

#### **BSA LIMITED ANNUAL REPORT**

**Sydney – Friday, 17 September 2010 -** Building and communication services company BSA Limited (ASX: BSA) today released its 2010 Annual Report, including the financial statements for the period ending 30 June 2010.

A copy of the BSA Limited 2010 Annual Report is attached to this announcement.

The annual report contains a material reclassification of an amount between Current Liabilities and Non-Current Liabilities to that reported in the Appendix 4E lodged on 25 August 2010 due to a portion of the company's Long Term Borrowings being erroneously classified in the Preliminary Financial Report as Current rather than Non-Current.

The reclassification of \$13,250,000 results in a decrease to Current Borrowings and an increase to Non-Current Borrowings as outlined in the table below:

	Appendix 4E Preliminary Final Report \$'000	Reclassification \$'000	Annual Report Financial Statements \$'000
CURRENT LIABILITIES Borrowings	16,203	(13,250)	2,953
NON-CURRENT LIABILITIES Borrowings	14,235	13,250	27,485

This reclassification has no impact on the reported Net Profit or Net Assets of the Company. Disclosure pursuant to ASX Rule 4.5A.

# - END OF RELEASE -

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2010 Annual Report

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# Chairman's Report







Our Managing Director Mark Foley will provide a detailed review of our results, the key highlights are as follows;

- Revenue increased by 37% to \$330.9 million
- Net profit after tax increased by 18.51% to \$9.2 million
- Underlying EBITDA of \$15.0 million
- Basic earnings per share of 4.48 cents
- Operating cash flow \$8.7 million with net Debt of \$10.7 million
- Final Dividend 1c per share

Building on these results, we have increased our capability in the areas of management and business development and have recently secured our first contracts in both the building services and contracting solutions businesses. Our results and these outcomes are in line with our 2008 augmentation strategy.

Our continued focus on occupational health and safety has seen an improved performance this year.

The generation of cash remains a priority for BSA. We will continue this focus into the 2011 financial year.

The purchase of Allstaff has and will provide significant increases in our revenue in both the 2010 and 2011 financial years. This acquisition completes our national footprint in the mechanical service market, and has further enhanced our capacity to bid and secure large contracts.

As previously announced Mark Foley our Managing Director has tendered his resignation. We are continuing our search for his successor and expect to make this announcement prior to our Annual General Meeting in October.

On behalf of the Board I would like to thank Mark for his nine years of commitment and substantial contribution to BSA.

We finished the 2010 financial year with a strong forward order book, strong balance sheet, strengthened customer relationships and are well placed for the future.

I would like to thank my fellow Directors for their contribution during the year.

In a difficult year, our staff and executive team have shown their continued commitment to our customers and shareholders. On behalf of the Board, I thank you.

**Ross Johnston** 

Chairman

16th September 2010

We finished the 2010 financial year with a strong forward order book, strong balance sheet, strengthened customer relationships and are well placed for the future.



# Managing Director's Report





BSA started 2010 with a clear objective: to deliver year on year revenue and profit growth. We have met this expectation.

Revenue grew to \$330.9 million (2009 \$240.9m), resulting in a net profit after tax for the year of \$9.2 million (2009:\$7.7 million). The group delivered earnings per share (EPS) of 4.48c per share.

The Directors have declared a 1.0 cent fully franked final dividend. This takes total dividends for the year to 2.0 cents per share, fully franked. The final dividend will be payable on 8 October 2010 to shareholders on the register at 14 September 2010.

Operating cash flow was strong at \$8.7 million and this has enabled BSA to maintain net debt at \$10.7 million, giving the Company a net debt: to net debt plus equity ratio of 13.8%. This strong position will allow the group to continue to pursue growth opportunities.

#### Promoting a Safe and Environmentally Conscious Culture

The BSA Board and Management hold the safety of their employees, contractors, customers and stakeholders as a primary objective in conducting a smarter, safer business. BSA Limited's committed QS&E team has implemented a number of initiatives throughout the year to maintain the Group's strong record in areas of safety, quality assurance and environment.

The QS&E team is responsible for ensuring the ongoing adherence to BSA's Management System, focusing on Policy & Procedure development, Risk Assessments for company facilities and operations, Compliance with relevant legislation and research and analysis associated with issues management. Just as our goal is to have a year on year increase in revenue and profit it is also our goal to have a year on year reduction in the incidence of Lost Time Injuries. We successfully achieved this goal.

The team is also responsible for the administration of BSA's environmental program, including the monitoring of environmental legislative requirements and the development of environmental improvement initiatives. The target for the year was to achieve a 5% decrease on baseline figures for copy paper, electricity consumption and waste sent to landfill, with a 5% increase in recycling. We are pleased to report that these targets were exceeded, and we will continue to promote environmentally responsible behaviour throughout BSA's operations.



The BSA Board and Management hold the safety of their employees, contractors, customers and stakeholders as a primary objective in conducting a smarter, safer business. ??

# **Augmentation Strategy**

The Board has placed significant emphasis on implementing the existing Augmentation Strategy, which was released in 2008, and aims to position the group as a leading Australian Facility Services company.

The goals of the Augmentation Strategy include:

- Pursue growth via acquisition and organic opportunities
- Broaden our revenue streams diversified customer/ revenue base with the emphasis on recurring income
- Strengthen our financial platform
- Scalable support functions for our businesses
- Predictable and consistent earnings growth / shareholder returns

The strategy gained traction this year, with the acquisition of the Allstaff Group of Companies on 10 December 2009.

Our M&A team, along with our Business Development team are pursuing a number of growth opportunities in both areas of our operations.

The strong financial platform achieved this year, strengthens our position to achieve further success in the coming year.





# **Building Services Division**





# **Highlights**

- Actual Revenue of \$176 million
- Actual EBITDA (excluding Corporate allocations) of \$9.3 million
- Combined forward order book of \$180 million
- The acquisition of the Allstaff Group of Companies.
- Revenue visible until at least 2012









In December 2009, BSA Limited acquired the Allstaff Group of Companies. Allstaff Air Conditioning has been a market leader in air conditioning and mechanical services for over 35 years. The aggregation of Allstaff and Triple 'M' within the Building Services Division has proven a success and is providing multiple tangible benefits including an expanded geographic footprint (we now have a strong presence in NSW, VIC, ACT, WA and QLD), leveraging of overhead base, cross sharing of expertise and resources, procurement cost savings, as well as allowing the group to increase in scale to match competition. This partnership positions the division for success in a competitive market.

In 2009, the division committed to increasing our presence in both the Healthcare & Medical Research and the Facilities Services sectors. We have achieved success in both areas, which continues to provide substantial revenue streams in all business units.

The Building Services division has been awarded several major contracts during the year, including a \$20 million mechanical services contract for the \$200 million Smart State Medical Research Centre for Queensland Institute of Medical Research; Pre-construction services agreements for the new \$1.76 billion, 643 bed Fiona Stanley Hospital, Murdoch WA: Building

'B' (Clinical Services Building) and Building 'Y' (Central Energy Plant) which includes the site wide tri-generation system and below ground piped services interconnecting the Central Energy Plant to the various buildings on the Hospital Campus; and Fire Services contract for Stage 2 of the Liverpool Hospital redevelopment. Our goal to achieve increased visibility in the area of Facilities Services is also gaining traction, with new contracts secured with the Department of Housing and the National Measurement Institute.

The Triple M Group's expansion into the WA marketplace continued to yield benefits in 2010 with the business unit now providing 25% of Mechanical Contracting revenue for the group. This success is set to continue in 2011 and beyond, with a number of exciting project opportunities and the recent establishment of the WA maintenance business.

During the past year, the Building Services division has invested heavily in new and advanced field equipment and technologies to improve product quality, onsite performance and reduce OH&S risk. The division is considered a leader in 3D and Building Information Modelling. This, along with the implementation of accounting software program, Pronto, will help the division to achieve quality assurance and cost efficiencies in the field, and further opportunities for growth.

The division has concluded the year with a strong order book and a number of strong prospects in large-scale infrastructure type projects that will provide earnings visibility into 2012.

# **Contracting Solutions Division**

The Contracting Solutions division continues to achieve success in servicing existing major customers and achieving several new and renewed agreements. Solid margins have been achieved throughout the year, due to improved efficiencies on key projects driven by investment in enabling technologies.

The FOXTEL partnership is in it's 12th year and has returned a 5% growth in revenue as compared to the previous year. The division was awarded the Sky Racing Project, which involved the roll out of around 3000 SKY2 installations at SKY racing venues (TABS, Pubs, Clubs, Hotels & Racing venues). This project has generated over \$3 million in revenue to the business, provided our technicians with great opportunities to cross-skill and work across a large variety of platforms to assist in the delivery of this particular project and presents future opportunities through special projects and maintenance works.

During the year, over 210,000 FOXTEL installations were completed by our 650 field technicians. We have also seen a 34% increase in billable items such as IQ and High Definition upgrades. In August, FOXTEL launched a new satellite, which will provide additional services across the platform, including 30 new channels (10 HD Channels); on demand services and internet capabilities. The new satellite will open up the bandwidth for FOXTEL providing a number of opportunities in the future.

This year saw the introduction of the Business Improvement team to the Contracting Solutions division. The objective of the unit is to identify business needs and determine solutions to business problems. The solutions often include a systems development component, but may also call for a process improvement, organisational change or strategic planning and policy development. An improvement goal was to reach 1,000 FOXTEL jobs to the field on a Sunday, as this is something that our competitors are yet to deliver. In the six months from January to June 2010, the team achieved this goal, increasing Sunday jobs by over 250%.

The SILCAR project continues to achieve sound results and has been extended until June 2012. This contract extension has an additional benefit of providing BSA with excellent visibility with Telstra, which may assist the division in securing future opportunities.

The SILCAR business unit has employed a number of operating efficiencies that have allowed for a reduction in headcount of over 37%; whilst maintaining a high level of service to the customer. These initiatives include the introduction of the Netbook mode of operation, which enables work to be delivered to the field and shorter turnaround times on same day requests; Bulk SMS notifications to technicians; the implementation of the EBIZ system, which allows live updates between our internal systems and our client's systems in real time; and the creation of the volume planning tool, to ensure that all field resources are spread effectively across a 7 day working week ensuring better coverage on forecasted volumes and the ability for call centre staff to shift their focus to heightening the customer experience, rather than double handling data entry.

# **Highlights**

- Revenue of \$155 million
- Actual EBITDA (excluding Corporate allocations) of \$11.3 million
- Solid margins continue due to improved efficiencies on key projects driven by investment in enabling technologies

The new Optus DSL contract is performing well, growing from 950 tickets of work per month and 44 technicians in 2008 to well over 1800 orders per month and 90 technicians in 2010. We expect this growth to continue in 2011. The business unit achieved further success this year, in securing the National contract for provisioning and service assurance for the next three years. BSA Limited had previously held the East Coast Contract. The transition into the new states (SA, NT and WA) was conducted over a six week period and proved a great success, generating revenue in excess of expectations.

Through the Business Development division, new income streams are being developed, leveraging core capabilities. Tendering for multiple wireless infrastructure installations along with the National Digital Roll Out (digital antennae and satellite services throughout the country) have commenced, and provide genuine opportunities for growth for this division. The group has secured the first stage of the NBN Rollout in Tasmania, and is well positioned to participate in the Stage 2 Tasmanian roll out, and initial five mainland regions in partnership with Prime Contractors. Further, the division has secured 2 moderate maintenance contracts.

Mr Antenna is Australia's leading television antenna installation company and is a major contributor of the Home Services Division. The business unit has undertaken several high level initiatives to achieve further business efficiencies along with the implementation of a national system to achieve consistencies and accurate reporting across all platforms.

The planned switch from analogue to digital will provide Australians with a vastly improved picture and sound quality, widescreen pictures and digital audio including radio broadcasts. To ensure that all Australians are digital ready, there have been a number of progressive changes taking place in 2010; giving Mr Antenna and our technicians the opportunity to play a significant role in the digital TV switchover. In early 2010, Mr Antenna technicians completed a training course to ensure they were qualified and prepared for the myriad of changes that will occur between now and 2013.

The Mr Antenna team is excited about their involvement in the analogue to digital switch over and looks forward to the exciting challenges they will face as we approach 2013.



#### The Year Ahead

BSA starts 2011 in a great position, with clear direction for the coming year. The group has a strong balance sheet, good cash flow, a loyal customer base and a dedicated management team committed to leading the Company forward.

The group's objective for the new financial year is to continue to achieve strong revenue growth. The team has a clear strategic plan supported by a detailed operational and execution plan to ensure we achieve this goal.

BSA will continue to drive growth in line with the augmentation strategy throughout the financial year. To that end, the team is currently reviewing several new business opportunities. BSA's strong financial position will allow the group to pursue acquisition opportunities that meet our strategic criteria, make an immediate contribution to earnings per share, strengthen our operations and complement the Company's range of services.

The Business Development division has approximately \$120 million in project bids under consideration, with strong prospects of success in many of these. The division has built an experienced and enthusiastic team which continues to actively research future growth prospects, in line with the Company's strategic plan.

The Building Services division has commenced the new financial year with a strong order book (\$180 million) and a number of strong prospects in large-scale infrastructure projects, which will provide committed earnings into 2012. The Building Services division partnership between Triple M Group and Allstaff Group strengthens both companies, positioning them as leaders in their field and providing access to a number of considerable opportunities. The division will continue to invest in field equipment and technology improvements, which will aid in achieving efficiencies and maintaining a competitive advantage.

The Contracting Solutions division enjoys strong work flows across our FOXTEL, Telstra and Optus platforms. Moving forward, our focus remains in continuing to deliver a superior service to these major customers. The division's Registered Training Organisation Trainee Program continues to perform well, providing a flexible workforce through to our FOXTEL, Telstra and Optus platforms and returning solid revenue.

BSA remains focused on securing and retaining the best people, as this will be integral in achieving the goals set for the coming year. The group will also ensure that the team benefits from ongoing training and development opportunities to assist them, and in turn BSA, in reaching their full potential.

