



**SOLUTIONS FOR
MANUFACTURERS**

ESSENTIAL SUPPORT FOR MANUFACTURERS

IBDO

HIGH-QUALITY TECHNICAL ADVICE AND EXCEPTIONAL CLIENT SERVICE FOR MANUFACTURING GROWTH

To be competitive, manufacturers must innovate their product, production line and supply chain solutions. They must continuously challenge and review their operations and strive to deliver cost efficiencies.

At BDO, our experts help industry players adapt and grow. We combine extensive industry experience and specialist knowledge - by bringing together a range of experts in audit and assurance, tax, business services, advisory and consulting - to identify critical issues affecting the manufacturing industry and your business, plus guidance on the complexities of doing business in a global economy.

We provide timely, practical and strategic guidance to help you leverage key competencies in your manufacturing business. Whether it's advising on how to improve day-to-day performance, managing compliance of the R&D tax incentive, undertaking a supply chain review to optimise operational efficiencies, or delivering total business transformation - we guide your manufacturing business on the path to continued growth and improved customer experience.

Our ultimate goal is to help our clients succeed. We are committed to being 'people helping people achieve their dreams' - by building long-standing relationships with clients and industry stakeholders to identify and respond to the needs of our clients.

Australian manufacturers operate in a one-of-a-kind environment with opportunities and challenges that are just as unique. Being successful requires a focus on five key areas:



INDUSTRY 4.0



VALUE CHAIN RESILIENCE



SUPPLY CHAIN INNOVATION



CAPITAL



SUSTAINABILITY

BDO's full-service team can support across each of these areas, drawing on first hand insights and experience to guide you on the path to achieving your goals.

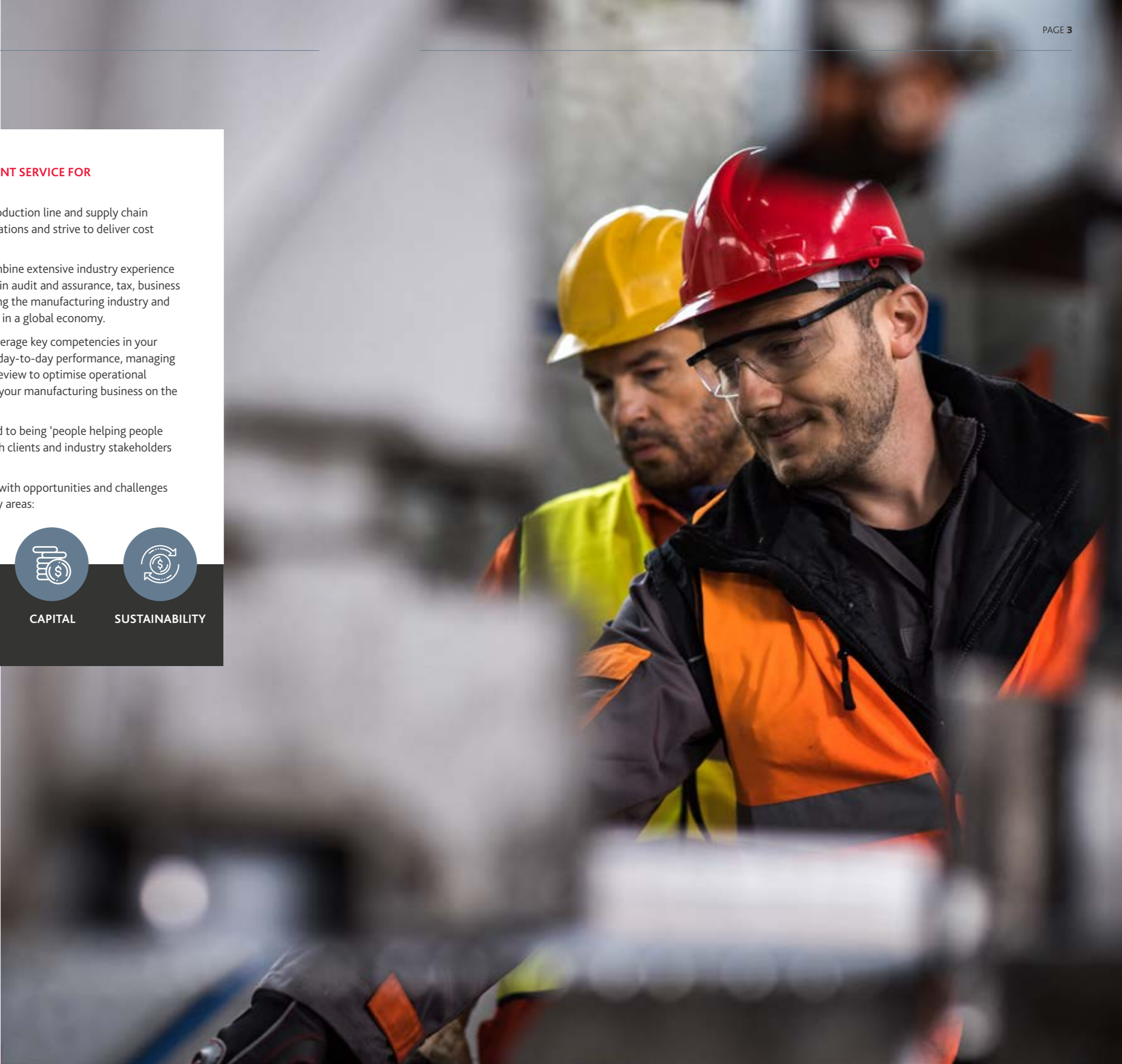
For more information on our full-service offerings and how we can assist you, please feel free to contact me



