

A photograph of three BINGO BINS employees standing in a construction or industrial setting. They are all wearing white hard hats and high-visibility orange safety vests with reflective silver stripes. The vests and hard hats feature the BINGO BINS logo. The employee on the left is a man with a white hard hat and orange vest. The employee in the middle is a woman with a white hard hat and orange vest. The employee on the right is a man with a white hard hat and orange vest, with his hand on the shoulder of the woman in the middle. The background shows a concrete wall and some construction materials.

REALISING OUR VISION

FOR A WASTE FREE AUSTRALIA

Daniel Tartak, BINGO Industries
BINGO Investor Day, 26 June 2019

www.bingoindustries.com.au

BINGO
INDUSTRIES

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Throughout this document non-IFRS financial indicators are included to assist with understanding Bingo's performance. The primary non-IFRS information is Underlying EBITDA, Underlying EBIT, Underlying NPAT and Operating Free Cash Flow before interest and tax payments.

Management believes Underlying EBITDA, Underlying EBIT, Underlying NPAT and Operating Free Cash Flow before interest and tax payments are appropriate indications of the on-going operational earnings and cash generation of the business and its segments because these measures do not include one-off significant items (both positive and negative) that relate to acquisition and integration costs. A reconciliation of non-IFRS to IFRS information is included where these metrics are used. This document has not been subject to review or audit by Bingo's external auditors.

Certain figures provided in this document have been rounded. In some cases, totals and percentages have been calculated from information that has not been rounded, hence some columns in tables may not add exactly. Year-on-year variances have been calculated as percentages for numbers and basis points for percentages.

All forward debt and leverage metrics do not include dividends or capital management initiatives such as a share buy-back.

Agenda

MORNING SESSION – MANAGEMENT PRESENTATIONS

- 1 8:00am – CEO Welcome
- 2 8:15am – DADI Integration
- 3 8:35am – Sustainability
- 4 9:05am – Zero Harm Update

SITE TOURS OF EASTERN CREEK AND PATONS LANE

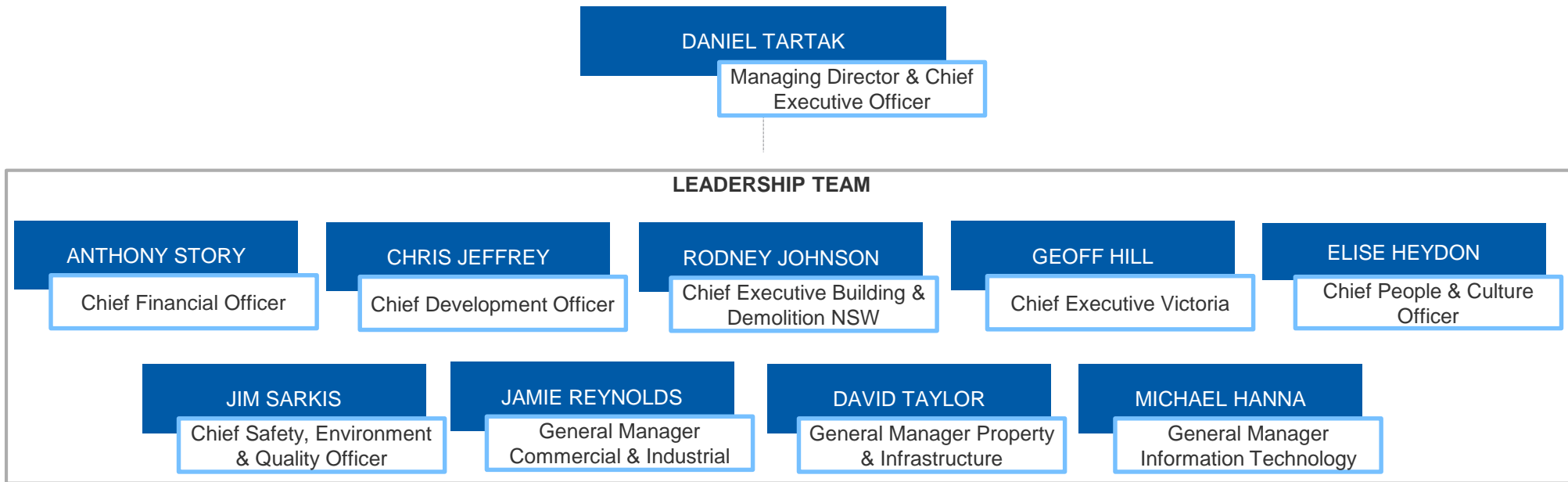
- 5 9:30am–3:00pm – Site Tours

AFTERNOON SESSION

- 6 3:00pm – Victorian Strategy
- 7 3:20pm – CEO Fireside Forum

Organisational Structure

As part of the DADI integration, BINGO's executive leadership team has been augmented to reflect the increased operational footprint and focus on diversification across sectors



Senior Management Role Responsibilities

ANTHONY STORY

Chief Financial Officer

- Finance
- Procurement
- Company Secretary
- Treasury

CHRIS JEFFREY

Chief Development Officer

- Strategy
- M&A
- Equity Markets
- Legal, Risk & Audit
- Sustainability
- Marketing
- Corporate Communications
- Project Management Office

DAVID TAYLOR

General Manager Property & Infrastructure

- Project Design & Development
- Property Portfolio
- Adjacent Technology
- Research & Development

ELISE HEYDON

Chief People & Culture Officer

- Employment Relations
- Compensation & Benefits
- Talent & Performance
- Learning & Development
- Inclusion
- Culture & Leadership

MICHAEL HANNA

General Manager Information Technology

- IT Support
- Architecture
- Security
- IT Infrastructure
- Applications
- Projects

RODNEY JOHNSON

Chief Executive Building & Demolition NSW

- B&D Sales
- B&D Collections
- Recycling Operations
- Landfill Operations
- Asset Management

GEOFF HILL

Chief Executive Victoria

- VIC Market Oversight
- B&D Collections
- Recycling Operations
- Customer Experience

JAMIE REYNOLDS

General Manager Commercial & Industrial

- C&I Sales
- C&I Collections
- C&I Fleet Asset Management

JIM SARKIS

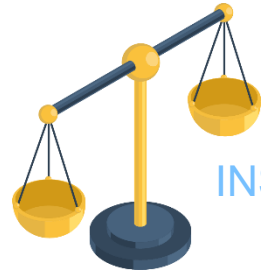
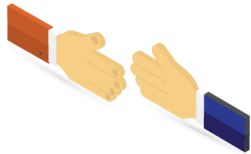
Chief Safety, Environment & Quality Officer

- Safety
- Environment
- Quality

Our Values – The BINGO Way

BE LOYAL

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



INSIDE THE LAW

We work honestly, ethically and fairly. We abide by all BINGO policies and procedures to protect our safety and the safety of others in our workplace.

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.

GREATNESS IS EARNED

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



BE SAFE



ONE TEAM, ONE FAMILY

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



DADI INTEGRATION UPDATE

BINGO Investor Day, 26 June 2019

Agenda

- 1 8:00am – CEO Welcome
- 2 8:15am – DADI Integration
- 3 8:35am – Sustainability
- 4 9:05am – Zero Harm Update

PRESENTER:

Chris Jeffrey
Chief Development Officer



Chris Gordon
GM Corporate Affairs & PMO



Dial a Dump Acquisition



DADI acquisition summary and highlights

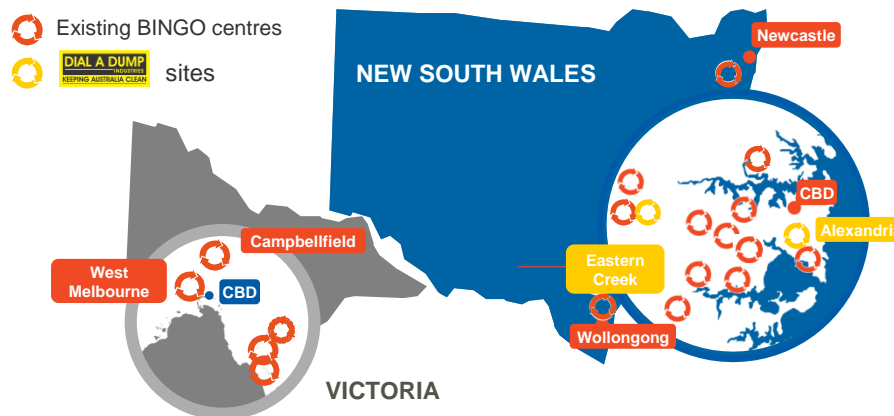
Acquisition Summary and Update

- Dial a Dump Industries (“DADI”) is a fully integrated recycling and waste management services provider in NSW, with operations across the waste value chain from collections, to recycling, landfill and recycled product sales
- Received ACCC approval on 28 February 2019, subject to BINGO’s undertaking to divest its Banksmeadow post-collections facility
- The acquisition formally completed in March 2019
- DADI acquisition was a catalyst for BINGO’s announced network reconfiguration in NSW, to enhance operational efficiency of BINGO’s network of strategic waste infrastructure assets
- Integration is well underway and expected to take up to two years to fully integrate the two businesses

Key benefits

Collections	<ul style="list-style-type: none"> ✓ Increases BINGO’s ability to compete against multinational, operators in C&I collections through securing C&I post-collections recycling and disposal assets ✓ Acquisition of collections fleet of 55 trucks ✓ Complementary network enhances fleet utilisation
Post-collections	<ul style="list-style-type: none"> ✓ Provides processing capacity and space ✓ Quality recycling centre and landfill asset with approved capacity of up to 2 million tonnes per annum ✓ Alexandria transfer station (5km’s from Sydney CBD) ✓ Enables BINGO to internalise 100% of its non-putrescible waste volumes

Combined site locations



Acquisition strategic rationale

- ➔ **Complementary post-collections assets** which includes Eastern Creek Waste Facility, a recycling and landfill asset with approved capacity of up to 2 million tonnes per annum and approximate 15 year useful remaining landfill life
- ➔ **Opportunity to transform the future of recycling and resource recovery in Greater Sydney**, with approximately 82 hectares¹ of real estate in the Western Sydney Growth Precinct providing BINGO with the opportunity to develop a one of a kind 'Recycling Ecology Park'
- ➔ **Diversifies BINGO's product offering** with expansion of processing capability into timber shredding, brick and concrete crushing, scrap steel recycling, garden organics and contaminated soils in the Sydney market
- ➔ **Eastern Creek facility provides a platform for ongoing diversification into Commercial & Industrial (C&I) waste processing** and enhanced vertical integration into putrescible² waste for both C&I and Municipal Solid Waste (MSW) volumes
- ➔ **Acquisition of DADI expected to deliver \$15 million of annualised cost synergies** from internalisation, operational efficiencies and overheads over two years with further potential revenue synergies to be realised

1. Figure includes up to 27 hectares of expansion land which BINGO has an option to retain or dispose of.

2. The site is currently licensed to accept non-putrescible waste. Putrescible waste could be accepted subject to receiving appropriate approvals and amendments as required.

Overview of BINGO / DADI by operating segments

The acquisition of DADI shifts BINGO's post-collections and recycled revenue contribution from 47% to approximately 70% of group revenue

Business and divisional overview

	Collections	Post-Collections		Recycled Products and Other ¹
		Processing	Landfill	
Overview of DADI operating segments	<ul style="list-style-type: none"> Collects non-putrescible waste from construction and commercial customers Fleet of 55 trucks More than 3,500 skip bins available for hire / collection 	<ul style="list-style-type: none"> Receives, sorts and recycles non-putrescible C&I and B&D waste Facilities: <ul style="list-style-type: none"> Genesis Transfer Station in Alexandria Material Processing Centre ("MPC") at Eastern Creek MPC at Eastern Creek with quality recycling equipment 	<ul style="list-style-type: none"> Located at Genesis Waste Facility, Eastern Creek Licensed to accept non-putrescible B&D, C&I and special waste Annual licensed capacity of 700,000 tpa with a remaining landfill life of ~15 years Residual waste delivered to the landfill via a unique chute system 	<ul style="list-style-type: none"> Sells recovered materials from the waste processed at the MPC at Eastern Creek Products include – aggregates, road base and mulch Customers across landscaping, construction, infrastructure and other industries
DADI % of 1H FY19 revenue				
Indicative BINGO / DADI combined % FY20 revenue				

Note: revenue split by segment based on gross revenue prior to eliminations. FY20 revenue includes revenue associated with Patons Lane.

