Welcome everyone.

Today we are joined by Jared Doran,

the Chief Executive Offer officer of LGI Limited.

It's a company focus on capturing biogas from landfill

and converting that into power and, uh, carbon credits.

It runs a network of sites across Australia.

It's been expanding its operations,

including some recent upgrades to its Canberra site

and progress at Eastern Creek.

The business goes back in, in terms of its origins of 2009,

and it's been listed on the A SX since late 2022, uh, as

of the last financial year generating in excess

of $30 million in revenue.

And one thing that's really important to, to point out,

particularly at this sort of end of the market, um, which is

a little bit depressingly unusual,

but this is cashflow positive,

and this is a profitable operation as well.

So this isn't just a feel good environmental story.

This is a functioning, operating, viable business.

And that's perhaps little wonder why we had

so many people reach out and say, listen, we've,

we've got a tee up, uh, a conversation with Jared,

which is exactly what we've done,

and I'm looking forward to it.

Uh, before I welcome, uh, Jared, please remember none

of this is advice, as you all know.

Uh, and if you do have any questions, you can use

that Slido link that's, uh,

that you should see on your screen.

Uh, and, and I'll put it to Ja uh,

Jared rather when we get the chance.

Uh, so mate, thank you so much for your time today,

Andrew. Thanks for having me.

Uh, look, as I said, um, we really wanna try

and tackle this from a big picture point of view.

So let's assume that people haven't

heard of the business before.

What's the high level sort

of elevator pitch for what LGI does?

I mean, you, you had a really great, um, summary of

what we do there, but I'll, I'll dig a little bit deeper.

So yes, we specialize in recovering value from Australia's

landfill sites and specifically capturing

and using the biogas from a landfill

for either power generation or electricity generation,

or credit carbon credits.

And this is actually really quite important

because when you look at Australia, uh, like many western

countries, we produce waste wherever there are

people, there are landfills.

So most of our landfill sites are scattered along the East

coast in our population centers,

and there's around a thousand landfills in Australia,

which means that, uh, every day those sites that, you know,

the waste is breaking down, there is gases being produced.

If the gas is actually not, uh, captured

and managed, it's mostly methane,
and that actually is quite harmful.
Um, considering the, the global warming potential
of methane, it's 28 times more powerful than carbon dioxide.
So it's very effective
that if it gets into the atmosphere in, in trapping heat.
Um, but if you actually can tap into it
and use it, I mean, it's an amazing fuel source.
I mean, methane is the main, uh, molecule in natural gas.
So yeah, using something
or converting something which is harmful into something
that's, uh, that's good and making
money, that's, that's what we do. Yeah.
I, I I love that it,
it really seems like an underpenetrated part of the,
of the power generation market.
Why do you think that is? Is it just been
that there's been a, uh, various technological
and engineering challenges, uh, is it a sort of a,
a more difficult, uh, proposition relative to the, the,
the cost base of more traditional and
and larger scale power generation?
Or, or is it just a, you know, an idea
that's time has only now come?
Look, uh, the technology's been around for quite a while.
Uh, the US and the UK have certainly matured that,
and for over almost four decades,
they've got a fairly well established market in both
of those, those, um, countries.

Australia to its credit, it's sometimes, uh,
is an early adopter, and other times we're a bit slow.
But Australia's actually been doing an okay job in this
space since the early nineties.
Uh, and in fact, you know, I often give credit
to the early companies in Australia
who first really developed it, had the, had the guts
to actually set up a business and make something of it.
So the first player was Energy Developments Limited,
which was a Brisbane based company as well,
very similar growth trajectory to
what LG is on where they were listed.
They were then taken over, um, by a large energy group.
But in, in those different areas that the business has gone
through, um, you know, their agenda just changed.
And it meant that for LGI in its infancy back in 2009,
we could see this opportunity
because there were many other sites that weren't
yet being, uh, well managed.
And that presented an opportunity for us to come along,
establish a long-term arrangement with the landfill owner,
and then ultimately, um, yeah, we've developed a lot
of our technology in house.
So we try to iteratively improve what we're doing, um, to,
you know, to, to learn
and improve one project after the other.
But that gives us a lot of cost control, uh,
and a lot of ability to manage what we're doing to our,

our quality to our standards as well.
Yeah. Actually that's worth in, uh, digging into
what is the pitch to the, to the landfill operator and,
and owner, I imagine it's a pretty compelling one.
It's like, Hey, you guys have got a problem.
Uh, society is increasingly worried about this kind
of stuff, and there's regulations around it.
How about we not only help solve it for you,
but generate a bit of cash along the way?
Yeah, I mean, the, the whole pitch is morphed over the
decades too, because if you went back, um, three,
four decades ago, the concepts around, you know,
one gas being of higher intensity, global warming impact
to another weren't really well understood,
especially not down at a, um,
you know, landfill manager level.
Yeah. Instead, it was things that were a lot more forefront,
you know, uh, odor from the gas or, or smell and,
and, um, just unsightly, you know,
byproducts of the facility.
So yeah. Early on, if you could present a, a service
that you could offer to work with them mm-hmm.
Um, you were their best friend, you know,
'cause that that effectively gave them the community right.
To keep operating and not, not to disrupt the local area.
Yep. Fast forward, over the years
and things, the science has been better
understood around the gases.
Uh, the technology costs have come down.

So the commercial model has improved.
And that's where that means that our pitch now is as much
around, um, painting a, a picture of the value
that can be created and then how much of
that value we may be able to share with them.
And really, you're, you're almost, um, you know, it's like
how much of the value we prepared to offer back
to the landfill owner in exchange for us having exclusivity.
That's, that's really the key, um,
commercial differentiator.
Yeah, I love that. Actually, let's go to the end point.
Let's look at the value that is created.
Then we sort of work our way back to what you get,
what the landowner owner, uh, the landfill operator gets.
So there's, there's, um, uh, a variety
of options for you here.
You can put it back into the national energy market.
You can provide it direct to a consumer of, of power,
or you can use it to generate carbon credits,
is my very basic understanding.
But you maybe can flesh that out a bit for me.
No, that's, that's perfect. So that's entirely the case.
Depending on the, the sheer size of the landfill,
how much rubbish, how much waste is actually in place
will ultimately determine how much gas is available
for you to, to recover.
So naturally, the bigger the landfill, uh,
the more opportunities we have to look at, you know,