RYAN POLLETT
NATIONAL MANUFACTURING AND WHOLESALE LEADER, PARTNER

T: 0419 641 217

E: Ryan.Pollett@bdo.com.au



OUR WHOLE OF FIRM PROPOSITION



TAXATION SERVICES

The BDO Tax team is one of the largest and most dynamic tax practices in Australia with extensive resources and enormous diversity with our global networks. Our proactive approach allows us to identify any tax planning opportunities and ensure robust tax corporate governance, whilst keeping in mind your business's strategic vision.



BUSINESS SERVICES

Our Business Services team provide you with a variety of accounting solutions including: outsourced accounting, end-to-end payroll, Virtual CFO, and strategic planning and growth. We also offer access to BDO's network and specialists as required — giving you the time and resources to focus on your business.



EXTERNAL AUDIT

Using our leading-edge audit methodology, we conduct independent financial statement audits that deliver comprehensive and efficient outcomes. Our experienced auditing specialists can help sort through any financial reporting or accounting issues you face. Regardless of your business size, operations or location, we proactively identify business improvements and possible areas of risk.



CORPORATE FINANCE

BDO is a leading Corporate Finance team in Australia and globally, being ranked as a top leading middle-market Corporate Finance adviser in the world by Thomson Reuters, Pitchbook, Experian, and MergerMarket. Our specialised team is highly qualified and experienced in all areas of corporate finance. We offer expert advice in transaction services, mergers and acquisition, financial modelling and valuation services.



RISK ADVISORY

Our Internal Audit services include risk-based audit planning, financial and compliance audits, operational and performance audits, and investigations. In addition, we have a wider risk assurance skill-set that can assist in integrating the culture, systems and processes of a business to identify and manage risk. This can help make decisions, support business objectives and prevent business losses.



FORENSIC SERVICES

When your organisation is under threat, you need to act swiftly to deal with issues before they escalate. BDO's Forensic Services professionals can help you resolve high-risk matters involving fraud and corruption, accounting irregularities, litigation resolution, data recovery and a wide range of compliance issues.



HUMAN RESOURCES, CULTURE AND CONDUCT

Investing in a strategic HR program is critical to the success of your organisation. BDO's People Advisory team provide a full spectrum of HR services designed to improve productivity, acquire talent, lessen administrative burdens and minimise risk. The People Advisory team can also support business transformation through change management programs.