BSA has committed to continued involvement in the community in which we operate. As such, the group has maintained ongoing involvement with not for profit organisations. In November 2009 our team joined the FOXTEL Lap, and by running almost 1000 laps we raised close to \$12,000 for the Murdoch Children's Medical Institute. In June 2010, our CFO Karl Nixon attended the St Vincent De Paul Society CEC Sleep Out, by 'sleeping rough' in Sydney for the night, staff raised over \$3000 to aid homeless people in Australia. We aim to continue this spirit of giving through the coming year.

I would like to join our Chairman in thanking all of our shareholders for their support during this year. I can assure you that delivering shareholder returns remains in the forefront of our minds at all times.

As our customers remain an integral part of our ongoing success, I would like to thank them for their ongoing commitment. BSA is very fortunate to have such a strong and loyal customer base.

Mark Foley

Managing Director

16th September 2010

# **Directors'** Report

The Directors of BSA Limited (the 'Company') present their report on the Company and its subsidiaries for the financial year ended 30 June 2010.

#### **Directors**

Directors in office during the year and at the date of this report were:

- 1. Ross Johnston
- 2. Mark Foley
- 3. Paul Teisseire
- 4. Michael Givoni
- 5. Max Cowley
- 6. Mark Lowe













Ross Johnston - Chairman (Non-Executive)

Mr Johnston is an extensively experienced executive, having worked both internationally and domestically with Lend Lease for fifteen years. Ross had been the National General Manager, Property & Facilities and then Chief Executive Officer, Spotless Australian Services, the Australian arm of Spotless Group Limited. Mr Johnston has a focus on strategic development and brings his skills in building and repositioning major businesses to BSA. Ross joined the Board on 29 April 2008 and was appointed as Chairman from that date.

# Mark Foley - Managing Director

Mark has over 18 years of management experience gained as principal in the electrical contracting field in addition to nine years at the helm of BSA. He has established numerous successful businesses in satellite, electrical, property development and managed services sectors. Mark has an open communicative style supported by expert knowledge and a wealth of experience in operational execution. Mark is a Director of a number of private companies and was a Director of the Bendigo listed Brumby's Bakeries Holdings Ltd until July 2007. Mark was appointed Managing Director on 25 September, 2001.

# Paul Teisseire - Non-Executive Director

Mr Teisseire is a professional independent Non-Executive Director. He spent over 20 years in private practice as a corporate lawyer specialising in business and corporate law with a special interest in corporate governance. He is a Non-Executive Director of Drake Foodmarkets, Gunns Ltd and Mesbon China Nylon Ltd. Until recently, Paul was also chairman of Auspine Ltd, Austin Exploration Limited and Legend Corporation Limited. Paul was appointed as a Non-Executive Director on 23 March 2005.

#### Michael Givoni - Non-Executive Director

Michael is a Senior Executive at Spotless Group Limited. He is the Group General Manager Development, involved in strategy, business development and merger and acquisition development. Previous to his management career, Michael was a practising solicitor and a partner in a prominent corporate legal practice. Michael is also a Director of The Venture Bank Ltd, and a number of private companies. Michael was appointed as Non-Executive Director on 23 March 2005.

#### Max Cowley - Non-Executive Director

Max is the principal of accounting firm E M Cowley & Co and has practised as principal for 45 years. He is a Director of Bidvest Australia Limited, WIN Corporation Pty Limited, Sydney Fish Market Pty Ltd and a number of private companies. Max is a Director of and company secretary of Birketu Pty Limited, BSA's single largest shareholder and has been closely involved with the development of WIN Corporation Pty Limited, Australia's largest regional broadcast network from its commencement and over the past thirty years. His years of corporate and financial experience are extensive. Max was appointed to the Board of BSA Limited on 2 May 2006.

#### Mark Lowe - Executive Director

Mark was appointed a Director of BSA Limited on 1 August 2007 upon completion of the acquisition of the Triple 'M' Group. Mark brings a wealth of knowledge to the Company from his 30 years experience in the installation and maintenance of Air Conditioning and Fire Protection Services. He is a Director and current National President of the Air Conditioning Mechanical Contractors Associations of Australia, and a Director of Construction Information Systems Limited (NATSPEC).

# **Director Independence**

The Board considers three of BSA's Directors independent as defined under the guidelines of the ASX Corporate Governance Council being: Ross Johnston, Paul Teisseire and Michael Givoni.

In assessing the independence of Directors, the Board follows the ASX guidelines as set out in the Corporate Governance Statement within this Annual Report.

#### **Performance of Directors**

In accordance with Principle 8(1) of the ASX Corporate Governance Principles and Recommendations (2nd Edition) the Board has conducted a review of the performance of its Directors and the Board's function as a whole during the period. The evaluation of Directors was done in accordance with the process established by the Board, led by the Chairman of the Remuneration and Nominations committee.

# **Company Secretary**

The following person held the position of Company Secretary at the end of the financial year:

#### Mr Graham Seppelt

Mr Seppelt has had extensive experience as a contract accountant and in corporate advisory roles. He is currently company secretary for Austin Exploration Limited, Legend Corporation Limited, Mesbon China Nylon Limited, Strzelecki Metals Limited and Uranium Exploration Australia Limited.

#### **Principal Activities**

The principal activities of the Contracting Solutions division during the whole of financial year were:

- Acting as national provider of contracting services, delivery installation and maintenance activities to the subscription television and telecommunications sector;
- The supply of TV aerials and related digital television communication / alarm equipment and services to the home, through franchise brands; and
- The provision of 24/7 second and third level engineering support, research and design functions primarily for the complex Telecommunications Carrier sector of the market.

The principal activities of the Building Services division of the group during the whole of the financial year were:

- The design, installation and maintenance of mechanical and fire services for many of Australia's largest building projects;
- Creating leading environmental and energy efficient design of mechanical services such as Heating, Ventilation, Air Conditioning (HVAC);
- Installation and maintenance of fire services including protection, detection and suppression systems.

There were no significant changes in the nature of the consolidated group's principal activities during the financial year.

# **Operating Results**

BSA's total revenue for the year was \$330.9 million (2009: \$240.9 million), resulting in a Net profit after tax for the year of \$9.2 million (2009: \$7.7 million). BSA has delivered earnings per share (EPS) of 4.48c per share.

Operating cash flow was strong at \$8.7 million and this has enabled BSA to maintain net debt at \$10.7 million, giving the Company a net debt: to net debt plus equity ratio of 13.8%.

#### **Dividends Paid or Recommended**

Dividends paid or declared for payment are as follows:

Interim ordinary fully franked dividend of 1.0 cent per share paid on 16 April 2010 (\$2,068,136).

Final ordinary fully franked dividend of 1.0 cent per share resolved by Directors to be paid on 9 October 2010 (\$2,104,315).

# **Earnings Per Share**

	2010	2009
Basic earnings per share	4.48 cents	4.01 cents
Diluted earnings per share	4.32 cents	3.98 cents

# **Review of Operations**

The Contracting Solutions division, comprising the telecommunications, subscription and free to air television business units continued to be a stable and consistent performer with steady revenues and profit during the year from continuing contracts as further described in the Managing Director's report.

The Building Services division, comprising the Triple M Group of Companies along with the newly acquired Allstaff Air Conditioning Group, continued on its commitment to increase visibility in the Healthcare and Medical Research sectors and expansion into Western Australian markets. Substantial investment in Building Information Modelling resources has ensured the division is considered a leader in this emerging technology in the HVAC and Fire Services Sectors. This leadership position has resulted in the division being awarded several sought after contracts.

Notable events during the year were:

- The acquisition of the Allstaff Group of Companies, within the Building Services division.
- The Building Services division has invested heavily in new and advanced field equipment and technologies to improve product quality, onsite performance and reduce OH&S risk.
- The Building Services division has been awarded several major contracts during the year and has an order book in excess of \$180 million at year end.
- Within the Contracting Services division, the FOXTEL contract is performing well as it enters its twelfth year. The business unit has delivered solid results against budget. The year returned a 5% growth overall in revenue from the previous year.
- The FOXTEL division was awarded the Sky Racing Project, which involved the roll out of SKY2 installations at SKY racing venues (TABS, Pubs, Clubs, Hotels & Racing venues). This project has generated over \$3 million in revenue to the business and has provided future opportunities through special projects and maintenance works.
- The Telstra / Silcar platform continues to perform well and the division has been awarded an extension to the current AA&S contract with Silcar for a further two years.
- The OPTUS ADSL division has secured the National contract for provisioning and service assurance for the next three years. BSA Limited had previously held the East Coast Contract. The transition into the new states (SA, NT and WA) was conducted over a six week period and proved a great success, generating revenue \$3 million in excess of budget.
- The Home Services division has undertaken several high level initiatives to achieve further business efficiencies along with the implementation of a national system to achieve consistencies and accurate reporting across all platforms.
- Through the Business Development division, the group has secured the first stage of the NBN Rollout in Tasmania and has won 2 moderate maintenance contracts.

# **Changes in the State of Affairs**

There was no significant change in the state of affairs of the consolidated entity during the financial year.

#### **After Balance Date Events**

There were no significant events that occurred after the end of the financial year.

# Future Developments, Prospects and Business Strategies

2011 is shaping up to be another solid year. The balance sheet is strong, the Company has good cash flow, a supportive customer base and a committed team to take BSA to the next stage in its growth.

- The Building Services division has concluded the financial year with a strong order book of \$180 million and a number of strong prospects in large-scale infrastructure projects, which will provide earnings visibility into 2012.
- The Contracting Solutions division enjoys strong work flows across our FOXTEL, Telstra and Optus platforms. Moving forward our focus remains in continuing to deliver a superior service to these major customers.
- The Contracting Solutions division's Registered Training Organisation Trainee Program continues to perform well, providing a flexible workforce through to our FOXTEL, Telstra and Optus platforms and returning solid revenue.
- The Business Development team currently has approximately \$120 million in projects under tender.
- An announcement in relation to the appointment of a new CEO is expected prior to the AGM.

## **Environmental Regulation and Performance**

The Company was not subject to any particular or significant environmental regulations of the Commonwealth, individual States or Territories during the financial year.

#### **Corporate Governance**

The company continued to follow best practice recommendations as set out by the ASX Corporate Governance Council. Where the Company has not followed best practice for any recommendation, explanation is given in the Corporate Governance section in this annual report. Further corporate governance information is available on the Company's web site at www.bsa.com.au/about-bsa/statement.





# **Information on Directors**

As at 30 June 2010, the following information is provided in relation to Directors:

Director	Special Responsibilities	<b>Ordinary Shares</b>	Options
Ross Johnston Chairman Non-Executive	Chairman of Board Member of Audit Committee Member of Nomination and Remuneration Committee	1,552,410	Nil
Mark Foley Executive Director	Managing Director	12,472,726	Nil
Mark Lowe Executive Director	Executive Director	10,315,403	Nil
Paul Teisseire Non-Executive	Chairman of Audit Committee Member of Nomination and Remuneration Committee	243,231	Nil
Michael Givoni Non-Executive	Member of Nomination and Remuneration Committee Member of Audit Committee	150,000	Nil
Max Cowley Non-Executive	Chairman of Nomination and Remuneration Committee Member of Audit Committee	*48,972,613	Nil

<sup>\* 48,872,613</sup> Shares owned by Birketu Pty Ltd

# **Directorships held in Other Listed Entities**

Period of Appointment	Name of Company	Position Held (Non-Exec or Exec Director)
Mark Foley		
Appointed 14 January 2003 Resigned 9 July 2007	Brumby's Bakeries Holdings Ltd	Non-Executive Director
Paul Teisseire		
Appointed August 1996 Resigned March 2008	Auspine Ltd	Non-Executive Chairman and Member (prior Chairman) of Audit and Compliance Committee
Appointed March 2008	Gunns Limited	Non-Executive Director and Chairman of the Audit Committee
Appointed March 2004 Resigned 28 November 2007	Legend Corporation Ltd	Non-Executive Chairman and Member of the Audit and Compliance Committee
Appointed June 2006 Resigned 7 February 2009	Austin Exploration Ltd	Non-Executive Chairman and Member of the Audit and Compliance Committee
Appointed September 2007	Mesbon China Nylon Limited	Non-Executive Director Chairman of the Audit and Compliance Committee
Michael Givoni		
Appointed 1 July 2002	The Venture Bank Limited	Non-Executive Director

# **Remuneration Report - Audited**

This remuneration report details the nature and amount of remuneration for each key management person of BSA Limited, and for the executives receiving the highest remuneration.

The company's policy for determining the nature and amount of emoluments of Board members and senior executives of the Company is as follows and is set out under the following main headings:

- A. Principles used to determine the nature and amount of remuneration
- B. Details of remuneration
- C. Service agreements
- D. Cash bonuses
- E. Share-based compensation

The information provided in this remuneration report has been audited as required by section 308(3C) of the Corporations Act 2001.

# A. Principles used to determine the nature and amount of remuneration

The objective of the Group's executive reward framework is to ensure reward for performance is competitive and appropriate for the results delivered. The framework aligns executive reward with achievement of strategic objectives and the creation of value for shareholders, and conforms to market practice for delivery of reward. The Board ensures that executive reward satisfies the following key criteria for good reward governance practices:

- competitiveness and reasonableness
- acceptability to shareholders
- performance linkage / alignment of executive compensation
- transparency; and
- · capital management.

In consultation with external remuneration consultants, the Group has structured an executive remuneration framework that is market competitive and complimentary to the reward strategy of the organisation.

Alignment to shareholders' interests:

- has economic profit as a core component of plan design;
- focuses on sustained growth in shareholder wealth, consisting of dividends and growth in share price, and delivering constant return on assets as well as focusing the executive on key non-financial drivers of value; and
- attracts and retains high calibre executives.