1. DADI "Other revenue" includes rental income. Revenue associated with BINGO's recycled product sales has been included within Post-Collections.

2. FY20 includes a full year contribution from Patons Lane.

Recycling Ecology Park at Eastern Creek

The masterplan for the development of BINGO's Recycling Ecology Park at Eastern Creek has commenced



Development Update

- ✓ **Development of MPC 2 at Eastern Creek delivering incremental EBITDA**
 - construction due to commence in 1H FY20
 - completion expected in 2H FY20
 - estimated capex of \$30 million
 - processing both C&I and B&D
- ✓ **Planning approval modifications continue to be progressed, which include:**
 - increased annual landfill capacity limit to 1 million tonnes pa from 0.7 million tonnes pa
 - extension of MPC operations to 24 hrs
 - modification to site infrastructure layout

Note: Indicative only and subject to receiving appropriate approvals and amendments required. The site is currently not licensed to accept putrescible waste.

Integration Update












Integration Update

- ➔ Integration team and planning was well progressed pre-ACCC approval, enabling seamless transition from the acquisition mode to integration mode
- ➔ Confident that our cost synergy target of \$15m is achievable with revenue upside synergies likely over a two year period. On track to deliver initial synergy uplift in early FY20 (\$7.5m p.a.)
- ➔ Inherited a strong team adding significant operational expertise to BINGO
- ➔ Key DADI personnel appointed to senior roles in the BINGO Group
- ➔ Moving to a single brand – BINGO
- ➔ Adopting a “best of breed” approach to systems implementation
- ➔ Business has strong safety systems and processes and will be certified to ISO45001:2018
- ➔ Strong buy-in to BINGO vision and culture by the DADI team
- ➔ Site planning for delivery of Ecology park well progressed with construction underway on MPC 2

DADI integration objectives

Management focused on integration of DADI and anticipate it will take up to two years to fully integrate the two businesses

Focus Area	Objective	Status	Comment
Safety, Environment & Quality	<ul style="list-style-type: none"> Ensure all sites meet ISO standards Zero harm safety target 		<ul style="list-style-type: none"> Strong systems and processes in place. ISO45001, 14001 and 9001 certification due by end of CY19
People & Culture	<ul style="list-style-type: none"> Retain and engage key personnel 	 	<ul style="list-style-type: none"> Integrate BINGO culture - values based approach adopting the BINGO Way Retention of key personnel
Customer Retention	<ul style="list-style-type: none"> Retain 100% of existing customers Identify customer growth opportunities 		<ul style="list-style-type: none"> Leverage existing accounts to win new contracts & retain existing customers
Revenue Integrity	<ul style="list-style-type: none"> Determine future-state operating model Review systems and processes with the view of adopting the most appropriate 	 	<ul style="list-style-type: none"> Optimise and leverage central functions to reduce duplication and increase consistency Undertake comparative analysis of systems and processes
Operations	<ul style="list-style-type: none"> Internalise 100% of non-putrescible volumes within the network Leverage RRC footprint to increase network volumes 	 	<ul style="list-style-type: none"> Minimise tipping costs and internalise waste volumes Grow recycling volumes (internal and external)
Synergies	<ul style="list-style-type: none"> Deliver annualised cost synergies of \$15 million within two years 		<ul style="list-style-type: none"> Synergies from operational efficiencies, internalisation and overheads

 Achieved
  Work-in-progress
  Behind schedule

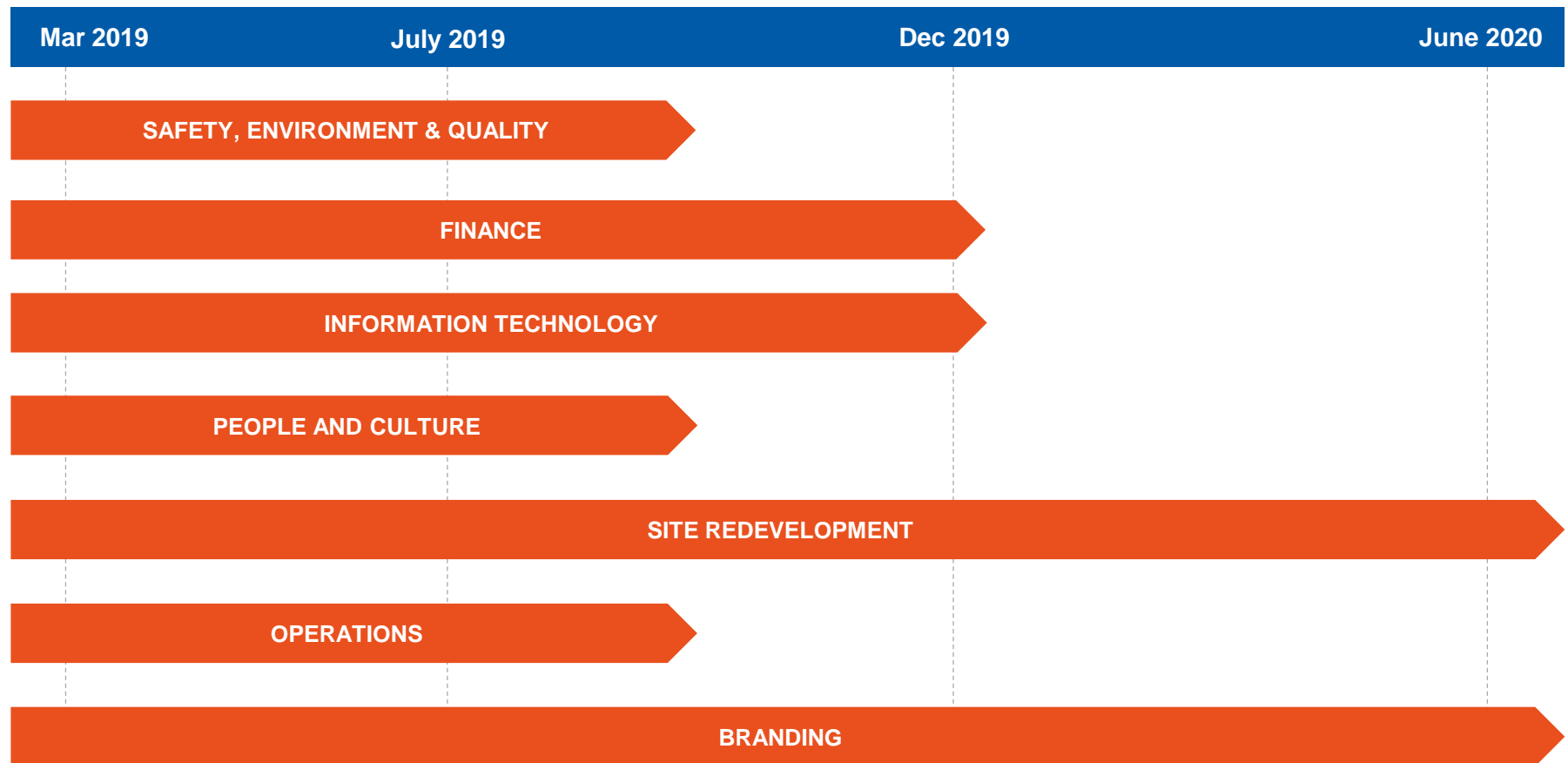
DADI integration governance

BINGO has a dedicated integration team focused on ensuring the integration process is run effectively without compromising the day-to-day operations of both businesses, with a dedicated PMO in place.



DADI Integration program

Individual workstreams will integrate at different times



People & Culture

Welcoming DADI into the BINGO Family

Achieved to date

- ✓ New operating model and structure in place and key appointments made
- ✓ Significant progress made on achievement of synergies
- ✓ Retention of key DADI employees in critical roles
- ✓ Commenced amalgamation of functional teams
- ✓ Internal communication channels in place
- ✓ Manage people aspect of network reconfiguration
- ✓ Assessment of DADI employment terms & conditions

Priorities

- Co-location of teams – underway
- Achieve synergy targets in early FY20 – on track
- Introduce the BINGO Way to all DADI employees
- Alignment of terms and conditions by end Sept 2019
- Provide BINGO uniforms, emails to all relevant DADI staff - commenced
- Introduce all BINGO P&C policies, processes and procedures by 30 Sept 2019

Systems

Adopting a “Best of Breed” approach to all systems – some BINGO, some DADI, some new

Achieved to date

- ✓ Comparative assessment of all relevant DADI systems
- ✓ Zero EPL breaches to date
- ✓ Consolidation of all customer data
- ✓ BINGO safety processes being rolled out
- ✓ Agreed preferred systems for key functions including:
 - Allocations
 - Sales (Bin, Commercial & Recycling)
 - Recycling operations
 - Customer service
 - People & Culture
 - Finance
 - Operational Reporting

Priorities

- Adopt BINGO SEQ policies, processes and procedures across the business – on track
- Achieve ISO accreditation for all sites - commenced
- Conduct SEQ inductions for all DADI drivers and site staff
- Install GPS trackers in all DADI trucks - commenced
- Implementation of agreed systems for all key functions - commenced

Assets

Moving to a unified network of facilities, plant and assets

Achieved to date

- ✓ Network configuration is now substantially complete and synergies on track FY20
- ✓ BINGO managing delivery of all projects at Eastern Creek and Alexandria
- ✓ Significant increase in internalisation of waste volumes

Priorities

- Re-branding of DADI facilities - commenced
- Re-branding of DADI trucks and bins – over time
- Delivery of MPC2 and extension to operating hours at Eastern Creek - commenced
- Relocation of Toro workshop from Auburn to Eastern Creek - commenced
- Complete integration of DADI fleet and bins into BINGO – July 2019
- Integration of DADI and BINGO call centres – 30 Sept 2019
- Agree final, unified bin set

Branding

Progressing to a single brand at a financially-prudent pace

FROM THIS

TO THIS

B&D
COLLECTIONS



POST-
COLLECTIONS



RECYCLED
PRODUCTS



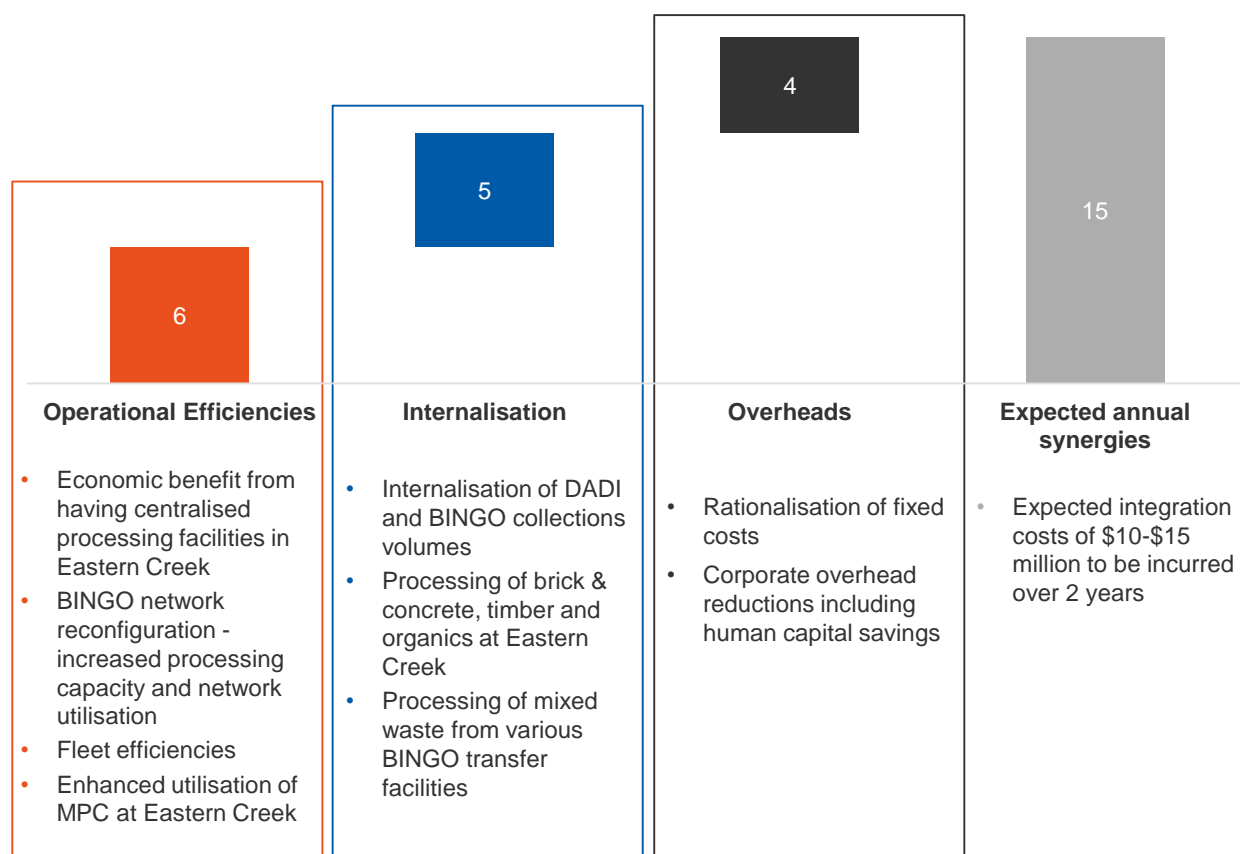
SAND & SOIL
SUPPLIES



Significant synergies and upside potential

Anticipated cost synergies of approximately \$15 million per annum to be fully realised over two years, with potential for incremental upside