prospects of power generation
and then connecting into the national energy market.
Um, that then also is the next area
that we look at is what are those costs?
You know, can we connect to someone close by
and supply them with the energy, which we've done, you know,
from a council wastewater treatment facility through
to the Eastern Creek side as well.
Um, and then that actually gives you a blend of a long term
contracted revenue from the energy sales,
and then a portion of the surplus energy
that you are exporting
and trading into the market, having some spot uh, exposure,
which, which we're quite comfortable with.
Yeah. And really it's that, yeah,
what's the size of a landfill?
What's the cost of connecting?
Once you understand those two,
that's when your opportunities, um, open up.
And even on a, on a smaller facility in regional Australia
where it's maybe too far away from the network, uh,
or the landfill's not big enough to support a power station,
as you did say, we can, um,
destroy the methane in an enclosed flare by doing that,
we are measuring the volume
and the gas quality so we can demonstrate the abatement.
And that's how we earn the carbon credit.
Those projects are still quite, um, financially,
you know, lucrative for us.

And, and they're certainly a key part of our growth as well,
because it allows us to work
with a council or a landfill owner.
It actually doesn't cost them anything.
Um, so it's, it's, you know, it's a great outcome
'cause they get an environmental benefit without
having to reach into their back pocket.
And maybe the landfills are touched large enough
where we can share with them a percentage of those acus
or a percentage of the revenue that we create of it as well.
So the communities now, you know,
benefiting as well financially.
So there's, there's sort of a couple of tiers to it.
Smaller ones flaring only medium
and larger ones, we generate power.
And then really it's a question of how much, uh, energy
or electricity can we create?
Uh, technical question from, from, um, as you just said,
it will depend on, on size,
but the amount of methane that is generated, is
that a fairly consistent thing?
So once you've got a, uh, facility set up, depend, you know,
whatever, whatever the, the capacity is there, is that, is
that consistent in the electricity it's able to generate?
Or are there sort of peaks and troughs?
So la landfills are a, a living, breathing, um, you know,
amazing ecosystem of the,
the microbes breaking down the waste

and as much depending on what the rubbish was
that went in there, that ultimately determines the type
of gas and the mixture of gas
that you get out over the decades.
Right. And that, that's a really key point to understand is
that even if you stop putting rubbish into a landfill today,
there are, um, decades of gas that it will produce
because of how, how slow that breakdown process occurs.
Yeah. So in the early phase of when rubbish is put in,
there's actually almost no methane.
You've got mostly oxygen and carbon dioxide. Mm.
And it's between the three to six month mark
that this crossover occurs once all the oxygen's being
depleted in that area Mm.
That the bacteria, which are really good at breaking down
the cellulose and the organic materials
start to produce methane.
Mm-hmm. Um, and so our teams have
to constantly work around these sites.
Mm-hmm. And it's almost like they're prospecting, right.
They, they are mindful of what rubbish went in
and when that was, uh,
we install our collection pipe work in there,
and then we start to monitor the gas
that we're getting from those areas.
And in that early phase, if there's no methane,
it's actually not good for us.
We can't use it. We can't, um, you know, we can't burn it.
It's not, it's non, non-combustible. Yeah.

Once it starts to shift into that, uh, later phase,
well that is actually usable.
And then it's the technician's job going around every,
every, uh, you know, couple of days monitoring,
making adjustments as to how much gas
and where we get it from then to try
and get this consistency that our facility can run off.
And, um, interesting. There are, you know,
there's some seasonality effects if you get, uh, you know,
extensive dry periods for multiple years Yeah.
That will have a slight slowdown
in the gas production rates.
Um, the counter to it is if you have a very warm,
very wet weather as we do along the East coast, especially,
you know, the New South Wales, Queensland border
and above the landfills can be very active and very ripe.
So the, the point at which they produce gas can be earlier
than those that are further south in the country.
Um, and the beauty is that
that can actually be to your advantage, right?
Because those peaks and troughs, uh, we can manage it
and then we can actually manage when we have the gas
and when we use the gas to create electricity to align
with the peaks and troughs of the energy market.
It's fascinating kind of stuff.
Is there an ideal consumer for, for, um,
direct provision in terms of, you know,
or is it anyone who needs electricity that

that is a suitable customer?
Generally a, a a large energy consumer who would,
who would normally be connected
to the national electricity market, consuming some,
you know, one or
or more megawatts worth
of electricity would be the ideal customer,
um, that we'd be looking for.
Now, I think remembering that
we don't choose where the landfills are.
The landfills are where they are. Yeah.
And generally they're, they're in places
that once upon a time we're far away from
households and businesses.
Yeah. We've kind of built up close to them.
Um, so that actually in itself is, is good and bad.
The bad part is that maybe if the smells
aren't managed, people complain.
Mm-hmm. But the good part is that the,
the energy network's been coming in closer to landfills
as the years have progressed.
Mm-hmm. So we've found
that we're actually quite comfortable having the prospect
of being connected on the national electricity market,
because for us, uh, in time there are generally,
it's, it's accepted that we're gonna consume more
electricity as a society, as as an economy.
Mm-hmm. Uh, especially
as we shift away from various forms of fossil fuels.

So we look at that and think, well,
we would much rather be part of a growing market, um,
than a market that's either sort
of stagnating or contracting.
And we always then look at
how can we ensure we are connected to that growing market.
And for us, the default is to have access
to the national electricity market.
Yeah. So even if we are connected in a way
that we're supplying power to someone, we're still connected
to the national electricity market, um, so
that if the landfill grows
and we've got more energy to produce,
or we can, we can export that out as well.
Yep. Um, just having a look at some of your,
your material here, the,
these sites look reasonably modular in their design.
Um, and I assume that that gives you a little bit of sort
of flexibility in terms of being able to sort
of make it purpose fit for the the site at hand.
The the, the answer to this question will depend on will,
will be, it depends on, on the site and the conditions.
But generally speaking, for your average kind of site,
what's kind of the CapEx that you guys are looking at
to sort of get an operation, um, stood up
and what's the rough sort of payback period on,
on an operation like that? Yep.
It, it does depend. So if it's the, um, starting off