IFRS ADVISORY

BDO has the largest IFRS technical team within the mid-tier firms and should any matters arise during the audit which require their input, these will be raised at an early stage to ensure a quick and clear resolution can be obtained.



DIGITAL AND TECHNOLOGY ADVISORY

BDO's Digital and Technology Advisory team supports clients in assessing their business and IT environment, and understanding their needs and requirements in order to deliver optimum business performance. We work closely with clients to establish and implement appropriate IT strategies to support strategic competitive advantage and business objectives, as well as information security. Our key services include IT strategy and planning, IT cost reduction, technology risk, digital transformation, project advisory and IT assurance.



DEBT ADVISORY

BDO's Debt Advisory team work to bridge the gap between financiers and the businesses they lend to across all debt products by offering a full range of services including new-lending, pre-lending independent reviews, and debt restructuring. Our team conduct due diligence, modelling, structuring and strategic advice across the entire process, through to negotiating and following up.

INDUSTRY 4.0

Manufacturing is undergoing major transformation. The fourth industrial revolution, known as 'Industry 4.0', is rapidly integrating the physical with the digital; disrupting manufacturing with automation, digitisation and new materials. With automation and interconnecting machines and processes evolving business operations, it impacts products, supply chains and continually pushes manufacturers to innovate.

At BDO, our specialists provide practical and strategic guidance by helping you identify and leverage key competencies in your existing manufacturing business.

With deep sector experience, we help manufacturers improve their day-to-day business performance, manage risks and enable their people to deliver on 4.0 - by helping them through the process of adopting technologies and adapting their tools and cultural approaches, so that new ways of doing things become part of their DNA.

Whether it is providing strategic advice on operational efficiencies, such as supply chain review and management or reviewing distribution models and inventory management; we can assist your manufacturing business to adopt Industry 4.0 principles for continued growth and improved customer experience.

Our team of experts work together to offer a holistic approach to your manufacturing business.



Insights from our BDO team

READ THE PUBLICATION

The Australian middle-market manufacturer's guide to manufacturing

[CLICK HERE](#)

DIGITAL TRANSFORMATION

Implementing disruptive technology is one small part of broader systemic change within an organisation. At BDO our people, technology and risk teams work closely together to ensure digital transformation in your manufacturing business prepares your business' systems, processes and its people for the transformative journey ahead.

PEOPLE

Change starts with people. Technology for the sake of technology is a wasted investment; you need your employees to understand why they need to leave the status quo behind, believe in the strategic vision and feel engaged in the process. Most importantly, they need to understand what's expected of them and have the resources, training and development to get to the new destination.

BDO's People Advisory solutions provides a full spectrum of HR services.

Together we work out what's best for your business objectives and how we can work in a way that's aligned with your organisation's culture.

- Organisation design & alignment
- Leadership, culture & change
- HR effectiveness
- Workforce & talent planning
- Remuneration, performance & reward.

TECHNOLOGY

Implementing digital changes can seem overwhelming. Our technology advisory team has qualified experts who help you deliver on digital projects. We support you in assessing your business and IT environment, and understanding your needs and requirements in order to deliver optimum business performance.

We work closely with you to establish and implement appropriate IT strategies to support your strategic business objectives, as well as your information security needs.

- IT strategy and planning, including innovation and emerging technology adoption
- Digital transformation, including adoption of and migration to cloud and / or outsourced IT services
- Project advisory, including IT program and project management (Digital PMO), requirements gathering, business case development and system selection
- IT assurance, including technology audits, health checks and reviews.

RISK

Implementing digital solutions into a business carries risk. Our risk advisory services assist in integrating the culture, systems and processes of a business to identify and manage risk. This can help make decisions, support business objectives and prevent loss, damage or harm to the business.

- Risk management framework design
- Governance reviews
- Cyber risks and security
- Board training and education programs
- Internal audit.