Alignment to program participants' interests:

- rewards capability and experience;
- reflects competitive reward for contribution to growth in shareholder wealth;
- provides a clear structure for earning rewards; and
- provides recognition for contribution.

The framework provides a mix of fixed and variable pay, and a blend of short and long-term incentives. As executives gain seniority with the group, the balance of this mix shifts to a higher proportion of "at risk" rewards.

The Board has established a Remuneration Committee which provides advice on remuneration and incentive policies and practices and specific recommendations on remuneration packages and other terms of employment for Executive Directors, other senior executives and Non-Executive Directors. The Corporate Governance Statement provides further information on the role of this committee.

The following table shows the gross revenue, profits and dividends for the last five years for the listed entity, as well as the share price at the end of the respective financial years. Analysis of the actual figures shows an increase in profits before significant items (refer to note 8) each year, with steady dividends paid to shareholders. The improvement in the Company's performance has been reflected in the Company's share price with an increase each year, until the year 2008, when the share price fell in line with the general fall in share prices experienced by the Australian share market in general. The Board is of the opinion that these results can be attributed in part to the previously described remuneration policy and is satisfied that this continued improvement has lead to increased shareholder wealth over the past four years.

	2006	2007	2008	2009	2010
Revenue	\$130.6m	\$159.0m	\$243.9m	\$240.9m	\$330.9m
Net Profit	\$0.7m	\$9.0m	\$8.0m	\$7.7m	\$9.2m
Share Price at Year End	\$0.24	\$0.76	\$0.32	\$0.14	\$0.19
Dividends Paid	0.5 cents	2.0 cents	5.2 cents	1.75 cents	2.0 cents

# Non-Executive Directors

Fees and payments to Non-Executive Directors reflect the demands which are made on, and the responsibilities of, the Directors. Non-Executive Directors' fees and payments are reviewed annually by the Board. The Board has also considered the advice of independent remuneration consultants to ensure Non-Executive Directors' fees and payments are appropriate and in line with the market.

The chairman's fees are determined independently to the fees of Non-Executive Directors based on the Director's experience and comparative roles in the external market.

#### Directors fees

The current base remuneration for Directors was last reviewed in September 2007. Directors fees are inclusive of superannuation and include the requirement to sit on two or more Board committees for the duration of their tenure. A Director's expected time commitment is between 5 to 10 hours per month. Directors are reimbursed actual expenses or paid a per diem allowance for attendance at the monthly meetings.

Non-Executive Directors' fees are determined within an aggregate Directors' fee pool limit, which is periodically recommended for approval by shareholders. The maximum currently stands at \$600,000 per annum and was last approved by shareholders at the Annual General Meeting on 26 November 2007. The following fees have applied:

#### Base fees and superanuation

Chairman \$120,000
Other Non-Executive Directors \$79,000

#### Retirement allowances for Directors

Non-Executive Directors do not participate in any share or option incentive plan and there are no retirement schemes or retirement benefits other than statutory benefits for Non-Executive Directors.

#### **Executive Pay**

The executive pay and reward framework has three components:

- base pay and benefits, including superannuation;
- short-term performance incentives; and
- long-term incentives through participation in the employee share scheme, employee option plan and performance rights plan.

The combination of these comprises the executive's total remuneration.

#### Base pay

Base pay is structured as a total employment cost package which may be delivered as a combination of cash and prescribed non financial benefits at the executives' discretion.

Executives are offered a competitive base pay that comprises the fixed component of pay and rewards. Base pay for senior executives is reviewed annually to ensure the executive's pay is competitive with the market and meets the responsibilities of the position. An executive's pay is also reviewed on promotion. There are no guaranteed base pay increases included in senior executive's terms of employment.

#### Benefits

Executives receive benefits including allowances.

#### Retirement benefits

All employees are eligible to participate in the Company's default superannuation fund. With the change in legislation as at 1 July 2005 the employees can now exercise choice as to where their superannuation is paid.

#### Short term incentives

Executive remuneration packages include a bonus based on a combination of the Company achieving a pre-determined profit target and the operational pre-determined target being met. Using a profit target ensures variable reward is only available when value has been created for shareholders and when profit is consistent with the business plan.

Each executive with operational responsibilities has a shortterm incentive depending on the accountabilities of the role and impact on organisation and business unit performance. The maximum target bonus opportunity is 30% of base salary.

For the year ended 30 June 2010, the targets linked to the short-term incentive plans were based on the group and individual business objectives. The target achievement required performance in reducing operating cost, increasing revenue and overall increase in earnings before interest tax depreciation and amortisation. The group targets are generic across the management team.

The Nomination and Remuneration Committee is responsible for assessing whether the targets are met. Targets are set at the beginning of the year and are assessed semi-annually. Short term bonus payments are adjusted up or down in line with under or over achievement against target performance levels. Because short-term targets cover several operational areas of the business as well as the overall company target, short-term incentives may be paid when operational targets are achieved although the company overall target may not be met. The STI target annual payment is reviewed annually.

#### **Options**

No options were exercised during the year ended 30 June 2010.

No amounts are unpaid on any shares issued on the exercise of options.

All options have expired as at 30 June 2010

# Employee share scheme

A scheme under which shares were issued by the Company to employees for no cash consideration was ratified by shareholders at the 2004 annual general meeting. All permanent employees (including Executive Directors) who were continuously employed by the consolidated entity for a period of at least one year were eligible to participate in the scheme. Employees could elect not to participate in the scheme.

Under the scheme, eligible employees were offered \$1,000 worth of fully-paid ordinary shares in BSA Limited for the Year Ended 30 June 2004 for no cash consideration. The market value of shares issued under the scheme, measured as the weighted average market price on the day of issue of the shares, was recognised in the statement of financial position as share capital and as part of employee benefit cost.

Offers under the scheme are at the discretion of the Company. No offers were made to Directors of BSA Limited or other key management personnel of the Group during year the ended 30 June 2010.

#### Executives Securities Plan

The establishment of the BSA Executive Securities Plan was approved by shareholders at the 2005 annual general meeting. The Plan was established as a mechanism to provide the Company's key executives with a direct equity involvement and incentive in the Company which aligns them with the shareholders.

The number of Securities to be offered and the time at which Securities may be offered from time to time to executives and the price and terms of payment, shall be determined by the Board at its discretion.

The Board may at such times as it determines invite any executive to be a member of the Plan.

If an executive to whom an Invitation has been issued forwards to the Company a duly completed Loan Application and the Transfer Documents together with his acceptance, and where appropriate his Application for Shares, then the Company shall, in accordance with the terms of the Loan Agreement, lend to the executive such amount as the executive has applied for in the Loan Application.

The maximum amount of any Loan shall be the total subscription price for the Shares applied for.

No interest is payable by the Borrower under the Loan Agreement.

An executive shall not sell, mortgage, charge, assign or otherwise dispose of or encumber any shares before payment or repayment of any amount outstanding to the Company in respect thereof.

Subject to the above restriction and to the terms of the Loan Agreement (if any) deemed to be entered into by the executive, an executive shall from the Date of Allotment, be the absolute beneficial owner of the shares.

Unless the Directors of the Company otherwise provide in the terms of any Invitation, all Plan Shares shall rank for dividends declared on or after the Date of Allotment and shall in all respects rank equally with and have the same rights and entitlements as all other fully paid ordinary shares of the Company.

# Employee Performance Rights Plan

At the Annual General Meeting held on 25 November 2008, shareholders approved the introduction of the BSA Employee Performance Rights Plan.

This new incentive plan is designed to increase the motivation of eligible key staff and to create a stronger link between increasing shareholder value and employee reward.

To achieve its corporate objectives, the Company needs to attract and retain its key staff. The Board believes that awards made to selected eligible employees under the proposed plan will:

- provide an incentive for the creation of, and focus on, shareholder wealth;
- enable the Company to recruit and retain the talented people needed to achieve the Company's business objectives;
- link the reward of key staff with the achievement of strategic goals and the performance of the Company;
- align the financial interests of participants in the plan with those of company shareholders; and
- ensure the remuneration packages of employees are consistent with market practice.

As part of the Company's strategy, the Board wishes to be in a position to offer rights to acquire Shares in the Company to selected eligible employees who, in the opinion of the Board, are able by virtue of their skill and their application in performing their allocated tasks within the Company, to improve shareholder wealth.

The flexibility of the plan rules will enable the Board to design grants that best meet the particular circumstances.

The Board is cognisant that long-term equity-based reward for key staff should be linked to the achievement by the Company of testing performance hurdles. Rights granted to certain plan participants in each grant will be at zero vesting value and will be subject to the following performance conditions as determined by the Board:

- (i) Service condition of three years or
- (ii) The Company's performance as measured by earnings per share ("EPS"), being the EPS for the relevant Measurement Period as determined by the Board having regard to the financial statements. Certain growth in EPS for the shares must be attained in respect of each Measurement Period and pro rata in respect of the initial Measurement Period and service condition of three years.

The company must achieve these performance conditions before the rights vest.

Once rights have been exercised by an eligible employee (subject to performance conditions being met), the Company may make non-refundable contributions to the plan company to either fund the purchase of a new plan share, or to acquire on the ASX of an existing share and transfer to the participant of that share, to which the participant is entitled under the rights.

The specific terms of a particular grant, including any performance conditions, will be contained in the Invitation and associated documentation sent to the eligible employee.

A right granted to a participant is not transferable and may not otherwise be dealt with, except with the Board's approval, or by operation of law on death or legal incapacity.

Rights to acquire shares will not be exercisable until the end of the final measurement period, and until those rights have satisfied all vesting conditions and all performance hurdles established by the Board. This is subject to a number of exceptions (including death, cessation of employment, takeovers and schemes of arrangement). The rights will have a specified life determined by the Board. All grants of rights will have a life terminating five (5) years after the grant date or such other date as determined by the Board.

The Board will prescribe the date when performance under the hurdle is measured for each tranche.

On or after the end of the final measurement period and provided any performance hurdle prescribed by the Board has been achieved and, where applicable, to the extent it has been achieved, the plan participant may then acquire shares by exercising the rights.

A right lapses if it is not exercised by the expiry date.

There is no Board policy in relation to the person limiting exposure to risk in relation to the securities issued as part of the remuneration.

#### B. Details of Remuneration

Details of the remuneration of the Directors, the key management personnel of the Group (as defined in AASB 124 Related Party Disclosures) and specified executives of BSA Limited and the BSA Limited Group are set out in the following tables.

- i. Chairman Non-Executive Ross Johnston
- ii. Executive Directors

  Mark Foley

  Mark Lowe
- iii. Non-Executive Directors
   Paul Teisseire
   Michael Givoni
   Max Cowley
- iv. Chief Financial Officer Karl Nixon

In addition, the following persons must be disclosed under the Corporations Act 2001 as they are amongst the 5 highest remunerated Group and/or Company executives:

Brendan Foley General Manager Contracting Solutions

Younis Tehfe General Manager Triple M WA

Brian Mayo General Manager Triple M NSW

Leaston Paull General Manager Subscription TV

Lewis Kaerger Director of Corporate and

Business Development

Graham Seppelt Company Secretary

# Key management personnel of the Group and other executives of the Company and the Group

2010	Shor	t-term Ben	efits	Post Employment	Long- term Benefits			e-based ments		
Name	Cash, Salary & Fees	Cash Bonus	Interest unwind on loans	Super- annuation	Long service leave	Termination benefits	Rights	Rights	Total	Performance Related
	\$	\$	\$	\$	\$	\$	\$	%	\$	%
Non-Executive Directors										
Ross Johnston	110,092	-	-	9,908	-	-	-	-	120,000	-
Paul Teisseire	79,000	-	-	-	-	-	-	-	79,000	-
Michael Givoni	79,000	-	-	-	-	-	-	-	79,000	-
Max Cowley	72,477	-	-	6,523	-	-	-	-	79,000	-
Sub-total Non-Executive Directors	340,569	-	-	16,431	-	-	-		357,000	
Executive Directors										
Mark Foley	505,000	-	88,591	45,000	6,637	-	5,390	0.83	650,618	0.83
Mark Lowe	280,160	45,887	15,924	25,750	15,052	-	1,899	0.49	384,672	12.4
Chief Financial Officer Karl Nixon	277,500	50,924	-	25,500	3,670	-	1,882	0.52	359,476	14.7
Company Secretary										
Graham Seppelt	32,853	-	-	-	-	-	-	-	32,853	-
Other group executives										
Brendan Foley	280,500	55,260	69,452	22,500	4,259	-	12,107	2.49	444,078	15.2
Younis Tehfe	216,941	71,311	15,924	19,718	1,848	-	14,567	4.16	340,309	21.0
Brian Mayo	216,943	67,047	-	19,718	3,695	-	9,387	2.96	316,790	21.2
Leaston Paull	171,154	58,600	26,959	15,000	1,121	-	3,464	1.18	276,298	21.2
Lewis Kaerger ** (i)	278,397	-	-	-	-	-	112,500	28.78	390,897	-
Total key management personnel compensation (Group)	2,600,017	349,029	216,850	189,617	36,282	-	161,196	3,552,991	3,552,991	

<sup>\*\*</sup> Qualified as one of the 5 highest remunerated Group Executives from 1 July 2009

<sup>(</sup>i) Lewis Kaerger's remuneration is paid to Kaerger Investments Pty Ltd, a company in which Lewis Kaerger has a beneficial interest.

The amounts disclosed above in relation to cash bonuses include any under accrual of 2009 bonuses paid during 2010, where applicable.