Expected run-rate synergies p.a. (\$million)



Potential upside

- ✓ Incremental revenue upside from the introduction of a QLD Levy
- ✓ Extended landfill annual capacity limit and operating hours under the current submitted planning application¹
- ✓ Site masterplan amendments¹
- ✓ Growth opportunities for diversification into MSW and C&I putrescible waste streams
- ✓ Potential capital recovery from sale of non-core land assets to fund Eastern Creek expansion lowering the Group's capital cost over time
- ✓ Expanded product offering into scrap steel recycling and organics processing

1. Refers to modifications sought to the existing planning approval.



SUSTAINABILITY

Pushing for a Waste Free Australia

BINGO Investor Day, 26 June 2019

BINGO
INDUSTRIES

Agenda

- 1 8:00am – CEO Welcome
- 2 8:15am – DADI Integration
- 3 8:35am – Sustainability
- 4 9:05am – Zero Harm Update

PRESENTERS:

Chris Jeffrey
Chief Development Officer



Elise Heydon
Chief People & Culture Officer



Yeena Kirkbright
Communications Manager



Our Sustainability Framework



Our Sustainability Framework

- As a leading recycling and waste management company, we believe we have the opportunity to significantly contribute to the development of a circular economy in Australia, with approximately 45% of FY19 EBITDA¹ coming from recycling or product manufacturing
- Sustainability is a priority for the Board, management and all BINGO employees
- Our objective is to operate at the highest standards in the industry

	Our Environment		Our Communities		Our Business
	Energy and GHG Emissions Achieve energy self-sufficiency through the use of alternative fuel solutions		Customer Service Provide our customers with a superior customer experience		Governance Ensure regulatory compliance and effective risk management
	Climate Change Assess and prepare for climate-related risks and opportunities to minimise our contribution to climate change		Education Educate the next generation of recyclers and our customers to increase recovery rates		Sustainable Growth Achieve consistent, superior financial returns for our shareholders
	Environmental Management Minimise the impact of our operations on the environment		Social Responsibility Support community organisations and provide opportunities for disadvantaged community members		Innovation Aspire to operational best practice and industry leadership
	Resource Efficiency Achieve industry leading, independently audited diversion rate of >75%		Diversity and Inclusion Invest in the development of a diverse and inclusive workforce		Supply Chain Partner with suppliers and sub-contractors for sustainable outcomes
			Stakeholder Engagement Engage transparently and authentically with our stakeholders to develop enduring, mutually beneficial relationships		
			Health and Safety Ensure the health and safety of our people and those under our care		

1. Based on an annualised contribution of DADI earnings in FY19.

Our long-term sustainability goals

Climate Risk

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.



Leading practice environmental management

Driving towards a circular economy. BINGO is committed to enhancing diversion of waste from landfill through investment in recycling infrastructure and innovation.



Health & Safety

Creating a safe environment. BINGO is committed to being relentless in our pursuit of zero harm for our people.



Energy & GHG Emissions

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.



Diversity & Inclusion

A culture that values and leverages diversity. BINGO is committed to achieving a long term target of 30% female representation on our BINGO Board.



Sustainability highlights FY18

For BINGO sustainability and profitability are inextricably linked.



In excess of
\$700,000
raised for NSW
Cancer Council
and McGrath
Foundation

193
Employees
participated in
certificate III
level training

Continued focus
on safety
65%
Improvement on
LTIFR

Independently verified average
recovery rate of
77%

FY18 water
consumption of

111 kL

Safety Stats

Zero Harm Target

2018

1.5 LTIFR

2017

4.3 LTIFR

2016

**9.9
LTIFR**

Contributing to a
circular economy
BINGO's five
revenue producing
recycled products
contributed

**4% of
total
revenue**

+223,000

Tonnes of brick
and concrete
recovered



Achieved a best annual
recovery rate of

85%

at the Minto
facility



BINGO-owned commercial
and skip fleet fully

Euro V

Compliant or
equivalent



BINGO's waste
education program
reached

1,141

School students in FY2018



4 Pink BINGO Trucks

In support of the McGrath
Foundation and the Cancer Council



**85,478
tCO2-e/pa**

**Abated
Emissions**

From
recovery
materials



Partners for change – our sustainability alliances

- BINGO partners with a range of industry, business and government organisations and associations for sustainable outcomes.
- This includes providing data and recommendations for waste policy and industry improvements.



Our sustainability actions



Our Climate Change Statement

Our Actions: Carbon reduction

- using natural resources and energy efficiently;
- managing the fuel consumption and efficiency of our fleet of trucks;
- abating emissions through diverting waste from landfill;
- setting public targets to reduce our green-house gas emissions; and
- increasing the use of renewable energy across our operations.

Resource Recovery

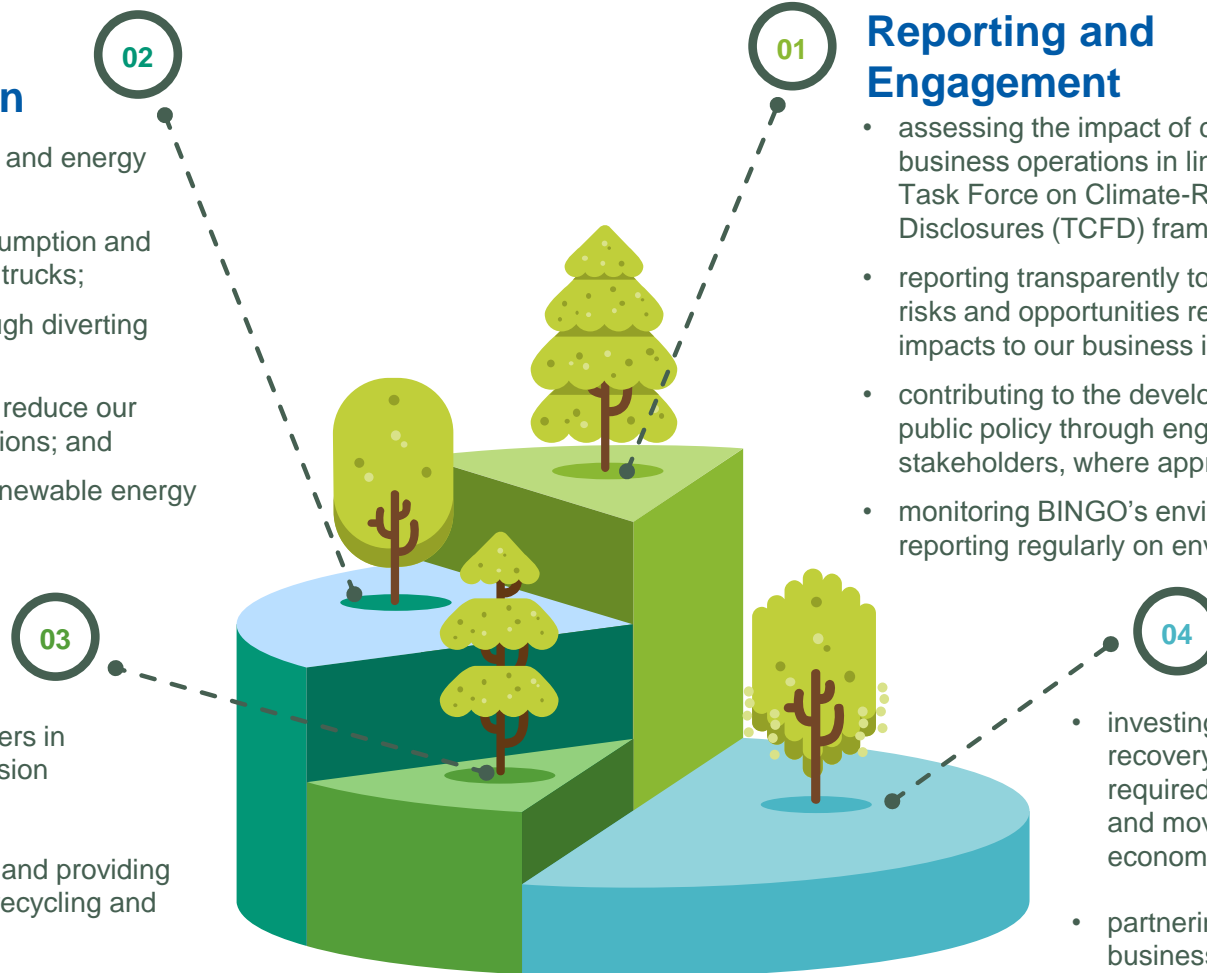
- assisting our stakeholders in developing waste diversion strategies;
- sharing our knowledge and providing thought-leadership on recycling and resource recovery; and
- educating the next generation of recyclers through our Schools Education Program.

Reporting and Engagement

- assessing the impact of climate change on our business operations in line with the United Nations' Task Force on Climate-Related Financial Disclosures (TCFD) framework;
- reporting transparently to our stakeholders on the risks and opportunities relating to climate change impacts to our business in line with the TCFD;
- contributing to the development of climate change public policy through engagement with government stakeholders, where appropriate; and
- monitoring BINGO's environmental performance and reporting regularly on environmental issues.

Resilience and adaption

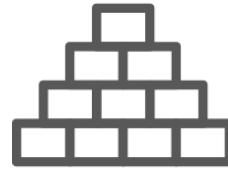
- investing in the recycling and resource recovery assets and infrastructure required to close-the-resource loop and move towards a zero-carbon economy; and
- partnering with trade associations, business partners and governments on the research and development of technologies to assist with waste-related adaptation strategies.



Some of our key sustainability initiatives



Transparency in
Resource
Recovery Rates



Closing the loop



Diversity &
Inclusion

Leader in transparency of recovery rates

BINGO is advocating for greater transparency across the sector by voluntarily adopting independent verification of its resource recovery rates at key sites

- As part of our commitment to resource recovery reporting transparency, BINGO commissioned Arcadis to undertake an independent verification of our resource recovery rates at key sites for a second consecutive year
- Arcadis determined the annual recovery rates for FY2018 were on average 77% (by weight) (in line with FY2017 which was on average 77%) and best individual site rate of 85%
- Eastern Creek and West Melbourne will be included within our recovery audit for FY19



Note: diversion rates may vary due to mix of waste from month to month, this does not directly impact profitability.

Driving a circular economy



Recycled Products

Ongoing investment in the latest technologies enable us to manufacture landscaping and building products from recovered construction and demolition materials. Through sophisticated crushing and screening processes, we manufacture quality alternatives to virgin materials.