CASE STUDY

A listed pharmaceuticals manufacturer

BACKGROUND

Our client manufactures pharmaceuticals to sell to the Australian and Chinese markets. The Group listed in May 2018 and in February 2019 acquired an online distributor which has enabled the group to expand in China and across other countries.

BDO was engaged as the auditors in 2018, when our client was seeking to list on the ASX. BDO has assisted the client in providing practical and timely accounting advice as the company transitioned from a privately owned business to a listed entity. BDO provides assurance services through the statutory audit and half yearly review.

BDO SOLUTION

The value BDO has delivered over recent years includes:

- Amending the structure of and inclusions in their public reporting
- Providing recommendations to strengthen internal controls and risk management
- Recommending best practice governance procedures which were implemented at board level
- Providing management with access to industry focus and update sessions
- Providing assistance to management on the implementation of new accounting standards and accounting for business combinations
- Assisting with the Independent Accountant's Reports in conjunction with the ASX
- Achieving all strict timelines and timeframes.



VALUE CHAIN INNOVATION

Our international trade team can assist you in ensuring you are across the customs, tariffs and trade laws associated with your global trading partners, and provide you with strategic guidance on expanding your networks, onshoring, offshoring and near shoring so you can remain competitive.

International trade has a significant role to play in the 4.0 world through the identification of new possibilities and niches in the global economy for Australian suppliers of world-class products and services and creation of partnerships between innovators and investors, business and industry. BDO's International Trade team provides cost-effective, practical and value-adding advice and support on international customs and trade matters, enhancing your ability to exploit opportunities, minimise liabilities and ensure compliance with complex legislative requirements.

We add value to our clients by:

- Extensive technical knowledge and experience
- Strong international trade networks with industry, consulting and government
- Trade data analytics tools for compliance, data management and duty mitigation.

INNOVATION AND ORIGINALITY IN GLOBAL SUPPLY CHAINS

Advanced manufacturing accounts for 50 per cent of Australia's A\$100 billion plus annual manufacturing output and is one of the fastest growing export sectors. Part of this success is due to cross-fertilisation between R&D institutions and the manufacturing sector. Conversely, Australian companies are also developing intellectual property in Australia, rather than focusing on inputs. Instead, raw materials are sourced from low-cost countries, taking advantage of the global supply chain and giving the company a competitive edge in a high-cost environment.

Read the [Austrade Industry Capability Reports](#) and contact BDO for assistance with harnessing the power of advanced manufacturing and identifying opportunities in your global supply chain.



AUSTRALIAN TRUSTED TRADER PROGRAM

The Australian Trusted Trader (ATT) Program is a voluntary trade facilitation program designed to provide preferential treatment to international businesses known as 'trusted traders', who meet or exceed trade compliance and have sufficient supply chain security controls in place. For more information on how BDO can help you utilise the ATT, please read [The ATT Program](#).

[CLICK HERE](#)

RESILIENCE

Are you prepared for another 'Black Swan' event? The effects of COVID-19 have highlighted how important supply chain resilience is for manufacturers.

Innovation is key to supply chain robustness. Our technology teams can help you update your data capability to overcome inventory issues, by providing you with data and analysis to understand and respond to your supply chain. Our risk and forensics teams can help you to build a resilient supply chain by helping you understand where you carry the most risk along the value chain, so that you can minimise and mitigate these factors.

TECHNOLOGY

- Business intelligence, data analytics and advanced analytics (e.g., inventory analytics and wage analytics)
- IT cost reduction including service level optimisation, asset management and portfolio management
- Technology risk, including cyber security, risk management, business continuity and disaster recovery.