with the really simple approach in order to do something
with the gas, there needs to be that initial investment
of all the pipes and all the extraction
system in the landfill.
So if it's a, a brand new facility that we're coming to,
or a Greenfield site we call them,
you are typically looking at, um, anywhere
between a half a million, maybe up to 750,000
of initial CapEx for the pipe work
and the first version of the flare that you would need
to use the gas
and destroy it to then, you know,
produce the carbon credits.
That's that initial investment.
And if that was how the site was to be set up
and you ran it for, you know, let's just say for for 10
or 12 years, as I said, that's quite profitable.
That's fine. We generally would have a payback within three
years for that type of investment.
Oh, wow. Yeah. And,
and what we actually use that time for in particular, that's
where we're trying to understand
what does the landfill peaks
and troughs look like across the first year?
Like how much variability is there in the, the volume and,
and the fuel that we have to work with.
Yep. But also, what are the costs to connect to the network?
And generally it's within a 12 month period
that we can have a high conviction as to

what does the future of this site look like?
You know, is it, is it just gonna stay as is
and we're gonna have our three year payback
and then we're gonna have, you know, the forward years of,
of, um, upside.
Yep. Or do we choose to move to the next phase
and start to invest further capital on a power station.
And, um, you, you can, you'll see over the years
that we've grown a number of our sites through
that progression from a flare to a power station
or even from a power station into a larger power station.
So that first phase is sort of a half a mill, seven 50,000
for the flare in the gas field.
Yep. If you make the choice to go to a power station, you,
you're looking at around three
and a half million for the first megawatt worth of capacity.
'cause that that first unit has, um, there's all the,
the civil costs to build a power station.
Yep. You've got all the connection
costs to get to the network.
There's the systems that you need to, um, to treat
and upgrade the gas to a higher quality for the generator.
Yep. And then there's the generator itself.
So that first one megawatt is then about
three and a half mil.
And, um, the beauty then is if you,
if you actually have enough gas in future,
the next megawatt is only about a million,

maybe 1.2 million on top of that three and a half.
Yeah. You start to get the modular, um, you know,
scaling benefit playing to your advantage,
but that, that point in time.
Yep. So that's, that's really
where our business model lends itself is, uh,
the flaring systems a modular that we design, so we can add
or we can move flares around as required.
Mm. The generators are modular as well.
And more recently, the batteries we've been rolling out,
they are also modular.
Interesting. How,
how confident can you be when you rock up to a new site
that, that it will, it will produce the economics
that you need to, I mean, you mentioned
before there's a degree of prospecting that's there,
so things can look good.
You do a few test drills, I suppose you sort of, you,
you test the waters and then you, you scale as is a,
a appropriate relative to the site.
But I assume that as the more you've been doing this,
there's a, there's a bunch of sort of internal IP for,
for want of a better term that, that, that allows you
to sort of better gauge the viability of sites.
Yeah. We, we, we joke internally calling us
the landfill whisperers.
Um, there are just simply sites that you go to
and there's a, there's a range of things
that we've come across from our years.

Like I've, I've myself probably worked on over 60
or 70 landfills just in Australia alone.
Mm. And I've seen,
if I go on a holiday overseas, I, I can't help myself.
I look at, you know, how do they manage their waste in a
different, um, part of the world.
My partner, um, isn't as excited as I am,
but that, that just gives you an insight.
You, you can tell very early on by, by some
of the visual cues as to how a site presents itself.
Um, you know, how well covered is the landfill will
determine how well that environment for the bacteria
exists to produce gas.
Yeah. Um, but then, yeah, naturally we,
we normally allow a 12 month period if we've,
if we've had nothing to do with the site before
and there's no data, very limited information to just
to manage expectations, we say, well, we'll get on site,
we'll start doing our thing within 12 months.
We'll have a clear view. If you are fortunate enough
to come across a site where maybe one
of our competitors had operated before
and their contract came to an end
and we've won, we've won the new gas rights.
Um, maybe there is actually historic information there.
And we've had this a few times where,
like our Canberra site, it had operated,
it had been operated by, uh, a competitor for 20 years.

Mm-hmm. The contract came to an end.

Uh, the government went through a competitive

process, we won that.

So we were able to look at 20 years of operating data

and say, well, we are gonna go

and build a brand new four megawatt facility from day one.

Mm-hmm. Um, and we're gonna ensure that this has capacity

for us to add more megawatts

because we believe we can get even

more gas out of that site.

Yeah. And that, that, that actually played out, you know,

within 12 months, we'd more than doubled

the gas that we were getting.

And we were then looking at upgrading the power station.

So generally we allow 12 months,

but if there's more data we can, can come in, we can look at

that data, we can have a high degree of confidence in

what we're, what we're proposing.

Yeah. That, that seems huge in terms

of a de-risking kind of thing.

Um, so let's talk bigger picture here.

So let's, uh, I mean, we, we could go global,

maybe we will, but let's stay in Australia

for, for the moment here.

What's the total addressable market?

If you had unlimited capital

and you could roll out to as many sites as appropriate, how,

how big could you get? Sure.

So we've, we've done this, um, scan of the,

the thousand landfills in Australia.
There's about 200
that directly suit our business model right now.
Yeah. Wow. Um, now that's not to say
that all 200 we could be producing power,
but 200 would be in a position where there's enough, uh,
waste mass and
and size that it would add at a minimum, um,
be a viable flaring project
that we could produce carbon credits.
Yep. Uh, and then all the rest of them, we would look to,
you know, in time developers power stations.
So 200 we could make, you know, a viable project from,
we currently hold about 34
contracted sites in our portfolio right now.
Yep. So it's, it's really that, that net difference between
the 200 that we see is of interest to us.
The 34 we have today, all the rest of them, they're either,
um, sites that currently, no one's on,
on right now, a Greenfield site.
So we, you know, interact with those landfill owners.
We try to get them motivated to go through a tender process.
'cause they're normally, um, local councils,
I should have said that at start too, really good from a,
a counterparty risk
and a high credit worthy, you know, group to work with.
Yeah. Uh, but then the downside is it can sometimes take a
while to work them through their processes.

So you, you can imagine patient. Yeah. Yeah.
But we are patient, so they're normally the landfill owner.
Mm. Um, and then you have the other
sites which are Brownfield.
So Brownfields that we classify
our competition have contracted up.
You know, some of them will be coming to an end of contract
as, as we've had experiences with recently
with our Canberra facility and we secured that.
Yep. Um, so we, we think there's huge opportunity for us
to grow further in securing greenfield sites,
securing brownfield sites of our competition.
Yep. Um, and that's, that's a whole area
of growth that we have available.
Yeah. So you six to seven x bigger than you are now.
Um, that's right. Uh, so when,
what is, what is your, um, what's the high level pitch
during these tender processes when you've got other people
similar to LGI,
at least in the proposition that they're putting forward?
Um, both of them are, uh, you know, essentially coming
to the, to the council and saying, Hey, we can,
we can do this for you.
What is it that you guys put forward to sort of ensure that,
that, that, that you get the work?
Or does it, or does it, I guess what I'm trying to get at is
how commodified is the industry
and I'm, I I asked that very deeply suspecting
that there is, we're a long way from that at this stage.