2009	Short	t-term Bene	efits	Post Employment	term Benefits		Share- paym			
Name	Cash, Salary & Fees	Cash Bonus	Interest unwind on loans	Super- annuation	Long service leave	Termination benefits	Rights	Rights	Total	Performance Related
	\$	\$	\$	\$	\$	\$	\$	%	\$	%
Non-Executive Directors										
Ross Johnston	120,062	-	-	6,288	-	-	-	-	126,350	-
Paul Teisseire	79,020	-	-	-	-	-	-	-	79,020	-
Michael Givoni	79,020	-	-	-	-	-	-	-	79,020	-
Max Cowley	72,477	-	-	6,523	-	-	-	-	79,000	-
Sub-total Non-Executive Directors	350,579	-	-	12,811	-	-	-		363,390	
Executive Directors										
Mark Foley	505,000	-	63,092	45,000	17,933	-	29,277	4.43	660,302	4.4
Mark Lowe	290,620	-	7,860	26,615	7,805	-	10,314	3.01	343,214	3.0
Chief Financial Officer										
Karl Nixon (Appointed 29 September 2008)	202,789	14,771	-	18,635	3,767	-	10,224	4.09	250,186	10.0
Company Secretary										
Graham Seppelt	38,611	-	-	-	-	-	-	-	38,611	-
Other group executives										
Brendan Foley	310,365	72,000	31,451	22,423	12,808	-	-	-	449,047	16.0
Younis Tehfe	211,091	34,996	7,860	18,605	8,608	-	-	-	281,160	12.4
Brian Mayo	200,955	24,019	-	18,605	4,685	-	3,315	1.32	251,579	9.5
Peter McGahon*	209,049	1,579	-	18,472	7,033	-	-	-	236,133	0.7
Leaston Paull	186,154	35,000	12,256	15,000	3,832	-	-	-	252,242	13.9
Total key management personnel compensation (Group)	2,505,213	182,365	122,519	196,166	66,471	-	53,130		3,125,864	

Long-

# Performance income as a proportion of total remuneration:

Executive Directors and executives are paid performance based bonuses based on set monetary figures, rather than proportions of their salary. This has led to the proportions of remuneration related to performance varying between individuals. The remuneration committee has set these bonuses to encourage achievement of specific goals that have been given a high level of importance to the future growth and profitability of the consolidated group.

The remuneration committee will review the performance bonuses to gauge their effectiveness against achievement of the set goals, and adjust future years' incentives as they see fit, to ensure use of the most cost effective and efficient methods.

 $<sup>^{\</sup>star}$  Ceased to be one of the 5 highest remunerated Group Executives due to resignation on 26 February 2010

# C. Service Agreements

On appointment to the Board, all Non-Executive Directors enter into a service agreement with the Company in the form of a letter of appointment. The letter summarises the Board policies and terms, including compensation, relevant to the office of Director. A copy of the letter can be found on BSA Limited's web site.

Remuneration and other terms of employment for the Managing Director and the other key management personnel are also formalised in service agreements. Each of these agreements provide for the provision of performance-related cash bonuses, other benefits, car allowances, and participation, when eligible, in the BSA Limited Option Plan and the BSA Performance Rights Plan. Other major provisions of the agreements relating to remuneration are set out below.

All contracts with executives may be terminated early by either party with one to three months notice, subject to termination payments.

Mark Foley, Managing Director

- Term of agreement 3 years commencing 1 October 2007.
- Base salary, inclusive of superannuation, for the year ended 30 June 2010 of \$460,000, to be reviewed annually by the remuneration committee.
- Either party may by a notice in writing delivered to the other party terminate the agreement on six months notice to the other party.

#### D. Cash Bonuses

Cash bonuses were granted to Mark Lowe, Karl Nixon, Brendan Foley, Brian Mayo, Leaston Paull and Younis Tehfe at the discretion of the Remuneration Committee. The bonuses vested as per the table below during the financial year ended 30 June 2010.

Key management personnel and executives are also entitled to a short-term cash incentive based on performance criteria described in section A to this Remuneration Report. Details of these short-term incentives recognised as remuneration, forfeited or available for vesting in future financial years is outlined below:

Name	Included in Remuneration	% Vested in current year	% Forfeited in current year	% Available for vesting in future years	Maximum \$ available for vesting in future years	Minimum \$ available for vesting in future years
Other key management personnel (Group)						
Mark Foley	-	-	100	-	-	-
Mark Lowe	45,887	50	50	-	-	-
Karl Nixon	50,924	56	44	-	-	-
Brendan Foley	54,540	60	40	-	-	-
Brian Mayo	66,806	94	6	-	-	-
Leaston Paull	58,500	100	-	-	-	-
Younis Tehfe	71,070	100	-	-	-	-

# E. Share-based compensation

# Executives Securities Plan

Set out below are summaries of Securities accepted under the plan:

Grant Date	Issue Price \$	Balance at Start of the Year	Granted During the Year  Number	Released from Escrow During the Year  Number	Balance in Escrow at End of the Year  Number
Consolidated and p	parent entity				
12 Jan 2006	0.24	4,000,000	-	-	4,000,000
13 Oct 2006	0.23	700,000	-	-	700,000
19 Jul 2007	0.63	1,600,000	-	-	1,600,000
11 Sep 2007	0.68	150,000	-	-	150,000
13 Sep 2007	0.68	400,000	-	-	400,000
14 Dec 2007	0.68	400,000	-	-	400,000
10 Feb 2009	0.10	1,700,000	-	-	1,700,000
Total		8,950,000	-	-	8,950,000

# Employee Performance Rights Plan

Set out below are summaries of Rights issued under the plan:

							Released				
					Balance		from		Balance in	Fair	
					at Start	Granted	Escrow	Cancelled	Escrow at	Value	
		Exercise		Issue	of the	During	during	During	End of the	per	Aggregate
Name	Grant Date	Date	Expiry Date	Price	Year	the Year	the Year	the Year	Year	right	Fair Value
				\$	Number	Number	Number	Number	Number	\$	\$
Consolidated and	d parent entity										
Mark Foley	10 Feb 2009	10 Feb 2012	10 Feb 2014	0.00	1,300,000	-	-	-	1,300,000	0.135	175,500
Mark Lowe	10 Feb 2009	10 Feb 2012	10 Feb 2014	0.00	458,000	-	-	-	458,000	0.135	61,830
Karl Nixon	10 Feb 2009	10 Feb 2012	10 Feb 2014	0.00	454,000	-	-	-	454,000	0.135	61,290
Brian Mayo	10 Feb 2009	10 Feb 2012	10 Feb 2014	0.00	115,000	-	-	-	115,000	0.135	15,525
Peter McGahon	10 Feb 2009	10 Feb 2012	10 Feb 2014	0.00	115,000	-	-	(115,000)	-	0.135	15,525
Younis Tehfe	10 Feb 2009	10 Feb 2012	10 Feb 2014	0.00	115,000	-	-	-	115,000	0.135	15,525
Mark Foley	29 Sep 2009	29 Sep 2012	29 Sep 2014	0.00	-	1,300,000	-	-	1,300,000	0.160	208,000
Mark Lowe	29 Sep 2009	29 Sep 2012	29 Sep 2014	0.00	-	458,000	-	-	458,000	0.160	73,280
Karl Nixon	29 Sep 2009	29 Sep 2012	29 Sep 2014	0.00	-	454,000	-	-	454,000	0.160	72,640
Brendan Foley	29 Sep 2009	29 Sep 2012	29 Sep 2014	0.00	-	454,000	-	-	454,000	0.160	72,640
Brian Mayo	29 Sep 2009	29 Sep 2012	29 Sep 2014	0.00	-	78,967	-	-	78,967	0.160	12,635
Younis Tehfe	29 Sep 2009	29 Sep 2012	29 Sep 2014	0.00	-	78,967	-	-	78,967	0.160	12,635
Leaston Paull	29 Sep 2009	29 Sep 2012	29 Sep 2014	0.00	-	65,000	-	-	65,000	0.160	10,400
Lewis Kaerger	29 Sep 2009	29 Sep 2012	29 Sep 2014	0.00	-	1,000,000	-	-	1,000,000	0.225	225,000
Lewis Kaerger	30 Mar 2010	30 Mar 2012	30 Mar 2014	0.00	-	1,000,000	-	-	1,000,000	0.160	160,000
Total					2,557,000	4,888,934	-	(115,000)	7,330,934		1,192,425

Rights are granted over ordinary shares and nil is payable on exercise.

# **End of Audited Remuneration Report**

# **Meetings of Directors**

The number of meetings of the Company's Board of Directors and each board committee held during the year ended 30 June 2010, and the number of meetings attended by each Director were:

			Remuneration		Remuneration	
			Au	ıdit	and Nor	nination
			Comr	nittee	Comr	nittee
	Board M	leetings	Mee	tings	Meetings	
	Α	В	Α	В	Α	В
Ross Johnston	15	15	5	5	6	6
Mark Foley	15	15	*	*	*	*
Mark Lowe	12	15	*	*	*	*
Max Cowley	13	15	5	5	6	6
Michael Givoni	15	15	5	5	4	6
Paul Teisseire	15	15	5	5	5	6

- A Number of meetings attended
- B Number of meetings held during the time the Director held office or was a member of the committee during the year
- Not a member of the relevant committee, but invited to attend the Audit and Remuneration Committee meetings

# **Retirement, Election and Continuation in Office of Directors**

Directors are subject to retirement by rotation and election by shareholders at a general meeting. No Director other than the Managing Director, may remain on the Board for more than three years without re-election. Where a Director is appointed during the year, the Director will hold office until the next Annual General Meeting and then be eligible for election.

Ross Johnston and Mark Lowe are the Directors retiring by rotation who, being eligible, offer themselves for re-election.

# **Indemnifying Officers or Auditors**

During the year, the Company paid a premium for a contract insuring all Directors, secretaries, executive officers and officers of the Company and of each related body corporate of the Company. The insurance does not provide cover for the independent auditors of the Company or of a related body corporate of the Company.

In accordance with usual commercial practice, the insurance contract prohibits disclosure of details of the nature of the liabilities covered by the insurance, the limit of indemnity and the amount of the premium paid under the contract.

No liability has arisen under this indemnity as at the date of this report.

# **Options**

As at the date of this report, there were no unissued ordinary shares of BSA Limited under option.

During the year ended 30 June 2010, no ordinary shares of BSA Limited were issued on the exercise of options granted under the BSA Limited Employee Option Plan. No further shares have been issued since that date. No amounts are unpaid on any of the shares.

# **Rights**

As at the date of this report, the unissued ordinary shares of BSA Limited under right are as follows:

Grant Date	Date of Expiry	Exercise Price	Number under Right
10 Feb 2009	10 Feb 2014	\$0.00	2,707,500
29 Sep 2009	29 Sep 2014	\$0.00	6,353,934
			9,061,434

During the year ended 30 June 2010, no ordinary shares of BSA Limited were issued on the exercise of rights granted under the BSA Limited Employee Performance Rights Plan. No further shares have been issued since that date. No amounts are unpaid on any of the rights.

No person entitled to exercise the right had or has any right by virtue of the right to participate in any share issue of any other body corporate.

# **Proceedings on Behalf of the Company**

No person has applied to the court under section 237 of the Corporations Act 2001 for leave to bring proceedings on behalf of the Company, or to intervene in any proceedings to which the Company is a party, for the purpose of taking responsibility on behalf of the Company for all or part of those proceedings.

No proceedings have been brought or intervened on behalf of the Company with leave of the court under section 237 of the Corporations Act 2001.

# **Non Audit Services**

The company may decide to employ the auditor on assignments additional to their statutory audit duties where the auditor's expertise and experience with the Company and/or group are important.

Details of the amounts paid or payable to the auditor (Deloitte Touche Tohmatsu) for audit and non-audit services during the year are set out below.

The Board of Directors has considered the position and in accordance with the advice received from the audit committee, is satisfied that the provision of non-audit services by the auditor, as set out below did not compromise the auditor independence requirements of the Corporations Act 2001 for the following reasons:

- All non-audit services have been reviewed by the audit committee to ensure they do not impact the impartiality and objectivity of the auditor; and
- None of the services undermine the general principles relating to auditor independence as set out in Professional Statement APES 110 Code of Ethics for Professional Accountants, including reviewing or auditing the auditors own work, acting in a management or a decision making capacity for the Company, acting as advocate for the Company or jointly sharing economic risk and rewards.

#### Auditor's Remuneration

	2010	2009
	\$	\$
Amounts paid/payable to Deloitte Touche To	ohmatsu for:	
auditing or reviewing the financial report	213,350	-
taxation services	293,318	-
other non-audit services	366,363	-

# **Auditors Independence declaration**

The lead auditors' independence declaration for the year ended 30 June 2010 as required under section 307c of the Corporations Act 2001 has been received and can be found on page 34 of this report.

# **Rounding of Amounts**

The company is an entity to which ASIC Class Order 98/100 applies. Accordingly, amounts in the financial statements and Directors' Report have been rounded to the nearest thousand dollars.

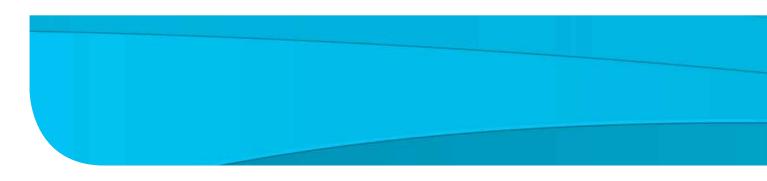
Signed in accordance with a resolution of the Board of Directors.

**Ross Johnston** 

Chairman

16th September 2010

# **Corporate Governance Statement**



The Board of BSA Limited (BSA) seeks to practice the highest ethical and commercial standards while executing its responsibilities in directing the business and affairs of the Company on behalf of its shareholders.

The Board of BSA has considered the principles of good corporate governance and best practice recommendations as published by the ASX Corporate Governance Council (ASXCGC). ASX Listing Rule 4.10.3 requires the Company to disclose the extent to which it follows or diverges from these best practice recommendations in its Annual Report.

This report discloses corporate governance practices Directors would like to highlight to stakeholders. To gain a complete appreciation of the Company's governance charter in detail, this document should be read in conjunction with the Company's Corporate Governance information at www.bsa.com.au where fuller details are available.

# The Role of the Board & Management

The Board of the Company is responsible for the overall corporate governance of the BSA Group, including its ethical behaviour, strategic direction, establishing goals for management and monitoring the achievement of those goals with a view to optimising Company performance and maximising shareholder value.