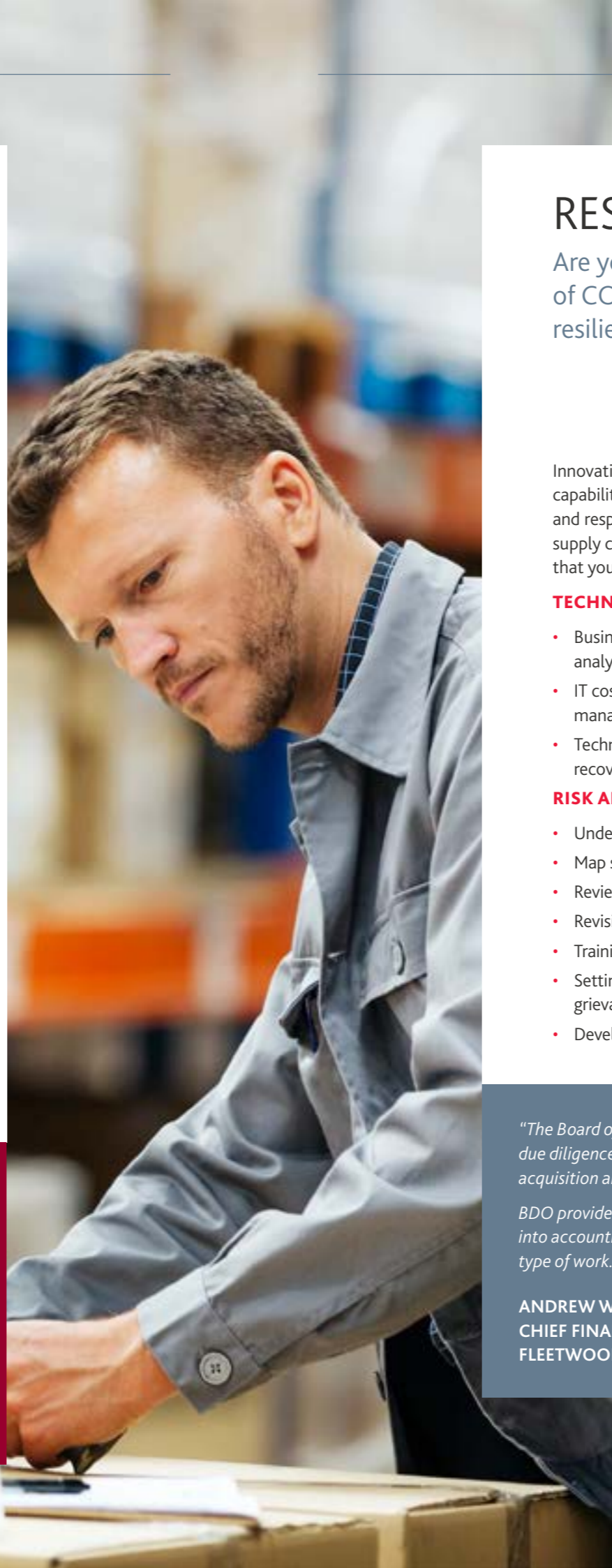
RISK AND FORENSICS

- Undertaking an enterprise-wide risk assessment and identifying risks and fraud
- Map supply chains
- Reviewing policies and procedures
- Revising procurement terms and conditions and other third party due diligence
- Training employees on risks and compliance
- Setting up systems and procedures to monitor risks in operation and supply chain, including grievance mechanisms
- Develop a monitoring process to assess the effectiveness of the systems.

"The Board of Fleetwood Corporation Limited engaged BDO to provide financial and taxation due diligence regarding the acquisition of MBS. This is the first time that we have used BDO for an acquisition and we were really impressed by the quality of the work and the level of interaction..."

BDO provided us with a strong commercial view of the performance of MBS and technical insight into accounting issues relating to the acquisition. We wouldn't hesitate to recommend BDO for this type of work."

ANDREW WACKETT
CHIEF FINANCIAL OFFICER
FLEETWOOD CORPORATION LTD



CAPITAL CASH FLOW

Access to capital and cash flow issues can be roadblocks to progress. However with the right advice our team can help, you, build your cash flow runway, access the right grants and incentives and find the right type of capital so you can grow your business.