So what's, what is it that, that, that allows you to sort
of offer a more compelling pitch, I suppose, to a council?
The one main point of difference of of LGI,
other than just, um,
L-G-I-L-M-S-C-D-L, they're the other companies.
So the lettering's different,
but, uh, we are, we are vertically integrated.
So everything we do from that initial work of designing
and installing in the landfill, we have an entire team.
In fact, almost a half of our workforce is just people
who specialize in scoping that out and installing pipe work
and systems in the landfill to get the maximum
gas recovery rates as possible.
Yeah. So that requires us to have our own drill rigs,
earthworks equipment, trucks, you know, so the fact
that we have that there is, is very unique.
No one else in the market has that internal. Interesting.
Um, we have our own team who design
and manufacture our flaring systems.
So as I said, we not only then can iteratively improve
where we see a problem
or something didn't perhaps quite work
out, we can change it.
We can do that super quick. Yeah.
Um, we can also then have a huge cost control over the parts
we use and the, and the quality of the outcomes.
And then the same again, for our power stations.
We have our own team internally who design, build

and operate the power stations.
So we're not relying on a third party to come in
and perform our servicing.
Um, we again, control the costs right through
to the commodities that we produce, such
as the energy itself and the carbon credits.
But we have an internal trading team.
So then we're, we're maximizing the value recovery
or all the profit, um, outcomes of those products
because we are strategically in the market negotiating
either for spot sales
or perhaps we're doing a, a multi-year off take
for energy or carbon credits.
Mm-hmm. And we do all that internally.
So we, we found very early on that was, um,
not only was it unique, but that genuinely
resulted in a higher, higher value creation per site.
Yeah. So when we're offering a percentage of the revenue,
'cause it's, it's a revenue, um, mechanism that we,
we bank our, our royalty off.
Yeah. You know, we're effectively creating a bigger pie
that we're sharing back with the landfill owner. Yeah.
And so the, the others are
contracting all this other stuff out. Are they,
Some parts of it they have in-house
and others they then contract in.
Yep. Um, you know,
and then, then there's, there's sort
of combinations of that, but mm-hmm.

It's, it's all of what I said about
that vertical integration,
and it's the fact that every one of our clients, uh,
you could contact, and I'd be very sure that, that,
that put a very good word in for us.
So we, we invest a lot of time, effort,
and energy on that customer service side because Yeah.
We are talking, um, at a minimum these contracts are 12
years at a minimum Yeah.
That we secure. Yeah.
Whereas the longer ones, that 20
or 30 year contracts, I mean, that's a marriage.
It it needs to work well. Yeah.
You need to manage a relationship. Um, yeah.
There needs to be alignment there. Yeah.
Uh, so I, I do, I do invest a lot of time in that space.
It, it strikes me, Jared, that this is every now
and again, you come across an industry that is, um, perhaps
what you'd call non-competitive.
I'm, I'm referring to the landfill sites as well.
So the, the local landfill, uh, is viability, profitability,
operating metrics, whatever way you want to sort
of look at it has nothing to do with what's happening in,
in another council area.
And in fact, because of that, you tend to have a degree
of cooperation across councils.
So that might be wrong, but, and correct me if it is, but,
but if it's not, it strikes me as though one of the, the,

the most important things you guys can build up in terms
of goodwill is just incredible reference sites.
Because when you go and knock on another door
and say, Hey, we can do this for you, uh,
I suppose the answer is, well, that sounds really good.
Um, but it's very different proposition when you can say,
oh, by the way, here's a, here's a list of context
that you can call up and, and,
and we'll be more than happy to share their,
their internal metrics on this.
But again, because it's non-competitive,
or am I completely wrong on that?
Uh, there's, there's definitely a competitive element
element in the waste space, um, especially around, uh,
Victoria, new South Wales.
The way the councils are structured,
if they still own a landfill, um, there is a degree
of competition as to who has the best gate fees as to
what rubbish comes in versus
what might be the next council over because of Oh, I see.
Right. The, the waste division of a, of a land of,
of a council, sorry, is generally quite profitable
and is normally one of the two main profit centers
for a local government.
So they do operate in a very mindset. Really.
Wow. Yeah. Okay. Um, and
So they, so they won't share, so they, so they,
they won't share some of the insights and,
and the experiences they've had in, in, in regard

to this sort of dimension of, of their operations.
They, they, they, they talk through industry groups
or they, they may meet, you know, at a, at a regional level,
um, but they don't simply say, here's a copy
of my contract, I've got, you know, you
Welcome to. Oh, sure. Right?
Yes, yes. Okay.
Yes. Um, and, but no, like they,
they still are very commercial at a site level when it comes
to how they price, what they're offering the market.
And then you've got, um, the other part of the market,
the waste market is obviously the private waste operators.
So that's your, your cleanaway, Veolia Ronandas,
JJ Richards, um, you know, bingo
who we have a contract with in western Sydney.
Right. Um, they are obviously a commercial beast.
So what they're offering is, you know,
around their own profit maximization.
So interesting. An interaction with them is, is different
to an interaction with the local government.
That's interesting. Okay. That is very interesting.
Um, we haven't talked about carbon credits yet.
Now this is something that I, I, my experience
whenever carbon credits come up, a a whole bunch of
presumption tends to come with it,
even if it's very ill informed presumption.
Um, which is just the nature of, of,
of humans I suppose, in a lot of ways.

But talk to us about that part of the business.
What is it in terms of the proportion of sort of revenues,
um, uh, and, and what are some of the risks around that?
I, I guess I'm really getting at sort of the political
and regulatory risk.
It, it, it, there is a, the stroke of the pen kind of risk
that government changes direction on, on this kind of stuff.
But yeah. Very open-ended question there.
Where, where, where do you want to go with it? But Sure.
But how does all that work?
No, that's okay. So, um, w we've,
we've witnessed this whole journey, not only for Australia,
but you know, around the world,
because as I said, the understanding around what you can do
with a landfill has changed over time.
But at a point in time going back in Australia, we started
to clue onto, well, we need to manage our missions,
you know, from transport, um, station reen,
energy waste across all parts of the economy
and what it is with a landfill.
Yes. There's a, there's a degree of abatement, um,
that you can be rewarded for by, by reducing those emissions
through carbon credit.
So essentially for every one ton
of abatement you are producing one A CCU,
an Australian carbon credit unit.
Um, that's a tradable commodity.
Your large liable emitters, they buy those
to help manage their offsets.