The role of management is to support the Managing Director and implement the running of the general operations and financial business of the Company, in accordance with the delegated authority of the Board.

Scheduled meetings of the Board are held monthly and the Board meets on other occasions to deal with matters that require attention between scheduled meetings. The responsibility for the operation and administration of the consolidated entity is delegated by the Board to the Managing Director.

The Company has established the functions reserved to the Board which include:

Setting the strategic direction of the Company and establishing goals to ensure these strategic objectives are met;

Appointing the Managing Director, setting objectives for the Managing Director and reviewing performance against those objectives, ensuring appropriate policies and procedures are in place for recruitment, training, remuneration and succession planning;

Monitoring financial performance including approval of the annual and half-yearly financial reports and liaison with the Company's auditors;

Ensuring that risks facing the Company and its controlled entities have been identified ensuring that appropriate and adequate controls, monitoring and reporting mechanisms are in place;

Receiving detailed briefings from senior management on a regular basis during the year;

Approving the Boards of Directors of subsidiary companies; and

Ensuring the Company complies with the law and conforms to the highest standards of financial and ethical behaviour.

BSA has obligations to its stakeholders to ensure the Company is managed with appropriate due diligence and that all necessary processes are implemented to minimise risk and maximise business opportunities.

To this end, the Company has established the functions delegated to senior executives and include a formal Limits of Authority policy and procedure which is regularly updated to ensure that all commercial arrangements, capital expenditure, operational expenditure and other commitments are appropriately documented and that the relevant management levels within BSA, (including the BSA Board) have full transparency of, and have authorised all material transactions or commitments.

For clarity the policy is broken into a number of areas;

- Operational Expenditure, Budgeted and Unbudgeted
- Capital Expenditure, Budgeted and Unbudgeted
- Contractual Commitments or Commercial Arrangements
- BSA Supply or Service Contracts
- The policy and procedures were last reviewed and updated in July 2010.

Details of the functions reserved to the Board and senior executives can be found on the Company's web site at www.bsa.com.au.

Members of the Board visit the Company's places of business and meet with local management. These actions enable Directors to enhance their knowledge of the Company's activities and assist them in setting the performance for senior executives.

The composition of the Board is determined in accordance with the Company's constitution and the following principles and guidelines:

The Board should comprise of at least three Directors with at least two Non-Executive Directors;

The Board should comprise of Directors with an appropriate range of qualifications and expertise; and

The Board should meet formally at least eleven times per annum and informally on an as required basis with all Directors being made aware of, and having available, all necessary information, to participate in an informed discussion of all agenda items.

#### **Directors in Office**

At the date of this statement the following Directors are considered independent by the Board:

Name	Position	Independent
R Johnston	Chairman &	Yes
	Non-Executive Director	
M Foley	Executive Director	No
M Lowe	Executive Director	No
M Cowley	Non-Executive Director	No
M Givoni	Non-Executive Director	Yes
P Teisseire	Non-Executive Director	Yes

The skills, experience, expertise and tenure of each Director are disclosed in the Directors' Report within this Annual Report.

#### **Director Independence**

The Board considers three of BSA's Directors as independent under the guidelines: Ross Johnston, Michael Givoni and Paul Teisseire.

In assessing the independence of Directors, the Board follows the ASX guidelines as set out:

- An Independent Director is a Non-Executive Director (i.e. is not a member of management) and;
- Is not a substantial shareholder of the Company or an officer of, or otherwise associated directly with, a substantial shareholder of the Company;
- Within the last three years has not been employed in an executive capacity by the Company or another group member, or been a Director after ceasing to hold any such employment;
- 4. Within the last three years has not been a principal of a material professional adviser or a material consultant to the Company or another group member, or an employee materially associated with the service provided;
- Is not a material supplier or customer of the Company or other group member, or an officer of or otherwise associated directly or indirectly with a material supplier or customer;

- 6. Has no material contractual relationship with the Company or another group member other than as a Director of the Company;
- Has not served on the Board for a period which could, or could reasonably be perceived to, materially interfere with the Director's ability to act in the best interests of the Company;
- Is free from any interest and any business or other relationship which could, or could reasonably be perceived to, materially interfere with the Director's ability to act in the best interests of the Company.

Mr Cowley is a Director and the Company Secretary of the major substantial shareholder in BSA and is not considered to be independent because of this fact. Mark Foley and Mark Lowe, being Executive Directors, are also not considered to be independent.

ASXCGC Recommendation 2.1 states that the majority of Directors of the Company should be independent. BSA does not comply with that recommendation in that 50% of Directors are independent.

The reason for departure from this Recommendation 2.1 is one of practicality. The Board has focussed on the overarching principle of having Directors who add value to the business.

Through the Nominations Committee, which has met during the current financial year, Directors have considered the balance of skills and experience required of Board members for the size and state of development of BSA. The Board believes that it has the right numbers and skill sets within its board members for the current size of the Company, and is confident that each Non-Executive Director brings independent judgement to bear on Board decisions.

During the year, a performance evaluation for the Board, its committees and Directors was undertaken and was in accordance with the process developed by the Board for that purpose.

Where additional skills are considered necessary for specific purposes, access is made to independent professional advice at the expense of the Company.

# Chairman

The ASXCGC Recommendations recommend that the chairperson be independent. Mr Johnston is the chairperson and is considered independent by the Board under the quidelines as set out.

The roles of Chairman and Managing Director are not exercised by the same individual. Mr Mark Foley is the Managing Director of the Company.

# **Appointment to the Board**

The Board has appointed a Nomination and Remuneration Committee and established a Charter for this Committee which includes the identification and recommendation of potential Director appointments. Where a casual vacancy arises during the year, the Committee has procedures to select the most suitable candidate with the appropriate experience and expertise to ensure a balanced and effective Board. Any Director appointed during the year to fill a casual vacancy or as an addition to the current Board, holds office until the next Annual General Meeting and is then eligible for re-election by the shareholders.

A copy of the Nomination Committee Charter is available on the Company's web site at www.bsa.com.au.

New Directors receive a letter of appointment which sets out the terms of their appointment. On appointment, an induction program is available to Directors that include visits to key business units of the Company and one-on-one sessions with members of the senior management team.

#### **Evaluation of Senior Executives**

Senior executives, including the Managing Director and the Chief Financial Officer, have a formal job description and letter of appointment describing their term of office, duties, rights, responsibilities and entitlements upon termination.

The performance of senior executives is reviewed annually before the budgets are approved for the next financial year. This process is a formal one with the executive's performance assessed against company, division and personal benchmarks. Benchmarks are agreed with the respective senior executives and short term and long term incentive payments are based upon the degree of achievement against those benchmarks. An evaluation of senior executives took place during the year in accordance with the process disclosed above.

Induction procedures are in place to allow new senior executives to participate fully and actively in management decision-making. The induction program includes orientation of:

- The Company's financial position, strategies, operations and risk management policies.
- The respective rights, duties, responsibilities and roles of the Board and senior executives.

#### **Ethical Business Practices**

The Company has adopted a Code of Conduct to maintain confidence in the Company's integrity and is committed to being a socially responsible corporate citizen, using honest and fair business practices, to act in the best interests of clients so as to achieve the best outcome for shareholders. These practices also take into account legal obligations and the expectations of the Company's stakeholders.

The Board has procedures in place for reporting any matters that may give rise to unethical practices or conflicts between the interests of a Director or senior executive and those of the Company. These procedures are reviewed as required by the Board. To this end, the Company has adopted a Conflict of Interest Policy that clarifies the processes for Directors and senior executives to determine and disclose when a conflict of interest exists.

The Code of Conduct is available on the Company's web site at www.bsa.com.au.

# **Shareholding and Trading**

The Board encourages Directors and senior executives to own shares in the Company to further link their interests with the interests of all shareholders. Trading of shares by Directors and senior executives is prohibited under certain circumstances and as described in the ASX Listing Rules and during certain periods of the financial year. A Director or senior executive must not deal in the Company shares at any time when he or she has unpublished information which, if generally available, might affect the share price. Directors are required to notify the Company Secretary following dealing.

The Trading Policy is available on the Company's web site at www.bsa.com.au.

#### Safeguard Integrity

The Board has established an Audit and Compliance Committee comprised of the four Non-Executive Directors. This committee operates under a charter to enable it to perform its role and responsibilities. Where considered appropriate, the Company's external auditors and the Company's management are invited to attend meetings. The Members of the Audit Committee are:

Paul Teisseire (chair), Ross Johnston, Max Cowley and Michael Givoni.

Paul Teisseire, Ross Johnston and Michael Givoni are considered to be independent.

Details of the qualifications of the members of the Audit and Compliance Committee and the number of meetings which they have attended are stated in the Directors' Report within this Annual Report.

The role of the Audit and Compliance Committee is to assist the Board fulfill its responsibilities in relation to the identification of the areas of significant business risks and the monitoring of the following:

Effective management of financial and other business risks;

Reliable management reporting;

Compliance with laws and regulations in respect to financial reporting;

Maintenance of effective and efficient audits;

Meeting with external auditors on a twice-yearly basis and informally as circumstances require; and

Recommending to the Board the appointment, rotation, removal and remuneration of the external auditors, and review their terms of engagement, and the scope and quality of the audit. Periodically, the Audit and Compliance Committee reviews the appointment of the external audit engagement partners using a formal process of evaluation to determine the most appropriate level of skills and experience to suit the size and complexity of the Company.

The Audit and Compliance Committee provides the Board with additional assurances regarding the reliability of financial information for inclusion in the financial statements. To that extent, the Managing Director and the Chief Financial Officer are required to declare to the Board that in their opinion the Financial Statements and notes to the Accounts within the Annual Report are in accordance with the Corporations Act 2001, comply with the Accounting Standards and the Corporations Regulations 2001 and give a true and fair view of the financial position of the Company and are based upon a sound system of risk management and internal compliance and control prior to the signing of the Directors' Declaration in the Annual Report.

The committee is chaired by an independent chair who is not the Chairman of the Board.

The Company has adopted an Audit Committee Charter which is available on the Company's web site at www.bsa.com.au.

# **Independent Advice**

The Board recognises that in certain circumstances individual Directors may need to seek independent professional advice, at the expense of the Company. Any advice so received will be made available to other Directors.

# **Timely and Balanced Disclosure**

The Board recognises the need to comply with ASX Listing Rule 3.1 concerning continuous disclosure.

At each meeting of Directors, consideration is given as to whether notice of material information concerning the Company, including its financial position, performance, ownership and governance has been made available to all investors.

The Continuous Disclosure Policy also requires senior executives in possession of disclosable information to comply with that policy.

The Continuous Disclosure Policy is available on the Company's web site at www.bsa.com.au.

#### **Communication with Shareholders**

The Board aims to ensure that shareholders, on behalf of whom they act, are informed of all major developments affecting the Company's activities and its state of affairs, including information necessary to assess the performance of the Directors.

Communication with shareholders is achieved through the distribution of the following information:

The Annual Report distributed to shareholders;

The Half Yearly Report posted to the Company's web site;

The Annual General Meeting and other meetings so called to obtain shareholder approval for Board action as appropriate;

Announcements to the Australian Securities Exchange:

Letters to shareholders where these are deemed appropriate;

Investor information through the Company's internet portal at www.bsa.com.au; and

Stakeholders and interested parties can register on this site to receive our alert service to receive an email message advising of new announcements. Shareholders are encouraged to attend and participate at the Company's Annual General Meeting and other General Meetings.

The Company strives to ensure that company announcements via the ASX are made in a timely manner, are factual, do not omit material information and are expressed in a clear and objective manner.

The Communications Policy is available at the Company's web site at www.bsa.com.au.

#### Shareholders' Role

The shareholders of the Company are responsible for voting on the election of Directors at the Annual General Meeting in accordance with the Constitution.

All Directors (other than the Managing Director) are subject to re-election by rotation, no later than every three years.

The Annual General Meeting also provides shareholders with the opportunity to express their views on matters concerning the Company and to vote on other items of business for resolution by shareholders.

The Company's auditor Deloitte Touche Tohmatsu, make available a partner of the firm (Mr Glen Sanford or other), to be in attendance at the Annual General Meeting and to be available to answer shareholder questions in relation to the audit.

# **Risk Management**

The entire Board is responsible for overseeing the risk management function. The Company believes that it is crucial for all Board members to be a part of the process and as such has not established a risk management committee as a subset of the full Board.

The Board is responsible for ensuring the risks and opportunities are identified on a timely basis.

The Board has a number of mechanisms in place to ensure the management's objectives and activities are aligned with the risks identified by the Board. These include the following:

Implementation of Board approved operating plans and budgets;

Board monitoring of progress against these budgets, including the monitoring of key performance indicators of both a financial and non financial nature; and

The establishment of committees to report on specific risk as identified.

# Internal Risk Management System Compliance

Management is accountable to the Managing Director to ensure that operating efficiency, effectiveness of risk management procedures, internal compliance control systems, controls and policies are all being monitored. Management has designed and implemented a risk management and internal control system to manage the Company's material business risks and reports to the Board at each meeting on the effective management of those risks. The Company has developed a series of operational risks which the Company believes to be inherent in the industry in which the Company operates. These include:

- Changed operating, market or regulatory environments
- Fluctuations in demand volumes
- Fluctuations in exchange rates
- Increasing costs of operations

These risk areas are provided here to assist investors better understand the nature of the significant risks faced by the Company.

The Board requires the Managing Director and Chief Financial Officer to provide every half year a statement confirming that a sound system of risk management and internal control is in place and that the system is operating effectively in all material respects in relation to financial risks. The Board has received that assurance.

The Risk Management Policy is available at the Company's web site at www.bsa.com.au.

# **Monitoring Performance**

The Board and senior management monitor the performance of all Divisions through the preparation of monthly management accounts. The monthly management accounts are prepared using accrual accounting techniques and report each business unit's result as contribution after overhead allocation. These monthly management accounts are compared to monthly budgets, which have been set allowing for the seasonality of anticipated revenues and costs in each of the Divisions.