UNDERSTANDING CASH FLOW

In uncertain times, manufacturers could find it helpful to go back to basics, like returning to cash flow. To turnaround your business, whether through shoring up the balance sheet or acquiring new entities and assets, you must have a handle on cash flow, and be able to predict future scenarios to ensure you can cope with cash demands, and the changing demand for your services. This is a time to focus on your core, to de-risk the business and increase agility. Our business restructuring and corporate finance teams ensure your business is setup so that you can meet your future growth goals. We help you with:

- Strategic planning
- Business improvement and optimisation
- Restructuring
- Pre-lend and debt facility reviews
- Amalgamation facilitation
- Due diligence and feasibility.

ACCESSING GRANTS AND INCENTIVES

There are government tax incentives and grants available to manufacturers. Our tax team can help you navigate the complexities of the industry assistance available for manufacturers including:

- Research and development incentives
- Grants for manufacturers
- Recycling modernisation fund
- Modern manufacturing fund.

RESEARCH & DEVELOPMENT GRANTS IN THE MANUFACTURING SECTOR

To be successful, you must embrace Industry 4.0. Invest in R&D to innovate and build greater resilience to changing market conditions.

BDO's R&D Taxation specialists regularly prepare applications and obtain R&D benefits. This includes activities to acquire knowledge in relation to new or improved materials, products, devices, processes or services. We understand the R&D tax incentives system and can provide advice tailored to your situation, helping you to maximise your access these tax incentives. We also advise on various grants programs funded by the Commonwealth and State governments, another major source of funding for R&D in Australia.

PRIVATE EQUITY

Private equity firms have huge quantities of undeployed capital they need to invest and Australian manufacturing assets represent good value for money for investors. For manufacturing businesses needing to maintain a competitive edge and accelerate growth; mergers and acquisitions (M&A) is a quick and agile means of bringing expertise in-house to access new capabilities, technologies and markets.

There are well over fifty private equity (PE) funds in the Australia alone. Each PE fund looks to be distinct with its own investment target size, strategy, culture and specialist areas of expertise such as a particular sector or type of company. If that isn't enough choice, there are also venture capital funds and a myriad of other financial sponsorship models with differing approaches to risk and reward.

The challenge is to find the right type of investor or partner for your business, whether that is private equity or not, and the individuals you will be able to work with to achieve the results you want.

From helping you to define what you are trying to achieve all the way through to completing a deal and beyond, we will guide you to avoid pitfalls and common mistakes that you need not make.

Some of the key areas of support the BDO Private Equity Team can offer Manufacturers and grant recipients include:



DEMYSTIFY PE

Educating and preparing clients for PE investment



NAVIGATE INTO PE

Identifying investors and completing the deal



ACCELERATE WITH PE

Assist clients in delivering value to investors



REALISE VALUE

Support clients in completing the optimal exit deal



Insights from our BDO team

READ OUR EBOOK

Business Tool: Getting Funded eBook
How to transform your big idea into a commercial reality

[CLICK HERE](#)

CASE STUDY

Electrical parts and equipment wholesaler

BACKGROUND

Our client is one of the largest wholesalers of electrical parts and equipment in the Australian market. The Group was looking to change auditors after 50 years and chose to appoint BDO to perform the statutory audit, based on our ability to listen to their needs to provide a team with the relevant expertise to deliver exceptional client service.

BDO SOLUTION

In order to provide exceptional client service in our first year on the engagement, BDO focussed on the following areas:

- Building a strong relationship with the finance team allowing for a collaborative process;
- Supporting them with a strong team with relevant expertise where appropriate (e.g. treasury audit, manufacturing expertise, tax specialists) to ensure our work was tailored and risk-focussed;
- Gaining a commercial understanding of the Group through attendance at forecast presentations and various site visits;
- Taking a risk based approach across the Group so that our time was focussed on key areas;
- Working closely with the finance team in order to design the most efficient and effective audit approach, taking a controls based approach across areas such as revenue, inventory and debtor management;
- Listening to the client to ensure we understood what exceptional client service meant to them and deliver on that throughout the engagement;
- Involving BDO's Risk Advisory team in the engagement in support to the audit team to assess the IT environment and identify areas of improvement; and
- Achieving all pre-agreed timeframes and deadlines.