Mm-hmm. I mean, even a mom
and dad can buy one if they want to as well.
And that effectively creates a whole market
of buying and selling.
So supply and demand.
Now you look at how the, the price
of those ACC has changed over time and,
and it has trended upwards, which is great.
But also that the complexity
and the process that you have to work through
to demonstrate the abatement has also, you know, increased
through policy.
Uh, probably also through community expectations. Yep.
Now, coming back to landfills, what it actually means is,
um, you, by default, you don't get access to acc, you have
to demonstrate that you have truly abated above
and beyond what would be considered business as usual.
Yeah. And, and the way they do
that is they effectively have cover, have a, uh,
baseline for each landfill.
So it's worked out more
or less site by site based on the size
of a landfill, how long it's operated.
Um, are there particular license conditions the EPA has
imposed on how you must operate.
The, the federal regulator then comes up with a baseline.
And if you can extract
or recover gas above that baseline, that's

how you start producing your carbon credits.
Um, now what you'll find with all of our sites
that we produce carbon credits from,
is we actually publish on our website the baselines.
'cause we're quite transparent about it. Yep.
We, we are comfortable with that method.
We think it brings integrity to the overall scheme.
'cause it, it makes, uh, it makes it quite clear
that we just don't get these things, um,
you know, willy-nilly.
Like it requires us to constantly invest in that pipe work
to constantly chase the gas in order
to keep the gas recovery rate up and above the baseline.
So we get those, those accuses. Yeah.
And collectively, over the years,
what we've seen is the baselines have been coming up,
as I said, because of, uh, policy development,
because of community expectation.
But we are then incentivized to constantly invest
to keep in front of it, um, which, you know, is actually a,
a net positive outcome in the end of it as well.
Yep. So collectively, they represent about a half
of our revenue at the moment, um, on an annual basis.
And you can see that we're investing very heavily
in our energy division to try
and grow that part of our business.
Um, because we don't see
that this is a forever revenue source.
You know, there is, um, general comfort.

The government's working through a review right now,
and there'll probably be another 10 to 12 years of,
of acus from the waste sector.
Mm-hmm. But will it be there in two, three decades?
You know, you, you wouldn't,
you wouldn't put your hat on that.
So you'd be wise to pivot your business
and prepare yourself for a future of what it,
what it might look like without them as well.
Yeah, that makes sense. Um, and,
and can you expand on, I know this is a smaller proportion,
but can you expand on what an LGC is and how that all works?
Yeah, so the, so the a CC uses for the abatement
of the landfill gas
and LGC is to do with creating renewable energy.
So in a separate scheme, managed by, uh, a,
a federal regulator, they were trying to incentivize more
and more, um, generation from renewable sources.
It was actually the, I think it was the Howard government in
2000 introduced this policy.
Okay. So it's one of the, our longest
and most successful environmental policies for a while.
But essentially, yes, for every one megawatt
of renewable energy, wind, solar, hydro, landfill,
gas is deemed renewable.
Um, you then get one LGC
and the lgc are a tradable commodity
between parties in the energy market.

So retailers have to buy them
because there's a requirement for them to demonstrate
a percentage of energy that they supply is renewable.
And that, that's what created the market for lgc as,
as a commodity between a buying
and a selling perspective. This
Is what you see in your electricity bill.
If they say you get to opt in for using more renewables,
that's correct's how they,
okay. Right. Cool. That makes sense. Yes.
So you might choose to have 100% renewables,
or you may choose to have the default.
Yep. Um, and it,
but by you choosing a hundred percent,
you are creating more demand for those credits.
The, so the final, I'm just, I'm, I'm looking at one
of your recent slides here, uh, to, so the, the final piece
of the revenue, uh, uh, puzzle.
We've, we've talked about the carbon credits, the egcs,
the actual electricity generation.
You also generate revenue from the construction
and the management of the sites.
I'm fascinated to know how, how that kind of works.
Uh, does that, does that help bring these, uh, costs to, uh,
a break even from your standpoint?
Or is it more just a mitigating, um, uh, factor
or Yeah. How, how does that all work?
So across that whole landscape between, uh, landfills
that are owned by councils

or landfills that are owned by the private sector,
there are some instances
where those landfill owners don't actually want
to engage in a long-term contract for someone to come in
and manage the gas on their behalf.
They sometimes instead prefer that they just pay
for the pipe work to go in, or the flare and the,
and the, the management year on year in exchange
for them taking more of the financial benefit being,
you know, the revenue that it creates.
I get you. So that part of our business, which is anywhere
between sort of, um, one, one
and a half, sometimes it's $2 million per annum
depending on what we're doing there.
Yep. That's what that represents.
So we've got a couple
of sites here in the greater Brisbane area.
They're, they're very old landfills
that Brisbane city council, um, has closed.
We just, we provide a flare.
We have a team of people who go out, they make those changes
to the wells to maximize the gas recovery.
Yeah. Um, but the site does not produce carbon credits,
doesn't produce power.
So the, the net revenue for us from
that activity is effectively a service fee.
Um, and those contracts generally are
anywhere from like three years, five, seven, some,

or even 10 year contracts.

Yep. So it's just another, um,

another healthy source of revenue.

And in our very early days,

that actually was our main source of revenue.

I can still remember where we'd be, uh,

high fiving having like a million dollars of revenue from

that division, and that would've then funded, you know,

what, what we could have invested in our first power station

or sort of our next structural step.

Yeah. Um, so I, I've always kept it close to my heart

because that was our first, you know, in

to the waste sector.

Love it. Uh, can you give us a, I mean, if,

if it's commercial and confidential, that's fine,

but the, is there a, um, can you give us a sense

of the margins for these different revenue streams?

If you could maximize one source of revenue, looking through

that margin lens, which one would it be?

Probably one point to understand is every business

does well, generally, sorry,

when you've got multiple sources of revenue.

Yes. You know, because across different phases

and areas, things can go up and down.

