 2016, and in accordance with that Corporations Instrument amounts in the Directors' Report are rounded off to the nearest thousand dollars, unless otherwise indicated.

Indemnity and Insurance of Auditor

The Company has not, during or since the end of the financial year, indemnified or agreed to indemnify the auditor of the Company or any related entity against a liability incurred by the auditor.

During the financial year, the Company has not paid a premium in respect of a contract to insure the auditor of the Company or any related entity.

Non-Audit Services

Details of amounts paid or payable to the auditor for non-audit services provided during the year by the auditor are outlined in Note 34 to the financial statements.

The Directors are satisfied that the provision of non-audit services, during the year, by the auditor (or another person or firm on the auditor's behalf) is compatible with the general standard of independence for auditors imposed by the Corporations Act.

The Directors are of the opinion that the services as disclosed in Note 34 to the financial statements do not compromise the external auditor's independence, based on advice received from the audit committee, for the following reasons.

- All non-audit services have been reviewed and approved to ensure that they do not impact the integrity and objectivity of the auditor.
- None of the services undermine the general principles relating to auditor independence as set out in APES 110 Code of Ethics for Professional Accountants issued by the Accounting Professional and Ethical Standards Board, including reviewing or auditing the auditor's own work, acting in a management or decision-making capacity for the Company, acting as advocate for the Company or jointly sharing economic risks and rewards.

Auditor's Independence Declaration

A copy of the auditor's independence declaration as required under section 307C of the Corporations Act 2001 is set out on page 142.

This report is made in accordance with a resolution of Directors, pursuant to section 298(2)(a) of the Corporations Act 2001.

On behalf of the Directors

Michael Coleman
Non-Executive Director and Chair

Daniel Tartak
Managing Director and Chief Executive Officer

25 August 2020
Sydney

Remuneration Report

A message from our Chair of the People and Culture Committee

Dear Shareholder

A culture centred around 'The BINGO Way' for our entire organisation requires engaging with the emotions and skills of our workforce in order to support the desired BINGO family focus. It has been a transformative year. Completing the integration of Dial A Dump Industries ('DADI') was the priority for 2020, and pleasingly, our incorporation has been very successful. Our 'One Team, One Family' conviction has enabled our people to respond effectively to the challenges faced in the past year. We know that engaged employees who are responsive to the business strategies and needs are critical to our success. One measure of employee engagement is the reply rate to an employee survey – this year 82% of our people responded to our May survey. In addition to effective engagement, we have continued to develop greater depth in our succession pipeline with our leaders nominating capable and verified talent to succeed in Executive Leader roles over short medium and long term horizons. Our investment in talent over the past three years is affording us positive results in our growth as an organisation.

Our pledge to safety and a commitment to the wellbeing of our team of GOgetters, our customers and the communities in which we work, is our number one priority. We strive for an incident free, zero harm workplace and maintaining a safe culture is fundamental to who we are. As reflected in our Chief Executive Officer's (CEO) Key Performance Indicator (KPI) scorecard, we have improved safety, wellbeing and behaviour management performance. Much of this improvement is from the integration of our safety goals across our management systems and reporting and engagement initiatives while igniting a culture of continual improvement in what we do and how we do it. We have also seen improvements and innovations to how we avoid and manage our risks and we continue to look to best practice and challenge our GOgetters to do more and do better in the area of safety.

Financial Year 2020 was a particularly challenging year for our people, with the unprecedented disruption of COVID-19. Nevertheless, our results speak to positive impacts in culture and on performance and to the resilience of our organisation – although this is being tested daily. Despite the operational and personal impacts of the COVID-19 pandemic we have outperformed on all Safety and Quality KPIs. We have also made strong progress in the area of Environment, although we experienced a serious environmental incident at our Eastern Creek facility which has been responded to in the outcomes of CEO performance. Since our last report to you, we have implemented and leveraged our investment in a new Human Capital Management System across the organisation, and we provided extra attention to our customers and delivered against our strategic initiatives. Recognition of these achievements is embedded in our remuneration philosophy and practices.

Group underlying EBITDA margin expanded, driven by the network reconfiguration program, DADI synergies and NSW price rises. Outperformance in our Underlying EBITDA Margin was achieved ahead of schedule – now at 31.3%. Solid Earnings Per Share (EPS) growth was also achieved up from 3.9 cents per share to 10.1 cents per share, (7.7 cents per share excluding gain on sale of the Banksmeadow facility of $22.4 million).

Our contemporary approach to reward has played a critical role in motivating leaders to achieve objectives that are key to the success of the business and complement the financial performance targets. We seek to drive collaborative behaviour, out-performance, alignment of activities and responsibilities and have set targets that are considered to be financial and non-financial in their performance measurement. Our holistic system for managing strategy encourages sustainable growth that delivers shareholder returns and have positive impacts on the communities in which we operate. We acknowledge through our balanced scorecard weightings that non-financial components are meaningful inputs to organisational performance and directly influence financial outcomes.

Remuneration Report

The Board's reward and remuneration decisions for Senior Executives reflect the overall performance of the business for the year, and is being regularly reviewed to respond to the impacts of the COVID-19 pandemic on individuals and the business. Highlights of our considerations include our first Long Term Incentive performance review which was scheduled for July 2020, being tranche 1 of the Financial Year 2018 Long Term Incentive Plan. As our EPS measure is relative, based on advice from experts, our assessment will be undertaken following the release of the results of the comparator group (S&P/ASX Industrials). More detail on this is contained in the Remuneration Report.

We remain committed to ensuring a disciplined approach to pay for performance and this is reflected in the outcomes of this year's awards. In an unpredictable environment we have awarded Short-Term Incentive outcomes via performance rights in order to preserve cash. The rewards support our talented leaders and recognises their strong performance this financial year under difficult circumstances.

On behalf of the People and Culture Committee, I present to you the BINGO Remuneration Report for the Financial Year 2020.

Maria Atkinson AM
Chair, People and Culture Committee

Remuneration Report (audited)

Contents

1. Executives and Non-Executive Directors Covered by this Report

The remuneration of Key Management Personnel (KMP) for the Group is disclosed in this Report. The following Executives and Non-Executive Directors are considered KMP for the year ended 30 June 2020 and are covered by this report.

Table 1

Name	Position	Term as KMP
Managing Director and Chief Executive Officer		
Daniel Tartak	Managing Director and Chief Executive Officer	Full Year
Current Senior Executive Leaders		
Chris Jeffrey	Chief Development Officer (to 13 November 2019) Chief Financial Officer (from 13 November 2019)(i)	Full Year
Geoffrey Hill	Chief Executive – VIC	Full Year
Rodney Johnson	Chief Executive – Building and Demolition NSW	Full Year
Former Senior Executive Leader		
Anthony Story	Chief Financial Officer(ii)	Ceased in KMP role 29 February 2020
Current Non-Executive Directors		
Michael Coleman	Chair, Non-Executive Director	Full Year
Maria Atkinson AM	Non-Executive Director	Full Year
Daniel Girgis	Non-Executive Director	Full Year
Barry Buffier AM	Non-Executive Director	Full Year
Ian Malouf	Non-Executive Director	Full Year
Elizabeth Crouch AM	Non-Executive Director	Appointed 4 October 2019
Former Non-Executive Director		
Richard England	Non-Executive Director	Ceased in KMP role 13 November 2019

(i) On 13 November 2019, Chris Jeffrey took on an expanded role combining the Chief Financial Officer role with his existing responsibilities.
(ii) Anthony Story retired as Chief Financial Officer for BINGO effective 29 February 2020.

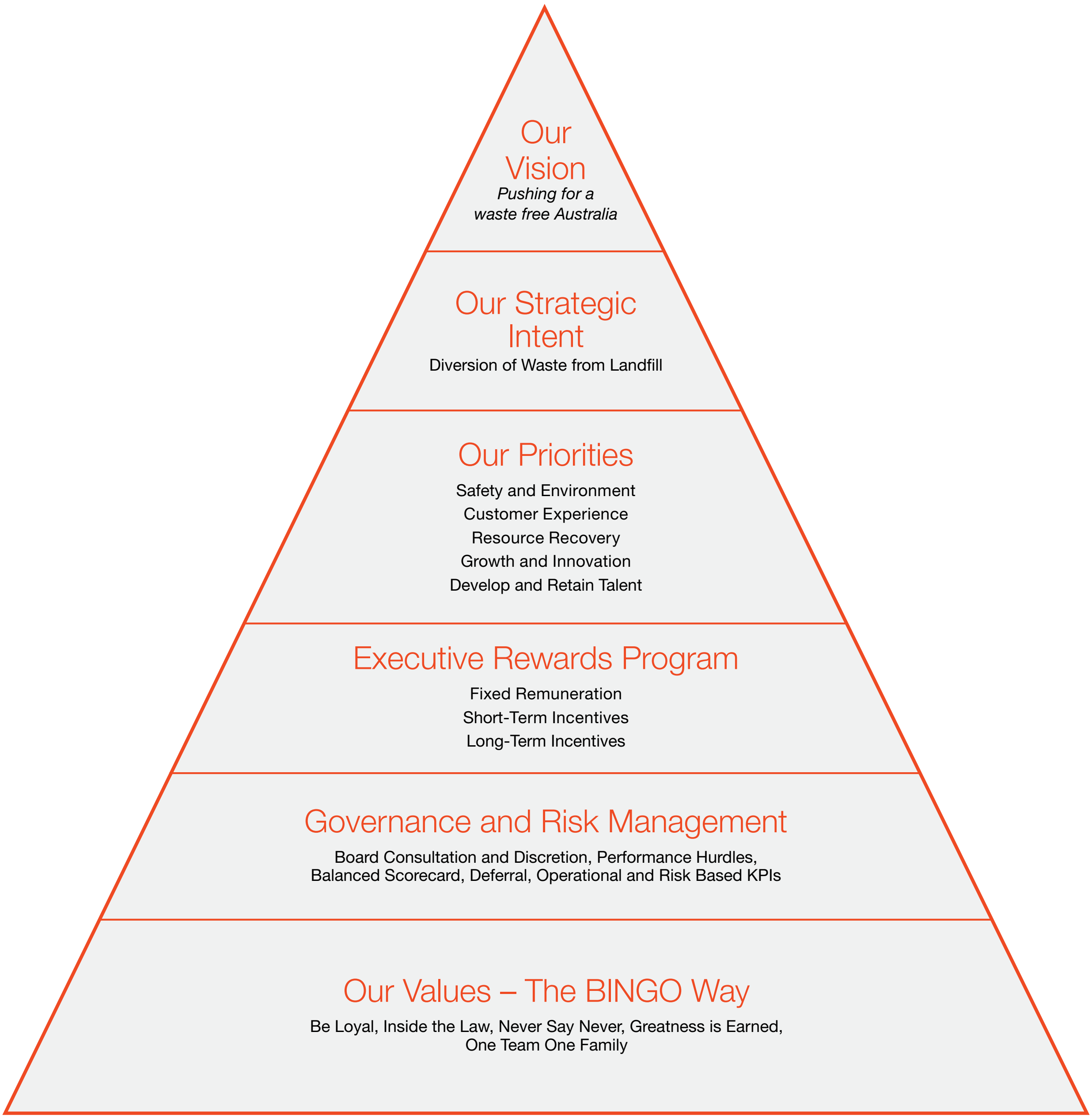
2. Our Rewards Framework and Philosophy

We recognise that our people performance drives the outcomes for our organisation and that we have built a strong pipeline of talent to be grown and retained. Paramount to this success is the implementation of our Rewards and Recognition Program, ensuring that all employees, executives to frontline, are recognised and rewarded commensurate to their inputs.

Our Executive Rewards Program supports our vision and strategic intent. We will continue to evaluate its effectiveness in achieving the culture and performance desired and needed to achieve our strategic objectives. The following diagram outlines the framework that supports our Executive Rewards Program.

It is essential to us that this program continues to honour our strong history of reward and recognition, balanced with new practices and aligned to shareholder interests.

Chart 1



Non-Executive Director Remuneration

No changes have been made to the Non-Executive Director remuneration framework during FY20. However, Directors volunteered to reduce their fees paid by 20% for the last quarter. Due to the COVID-19 pandemic, the Board has met more often than the schedule of meetings to review, discuss and support leaders.

The following table describes the previously adopted framework for Non-Executive Director Remuneration.

Table 2

Fee Type	Amount
Chair of Board	$ 220,000
Non-Executive Director	$ 110,000
Chair of Committee	$ 20,000
Committee Member	$ 10,000

Our Non-Executive Directors do not receive performance or incentive-based pay or lump-sum retirement benefits, with the exception of Daniel Girgis who received a one-off transactional bonus in 2017 on the completion of the IPO of the equivalent of $100,000 in performance rights deferred for two years subject to remaining in office.

Non-Executive Directors have elected to implement the best practice of acquiring a minimum BINGO shareholding equal to 100% of the value of their annual base fee (as at time of purchase) within three years of appointment or within three years of the introduction of this initiative. Director shareholdings are disclosed in Section 5 of this report.

The Board fee cap for Non-Executive Directors remains at $1.5 million.

Table 3

		Short-term benefits(i)		Post employment benefits	Long-term benefits		
Name	**Year**	**Cash salary and Fees**	**STI**	**Superannuation**	**Long service leave**	**Share-based payments**	**Total Paid**
Non-Executive Directors							
Michael Coleman	**2020**	**$ 209,000**	**–**	**–**	**–**	**–**	**$ 209,000**
	2019	$ 197,500	–	–	–	–	$ 197,500
Maria Atkinson AM	**2020**	**$ 142,500**	**–**	**–**	**–**	**–**	**$ 142,500**
	2019	$ 131,425	–	–	–	–	$ 131,425
Daniel Girgis(ii)	**2020**	**$ 114,000**	**–**	**–**	**–**	**–**	**$ 114,000**
	2019	$ 120,000	–	–	–	$ 39,315	$ 159,315
Barry Buffier AM	**2020**	**$ 129,370**	**–**	**–**	**–**	**–**	**$ 129,370**
	2019	$ 107,849	–	–	–	–	$ 107,849
Ian Malouf(iii)	**2020**	**$ 104,500**	**–**	**–**	**–**	**–**	**$ 104,500**
	2019	$ 27,500	–	–	–	–	$ 27,500
Elizabeth Crouch AM(iv)	**2020**	**$ 93,164**	**–**	**–**	**–**	**–**	**$ 93,164**
	2019	–	–	–	–	–	–
Richard England(v)	**2020**	**$ 51,653**	**–**	**–**	**–**	**–**	**$ 51,653**
	2019	$ 130,000	–	–	–	–	$ 130,000
Total	**2020**	**$ 844,187**	**–**	**–**	**–**	**–**	**$ 844,187**
Total	2019	**$ 714,274**	–	–	–	$ 39,315	$ 753,589

(i) Includes a voluntary 20% reduction in fees taken from 1 April 2020.

(ii) Daniel Girgis received a transactional bonus on the completion of the IPO of the equivalent of $100,000 in performance rights deferred for two years subject to remaining in office.

(iii) Ian Malouf appointed 29 March 2019.

(iv) Elizabeth Crouch appointed 4 October 2019.

(v) Richard England resigned effective 13 November 2019.

2. Our Rewards Framework and Philosophy (continued)

Senior Executive Leader Remuneration

Our goal has been to provide a remuneration framework that attracts, retains and motivates a high quality and experienced leadership team with the necessary capabilities and attributes to lead our people in achieving our long and short-term objectives and create value for our shareholders. We are continually assessing, reviewing and improving our programs to enhance engagement and performance and whilst we will always look for new and emerging talent to engage, our talent baseline has grown significantly, and we are now in a transition phase shifting to building and retaining talent, rather than employing.

Our rewards program aims to encourage a collaborative approach in the pursuit of our outperformance goals by rewarding the achievement of both overall group and individual targets. The targets we have set are a mixture of financial and non-financial, they are challenging, clear and within the control of individuals to achieve either directly through their own actions or through the actions of the people they lead. Pay in the variable context is directly linked to performance.

The objective of our Executive Rewards program is to ensure that it is competitive and appropriate against the outcomes and results achieved. Our aim is to reward our executives in line with market practice, taking into account their position, responsibilities and performance within the Group and benchmarked against commensurate organisations. Our key components provide a mix of fixed and variable (at risk) pay and short and long-term incentives.

Table 4

Component	Description
Fixed Remuneration	Annual remuneration paid regularly in the form of base pay (cash), superannuation and where relevant other applicable allowances. This component is not at risk and is independently benchmarked against comparable roles. Typically, median pay is our target.
Short-Term Incentive	Annual, variable at risk opportunity, linked to the achievement of specific objectives in a given performance period. It is designed to encourage achievement and outperformance against annual targets that contribute to enterprise value. Targets are communicated at the start of the performance period as part of a balanced scorecard encompassing both financial and non-financial components. Each component is assessed individually to determine the incentive amount payable, provided particular gates (financial and non-financial) are achieved. The Board has ultimate discretion to scale up or down any component or total amount payable. The Short-Term Incentive is typically paid 50% in cash immediately following the performance period and 50% deferred as performance rights, vesting 12 months later, subject to the employee remaining employed and the plan rules. The plan has an inbuilt clawback mechanism at the discretion of the Board. This financial year, no Short-Term Incentive cash payments will be awarded due to the impacts of COVID-19. Incentives earned will instead be awarded as deferred performance rights – vesting 50% at six months and 50% at 12 months subject to the employee remaining employed with BINGO and other plan rules. Our ‘On Target’ performance pays at 75% of entitlement, however, this year’s allocated awards have been capped at 65% and scaled proportionately downwards for those scoring beneath 65%. This reduction was seen as prudent to reflect the impact of COVID-19 on the Australian share market and consequently BINGO shareholders.

Component	Description
Long-Term Incentive	Annual grant of performance rights to Executive Leaders that encourages alignment with shareholder interests. Performance rights vest over a three and four year period – in two tranches. The 2017, 2018 and 2019 Long-Term Incentive Plans are subject to relative Total Shareholder Return (TSR) and relative Earnings Per Share (EPS) hurdles weighted at 50% each. The proportion of vesting is dependent on BINGO Group's performance against these hurdles with 100% vesting only occurring if an outperformance target is met. The 2020 and 2021 Long-Term Incentive plans changed in response to feedback from Shareholders and are subject to Return on Capital Employed (ROCE) and relative TSR hurdles, weighted at 50% each.
	EPS 20% of the performance rights subject to the EPS hurdle will vest if EPS growth is at the target level and 100% will vest if EPS growth is at the stretch level or above – with straight-line proportional vesting in between. No EPS performance rights will vest if EPS growth is below the target level. The EPS vesting condition will be assessed based on BINGO's compound annual growth rate relative to the EPS compound annual growth rate of the S&P/ASX 300 Industrials.
	ROCE If ROCE reaches target and is at least Weighted Average Cost of Capital (WACC) +1%, 50% vesting will occur. Where performance is up to 100bps over target (given ROCE at least WACC +1%), pro-rata straight line of earnings between 50-100% will be awarded. If ROCE is less than target, no vesting will occur.
	TSR Between 50% and 100% of the performance rights subject to the TSR hurdle will vest on a straight-line proportional basis if BINGO's TSR is between the 50th percentile and the 75th percentile with 100% vesting above the 75th percentile. No TSR performance rights will vest if BINGO's TSR is at, or below the 50th percentile. Actual performance over the qualifying period applicable to each performance hurdle will determine the level of vesting against that hurdle.
	The close of FY20 signals the first testing of Long-Term Incentive awards being Tranche 1 of the FY18 plan. Because the EPS measure is relative for the performance period FY18 – FY20, testing and any subsequent vesting of these awards will not take place until the S&P/ASX 300 Industrials peer group results for the performance period have been released – anticipated to be September 2020. Long-Term Incentive awards do not carry the right to a cash dividend prior to the vesting date. Long-Term Incentive performance rights do not entitle the holders to any voting rights at a meeting of shareholders.
Transaction Bonus	A Transactional Bonus was paid during the 2017 year following the completion of BINGO's IPO. 50% was paid in cash with the remaining 50% paid in the form of performance rights granted under the Equity Incentive Plan (EIP). The vesting of those rights was deferred for two years and subject to the executive remaining employed within the BINGO Group until the vesting date in 2019. The fair market value of the performance rights was $1.80, which reflected the share price at the IPO event. The rights were issued on the grant date of 13 April 2017 vesting 30 June 2019. Approval for the issue of these shares was granted by the Board in July 2019.

Rewards are staged over a four-year period with components becoming available as per the years illustrated below. In providing short, medium and long-term benefits we believe we have an incentive program that rewards for the now and the future and as such recognises contributions for the year closed, promotes retention, and encourages a longer-term view in our decision making and impact initiatives.

2. Our Rewards Framework and Philosophy (continued)

Senior Executive Leader Remuneration (continued)

Table 5

Component	Year 1	Year 2	Year 3	Year 4
Fixed Remuneration				
Cash STI/Transaction bonus				
Deferred STI 1 Year/Transaction bonus				
LTI 3 Year Performance Period				
LTI 4 Year Performance Period				

3. Governance

Our Board takes a proactive approach to decision making in the evaluation of Executive Remuneration outcomes. Our remuneration and governance frameworks enable our Board to assess the achievement of strategic objectives and balance the interests of the business, employees and shareholders. Discretion has been applied to balance the impacts of COVID-19 on Executive performance where some targets may not have been met, however overall performance has been strong.

Board

Our Board has overall responsibility for Executive Remuneration, including the assessment of performance and remuneration for the CEO. Ensuring there is a transparent connection between pay and performance is the key objective of the Board in rewarding outcomes for our leaders.

During FY20, there were some changes to the remuneration structure of our Chief Financial Officer (CFO), Chris Jeffrey who was appointed to an expanded role during the year. The process of reviewing and rewarding increases to fixed or variable pay opportunities for the CFO was undertaken with an independent consultant, the resultant remuneration is detailed in Section 4. No other changes to executive KMP remuneration have been made. The Board is committed to providing competitive rewards that attract and retain talent and compensate Executive Leaders commensurate with the progress and growth of BINGO.

The People and Culture Committee

Our People and Culture Committee works with Executive Leaders to present information and make recommendations to the Board. The Committee assists the business and the Board by developing and reviewing organisation policies and practices including remuneration as well as challenging leaders to continually review and revise remuneration targets and approaches to ensure they are contemporary and market leading.

Executive Leadership

Our Executive Leadership Team (ELT) is responsible for leading the implementation of initiatives designed to inspire people to be their best. The ELT provides feedback on organisational practices and uses data and qualitative assessments to provide insight into culture and organisational performance – including the effectiveness of the rewards program. The ELT has input into and makes recommendations to the People and Culture Committee in relation to Executive Remuneration and has done this with the advice and support of subject matter experts to continuously improve our program.

The CEO is responsible for providing recommendations on fixed pay and Short-Term Incentive outcomes for direct reports and puts the recommendations to the People and Culture Committee for review and discussion prior to recommendations going to our Board for its decision.