BINGO offers a wide range of recycled products including:

Aggregate



10mm



20mm

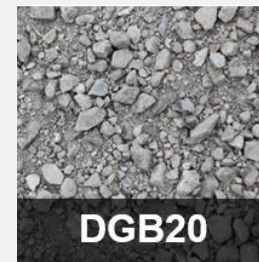


40-70mm

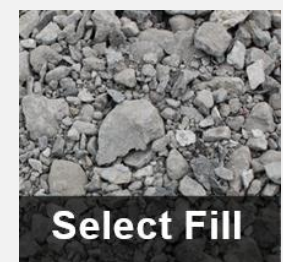
Sand and Road Base



Bedding Sand



DGB20



Select Fill

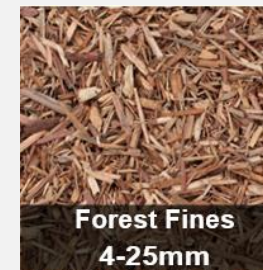
Mulch



Euci Mulch
0-4mm



Blower Mulch
4-16mm



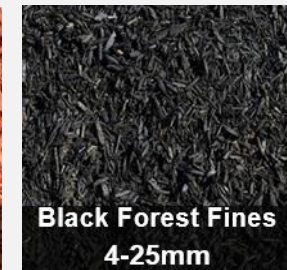
Forest Fines
4-25mm



Forest Course
25-50mm

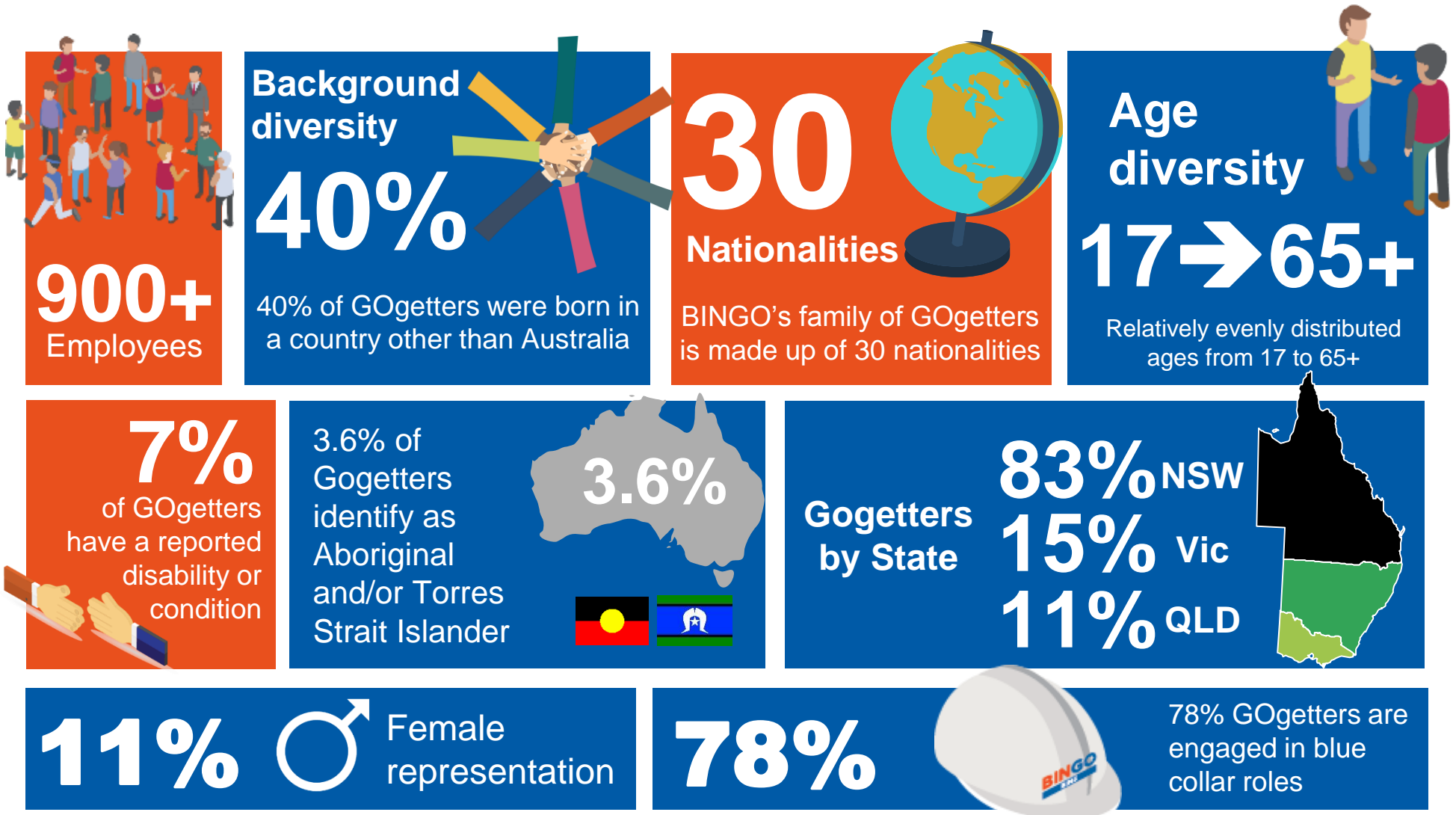


Red Forest Fines
4-25mm

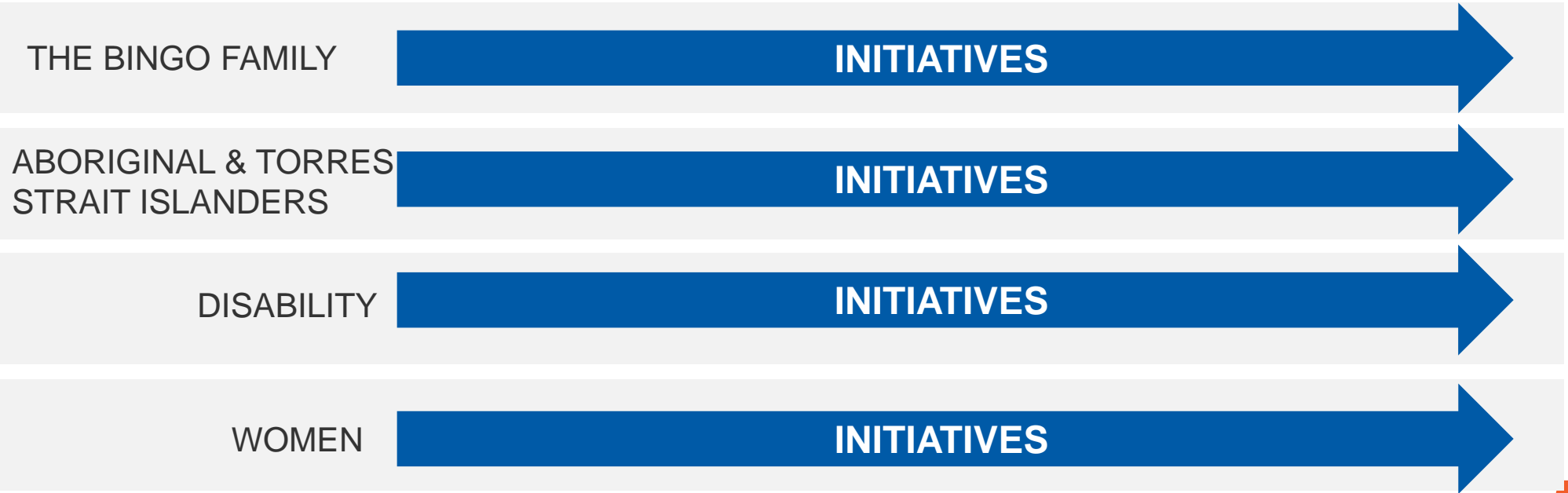
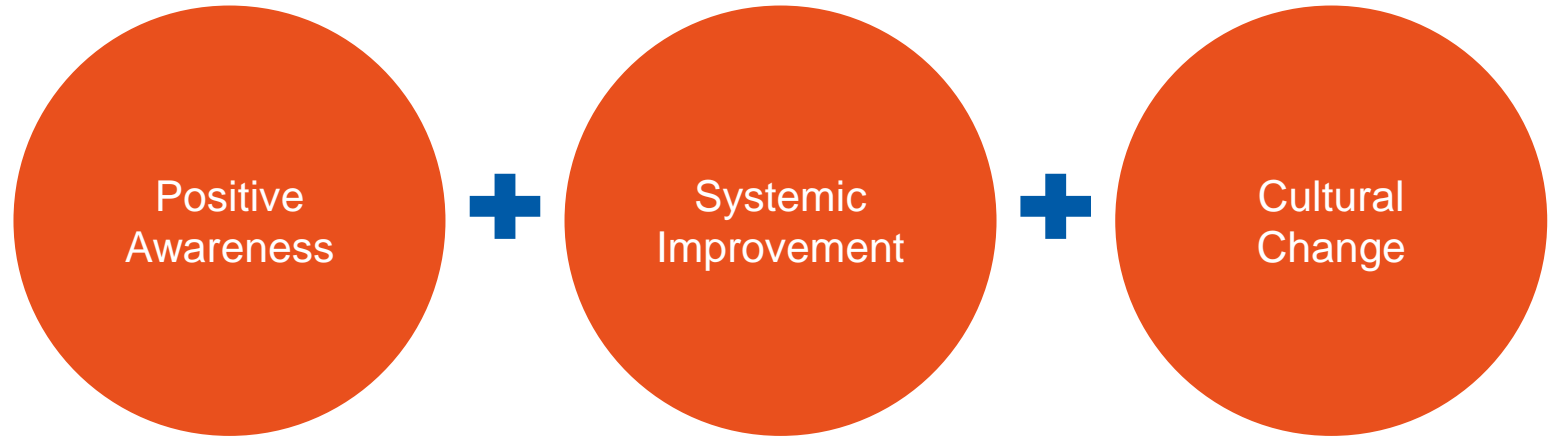


Black Forest Fines
4-25mm

Our People – the BINGO family



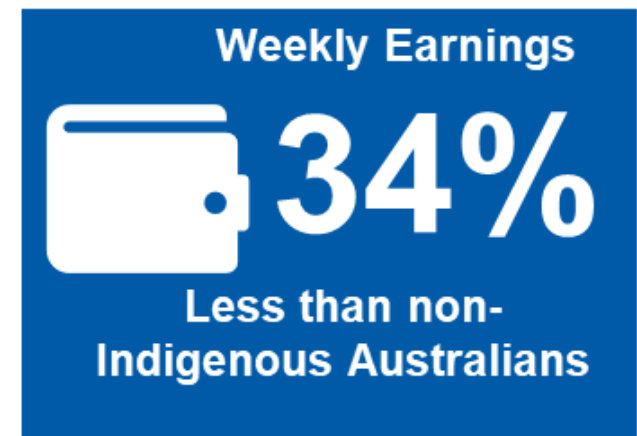
Our inclusion framework



Why is Reconciliation important to BINGO?

Creating opportunities to close the gap

Some of the disadvantage faced by Indigenous Australians:



BINGO's Reconciliation Action Plan (RAP)

Key areas:

- 1. RELATIONSHIP** – building relationships with Indigenous people and communities;
- 2. RESPECT** – engaging with, learning from and promoting Indigenous cultures and histories; and
- 3. OPPORTUNITIES** – helping to close the gap and provide opportunities for Indigenous Peoples, communities and businesses.

Key actions:



Ironmark and BINGO partnership

Reconciliation in action: Sharing knowledge and creating opportunities for Aboriginal and Torres Strait Islander People, businesses and communities.



IRONMARK



Relationship Rationale:

- **Ironmark** is able to leverage waste management opportunities under the Aboriginal Participation in Construction Policy (**APIC**);
- **Ironmark** can now offer complementary Building & Demolition waste management services to clients;
- **Both companies** can leverage existing relationships with clients and tier-one government contractors;
- **Ironmark** brings Indigenous engagement experience to **BINGO** and benefits from general administrative and business support from **BINGO**;
- Allows **BINGO** to fulfill deliverables under the Opportunities component of our **INNOVATE RAP**;
- Agreement is connected to **meaningful KPIs** – providing employment and procurement opportunities for Indigenous people and businesses

BINGO has made considerable Governance and Risk Management improvements, including:

RISK

- The redevelopment of a Risk Management Framework including updates to:
 - Risk Policy;
 - Risk Appetite Statement;
 - Risk Management Process;
 - Risk Register; and
 - Project & Capital Allocation Committee (PACE): an improved proposals process for greater capital efficiency and risk management
- Treasury and tax committee

GRIEVANCE PROCEDURES IMPROVEMENT

- Launching in Q4 FY19, BINGO's new Speak Up Hotline will provide employees the opportunity to disclose concerns to an independent third-party via a dedicated phone number and online portal.

POLICY REVIEW

- The Company's suite of corporate governance documents, including its disclosure and share trading policies have undergone a review by external council, ensuring compliance with the new ASX Corporate Governance Guidelines and will be launched to the business before the end of FY19.