Yeah. So that's a strength that we often talk

to with our businesses.

We have our, our energy, which is our main revenue source.

We've got the, the acus, which is the next largest source.

And then we've got this construction, which is quite small.

Um, but it's also quite important now that construction part
of our division, we generally have a target where we aim
for about a 50% profit margin most years.
And things can happen, you know, you can have increases in
fuel costs or labor costs can go up
and it may misalign to the cycle of a contract.
Yep. Um, you know, we bake in things like CPI,
but so you might have it where one year it's at 30,
that it's at 60,
but generally what we aim for is about 50% profit margin.
Yep. The carbon division is probably our highest, um,
margin generating, you know, part of the business
because the CapEx is relatively low.
As I said, you get a three year return on investment.
Generally, at a minimum you're talking a 12
year contract for those sites.
So then once you've passed your payback, you've got a number
of years of very healthy profit contribution.
Uh, and really the, the ongoing opex
or costs to service year on year aren't that high.
Like we're talking, you know,
if it's a site within our general area, it might be 30,000,
it might be 50,000 per annum.
So there are really high margin,
I won't actually quote what the margins are for those.
Sure. Um, 'cause it will vary based on
the price of carbon as well.
Yep, yep, yep. And then our power stations is an area as,

as I'm, um, you probably have sensed, it's like a key area
of our growth prospects,
because we're trying to move as much of the gas
that we have, um, across our contracting portfolio in, into
electricity that we generate, but also it's,
it's generating the electricity at the right time when it
offers, you know, the right price outcomes for our business.
Yep. So that is highly valuable to the energy market
because, um, a megawatt of energy right now in Brisbane,
in a beautiful blue sky day is probably worth nothing if I
looked at the market price right now.
Right. But in a few hours time, it will be, you know, two,
$300 per megawatt.
So per megawatt hour. Sorry.
So you, you're really, um, incentivizing parties to, to try
and control when they generate
and when they, they send that into the market.
That's where our investment in more generation
and batteries will really start to, to sort
of build some momentum and play.
Its, um, play, play it better. It's
Okay. This, this, this is a
good opportunity for me to, to pitch
to you, Jared, and I apologize for this.
That's, and apologize to everyone listening.
You've gotta whack some Bitcoin
miners on some of these sites.
And, and I'll give you the pitch.
I mean, following the work of a guy called Daniel Batten,

I'm not sure if you've heard of him in New Zealand climate
tech entrepreneur, but they're doing some really interesting
stuff in South America with this stuff.
And, and his, his whole thing is, it's got nothing to do
with this magic internet bean stuff.
You can sell it straight away if you want to.
But the advantage of it is, is you have these sort
of modular, uh, mining facilities, just racks
of servers, essentially.
You can pick 'em up, you can put 'em down,
you can turn 'em on and off at an instant.
Uh, and they generate money, you know,
particularly when there's no connectivity fees.
If you've got a star link, you know, you can, you can be,
uh, uh, connected.
Anyway, the whole, like, I could go on and on about it.
It's sort of one of these fascinating kinds of, um, areas.
Is it something you've looked at?
And if you have, what's, what's been?
And there's probably a good reason as
to why you haven't, uh, pursued it.
It, it certainly is something we looked at
because a, a number of us, uh, myself included we're,
we're nerds, technology nerds.
So, you know, blockchain, Bitcoin, um, has been
around for some time.
It's become a bit more mainstream in the last few years.
And as we were observing this change in the energy market,

we could see that that real up
and down of a 24 hour curve, naturally you start
to think about, well, what could we potentially bring to us
to consume that energy?
Or what, what options
or what avenues are available for us to keep, you know,
consuming the gas, creating electricity, um,
but to convert it into something of higher value.
You know, electricity is, is a commodity. Sure.
Um, but Bitcoin mining
or perhaps, um, you know, powering some sort
of manufacturing facility, whatever it may be,
there's all sorts of avenues out there.
So we did look at it when we also were looking at it,
this was, um, early on after we had become a listed entity.
And some of the feedback we got from shareholders was they
really bought into LGI as much for our renewable ambitions
and our, our carbon reduction ambitions.
Yep. Um, and, and bitcoin's obviously straddling this line
right now where it's, it can be quite power hungry.
Um, some of the most profitable Bitcoin miners are running
off coal fired power stations in different parts
of the world, or some of 'em even off just hydro as well.
Yep. Um, so from a, an optics
and a perception, it does have a bit of a, a challenge
to try and balance that line. So we,
It's so, it's so ironic, isn't it?
Because it is, it's one of those industries,
it's very power hungry, but it's also forecast

to be carbon negative in five years.

Yeah. So it's sort of like the, and it, it's so fascinating.

I totally get what you're coming from as, as an investor

and we, we know how powerful narratives are.

You know, it's like, uh, we could point

to ESG being a huge thing for every investor and

and company, and less so now, uh, just

as other trends come and go.

And so, I I do, sorry, I didn't mean to cut you off,

but I do, I guess no, empathize with, with the reality

of keeping stakeholders happy, even if some

of those stakeholders may be pushing

narratives that aren't accurate.

Yeah. And, and I think what, where there's value is, um,

we'll look at something, we'll, we'll pass it

through our internal process, you know, to a point

where we're pretty clear about

what it could look like if the market conditions

or those stakeholder concerns were to go away tomorrow.

Yeah. Well, you know,

we could actually jump on it quite quickly.

'cause again, that modularity that you've talked about,

I mean, that's our bread and butter of what we do Yeah.

With every other piece of equipment we work with.

So, um, we do see it as being something which could plug in

and, and provide, you know,

pretty straightforward financial proposition.

Yeah. It's just about managing this piece where it's, it's,

it's the narrative part,

but also, uh,

we actually don't have an unlimited source of capital as well.

So we've got a pretty, um, we've defined a capital program

of a threefold increase

of our megawatt capacity over the next few years.

Yep. That's gonna require quite a bit

of discipline on our behalf to make sure

that we deploy capital to

where it gives us the highest valued returns.

Yep. And we, we don't want to rush out tomorrow and,

and do another equity raise.

We're trying to do it relative to our free cash flow

that we can generate year on year,

the debt facility we have available.

Uh, and we also have a, a nice holding

of acus on our balance sheet that we can tap into.

So that's our, um, our discipline at the moment is just,

you know, managing our capital allocation.

That, that's a perfect answer.