Determining Executive Rewards Plans

We continue to use independent data and advice in the annual evaluation of our Executive Leaders remuneration and benefits. It is important to ensure they are fairly compensated for their contribution and responsibilities as BINGO grows. Any changes recommended will be discussed at our People and Culture Committee and recommendations for our CEO and direct reports, role changes or new appointments will be made to the Board for their decision making. We are continuing to refine our approach to shift our incentive plans to recognise and reward for more contemporary strategic inputs that result in out-performance outcomes for BINGO, adding to shareholder value. Our plan is that the remuneration review will extend to all our employee categories.

4. Executive Remuneration – Performance, Outcomes and Disclosures

2020 Group Performance Highlights

The FY20 year was on track to deliver on our strategy prior to the impact of the COVID-19 pandemic. However, despite the unprecedented challenges presented by the pandemic, our leaders responded strongly – adjusting to new working conditions and helping customers, resulting in the majority of outcomes against stated objectives and targets being achieved and gates being strictly maintained.

The following performance metrics provide an illustrative snapshot of achievements:

- Safety Lost Time Injury Frequency Rate (LTIFR) of 0.40 as at 30 June 2020. This is a decline from 0.85 in FY19. No Lost Time Incidents were recorded in Q4 of FY20.
- Successful implementation of our new Human Capital Management System – GOpeople.
- Strong employee engagement was maintained with +80% engagement score for the organisation. This was particularly encouraging given the survey was undertaken in May 2020, the height of the pandemic.
- Strong strategic execution:
  - Completion of DADI integration, including the divestment of the Banksmeadow asset.
  - Increased capacity of network to 4.6 Mt per annum including being granted a 24-hour licence for our West Melbourne and Eastern Creek Recycling Centres.
  - 100% internalisation of non-putrescible waste.
  - Swift mitigation actions to minimise the impact of the COVID-19 pandemic – including proactive measures to ensure the safety of our people and customers; initiatives to lower capital expenditure; reduction in salaries by 20% until 30 June 2020 and a pay freeze for salary employees for FY21.
  - Significant sustainability objective achievements including the launch of our Reconciliation Action Plan (RAP); increased customer engagement in response to our sustainability credentials; The Gold Award for our FY19 Sustainability Report by the Australasian Sustainability Awards; a Responsible Sourcing Program embedded and awarded an Australasia Supply Management (CIPS) Award for excellence in supply chain risk management to assess Modern Slavery risk.
- Productivity improvements resulting in increased EBITDA margin to +30%.
- Statutory net profit after tax (NPAT) of $66.0 million representing a 196.0% increase against the previous reporting period of $22.3 million. This includes a gain from the sale of the Banksmeadow asset of $22.4 million.
- Strong growth in operating free cash flow of 38.3% to $161.1 million with 106.9% cash conversion for the twelve months ended 30 June 2020. Pleasingly, the cash conversion in the second half of FY20 was 125.2%.

4. Executive Remuneration – Performance, Outcomes and Disclosures (continued)

2020 Group Performance Highlights (continued)

Table 6

Group	Full year ended 30 June 2020 $ millions	Full year ended 30 June 2019 $ millions	Full year ended 30 June 2018 $ millions	Full year ended 30 June 2017 $ millions
Revenue and other income	**509.7**	402.2	303.8	210.1
Statutory EBITDA	**168.8**	74.4	84.9	60.6
Statutory NPAT	**66.0**	22.3	38.0	19.8
EPS	**10.1 cents**	3.9 cents	9.8 cents	6.4 cents
TSR	**3.4%**	(15%)	56%	N/A

(i) EBITDA as calculated in Note 5 of the financial report.

CEO Scorecard and Performance 2020 – Mr Daniel Tartak

Mr Tartak's 'On Target' remuneration is structured as 40.8% fixed and 59.2% at risk. At risk includes 30.6% variable under the Short-Term Incentive component (of which 100% is deferred equity for FY20) and 28.6% Long-Term Incentive component. During the year, strong financial and non financial performance was maintained and operation thresholds were met.

Mr Tartak has achieved 66.65% of the scorecard outcomes. 'On Target' performance is set at 75%. The Board believes this achievement demonstrates significant success in the current unprecedented circumstances. The Board has exercised some discretion in awarding the Short-term Incentives to Mr Tartak and employees due to the impact of the COVID-19 pandemic on revenue targets. As outlined earlier in this report, all Short-Term Incentive Awards resulting from this performance scorecard have been capped at 65% for FY20.

The cash component of the Short-term Incentive awards are to be issued in performance rights. These rights together with the other 50% of the Short-Term Incentives will vest 50% in January 2021 and 50% in July 2021.

Table 7

Component	Weighting	Description	Outcome	Performance Assessment	% Earned
ZERO Harm	20%	A combination of stretch and lead metrics that incentivise for prevention and early recognition of SEQ risks and achievement of sustainability goals. Our metrics also benchmark incidents and ensure continued improvement of our safety, environmental and quality impacts and systems.		The Group outperformed against many metrics in this area and through improved communication and change programs strong results were achieved including: • LTIFR of 0.40. • Leader Lead Safety Walks 4,554 achieved against stretch target of 1,800. • 3,012 Hazard and Control Reports conducted against a stretch target of 1,200. • 100% of FY20 Sustainability initiatives achieved. • 2030 Sustainability Goals Established. • The Zero Harm outcome was scaled back due to a significant environmental incident.	15.75%

Component	Weighting	Description	Outcome	Performance Assessment	% Earned
Financial	40%	Key financial performance metrics include Revenue, NPAT, EBITDA, Cash Conversion and Net Debt.		• Stat NPAT target achieved $66.0 million. • Revenue performance threshold not met. • EBITDA performance threshold – target performance at $152.3 million. • EBITDA Margin target of 30% exceeded. • Cash conversion maximum target exceeded 106.9%. • Leverage ratio between threshold and target performance landing at 2.15 x.	22.40%
People and Culture	20%	Qualitative and quantitative assessments of culture and people performance. Strategic lead and lag metrics incentivise employees to have a positive impact on our culture, demonstrate our values and support attraction and retention.		• Maximum target reached in employee turnover reduction of 7.5%. • Employee Experience score of +80% maintained, however 2% increase in FY19 score not attained. • Succession Planning – bench strength increased in the ready now and within two years categories. • Human Capital Management System implementation complete.	15.12%
Customer	10%	A combination of lead and lag indicators that measure service and quality of service levels.		• Net Promoter Score (NPS) of 8.45 achieved target performance. • Threshold performance met for same day service and Grade of Service. • Significant improvement achieved in queue time at facilities.	5.88%
Strategic Initiatives	10%	Implementation of tactical plans in order to achieve growth objectives and strategic goals.		• Significant progress has been made in the achievement of these initiatives 75% completion.	7.5%

The other KMP have similar objective components in their balanced scorecard performance metrics.

4. Executive Remuneration – Performance, Outcomes and Disclosures (continued)

Summary of Senior Executive Leader Remuneration FY20

Table 8

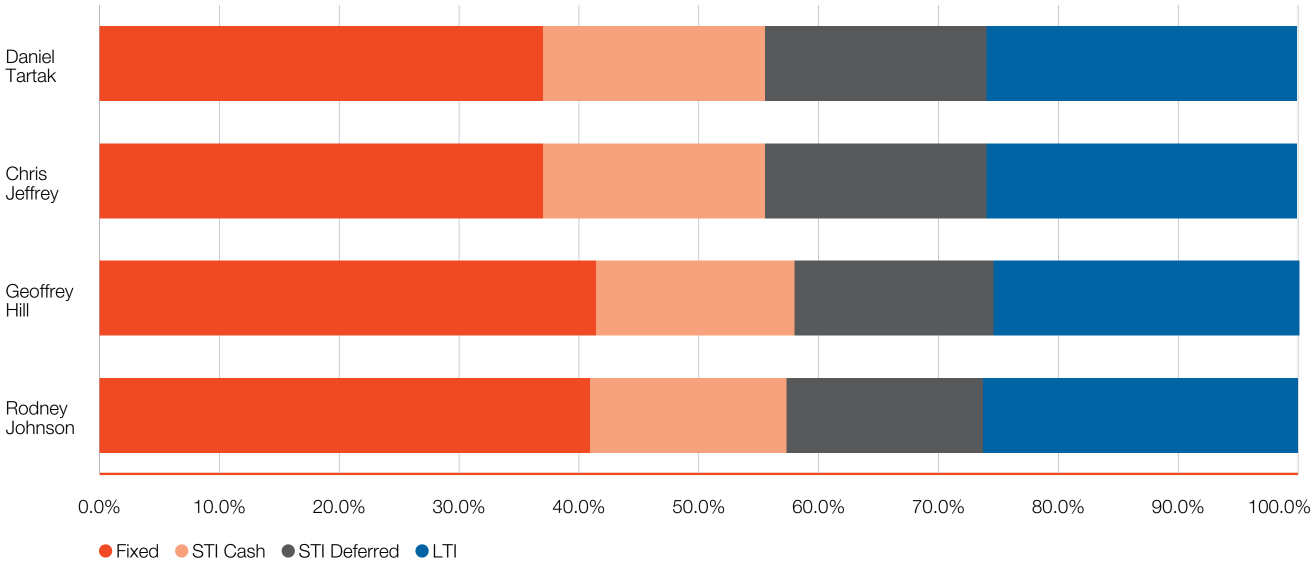
		Short-term benefits		Post employment benefits	Share-based payments			Other Long-term benefits	
Name	Year	Cash salary and Fees	STI	Super-annuation	STI	LTI	Trans-actional bonus[i]	Long service leave	Total
Executive Directors									
Daniel Tartak[ii]	**2020**	**$726,407**	**–**	**$19,791**	**$303,333**	**$279,407**	**–**	**($182,250)**	**$1,146,688**
	2019	$731,018	–	$20,486	$66,131	$187,393	–	$146,145	$1,151,173
Other Executive KMP									
Anthony Story[iii]	**2020**	**$328,600**	**–**	**$14,137**	**$109,083**	**$117,555**	**–**	**–**	**$569,375**
	2019	$397,831	–	$20,486	$28,391	$77,072	$49,144	($6,197)	$566,727
Chris Jeffrey	**2020**	**$541,698**	**–**	**$21,003**	**$227,763**	**$160,603**	**–**	**$2,708**	**$953,775**
	2019	$442,639	–	$20,486	$54,033	$98,720	–	$25,114	$640,992
Geoffrey Hill	**2020**	**$373,589**	**–**	**$20,498**	**$127,401**	**$108,910**	**–**	**$1,457**	**$631,855**
	2019	$400,000	–	$22,212	$30,297	$95,172	–	($10,195)	$537,486
Rodney Johnson[iv]	**2020**	**$392,676**	**–**	**$21,123**	**$124,671**	**$59,852**	**–**	**$9,099**	**$607,421**
	2019	$86,154	–	$5,133	–	$488	–	$3,759	$95,534
Total	**2020**	**$2,362,970**	**–**	**$96,552**	**$892,251**	**$726,327**	**–**	**($168,986)**	**$3,909,114**
Total	2019	$2,057,642	–	$88,803	$178,852	$458,845	$49,144	$158,626	$2,991,912

		Fixed	Variable – At Risk	
Name	Year		STI	LTI
Executive Directors				
Daniel Tartak[ii]	**2020**	**50%**	**26%**	**24%**
	2019	78%	6%	16%
Other Executive KMP				
Anthony Story[iii]	**2020**	**60%**	**19%**	**21%**
	2019	73%	14%	13%
Chris Jeffrey	**2020**	**59%**	**24%**	**17%**
	2019	76%	8%	16%
Geoffrey Hill	**2020**	**63%**	**20%**	**17%**
	2019	77%	6%	17%
Rodney Johnson[iv]	**2020**	**69%**	**21%**	**10%**
	2019	99%	0%	1%

(i) Transactional bonus relates to the completion of the IPO and was paid 50% in cash in 2017 and 50% in performance rights deferred for two years.
(ii) Negative long service leave incorporates leave which was forfeited during the period.
(iii) Resigned effective 29 February 2020. Cash salary includes payment of accrued annual leave on termination.
(iv) Commenced with BINGO in March 2019. 2019 disclosures relate to the period from March 2019 to June 2019.

The graph below shows the target mix of remuneration awarded to our Executive Leaders. A significant proportion of remuneration awarded (approximately 58-62%) falls into the variable, at risk category. This categorisation supports our philosophy of incentivising and rewarding for outperformance. We continue to review, benchmark and make recommendations on our remuneration mix, to ensure it remains contemporary, competitive and recognises the achievement of our organisational objectives. The Board used its discretion to convert the cash portion of the FY20 STI component to performance rights.

Chart 2



Service Agreements

Table 9

Service Agreements	Position	Contract Duration	Employer Notice Period	Employee Notice Period
Daniel Tartak	Managing Director and Chief Executive Officer	Ongoing	6 months	6 months
Chris Jeffrey	Chief Financial Officer	Ongoing	6 months	3 months
Geoffrey Hill	Chief Executive – VIC	Ongoing	6 months	6 months
Rodney Johnson	Chief Executive – Building and Demolition NSW	Ongoing	3 months	3 months

5. Other Disclosures and Shareholdings

Performance Rights

Table 10

Name	Year	Beginning of Year	Granted as an STI	Granted as an LTI	Vested	Forfeited	Balance end of Year
Non-Executive Directors							
Daniel Girgis	**2020**	**–**	**–**	**–**	**–**	**–**	**–**
	2019	55,555	–	–	55,555	–	–
Executive Directors							
Daniel Tartak	**2020**	**471,121**	**213,992**	**264,151**	**37,974**	**–**	**911, 290**
	2019	259,281	–	211,840	–	–	471,121
Other Executive KMP							
Chris Jeffrey	**2020**	**270,492**	**160,679**	**198,113**	**31,028**	**–**	**598,256**
	2019	159,276	–	111,216	–	–	270,492
Geoffrey Hill[(i)]	**2020**	**211,662**	**89,877**	**124,528**	**17,397**	**–**	**408,670**
	2019	111,794	–	99,868	–	–	211,662
Rodney Johnson	**2020**	**20,308**	**87,951**	**121,849**	**–**	**–**	**230,108**
	2019	–	–	20,308	–	–	20,308
Anthony Story	2019	188,716	–	80,386	69,444	–	199,658
Total	**2020**	**973,583**	**552,499**	**708,641**	**86,399**	**–**	**2,148,324**
Total	2019	**774,622**	**–**	523,618	**124,999**	**–**	**1,173,241**

(i) FY19 opening balance of performance rights for Geoffrey Hill as reported were adjusted following a correction in the number of rights granted.

Options and Rights

Table 11: Rights held by KMP under the LTI scheme issues and not exercised as at 30 June 2020

Grant date	Tranche	End of performance period	Opening Balance	Number of rights granted during the year	Balance at the year end
13-Apr-17	1	30-Jun-20	130,555	–	130,555
13-Apr-17	2	30-Jun-21	130,555	–	130,555
1-May-17	1	30-Jun-20	9,722	–	9,722
1-May-17	2	30-Jun-21	9,722	–	9,722
13-Nov-17	1	30-Jun-20	37,019	–	37,019
13-Nov-17	2	30-Jun-21	37,019	–	37,019
28-Sep-18	1	30-Jun-21	105,542	–	105,542
28-Sep-18	2	30-Jun-22	105,541	–	105,541
16-Nov-18	1	30-Jun-21	105,920	–	105,920
16-Nov-18	2	30-Jun-22	105,920	–	105,920
15-Jun-19	1	30-Jun-21	10,154	–	10,154
15-Jun-19	2	30-Jun-22	10,154	–	10,154
6-Nov-19	1	30-Jun-22	–	222,245	222,245
6-Nov-19	2	30-Jun-23	–	222,245	222,245
14-Nov-19	1	30-Jun-22	–	132,075	132,075
14-Nov-19	2	30-Jun-23	–	132,076	132,076
Total			**797,823**	**708,641**	**1,506,464**

A Monte Carlo simulation approach was used to value the LTI awards subject to the relative TSR performance conditions.

5. Other Disclosures and Shareholdings (continued)

Options and Rights (continued)

Table 12: Movement and value of the performance rights held as at 30 June by each KMP

Name	Year Granted	Number Granted	Rights Price at date of Grant $	Vested %	Forfeited	Year in which shares may vest	Fair value at Grant date $
Executive Directors							
Daniel Tartak	**2020**	**132,076**	**2.12**	**–**	**–**	**2022**	**301,792**
	2020	**132,075**	**2.12**	**–**	**–**	**2023**	**297,830**
	2020	**213,992**	**2.43**	**–**	**–**	**2021**	**520,000**
	2019	105,920	2.64	–	–	2021	260,034
	2019	105,920	2.64	–	–	2022	261,093
	2018	37,974	2.61	100%	–	2019	96,360
	2018	37,974	2.61	100%	–	2020	96,360
	2017	91,667	1.80	50%	50%	2020	118,249
	2017	91,666	1.80	–	–	2021	114,583
Other Executive KMP							
Chris Jeffrey	**2020**	**99,057**	**2.12**	**–**	**–**	**2022**	**184,245**
	2020	**99,057**	**2.12**	**–**	**–**	**2023**	**184,245**
	2020	**160,679**	**2.43**	**–**	**–**	**2021**	**390,450**
	2019	55,608	2.64	–	–	2021	136,518
	2019	55,608	2.64	–	–	2022	137,074
	2018	31,027	2.61	100%	–	2019	78,859
	2018	31,027	2.61	100%	–	2020	78,858
	2017	9,722	1.80	50%	50%	2020	12,542
	2017	9,722	1.80	–	–	2021	12,153
	2017	38,889	1.80	50%	50%	2020	50,166
	2017	38,888	1.80	–	–	2021	48,611
Geoffrey Hill	**2020**	**62,264**	**2.12**	**–**	**–**	**2022**	**115,811**
	2020	**62,264**	**2.12**	**–**	**–**	**2023**	**115,811**
	2020	**89,877**	**2.43**	**–**	**–**	**2021**	**218,401**
	2019	49,934	2.64	–	–	2021	122,587
	2019	49,934	2.64	–	–	2022	123,087
	2018	17,397	2.61	100%	–	2019	45,445
	2018	17,397	2.61	100%	–	2020	45,445
	2018	38,500	2.00	50%	50%	2020	57,009
	2018	38,500	2.00	–	–	2021	56,454
Rodney Johnson	**2020**	**60,924**	**2.12**	**–**	**–**	**2022**	**113,319**
	2020	**60,924**	**2.12**	**–**	**–**	**2023**	**113,319**
	2020	**87,951**	**2.43**	**–**	**–**	**2021**	**213,721**
	2019	10,154	1.59	–	–	2021	14,368
	2019	10,154	1.59	–	–	2022	14,774

KMP Shareholdings

The relevant interest of each Director in the shares and performance rights over such issued by Bingo Industries Limited, as notified by the Directors to the Australian Securities Exchange in accordance with section 205G(1) of the Corporations Act 2001, as at the date of this report is as follows:

Table 13

Directors	Ordinary Shares	Performance Rights over Ordinary Shares
Michael Coleman	202,272	–
Maria Atkinson AM	85,000	–
Daniel Girgis	55,555	–
Ian Malouf	79,836,835	–
Barry Buffier AM	120,000	–
Elizabeth Crouch AM	4,000	–
Daniel Tartak	129,651,391	659,324
Chris Jeffrey	349,022	406,549
Geoffrey Hill	48,556	301,396
Rodney Johnson	100,000	142,157

THIS IS THE END OF THE REMUNERATION REPORT (AUDITED)

Auditor’s Independence Declaration

as at 30 June 2020

Deloitte Touche Tohmatsu
ABN 74 490 121 060
Grosvenor Place
225 George Street
Sydney, NSW, 2000
Australia

Phone: +61 2 9322 7000
www.deloitte.com.au

The Board of Directors
Bingo Industries Limited
305 Parramatta Road
Auburn NSW 2148

25 August 2020

Dear Board Members

Auditor’s Independence Declaration to Bingo Industries Limited

In accordance with section 307C of the Corporations Act 2001, I am pleased to provide the following declaration of independence to the directors of Bingo Industries Limited.

As lead audit partner for the audit of the consolidated financial report of Bingo Industries Limited for the year ended 30 June 2020, I declare that to the best of my knowledge and belief, there have been no contraventions of:

(i) the auditor independence requirements of the Corporations Act 2001 in relation to the audit; and

(ii) any applicable code of professional conduct in relation to the audit.