MODERN SLAVERY

- BINGO is undertaking an external audit of its local and global supply chain in CY19 to ensure we fully understand our supply chain and our obligations and risks associated with the introduction of Modern Slavery legislation.

A photograph of two men in an industrial setting, likely a factory or workshop. They are wearing orange high-visibility work shirts. The man on the left is bald and looking down at a piece of machinery. The man on the right is looking at the same machinery. The background is filled with industrial equipment, including a large orange crane or lift. The overall scene is brightly lit.

ZERO HARM UPDATE

BINGO Investor Day, 26 June 2019

Agenda

- 1 8:00am – CEO Welcome
- 2 8:15am – DADI Integration
- 3 8:35am – Sustainability
- 4 9:05am – Zero Harm Update

PRESENTERS:

Daniel Tartak
Managing Director & CEO



Jim Sarkis
*Chief Safety, Environment
& Quality Officer*



Safety Environment Quality – The Journey

THINK SAFE BE SAFE HOME SAFE

THINK SAFE BE SAFE HOME SAFE

THINK SAFE BE SAFE HOME SAFE

- ➔ Our ultimate aim is **Zero Harm** – our commitment to protect people, the environment and communities in which we operate
- ➔ BINGO has built its business around the commitment to Zero Harm
- ➔ We have a strong governance process lead by the Board Zero Harm Committee and our SEQ team, but we also have more than 900 employees responsible for safety across the business
- ➔ We have strong safety systems and processes in place, certified to international standards:
 - *Workplace Health and Safety Management*: ISO45001:2018
 - *Environmental Management*: ISO14001:2015
 - *Quality Management*: ISO9001:2015
- ➔ We remain relentless in our commitment to ensuring that our workforce goes home safe every day

SEQ integration activities to date

THINK SAFE BE SAFE HOME SAFE

THINK SAFE BE SAFE HOME SAFE

THINK SAFE BE SAFE HOME SAFE

Both businesses having strong safety systems and processes in place.

- ➔ DADI had robust safety systems prior to the BINGO acquisition
- ➔ Our priority has been the induction of all DADI employees into the BINGO SEQ systems which commenced in March 2019
- ➔ High-risk workgroups first to be inducted – including Drivers, workshop, Recycling Centre staff, Landfill staff, crushing yard employees
- ➔ Safe systems of work have been amalgamated for Eastern Creek and DADI waste management operations (Alexandria, crushing, landfill, MPC)
- ➔ Specific role training to follow SEQ inductions
- ➔ BINGO and DADI safety data to be consolidated from 1 July 2019 onwards

Learnings and next steps

THINK SAFE BE SAFE HOME SAFE

THINK SAFE BE SAFE HOME SAFE

THINK SAFE BE SAFE HOME SAFE

Despite strong systems and processes a fatality occurred at Eastern Creek during integration and we intend to learn from it

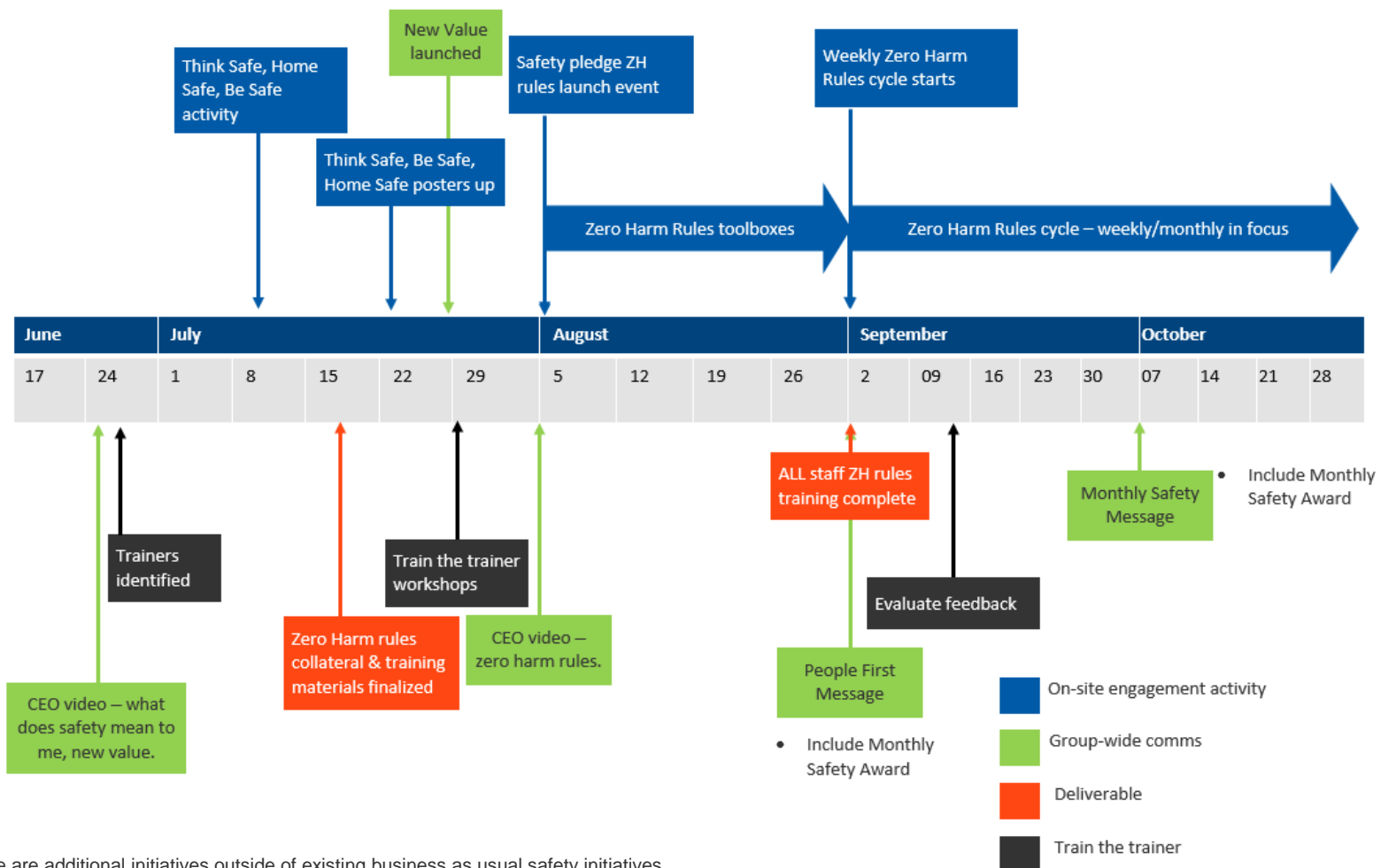
- ➔ Continued focus on embedding ownership of safety to the operational units and in individual level.
- ➔ A different perspective – seeking advice on an external review that has been commissioned to:
 - audit the operations and culture at Eastern Creek;
 - review existing safety systems and processes;
 - identify areas for improvement; and
 - make recommendations on effective communication and training.
- ➔ Comprehensive new safety training and communication plan being rolled out across the business to ensure the safety message personally resonates with our people. This includes:
 - Relaunch of our **Think Safe, Be Safe, Home Safe** messaging;
 - Launch of the BINGO **Zero Harm Rules**;
 - Launch **new communications channels** and engagement protocols.

Changing the narrative – new channels and new messages

THINK SAFE BE SAFE HOME SAFE

THINK SAFE BE SAFE HOME SAFE

THINK SAFE BE SAFE HOME SAFE



Please note these are additional initiatives outside of existing business as usual safety initiatives.