Each Division has key performance indicators and reports to identify revenue and sales performance on a timely basis at least each month. The identification of completed sales and the revenue earned and future trends in sales and revenue is a key driver of the success of the BSA Group.

The monitoring of the Company's performance by the Board and management assists in identifying the correct allocation of resources and staff to maximise the overall return to shareholders.

A performance evaluation for senior management was undertaken during the year and was in accordance with the process developed by the Board for that purpose.

Details of the structure of Non-Executive Directors' and senior executives' remuneration are included in the Remuneration Report within the Directors' Report in this Annual Report.

During the year the Board embarked on a formal performance review process of the Board, its committees and its Directors, managed by the chair of the Remuneration Committee using an assessment matrix and rating system. The conclusions of the

self assessment of the Board's performance during the previous year and any recommendations for improvement which become apparent from that review, are discussed by the Board.

The performance evaluation was undertaken using the process disclosed above.

#### **Nomination and Remuneration**

The ASXCGC recommends the appointment of two separate committees for Nomination and Remuneration.

However, the Board has a combined Nomination and Remuneration Committee with the two distinct roles and which it considers appropriate for the size of the Company, and the fact that the two separate purposes of the committee are interrelated.

The Non-Executive members of the Nomination and Remuneration Committee are:

Max Cowley (chair), Michael Givoni, Ross Johnston and Paul Teisseire. Their attendances at committee meetings is disclosed in the Directors' Report within this Annual Report.

Executive Directors Mark Foley and Mark Lowe attend the Remuneration Committee considerations and may be invited to attend Nomination Committee discussions.

Details of the attendance of Directors at committee meetings is disclosed in the Directors' Report in this Annual Report.

The ASXCGC recommends that the chair of the committee be independent. Max Cowley is not considered independent because he is a Director of the major substantial shareholder in BSA. The reason for this departure is one of practicality. The Board considers that of the current Directors, Max has the most appropriate skills to undertake the role of chair of this committee.

The role of the Nomination and Remuneration Committee is to identify and nominate new Directors to the Board, determine the Company's remuneration plans, policies and practices, including compensation arrangements for the Non-Executive Directors, Executive Directors, Managing Director and Senior Executives. It is also responsible for considering general remuneration policies and practices, recruitment and termination policies and superannuation requirements.

The Company does not have a policy to preclude its executives from entering into transactions to limit their economic risk from investing in company shares, options or rights and has made executives aware of their obligations in relation to financial commitments against shares issued under the executive securities plan and has requested that they take sufficient professional advice in relation to their individual financial position

There are no retirement schemes or retirement benefits other than statutory benefits for Non-Executive Directors.

The Remuneration Committee Charter is available at the Company's web site at www.bsa.com.au.



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The Board of Directors BSA Limited Unit 8, 79-99 St Hilliers Road Auburn NSW 2144

16 September 2010

**Dear Board Members** 

#### **BSA Limited**

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

As lead audit partner for the audit of the financial statements of BSA Limited for the financial year ended 30 June 2010, I declare that to the best of my knowledge and belief, there have been no contraventions of:

- (i) the auditor independence requirements of the Corporations Act 2001 in relation to the audit; and
- (ii) any applicable code of professional conduct in relation to the audit.

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Yours sincerely

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DELOITTE TOUCHE TOHMATSU

Glen Sanford

Partner

Chartered Accountants

# Financial Report

BSA Limited ABN 50 088 412 748

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# Consolidated Statement of Comprehensive Income

for the year ended 30 June 2010

		Consolidated	
	Note	2010	2009
		\$'000	\$'000
Revenue	5	330,919	240,941
Investment revenue	6	850	446
Other gains and losses	7	(23)	89
Changes in inventories of finished goods and work in progress		(1,184)	305
Subcontractor and raw materials used		(264,643)	(188,725)
Employee benefits expense	8	(31,378)	(22,858)
Depreciation and amortisation expenses	8	(4,920)	(3,299)
Occupancy expenses		(3,164)	(2,563)
Finance Costs	8	(1,840)	(1,523)
Other expenses		(16,520)	(12,104)
Profit before tax		8,097	10,709
Income tax benefit /(expense)	9	1,059	(2,983)
Profit for the year		9,156	7,726
Other comprehensive income for the year		(83)	-
Total comprehensive income for the year, net of tax		9,073	7,726
Earnings per share for profit from continuing operations:			
Basic earnings per share	13	4.48 cents	4.01 cents
- 1			
Diluted earnings per share	13	4.32 cents	3.98 cents

The above Consolidated Statement of Comprehensive Income should be read in conjunction with the accompanying notes

# Consolidated Statement of Financial Position

as at 30 June 2010

		Consolidated	Consolidated		
	Note	2010	2009		
		\$'000	\$'000		
ASSETS					
CURRENT ASSETS					
Cash and cash equivalents	14	19,720	9,511		
Trade and other receivables	15	71,030	41,193		
Inventories	16	3,764	2,581		
Tax assets	9.3	4,063	-		
TOTAL CURRENT ASSETS		98,577	53,285		
NON-CURRENT ASSETS					
Trade and other receivables	15	1,680	2,489		
Other financial assets	20	4	4		
Property, plant & equipment	17	8,851	6,153		
Deferred tax assets	9.4	2,889	1,941		
Goodwill	18	51,360	45,961		
Other intangible assets	19	7,267	5,431		
TOTAL NON-CURRENT ASSETS		72,051	61,979		
TOTAL ASSETS		170,628	115,264		
LIABILITIES					
CURRENT LIABILITIES					
Trade and other payables	22	64,107	28,916		
Borrowings	23	2,953	3,179		
Current tax liabilities	9.3	-	1,603		
Provisions	24	6,407	3,370		
TOTAL CURRENT LIABILITIES	·	73,467	37,068		
NON-CURRENT LIABILITIES					
Borrowings	23	27,485	16,844		
Deferred tax liabilities	9.4	1,633	1,759		
Provisions	24	938	758		
TOTAL NON-CURRENT LIABILITIES		30,056	19,361		
TOTAL LIABILITIES		103,523	56,429		
NET ASSETS		67,105	58,835		
EQUITY					
Issued Capital	25	73,708	70,797		
Reserves	26 (a)	1,518	1,261		
Accumulated losses	26 (b)	(8,121)	(13,223)		
TOTAL EQUITY		67,105	58,835		

The above Statement of Financial Position should be read in conjunction with the accompanying notes

# Consolidated Statement of Changes in Equity

for the year ended 30 June 2010

# Consolidated

			Share-based		
	Issued capital	Accumulated losses	payment reserve	Cash flow hedge reserve	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
Balance at 1 July 2008	68,835	(16,714)	1,194	-	53,315
Correction to issued capital relating to prior treatment of Executive Share Plan	883	(883)	-	-	-
As restated	69,718	(17,597)	1,194	-	53,315
Profit for the year	-	7,726	-	-	7,726
Other comprehensive income for the year	-	-	-	-	-
Total comprehensive income for the year	-	7,726	-	-	7,726
Shares issued during period	1,079	-	-	-	1,079
Share-based payment expense	-	-	67	-	67
Dividends paid	-	(3,352)	-	-	(3,352)
Balance at 30 June 2009	70,797	(13,223)	1,261	-	58,835
Profit for the year	-	9,156	-	-	9,156
Other comprehensive income for the year	-	-	-	(83)	(83)
Total comprehensive income for the year	-	9,156	-	(83)	9,073
Shares issued during period	2,911	-	-	-	2,911
Share-based payment expense	-	-	340	-	340
Dividends paid	-	(4,054)	-	-	(4,054)
Balance at 30 June 2010	73,708	(8,121)	1,601	(83)	67,105

The above Consolidated Statement of Changes in Equity should be read in conjunction with the accompanying notes

# Consolidated Statement of Cash Flow

for the year ended 30 June 2010

		Consolidated		
	Note	2010	2009	
		\$'000	\$'000	
Cash Flows From Operating Activities:				
Cash Receipts from customers		349,122	263,273	
Payments to suppliers and employees		(327,058)	(239,008)	
Interest received		517	274	
Interest and other costs of finance paid		(2,141)	(1,632)	
GST paid		(6,726)	(6,618)	
Income tax paid		(4,977)	(2,705)	
Net cash generated by operating activities	29 (a)	8,737	13,584	
Cash Flows from Investing Activities:				
Proceeds from disposal of property, plant and equipment		145	241	
Payment for businesses	31 (c)	(1,325)	-	
Payment for plant and equipment		(1,922)	(716)	
Net cash used in investing activities		(3,102)	(475)	
Cash Flows From Financing Activities:				
Proceeds from borrowings		37,000	10,000	
Repayment of borrowings		(28,000)	(14,500)	
Payment of finance lease liabilities		(1,896)	(1,387)	
Share issue costs paid		(19)	(8)	
Dividends paid to owners of the Company		(2,511)	(2,039)	
Net cash (used in) financing activities		4,574	(7,934)	
Net increase/(decrease) in cash		10,209	5,175	
Cash and cash equivalents at the beginning of the year		9,511	4,336	
Cash and cash equivalents at the end of the year	14	19,720	9,511	

 $\label{thm:constraint} The above Consolidated Statement of Cash Flows should be read in conjunction with the accompanying notes$ 

for the year ended 30 June 2010

#### Note 1: General information

BSA Limited (the Company) is a limited company incorporated in Australia. The addresses of its registered office and principal place of business are disclosed in the introduction to the annual report. The principal activities of the Company and its subsidiaries (the Group) are described in note 28.

# Note 2: Adoption of new and revised Accounting Standards

### 2.1 Standards and Interpretations affecting amounts reported in the current period (and/or prior periods)

The following new and revised Standards and Interpretations have been adopted in the current period and have affected the amounts reported in these financial statements. Details of other Standards and Interpretations adopted in these financial statements but that have had no effect on the amounts reported are set out in section 2.2.

### Standards affecting presentation and disclosure

AASB 101 Presentation of Financial Statements (as revised in September 2007), AASB 2007-8 Amendments to Australian Acounting Standards arising from AASB 101 and AASB 2007-10 Further Amendments to Australian Acounting Standards arising from AASB 101

AASB 101(September 2007) has introduced terminology changes (including revised titles for the financial statements) and changes in the format and content of the financial statements. In addition, the revised Standard has required the presentation of a third statement of financial position at 1 July 2008, because the entity has applied new accounting policies retrospectively (see below).

AASB 8 Operating Segments

AASB 8 is a disclosure Standard that has resulted in a redesignation of the Group's reportable segments (see note 28).

AASB 2009-2 Amendments to Australian Accounting Standards - Improving Disclosures about Financial Instruments The amendments to AASB 7 expand the disclosures required in respect of fair value measurements and liquidity risk. The Group has elected not to provide comparative information for these expanded disclosures in the current year in accordance with the transitional reliefs offered in these amendments.

Amendments to AASB 107 Statement of Cash Flows (adopted in advance of effective date of 1 January 2010)

The amendments (part of AASB 2009-5 Further Amendments to Australian Accounting Standards arising from the Annual Improvements Project) specify that only expenditures that result in a recognised asset in the statement of financial position can be classified as investing activities in the statement of cash flows. Consequently, cash flows in respect of development costs that do not meet the criteria in AASB 138 Intangible Assets for capitalisation as part of an internally generated intangible asset (and, therefore, are recognised in profit or loss as incurred) have been reclassified from investing to operating activities in the statement of cash flows. Prior year amounts have been restated for consistent presentation.

# Standards and Interpretations affecting the reported results or financial position

# AASB 3 Business Combinations (as revised in 2008)

AASB 3(2008) has been adopted in the current year. Its adoption has affected the accounting for business combinations in the current period.

In accordance with the relevant transitional provisions, AASB 3(2008) has been applied prospectively to business combinations for which the acquisition date is on or after 1 July 2009. The impact of the adoption of AASB 3(2008) Business Combinations has been:

- where the business combination in effect settles a pre-existing relationship between the Group and the acquiree, to require the recognition of a settlement gain or loss; and
- to require that acquisition-related costs be accounted for separately from the business combination, generally leading to those costs being
  recognised as an expense in profit or loss as incurred, whereas previously they were accounted for as part of the cost of the acquisition.

In the current period, these changes in policies have affected the accounting for the acquisition of Allstaff Group of Companies as follows:

	\$'000
	ΨΟΟΟ
Acquisition-related costs expensed when incurred (profit or loss)	(428)
Effect on goodwill recognised as result of the adoption of AASB 3(2008)	(428)
	Year ended
Statement of comprehensive income	30 June 2010
	\$'000
Acquisition-related costs expensed when incurred (included in 'other expenses')	(428)
Decrease in profit for the year as a result of the adoption of AASB 3(2008)	(428)

AASB 3(2008) has also required additional disclosures in respect of the business combinations in the period (see note 31).

# 2.2 Standards and Interpretations adopted with no effect on financial statements

The following new and revised Standards and Interpretations have also been adopted in these financial statements. Their adoption has not had any significant impact on the amounts reported in these financial statements but may affect the accounting for future transactions or arrangements.

AASB 2008-1 Amendments to Australian Accounting Standard- Share-based Payments: Vesting Conditions and Cancellations

The amendments clarify the definition of vesting conditions for the purposes of AASB 2, introduce the concept of 'non-vesting' conditions, and clarify the accounting treatment for cancellations.

AASB 123 Borrowing Costs (as revised in 2007) and AASB 2007- 6 Amendments to Australian Accounting Standards arising from AASB 123 The principal change to AASB 123 was to eliminate the option to expense all borrowing costs when incurred. This change has had no impact on these financial statements because it has always been the Group's accounting policy to capitalise borrowing costs incurred on qualifying assets.

AASB 2008-8 Amendments to Australian Accounting Standards- Eligible Hedged Items

The amendments provide clarification on two aspects of hedge accounting: identifying inflation as a hedged risk or portion, and hedging with options.