Yours faithfully

Deloitte Touche Tohmatsu

DELOITTE TOUCHE TOHMATSU

Tara Hill
Partner
Chartered Accountants

Consolidated Statement of Profit or Loss

for the year ended 30 June 2020

	Note	2020 $'000	2019 $'000
Revenue	3	**478,629**	395,739
Other income	3	**31,053**	6,419
Total revenue and other income		**509,682**	402,158
Tipping and transportation costs		**(180,541)**	(172,074)
Employee benefits expenses	4	**(112,113)**	(96,489)
Depreciation and amortisation expenses	4	**(61,769)**	(35,827)
Trucks and machinery costs		**(15,441)**	(13,012)
Finance costs	23	**(11,827)**	(6,791)
Acquisition costs		**2,249**	(21,156)
Rent and outgoings	4	**(984)**	(3,262)
Capital raising costs		**–**	(683)
Other expenses		**(34,147)**	(22,069)
Total expenses		**(414,573)**	(371,363)
Profit before income tax		**95,109**	30,795
Income tax expense	6	**(29,095)**	(8,530)
Profit for the year attributable to owners of the Company		**66,014**	22,265
Earnings per share			
Basic earnings per share	7	**10.1 cents**	3.9 cents
Diluted earnings per share	7	**10.0 cents**	3.9 cents

Consolidated Statement of Other Comprehensive Income

for the year ended 30 June 2020

	Note	2020 $'000	2019 $'000
Profit for the period attributable to owners of the Company		**66,014**	22,265
Other comprehensive income			
Items that may be reclassified to profit or loss			
(Loss)/Gain on Cash flow hedges	24	**(11)**	–
Income tax relating to these items		**3**	–
Other comprehensive income, net of tax		**(8)**	–
Total comprehensive income for the period attributable to the owners of the Company		**66,006**	22,265

The above statements should be read in conjunction with the accompanying notes

Consolidated Statement of Financial Position

as at 30 June 2020

	Note	2020 $'000	2019 $'000
Assets			
Current assets			
Cash and cash equivalents	8	**56,848**	39,189
Trade and other receivables	9	**64,618**	71,317
Contract assets		**569**	530
Inventories	10	**6,643**	7,552
Assets held for sale	18	**9,189**	24,928
Other assets	11	**9,947**	12,248
Total current assets		**147,814**	155,764
Non-current assets			
Property, plant and equipment	12	**705,667**	691,328
Right-of-use assets	13	**39,707**	–
Intangible assets	14	**502,480**	486,035
Total non-current assets		**1,247,854**	1,177,363
Total assets		**1,395,668**	1,333,127
Liabilities			
Current liabilities			
Trade and other payables	15	**70,943**	143,659
Income tax payable	6	**7,722**	6,391
Provisions	16	**5,010**	5,011
Total current liabilities		**83,675**	155,061
Non-current liabilities			
Borrowings	22	**363,722**	313,255
Deferred tax liabilities	6	**32,122**	26,352
Provisions	16	**13,907**	9,987
Other payables	15	**43,330**	2,022
Total non-current liabilities		**453,081**	351,616
Total liabilities		**536,756**	506,677
Net assets		**858,912**	826,450
Equity			
Issued capital	25	**1,282,570**	1,288,923
Other contributed equity		**1,244**	1,244
Reserves	26	**(540,339)**	(541,825)
Retained earnings		**115,437**	78,108
Total equity		**858,912**	826,450

The above statement should be read in conjunction with the accompanying notes

Consolidated Statement of Changes in Equity

for the year ended 30 June 2020

	Note	Issued Capital $'000	Other Contributed Equity $'000	Group Reorganisation Reserve $'000	Employee Equity Benefits Reserve $'000	Hedging Reserve $'000	Retained Earnings $'000	Total $'000
Balance 1 July 2018		**748,137**	**1,244**	**(545,068)**	**1,452**	**–**	**74,500**	**280,265**
Effect of adoption of new accounting standards		–	–	–	–	–	(342)	(342)
Balance 1 July 2018 (restated)		748,137	1,244	(545,068)	1,452	–	74,158	279,923
Profit for the period		–	–	–	–	–	22,265	22,265
Total comprehensive income for the period		–	–	–	–	–	22,265	22,265
Transactions with owners, in their capacity as owners and other transfers								
• Issue of shares	25	553,522	–	–	–	–	–	553,522
• Share buyback	25	(7,330)	–	–	–	–	–	(7,330)
• Costs capitalised to equity (net of tax)	25	(5,406)	–	–	–	–	–	(5,406)
• Recognition of equity settled share-based payments	26	–	–	–	1,791	–	–	1,791
Dividends paid or provided during the period	27	–	–	–	–	–	(18,315)	(18,315)
Balance 30 June 2019		**1,288,923**	**1,244**	**(545,068)**	**3,243**	**–**	**78,108**	**826,450**
Balance 1 July 2019		**1,288,923**	**1,244**	**(545,068)**	**3,243**	**–**	**78,108**	**826,450**
Effect of adoption of new accounting standards	2	**–**	**–**	**–**	**–**	**–**	**(1,150)**	**(1,150)**
Balance 1 July 2019 (restated)		**1,288,923**	**1,244**	**(545,068)**	**3,243**	**–**	**76,958**	**825,300**
Profit for the period		**–**	**–**	**–**	**–**	**–**	**66,014**	**66,014**
Other Comprehensive Income	26	**–**	**–**	**–**	**–**	**(8)**	**–**	**(8)**
Total comprehensive income for the period		**–**	**–**	**–**	**–**	**(8)**	**66,014**	**66,006**
Transactions with owners, in their capacity as owners and other transfers								
• Issue of shares	25	**120**	**–**	**–**	**–**	**–**	**–**	**120**
• Share buyback	25	**(8,500)**	**–**	**–**	**–**	**–**	**–**	**(8,500)**
• Costs capitalised to equity (net of tax)	25	**(45)**	**–**	**–**	**–**	**–**	**–**	**(45)**
• Recognition of equity settled share-based payments	26	**–**	**–**	**–**	**3,566**	**–**	**–**	**3,566**
• Issue of shares on vesting of performance rights	25,26	**2,072**	**–**	**–**	**(2,072)**	**–**	**–**	**–**
Dividends paid or provided during the period	27	**–**	**–**	**–**	**–**	**–**	**(27,535)**	**(27,535)**
Balance 30 June 2020		**1,282,570**	**1,244**	**(545,068)**	**4,737**	**(8)**	**115,437**	**858,912**

The above statement should be read in conjunction with the accompanying notes

Consolidated Statement of Cash Flows

for the year ended 30 June 2020

	Note	2020 $'000	2019 $'000
Receipts from customers		**540,014**	444,887
Payments to suppliers and employees		**(389,572)**	(347,762)
Income tax paid		**(21,496)**	(22,116)
Net cash flows from operating activities	8b	**128,946**	75,009
Purchase of property, plant and equipment		**(142,134)**	(209,871)
Purchase of business		**(21,759)**	(370,396)
Purchase of intangible assets	14	**(17,200)**	(5,229)
Proceeds from sale of non-current assets		**24,104**	2,485
Proceeds from sale of assets held for sale		**47,402**	–
Interest received	3	**190**	1,946
Net cash flows used in investing activities		**(109,397)**	(581,065)
Proceeds from issue of shares		**–**	424,926
Capital raising costs	25	**(45)**	(7,339)
Proceeds from borrowing	22	**130,000**	333,000
Repayment of borrowing	22	**(80,000)**	(176,000)
Principal payment of lease liabilities	15	**(1,620)**	–
Settlement of finance lease liabilities		**–**	(19,750)
Dividend paid	27	**(27,535)**	(17,770)
Share buy-back	25	**(8,500)**	(7,330)
Interest paid		**(14,190)**	(5,935)
Net cash (used in)/provided by financing activities		**(1,890)**	523,802
Net increase in cash held		**17,659**	17,746
Cash at the beginning of the year		**39,189**	21,443
Cash at the end of the year	8a	**56,848**	39,189

The above statement should be read in conjunction with the accompanying notes

Notes to the Financial Statements

for the year ended 30 June 2020

Note 1. General Information

Bingo Industries Limited ('the Company') is a company incorporated in Australia and listed on the Australian Securities Exchange. The Company was incorporated as a public company on 3 March 2017.

The consolidated financial statements of the Company and its controlled entities ('the Group') were authorised for issue by the Directors on 25 August 2020.

The principal activities of the Group during the financial year were to provide waste management solutions for domestic and commercial business, operate state-of-the-art waste processing centres and the manufacture of bins, all in the pursuit of a Waste Free Australia. No significant change in the nature of these activities occurred during the financial period.

The address of its registered office and principal place of business are as follows:
305 Parramatta Road
Auburn NSW 2144

Note 2. Summary of Significant Accounting Policies

Statement of compliance

These general purpose financial statements have been prepared in accordance with the Corporations Act 2001, Accounting Standards and Interpretations, and comply with other requirements of the law.

These financial statements comprise the consolidated financial statements of the Group. For the purposes of preparing the consolidated financial statements, the Company is a for-profit entity.

Accounting Standards include Australian Accounting Standards. Compliance with Australian Accounting Standards ensures that the financial statements and notes of the Company and the Group comply with International Financial Reporting Standards (IFRS) as issued by the International Accounting Standards Board (IASB).

Basis of preparation

The consolidated financial statements have been prepared on the basis of historical cost as explained in the accounting policies below. Historical cost is generally based on the fair values of the consideration given in exchange for goods and services. All amounts are presented in Australian dollars. The company is a Company of the kind referred to in ASIC Corporations (Rounding in Financial/Directors Reports) Instrument 2016/191, dated 24 March 2016, and in accordance with that Corporations Instrument amounts in the financial report are rounded off to the nearest thousand dollars, unless otherwise indicated.

The consolidated financial statements incorporate the assets, liabilities and results of entities controlled by the Company at the end of the reporting period. Subsidiaries are all those entities over which the Group has control. The Group controls an entity when the consolidated entity is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power to direct the activities of the entity. Subsidiaries are fully consolidated from the date on which control is transferred to the consolidated entity. They are de-consolidated from the date that control ceases.

Basis of consolidation

Intercompany transactions, balances and unrealised gains on transactions between entities in the Group are eliminated. Unrealised losses are also eliminated unless the transaction provides evidence of the impairment of the asset transferred. Accounting policies of subsidiaries have been changed where necessary to ensure consistency with the policies adopted by the Group.

The acquisition of subsidiaries is accounted for using the acquisition method of accounting. A change in ownership interest, without the loss of control, is accounted for as an equity transaction, where the difference between the consideration transferred and the book value of the share of the non-controlling interest acquired is recognised directly in equity attributable to the parent.

Non-controlling interests in the results and equity of subsidiaries are shown separately in the Statement of Profit or Loss and Other Comprehensive Income, Statement of Financial Position and Statement of Changes in Equity of the Group. Losses incurred by the Group are attributed to the non-controlling interest in full, even if that results in a deficit balance.

Where the Group loses control over a subsidiary, it derecognises the assets including goodwill, liabilities and non-controlling interest in the subsidiary together with any cumulative translation differences recognised in equity. The Group recognises the fair value of the consideration received, and the fair value of any investment retained together with any gain or loss in profit or loss.

Note 2. Summary of Significant Accounting Policies (continued)

COVID-19 impact

In March 2020, the World Health Organisation declared COVID-19 a world-wide pandemic. The Group has assessed the impact of COVID-19 on its operations and whilst preparing its financial statements has considered the impact it may have on future economic conditions.

Safety measures

A COVID-19 response group was implemented in early March 2020 to co-ordinate a group level response to the pandemic. Following advice from the health authorities, the key priorities were to better manage hygiene and social distancing. To achieve this the Group has implemented a number of measures including the provision of hand sanitiser and disinfectant wipes at all sites, daily hospital grade cleans at all sites, site-based temperature checks, a change in process for cash handling and reinforced hygiene messages for weighbridge staff and drivers. In addition, social distancing measures have been rolled out across all sites including work from home for office-based employees, limiting face to face meetings and introducing policies and restricted numbers for meetings, revisions to the changeover process of vehicles and for drivers now obtaining electronic signatures. There has also been a ban imposed on all work-related air travel by staff. In addition, safety measures introduced to protect customers include the implementation of contactless delivery for our collection's customers and the provision of masks for customers at our Post-Collections sites.

Operational measures

A number of operating cost reductions were initiated in early March including a four-day working week implemented for head office staff, a 20% reduction in remuneration for Directors, and significantly reduced overtime for site and transport workers.

Capital expenditure reductions have also been initiated with a number of projects put on hold.

Similar measures are continuing into the financial year ending 30 June 2021 (FY21).

Financial impacts

The unprecedented nature of the pandemic has resulted in the application of additional judgement within particular areas of the report. The key Statement of Financial Position item impacted by COVID-19 was trade and other receivables. In reviewing the expected credit loss associated with its trade receivables the Group considered the impact COVID-19 has on the economic outlook, credit quality and collateral and other credit enhancements in place.

The impact of COVID-19 was felt on Group revenue from March to June and is expected to continue to impact the business in FY21. The FY21 forecast process was delayed until July 2020 to better reflect the impact of COVID-19 on future earnings. Internal forecasts reflect a range of scenarios representing alternative economic impacts of the pandemic.

The Group as a whole was not eligible for JobKeeper however, approximately 90 employees within two smaller subsidiaries qualified which has generated some minor relief for the Group, totalling $0.8 million. Government initiatives to delay EPA payments were not required in totality due to robust cash collection in H2 FY20.

Despite improved gearing levels versus the half year, the Group took the prudent step to have its Banking Syndicate increase covenant headroom and on 9 July 2020 the Banking Syndicate responsible for the Group debt facility provided an increase in the covenant headroom for the 31 December 2020 testing period.

Critical accounting estimates and judgements

The preparation of the financial statements requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the Group's accounting policies. Actual results may vary from these estimates under different assumptions and conditions. Estimates and underlying assumptions are reviewed on an ongoing basis and are based on historical professional experience.

Significant accounting judgements include the following:

Rectification and remediation provisions

The Group's remediation and rectification provisions are calculated based on the present value of the future cash outflows expected to be incurred to remediate landfill sites. This includes the cost of capping landfill sites, remediation and rectification costs and post-closure monitoring activities. The measurement of the provisions requires significant estimates and assumptions such as: discount rate, inflation rate, assessing the requirements of the Environment Protection Authority (EPA) or other government authorities, the timing, extent and costs of activity required and the area of the landfill to be remediated or rectified. These uncertainties may result in future actual expenditure differing from the amounts currently provided.

The provisions for remediation and rectification for each landfill site will be periodically reviewed and updated based on the facts and circumstances available at the time. Changes to the estimated future costs for remediating open sites still accepting waste are recognised in the Consolidated Balance Sheet by adjusting both the remediation asset and provision. For closed sites, changes to the estimated costs are recognised in the Consolidated Statement of Profit or Loss. Changes to estimated costs related to rectification provisions are recognised in the Consolidated Statement of Profit or Loss. Further details on the Group's landfill remediation accounting policy are disclosed in Note 16.

Landfill assets

Landfill assets include landfill land, site infrastructure and landfill site improvement costs, cell development costs and remediation and remediation assets. These costs are capitalised as incurred and, with the exception of the landfill land, are depreciated over the useful life of each individual cell based on units of consumption. Landfill voids, cell development costs and remediation assets are depreciated over the useful life of each individual cell. The depreciation method requires significant estimation of compaction rates, airspace and future cell development costs. Changes in these estimates will cause changes in depreciation rates. The depreciation rates are calculated based on the best available information at the time and changes to these estimates are applied prospectively.

Landfill void

The landfill voids are intangible assets which are amortised over the useful life of each individual cell based on units of consumption. The amortisation method requires significant estimation of compaction rates and remaining airspace. Changes in these estimates will cause changes in amortisation rates. The amortisation rates are calculated based on the best available information at the time and changes to these estimates are applied prospectively.

Expected credit loss

The Group has recognised a loss allowance for lifetime expected credit losses (ECL) on the trade debtor portfolio. The ECL is estimated using a provision matrix based on the Group's historical credit loss experience, adjusted for factors that are specific to debtors, general economic conditions and an assessment of both the current as well as the forecast direction of conditions at reporting date.

As a result of COVID-19, the Group has identified a worsening of the economic outlook and expect to experience a deterioration in the credit quality of the debtor portfolio throughout the COVID pandemic. Judgement has been applied in assessing the forecast loss rates applicable to the portfolio with a 10% increase applied at each level. Additionally, debt considered to be unrecoverable has been written off during the period. Further details on the Group's expected credit losses can be found in Note 9.

Goods and services tax

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO).

Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the ATO is included with other receivables or payables in the statement of financial position.

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities, which are recoverable from or payable to the ATO, are presented as operating cash flows included in receipts from customers or payments to suppliers.

Note 2. Summary of Significant Accounting Policies (continued)

Comparative information

Prior year balances have been adjusted to reflect reclassifications within the Consolidated Statement of Financial Position. Comparative current liabilities of $7,000 have been reclassified from Borrowings to Trade and Other Payables on adoption of AASB 16 *Leases*. Refer 'new and amended standards adopted by the group' for the full impact of first-time adoption of AASB 16. Comparative current liabilities of $2,022,000 has been reclassified from Trade and other payables in current liabilities to Other payables in non-current liabilities to reflect the correct nature of balance. Comparative current contract liabilities of $3,056,000 have been netted off with current contract assets of $3,586,000 to reflect current year presentation.

At 30 June 2019, the fair values of the assets and liabilities acquired as part of the acquisition of the DADI Group during March 2019 were provisional values. The fair values were finalised subsequent to 30 June 2019 and comparative balances have been restated in this report. Refer to Note 17 for further details.

New and amended standards adopted by the Group

The Group has adopted all the new and revised Standards and Interpretations issued by the Australian Accounting Standards Board that are relevant to their operations and effective for the current financial year.

AASB 16 'Leases'

The Group has initially adopted AASB 16 *Leases* from 1 July 2019. AASB 16 introduced a single, on-balance sheet accounting model for lessees. As a result, the Group, as a lessee, has recognised right-of-use assets representing its rights to use the underlying assets, and lease liabilities representing its obligation to make lease payments. Lessor accounting remains similar to previous accounting policies.

The Group has applied AASB 16 using the modified retrospective approach and has measured right-of-use assets as if AASB16 had been applied from lease commencement, using the incremental borrowing rate at 1 July 2019, with cumulative effect of initial application recognised in retained earnings at 1 July 2019. Accordingly, the comparative information presented for 2019 has not been restated – i.e. it is presented, as previously reported, under AASB 117 and related interpretations. The details of the changes in accounting policies are disclosed below.

Definition of a lease

Under AASB 16, a contract is, or contains, a lease if the contract conveys a right to control the use of an identified asset for a period of time in exchange for consideration.

On transition to AASB 16, the Group elected to apply the practical expedient to grandfather the assessment of which transactions are leases. It applied AASB 16 only to contracts that were previously identified as leases. Contracts that were not identified as leases under AASB 117 and Interpretation 4 were not reassessed. Therefore, the definition of a lease under AASB 16 has been applied only to contracts entered into or changed on or after 1 July 2019.

The Group as a Lessee

The Group leases many assets, including and predominantly, related to property leases and heavy equipment. Under AASB 16, the Group recognises right-of-use assets and lease liabilities for most leases – i.e. these leases are on-balance sheet.

At transition, for leases classified as operating leases under AASB 117, the Group has elected to apply the below practical expedients:

- Not to recognise right-of-use assets and lease liabilities for short-term leases that have a lease term of 12 months or less. The lease payments associated with these leases are recognised as an expense on a straight-line basis over the lease term;
- Exclude initial direct costs in measuring right-of-use assets at the date of initial application;
- The use of hindsight, in determining the lease term, if the contract contains options to extend or terminate the lease.

Lease liabilities were measured at the present value of the remaining lease payments, discounted at the Group's incremental borrowing rate as at 1 July 2019. Right-of-use assets were measured at their carrying amount as if AASB 16 had been applied since the commencement date, discounted using the lessee's incremental borrowing rate at the date of initial application. The Group presents right-of-use assets separately and presents lease liabilities in 'Trade and Other Payables' for current portion and 'Other Payables' for the non-current portion in the Consolidated Statement of Financial Position.

Significant accounting policies

The Group recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost, and subsequently at cost less any accumulated depreciation and impairment losses and adjusted for certain remeasurements of the lease liability. The right-of-use assets are depreciated on a straight-line basis over the term of the lease.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the Group's incremental borrowing rate applicable for each lease.

The lease liability is subsequently increased by the interest cost on the lease liability (recognised in 'finance costs' in the Consolidated Statement of Profit or Loss) and decreased by the lease payment made. It is remeasured when there is a change in future lease payments arising from a change in an index or rate, a change in the estimate of the amount expected to be payable under a residual value guarantee, or changes in the assessment of whether a purchase or extension option is reasonably certain to be exercised or a termination option is reasonably certain not to be exercised.

The Group has applied judgement to determine the lease term for some lease contracts in which it is a lessee that include renewal options. The assessment of whether the Group is reasonably certain to exercise such options impacts the lease term, which significantly affects the amount of lease liabilities and right-of-use assets recognised.

The Group as a Lessor

In contracts where the Group is a lessor, the Group determines whether the lease is an operating lease or finance lease at inception of the lease. The accounting policies applicable to the Group as a lessor are not different from those under AASB 117. The Group was not required to make any adjustments on transition to AASB 16 for leases in which it acts as a lessor.

Impact on financial statements

Impact on transition

On transition to AASB 16, the Group recognised right-of-use assets, deferred tax asset and lease liabilities, recognising the difference in retained earnings, net of tax. The impact on transition is summarised below:

Particulars	As at 1 Jul 2019 $'000
Right-of-use assets	41,972
Deferred tax asset	493
Lease liabilities	(43,615)
Retained earnings, net of tax	1,150

Lease terms range from 1 to 30 years. The weighted average incremental borrowing rate of 8.24% is high due to the long-term leases held on the West Melbourne Recycling Centre and Alexandria properties.

Impacts for the period

As a result of initially applying AASB 16, in relation to the leases previously classified as operating leases, the Group recognised $42.0 million of right-of-use assets and $43.6 million of lease liabilities as at 1 July 2019.

On transition the Group has finalised its calculations and assumptions with respect to the incremental borrowing rate and the expected lease terms, resulting in reduced balances being applied on transition.

During the year ended 30 June 2020, the Group also recognised $2.9 million of depreciation charges and $3.4 million of interest costs from these leases and $5.0 million of cash outflows in satisfaction of lease payments. In the current year, operating cash flows are higher by $5.0 million as a result of the implementation of AASB 16 *Leases*. Lease cashflows of $5.0 million have been classified in the cash flow statement as interest paid of $3.4 million and principal payment of lease liabilities of $1.6 million in financing cash flows.

Note 2. Summary of Significant Accounting Policies (continued)

AASB 123 ‘Borrowing Costs’

AASB 123 was amended to clarify that, to the extent that an entity borrows funds generally and uses them for the purpose of obtaining a qualifying asset, the entity shall determine the amount of borrowing costs eligible for capitalisation by applying a capitalisation rate to the expenditures on that asset. The capitalisation rate shall be the weighted average of the borrowing costs applicable to all borrowing of the entity that are outstanding during the period. However, an entity shall exclude from this calculation borrowing costs applicable to borrowings made specifically for the purpose of obtaining a qualifying asset until substantially all the activities necessary to prepare that asset for its intended use or sale is complete. The amount of borrowing costs that an entity capitalises during a period shall not exceed the amount of borrowing costs it incurred during that period.

The amendment is applicable for the Group’s annual financial reporting period beginning on 1 July 2019. The application of the amendment did not have a material impact on the entity’s financial statements.

AASB Interpretation 23 ‘Uncertainty Over Income Tax Treatments’

Interpretation 23 clarified the application of the recognition and measurement criteria in AASB 112 *Income Taxes* (AASB 112) where there is uncertainty over income tax treatments, and requires an assessment of each uncertain tax position to determine whether it is probable that a taxation authority will accept the position. Where it is not probable, the effect of the uncertainty is reflected in determining the relevant taxable profit or loss, tax bases, unused tax losses and unused tax credits or tax rates. The amount is determined as either the single most likely amount or the sum of the probability weighted amounts in a range of possible outcomes, whichever better predicts the resolution of the uncertainty. Judgements are reassessed as and when new facts and circumstances are presented.

Interpretation 23 is effective for the Group’s annual financial reporting period beginning on 1 July 2019. The application of Interpretation 23 has not had a material impact on the Group’s financial statements.

New accounting standards and interpretations for application in future periods

New and revised Standards in issue but not yet effective

New accounting standards, amendments to standards and interpretations that are in issue but not yet effective for entities preparing financial statements for the year ended 30 June 2020 have not been adopted by the Group at the date of authorisation of these financial statements. The Group has considered the impact of the below and does not consider them to have a material impact on the financial statements.