ZERO HARM RULES

THINK SAFE BE SAFE HOME SAFE

THINK SAFE BE SAFE HOME SAFE

THINK SAFE BE SAFE HOME SAFE



PEOPLE FIRST
ALWAYS



ALWAYS
ASSESS RISKS



ALWAYS BE FIT
FOR WORK



PLACES AND EQUIPMENT
MUST BE FIT FOR USE



MUST BE INDUCTED,
TRAINED & AUTHORISED



ALWAYS WEAR
CORRECT PPE



MUST WORK TO
RULES AND CONDITIONS



ALWAYS USE POSITIVE
COMMUNICATION



ALWAYS OBEY
EXCLUSION ZONES



MUST INSPECT
ALL LOADS



ALWAYS
LOCK OUT, TAG OUT



ALWAYS PROTECT
AGAINST FALLS



PATONS LANE SITE TOUR

David Taylor, General Manager - Property & Infrastructure

BINGO Investor Day, 26 June 2019

BINGO
INDUSTRIES

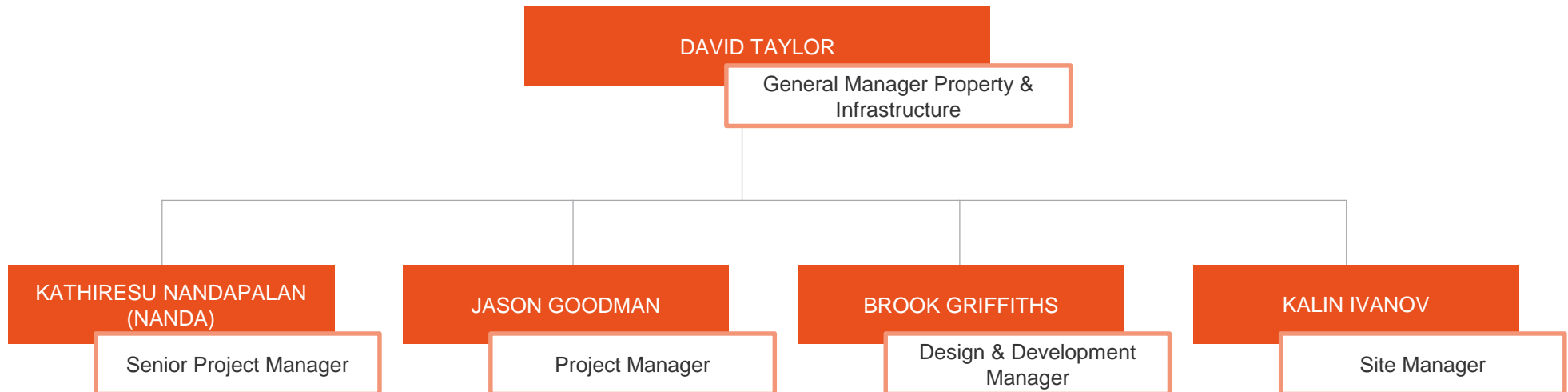
Safety Moment

Managing multiple contractors and interfaces

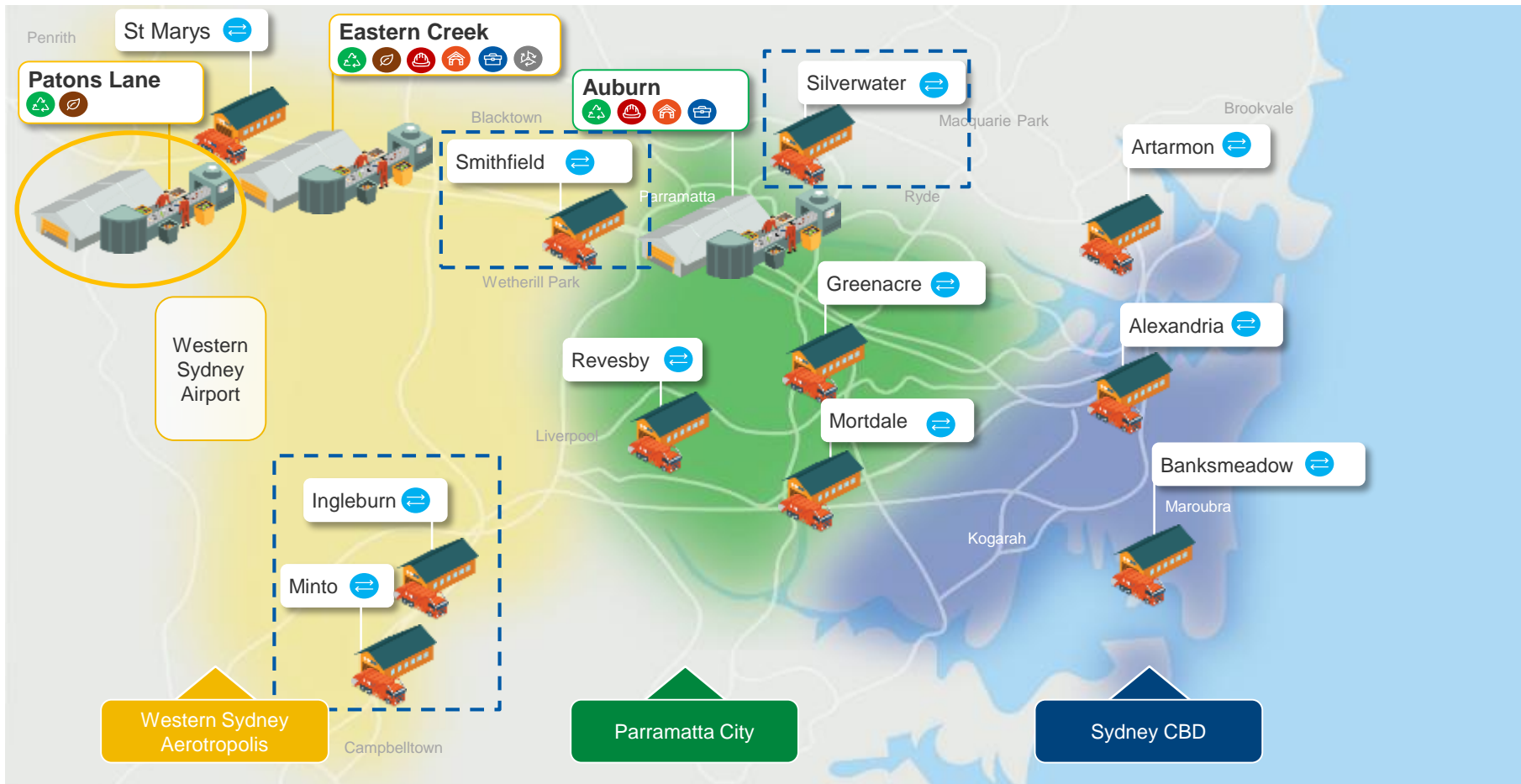










Our Patons Lane development team

Our Patons Lane team has strong development and design capability in greenfield projects



Paton's Lane within the BINGO network



-  Advanced Recycling
-  Transfer & Recycling
-  Landfill
-  Materials Processing
-  Toro Manufacturing
-  BINGO Office
-  Workshop
-  Sites under review



Note: Represents network post-reconfiguration, Eastern Creek and Alexandria sites acquired as part of the acquisition of DADI. Banksmeadow facility to be divested pursuant to the ACCC undertaking. Tomago and Kembla Grange not pictured.

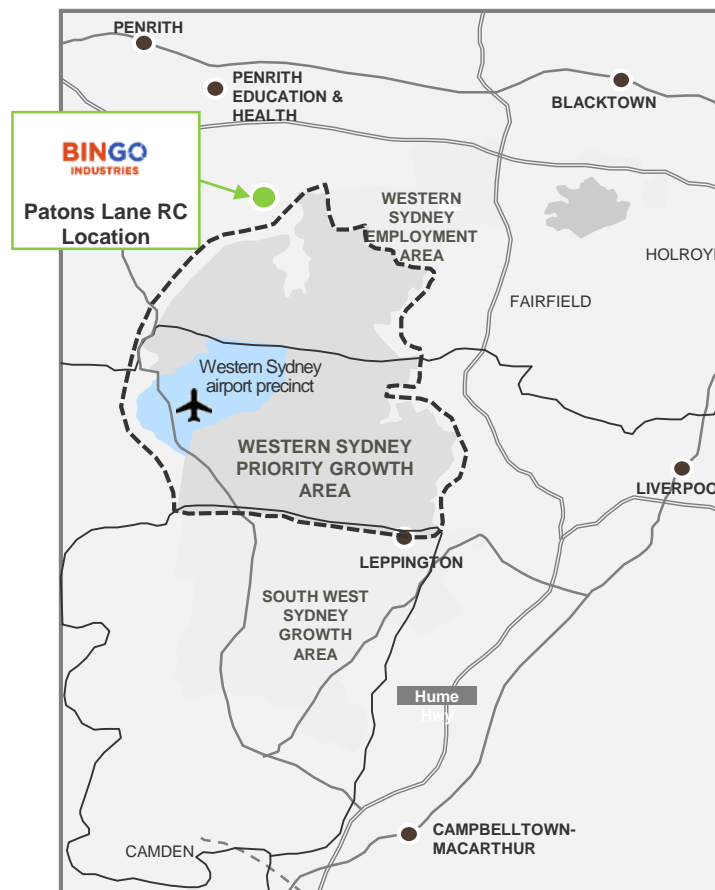
Overview of Patons Lane Recycling Centre

Patons Lane Recycling Centre, located in Western Sydney, allows further internalisation of volumes and provides a future growth solution for increasing volumes

Asset overview

- Patons Lane is a 60 hectare site (freehold ownership) with 5.6 hectares for recycling and reprocessing
- The site is approved to receive non-putrescible Building & Demolition (“B&D”) and Commercial & Industrial (“C&I”) waste only
- Total site throughput capacity of 450,000 tonnes per annum, of which RC is approved to process up to 350,000 tonnes per annum
- Expected landfill capacity of 4.3 million tonnes and maximum operational life of 25 years
- Estimated FY20 forecast EBITDA contribution of approximately \$20 million
- \$40 million invested in the development of the site

Site location



The circular economy

\$40 million invested



We've **invested \$40 million** in the development of Patons Lane

Recovery rate



75%

Patons Lane will **divert more than 250,000 tonnes** of waste from landfill each year

Strategic rationale for the acquisition Patons Lane

Well-located asset that supports BINGO's strategy of enhancing vertical integration within its network of assets

- ➔ Includes RC approved for up to 350,000 tonnes per annum in Western Sydney – increasing BINGO's NSW network capacity and meeting Sydney's shortage in recycling infrastructure
- ➔ Supports BINGO's continued growth as its requirement for a landfill solution for residual waste from recycling grows
 - Vertically integrated site also has transport costs advantages
- ➔ Allows BINGO to continue to internalise margins and increase level of vertical integration
- ➔ Attractive landfill and recycling site located in growing Western Sydney
 - Well positioned in relation to the NSW Government's "Western Sydney Priority Growth Area" and Sydney's second international airport
 - Expected landfill capacity of 4.3 million tonnes and maximum operational life of 25 years
- ➔ Patons Lane asset complements Eastern Creek facility – more than 50% of the material at the Eastern Creek landfill differs to Patons Lane. Recycling Plant at Patons Lane has been designed to complement Eastern Creek operations

APRIL 2018



APRIL 2019



PATONS LANE

Overview

Residential screen
To minimise impacts of construction to nearby residents, BINGO erected a 10 metre high screen along the northern boundary of the site.

Public Road Development
Originally a dirt road, BINGO reconstructed Patons Lane using recycled product manufactured at our Eastern Creek facility.

Network efficiency
To minimise truck movements and increase efficiency, where possible, once a waste load has been delivered trucks will collect and transport excavated or recycled materials.

Environmental controls
Sound and dust monitoring stations along the property perimeter ensure environmental standards are met. Independent, third-party audits are undertaken on a regular basis.

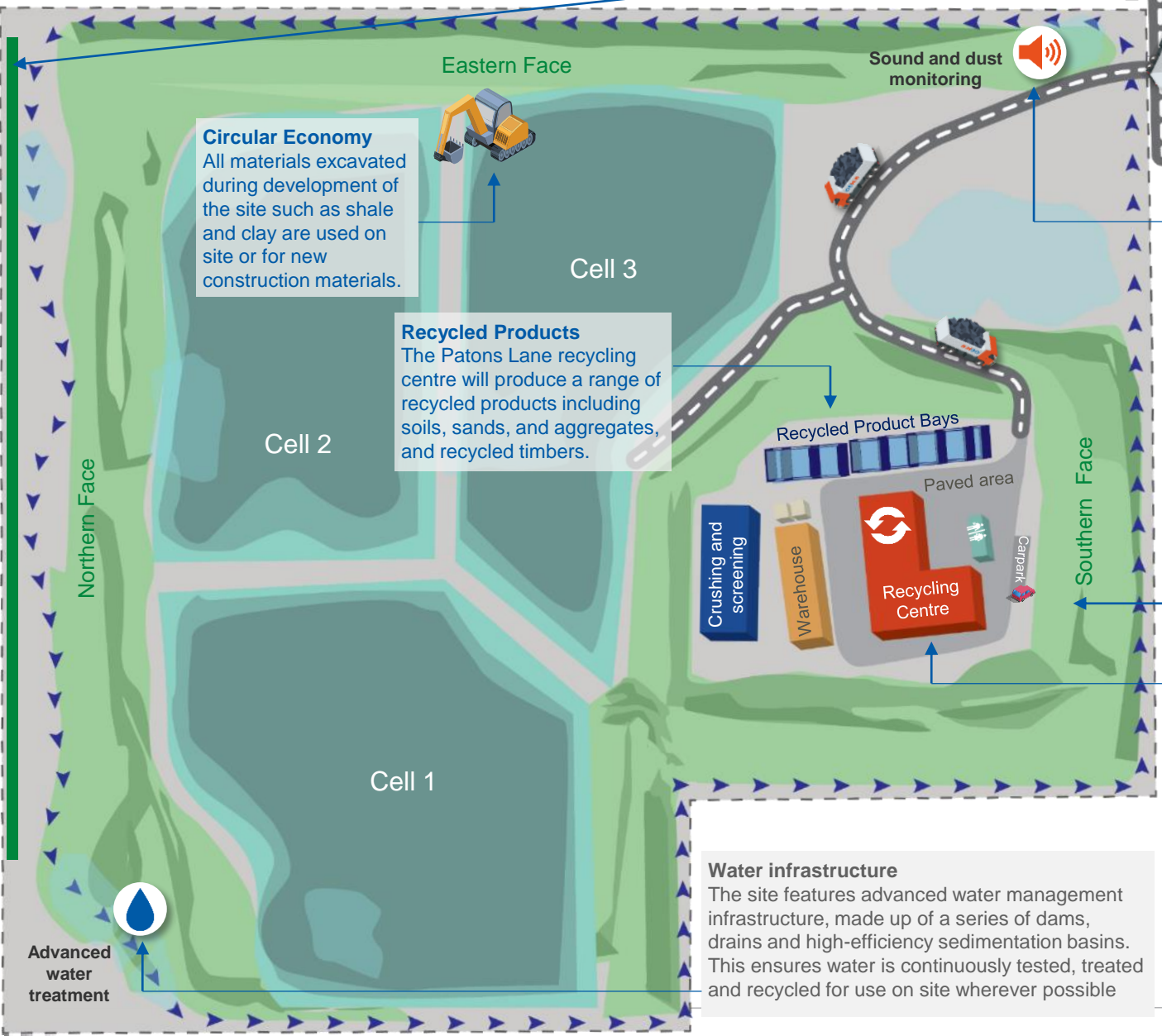
Bund infrastructure
Approximately 1 million tonnes of earth was moved to create the bunds that surround the site. The bund infrastructure ensures the site is invisible to nearby residential properties. Bunds run the perimeter of the property and internally around the recycling zone.

Advanced Recycling Plant
The advanced recycling plant will use a variety of screens and air density separators to maximise the recovery of recyclable materials from the waste streams.

Water infrastructure
The site features advanced water management infrastructure, made up of a series of dams, drains and high-efficiency sedimentation basins. This ensures water is continuously tested, treated and recycled for use on site wherever possible

Circular Economy
All materials excavated during development of the site such as shale and clay are used on site or for new construction materials.

Recycled Products
The Patons Lane recycling centre will produce a range of recycled products including soils, sands, and aggregates, and recycled timbers.