That, I mean, you know, I I, I get it. I really do.

It'll, it'll change, like the narrative will change

and it's, it's a really nice optionality sort of

to have in the, in the back pocket.

Um, what you just said there, Jared,

actually is a beautiful segue to

what I was gonna ask you anyway.

So we've, we've sort of determined

that the opportunity is pretty big.

There's a lot of scope to sort
of grow just just within Australia, the tech,
the engineering, a lot of that stuff's worked out
and you guys have got some secret source there.
So that, that's pretty cool.
Um, so it does strike me,
and again, correct me if I'm wrong, that the, the,
the limiting factor is the capital.
And, and this is something else that is going
to depend very much on the broader sort of, um,
investing landscapes sometime it's just,
it's just more abundant than at other times.
Right. And you've gotta work within that.
Uh, we've often had many guests on, on, on this platform
where, you know, you go back to not long after COVID
and the money was just being thrown out of helicopters
and no one cared about free cash flow
and what's free cash flow right now,
the situation is completely inverted.
So I guess, I guess, and the other point I would make,
and I'm, I'm sorry for the,
the big long meandering questions here is that I,
I do recognize that a lot
of investors can be instantly knee jerk reaction negative
to a capital raise.
Um, but the point that I often try
to stress here is it's not really whether
or not a company is ma raising money.

It's what they do with it and the
return that they get on it.
So when you, when you rock up with a
more than just a pitch deck,
you've got operating plants all over the place,
you've got demonstrated economics
and with a reasonable degree of confidence, you could go
to investors, the market, the bank,
and sort of say, here's the return on
investment that we can generate.
And the maths is pretty straightforward.
If it's greater than the cost of capital, like go for it.
Right? Like absolutely go now that's,
that's how I would frame it.
Of course, whether or not the other counterparty sees it
that way is, is, is the challenge.
So what is, why, let me,
what am I trying to say here?
Could you push harder in terms of getting access to capital,
even if it, even if it delayed or, or,
or pushed you back into a, uh,
a loss making proposition initially,
or even if it was a slightly higher cost of capital in some
of the debt financing or something
that you might need if it allowed you to, to take advantage
of what might be called a first mover advantage
or to, you know, these are 12 year contracts minimum.
Maybe, maybe there is a bit of a race to sort
of secure these things while the the going is good

or there's a thousand other types of things here.
And again, rambling question, I'll, I'll palm it to you
and see what that's okay with. All of that's,
It's, it's certainly not the first
time the question's come up.
Um, and for us, I mean, we we're in this space day to day,
so we, we, we, I'm comfortable with,
with the question as well.
So understanding that, uh, the timing of those
contract opportunities is not fully in our control.
Sure. As I said, you know, you've got a combination of, um,
private waste operators who may be controlled
by an overseas, uh, multinational through to
a council whose bread and butter is, you know, roads
and libraries and other things.
And, and when you come along
and talk to a council, it's,
it can be anywhere from a matter of months through
to a matter of years for them to, to understand it, go
through the process and award a contract.
Yeah. So there's, there's that part there to understand is,
um, we can't force the contracting outcomes in the market.
We just have to be interacting with as many of those, um,
those prospects as possible.
And at any one point in time, like we had in our first half
of this, uh, sorry, first half of it I 25,
we actually signed five contracts, which is normally
what our, our yearly, um, target would be.

But it all kind of fell out in the first half
because just a range of those contracts came through,
which is, which is always great.
Yeah. So that's one part of the equation.
The other part is, um, access to the energy market is more
and more, it, it's getting harder.
So I can recall a decade ago
that I could put an application in for a power station,
it'd be an a four form, I'd hand write all of the fields,
uh, and like, you know, 30 days later, I'd,
I'd have the ability to connect to the market.
Well, fast forward to today, um, that process takes six
to 12 months and,
and quite a bit more capital of studies,
assessments, et cetera.
So when we are looking at the existing portfolio
that we have those 34 sites,
and we say, well, we want that to be a power station
and that to be a power station in the background,
our team's working through,
you know, what does that look like?
What's the timing? Um, what are the costs?
So then when you cost out a project
and you've gotta compare it
to the other project prospects
internally, what are the returns?
Does it meet our return rates, et cetera?
Um, you, you can naturally see how the timing, again, in
that space is not at our control.

So we, we are hesitant to the idea of rushing out
to do a raise and then having effectively lazy capital
sitting in our bank account.
Um, we think we, we've, we've tried to sort of, uh,
come into the, the listing space back in 2022, set up a,
a reputation of people who set out,
set out a plan and deliver on the plan.
Yeah. And then when the time is actually right,
we feel like we should be in a good position
where the market has seen that we've delivered
whatever we said we would do, we've done.
Uh, and they would then reward you
with hopefully not too much
of a discount on your trading price versus, I've,
I've observed over the years groups that, um,
maybe there's some hiccups
or they, they rush out, they do a raise costs go higher.
I mean, all that does is it just sort of starts
to eat away at your, your,
your credit worthiness and your reputation.
Yeah. Um, so when we outlined our plans in April last year
for that, that threefold increase in our megawatt capacity.
Yeah. That was just trying to come up
with a nice easy framework for people
to understand what's the growth that we're talking
to over the short and medium term.
Yeah. Um, 'cause it can be really hard for everyone to try
and comprehend if I quote, you know,

we won five landfill contracts, well what's the value?
Mm. I mean, it takes us about a year to work through
that process to understand it.
Yeah. Um, very hard for someone who's
outside the business to understand it.
Yeah. So that, that might have
been a long, a long answer to the
Question. No, that was perfect. Yeah. Yeah.

You can only, you can only go as fast
as the industry will allow.
So, yes. So I, I could give you a $10 billion today.
It's like, well, it's gonna sit in our bank account
for a long time, no matter.
Okay. That makes perfect sense. Yeah.
Um, I've got a question that's come through, I'll put it
to you before, 'cause we're running outta time here.
Yeah. Um, it's a good one actually.
To, to a limited extent, a properly kept landfill site act
as a gas reservoir.
Are you able to use strategies to cycle gas recovery
to generate and sell power into peak load times so as
to optimize the sell price?
So I guess what they're saying here is like,
do you just have to take the gas as it comes out
or can you be a bit more strategic with how you use it?
A hundred percent. We're strategic.
Um, so it's a really good question.
'cause it's come up a couple of times over the years, as,

as people better understand the model.

Yes, a hundred percent correct.