- AASB 2018-6 Amendments to Australian Accounting Standards – Definition of a Business.
- AASB 2019-1 Amendments to References to Conceptual Framework in IFRS Standards.
- AASB Conceptual Framework for Financial Reporting
- AASB 2018-7 Definition of Material (Amendments to AASB 101 and AASB 108)
- AASB 17 Insurance Contracts.
- AASB 2019-2 Amendments to Australian Accounting Standards – Implementation of AASB 1059
- AASB 2019-3 Amendments to Australian Accounting Standards – Interest Rate Benchmark Reform
- AASB 2019-5 Amendments to Australian Accounting Standards – Disclosure of the Effect of New IFRS Standards Not Yet Issued in Australia

Note 3. Revenue and Other Income

Under AASB 15, revenue recognition for each of the Group's key revenue streams is as follows:

Segment	Revenue Stream	Performance obligation	Timing of recognition
Collections	Skip bin revenue	Collection of a wide range of skip bins from private households, infrastructure projects and residential and commercial construction companies for the disposal of B&D waste.	Point in time recognition when the bins are collected.
Collections	Commercial bin revenue	Collection of various solid and liquid waste streams from a range of commercial and industrial customers.	Point in time recognition when the bins are collected.
Post-Collections	Recycling centre gate fee revenue	Collecting gate fees from customers when the waste is received at BINGO's network of resource recovery and recycling centres.	Point in time recognition when the waste is received.
Post-Collections	Recycled products revenue	Sale of recycled products from BINGO's recycling centres.	Point in time recognition when the goods are transferred.
Post-Collections	Landfill gate fee revenue	Collecting gate fees from customers when the waste is received at BINGO's landfill sites.	Point in time recognition when the waste is received.
Other	Waste equipment sales revenue	Supply of waste equipment, including the manufacturing of steel bins and distribution of plastic bins.	Point in time recognition when the goods are transferred.

Trade terms are typically 30 days from end of month. No interest is charged on outstanding trade receivables.

Most Group entities were ineligible for JobKeeper support, however approximately 90 employees within two subsidiaries were able to claim JobKeeper payments. These subsidiaries claimed JobKeeper payments for April 2020 to June 2020 of $0.8 million of which $0.5 million was received by 30 June 2020. These payments confirm compliance with conditions attached to grant. The JobKeeper payment represents a government grant which is recognised under AASB 120 *Accounting for Government Grants and Disclosure of Government Assistance*. This grant is recognised as a receivable when there is reasonable assurance that the Group will comply with the conditions attaching to the grant and the grant will be received. The Group has recognised the grants in profit or loss in the period in which the Group recognises the related costs as expenses. The employee cost is recognised as an expense, and the grant income is recognised as 'Other income'.

The majority of revenue is recognised at a point in time under AASB 15.

	2020 $'000	2019 $'000
Revenue	**478,629**	395,739
Other income		
Equipment rental	**4,268**	4,134
Net gain on sale of property, plant and equipment	**2,256**	102
Net gain on sale of assets held for sale(i)	**22,392**	–
Net fair value gain on assets held for sale(ii)	**138**	–
Interest income	**190**	1,946
Government grants	**837**	–
Other income	**972**	237
Total other income	**31,053**	6,419
Total revenue and other income	**509,682**	402,158

(i) Gain on sale of the Banksmeadow recycling facility disposed of as part of the undertaking to ACCC to purchase DADI.

(ii) During the year the group reclassified $9.1 million of property located at Helensburgh, Smithfield and Minto from 'property, plant and equipment' to 'assets held for sale' (refer to Note 12 and 18). Each of these properties are under sale contract, with settlement of one property completed in July 2020 and the other two properties due to settle in December 2020 and subject to lease agreements until settlement. At 30 June 2020 these properties are held at fair value less disposal costs.

Note 3. Revenue and Other Income (continued)

The table below provides a disaggregation of segment revenues from contracts with customers (refer also to Note 5).

Disaggregated segment revenue Including eliminations	2020 $'000	2019 $'000
Collections	**221,790**	213,480
Post-Collections	**240,476**	166,997
Other	**16,363**	15,262
Total revenue	**478,629**	395,739

Note 4. Expenses

Profit before income tax includes the following specific expenses:

	Note	2020 $'000	2019 $'000
Net impairment charge/(reversal)[i]	9	**2,705**	66
Post-employment benefits		**6,224**	5,243
Equity settled share-based payments		**3,282**	1,206
Other employee benefits		**102,607**	90,040
Total employee benefits expense		**112,113**	96,489
Depreciation – property, plant and equipment	12	**39,355**	26,596
Depreciation – right-of-use assets: Land and buildings[ii]	13	**2,624**	–
Depreciation – right-of-use assets: Equipment[ii]	13	**258**	–
Customer relationship amortisation	14	**6,356**	4,875
Landfill void amortisation	14	**9,301**	2,834
Software amortisation	14	**2,408**	1,032
Other assets amortisation		**217**	73
Brand amortisation	14	**1,250**	417
Depreciation and amortisation		**61,769**	35,827
Rent and outgoings – Related parties	32	**605**	1,114
Rent and outgoings – Other		**379**	2,148
Total rent and outgoings[ii]		**984**	3,262
Performance contract amortisation		**142**	282
Minimum lease payments[ii]		**–**	3,059

(i) Includes $0.8 million impairment of insurance receivable and $1.9m impairment reversal on the acquired DADI portfolio.

(ii) On implementation of AASB 16, for leases that have a lease term of 12 months or more the Group recognises depreciation charges and interest costs from these leases instead of operating lease expenses. During the year ended 30 June 2020, the Group recognised $2.9 million of depreciation charges on Right-of-use assets and $3.3 million of interest costs from these leases instead of $5.0 million in operating lease expense. See Note 2 for details regarding the implementation of AASB 16 *Leases*.

Note 5. Segment Reporting

The Group has identified its operating segments based on how the Chief Operating Decision Maker (CODM) reviews internal reports in order to assess the performance of the Group. The CODM of the Group is the Board of Directors. Based on management's assessment of the internal reports being reviewed by the CODM, the Group has identified the following reportable segments:

- Collections – includes hire of bins and collection of building, demolition, industrial and commercial waste; and
- Post-Collections – includes landfill and facility centres which recycle or dispose of collected waste.

All other segments are reflected as 'Other' on the basis that these are not considered reportable segments. The 'Other' category includes the manufacture and supply of bins, gains/(losses) on sale of properties, as well as unallocated corporate costs which includes acquisition and integration costs.

Assets, liabilities and taxes are not disclosed at an operating segment level and are only reported on a group basis. The Group only operates in Australia. No single customer contributed 5% or more to the Group's revenue for either 2020 or 2019.

2020	Collections $'000	Post-Collections $'000	Other $'000	Eliminations[iii] $'000	Total $'000
Revenue					
Sales	221,790	326,178	26,837	(96,176)	478,629
Other income	558	2,822	27,673[ii]	–	31,053
Total revenue and other income	**222,348**	**329,000**	**54,510**	**(96,176)**	**509,682**
EBITDA[i]	42,784	108,952	17,111	–	168,847
Depreciation and amortisation expenses					(61,769)
Performance contract amortisation					(142)
Finance costs					(11,827)
Profit before income tax					95,109
Income tax expense					(29,095)
Profit after tax					**66,014**

(i) EBITDA represents earnings before interest, income tax, depreciation and amortisation.

(ii) Other Income includes $22.4 million relating to the sale of Banksmeadow.

(iii) Eliminations relate to Post-Collections sales ($85.7 million) and Other sales ($10.5 million).

Note 5. Segment Reporting (continued)

2019	Collections $'000	Post-Collections $'000	Other $'000	Eliminations[ii] $'000	Total $'000
Revenue					
Sales	213,480	239,655	28,853	(86,249)	395,739
Other income	–	4,134	2,285	–	6,419
Total revenue and other income	**213,480**	**243,789**	**31,138**	**(86,249)**	**402,158**
EBITDA[i][iii]	38,381	67,220	(31,223)	–	74,378
Depreciation and amortisation expenses					(35,827)
Capital raising costs					(683)
Performance contract amortisation					(282)
Net finance costs					(6,791)
Profit before income tax					30,795
Income tax expense					(8,530)
Profit after tax					**22,265**

(i) EBITDA represents earnings before interest, income tax, and depreciation and amortisation.
(ii) Eliminations relate to Post-Collections sales ($72.7 million) and Other sales ($13.6 million).
(iii) EBITDA for the Group excludes certain Capital raising costs ($0.7 million) and Performance contract amortisation ($0.3 million).

Note 6. Taxation

Income tax expense represents the sum of the tax currently payable and deferred tax.

Current tax

The tax currently payable is based on taxable profit for the year. Taxable profit differs from profit before tax as reported in the consolidated statement of profit or loss and other comprehensive income because of items of income or expense that are taxable or deductible in other years and items that are never taxable or deductible. The Group's current tax is calculated using tax rates that have been enacted or substantively enacted by the end of the reporting period.

Deferred tax

Deferred tax is recognised on temporary differences between the carrying amounts of assets and liabilities in the consolidated financial statements and the corresponding tax bases used in the computation of taxable profit. Deferred tax assets are generally recognised for all deductible temporary differences to the extent that it is probable that taxable profits will be available against which those deductible temporary differences can be utilised. Such deferred tax assets and liabilities are not recognised if the temporary differences arise from the initial recognition (other than in a business combination) of assets and liabilities in a transaction that affects neither the taxable profit nor the accounting profit. In addition, deferred tax liabilities are not recognised if the temporary difference arises from the initial recognition of goodwill.

The carrying amounts related to deferred tax assets are reviewed at the end of each reporting period. Where it is determined recoverability of a deferred tax asset not previously brought to account is probable, a deferred tax asset will be recognised through profit and loss in the current year.

Current and deferred tax for the year

Current and deferred tax are recognised in profit or loss, except when they relate to items that are recognised on other comprehensive income or directly in equity, in which case the current and deferred tax are also recognised in other comprehensive income or directly in equity, respectively. Where current tax or deferred tax arises from the initial accounting for a business combination, the tax effect is included in the accounting for the business combination.

Current tax assets and liabilities are offset where a legally enforceable right of set-off exists and it is intended that net settlement or simultaneous realisation and settlement of the respective asset and liability will occur.

Deferred tax assets and liabilities are offset where:

(a) a legally enforceable right of set-off exists; and

(b) the deferred tax assets and liabilities relate to income taxes levied by the same taxation authority on either the same taxable entity or different taxable entities, where it is intended that net settlement or simultaneous realisation and settlement of the respective asset and liability will occur in future years in which significant amounts of deferred tax assets or liabilities are expected to be recovered or settled.

Bingo Industries Limited (the 'head entity') and its wholly owned Australian subsidiaries have formed an income tax consolidated group under the tax consolidation regime. The consolidated current and deferred tax amounts for the tax-consolidated group are allocated to the members of the tax-consolidated group using the 'separate taxpayer within group' approach, with deferred taxes being allocated by reference to the carrying amounts in the financial statements of each member entity and the tax values applying under tax consolidation.

Current tax assets and liabilities and deferred tax assets arising from unused tax losses and relevant tax credits arising from this allocation process are then accounted for as immediately assumed by the head entity, as under Australian taxation law the head entity has the legal obligation (or right) to these amounts.

The tax sharing agreement entered into between members of the tax-consolidated group provides for the determination of the allocation of income tax liabilities between the entities should the head entity default on its tax payment obligations or if an entity should leave the tax-consolidated group. The effect of the tax sharing agreement is that each members' liability for tax payable by the tax-consolidated group is limited to the amount payable to the head entity under the tax funding arrangement.

The Company is the Head Entity of the tax consolidated group. The members of the tax consolidated group are disclosed in Note 21. The relevant deferred tax asset and liability balances were transferred into the Group at acquisition.

During the year, the Group divested its Banksmeadow business and property as part of an undertaking to the Australian Competition and Consumer Commission (ACCC) in relation to the DADI acquisition. A capital loss on the sale was recognised for tax purposes. Capital losses can only be offset against capital gains and any remaining capital losses are available to be carried forward and offset against future capital gains. At the reporting date, the Group has unutilised capital losses of $21.5million. No deferred tax asset has been recognised at this time for this amount due to the uncertainty of the timing or quantum of any future capital gains.

	2020 $'000	2019 $'000
a) Income tax recognised in profit or loss		
Current tax		
In respect of current year	**23,187**	17,658
Adjustment related to prior year	**300**	49
Deferred tax		
In respect of current year	**5,608**	(9,177)
Total tax expense	**29,095**	8,530
Income tax expense reconciliation		
Profit before income tax	**95,109**	30,795
Income tax expense calculated at 30%	**28,533**	9,239
Increase/(decrease) in income tax expense due to:		
Non-deductible expenses	**976**	6,757
Non-assessable income	**(714)**	–
Assets held for sale	**–**	(7,530)
Overprovision in prior year	**–**	(49)
Other adjustments	**300**	113
Income tax expense recognised in the profit or loss	**29,095**	8,530

Note 6. Taxation (continued)

	2020 $'000	2019 $'000
b) Deferred Income Tax		
Deferred income tax in the consolidated statement of financial position relates to the following:		
Deferred tax assets		
IPO and capital raising costs	**2,455**	3,825
Acquired blackhole deductions	**1,256**	2,512
Other blackhole deductions	**119**	–
Assets held for sale	**–**	7,530
Employee provisions	**2,073**	1,759
Provision and accruals	**9,919**	9,036
	15,822	24,662
Deferred tax liabilities		
Customer relationships(i)	**(7,779)**	(10,061)
Performance contract	**–**	(42)
Deferred income	**(478)**	(900)
Plant and equipment	**(1,154)**	(741)
Land and Buildings	**(1,719)**	–
Landfill void(i)	**(33,408)**	(36,371)
Remediation asset(i)	**(3,406)**	(2,700)
Assets held for sale	**–**	(199)
Net deferred tax assets/(liabilities)	**(32,122)**	(26,352)
c) Income tax liability		
Income tax payable	**7,722**	6,391
d) Income tax recognised directly in equity		
Deferred tax		
Arising on transactions with owners:		
Hedging reserve	**(3)**	–
Share issue expenses deductible over five years	**–**	2,202
Total income tax recognised directly in equity	**(3)**	2,202

(i) At 30 June 2019, the fair values of the assets and liabilities acquired as part of the acquisition of the DADI Group during March 2019 were provisional values. The fair values were finalised in the period to 31 December 2019 and are reflected in a restatement of the previously disclosed provisional values. A reconciliation of these changes is included in Note 17. These changes have resulted in an increase in deferred tax liabilities of $0.5 million.

Note 7. Earnings per Share

Basic earnings per share

Basic earnings per share is calculated by dividing the net profit after income tax attributable to ordinary equity holders of the Group by the weighted average number of ordinary shares outstanding during the financial year.

Diluted earnings per share

Diluted earnings per share adjust basic earnings per share to take into account the after-tax effect of interest and other financing costs associated with dilutive potential ordinary shares and the weighted average number of shares assumed to have been issued for no consideration in relation to dilutive potential ordinary shares.

Dilutive potential ordinary shares are limited to performance rights issued under the Group's long-term and short-term incentive plans. Refer to Note 31 for details. The dilutive effect of the performance rights on the basic earnings per share reported below is minimal.

		2020	2019
Basic earnings per share (cents)[i]		**10.1**	3.9
Diluted earnings per share (cents)		**10.0**	3.9
Profit for the year attributable to owners of the Company	$'000	**66,014**	22,265
Weighted average number of ordinary shares used in the calculation of:			
• Basic earnings per share	No. of shares	**654,618,471**	573,611,670
• Diluted earnings per share	No. of shares	**657,603,594**	576,187,110
Reconciliation of weighted average number of ordinary shares used in the calculation of:			
• Weighted average number of ordinary shares used as the denominator in calculating basic earnings per share[ii]	No. of shares	**654,618,471**	573,611,670
Adjustments for calculation of diluted earnings per share:			
– Weighted average number of dilutive options and rights	No. of shares	**2,985,123**	2,575,440
• Weighted average number of ordinary shares and potential ordinary shares used as the denominator in calculating diluted earnings per share	No. of shares	**657,603,594**	576,187,110

(i) Basic earnings per share excluding the $22.4 million profit on sale of Banksmeadow is 7.7 cents per share.

(ii) The basic EPS denominator is the aggregate of the weighted average number of shares after deduction of shares permanently cancelled through the on-market share buy-back during the period.

Note 8. Cash and Cash Equivalents

Cash and cash equivalents include cash on hand, deposits held at call with banks, other short-term highly liquid investments with original maturities of three months or less.

	2020 $'000	2019 $'000
Cash at bank	56,848	39,189
(a) Total cash and cash equivalents	**56,848**	39,189

	2020 $'000	2019 $'000
(b) Reconciliation of profit for the year to net cash flows from operating activities		
Profit for the year attributable to owners of the Company	66,014	22,265
Non-operating cash flows in profit		
• Depreciation and amortisation	61,769	35,827
• Net gain on sale of property, plant and equipment	(2,256)	(102)
• Net gain on sale of assets held for sale	(22,392)	–
• Net gain on fair value on assets held for sale	(138)	–
• Non-operating income	(600)	–
• Performance consideration amortisation	142	282
• Finance costs	11,827	6,791
• Interest received	(190)	(1,946)
• Capital raising costs expensed to the statement of profit or loss	–	683
Changes in assets and liabilities:		
• decrease in trade, other debtors and contract assets	7,684	4,765
• decrease in other assets	2,032	4,163
• decrease/(increase) in inventories	909	(1,957)
• (decrease)/increase in trade and other creditors	(7,389)	15,860
• increase/(decrease) in income taxes	7,601	(13,586)
• increase in provisions	3,933	1,964
Net cash provided by operating activities	**128,946**	75,009

(c) Non-cash transactions

During the prior year, in conjunction with the DADI acquisition, the Group acquired $Nil (2019: $18,729) in property, plant and equipment under lease.

Note 9. Trade and Other Receivables

Receivables expected to be collected within 12 months of the end of the reporting year are classified as current assets. All other receivables are classified as non-current assets. Trade and other receivables are recognised at cost less any loss allowance.

Trade receivable terms are typically 30 days from end of month. No interest is charged on outstanding trade receivables. Before providing credit to a new customer, the Group typically requires a completed credit application, defines a credit limit and conducts a credit worthiness check.

Trade and other receivables also include amounts receivable for GST.

Debts which are known to be uncollectable are written off. Financial assets written off may still be subject to enforcement activities under the Group's recovery procedures, taking into account legal advice where appropriate. Any recoveries made are recognised in profit or loss.

No individual customer represents more than 3% (2019: 2%) of the total balance of trade and other receivables.

The Group has recognised a loss allowance for lifetime expected credit losses (ECL). The ECL is estimated using a provision matrix based on the Group's historical credit loss experience, adjusted for factors that are specific to debtors, general economic conditions and an assessment of both the current as well as the forecast direction of conditions at reporting date. The impact of COVID-19, and the uncertainty generated by the pandemic, has been reflected in the directional forecast at reporting date. Despite strong cash conversion in H2 FY20 of 125.2%, the Group has experienced a slight increase in credit risk as evidenced by a slight deterioration in the ageing profile of the debt portfolio. An equivalent 10% increase in the loss rates has been applied as compared to the prior comparative period in order to manage for the future risk associated with the COVID-19 pandemic and associated impact on the economy. In addition, the Group has undertaken increased assessments on a number of individual receivables.

When the Group considers an exposure to be credit impaired it is individually assessed and a specific provision raised. This includes, but is not limited to, instances where the counterparty is in external receivership or liquidation.

Trade receivables – days past due	Expected Loss rate	Trade Receivables $'000	Loans to related parties[i] $'000	Other Receivables $'000	Loss Allowance $'000	Total Trade and other Receivables $'000
2020						
Current	**0.28%**	**46,334**	**2**	**–**	**(127)**	**46,209**
30 – 60	**1.10%**	**2,935**	**–**	**–**	**(32)**	**2,903**
60 – 90	**1.65%**	**3,238**	**–**	**–**	**(53)**	**3,185**
90 +	**2.20%**	**6,620**	**–**	**–**	**(146)**	**6,474**
Individually assessed		**8,074**	**205**	**1,432**	**(3,864)**	**5,847**
		67,201	**207**	**1,432**	**(4,222)**	**64,618**
2019						
Current	0.25%	57,224	81	–	(143)	57,162
30 – 60	1.00%	8,448	–	–	(84)	8,364
60 – 90	1.50%	2,416	–	–	(36)	2,380
90 +	2.00%	438	–	–	(9)	429
Individually assessed		4,094	–	–	(1,112)	2,982
		72,620	81	–	(1,384)	71,317

(i) Related party receivables are mainly comprised of trade debtors arising from the reimbursement of land tax and council rates on land controlled by a Director that the Group has paid for in respect of the Eastern Creek Expansionary Land.

Note 9. Trade and Other Receivables (continued)

The movement in the loss allowance on trade debtors during the year was as follows:

	2020 $'000	2019 $'000
Opening balance	**1,384**	1,387
Provisions recognised	**3,759**	57
Amounts written off, previously provided for	**(921)**	(60)
Closing balance	**4,222**	1,384

Note 10. Inventories

Inventories are stated at the lower of cost and net realisable value. Costs of inventories are determined on the first-in-first-out basis. Net realisable value represents the estimated selling price for inventories less all estimated costs of completion and costs necessary to make the sale. Raw materials relate to inventory items that are used in the manufacture of bins.

	2020 $'000	2019 $'000
Consumable products	**944**	991
Raw materials	**5,679**	6,542
Stock in transit	**20**	19
Total inventories	**6,643**	7,552

Note 11. Other Assets

	2020 $'000	2019 $'000
Derivative assets	**–**	139
Performance consideration(i)	**–**	142
Deposits paid(ii)	**567**	1,653
Deposits paid – related parties	**1,522**	1,522
Prepayments	**1,716**	1,749
Other(iii) (iv)	**6,142**	7,043
Total other assets	**9,947**	12,248

(i) Performance consideration in prior period refers to a previously made payment for a one-off remuneration arrangement as a result of a business combination made in the year ended 30 June 2015. This balance was amortised over the period of employment services.

(ii) Deposits paid includes security deposits, deposits on plant and equipment and other items.

(iii) Other includes insurance receivables, prepaid contribution for infrastructure and other items.

(iv) Insurance receivables incorporates the receipt of $2.2 million of the $3.8 million outstanding in the prior period. A further $0.8 million was received in July 2020 with the difference of $0.8 million written off during the year.

Note 12. Property, Plant and Equipment

Property, plant and equipment are measured on the cost basis and are carried at cost less accumulated depreciation and any accumulated impairment losses. In the event the carrying amount of property, plant and equipment is greater than the estimated recoverable amount, the carrying amount is written down immediately to the estimated recoverable amount and impairment losses are recognised in profit or loss.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that the future economic benefits associated with the item will flow to the company and the cost of the item can be measured reliably. All other repairs and maintenance are recognised as expenses in profit or loss in the financial year in which they are incurred.