Interpretation 17 Distributions of Non-cash Assets to Owners and AASB 2008-13 Amendments to Australian Accounting Standards arising from AASB Interpretation 17 Distributions of Non-cash Assets to Owners The Interpretation provides guidance on the appropriate accounting treatment when an entity distributes assets other than cash as dividends to its shareholders.

AASB 2008-5 Amendments to Australian Accounting Standards arising from the Annual Improvements Project and AASB 2008-6 Further Amendments to Australian Accounting Standards arising from the Annual Improvements Project

In addition to the changes affecting amounts reported in the financial statements described at 2.1 above, the amendments have led to a number of changes in the detail of the Group's accounting policies – some of which are changes in terminology only, and some of which are substantive but have had no material effect on amounts reported.

AASB 2009-4 Amendments to Australian Accounting Standards arising from the Annual Improvements Project and AASB 2009-5 Further Amendments to Australian Accounting Standards arising from the Annual Improvements Project In addition to the amendments to AASB 107 described earlier in this section, the amendments have led to a number of changes in the detail of the Group's accounting policies – some of which are changes in terminology only, and some of which are substantive but have had no material effect on amounts reported. Except as noted in 2.3 below, the changes in AASB 2009-5 have been adopted in advance of their effective dates of 1 January 2010.

Effective for annual reporting

# 2.3 Standards and Interpretations in issue not yet adopted

At the date of authorisation of the financial statements, the Standards and Interpretations listed below were in issue but not yet effective.

Standard/Interpretation	periods beginning on or after	the financial year ending
AASB 2009-5 Further Amendments to Australian Accounting Standards arising from the Annual Improvements Project	1 January 2010	30 June 2011
AASB 2009-8 Amendments to Australian Accounting Standards–Group Cash-Settled Share-based Payment Transactions	1 January 2010	30 June 2011
AASB 2009-10 Amendments to Australian Accounting Standards—Classification of Rights Issues	1 February 2010	30 June 2011
AASB 124 Related Party Disclosures (revised December 2009), AASB 2009-12 Amendments to Australian Accounting Standards	1 January 2011	30 June 2012
AASB 9 Financial Instruments, AASB 2009-11 Amendments to Australian Accounting Standards arising from AASB 9	1 January 2013	30 June 2014
AASB 2009-14 Amendments to Australian Interpretation – Prepayments of a Minimum Funding Requirement	1 January 2011	30 June 2012
Interpretation 19 Extinguishing Financial Liabilities with Equity Instruments	1 July 2010	30 June 2011
AASB 2010-3 Amendments to Australian Accounting Standards arising from the Annual Improvements Project	1 July 2010	30 June 2011
AASB 2010-4 Further Amendments to Australian Accounting Standards arising from the Annual Improvements Project	1 January 2011	30 June 2012

<sup>\*</sup> AASB 2009-5 Further Amendments to Australian Accounting Standards arising from the Annual Improvements Project specify amendments resulting from the IASB's annual improvement project to various Australian accounting standards and interpretations. As permitted, the group has early adopted most of the amendments in AASB 2009-5 (refer note 2.2).

Expected to be initially applied in

for the year ended 30 June 2010

The following IASB Standards and IFRIC Interpretations are also in issue but not yet effective, although Australian equivalent Standards/Interpretations have not yet been issued.

Standard/Interpretation

Effective for annual reporting periods beginning on or after

Expected to be initially applied in the financial year ending

None at time of publication

### Note 3: Significant accounting policies

### 3.1 Statement of compliance

These financial statements are general purpose financial statements which have been prepared in accordance with the Corporations Act 2001, Accounting Standards and Interpretations, and comply with other requirements of the law.

The financial statements comprise the consolidated financial statements of the Group. Accounting Standards include Australian equivalents to International Financial Reporting Standards ('A-IFRS'). Compliance with A-IFRS ensures that the financial statements and notes of the Group comply with International Financial Reporting Standards ('IFRS').

The financial statements were authorised for issue by the Directors on 16 September 2010.

#### 3.2 Basis of preparation

The financial report has been prepared on the basis of historical cost, except for the revaluation of certain non-current assets and financial instruments. Cost is based on the fair values of the consideration given in exchange for assets. All amounts are presented in Australian dollars, unless otherwise noted.

The company is a company of the kind referred to in ASIC Class Order 98/0100, dated 10 July 1998, and in accordance with that Class Order amounts in the financial report are rounded off to the nearest thousand dollars, unless otherwise indicated.

#### 3.3 Basis of consolidation

The consolidated financial statements incorporate the financial statements of the Company and entities (including special purpose entities) controlled by the Company (its subsidiaries). Control is achieved where the Company has the power to govern the financial and operating policies of an entity so as to obtain benefits from its activities.

The results of subsidiaries acquired or disposed of during the year are included in the consolidated statement of comprehensive income from the effective date of acquisition and up to the effective date of disposal, as appropriate.

Where necessary, adjustments are made to the financial statements of subsidiaries to bring their accounting policies into line with those used by other members of the Group.

All intra-group transactions, balances, income and expenses are eliminated in full on consolidation.

Non-controlling interests in subsidiaries are identified separately from the Group's equity therein. The interests of non-controlling shareholders may be initially measured either at fair value or at the non-controlling interests' proportionate share of the fair value of the acquiree's identifiable net assets. The choice of measurement basis is made on an acquisition-by-acquisition basis. Subsequent to acquisition, the carrying amount of non-controlling interests is the amount of those interests at initial recognition plus the non-controlling interests' share of subsequent changes in equity. Total comprehensive income is attributed to non-controlling interests even if this results in the non-controlling interests having a deficit balance.

Changes in the Group's interests in subsidiaries that do not result in a loss of control are accounted for as equity transactions. The carrying amounts of the Group's interests and the non-controlling interests are adjusted to reflect the changes in their relative interests in the subsidiaries. Any difference between the amount by which the non-controlling interests are adjusted and the fair value of the consideration paid or received is recognised directly in equity and attributed to owners of the Company.

When the Group loses control of a subsidiary, the profit or loss on disposal is calculated as the difference between (i) the aggregate of the fair value of the consideration received and the fair value of any retained interest and (ii) the previous carrying amount of the assets (including goodwill), and liabilities of the subsidiary and any non-controlling interests. Amounts previously recognised in other comprehensive income in relation to the subsidiary are accounted for (i.e. reclassified to profit or loss or transferred directly to retained earnings) in the same manner as would be required if the relevant assets or liabilities were disposed of. The fair value of any investment retained in the former subsidiary at the date when control is lost is regarded as the fair value on initial recognition for subsequent accounting under AASB 139 Financial Instruments: Recognition and Measurement or, when applicable, the cost on initial recognition of an investment in an associate or jointly controlled entity.

# 3.4 Business combinations

Acquisitions of subsidiaries and businesses are accounted for using the acquisition method. The consideration for each acquisition is measured at the aggregate of the fair values (at the date of exchange) of assets given, liabilities incurred or assumed, and equity instruments issued by the Group in exchange for control of the acquiree. Acquisition-related costs are recognised in profit or loss as incurred.

Where applicable, the consideration for the acquisition includes any asset or liability resulting from a contingent consideration arrangement, measured at its acquisition-date fair value. Subsequent changes in such fair values are adjusted against the cost of acquisition where they qualify as measurement period adjustments (see below). All other subsequent changes in the fair value of contingent consideration classified as an asset or liability are accounted for in accordance with relevant Standards. Changes in the fair value of contingent consideration classified as equity are not recognised.

Where a business combination is achieved in stages, the Group's previously held interests in the acquired entity are remeasured to fair value at the acquisition date (i.e. the date the Group attains control) and the resulting gain or loss, if any, is recognised in profit or loss. Amounts arising from interests in the acquiree prior to the acquisition date that have previously been recognised in other comprehensive income are reclassified to profit or loss, where such treatment would be appropriate if that interest were disposed of.

The acquiree's identifiable assets, liabilities and contingent liabilities that meet the conditions for recognition under AASB 3(2008) are recognised at their fair value at the acquisition date, except that:

- deferred tax assets or liabilities and liabilities or assets related to employee benefit arrangements are recognised and measured in accordance with AASB 112 Income Taxes and AASB 119 Employee Benefits respectively;
- liabilities or equity instruments related to the replacement by the Group of an acquiree's sharebased payment awards are measured in accordance with AASB 2 Share-based Payment; and
- assets (or disposal groups) that are classified as held for sale in accordance with AASB 5 Noncurrent Assets Held for Sale and Discontinued
  Operations are measured in accordance with that Standard.

If the initial accounting for a business combination is incomplete by the end of the reporting period in which the combination occurs, the Group reports provisional amounts for the items for which the accounting is incomplete. Those provisional amounts are adjusted during the measurement period (see below), or additional assets or liabilities are recognised, to reflect new information obtained about facts and circumstances that existed as of the acquisition date that, if known, would have affected the amounts recognised as of that date.

The measurement period is the period from the date of acquisition to the date the Group obtains complete information about facts and circumstances that existed as of the acquisition date – and is subject to a maximum of one year.

#### 3.5 Goodwill

Goodwill arising in a business combination is recognised as an asset at the date that control is acquired (the acquisition date). Goodwill is measured as the excess of the sum of the consideration transferred, the amount of any non-controlling interests in the acquiree, and the fair value of the acquirer's previously held equity interest in the acquiree (if any) over the net of the acquisition-date amounts of the identifiable assets acquired and the liabilities assumed.

If, after reassessment, the Group's interest in the fair value of the acquiree's identifiable net assets exceeds the sum of the consideration transferred, the amount of any non-controlling interests in the acquiree and the fair value of the acquirer's previously held equity interest in the acquiree (if any), the excess is recognised immediately in profit or loss as a bargain purchase gain.

Goodwill is not amortised but is reviewed for impairment at least annually. For the purpose of impairment testing, goodwill is allocated to each of the Group's cash-generating units expected to benefit from the synergies of the combination. Cash-generating units to which goodwill has been allocated are tested for impairment annually, or more frequently when there is an indication that the unit may be impaired. If the recoverable amount of the cash-generating unit is less than its carrying amount, the impairment loss is allocated first to reduce the carrying amount of any goodwill allocated to the unit and then to the other assets of the unit pro-rata on the basis of the carrying amount of each asset in the unit. An impairment loss recognised for goodwill is not reversed in a subsequent period.

On disposal of a subsidiary, the attributable amount of goodwill is included in the determination of the profit or loss on disposal.

### 3.6 Revenue recognition

Revenue is measured at the fair value of the consideration received or receivable. Revenue is reduced for estimated customer returns, rebates and other similar allowances. Any consideration deferred is treated as the provision of finance and is discounted at a rate of interest that is generally accepted in the market for similar arrangements. The difference between the amount initially recognised and the amount ultimately received is interest revenue. All revenue is stated net of the amount of goods and services tax (GST).

# 3.6.1 Sale of goods

Revenue from the sale of goods is recognised at the point of delivery as this corresponds to the transfer of significant risk and rewards of ownership of the goods and the cessation of all involvement in those goods.

# 3.6.2 Rendering of services

Revenue from rendering of service is recognised upon the delivery of the service to customers.

Revenue from contracts is generally recognised on an individual contract basis by reference to the recoverable costs incurred during the financial period plus the percentage of margin earned. Construction revenue has been recognised on the basis of the terms of the contract adjusted for any variations or claims allowable under the contract which are highly probable of recurring.

Percentage of margin earned is based upon the stage of completion of the contract.

Where a loss is expected to occur it is recognised immediately and is made for both work in progress to date and for future work on the contract.

# 3.6.3 Dividend and interest revenue

Dividend revenue from investments is recognised when the shareholder's right to receive payment has been established (provided that it is probable that the economic benefits will flow to the Group and the amount of revenue can be measured reliably).

Interest revenue is recognised when it is probable that the economic benefits will flow to the Group and the amount of revenue can be measured reliably. Interest revenue is accrued on a time basis, by reference to the principal outstanding and at the effective interest rate applicable, which is the rate that exactly discounts estimated future cash receipts through the expected life of the financial asset to that asset's net carrying amount on initial recognition.

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# 3.7 Construction contracts and Work in Progress

Construction work in progress is valued at cost, plus profit recognised to date less any provision for anticipated future losses. Costs includes both variable and fixed costs relating to specific contracts, and those costs that are attributable to the contract activity in general and that can be allocated on a reasonable basis.

#### 3.8 Leasing

Leases are classified as finance leases whenever the terms of the lease transfer substantially all the risks and rewards of ownership to the lease. All other leases are classified as operating leases.

#### 3.8.1 The Group as lessee

Assets held under finance leases are initially recognised as assets of the Group at their fair value at the inception of the lease or, if lower, at the present value of the minimum lease payments. The corresponding liability to the lessor is included in the statement of financial position as a finance lease obligation.

Lease payments are apportioned between finance expenses and reduction of the lease obligation so as to achieve a constant rate of interest on the remaining balance of the liability. Finance expenses are recognised immediately in profit or loss, unless they are directly attributable to qualifying assets, in which case they are capitalised in accordance with the Group's general policy on borrowing costs (see 3.9 below). Contingent rentals are recognised as expenses in the periods in which they are incurred.

Operating lease payments are recognised as an expense on a straight-line basis over the lease term, except where another systematic basis is more representative of the time pattern in which economic benefits from the leased asset are consumed. Contingent rentals arising under operating leases are recognised as an expense in the period in which they are incurred.

In the event that lease incentives are received to enter into operating leases, such incentives are recognised as a liability. The aggregate benefit of incentives is recognised as a reduction of rental expense on a straight-line basis, except where another systematic basis is more representative of the time pattern in which economic benefits from the leased asset are consumed.

#### 3.9 Borrowing costs

Borrowing costs directly attributable to the acquisition, construction or production of qualifying assets, which are assets that necessarily take a substantial period of time to get ready for their intended use or sale, are added to the cost of those assets, until such time as the assets are substantially ready for their intended use or sale.