SUSTAINABILITY ENVIRONMENTAL SUSTAINABILITY

Our team of environmental sustainability specialists can help your business leverage the opportunities available, while managing a planned approach to become more sustainable.

In the last several years we've started to see a growth in demand for good Environmental, Social and Governance (ESG) programs as issues such as climate change and environmental sustainability rise to the forefront of consumers' and investors' mind. For manufacturing businesses, there's a stronger focus to invest in improving their environmental practices.

Undertaking an environmental sustainability program comes with both costs and benefits. There are many questions to consider before you can understand how sustainable your business really is, or could be in the future including:

- Are you worried about your emissions and want to reduce or offset them?
- Do you want to transition to a more sustainable business model?
- Should you participate in a carbon credit scheme even though it isn't mandatory?
- Are the incentives or funds you can access commercially viable?
- Are you ready for any legislative changes that may occur?

At BDO, our experienced team offers a range of services including:

- Carbon and energy planning and management
- Risk management
- Business advisory
- Commercial impacts assessments.



Insights from our BDO team

WATCH OUR WEBINAR

Rethinking Manufacturing - The Circular Economy

[CLICK HERE](#)

UNDERTAKING A BUSINESS REVIEW WITH BDODRIVE

BDODrive offers a better way of doing business, through a unique combination of information, intelligence and insight.

BDODrive is a unique, scalable combination of professional and technological resources that provides excellence in core accounting and financial management, and an exceptional range of business advisory services - allowing you to run your business more productively, more cost-effectively, and more strategically.

BDODrive provides executives, managers, and other key decision-makers with up-to-the-moment financial and accounting information, a comprehensive look at your business, available in real-time.

At BDO, we obtain a deep understanding of your business, objectives and challenges, and then tailor a solution to support you as you grow through information, intelligence and insight. BDODrive streamlines everyday functions, delivering real-time information, available when and where you need it. Unlike traditional outsourcing services, BDODrive frees accounting and financial advisers from routine bookkeeping responsibilities.

Instead, your dedicated team is here to actively provide intelligence and analysis, to collaborate and support, to serve as a trusted source of advice for your financial management decisions.

Your BDODrive team is your connection to the expansive resources of BDO: insight and perspective in more than 100 accounting, tax, and business advisory areas; dedicated industry specialists; and professionals on-ground wherever in the world you do business.

INFORMATION

- Streamline your core accounting functions
- Mobile, real-time access to your financial data.

INTELLIGENCE

- Deeper understanding of your business performance
- Continuous collaboration with BDO professionals.

INSIGHT

- World-class advisers at your fingertips
- Specialists across issues, industries, and location.

To find out more about BDODrive, visit our [website](#).

"They didn't just change the way we operate. They changed our entire trajectory."



CASE STUDY: WATKINS STEEL



CASE STUDY: VULY PLAY



CASE STUDY: EVERHARD INDUSTRIES



CASE STUDY: TOOLETRIES

OUR INDUSTRY PARTNERSHIPS

At BDO, we are more than advisers. We connect our clients to broader networks so they can grow and respond to changes to their industry. BDO partners with a number of organisations that ultimately assist clients with their growth ambitions.

BDO IS A PROUD SPONSOR OF THE ENDEAVOUR AWARDS

The Manufacturers' Monthly Endeavour Awards are recognised as the premier awards program for the Australian manufacturing industry. The program promotes, recognises and rewards excellence within the industry.

BDO sponsors the Excellence in Growth Award. This award recognises growth within a manufacturing company, through either consistent financial, people or market growth – which is important for achieving sustainable, consistent growth over the long term.