The depreciation rates used for each class of depreciable assets are:

Class of fixed asset	Depreciation Rate
Non-landfill buildings	2.5%
Plant and equipment	10% – 50%
Trucks and machinery	10% – 33.3%
Leasehold improvements	8% – 25%
Landfill assets (excluding land)	By consumption

Non-landfill land and buildings held for use in the production or supply of goods and services, or for administrative purposes, are stated in the consolidated statement of financial position at their cost.

Asset residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting year. An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Gains and losses on disposals are determined by comparing proceeds with the carrying amount of the asset. These gains or losses are recognised in the profit or loss when the item is de-recognised.

Landfill assets

Landfill assets comprise:

- landfill land;
- site infrastructure and landfill site improvement costs;
- cell development costs; and,
- the asset related to future landfill site remediation and monitoring.

Landfill land

Landfill land is recognised separately from other landfill related assets when it is considered to have value at the end of the landfill site's useful life for development. This land is not depreciated; it is carried at its original cost and tested for impairment.

Remediation assets

A remediation asset is recorded based on estimated costs to cap, remediate and monitor the landfill site over its useful life and post closure. These assets are depreciated based on units of consumption.

Other landfill assets

Site infrastructure and landfill site improvement costs, as well as cell development costs, are capitalised as incurred and are recorded at cost. These amounts are depreciated based on units of consumption

Note 12. Property, Plant and Equipment (continued)

Depreciation

Depreciable landfill assets are depreciated over their useful lives based on units of consumption. The useful life is determined based on actual landfill capacity available and, where appropriate, probable capacity that will become available once the planned development work is performed. Similarly, the cost to be depreciated is determined based on actual cost incurred and management's estimate of costs to be incurred to realise the expected future capacity. A change to the expected future capacity, expected future compaction rates, or to management's estimate of future costs will be treated as a change in estimate and applied prospectively.

The depreciation applied to landfill assets requires a considerable amount of judgment and estimation. The critical judgments include:

- Management's best estimate of costs to develop expected capacity;
- Estimated compaction rate which determines the volume that will fit into the landfill; and
- Probable capacity of the landfill site.

Changes in the above estimates will change the depreciation rate.

	2020 $'000	2019 $'000
Land at cost	213,957	183,549
Land accumulated depreciation	–	–
Land net	213,957	183,549
Buildings at cost	141,477	91,128
Buildings accumulated depreciation	(6,469)	(2,640)
Buildings net	135,008	88,488
Landfill assets at cost(i)	109,909	63,461
Landfill assets accumulated depreciation	(1,515)	–
Landfill assets net	108,394	63,461
Leasehold improvements at cost	24,255	22,430
Leasehold improvements accumulated depreciation	(2,842)	(829)
Leasehold improvements net	21,413	21,601
Plant and equipment at cost	162,313	147,033
Plant and equipment accumulated depreciation	(53,482)	(36,568)
Plant and equipment net	108,831	110,465
Trucks and machinery at cost	75,376	74,741
Trucks and machinery accumulated depreciation	(23,956)	(17,816)
Trucks and machinery net	51,420	56,925
Work in progress net(ii) (iii) (iv)	66,644	166,839
Total property, plant and equipment	705,667	691,328

(i) Fair value of the landfill assets acquired as part of the acquisition of the DADI group were finalised subsequent to 30 June 2019 and comparative balances have been restated (refer to Note 17).

(ii) The prior period includes the acquisition of land at Patons Lane ('Patons Lane'), which was purchased on 11 December 2017, and other costs of construction. Patons Lane is a greenfield resource recovery centre ('RRC') and landfill in Western Sydney. The carrying value of Patons Lane as at 30 June 2019 was $136.2 million. The site commenced its landfill operations in July 2019.

(iii) As at 30 June 2020, the Group had paid a deposit of EUR 0.89 million ($1.4 million) and stage payments of EUR 6.63 million ($10.5 million) for certain plant and equipment under construction for the Patons Lane recycling plant. Final payment is expected in FY21. The contractual stage payments are included in the summary of the Group's commitments in Note 28.

(iv) As at 30 June 2020, the Group had paid a deposit of EUR 2.81 million ($4.5 million), stage payments of EUR 3.56 million ($5.6 million) and accrued EUR 0.7 million ($1.1 million) for certain plant and equipment under construction for the Material Processing Centre (MPC 2) at Eastern Creek. Further stage payments, and completion and installation payments are expected in FY21. The contractual stage payments are included in the summary of the Group's commitments in Note 28.

	Land at cost $'000	Buildings at cost $'000	Landfill assets at cost $'000	Leasehold improvements at cost $'000	Plant and equipment at cost $'000	Trucks and machinery at cost $'000	Work in progress at cost $'000	Total $'000
Balance as at 1 July 2018	66,322	56,145	–	4,381	95,934	53,294	125,043	401,119
Additions	9,247	24,874	–	689	27,928	19,724	100,486	182,948
Transfer from work in progress	27,136	–	–	18,814	12,928	–	(58,878)	–
Transfer from leasehold improvements(i)	–	1,329	–	(1,397)	68	–	–	–
Disposals	–	–	–	(57)	(2,664)	(3,003)	–	(5,724)
Acquisition through business combinations(ii)	67,660	33,083	51,300	–	15,774	4,726	188	172,731
Reclassification from asset held for sale(iii)	4,674	–	–	–	–	–	–	4,674
Reclassification to asset held for sale(iv)	–	(15,793)	–	–	(2,935)	–	–	(18,728)
Balance as at 30 June 2019	175,039	99,638	51,300	22,430	147,033	74,741	166,839	737,020
Finalisation of purchase price allocation(ii)	–	–	12,161	–	–	–	–	12,161
Balance as at 30 June 2019 (restated)(ii)	175,039	99,638	63,461	22,430	147,033	74,741	166,839	749,181
Balance at 1 July 2019 (restated)	**175,039**	**99,638**	**63,461**	**22,430**	**147,033**	**74,741**	**166,839**	**749,181**
Additions	**4,496**	**16,306**	**9,899**	**1,897**	**19,296**	**3,973**	**57,286**	**113,153**
Transfer from work in progress	**53,189**	**35,813**	**36,549**	**–**	**4,370**	**–**	**(129,921)**	**–**
Transfer to intangibles(v)	**–**	**–**	**–**	**–**	**–**	**–**	**(27,560)**	**(27,560)**
Disposals	**(10,575)**	**(9,141)**	**–**	**(72)**	**(8,386)**	**(3,338)**	**–**	**(31,512)**
Reclassification to asset held for sale(vi)	**(8,192)**	**(1,139)**	**–**	**–**	**–**	**–**	**–**	**(9,331)**
Balance as at 30 June 2020	**213,957**	**141,477**	**109,909**	**24,255**	**162,313**	**75,376**	**66,644**	**793,931**

(i) Following the acquisition of the properties any leasehold improvements to such properties have been reclassified to either buildings or plant and equipment.

(ii) In the prior year, acquisitions through business combinations included DADI and Cozee's Bins acquisitions. Fair values were finalised subsequent to 30 June 2019 and a restatement of comparative balances has been included in this report (refer to Note 17).

(iii) In the prior year, the Helensburgh assets were no longer treated as assets held for sale.

(iv) In the prior year, Banksmeadow land and buildings were classified as assets held for sale (refer to Note 18).

(v) Includes the cost associated with development of landfill assets pertaining to the landfill void (refer to Note 14).

(vi) During the year the group reclassified $9.1 million of property located at Helensburgh, Smithfield and Minto from 'property, plant and equipment' to 'assets held for sale' (refer to Note 18).

Note 12. Property, Plant and Equipment (continued)

	Land at cost $'000	Buildings at cost $'000	Landfill assets at cost $'000	Leasehold improvements at cost $'000	Plant and equipment at cost $'000	Trucks and machinery at cost $'000	Work in progress at cost $'000	Total $'000
Accumulated depreciation								
Balance as at 1 July 2018	–	994	–	374	22,752	12,293	–	36,413
Depreciation expense	–	2,175	–	645	16,499	7,277	–	26,596
Write back on disposal	–	–	–	(190)	(1,379)	(1,754)	–	(3,323)
Reclassification to asset held for sale	–	(529)	–	–	(1,304)	–	–	(1,833)
Balance as at 30 June 2019		2,640	–	829	36,568	17,816	–	57,853
Balance as at 1 July 2019	**–**	**2,640**	**–**	**829**	**36,568**	**17,816**	**–**	**57,853**
Depreciation expense	**–**	**4,361**	**1,515**	**2,036**	**22,902**	**8,541**	**–**	**39,355**
Write back on disposal	**–**	**(252)**	**–**	**(23)**	**(5,988)**	**(2,401)**	**–**	**(8,664)**
Reclassification to asset held for sale	**–**	**(280)**	**–**	**–**	**–**	**–**	**–**	**(280)**
Balance as at 30 June 2020	**–**	**6,469**	**1,515**	**2,842**	**53,482**	**23,956**	**–**	**88,264**
Net book value as at 30 June 2019 (restated)	**175,039**	**96,998**	**63,461**	**21,601**	**110,465**	**56,925**	**166,839**	**691,328**
Net book value as at 30 June 2020	**213,957**	**135,008**	**108,394**	**21,413**	**108,831**	**51,420**	**66,644**	**705,667**

The property, plant and equipment (PPE) have been pledged to secure the borrowings of the Group (see Note 22).

Disposal of Property

During the year, four properties at Minto and St Mary's were sold for a total of $21.95 million. Net profit on sale of $2.3 million is included in the Consolidated Statement of Profit or Loss as Other Income.

A further three properties at Smithfield, Helensburgh and Minto are under contract for sale for $9.4 million. These properties have been reclassified as assets held for sale and a net fair value gain of $0.1 million has been recognised in the Consolidated Statement of Profit or Loss as Other Income.

As detailed below, the Group has exercised, retained and matured several option agreements during the year.

(a) Options exercised over properties

Property under option that have been exercised during the year are detailed below.

Deed of Call Option – Minto Premises

During the period the call option for the purchase of the Minto premises was exercised by the Group. The option was granted at market value in October 2017 at a purchase price of $4.25 million. The call option fee of $0.1 million was treated as a deposit against the purchase price.

The property was subsequently sold during the year for $6.95 million. Profit on sale of $2.4 million is included in the Consolidated Statement of Profit or Loss as Other Income.

(b) Options retained

The terms of options over properties that are still in place are summarised below.

Call Option – Eastern Creek Expansionary Land

As part of the sale and purchase agreement for the acquisition of DADI, the Group contemporaneously entered into various put and call options over several parcels of land adjacent to the Eastern Creek landfill site ('Expansionary Land'). The Group paid no consideration for either the parcels of land or options over the land, nor has any existing enforceable obligation to pay for the land.

The Expansionary Land is currently in the process of subdivision into three individual lots and is subject to a Project Deed. Should the subdivision of the Expansionary Land complete, three categories of land will result; Sale Land, Residual Land and Option Land. Currently, sale agreements are in place for the Sale Land and Residual land which would execute on completion of the subdivision. The Group is required to pass on all proceeds of these sales to the pre-acquisition DADI shareholders.

In relation to the Option Land, not currently party to a sale agreement, being 27 hectares at Eastern Creek, the Group has both an option to elect to purchase the land for $98 million or the ability to put the land to a related party of the Director related entity from which the Group purchased DADI. Should the Group not elect to put the land back to the vendors, the Group will be required to pay additional purchase consideration for that land of $98 million, which approximates the land's fair value.

Should the terms of the Project Deed not be met, and the land is not subdivided, a call option over all Expansionary Land can be exercised enabling the vendor, a Director related entity, to obtain all parcels of Expansionary Land for net nil consideration under the option. Alternatively, the Group would also be able to put the land to the vendor, a Director related entity, again for nil consideration.

As at 30 June 2020, the subdivision has not been finalised, and accordingly the settlement of the Sale Land and Residual Land have not completed. The Group has not determined if it will exercise the options over the Option Land.

Call Option – Alexandria Premises

As part of the acquisition of DADI, the Group entered into five year call options with a Director related party for the purchase of two parcels of land in Alexandria. The Group currently leases these premises under four and a half year leases, with four further four and a half year options to renew from the Director related entity. Market rent is currently paid on the premises and a nominal fee of $10 each was paid to secure the call options. If exercised within the next five years, the Group may acquire the parcels of land in Alexandria for at least $63.6 million, escalating annually at 4% per annum and compounding monthly. The purchase price in years three, four and five is the greater of the market price and the indexed amount.

(c) Options over properties expired

Deed of Call Option – Clayton South Premises

The Group entered into a deed of option with an unrelated third party dated 3 October 2017.

During the period the Group chose to allow the call option to expire and the call option fee of $300,000 is included in Other Expenses within the Consolidated Statement of Profit or Loss.

Note 13. Right-of-use Assets

	Land and Buildings $'000	Equipment $'000	Total $'000
Costs			
Balance as at 1 July 2019	–	–	–
Effect of Adoption of AASB 16(i)	41,520	452	41,972
Modification of leases	813	–	813
Termination of leases	(416)	–	(416)
Balance as at 30 June 2020	41,917	452	42,369

(i) Refer to Note 2 for details regarding the implementation of AASB 16 *Leases*.

	Land and Buildings $'000	Equipment $'000	Total $'000
Accumulated depreciation			
Balance as at 1 July 2019	–	–	–
Depreciation expense	(2,624)	(258)	(2,882)
Termination of leases	220	–	220
Balance as at 30 June 2020	(2,404)	(258)	(2,662)
Net book value as at 30 June 2019	–	–	–
Net book value as at 30 June 2020	39,513	194	39,707

Note 14. Intangible Assets

Intangibles relate to both goodwill and other identified intangible assets arising from the acquisition of the subsidiaries. Other identified intangible assets relate to acquisition of assets such as customer contracts, software, certain brands and trademarks, and landfill voids.

	2020 $'000	2019 $'000
Goodwill(i)	324,293	324,293
Landfill void(i) (ii)	139,484	121,232
Customer relationships(i)	25,095	31,451
Patents and trademarks	152	84
Software(iii)	12,623	6,892
Brand	833	2,083
Total intangibles	502,480	486,035

(i) Fair values of the assets and liabilities acquired as part of the acquisition of the DADI Group were finalised subsequent to 30 June 2019 and a restatement of comparative balances is included in this report (refer to Note 17).

(ii) Landfill void includes $27.2 million at Patons Lane (2019: $Nil) and $112.3 million at Eastern Creek (2019: $121.2 million).

(iii) Software expenditure incurred throughout the year includes internal development of CRM platforms, upgrading of our proprietary software systems (BinWatch, TipWatch and CommercialWatch), design and replacement of the finance platforms as well as establishment of the myBINGO Live system.

Goodwill

Goodwill represents the excess of the cost of an acquisition over the fair value of the acquired business. Goodwill arising on an acquisition of a business is carried at cost as established at the date of the acquisition of the business less accumulated impairment losses, if any. Goodwill is tested for impairment annually or more frequently if events or changes in circumstances indicate that it might be impaired. Goodwill is allocated to the Group's cash generating units or groups of cash generating units, which represent the lowest level at which goodwill is monitored but where such level is not larger than an operating segment. Gains and losses on the disposal of an entity include the carrying amount of goodwill related to the business sold.

When an asset is reclassified as held for sale, a component of the relevant cash generating unit goodwill is allocated to the disposal group as at the date of initial reclassification.

Landfill void

The landfill void is measured at fair value on acquisition using a discounted cashflow method and amortised over its useful life. The initial carrying value of the Patons Lane landfill void is $27.5 million and it has a remaining useful life of 21 years. The Eastern Creek landfill void had an initial carrying value of $124.1 million and has a remaining useful life of 14 years.

Customer relationships

The Group measures the carrying values of customer relationships acquired in a business combination by reference to the fair value as at acquisition date less related amortisation based on expected useful lives. The fair value is determined based on a methodology adopted involving subjective underlying assumptions including cash flow forecasts, discount rates, attrition rates and assessment of useful lives. The customer contracts are being amortised over five years, with the exception of collections customer contracts acquired as part of the DADI acquisition, which are amortised over 12 years.

Software

Software includes development costs which are capitalised only when:

- the technical feasibility and commercial viability of the project is demonstrated;
- the consolidated entity has an intention and ability to complete the project and use it or sell it; and
- the costs can be measured reliably.

Such costs include payments to external contractors to develop the software, any purchase of materials and equipment and personnel costs of employees directly involved in the project. The software development asset is amortised over five years. Subsequent expenditure on capitalised intangible assets is capitalised only when it increases the future economic benefits embodied in the specific asset to which it relates. All other expenditure is expensed as incurred.

Brands

The Group measures intangible assets that have a finite useful life at cost less accumulated amortisation and accumulated impairment losses. The DADI brand is being amortised on a straight-line basis over its estimated useful life of two years.

Other intangibles

Other intangibles include patents and trademarks. These have an indefinite useful life and are stated at cost.

Note 14. Intangible Assets (continued)

	Note	Goodwill $'000	Landfill void $'000	Customer relationships $'000	Patents and trademarks $'000	Software $'000	Brand $'000	Total $'000
Balance as at 01 July 2018		105,423	–	13,778	80	2,589	–	121,870
Acquisition of businesses		230,475	136,062	18,553		110	2,500	387,700
Additions		–	–	–	4	5,225		5,229
Reclassification to assets held for sale		(7,500)	–	(665)				(8,165)
Amortisation		–	(2,834)	(4,875)		(1,032)	(417)	(9,158)
Balance as at 30 June 2019		328,398	133,228	26,791	84	6,892	2,083	497,476
Finalisation of purchase price allocation	17	(4,105)	(11,996)	4,660	–	–	–	(11,441)
Balance as at 30 June 2019 (restated)		324,293	121,232	31,451	84	6,892	2,083	486,035
Consists of:								
Costs		324,293	124,066	42,344	84	8,941	2,500	502,228
Accumulated amortisation		–	(2,834)	(10,893)	–	(2,049)	(417)	(16,193)
Balance as at 30 June 2019 (restated)		324,293	121,232	31,451	84	6,892	2,083	486,035
Balance as at 01 July 2019 (restated)		**324,293**	**121,232**	**31,451**	**84**	**6,892**	**2,083**	**486,035**
Additions		**–**	**–**	**–**	**68**	**8,132**	**–**	**8,200**
Transfer to/from PPE		**–**	**27,553**	**–**	**–**	**7**	**–**	**27,560**
Amortisation		**–**	**(9,301)**	**(6,356)**	**–**	**(2,408)**	**(1,250)**	**(19,315)**
Balance as at 30 June 2020		**324,293**	**139,484**	**25,095**	**152**	**12,623**	**833**	**502,480**
Consists of:								
Costs		**324,293**	**151,619**	**42,344**	**152**	**17,080**	**2,500**	**537,988**
Accumulated amortisation		**–**	**(12,135)**	**(17,249)**	**–**	**(4,457)**	**(1,667)**	**(35,508)**
Balance as at 30 June 2020		**324,293**	**139,484**	**25,095**	**152**	**12,623**	**833**	**502,480**

Allocation of intangible assets

	Collections $'000	Post-Collections $'000	Other $'000	Corporate $'000	Total $'000
2020					
Goodwill	**132,295**	**188,882**	**3,116**	**–**	**324,293**
Landfill void	**–**	**139,484**	**–**	**–**	**139,484**
Customer relationships	**6,997**	**18,098**	**–**	**–**	**25,095**
Other intangibles	**–**	**–**	**–**	**152**	**152**
Software	**–**	**–**	**–**	**12,623**	**12,623**
Brand	**833**	**–**	**–**	**–**	**833**
	140,125	**346,464**	**3,116**	**12,775**	**502,480**
2019 (restated)					
Goodwill	132,295	188,882	3,116	–	324,293
Landfill void	–	121,232	–	–	121,232
Customer relationships	10,070	21,288	93	–	31,451
Other intangibles	–	–	–	84	84
Software	–	–	–	6,892	6,892
Brands	2,083	–	–	–	2,083
	144,448	331,402	3,209	6,976	486,035

The carrying amount of goodwill is allocated to cash generating units as follows:

Goodwill	Collections $'000	Post-Collections $'000	Other $'000	Corporate $'000	Total $'000
2020					
NSW	**104,685**	**175,989**	**3,116**	**–**	**283,790**
VIC	**27,610**	**12,893**	**–**	**–**	**40,503**
	132,295	**188,882**	**3,116**	**–**	**324,293**

Goodwill	Collections $'000	Post-Collections $'000	Other $'000	Corporate $'000	Total $'000
2019 (restated)					
NSW	104,685	175,989	3,116	–	283,790
VIC	27,610	12,893	–	–	40,503
	132,295	188,882	3,116	–	324,293

Impairment of assets

Goodwill has been allocated for impairment testing purposes to the following cash generating units:

- Collections – NSW
- Collections – VIC
- Post-Collections – NSW
- Post-Collections – VIC
- Other

Note 14. Intangible Assets (continued)

At the end of each reporting period, the Group reviews the carrying amounts of its tangible and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. An impairment loss, if any, is recognised for the amount by which the carrying amount exceeds its recoverable amount.

The recoverable amount of each cash generating unit is determined based on value-in-use calculations. Value-in-use calculations use cash flow projections based on financial budgets, excluding growth initiatives, covering a projected five-year period and a post-tax discount rate of 8.5% per annum (2019: 9.0%).

Cash flow projections during the budget period are based on the respective cash generating units expected gross margins throughout the budget period reflecting market conditions. The cash flows beyond that five-year period have been extrapolated using a steady 2.5% per annum growth rate (2019: 2.5%), other than those cash flows associated with landfill assets. Cash flows from the landfill assets are limited to the remaining capacity of the site. Annual capital expenditure is based on expected cash costs to maintain assets in their current condition. The Directors believe that any reasonable change in the key assumptions to revenue growth or discount rate on which recoverable amount is based would not cause the aggregate carrying amount to exceed the aggregate recoverable amount of the cash-generating unit.

The impact of COVID-19 has seen a reduction in forecast future revenue and expenditure in the near term which has been reflected in the goodwill impairment assessment. The additional uncertainty has also been reflected in the discount rate applied to future cash flows.

Note 15. Trade and Other Payables

Trade and other payables represent the liabilities for goods and services received by the Group that remain unpaid at the end of the reporting year or are required to be reimbursed to management where such expenses have been paid by management on behalf of the Group. The balance is recognised as a current liability with the amounts normally paid within 30 days of recognition of the liability.

	2020 $'000	2019 $'000
Current		
Trade creditors	**19,074**	37,329
Other creditors and accruals(i)	**49,783**	75,168
Lease liabilities(ii)	**1,402**	7
Derivative liabilities(iii)	**60**	–
Deferred settlement(iv)	**–**	30,635
Related party payable(v)	**624**	520
Total trade and other payables	**70,943**	143,659
Non-current		
Lease liabilities(ii)	**41,195**	–
Other payables	**2,135**	2,022
Total other payables	**43,330**	2,022

(i) In the prior year, other creditors and accruals included landholder duty of $25.0 million relating to the DADI Acquisition of which $21.3 million was paid in the current year.