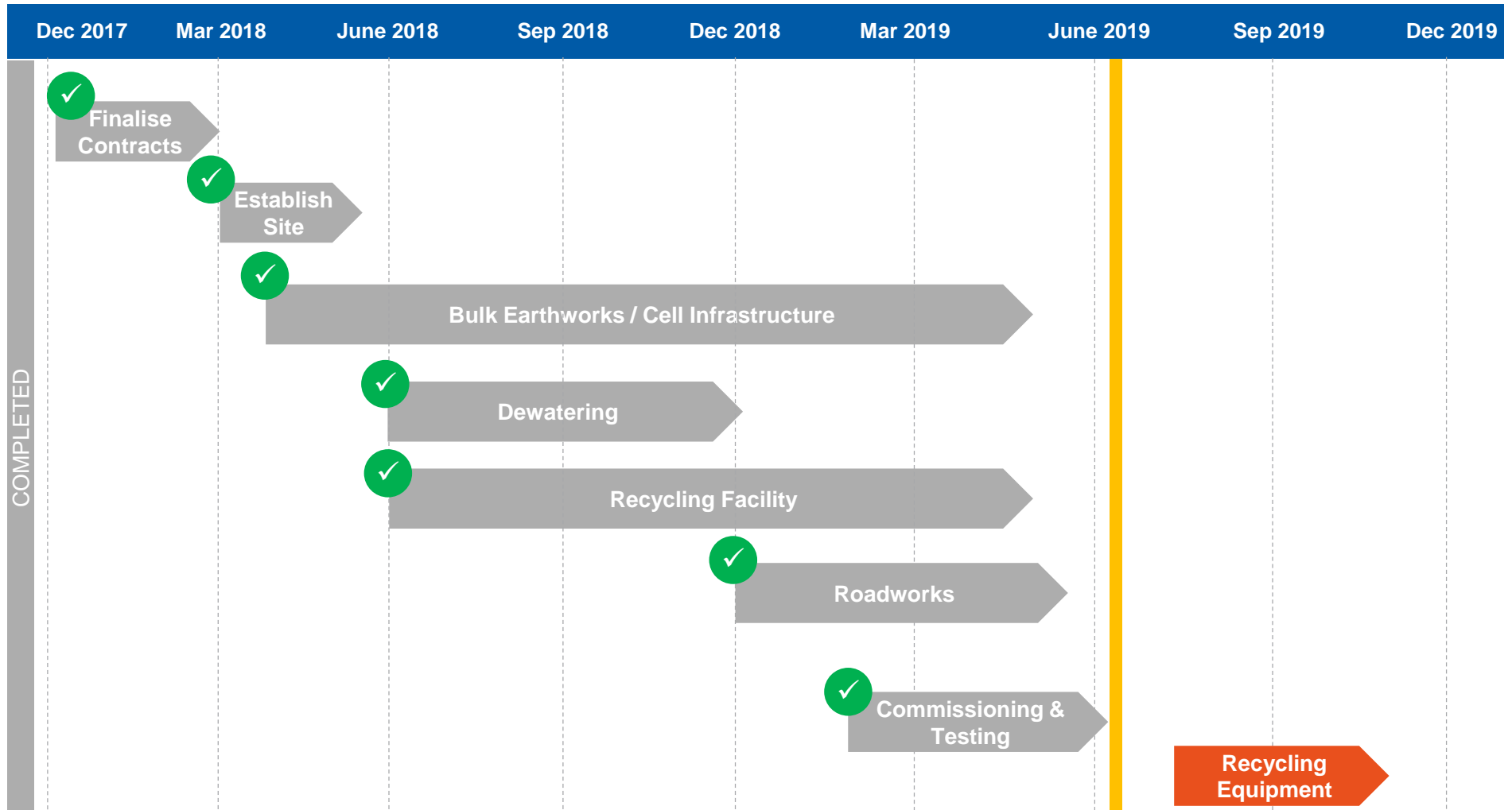


- Landfill Cells
- Dams
- Bunds
- Drainage
- Road



Development phases of construction

★ OPEN JULY 2019



Site establishment activities

Activity	Description / Approved Development
Preparatory Works	<ul style="list-style-type: none"> Prepare the recycling and reprocessing area to create the required landform and create a suitable pad for the recycling facility
Building Works	<ul style="list-style-type: none"> Construct and commission recycling facility
Void Dewatering	<ul style="list-style-type: none"> EPA approved dewatering plan
Rehabilitation (I)	<ul style="list-style-type: none"> Construct and shape the northern face (A) and parts of the eastern face (B) to their final rehabilitated landform and landscaping of those faces
Rehabilitation (II)	<ul style="list-style-type: none"> Partially rehabilitate the existing southern (C) and south-western (D) bund walls through a reduction in elevation. Following re-shaping, conduct landscaping works to revegetate the surface and adjoining batters / slopes
Construction	<ul style="list-style-type: none"> Construct the northern face (A) by reshaping the relevant bund walls to reduce heights in parts and raise heights in others
Extraction	<ul style="list-style-type: none"> Extract clay / shale in cell 1A and in the recycling and reprocessing area to provide suitable landforms for the intended uses and waste cover material
Cell Construction	<ul style="list-style-type: none"> Construction of cell 1A (life of 3 – 5 years), which involves constructing a leachate collection system, drainage layer and suitable clay liner
Upgrading and Sealing	<ul style="list-style-type: none"> Upgrade and seal Patons Lane and parts of Luddenham road together with new dual weighbridges and a new site office
Internal Roadwork	<ul style="list-style-type: none"> Construct internal road network and an on-site wheel wash facility

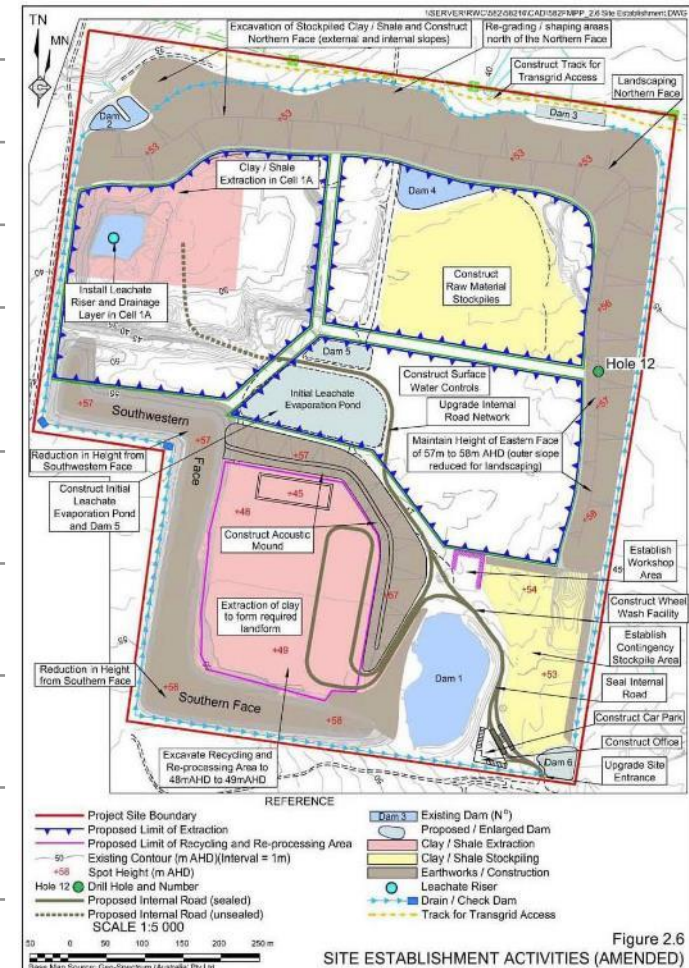


Figure 2.6
SITE ESTABLISHMENT ACTIVITIES (AMENDED)

The development of Patons Lane



~20,000 tonnes of recycled road base from DADI used for the reconstruction of Patons Lane and construction of internal roads



~400ML of Water the equivalent of 160 Olympic sized swimming pools pumped out of the landfill cell void with zero discharge non-compliances



~100,000 native trees & shrubs have been planted throughout the site



~ 1 million tonnes of earthworks across the site



Over 60,000 hours worked across all major contractors with ZERO LTI's

Sustainability & Community



Community engagement

A Community Liaison Committee (CLC) comprising local community members and chaired by a Department of Planning and Environment nominated independent chairperson was established in late 2017 as part of a requirement of the condition of consent

- ➔ Regular meetings (bi-monthly) have been held with the CLC to provide updates on progress and provide a forum for discussion of key issues.
- ➔ The CLC raised concerns over the appearance of the noise wall installed to mitigate construction impacts, which BINGO promptly addressed through the installation of a shadecloth to minimise any visual impacts, which was positively received by the CLC members.
- ➔ BINGO has hosted the CLC twice on site during the course of development, including hosting an on site BBQ in late 2018, and more recently in early May to inspect the progress of works.



Site Infrastructure



Surface water management



Weighbridges

Site Infrastructure (cont'd)



Recycling Amenities Building



Fire protection water tanks

Sustainability

Responsible water usage

50,000

litre rainwater tank installed
at Recycling Centre

Renewable energy



Solar PV to be installed to
Recycling Centre in first year
of operation

Recycled water



On site sewerage treatment
systems used for irrigation
of landscaped areas

Eco wheel wash



Featuring solar powered pump
system and recycled water

Environmental controls



Continuous monitoring of
air and noise quality

Water stewardship



Network of dams captures
and controls surface water
prior to discharge



VICTORIAN STRATEGY

Daniel Tartak, Managing Director & Chief Executive Officer

BINGO Investor Day, 26 June 2019

BINGO
INDUSTRIES

BINGO's growing Victorian network – further work to do



Advanced Recycling	Transfer & Recycling	Workshop
Toro Manufacturing	BINGO Office	Sites under review



Achievements in Victoria since market entry

After entering Victoria 18 months ago, we have achieved a lot.



150+
Employees in Victoria




\$20 Million
Investment in West Melbourne Recycling Centre upgrades




5
Operating footprint of five resource recovery and transfer facilities




Call Centre improvements
↑ 35%
Call centre has improved from 30% grade of service to 65%



C&I Revenue
↑ 78%
We have increased C&I revenue by 78%



We have increased rate per cube by
9%




We retained
100%
of acquired key accounts



Cube growth
↑
Cubes grown from 2,400 to 3,300 per day



↑ Fleet growth
Improved standard of VIC truck fleet increased from 65 to 105



Improved consistency of service delivery with larger fleet and maintained productivity of 40 cubes per truck per day

West Melbourne – BINGO's first advanced recycling centre in Victoria

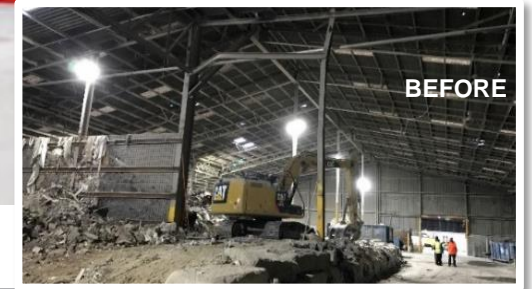
West Melbourne is BINGO's first recycling centre with advanced recycling equipment in Victoria

- West Melbourne is located **6km's from Melbourne's CBD**
- Operational capacity of **350,000 tonnes** per annum
- Formally reopened to the public on **29 April 2019**
- Now producing 8 products and looking to develop 2 more, with a **75% recycling rate**
- Facility upgrades included:
 - Extensive building upgrade
 - New state of the art plant
 - Fully upgraded fire system
- Increased internalisation of waste volumes improving VIC operating margins



West Melbourne Upgrade

Raising the standards in Victoria's waste industry – a typical acquisition



Victorian strategy – now focused on margin growth

	FY18	FY19	FY20+
	Business Integration	Revenue Growth	Margin Growth
SEQ	Implement BINGO systems	Zero Harm	Zero Harm Imbed leader and site accountability for Safety
Sales & Customers	Retain 100%	Grow Volume	Increase Cube Rate and Diversify Differentiate on Service, SEQ & Recycling Diversify to Infra and Small Builder
Fleet	Increase Productivity	Increase Productivity	Optimise Rationalise Truck & Bin Brands
Recycling	Recycling Rate 40%	Recycling Rate 50%	Recycling Rate West Melbourne 75% Build New Off-Takes
People & Culture	100% retention of key staff	High Engagement	Leadership Create Strong VIC Leadership Team Diversity and Inclusion
Financials	EBITDA Margin <20%	EBITDA Margin 20%	EBITDA Margin 25%+

1. Management estimates.

Strategic Priorities for Victoria



- **B&D Collections** – improve rate and segment diversification

- Differentiate not on price but on service, SEQ and recycling
- Increasing pipeline mix from Infrastructure projects through strengthening corporate credentials
- Building consumer and smaller builder channel through e-commerce platform
- 100% internalisation of Victorian non-putrescible volumes



- **Recycling** – drive recycling, margin and build off-take partners






- Generate margin through improved recycling technology and techniques
- Build product off take partner depth to improve margin and resilience