A a capped landfill will generally, you know,

perform the role of providing a seal or a, or a,

or a, um, as a vessel.

Yep. We often describe a landfill as a sponge.

So it's, it's got all these little holes and,

and while we normally pull the gas away from the landfill

equal to the rate that it's generated, that's the,

the perfect balance position.

You can rest the landfill.

So you, you dial down your generation

or you, you, you ease off the gas,

you're pulling out all those little holes start to fill up.

It doesn't actually leave the landfill.

It just sort of fills in the, in the spaces. Mm.

And then you, you know, at a later point in time, you,

you withdraw it, you recover it.

Yeah. So we, we do that

and we were doing this for some years

before we started considering

putting batteries in our sites. 'cause that's a very,

I was gonna ask you about the batteries. Yeah. Yeah.

It's a low cost way of effectively

ensuring the value conversion of the gas into a higher, um,

higher valued outcome is achieved by just doing that.

And so that's actually the system we developed

is a trading system.

So it looks at market pricing. Yeah.

It looks at the gas curves
and it does these calculations every five minutes to say,
do I ramp up?
Do I ramp down or do I stay the same?
That's interesting. Do do you have any, um,
internal software or tech that sort of helps with, I mean,
I'm sure on the trading side of things, you,
you have to have all of that.
Can you speak to that for a moment?
Yeah. So this platform we developed is, we called it dax,
dynamic Asset Control System.
Yep. Because we could see the value by, if I was
to manually change a power station, I could,
I could create this higher valued outcome.
So we wanted this to happen, you know, 24 7,
not just during the business hours.
Mm. Um, but also I was mindful of, well I could employ two
or three people to sit and look at screens all day,
but we could probably develop software
for a fraction of the cost.
And that's, that's what we did.
So we did that years ago
and Dax has been doing a, an amazing job of getting a,
about a 12 to 15% uplift
of earnings just from it doing that, that touch.
That's huge. And then layer on top of that,
when we've now installed our first battery at a site
in Brisbane, yeah.

Um, the battery has allowed us
to achieve a greater than a 70% uplift in the earnings
because the battery then distorts the energy
during those low price points.
Yeah. It's, it is an arbitrage play
to the later points in time,
but it also taps into new revenue sources.
And so, so we actually needed, uh, Dax
to control the batteries as well.
So you've now got, you know, the market,
you've got our gas curves
and you've got all of our equipment sitting between,
and Dax is, is doing all that work for us.
Have you ever thought about selling that
as an independent product?
Yeah, we, we, we've looked at it
and we're, we're sort of exploring what it may look like,
what it would require from a, an after sales support.
Yeah. Um, and we're looking at, you know, is there a way
of us licensing perhaps
the software as opposed to selling it?
'cause we don't want to, we don't want the IP
behind it getting out there.
Yep. So that's, that's a
and a space we're exploring at the moment.
Yeah. Fascinating.
Um, there's a whole raft of companies,
it has some really interesting things
where they've developed something in-house for their own use

and then it's like, well, hang on,

other people could use this.

So it's, yeah. It's another, another sort of, um, yeah.

A bit of optionality there.

Gosh, Jared time has pretty much run out.

Um, I could ask you questions all day on this,

but I guess the, a good one to, to end on is when you speak

to groups like ours

or investors in general, I,

I'm sure you get the same questions that come up again

and again, but one I'm fond of asking is,

what are the questions that no one asks you

that you find odd that no one asks you?

Um, one of our one, one of our institutional investors,

um, asked me a question two years ago, which was, uh,

what didn't go to plan

or what, you know, what,

what failures would you have had in the last 12 months?

And that was a really interesting reflection

'cause you're often in a situation

where there's always putting the best foot forward.

Sure. Um, but,

but like life, you know, not everything does go to plan

or there, then there's just learnings and lessons.

And so that was quite a refreshing interaction

because um, up until that point, you know,

everyone's saying like, these guys can be really cutthroat,

really on you and make sure you're always

talking positively.
And it was almost like this complete shifted, well, hang on.
They are actually human being and Yeah.
We, there's a I think that the lesson from
that though was just like managing expectations.
Don't, don't a hundred percent trip yourself into like
overpromising and, and then therefore not delivering.
Yeah. Um, and just speaking up, if you do have a, a,
a mishap or something's not quite gone to plan, like Yeah.
The, Not if, not if, but when. Right. That's right. Yeah.
Yeah. Yeah. It's so refreshing to hear you say that.
Honestly, I try and encourage that as much to as much
as our guests as I can.
'cause we speak to a lot of companies
and you know,
there's the often the investor relations person in your ear
saying, you gotta do this and you gotta do that.
The, the irony is, Jared,
in my humble opinion, it doesn't work.
Yeah. At best, at best, you get a short term spike,
but a spike that's driven by hot, fair weather friend kind
of money, which will abandon you in a second,
that there's a title hiccup.
And so, so like, it generates nothing for the business,
but the consistent, honest,
clear communicator will build up a, a shareholder base
that is there for, for, for the right reasons
and is patient capital.
And that's a, it's an asset

that I don't think enough companies sort of recognize is, is
that, is is the quality of the shareholder base.
Yes. So there's not really a, a question
but more of a, a, a, a biased comment from me
because I've just, I've just, I know
what the pressure is like as, as a listed company.
I know the kind of people you have whispering in your ear,
and often they're,
they're not giving you the best advice in my humble,
I say as a former analyst.
Um, yeah.
Any closing comments before we, we let let you get back
to the more important work of running, running LGI?
Oh, look, I, I just, um, can't, again, thank you enough
for reaching out and, um,
giving me the chance to talk with your network.
Um, it's, it's an area
that on reflecting in the last six months, months,
we've spent a lot of time post becoming a listed business
with maybe the, the top end of our register, uh,
and the more substantial shareholders.
And we've just been in the last few months been trying
to understand how there's,
well there's obviously other parts of the market
and there's other parts to our register.
Yeah. Um, so the platform you've got here is great,
you know, and it's got a good reach through a network.
So, uh, I'm fully supportive of it.

Just wanted to say thank you for your time as well.

Uh, look, ab absolute pleasure.

And listen, we'd love to stay, uh, uh, up with the story.

So we might reach out in another six to 12 months and,

and see how things are going, if that's all right. Sounds

Great. Awesome. Okay.

I'll let you get back to it. Thank you.

Thank you again. Cheers. Cheers.