(ii) See Note 2 for details regarding the implementation of AASB 16 Leases on 1 July 2019.

(iii) See Note 24 for the accounting policy on derivatives and other details.

(iv) On 11 December 2017, the Group completed the purchase of land at Patons Lane. The consideration for Patons Lane was $90 million, structured over three payments of $30 million paid in December 2017, December 2018 and July 2019.

(v) Includes amounts outstanding on commercial terms to entities associated with Directors or Director related entities for printing, design and sponsorship as well as a rental bond on property leased from a Director related entity (refer to Note 32).

Reconciliation of lease liabilities arising from financing activities

	30-Jun-19 $'000	Effect of adoption of new accounting standards[i] $'000	Cash: Principal payment of lease liabilities $'000	Cash: Interest paid $'000	Non-cash: Interest accrued $'000	Non-cash: Movement in lease liabilities $'000	30-Jun-20 $'000
Lease liabilities	7	43,615	(1,620)	(3,341)	3,338	598	**42,597**
Total liabilities from financing activities	**7**	**43,615**	**(1,620)**	**(3,341)**	**3,338**	**598**	42,597

(i) See Note 2 for details regarding the implementation of AASB 16 *Leases* on 1 July 2019.

Note 16. Provisions

Provisions are recognised when the Group has a present obligation (legal or constructive) as a result of a past event, it is probable that the Group will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation. The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the end of the reporting period, taking into account the risks and uncertainties surrounding the obligation.

Employee benefits

Short-term employee benefits

Liabilities for wages and salaries, including non-monetary benefits, annual leave and long service leave expected to be settled within 12 months of the reporting date are recognised in current liabilities in respect of employees' services up to the reporting date and are measured at the amounts expected to be paid when the liabilities are settled.

Other long-term employee benefits

The liability for annual leave and long service leave not expected to be settled within 12 months of the reporting date is recognised in non-current liabilities, provided there is an unconditional right to defer settlement of the liability. The liability is measured as the present value of expected future payments to be made in respect of services provided by employees up to the reporting date using the projected unit credit method. Consideration is given to expected future wage and salary levels, experience of employee departures and periods of service. Expected future payments are discounted using market yields at the reporting date on corporate bond rates with terms to maturity and currency that match, as closely as possible, the estimated future cash outflows.

	2020 $'000	2019 $'000
Current		
Annual leave	**4,432**	4,284
Long service leave	**578**	727
Total provisions (current)	**5,010**	5,011
Non-Current		
Long service leave	**1,081**	853
Make good provision	**147**	134
Remediation provision	**12,679**	9,000
Total provisions (non-current)	**13,907**	9,987

Note 16. Provisions (continued)

Make good provisions

Make good provisions in relation to the Group's leased properties are reviewed periodically and updated based on facts and circumstances known at the time. Changes in estimates related to removing structures on leased sites are recognised in the Consolidated Statement of Financial Position by adjusting the leasehold improvement asset and the make good provision.

	2020 $'000	2019 $'000
Make good provision		
Opening balance	**134**	–
Provisions recognised	**26**	134
Unwinding of discount	**2**	–
Unused amount reversed	**(15)**	–
Closing balance	**147**	134

Rectification and remediation provision

Landfill remediation

Landfill sites are operated under a licence issued by the Environmental Protection Authority (EPA) which generally requires that once a landfill site is full, it is left in a condition specified by the EPA and is monitored for a defined period of time after closure.

Remediation occurs when the landfill reaches capacity and through post-closure. It comprises the costs associated with capping landfills (covering the waste within the landfill) and remediating and monitoring the landfill in accordance with the licence or environmental requirements.

Landfill remediation costs are provided for when operations commence and at the same time a landfill remediation asset is recognised. This reflects the present obligation to remediate the landfill sites once the site begins operating. The provision is stated at the present value of the future cash outflows expected to be incurred, which increases each period due to the passage of time and is recognised in provisions in the Consolidated Statement of Financial Position.

The annual change in the net present value of the provision due to the passage of time is recognised in the Consolidated Statement of Profit or Loss as a time value adjustment in finance costs. Due to the long-term nature of remediation obligations, changes in estimates occur over time. Any change in the provision for future landfill site restoration and aftercare costs arising from a change in estimate of those costs and related to landfill sites which are still accepting waste, is recognised as an addition or reduction to the remediation asset in the Consolidated Statement of Financial Position. Changes to the remediation provision once the site is filled are expensed to the Consolidated Statement of Profit or Loss.

Landfill rectification

Where, as a result of operating and utilising the landfill, the Group has an obligation to bring the asset back to the standard required under the licence and EPA or council requirements at the end of the reporting period, a provision for rectification is recognised. The amount of the provision is determined based on the net present value of the amount the group expects to pay to rectify the site. All rectification costs are expensed to the Consolidated Statement of Profit or Loss. To enable the estimation of future costs the Group engaged the services of third-party environmental engineers to assist with calculations. Calculations assume a 14 and 21 year operational life of the Eastern Creek and Patons Lane landfill sites respectively.

	2020 $'000	2019 $'000
Remediation provision		
Opening balance	**9,000**	–
Provisions recognised	**3,299**	9,000
Unwinding of discount	**380**	–
Closing balance	**12,679**	9,000

Note 17. Business Combinations

Acquisitions of businesses are accounted for using the acquisition method. The consideration transferred in a business combination is measured at fair value which is calculated as the sum of the acquisition-date fair values of assets transferred to the Group; liabilities incurred by the Group to the former owners of the acquiree; and the equity instruments issued by the Group in exchange for control of the acquiree. Goodwill arises in a business combination when the consideration transferred to the acquiree is greater than the net of the acquisition-date amounts of identifiable assets and the liabilities assumed. Acquisition-related costs are recognised in profit or loss as incurred.

There were no business combinations completed during the year ended 30 June 2020.

Reconciliation of DADI fair values that were finalised during the period

At 30 June 2019, the fair values of the assets and liabilities acquired as part of the acquisition of the DADI Group during March 2019 were provisional values. The fair values were finalised subsequent to 30 June 2019 and have been restated in this report.
A reconciliation of these changes is included in the table below.

Fair values recognised on acquisition during the year

	Provisional values			Finalised values			
DADI Group	Collections $'000	Post-Collections $'000	Total $'000	Collections $'000	Post-Collections $'000	Total $'000	Change $'000
Assets							
Cash	176	1,672	**1,848**	176	1,672	**1,848**	**–**
Debtors and other assets	4,070	34,485	**38,555**	4,070	34,485	**38,555**	**–**
Land and buildings	4,934	91,475	**96,409**	4,934	91,475	**96,409**	**–**
Landfill land	–	51,300	**51,300**	–	54,461	**54,461**	**3,161**
Landfill assets	–	–	**–**	–	9,000	**9,000**	**9,000**
Plant and equipment	2,721	12,946	**15,667**	2,721	12,946	**15,667**	**–**
Trucks and machinery	743	3,582	**4,325**	743	3,582	**4,325**	**–**
Work in progress	–	188	**188**	–	188	**188**	**–**
Landfill void	–	136,062	**136,062**	–	124,066	**124,066**	**(11,996)**
Customer relationships	14,711	3,075	**17,786**	15,835	6,611	**22,446**	**4,660**
Brands	2,500	–	**2,500**	2,500	–	**2,500**	**–**
Software	19	91	**110**	19	91	**110**	**–**
Liabilities							**–**
Trade and other payables	(3,682)	(35,072)	**(38,754)**	(3,682)	(35,072)	**(38,754)**	**–**
Provision for remediation	–	(9,000)	**(9,000)**	–	(9,000)	**(9,000)**	**–**
Employee entitlements	(338)	(3,216)	**(3,554)**	(338)	(3,216)	**(3,554)**	**–**
Deferred tax liability	(3,563)	(33,935)	**(37,498)**	(3,900)	(34,098)	**(37,998)**	**(500)**
Lease liability	(2)	(17)	**(19)**	(2)	(17)	**(19)**	**–**
Total Net identifiable assets	22,289	253,636	**275,925**	23,076	257,174	**280,250**	**4,325**
Goodwill	67,717	160,224	**227,941**	66,951	156,885	**223,836**	**(4,105)**
Consideration transferred	90,006	413,860	**503,866**	90,027	414,059	**504,086**	**220**

Reconciliation of Cozee's Bins fair values that were finalised during the period

At 30 June 2019, the fair values of the assets and liabilities acquired as part of the acquisition of the Cozee's Bins business during February 2019 were provisional values. The fair values were finalised at 31 December 2019. No changes were made to the provisional values.

Note 17. Business Combinations (continued)

Business combinations for the prior corresponding period

2019 Date of Acquisition	Business Segment	Cash consideration[iii] $'000	Shares issued $'000	Deferred consideration $'000	Total consideration $'000
February 2019[i]	Collections/Post-Collections	6,334	–	850	7,184
March 2019[ii]	Collections/Post-Collections	375,913	127,953	–	503,866
		382,247	**127,953**	**850**	**511,050**

(i) Cozee's Bins acquisition. This involved the acquisition of the assets and operations only. The acquisition of Cozee's Bins expanded our operations footprint in VIC.

(ii) Dial A Dump acquisition. Alexandria Landfill Pty Ltd is the parent entity of the DADI group which includes Dial A Dump Industries Pty Ltd, Dial-A-Dump (EC) Pty Ltd and IRM Property No2 Pty Ltd. The acquisition of DADI significantly expanded the Group's Post-Collections operations footprint including landfill disposal in NSW.

(iii) Cash consideration paid during the year as reflected on the Consolidated Statement of Cash Flows = Cash consideration per above table ($382.2 million) less cash balances acquired on acquisition ($1.8 million) less net stamp duty payable after 30 June 2019 ($10.2 million) + Deferred consideration paid prior to 30 June 2019 ($0.2 million).

Fair values recognised on acquisition during the year ended 30 June 2019

	Dial A Dump			Cozee's Bins			
Provisional values 2019	Collections $'000	Post-Collections $'000	Total $'000	Collections $'000	Post-Collections $'000	Total $'000	Consolidated $'000
Assets							
Cash	176	1,672	1,848	–	–	–	1,848
Debtors and other assets[i]	4,070	34,485	38,555	–	–	–	38,555
Land and buildings	4,934	91,475	96,409	–	4,334	4,334	100,743
Landfill assets	–	51,300	51,300	–	–	–	51,300
Plant and equipment	2,721	12,946	15,667	53	54	107	15,774
Trucks and machinery	743	3,582	4,325	401	–	401	4,726
Work in progress	–	188	188	–	–	–	188
Landfill void	–	136,062	136,062	–	–	–	136,062
Software	19	91	110	–	–	–	110
Customer relationships	14,711	3,075	17,786	679	88	767	18,553
Brands	2,500	–	2,500	–	–	–	2,500
Liabilities							
Trade and other payables	(3,682)	(35,072)	(38,754)	–	–	–	(38,754)
Provision for remediation	–	(9,000)	(9,000)	–	–	–	(9,000)
Employee entitlements	(338)	(3,216)	(3,554)	–	–	–	(3,554)
Deferred tax liability	(3,563)	(33,935)	(37,498)	(204)	(26)	(230)	(37,728)
Lease liability	(2)	(17)	(19)	–	–	–	(19)
Total net identifiable assets	22,289	253,636	275,925	929	4,450	5,379	281,304
Goodwill	67,717	160,224	227,941	1,597	208	1,805	229,746
Consideration transferred	**90,006**	**413,860**	**503,866**	**2,526**	**4,658**	**7,184**	**511,050**

(i) Gross receivables of $42.3 million less an ECL allowance of $3.7 million has been assessed as the fair value of receivables. The fair value approximates the best estimate of anticipated cash flows to be collected.

Note 18. Assets Held for Sale

Non-current assets, or disposal groups comprising assets and liabilities, are classified as held for sale if it is highly probable that they will be recovered primarily through sale rather than continuing use.

Such assets, or disposal groups, are generally measured at the lower of their carrying amount and fair value less costs to sell. Impairment losses on initial classification and subsequent gains and losses on measurement are recognised in profit or loss.

Once classified as held for sale, intangible assets and property, plant and equipment are no longer amortised or depreciated, and any equity accounted investee is no longer equity accounted.

	2020 $'000	2019 $'000
Land and buildings	**9,189**	15,264
Property, plant and equipment	**–**	1,631
Goodwill	**–**	7,500
Customer relationships	**–**	665
	9,189	25,060
Less: Employee liabilities held for sale	**–**	(132)
Net assets held for sale	**9,189**	24,928

Assets held for sale as at 30 June 2020 relate to the properties located at Smithfield, Helensburgh and Minto. All the properties are under sale contract with deferred settlement periods. The Group has included a $0.1 million uplift in the value of properties to their fair value less cost to sell (refer to Note 3 and 12 for further details).

Assets held for sale as at 30 June 2019 relate to the Banksmeadow business and property. A component of the Post-Collections – NSW goodwill has been allocated to the disposal group as at the date of initial classification as held for sale. In September 2020, the Group divested this business as part of the undertaking to the Australian Competition and Consumer Commission (ACCC) in relation to the DADI acquisition. The Banksmeadow business was sold during the year for $50 million resulting at a profit on sale of $22.4 million (after disposal costs) which is included in Other Income in the Consolidated Statement of Profit or Loss.

Note 19. Parent Entity Information

Set out below is the supplementary information about the parent entity for the period.

Statement of profit or loss and other comprehensive income

	2020 $'000	2019 $'000
Profit after income tax(i)	**27,535**	18,315
Total comprehensive income	**27,535**	18,315
Statement of financial position		
Total current assets	**–**	13,152
Total non-current assets	**799,161**	788,423
Total assets	**799,161**	801,575
Total current liabilities	**10,159**	7,885
Total non-current liabilities	**–**	–
Total liabilities	**10,159**	7,885
Issued capital	**1,282,570**	1,288,923
Retained earnings	**–**	–
Reserves	**(493,568)**	(495,233)
Total equity	**789,002**	793,690

(i) Represents dividend income which was paid to the shareholders during the year. Refer to Note 27 for details.

Guarantees entered into by the parent entity in relation to the debts of its subsidiaries

	2020 $'000	2019 $'000
Guarantee provided under the deed of cross guarantee(i)	**526,597**	501,348

(i) Bingo Industries Limited entered into a deed of cross guarantee with 26 of its wholly owned subsidiaries in the year ended 30 June 2018. There has been no change to the deed of cross guarantee in current year. In 2019, the deed of cross guarantee was extended to the four acquired DADI subsidiaries (refer to Note 20 and Note 21 for further details).

Incorporation

Bingo Industries Limited was incorporated on 3 March 2017 and is the ultimate parent company of the Group, effective 9 May 2017.

Contingent liabilities

The parent entity had no contingent liabilities as at 30 June 2020 (2019: Nil).

Significant accounting policies

The accounting policies of the parent entity are consistent with those of the consolidated entity, as disclosed in Note 2, with the exception of investments in subsidiaries which are carried at historic cost. Dividends received from subsidiaries are recognised in the Statement of Profit or Loss when the right to receive the dividend is established.

Note 20. Deed of Cross Guarantee

On 25 June 2019, Bingo Industries Limited entered into a new deed of cross guarantee. By entering into the deed, certain wholly-owned entities (refer to Note 21) were relieved from the requirement to prepare a financial report and Directors' report under Class Order 2016/785 (as amended) issued by the Australian Securities and Investments Commission. The consolidated financial statements of the Group represent the results and the financial position of the entities forming part of the deed of cross guarantee.

Note 21. Interests in Subsidiaries

	Principal place of business	2020 %	2019 %
Bingo Industries Limited[i]	Australia	**100**	100
Bingo Property Pty Ltd[i]	Australia	**100**	100
Bingo Holdings Pty Ltd (formerly Bingo Industries Pty Ltd)[i]	Australia	**100**	100
Bingo Waste Services Pty Ltd[i]	Australia	**100**	100
Bingo Bins Pty Ltd[i]	Australia	**100**	100
Bingo Recycling Pty Ltd[i]	Australia	**100**	100
Bingo Commercial Pty Ltd[i]	Australia	**100**	100
Bingo Equipment Pty Ltd[i]	Australia	**100**	100
OATI (NSW) Pty Ltd	Australia	**100**	100
Mortdale Recycling Pty Ltd	Australia	**100**	100
St Marys Recycling Pty Ltd	Australia	**100**	100
Adderley Recycling Pty Ltd	Australia	**100**	100
Kembla Grange Recycling Pty Ltd (formerly known as Burrows Recycling Pty Ltd)	Australia	**100**	100
McPherson Recycling Pty Ltd	Australia	**100**	100
Minto Recycling Pty Ltd	Australia	**100**	100
Smithfield Recycling Pty Ltd	Australia	**100**	100
Bingo Office Pty Ltd	Australia	**100**	100
Bingo Acquisitions Pty Ltd[i]	Australia	**100**	100
Bingo Investments Pty Ltd[i]	Australia	**100**	100
Bingo IP Pty Ltd[i]	Australia	**100**	100
Bingo Trademarks Pty Ltd[i]	Australia	**100**	100
Toro Group Holdings Pty Ltd[i]	Australia	**100**	100
Toro Waste Equipment (Aust) Pty Ltd[i]	Australia	**100**	100
TW Auburn Pty Ltd[i]	Australia	**100**	100
Bingo Education Pty Ltd[i]	Australia	**100**	100
Bingo Pty Ltd[i]	Australia	**100**	100
Gosford Recycling Pty Ltd	Australia	**100**	100
Helensburgh Recycling Pty Ltd	Australia	**100**	100
Newcastle Recycling (NSW) Pty Ltd	Australia	**100**	100
Silverwater Recycling Pty Ltd	Australia	**100**	100
Wollongong Recycling (NSW) Pty Ltd	Australia	**100**	100
Revesby Recycling Pty Ltd	Australia	**100**	100
Artarmon Recycling Pty Ltd	Australia	**100**	100
Bingo (VIC) Pty Ltd[i]	Australia	**100**	100
Bingo Property (VIC) Pty Ltd[i]	Australia	**100**	100
Bingo Patons Lane Pty Ltd as trustee for Bingo Patons Lane Unit Trust[i]	Australia	**100**	100
Bingo Patons Lane Unit Trust	Australia	**100**	100
Greenacre Recycling Pty Ltd	Australia	**100**	100
Ingleburn Recycling Pty Ltd	Australia	**100**	100

Note 21. Interests in Subsidiaries (continued)

	Principal place of business	2020 %	2019 %
Melbourne Recycling Centres Pty Limited(i)	Australia	**100**	100
SRC Operations Pty Ltd(i)	Australia	**100**	100
National Recycling Group Pty Ltd(i)	Australia	**100**	100
DATS Environmental Services Pty Ltd(i)	Australia	**100**	100
Truck & Plant Management Services Pty Ltd(i)	Australia	**100**	100
Konstruct Environmental Pty Ltd(i)	Australia	**100**	100
Bingo BM Holdings Pty Ltd	Australia	**100**	100
BM Recycling Pty Ltd	Australia	**–**	100
Dial-A-Dump (EC) Pty Ltd(i)	Australia	**100**	100
Dial A Dump Industries Pty Ltd(i)	Australia	**100**	100
Alexandria Landfill Pty Ltd(i)	Australia	**100**	100
IRM Property No2 Pty Ltd(i)	Australia	**100**	100

(i) Entities covered under the deed of cross guarantee with Bingo Industries Limited (refer to Note 20 for further details).

All entities above are part of the tax consolidated group. Refer to Note 6 for further details.

Note 22. Borrowings

Borrowing costs directly attributable to the acquisition, construction or production of assets that necessarily take a substantial amount of time to prepare for their intended use or sale, are added to the cost of those assets, until such time as the assets are substantially ready for their intended use or sale.

All other borrowing costs are recognised in profit or loss in the period in which they are incurred.

The Group may borrow funds from financial institutions to fund acquisitions and capital.

The banking facilities as at 30 June 2020 contain financial covenants and other undertakings which are customary for similar facilities made available to corporate borrowers. The following financial covenants apply and are tested semi-annually:

- Total Leverage Ratio, being the ratio of net debt to EBITDA, not to exceed 3.00x; and
- Interest Cover Ratio, being the ratio of EBITDA to net interest expense, must be at least 3.00x.

On 9 July 2020, the Banking Syndicate increased the Total Leverage Ratio to 4.5x in response to the COVID-19 pandemic. The ratio will revert to 3.00x from 30 June 2021.

For the purpose of calculating the financial covenants, a number of prescribed pro forma adjustments are made to EBITDA, net debt and net interest expense. These adjustments are not reflected in EBITDA, net debt or net interest expense, and therefore these measures will be different to the values used for covenant calculation under the banking facilities. Accordingly, the ratios for covenant calculations will not necessarily reflect the key ratios reported on by the Group.

A breach of the covenants and undertakings (which are not remedied within any applicable grace period) will be an event of default under the banking facilities and will, among other consequences, prevent the Group from paying dividends.

The Group was in compliance with these financial covenants during the period.

	2020 $'000	2019 $'000
Non-current – secured		
Bank loan[i]	**365,000**	315,000
Borrowing costs	**(1,278)**	(1,745)
Total borrowings (Non-current)[ii]	**363,722**	313,255

(i) During the year, bank loans increased by $50.0 million to $365.0 million as at 30 June 2020. This was due to drawdowns of $130 million that were partially offset by repayments of $80.0 million during the year. Refer to the Consolidated Statement of Cash Flows for further details.

(ii) Cash on hand was $56.8 million with net debt being $306.9 million.

On 23 August 2019, the Group increased its total commitment under the Syndicated Facility to include the $100 million accordion facility, bringing the total facility commitment value to $500 million. The Facility maturity date, pricing, and terms and conditions of the facility remain unchanged. The Syndicated Facility is secured against the operations and assets of the Group.

		2020		2019	
Facility	**Maturity**	**Facility $'000**	**Utilised $'000**	**Facility $'000**	**Utilised $'000**
Syndicated Facility – bullet revolving credit facility	31-Aug-21	**475,000**	**365,000**	375,000	315,000
Syndicated Facility – multi-option working capital facility	31-Aug-21	**25,000**	**9,703**	25,000	7,199
Overdraft Facility		**3,500**	**–**	3,500	–

As at 30 June 2020, $9.7 million (2019: $7.2 million) had been drawn down for guarantees. The Syndicated Facility is secured against the business, property, plant and equipment and the subsidiaries.

Reconciliation of borrowings arising from financing activities

The Group is exposed to market risk, credit risk and liquidity risk. The Group's overall risk management program focuses on managing these risks. The Group uses short term rollovers to manage the interest rate risk with no speculative trading in financial instruments. It seeks to deal with creditworthy counterparties and monitors its liquidity through cash flow forecasts.