RETHINKING MANUFACTURING - WEBINAR SERIES

BDO is proud to present our 'Rethinking Manufacturing' webinar series. This series discusses the opportunities and challenges for manufacturers with BDO industry experts, the Advanced Manufacturing Growth Centre and guests with deep insight into manufacturing.

Manufacturers' MONTHLY



OUR NATIONAL MANUFACTURING GROUP



RYAN POLLETT
NSW/National Leader,
Partner, Audit
SYDNEY



DYLAN BYRNE
Partner, Business Services
BRISBANE



KATHY ROBERTSON
Partner, Audit
MELBOURNE



DAVID FECHNER
Partner, Tax & Advisory
ADELAIDE



DAVID PALMER
Partner, Tax & Advisory
HOBART

OUR CLIENTS

BDO's Manufacturing Group is proud to be part of the manufacturing growth stories of these key clients.

- 4B Australia Pty Limited
- Advance Sprayers
- Air Change International Limited
- Alexium International Group Limited
- Aopen Australia & New Zealand Pty Ltd
- Ardex Australia Pty Limited
- Asia Pacific Aerospace Network
- Australian Dairy Farms Group
- Bega Cheese Limited
- Betta Home Living
- Bubs Australia Limited
- Buderim Group Limited
- Bundaberg Brewed Drinks Pty Ltd
- Cadds Fabrication Pty Ltd
- Cardiex Limited
- Cement Australia Pty Ltd
- CO YO Pty Ltd
- Dominant (Australia) Pty Ltd
- Embertec Pty Ltd
- Evakool International Pty Ltd
- Evolve Skateboards Holdings Pty Ltd
- Fork Force Australia Pty Ltd
- Glg Corp Ltd
- Inventis Limited
- Isuzu UTE Australia Pty Ltd
- K-TIG Limited
- Layher Pty Limited
- Maas Group Holdings Limited
- Matrix Composites & Engineering
- Metal Manufactures Pty Ltd
- Norske Skog Industries Australia Limited
- Novarise Renewable Resources International Ltd
- Pilatus Australia Pty Ltd
- Seeley International Pty Ltd
- Valley Harvest Group Limited
- Wagners Holding Company Ltd
- Wynstan Designs Pty Limited
- Yakima Australia Pty Ltd.

ABOUT BDO

A TRUSTED ADVISER WITH A GLOBAL REACH

BDO is one of the largest full service accounting and advisory firms in the world. We have over **91,054+ people from over 1,658 offices in 167 territories**. All BDO firms offer comprehensive knowledge and experience within an international context.

No matter where they are based, clients can draw on the skills of BDO member firms anywhere in the world. With comprehensive local knowledge, global resources, and a deep understanding of industry developments and international trends, we deliver personalised services and resources to every client.

ABOUT BDO MANUFACTURING GROUP

Our team of professionals are drawn from a variety of multidisciplinary backgrounds, allowing us to deliver insightful, innovative solutions – no matter the challenge, no matter the need.

With an extensive national and global network, we offer a breadth of specialisation which means we are able to leverage experience and industry insights and provide manufacturing businesses with pragmatic and practical solutions.

RETHINKING MANUFACTURING - WEBINAR SERIES

BDO is proud to present our 'Rethinking Manufacturing' webinar series. This series discusses the opportunities and challenges for manufacturers with BDO industry experts and guests with deep insight into manufacturing.



BDO IN AUSTRALIA

BDO was established as an association of firms in Australia in 1975. Today we are one of Australia's largest associations of independently owned accounting practices.

We are partner-led and partner-owned. Our people are driven to succeed, which means your success is of utmost importance to us. Every client has a direct relationship with one or more BDO partners.

The BDO Manufacturing team would be pleased to work with manufacturers to offer essential support where needed and assist them on their transformative journey. BDO is available to provide manufacturers with advice and services when the scope of their needs are beyond their current capabilities, but simultaneously crucial to future success.

1,872
PEOPLE 
10 **OFFICES** 
222 **PARTNERS**
FIGURES TAKEN AS AT 01 JULY 2021





1300 138 991

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