- **C&I business** – volume growth and specialization

- Building service volume through sales focus and tender differential

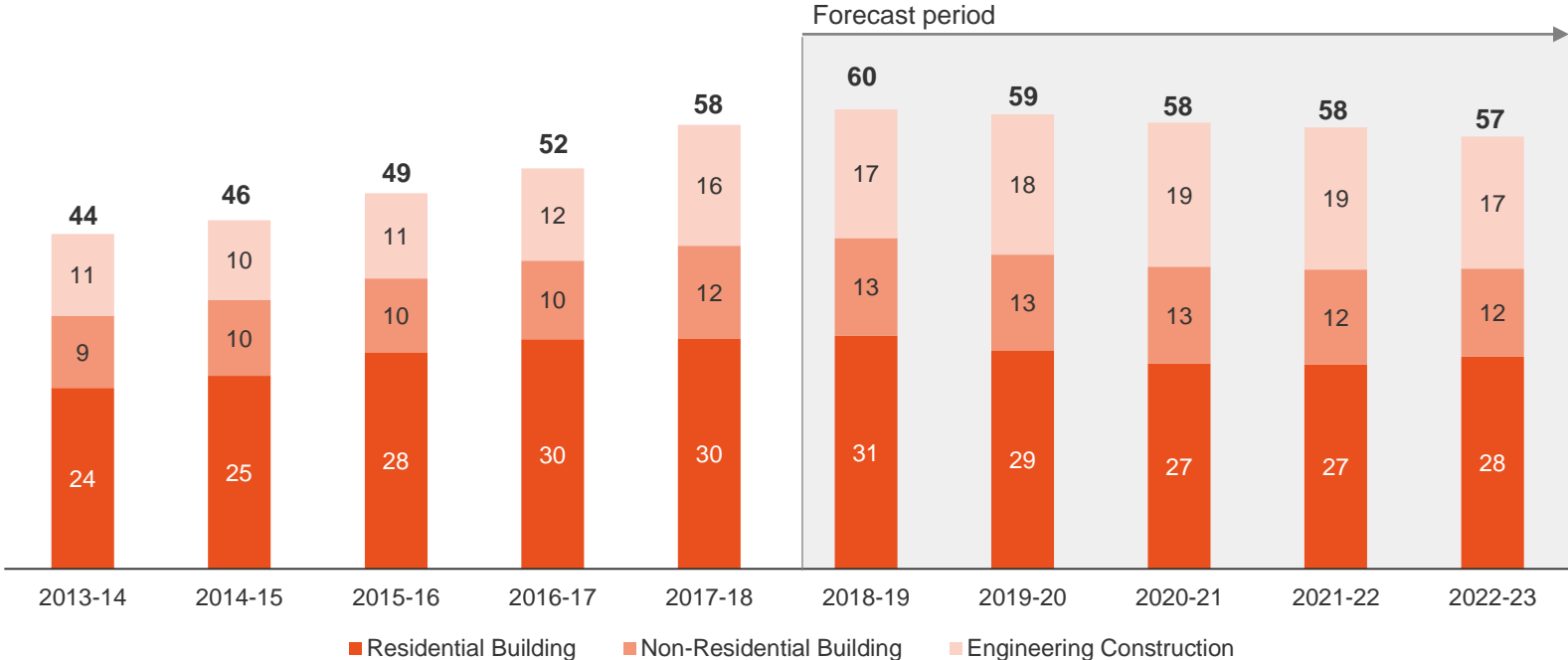
Other Market Dynamics

Market Drivers	Market Conditions	Commentary
Economic Growth Drivers	FAVOURABLE 	<ul style="list-style-type: none"> State Final Demand grew 5.2% over the year to December 2018, well above the national average of 2.5% Population grew by 2.2% over the year to the September 2018 quarter Employment growth of 4.1% the year to March 2019 is well above the national average
Construction Pipeline	Residential SOFTENING  Non-Residential FAVOURABLE 	<ul style="list-style-type: none"> Housing market continues to soften with residential property prices falling by 6% in 2018 and construction demand also projected to fall 6% in FY20 However, this is offset by non-residential & engineering construction which amounts to over 50% of the workflow and is expected to grow by approx. 7%, underpinned by solid demand and low capital costs and strong public investment – with the raft of major infrastructure projects and other public investment activities being dubbed “Victoria’s Big Build”
Regulatory Environment	FAVOURABLE 	<ul style="list-style-type: none"> EPA are strengthening the compliance regime which will inevitably lead to exit of collection and disposal options They are also strongly considering increasing the landfill levy, which is widely considered to be too low Expect Victorian levy to increase in 2020
Community	FAVOURABLE 	<ul style="list-style-type: none"> The China Sword Policy and multitude of hazardous waste fires has brought recycling more into the public conscious There is growing media and political support for alternatives to landfill such as EfW and AWT plants

Victoria's Big Build – strong pipeline of opportunities

- The raft of major infrastructure projects and other public investment activities has been dubbed “Victoria’s Big Build” and it includes major projects such as the Suburban Roads Upgrade, the Monash Freeway Upgrade – Stage 2, and completion of projects already underway such as the Metro Tunnel, West Gate Tunnel Project and Level Crossing Removal Program.

VIC value of work to be done by type (\$ billion) 2016-17 prices



1. ACIF, May 2019.

Victoria's Infrastructure Pipeline

Top 30 Non-Residential Building Projects in the Major Projects Database

Project Name	Category	CoreLogic Project ID	State	Status	Start Date	Value (\$ million)
Central To Eveleigh Urban Renewal	Offices	1787401	NSW	Early	Nov 2018	10,000
Western Sydney Aerotropolis Centre	Offices	7269595	NSW	Early	May 2018	8,000
Aura Estate Master Planned Community	Other Commercial	1007044	QLD	Possible	Nov 2016	5,000
East Werribee Employment Precinct	Offices	1693924	VIC	Firm	Dec 2019	4,000
Queens Wharf Redevelopment	Entertainment & Recreation	1847765	QLD	Possible	Mar 2022	3,000
Sydney Science Park - Penrith - Overall Project	Offices	1922342	NSW	Early	Jun 2021	2,500
Barangaroo South - Crown Sydney Hotel Resort	Accommodation	1654383	NSW	Commenced	Mar 2018	2,400
Royal Melbourne Hospital	Health and Aged Care	962939	VIC	Early	Nov 2020	2,000
Brisbane Live Indoor Entertainment Arena	Entertainment & Recreation	1847908	QLD	Early	Mar 2020	2,000
Murdoch University Eastern Precinct	Education	6879951	WA	Early	Jan 2020	2,000
The Star Gold Coast Masterplan	Accommodation	7341117	QLD	Early	Nov 2021	2,000
Humex Centre	Retail and Wholesale Trade	2126477	VIC	Possible	Dec 2019	1,700
Westport Project	Industrial	110156	WA	Early	Aug 2019	1,500
Eagle Street Pier Redevelopment	Offices	7235490	QLD	Early	Feb 2020	1,400
Herston Quarter Health Precinct Redevelopment	Health and Aged Care	1964900	QLD	Possible	Jul 2019	1,100
Pacificus Tourism Project	Accommodation	788277	QLD	Possible	Aug 2019	1,000
Jewel Mixed Use Development	Accommodation	1487948	QLD	Commenced	Apr 2016	1,000
The Canning Bridge Activity Centre	Offices	1581258	WA	Early	Dec 2017	1,000
Collins Arch	Offices	1636045	VIC	Commenced	Jul 2017	1,000
University Of Canberra Bruce Campus	Education	1827914	ACT	Early	Mar 2019	1,000
Western Sydney Theme Park	Entertainment & Recreation	6802947	NSW	Early	Apr 2021	1,000
Southbank Arts Precinct	Entertainment & Recreation	7280121	VIC	Early	Oct 2021	1,000
Half Moon Bay Cairns	Accommodation	7369989	QLD	Possible	Jan 2024	1,000
Waterford Estate - Toolern - Further Stages	Retail and Wholesale Trade	752722	VIC	Possible	Jan 2017	960
Sydney Metro City & Southwest Walk	Other Commercial	7066466	NSW	Firm	Oct 2018	955
Sunshine Coast University Hospital	Health and Aged Care	665054	QLD	Commenced	Oct 2012	940
Yaroomba Beach Village & The Westin Resort	Accommodation	616265	QLD	Possible	May 2019	900
Westmead Hospital - Central Acute Services	Health and Aged Care	1866751	NSW	Firm	Nov 2017	900
Bowen Space Centre	Industrial	7240465	QLD	Early	Apr 2020	900
RAAF New Air Combat Capability	Miscellaneous	1093649	NT	Possible	Feb 2016	800
RAAF Facilities New Air Combat Capability	Miscellaneous	1093767	NSW	Commenced	Nov 2014	800

Source: ACIF Major Projects Database and CoreLogic

Top 30 Engineering Construction Projects in the Major Projects Database

Project Name	Category	CoreLogic Project ID	State	Status	Start Date	Value (\$ million)
East Coast Of Australia High Speed Rail Network	Bridges, Railways & Harbours	1489919	-	Early	Aug 2027	114,000
Iron Boomerang Project	Bridges, Railways & Harbours	1697318	QLD	Early	Jul 2020	55,000
Perth-Darwin National Highway	Roads	41985	WA	Possible	Jun 2019	40,000
Melbourne Metro 2	Bridges, Railways & Harbours	7318640	VIC	Early	Sep 2040	23,000
Browse Basin FLNG Project	Heavy Industry inc. Mining	367811	WA	Early	Jun 2021	20,000
Sydney Metro, Western Sydney Airport	Bridges, Railways & Harbours	7378519	NSW	Early	Feb 2024	15,000
North East Link	Roads	1207104	VIC	Early	Jan 2020	16,500
Adelink Tram Network	Bridges, Railways & Harbours	6876657	SA	Early	Dec 2022	15,000
Sydney Metro, City & Southwest	Bridges, Railways & Harbours	7001775	NSW	Commenced	Jun 2017	12,000
Roy Hill Iron Ore Project - Stages 1 & 2	Bridges, Railways & Harbours	1090202	WA	Commenced	Sep 2015	10,000
Australian Inland Rail Expressway	Bridges, Railways & Harbours	2070194	-	Early	Apr 2020	10,000
Melbourne Airport Rail Link	Bridges, Railways & Harbours	7184300	VIC	Early	Jun 2028	10,000
Suburban Rail Loop	Bridges, Railways & Harbours	7311078	VIC	Early	Aug 2022	10,000
Asian Renewable Energy Hub	Electricity and Pipelines	7327462	WA	Possible	Oct 2023	9,900
Melbourne Metro Rail Project	Bridges, Railways & Harbours	1148378	VIC	Commenced	Jan 2018	9,000
Proposed F6 Extension - Southconnex	Roads	7093294	NSW	Early	Aug 2018	9,000
Sydney Metro, West	Bridges, Railways & Harbours	1195598	NSW	Firm	Feb 2011	8,000
Gippsland Windfarm	Electricity and Pipelines	7098403	VIC	Early	Dec 2020	8,000
Doncaster Rail Link	Bridges, Railways & Harbours	1474607	VIC	Early	Mar 2025	7,000
Melbourne Airport (Third)	Roads	1827798	VIC	Early	Oct 2030	7,000
Snowy Mountains Scheme 2.0	Electricity and Pipelines	7063003	NSW	Early	Nov 2019	7,000
Melbourne South East International Airport	Roads	7114062	VIC	Early	Jun 2019	7,000
Western Distributor Project/West Gate Tunnel	Roads	2098451	VIC	Commenced	Jan 2018	6,700
Alpha Coal Project	Heavy Industry inc. Mining	418162	QLD	Possible	Jul 2020	6,500
Sino Iron Ore Operations	Heavy Industry inc. Mining	453383	WA	Commenced	Aug 2012	6,000
China Stone Coal Project	Heavy Industry inc. Mining	1645451	QLD	Possible	Jul 2020	6,000
West Gate Tunnel Project	Roads	7078756	VIC	Firm	Dec 2017	5,500
Cross River Rail	Bridges, Railways & Harbours	2164941	QLD	Possible	Oct 2017	5,400
Niwest Joint Venture Nickel Project	Heavy Industry inc. Mining	7331270	WA	Early	Jan 2020	5,313
Western Sydney Airport - Badgenys Creek	Roads	324515	NSW	Commenced	Jun 2018	5,300

Source: ACIF Major Projects Database and CoreLogic

BINGO

INDUSTRIES

Thank you