			Non-cash		
	30-Jun-19 $'000	**Cash Financing cash flows $'000**	**Deferred borrowing costs $'000**	**Movement in finance lease liabilities $'000**	**30-Jun-20 $'000**
Total Borrowings (Current)	–	**–**	**–**	**–**	**–**
Total Borrowings (Non-current)	313,255	**50,000**	**467**	**–**	**363,722**
Total liabilities from financing activities	313,255	**50,000**	**467**	**–**	**363,722**

Note 23. Finance Costs

Finance costs include interest, fees and amortisation of costs incurred in connection with the arrangement of new borrowing facilities. Costs incurred in connection with the arrangement of borrowings are capitalised and amortised over the life of the borrowings. Finance costs are expensed immediately unless they relate to the acquisition and development of qualifying assets. Qualifying assets are assets that take more than twelve months to prepare for their intended use. Finance costs related to qualifying assets are capitalised.

Interest income is recognised in the Consolidated Statement of Profit or Loss and is included in Other Income.

On 11 December 2017, the Group completed the acquisition of land at Patons Lane ('Patons Lane'). Patons Lane is a greenfield resource recovery centre ('RRC') and landfill in Western Sydney with development approvals in place and is classified as a qualifying asset during the financial year ended 30 June 2020 (and 30 June 2019). Cell 1 of the landfill became operational in July 2019 and consequently capitalisation of borrowing costs on the landfill component of the site has been suspended until development commences on Cell 2. Capitalisation of the borrowing costs with respect to the RRC is continuing.

In June 2019 the Group commenced construction of the Materials Processing Centre 2 (MPC 2) at the Eastern Creek site. This advanced recycling plant is expected to be operational early in the 2021 calendar year. This development is classified as a qualifying asset and borrowing costs associated with the development have been capitalised during the year.

All capitalised borrowing costs in the current and comparative periods are in relation to the Patons Lane and MPC 2 qualifying assets. The weighted average capitalisation rate of funds borrowed is 3.11% per annum (2019: 2.91%).

	2020 $'000	2019 $'000
Interest expense – Loans(i)	**10,642**	6,238
Interest expense – Lease liabilities(ii)	**3,338**	(195)
Interest expense – Deferred purchase payment(iii)	**–**	1,566
Interest expense – Remediation provision	**380**	–
Amortised borrowing costs(iv)	**1,003**	1,379
Capitalised borrowing included in the cost of qualifying asset(v)	**(3,536)**	(2,197)
Finance costs	**11,827**	6,791

(i) Interest on loans includes $0.1 million fair value losses on interest rate swaps designated as cash flow hedges, see Note 24 for details.

(ii) See Note 2 for details regarding the implementation of AASB 16 *Leases*.

(iii) Implicit interest on the deferred consideration payment purchase structure of the Patons Lane qualifying asset.

(iv) Deferred borrowing costs of $0.5 million relating to set up of original syndicated bank loan arrangement were expensed during the period as a consequence of amendments made to the loan agreement (also refer to Note 22).

(v) Capitalised borrowing costs relate to Patons Lane RRC and MPC 2 (2019: Patons Lane).

Note 24. Financial Instruments

Capital management

The Group manages its capital to ensure that the entities in the Group will be able to continue as going concerns whilst maximising the return to stakeholders through the optimisation of the debt and equity balance. The finance facilities are outlined in Note 22.

The capital structure of the Group consists of equity holders of the parent, comprising issued capital, reserves and retained earnings. Operating cash flows are used to maintain and expand the Group's assets as well as pay for operating expenses. The Group is not subject to any external imposed capital requirements. The gearing ratio of the Group at reporting date was:

	2020 $'000	2019 $'000
Non-current borrowings	**363,722**	313,255
Less: cash and cash equivalents	**(56,848)**	(39,189)
Net debt	**306,874**	274,066
Total assets (less cash)	**1,338,820**	1,293,938
Net debt to total assets ratio[(i)]	**22.9%**	21.2%

(i) Net debt to total assets ratio:

(a) Debt is defined as long-term and short-term borrowings, as described in Note 22.

(b) Total assets less cash includes all assets of the Group less cash and cash equivalents.

Financial risk management objectives

The Group is exposed to market risk, credit risk and liquidity risk. The Group's overall risk management program focuses on managing these risks. The Group uses short term rollovers to manage the interest rate risk and foreign exchange risk with no speculative trading in financial instruments. It seeks to deal with creditworthy counterparties and monitors its liquidity through cash flow forecasts.

Derivatives

Hedge effectiveness

Hedge effectiveness is determined at the inception of the hedge relationship, and through periodic prospective effectiveness assessments to ensure that an economic relationship exists between the hedged item and hedging instrument.

For hedges of foreign currency purchases, the Group enters into hedge relationships where the critical terms of the hedging instrument match with the terms of the hedged item. The Group therefore performs a qualitative assessment of effectiveness. Ineffectiveness may arise if the timing of the forecast transaction changes from what was originally estimated, or if there are changes in the credit risk of Australia or the derivative counterparty.

The group enters into interest rate swaps that have similar critical terms as the hedged item, such as reference rate, reset dates, payment dates, maturities and notional amount. The Group does not hedge 100% of its loans, therefore the hedged item is identified as a proportion of the outstanding loans up to the notional amount of the swaps. As all critical terms matched during the year, there is an economic relationship. Hedge ineffectiveness for interest rate swaps is assessed using the same principles as for hedges of foreign currency purchases. It may occur due to the credit value/debit value adjustment on the interest rate swaps which is not matched by the loan, and differences in critical terms between the interest rate swaps and loans. There was no recognised ineffectiveness during FY20 in relation to the interest rate swaps.

Note 24. Financial Instruments (continued)

Derivatives are initially recognised at fair value on the date a derivative contract is entered into, and they are subsequently remeasured to their fair value at the end of each reporting period. The accounting for subsequent changes in fair value depends on whether the derivative is designated as a hedging instrument, and if so, the nature of the item being hedged. The Group designates certain derivatives as either, hedges of the fair value of recognised assets or liabilities or a firm commitment (fair value hedges), hedges of a particular risk associated with the cash flows of recognised assets and liabilities and highly probable forecast transactions (cash flow hedges).

At inception of the hedge relationship, the group documents the economic relationship between hedging instruments and hedged items including whether changes in the cash flows of the hedging instruments are expected to offset changes in the cash flows of hedged items. The group documents its risk management objective and strategy for undertaking its hedge transactions. The fair values of derivative financial instruments designated in hedge relationships are disclosed in Note 15. Movements in the hedging reserve in shareholders' equity are shown in Note 26. The full fair value of a hedging derivative is classified as a non-current asset or liability when the remaining maturity of the hedged item is more than 12 months; it is classified as a current asset or liability when the remaining maturity of the hedged item is less than 12 months.

Cash flow hedges that qualify for hedge accounting

The effective portion of changes in the fair value of derivatives that are designated and qualify as cash flow hedges is recognised in the cash flow hedge reserve within equity. The gain or loss relating to the ineffective portion is recognised immediately in profit or loss, within other gains/(losses).

When forward contracts are used to hedge forecast transactions, the Group generally designates only the change in fair value of the forward contract related to the spot component as the hedging instrument. Gains or losses relating to the effective portion of the change in the spot component of the forward contracts are recognised in the cash flow hedge reserve within equity.

Amounts accumulated in equity are reclassified in the periods when the hedged item affects profit or loss, as follows:

- Where the hedged item subsequently results in the recognition of a non-financial asset (such as fixed asset), both the deferred hedging gains and losses and the deferred time value of the option contracts or deferred forward points, if any, are included within the initial cost of the asset. The deferred amounts are ultimately recognised in profit or loss as the hedged item affects profit or loss.
- The gain or loss relating to the effective portion of the interest rate swaps hedging variable rate borrowings is recognised in profit or loss within finance cost at the same time as the interest expense on the hedged borrowings.

When a hedging instrument expires or is sold or terminated, or when a hedge no longer meets the criteria for hedge accounting, any cumulative deferred gain or loss and deferred costs of hedging in equity at that time remains in equity until the forecast transaction occurs, resulting in the recognition of a non-financial asset. When the forecast transaction is no longer expected to occur, the cumulative gain or loss and deferred costs of hedging that were reported in equity are immediately reclassified to profit or loss.

Derivatives that do not qualify for hedge accounting

Certain derivative instruments do not qualify for hedge accounting. Changes in the fair value of any derivative instrument that does not qualify for hedge accounting are recognised immediately in profit or loss and are included in other gains/(losses).

Recognised fair value measurements

Fair value hierarchy

This section explains the judgements and estimates made in determining the fair values of the financial instruments that are recognised and measured at fair value in the financial statements. To provide an indication about the reliability of the inputs used in determining fair value, the group has classified its financial instruments into the three levels prescribed under the accounting standards. An explanation of each level follows underneath the table.

Recurring fair value measurements	Level 1 $'000	Level 2 $'000	Level 3 $'000	Total $'000
2020				
Derivative liabilities				
At fair value through profit and loss				
Interest rate swaps	**–**	**50**	**–**	**50**
Foreign currency forward contract	**–**	**(1)**	**–**	**(1)**
At fair value through other comprehensive income				
Foreign currency forward contract	**–**	**11**	**–**	**11**
Total derivative liabilities	**–**	**60**	**–**	**60**
2019				
Derivative assets				
At fair value through profit and loss				
Foreign currency forward contract	–	139	–	139
Total derivative assets	–	139	–	139

Level 1: The fair value of financial instruments traded in active markets (such as publicly traded derivatives and equity securities) is based on quoted market prices at the end of the reporting period. The quoted market price used for financial assets held by the group is the current bid price. These instruments are included in level 1.

Level 2: The fair value of financial instruments that are not traded in an active market (for example, over-the-counter derivatives) is determined using valuation techniques which maximise the use of observable market data and rely as little as possible on entity-specific estimates. If all significant inputs required to fair value an instrument are observable, the instrument is included in level 2.

Level 3: If one or more of the significant inputs is not based on observable market data, the instrument is included in level 3. This is the case for unlisted equity securities.

Valuation techniques used to determine fair values

Specific valuation techniques used to value financial instruments include; and

- for interest rate swaps – the present value of the estimated future cash flows based on observable yield curves
- for foreign currency forwards – the present value of future cash flows based on the forward exchange rates at the balance sheet date.

Note 24. Financial Instruments (continued)

Market risk

Market risk is the risk that the fair value or future cash flows of the financial instruments fluctuate due to market price changes. Market risk includes foreign currency risk and interest rate risk.

Interest Rate Risk

The Group is exposed to interest rate movements on its bank loans. Interest rate risk associated with the bank loan of $155 million has been hedged with fixed to floating interest rate swaps. Hedge accounting has been applied on the swaps and the fair value of $0.1 million has been recorded in interest expense in the current year (2019: $Nil).

	2020	2019
Interest rate swaps		
Risk hedged	Variable interest rate	
Maturity date	2021-2023	
Fixed rate	0.675% to 0.720%	
Carrying amount recognised in Note 15	$50,000	–
Notional amount	$155,000,000	–
Hedge ratio	1:1	–
Change in value of outstanding hedging instruments	($50,000)	–
Change in value of hedged item used to determine effectiveness	$50,000	–

At the reporting date, the interest rate profile of the Group's interest-bearing instruments was:

	30-Jun-20		30-Jun-19	
	Weighted ave interest rate	$'000	Weighted ave interest rate	$'000
Bank loans (variable)	2.04%	365,000	2.91%	315,000
Lease liabilities (fixed)	8.24%	42,598	2.62%	7

A 1% increase in the interest rates would have decreased profit by $3.7 million (2019: $1.2 million).

Foreign currency risk

Foreign currency risk arises as a result of having assets and liabilities denominated in a currency that is not the Group's functional currency (balance sheet) or from transactions or cash flows denominated in a foreign currency (cash flow risk). Foreign currency risk is not material to the Group.

The foreign currency risk associated with the commitment for stage payments on the purchase of plant and equipment for Patons Lane recycling facility and MPC 2 at Eastern Creek was economically hedged with a series of foreign currency forward contracts. The final 10% retention payment (EUR 0.9 million) on Patons Lane recycling facility which is due 12 months after delivery and EUR 1.4 million of the final payment on MPC 2, remains unhedged. Hedge accounting has not been applied on contracts for the Patons Lane recycling facility and a fair value gain on the forward contracts of $0.1 million has been recorded as other income in the current year (2019: $0.1 million). Hedge accounting has been applied on contracts relating to MPC 2 at Eastern Creek. A fair value gain of $0.9 million on settled forward contracts has been recorded in fixed assets in the current year (2019: $Nil) and a fair value loss of $0.01 million on the open forward contracts has been recorded in the hedging reserve in the current year (2019: $Nil).

	2020	2019
Foreign currency forward contract (hedged)		
Risk hedged	**EUR:AUD**	
Carrying amount recognised in Note 15	**$11,000**	–
Notional amount	**EUR 15,455,000**	–
Maturity date	**July to Aug 2020**	
Hedge ratio	**1:1**	–
Change in value of outstanding hedging instruments	**($11,000)**	–
Change in value of hedged item used to determine effectiveness	**$11,000**	–

	2020	2019
Foreign currency forward contract (unhedged)		
Risk hedged	**EUR:AUD**	EUR:AUD
Carrying amount recognised (Liability in Note 15 and assets in Note 11)	**($1,000)**	$139,000
Notional amount	**EUR 98,000**	EUR 5,430,000
Maturity date	**July 20**	August 19

Credit risk

Credit risk is the risk that a customer or counterparty fails to meet its contractual obligations under a financial instrument and results in a loss to the Group. The Group manages the risk by establishing credit limits and managing exposure to individual entities. Credit evaluations are performed on all customers requiring credit over a certain amount. The Group minimises the concentration of credit risk by undertaking transactions with a large number of customers. The maximum exposure to credit risk is the carrying value at balance date.

	2020 $'000	2019 $'000
Cash and cash equivalents	**56,848**	39,189
Trade and other receivables	**64,618**	71,317
Contract assets	**569**	530
	122,035	111,036

Note 24. Financial Instruments (continued)

Liquidity risk

Liquidity risk is the risk that the Group will not meet its financial obligations as they fall due. It is the Group's policy to maintain sufficient funds in cash and cash equivalents to meet near term operational requirements. Management prepares and monitors rolling cash flows and regularly reviews existing funding arrangements to manage this risk. At balance date, the Group has in excess of $125 million (2019: $78 million) in available headroom in its banking facilities plus $57 million (2019: $39 million) in cash. The contractual maturities of the Group's financial liabilities are:

2020	Weighted ave interest rate	1 Year $'000	1 to 2 Years $'000	2 to 5 Years $'000	Over 5 Years $'000	Total $'000	Carrying Amount $'000
Trade and other payables		69,481	227	682	2,045	72,435	71,616
Derivative liabilities		60	–	–	–	60	60
Bank loans	2.04%	7,464	366,268	–	–	373,732	365,000
Lease liabilities	8.24%	4,651	4,298	12,485	67,155	88,589	42,597
Financial guarantees	2.04%	9,703	–	–	–	9,703	–
		91,359	370,793	13,167	69,200	544,519	479,273

2019	Weighted ave interest rate	1 Year $'000	1 to 2 Years $'000	2 to 5 Years $'000	Over 5 Years $'000	Total $'000	Carrying Amount $'000
Trade and other payables		143,652	227	682	2,273	146,834	145,674
Bank loans	2.91%	9,192	9,167	316,557	–	334,916	315,000
Lease liabilities	2.62%	7	–	–	–	7	7
Financial guarantees	2.91%	7,199	–	–	–	7,199	–
		160,050	9,394	317,239	2,273	488,956	460,681

The amount included above for financial guarantees is the maximum amount that the Group could be forced to settle under the arrangements for the full guarantee amount if that amount is claimed by the counterparty to the guarantees. Based on expectations at the end of the reporting period, the Group considers that it is more likely than not that such amounts will not be payable under the arrangement. However, this estimate is subject to change depending on the probability of the counterparty claiming under the guarantee, which is a function of the likelihood that the financial receivables held by the counterparty which are guaranteed, suffer credit losses.

Note 25. Issued Capital

Ordinary shares are classified as equity. Incremental costs directly attributable to the issue of new shares or options are shown in equity as a deduction, net of tax, from the proceeds.

Share capital	2020		2019	
Details	Number of shares	$'000	Number of shares	$'000
Ordinary share capital				
Fully paid ordinary shares	**653,784,477**	**1,282,570**	656,442,495	1,288,923

Ordinary shares are classified as equity. Incremental costs directly attributable to the issue of new shares or options are shown in equity as a deduction, net of tax, from the proceeds.

Movements in ordinary share capital		2020		2019	
Date	Details	Number of shares	$'000	Number of shares	$'000
	On issue at 1 July	**656,442,495**	**1,288,923**	414,883,467	748,137
	Movements:				
30/08/2018	Issue of shares under Entitlement Offer (Institutional tranche)(i)	**–**	**–**	138,720,619	352,350
14/09/2018	Issue of shares under Entitlement Offer (Retail tranche)(i)	**–**	**–**	28,573,079	72,576
27/09/2018	Issue of shares under dividend reinvestment program	**–**	**–**	176,268	545
20/12/2018	Employee Gift Offer(ii)	**–**	**–**	36,445	98
25/03/2019	Issue of shares as consideration for Business Combination – DADI(iii)	**–**	**–**	78,740,154	127,953
	Share buy-back during year	**–**	**–**	(4,687,537)	(7,330)
19/07/2019	Employee Gift Offer(ii)	**53,640**	**120**	–	–
25/07/2019	Issue of shares under Employee Incentive Plan(iv)	**1,073,683**	**2,072**	–	–
	Share buy-backs during the period(v)	**(3,785,341)**	**(8,500)**	–	–
	Capital raising transaction costs during the period (net of tax)(vi)		**(45)**	–	(5,406)
	On issue at 30 June	**653,784,477**	**1,282,570**	656,442,495	1,288,923

(i) On 21 August 2018, the Group announced it had entered into a binding agreement to acquire DADI. The acquisition was partly funded by an underwritten 1 for 2.48 pro-rata accelerated, non-renounceable entitlement offer priced at $2.54 per ordinary share to raise $425 million.

(ii) The BINGO Employee Gift Offer gives Director discretion to provide eligible employees with an opportunity to acquire an ownership interest in the Group.

(iii) Refer to Note 17 for further details.

(iv) On 30 July 2019, the Group issued 1,073,683 shares under the Employee Incentive Plan, 170,908 shares related to shares vested from the Short-Term Incentive Plan for year ended 30 June 2018, and 902,775 shares related to shares vested from the Transactional Bonus.

(v) The Group implemented a 12 month on-market share buy-back in March 2019.

(vi) Prior period gross capital raising transaction costs were $7.2 million ($5.4 million net of tax).

Note 26. Reserves

	2020 $'000	2019 $'000
Group reorganisation reserve (a)	**(545,068)**	(545,068)
Employee equity benefits reserve (b)	**4,737**	3,243
Hedging reserve (c)	**(8)**	–
Closing balance	**(540,339)**	(541,825)

(a) Group reorganisation reserve

Under the corporate reorganisation and initial public offering policy, the proceeds of shares issued by the Company as part of the IPO, and the equity retained by the shareholders are recognised in the corporate reorganisation reserve. An adjustment is then made to issued capital to eliminate the issued capital recognised in Bingo Holdings Pty Limited immediately before the corporate reorganisation. There were no movements in the reserve balance in the current or prior year.

(b) Employee equity benefits reserve

The employee equity benefits reserve is used to record the value of equity benefits provided to employees as part of their remuneration. Refer to Note 31 for further details on these share-based payment plans.

	2020 $'000	2019 $'000
Employee equity benefits reserve		
Opening Balance	**3,243**	1,452
Share-based payment expense[i]	**3,566**	1,791
Issue of shares on vesting of performance rights	**(2,072)**	–
Closing balance	**4,737**	3,243

(i) Refer to Note 31 for further details.

(c) Hedging reserve

The Hedging reserve is used to record the gain/(loss) on cash flow hedges.

	2020 $'000	2019 $'000
Hedging reserve		
Opening balance	**–**	–
(Loss)/gain on cash flow hedges (net of tax)	**(8)**	–
Closing balance	**(8)**	–

Note 27. Dividends

The Company declared a fully franked dividend on ordinary shares for the financial year ended 30 June 2020 of 3.7 cents per share, being an interim dividend of 2.2 cents per share and final dividend of 1.5 cents per share. The record date of the final dividend is 1 September 2020 with payment to be made on 8 October 2020.

Details of the dividends in respect of the financial year are as follows:

	2020		2019	
	Cents per share	**Total $'000**	**Cents per share**	**Total $'000**
Dividends paid during the period				
Final dividend relating to prior period	**2.00**	**13,151**	2.00	8,298
Interim dividend relating to current period	**2.20**	**14,384**	1.72	10,017
	4.20	**27,535**	3.72	18,315
Dividend determined in respect of the period				
Interim dividend relating to current period	**2.20**	**14,384**	1.72	10,017
Final dividend relating to current period declared subsequent to year end	**1.50**	**9,807**	2.00	13,151
	3.70	**24,191**	3.72	23,168

	2020 $'000	2019 $'000
Franking credit balance		
The available franking credits are:		
30% franking credits	**69,402**	63,181

	2020 $'000	2019 $'000
Dividends paid in cash or satisfied by the issue of shares under the dividend reinvestment plan		
Dividends paid in cash	**27,535**	17,770
Dividends satisfied by the issue of shares under the dividend reinvestment plan[(i)]	**–**	545
	27,535	18,315

(i) Dividend reinvestment plan has been suspended since the half year ended 31 December 2018.

Notes to the Financial Statements

Note 28. Commitments

	2020 $'000	2019 $'000
Capital commitments		
Significant capital expenditure contracted for at the end of the reporting period but not recognised as a liability is as follows:		
Property, plant and equipment	**35,707**	14,375

Capital commitments predominately relate to plant and equipment under construction for the Patons Lane recycling facility ($2.0 million to October 2020) and the MPC 2 at Eastern Creek ($30.3 million to January 2021).

Note 29. Contingent Liabilities

The Group does not have any contingent liabilities at 30 June 2020.

Note 30. Company Details

Bingo Industries Limited
New South Wales

Legal Form	Incorporated public company limited by shares
Country of incorporation	Australia
Registered office	305 Parramatta Road Auburn NSW 2144
Principal place of business	305 Parramatta Road Auburn NSW 2144

Note 31. Share-Based Payments

The Board has adopted an incentive plan called the Equity Incentive Plan (EIP) to facilitate offers of equity in the form of options or performance rights to employees of the Group. Under the EIP, the Board may, at its absolute discretion, offer awards under the EIP to employees of the Group (including the Managing Director and Chief Executive Officer and the Chief Financial Officer).

Each performance right represents a right to have one Share issued to the holder of the performance right (or issued to a trust set up in connection with the EIP on their behalf) on the vesting date. Each option represents a right to acquire one Share for a fixed exercise price per option following the vesting date and prior to the expiry date of the option. The Board has no current intention to issue options to employees under the EIP.

Share-based payments have been adopted for short-term incentives (STI), long term incentives (LTI) and the Transactional Bonus from the IPO.

Expense arising from share-based payments:

	2020 $'000	2019 $'000
STI(i)	**2,234**	297
LTI(i)	**1,332**	810
Transactional Bonus(ii)	**–**	684
	3,566	1,791

(i) STI and LTI have been classified as employee benefits expenses in the Consolidated Statement of Profit or Loss.

(ii) The performance rights granted under the Transactional Bonus will be expensed over the vesting period. The Transactional Bonus has been classified as capital raising costs in the Consolidated Statement of Profit or Loss.

(a) Short-Term Incentives (STI)

During the year 1,286,102 performance rights were granted under the STI (2019: Nil).

(b) Long-Term Incentives (LTI)

The Long-Term Incentive Plan was reviewed during the year with the EPS hurdle replaced with a ROCE hurdle.

Performance Rights made in previous periods

The LTI performance rights will be subject to an earnings per share compound annual growth (EPS) hurdle (50% of the grant value) and a relative total shareholder return (TSR) hurdle (compared to the ASX 300 Industrials constituents) (50% of the grant value).

These will both be tested over the first three years from the date of grant. 20% of the performance rights subject to the EPS hurdle will vest if EPS growth is at the target level and 100% will vest if EPS growth is at the stretch level or above with straight-line vesting in between. No EPS performance rights will vest if EPS growth is below the target level. Between 50% and 100% of the performance rights subject to the TSR hurdle will vest on a straight-line basis if the Group's TSR is between the 50th percentile and the 75th percentile with 100% vesting above the 75th percentile. No TSR performance rights will vest if the Group's TSR is at or below the 50th percentile. These performance hurdles are mutually exclusive so that if only one of these hurdles is satisfied, vesting will still occur for that portion of the grant.

The rights to shares will vest and be delivered in equal tranches on the date that is three and four years from the date of grant (i.e. the vesting date) subject to meeting specified service conditions and otherwise satisfying the terms of the EIP. No exercise price is payable.

Performance rights made in current period

The LTI performance rights will be subject to a Return on Capital Employed (ROCE) hurdle with a Weighted Average Cost of Capital (WACC) gate (50% of the grant value) and a relative total shareholder return (TSR) hurdle (compared to the ASX 300 Industrials constituents) (50% of the grant value).

These will both be tested over the first three years from the date of grant. If ROCE is less than target, no vesting will occur. If ROCE reaches target and is at least WACC +1%, 50% vesting will occur. Where performance is up to 100bps over target (given ROCE at least WACC +1%), pro-rata straight line of earnings between 50-100% will be awarded.

Between 50% and 100% of the performance rights subject to the TSR hurdle will vest on a straight-line basis if the Group's TSR is between the 50th percentile and the 75th percentile with 100% vesting above the 75th percentile. No TSR performance rights will vest if the Group's TSR is at or below the 50th percentile. These performance hurdles are mutually exclusive so that if only one of these hurdles is satisfied, vesting will still occur for that portion of the grant.

The rights to shares which will vest and be delivered in equal tranches on the date that is three and four years from the date of grant (i.e. the vesting date) subject to meeting specified service conditions and otherwise satisfying the terms of the EIP. No exercise price is payable.

Note 31. Share-Based Payments (continued)

At 30 June 2020, the following performance rights under the LTI scheme outstanding at the reporting date are:

Grant date	Tranche	End of performance period	Opening Balance	Number of rights granted during the year	Number of rights vested during the year	Number of rights forfeited during the year	Balance at the year end
13 April 2017	1	30 June 2020	323,484	–	(161,742)	(161,742)	–
13 April 2017	2	30 June 2021	323,484	–	–	–	323,484
1 May 2017	1	30 June 2020	9,722	–	(4,861)	(4,861)	–
1 May 2017	2	30 June 2021	9,722	–	–	–	9,722
23 October 2017	1	30 June 2020	13,265	–	(6,633)	(6,632)	–
23 October 2017	2	30 June 2021	13,265	–	–	–	13,265
13 November 2017	1	30 June 2020	37,019	–	(18,509)	(18,510)	–
13 November 2017	2	30 June 2021	37,019	–	–	–	37,019
15 January 2018	1	30 June 2020	6,010	–	(3,005)	(3,005)	–
15 January 2018	2	30 June 2021	6,010	–	–	–	6,010
28 September 2018	1	30 June 2021	437,054	–	–	–	437,054
28 September 2018	2	30 June 2022	437,054	–	–	–	437,054
16 November 2018	1	30 June 2021	6,168	–	–	–	6,168
16 November 2018	2	30 June 2022	6,168	–	–	–	6,168
15 June 2019	1	30 June 2021	37,980	–	–	–	37,980
15 June 2019	2	30 June 2022	37,980	–	–	–	37,980
6 November 2019	1	30 June 2022	–	643,597	–	–	643,597
6 November 2019	2	30 June 2023	–	643,598	–	–	643,598
14 November 2019	1	30 June 2022	–	132,075	–	–	132,075
14 November 2019	2	30 June 2023	–	132,076	–	–	132,076
Total			**1,741,404**	**1,551,346**	**(194,750)**	**(194,750)**	**2,903,250**

A Monte Carlo simulation approach was used to value the LTI awards subject to the relative TSR performance conditions.

Fair market value	Tranche 1 (TSR)	Tranche 1 (ROCE)	Tranche 2 (TSR)	Tranche 2 (ROCE)
6 November 2019	$1.44	$2.28	$1.49	$2.23
14 November 2019	$1.94	$2.63	$1.93	$2.58

Key valuation assumptions made at grant date were:

	6 November 2019		14 November 2019	
Grant date	**Tranche 1**	**Tranche 2**	**Tranche 1**	**Tranche 2**
Share price	$2.395	$2.395	$2.752	$2.752
Expected volatility	36%	36%	36%	36%
Expected life	2.6 years	3.6 years	2.6 years	3.6 years
Risk free interest rate	0.89%	0.91%	0.75%	0.77%
Dividend yield	1.92%	1.92%	1.78%	1.78%

c) Transactional bonus

A transactional bonus was paid during the 2017 year following the completion of the IPO. 50% was paid in cash with the remaining 50% paid in the form of performance rights granted under the EIP. The vesting of those rights was deferred for two years and subject to the executive remaining employed with the Group until the vesting date.

Note 32. Related Parties

(a) Parent entities

Bingo Industries Limited is the ultimate parent entity.

(b) Equity interests in related parties

Details of the percentage of ordinary shares held in subsidiaries are disclosed in Note 21.

(c) Key management personnel

Disclosures relating to key management personnel (KMP) are set out in the Remuneration Report on pages 125 to 141. The aggregate compensation made to Directors and other members of key management personnel of the Company and the Group is set out below:

	2020 $	**2019 $**
Short-term employee benefits	**3,207,157**	2,771,916
Post-employment benefits	**96,552**	88,803
Other long-term employee benefits	**(168,986)**	158,626
Equity settled share-based payments	**1,618,578**	726,156
	4,753,301	3,745,501

(d) Wholly owned Group transactions

The wholly owned Group is listed in Note 21. Transactions between various entities in the Group consist of:

(i) Sales between entities

(ii) Recharging of operating and administrative costs

(e) Other related party transactions

The DADI business was acquired by the Group in March 2019. The land and buildings at Alexandria, which are owned by entities associated with a Director, are leased to the Group on normal commercial terms and conditions. Other Assets includes rental deposits of $1,522,995 with respect to these leases (2019: $1,522,955). During the period, $604,600 was expensed as outgoings (2019: $1,113,645 as rent and outgoings) and principal and interest on lease liabilities of $3,066,882 and rent and outgoings of $666,979 were paid (2019: $1,223,091 for rent and outgoings). $Nil was outstanding at year end (2019: $1,919).

The Group paid and was reimbursed for land tax and council rates on land controlled by a Director. The Group has received a $600,000 rental bond which is held within Trade and Other Payables at 30 June 2020 (2019: $600,000). During the year, $945,743 was recharged to the Director (2019: $220,701). $204,794 was outstanding at year end (2019: $Nil).

The Group has received executive management services from an entity associated with a Director to which fees of $1,295,910 (2019: $105,600) were paid. $Nil was outstanding at year end (2019: $75,900).

The Group has received financial advisory advice from an entity associated with a Director to which fees of $49,500 (2019: $198,000) were paid. $Nil was outstanding at year end (2019: $Nil).

The Group sponsors a foundation related to a Director. During the year $350,625 (2019: $402,875) was paid. $13,750 was outstanding at year end (2019: $Nil).

The Group undertakes certain capital and maintenance work which it contracts out to Director-related entities or an entity associated with a Director. During the year $146,154 (2019: $370,902) was paid. $Nil was outstanding at year end (2019: $89,219).

The Group has received printing and design services from an entity associated with a Director to which fees of $122,672 (2019: Nil) were paid. $10,318 was outstanding at year end (2019: Nil).

Note 32. Related Parties (continued)

The Group leased certain plant and equipment to entities associated with a Director. During the year $Nil was charged on normal commercial terms (2019: $Nil). $Nil was repaid (2019: $165,000) and $Nil was outstanding at year end (2019: $Nil).

The Group provides certain waste management and services to entities associated with a Director on normal commercial terms and conditions. During the year $1,409,086 was received (2019: $139,544) and recognised as revenue in profit and loss. $2,491 was receivable at year end (2019: $80,826).

Expenses were incurred on credit cards controlled by a Director. The Group reimbursed the Director for business related expenses. During the year, $352,732 was reimbursed to the Director (2019: $Nil). Nil was outstanding at year end (2019: $352,732).

The Has-a-Bin business was acquired by the Group in September 2017. The land, which the Greenacre facility is located upon, was acquired by an entity associated with a Director and was leased to the Group on normal commercial terms and conditions. In October 2018 the land was purchased at market value of $13.5 million on normal commercial terms. Lease obligations outstanding at the acquisition date amounting to $189,000 were settled as part of the transaction.

Note 33. Events Subsequent to the Financial Year End

Final Dividend

On 25 August 2020, the Directors of the Company declared a final dividend on ordinary shares with respect to the year ended 30 June 2020. The total amount of the dividend is $9.8 million, which represents a fully franked dividend of 1.5 cents per share. The dividend has not been provided for in the financial statements for the year ended 30 June 2020.

COVID-19 Impact

During July 2020, the Group recorded COVID-19 positive cases at the West Melbourne site. The site was immediately shut down and the Crisis Management Plan was implemented. All customers were notified, and trucks were diverted to alternative locations. A deep clean of the site was undertaken, including the fumigation of rooms. The site was re-opened at 6am the next morning with a fresh team from other sites. The Group remains vigilant to the risk of further infections and is strictly following health authority guidelines.

Note 34. Auditor's Remuneration

During the financial year the following fees were paid or payable for services provided by Deloitte Touche Tohmatsu, the auditor of the Group:

	2020 $	2019 $
Audit and review of the financial statements	**456,000**	450,000
Due diligence services	**–**	515,000
Tax consulting due diligence and compliance services	**485,499**	94,835
Other assurance services	**–**	27,563
Total	**941,499**	1,087,398

Directors' Declaration

The Directors declare that:

(a) In the Directors' opinion, there are reasonable grounds to believe that the Company will be able to pay its debts as and when they become due and payable;

(b) In the Directors' opinion, the attached financial statements are in compliance with International Financial Reporting Standards, as stated in Note 2 to the financial statements;

(c) In the Directors' opinion, the attached financial statements and notes thereto are in accordance with the Corporations Act 2001, including compliance with accounting standards and giving a true and fair view of the financial position and performance of the consolidated entity; and

(d) The Directors have been given the declarations required by s.295A of the Corporations Act 2001.

At the date of this declaration, the Company is within the class of companies affected by *ASIC Corporations (Wholly owned Companies) Instrument 2016/785*. The nature of the deed of cross guarantee is such that each company which is party to the deed guarantees to each creditor payment in full of any debt in accordance with the deed of cross guarantee.

In the Directors' opinion, there are reasonable grounds to believe that the Company and the companies to which *ASIC Corporations (Wholly owned Companies) Instrument 2016/785* applies, as detailed in Note 20 to the financial statements will, as a group, be able to meet any liabilities to which they are, or may become, subject because of the deed of cross guarantee.

Signed in accordance with a resolution of Directors, pursuant to section 295(5) of the Corporations Act 2001.

On behalf of the Directors

Michael Coleman
Non-Executive Director and Chair

Daniel Tartak
Managing Director and Chief Executive Officer

25 August 2020
Sydney

Independent Auditor's Report

to the Members of Bingo Industries Limited

Deloitte.

Deloitte Touche Tohmatsu
ABN 74 490 121 060
Grosvenor Place
225 George Street
Sydney, NSW, 2000
Australia

Phone: +61 2 9322 7000
www.deloitte.com.au

Independent Auditor's Report to the Members of Bingo Industries Limited

Report on the Audit of the Financial Report

Opinion

We have audited the financial report of Bingo Industries Limited (the "Company") and its subsidiaries (the "Group"), which comprises the consolidated statement of financial position as at 30 June 2020, the consolidated statement of profit and loss and other comprehensive income, the consolidated statement of changes in equity and the consolidated statement for cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies and directors' declaration.

In our opinion, the accompanying financial report of the Group is in accordance with the *Corporations Act 2001*, including:

(i) Giving a true and fair view of the Group's financial position as at 30 June 2020 and of its financial performance for the year then ended; and

(ii) Complying with Australian Accounting Standards and the *Corporations Regulations 2001*.

Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of our report. We are independent of the Group in accordance with the auditor independence requirements of the *Corporations Act 2001* and the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We confirm that the independence declaration required by the *Corporations Act 2001*, which has been given to the directors of the Company, would be in the same terms if given to the directors as at the time of this auditor's report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key Audit Matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial report for the current period. These matters were addressed in the context of our audit of the financial report as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Deloitte.

Key Audit Matter	How the scope of our audit responded to the Key Audit Matter
Finalisation of accounting for the acquisition of Dial-A-Dump Industries During the prior financial year, the Group acquired the Dial-A-Dump Industries Pty Limited Group of entities (DADI), as disclosed in Note 17. As at 30 June 2019, the Group provisionally accounted for the acquisition. The acquisition accounting was finalised in the period ended 31 December 2019. Accounting for this transaction is complex and judgmental, requiring management to determine: • the appropriate purchase price allocation, including the fair value assessment of the identifiable tangible and intangible assets, specifically landfill void, customer relationships and brand name; • the appropriate accounting for transaction related tax matters, including the acquisition tax amounts and temporary differences; • the appropriate classification of options relating to land as a consequence of the acquisition; • the appropriate accounting for assets held for sale that arose as a result of the significant business acquisition, including the allocation of goodwill and tax positions associated with the sale of the asset held for sale; and • the completeness and appropriateness of disclosures pertaining to the transaction and associated finalised accounting.	Our procedures included, but were not limited to: • Obtaining a detailed understanding of the terms and conditions of the purchase contracts • Understanding the process that management had undertaken to evaluate the skills and expertise of management's independent valuation experts used to determine the value attributable to acquired assets and liabilities; • Assessing the finalised take on balance sheet and management's assessment of the fair values of assets and liabilities, including but not limited to: - management's methodologies for assessing the fair value of physical property, plant and equipment acquired; - expected credit loss provisions at the date of acquisition; - evaluating the accounting treatment, including the classification of options relating to land based on our understanding of the terms and conditions of the purchase contract; - evaluating, in conjunction with our valuation specialists, the appropriateness of the discount rate by comparison to an independent assessment and the finalised values attributed to the acquired intangible assets and liabilities assumed as part of the business acquisition; - In conjunction with our tax specialists: ▪ understanding the process that management have undertaken to identify and assess tax positions; ▪ evaluating the taxation balances arising as a consequence of the DADI acquisition have been appropriately calculated and accounted for; and ▪ Assessing the appropriateness of the disclosures in financial statements.

Other Information

The directors are responsible for the other information. The other information comprises the information included in the Group's annual report for the year ended 30 June 2020 but does not include the financial report and our auditor's report thereon.

Our opinion on the financial report does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

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If, based on the work we have performed, we conclude that there is a material misstatement of this other information; we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the Directors for the Financial Report

The directors of the Company are responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards and the *Corporations Act 2001* and for such internal control as the directors determine is necessary to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the directors are responsible for assessing the ability of the Group to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.

- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the financial report. We are responsible for the direction, supervision and performance of the Group's audit. We remain solely responsible for our audit opinion.

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We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the directors with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with the directors, we determine those matters that were of most significance in the audit of the financial report of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Report on the Remuneration Report

Opinion on the Remuneration Report

We have audited the Remuneration Report included in pages 127 to 141 of the Directors' Report for the year ended 30 June 2020.

In our opinion, the Remuneration Report of Bingo Industries Limited for the year ended 30 June 2020 complies with section 300A of the *Corporations Act 2001*.

Responsibilities

The directors of the Company are responsible for the preparation and presentation of the Remuneration Report in accordance with section 300A of the *Corporations Act 2001*. Our responsibility is to express an opinion on the Remuneration Report, based on our audit conducted in accordance with Australian Auditing Standards.

Deloitte Touche Tohmatsu

DELOITTE TOUCHE TOHMATSU

Tara Hill
Partner
Chartered Accountants
Sydney, 25 August 2020

Additional Information

Top 20 Shareholders as at 9 September 2020

Rank	Name	No. of Shares	% of Shares
1	HSBC CUSTODY NOMINEES (AUSTRALIA) LIMITED	132,430,333	20.25
2	J P MORGAN NOMINEES AUSTRALIA PTY LIMITED	93,848,488	14.35
3	DCT HOLDINGS (NSW) PTY LTD	129,575,441	19.81
4	CITICORP NOMINEES PTY LIMITED	42,666,403	6.52
5	IAN RAYMOND MALOUF	77,305,939	11.82
6	NATIONAL NOMINEES LIMITED	30,631,302	4.68
7	BNP PARIBAS NOMS PTY LTD	16,183,037	2.47
8	MAT 17 P/L	14,146,609	2.16
9	BNP PARIBAS NOMINEES PTY LTD	9,949,081	1.52
10	MUTUAL TRUST PTY LTD	7,684,067	1.17
11	UBS NOMINEES PTY LTD	4,362,615	0.67
12	BNP PARIBAS NOMS (NZ) LTD	4,149,716	0.63
13	MR KEVIN ZOUKI & MRS SALMA ZOUKI	2,028,893	0.31
14	GOOD RIVER PROPERTIES PTY LTD	1,968,312	0.30
15	HARDY PTY LTD	1,825,658	0.28
16	JBWERE (NZ) NOMINEES LIMITED	1,779,094	0.27
17	CS FOURTH NOMINEES PTY LIMITED	1,640,425	0.25
18	CITICORP NOMINEES PTY LIMITED	1,185,777	0.18
19	PACIFIC CUSTODIANS PTY LIMITED	1,025,059	0.16
20	MR JOHN JOSEPH ZOUKI & MRS MANDANA ZOUKI	968,058	0.15
Top 20 holders of fully paid ordinary shares		**575,354,307**	**87.98**
Total Remaining Holders Balance		**78,627,856**	**12.02**
Total Fully Paid Ordinary Shares on Issue		**653,982,163**	**100.00**

Substantial Shareholders

The number of shares held by substantial shareholders as disclosed in the shareholding notices given to the Company as at 9 September 2020 were:

Name	No. of Shares	% of Shares
DCT HOLDINGS (NSW) PTY LTD[1]	129,651,417	19.83
IAN RAYMOND MALOUF[2]	79,836,835	12.08
SCHRODER INVESTMENT MANAGEMENT AUSTRALIA LIMITED	59,406,099	9.09
THE CAPITAL GROUP COMPANIES, INC	61,242,649	9.37

1 These shareholdings relate to various shares held directly and indirectly by Daniel Tartak, Managing Director and Chief Executive Officer.

2 These shareholdings relate to various shares held directly and indirectly by Ian Raymond Malouf, Non-Executive Director.

An entity has a substantial shareholding if the total votes attaching to shares in which the entity and their associates have a relevant interest is 5% or more. The list of the 20 largest shareholders is based on the number of shares held in the name of each shareholder on the register of members, even if the shareholder holds the share as a nominee (i.e. no beneficial or relevant interest in the shares). The list of the 20 largest shareholders of the Company and the list of substantial shareholders of the Company differ for this reason.

Statement of Quoted Securities

The Company's total number of shares on issue as at 9 September 2020 was 653,982,163 fully paid Ordinary shares held by 9,266 individual shareholders.

Statement of Restricted Securities

The Company has the following securities subject to voluntary escrow at 9 September 2020:

No. of Shares	Date of Release
18,538,985	25 September 2020
18,538,984	25 March 2021

Voting Rights

The Company's share capital is of one class with the following voting rights:

Under the Company's Constitution, every member is entitled to vote who is present at a general meeting of the Company in person or by proxy or by attorney or, in the case of a corporation, by representative, shall, upon a show of hands, have one vote only. A member is not entitled to vote in respect of shares which are the subject of a current Restriction Agreement for so long as any breach of that agreement subsists.

At 9 September 2020, there were 3,292,134 performance rights on issue to 24 individuals (consisting of officers and employees of the Company) under the Company's incentive schemes. Voting rights will be attached to the unissued ordinary shares when the performance rights have been exercised.

Distribution Schedule of Shareholders

Range	Number of Shareholders	%	Ordinary Shares	%
1 to 1,000	2,663	28.74	1,412,869	0.22
1,001 to 5,000	3,595	38.80	10,083,290	1.54
5,001 to 10,000	1,479	15.96	11,409,766	1.74
10,001 to 100,000	1,431	15.44	33,555,866	5.13
100,001 and Over	98	1.06	597,520,372	91.37
Total	**9,266**	**100.00**	**653,982,163**	**100.00**

The number of shareholders each holding less than a marketable parcel of the Company's ordinary shares ($500 in value) at 9 September 2020 was 406.

On-market buy back

During the year ended 30 June 2020, 3,785,341 Bingo securities were acquired as part of the Company's on market buy-back announced to the market on 28 February 2019 at an average price of $2.2454.

Additional Information

Securities Exchange Listing

The shares of the Company are listed on the Australian Securities Exchange under the code BIN.

Joint Company Secretaries

Stephen Schmidhofer and Rozanna Lee

Registered Office and Principal Office

305 Parramatta Road
Auburn NSW 2144

Share Registry

Shareholders can obtain information about their shares and dividend payments by contacting the Company's share registry:

Link Market Services Limited

Level 12, 680 George Street
Sydney NSW 2000

Telephone: +61 1300 554 474

Investor Relations

investors@bingoindustries.com.au

General Enquiries

Email: enquiries@bingoindustries.com.au

Phone: 1300 424 646

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