Investment income earned on the temporary investment of specific borrowings pending their expenditure on qualifying assets is deducted from the borrowing costs eligible for capitalisation. All other borrowing costs are recognised in profit or loss in the period in which they are incurred.

# 3.10 Employee benefits

A liability is recognised for benefits accruing to employees in respect of wages and salaries, annual Leave and long service leave when it is probable that settlement will be required and they are capable of being measured reliably.

Liabilities recognised in respect of short-term employee benefits, are measured at their nominal values using the remuneration rate expected to apply at the time of settlement.

Liabilities recognised in respect of long term employee benefits are measured as the present value of the estimated future cash outflows to be made by the Group in respect of services provided by employees up to reporting date.

# 3.11 Share-based payments

Equity-settled share-based payments to employees and others providing similar services are measured at the fair value of the equity instruments at the grant date. Details regarding the determination of the fair value of equity-settled share-based transactions are set out in note 30.

The fair value determined at the grant date of the equity-settled share-based payments is expensed on a straight-line basis over the vesting period, based on the Group's estimate of equity instruments that will eventually vest. At the end of each reporting period, the Group revises its estimate of the number of equity instruments expected to vest. The impact of the revision of the original estimates, if any, is recognised in profit or loss such that the cumulative expense reflects the revised estimate, with a corresponding adjustment to the equity-settled employee benefits reserve.

The policy described above is applied to all equity-settled share-based payments that were granted after 7 November 2002 and vested after 1 January 2005. No amounts have been recognised in the financial statements in respect of other equity-settled shared-based payments.

Equity-settled share-based payment transactions with parties other than employees are measured at the fair value of the goods or services received, except where that fair value cannot be estimated reliably, in which case they are measured at the fair value of the equity instruments granted, measured at the date the entity obtains the goods or the counterparty renders the service.

For cash-settled share-based payments, a liability is recognised for the goods or services acquired, measured initially at the fair value of the liability. At the end of each reporting period until the liability is settled, and at the date of settlement, the fair value of the liability is remeasured, with any changes in fair value recognised in profit or loss for the year.

# 3.12 Taxation

Income tax expense represents the sum of the tax currently payable and deferred tax.

# 3.12.1 Current tax

The tax currently payable is based on taxable profit for the year. Taxable profit differs from profit as reported in the consolidated statement of comprehensive income because of items of income or expense that are taxable or deductible in other years and items that are never taxable or deductible. The Group's liability for current tax is calculated using tax rates that have been enacted or substantively enacted by the end of the reporting period.

#### 3.12.2 Deferred tax

Deferred tax is recognised on temporary differences between the carrying amounts of assets and liabilities in the financial statements and the corresponding tax bases used in the computation of taxable profit. Deferred tax liabilities are generally recognised for all taxable temporary differences. Deferred tax assets are generally recognised for all deductible temporary differences to the extent that it is probable that taxable profits will be available against which those deductible temporary differences can be utilised. Such deferred tax assets and liabilities are not recognised if the temporary difference arises from goodwill or from the initial recognition (other than in a business combination) of other assets and liabilities in a transaction that affects neither the taxable profit nor the accounting profit.

Deferred tax liabilities are recognised for taxable temporary differences associated with investments in subsidiaries and associates, and interests in joint ventures, except where the Group is able to control the reversal of the temporary difference and it is probable that the temporary difference will not reverse in the foreseeable future. Deferred tax assets arising from deductible temporary differences associated with such investments and interests are only recognised to the extent that it is probable that there will be sufficient taxable profits against which to utilise the benefits of the temporary differences and they are expected to reverse in the foreseeable future.

The carrying amount of deferred tax assets is reviewed at the end of each reporting period and reduced to the extent that it is no longer probable that sufficient taxable profits will be available to allow all or part of the asset to be recovered.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply in the period in which the liability is settled or the asset realised, based on tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting period. The measurement of deferred tax liabilities and assets reflects the tax consequences that would follow from the manner in which the Group expects, at the end of the reporting period, to recover or settle the carrying amount of its assets and liabilities.

Deferred tax assets and liabilities are offset when there is a legally enforceable right to set off current tax assets against current tax liabilities and when they relate to income taxes levied by the same taxation authority and the Group intends to settle its current tax assets and liabilities on a net basis.

### 3.12.3 Current and deferred tax for the period

Current and deferred tax are recognised as an expense or income in profit or loss, except when they relate to items that are recognised outside profit or loss (whether in other comprehensive income or directly in equity), in which case the tax is also recognised outside profit or loss, or where they arise from the initial accounting for a business combination. In the case of a business combination, the tax effect is included in the accounting for the business combination.

### 3.13 Property, plant and equipment

Fixtures and equipment are stated at cost less accumulated depreciation and accumulated impairment losses.

Depreciation is recognised so as to write off the cost less their residual values over their useful lives, using the straightline method. The estimated useful lives, residual values and depreciation method are reviewed at each year end, with the effect of any changes in estimate accounted for on a prospective basis.

Assets held under finance leases are depreciated over their expected useful lives on the same basis as owned assets or, where shorter, the term of the relevant lease. The gain or loss arising on the disposal or retirement of an item of property, plant and equipment is determined as the difference between the sales proceeds and the carrying amount of the asset and is recognised in profit or loss.

The gain or loss arising on the disposal or retirement of an item of property, plant and equipment is determined as the difference between the sales proceeds and the carrying amount of the asset and is recognised in profit or loss.

# 3.14 Intangible assets

# 3.14.1 Intangible assets acquired separately

Intangible assets acquired separately are carried at cost less accumulated amortisation and accumulated impairment losses. Amortisation is recognised on a straight-line basis over their estimated useful lives. The estimated useful life and amortisation method are reviewed at the end of each annual reporting period, with the effect of any changes in estimate being accounted for on a prospective basis.

# 3.14.2 Internally-generated intangible assets - research and development expenditure

Expenditure on research activities is recognised as an expense in the period in which it is incurred. An internally-generated intangible asset arising from development (or from the development phase of an internal project) is recognised if, and only if, all of the following have been demonstrated:

- the technical feasibility of completing the intangible asset so that it will be available for use or sale;
- the intention to complete the intangible asset and use or sell it;
- the ability to use or sell the intangible asset;
- how the intangible asset will generate probable future economic benefits;
- the availability of adequate technical, financial and other resources to complete the development and to use or sell the intangible asset; and
- the ability to measure reliably the expenditure attributable to the intangible asset during its development.

The amount initially recognised for internally-generated intangible assets is the sum of the expenditure incurred from the date when the intangible asset first meets the recognition criteria listed above. Where no internally-generated intangible asset can be recognised, development expenditure is recognised in profit or loss in the period in which it is incurred.

Subsequent to initial recognition, internally-generated intangible assets are reported at cost less accumulated amortisation and accumulated impairment losses, on the same basis as intangible assets that are acquired separately.

# 3.14.3 Intangible assets acquired in a business combination

Intangible assets acquired in a business combination and recognised separately from goodwill are initially recognised at their fair value at the acquisition date (which is regarded as their cost).

Subsequent to initial recognition, intangible assets acquired in a business combination are reported at cost less accumulated amortisation and accumulated impairment losses, on the same basis as intangible assets that are acquired separately.

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# 3.15 Impairment of tangible and intangible assets excluding goodwill

At the end of each reporting period, the Group reviews the carrying amounts of its tangible and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). Where it is not possible to estimate the recoverable amount of an individual asset, the Group estimates the recoverable amount of the cash generating unit to which the asset belongs. Where a reasonable and consistent basis of allocation can be identified, corporate assets are also allocated to individual cash-generating units, or otherwise they are allocated to the smallest group of cash-generating units for which a reasonable and consistent allocation basis can be identified.

Intangible assets with indefinite useful lives and intangible assets not yet available for use are tested for impairment at least annually, and whenever there is an indication that the asset may be impaired. Recoverable amount is the higher of fair value less costs to sell and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset (or cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (or cash-generating unit) is reduced to its recoverable amount. An impairment loss is recognised immediately in profit or loss, unless the relevant asset is carried at a revalued amount, in which case the impairment loss is treated as a revaluation decrease.

Where an impairment loss subsequently reverses, the carrying amount of the asset (or cash-generating unit) is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset (or cash-generating unit) in prior years. A reversal of an impairment loss is recognised immediately in profit or loss, unless the relevant asset is carried at a revalued amount, in which case the reversal of the impairment loss is treated as a revaluation increase.

#### 3.16 Inventories

Inventories are stated at the lower of cost and net realisable value. Costs, including an appropriate portion of fixed and variable overhead expenses, are assigned to inventories by the method most appropriate to the particular class of inventory, with the majority being valued on the basis of weighted average cost. Net realisable value represents the estimated selling price for inventories less all estimated costs of completion and costs necessary to make the sale.

#### 3.17 Provisions

Provisions are recognised when the Group has a present obligation (legal or constructive) as a result of a past event, it is probable that the Group will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the end of the reporting period, taking into account the risks and uncertainties surrounding the obligation. Where a provision is measured using the cash flows estimated to settle the present obligation, its carrying amount is the present value of those cash flows.

When some or all of the economic benefits required to settle a provision are expected to be recovered from a third party, a receivable is recognised as an asset if it is virtually certain that reimbursement will be received and the amount of the receivable can be measured reliably.

# 3.17.1 Restructurings

A restructuring provision is recognised when the Group has developed a detailed formal plan for the restructuring and has raised a valid expectation in those affected that it will carry out the restructuring by starting to implement the plan or announcing its main features to those affected by it. The measurement of a restructuring provision includes only the direct expenditures arising from the restructuring, which are those amounts that are both necessarily entailed by the restructuring and not associated with the ongoing activities of the entity.

# 3.17.2 Warranties

Provisions for the expected cost of warranty obligations under construction contracts are recognised at the Directors' best estimate of the expenditure required to settle the Group's obligation.

# 3.17.3 Contingent liabilities acquired in a business combination

Contingent liabilities acquired in a business combination are initially measured at fair value at the date of acquisition. At the end of subsequent reporting periods, such contingent liabilities are measured at the higher of the amount that would be recognised in accordance with AASB 137 Provisions, Contingent Liabilities and Contingent Assets and the amount initially recognised less cumulative amortisation recognised in accordance with AASB 118 Revenue.

# 3.18 Financial assets

All financial assets are recognised and derecognised on trade date where the purchase or sale of a financial asset is under a contract whose terms require delivery of the financial asset within the timeframe established by the market concerned, and are initially measured at fair value, plus transaction costs, except for those financial assets classified as at fair value through profit or loss, which are initially measured at fair value.

Financial assets are classified into the following specified categories: financial assets 'at fair value through profit or loss' (FVTPL), 'held-to-maturity' investments, 'available-for-sale' (AFS) financial assets and 'loans and receivables'. The classification depends on the nature and purpose of the financial assets and is determined at the time of initial recognition.

# 3.18.1 Effective interest method

The effective interest method is a method of calculating the amortised cost of a debt instrument and of allocating interest income over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash receipts (including all fees on points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) through the expected life of the debt instrument, or (where appropriate) a shorter period, to the net carrying amount on initial recognition.

Income is recognised on an effective interest basis for debt instruments.

### 3.18.2 Loans and receivables

Trade receivables, loans, and other receivables that have fixed or determinable payments that are not quoted in an active market are classified as 'loans and receivables'. Loans and receivables are measured at amortised cost using the effective interest method, less any impairment. Interest income is recognised by applying the effective interest rate, except for short-term receivables when the recognition of interest would be immaterial.

#### 3.18.3 Impairment of financial assets

Financial assets, other than those at FVTPL, are assessed for indicators of impairment at the end of each reporting period. Financial assets are considered to be impaired when there is objective evidence that, as a result of one or more events that occurred after the initial recognition of the financial asset, the estimated future cash flows of the investment have been affected.

For certain categories of financial asset, such as trade receivables, assets that are assessed not to be impaired individually are, in addition, assessed for impairment on a collective basis. Objective evidence of impairment for a portfolio of receivables could include the Group's past experience of collecting payments, an increase in the number of delayed payments in the portfolio past the average credit period of 60 days, as well as observable changes in national or local economic conditions that correlate with default on receivables.

For financial assets carried at amortised cost, the amount of the impairment loss recognised is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the financial asset's original effective interest rate.

The carrying amount of the financial asset is reduced by the impairment loss directly for all financial assets with the exception of trade receivables, where the carrying amount is reduced through the use of an allowance account. When a trade receivable is considered uncollectible, it is written off against the allowance account. Subsequent recoveries of amounts previously written off are credited against the allowance account. Changes in the carrying amount of the allowance account are recognised in profit or loss.

When an AFS financial asset is considered to be impaired, cumulative gains or losses previously recognised in other comprehensive income are reclassified to profit or loss in the period. With the exception of AFS equity instruments, if, in a subsequent period, the amount of the impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment was recognised, the previously recognised impairment loss is reversed through profit or loss to the extent that the carrying amount of the investment at the date the impairment is reversed does not exceed what the amortised cost would have been had the impairment not been recognised. In respect of AFS equity securities, impairment losses previously recognised in profit or loss are not reversed through profit or loss. Any increase in fair value subsequent to an impairment loss is recognised in other comprehensive income.

### 3.18.4 Reclassification of financial assets

Reclassification of non-derivative financial assets is only permitted in rare circumstances and where the asset is no longer held for the purpose of selling in the short-term. In all cases, reclassifications of financial assets are limited to debt instruments. Reclassifications are accounted for at the fair value of the financial asset at the date of reclassification.

# 3.18.5 Derecognition of financial assets

The Group derecognises a financial asset only when the contractual rights to the cash flows from the asset expire, or when it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another entity. If the Group neither transfers nor retains substantially all the risks and rewards of ownership and continues to control the transferred asset, the Group recognises its retained interest in the asset and an associated liability for amounts it may have to pay. If the Group retains substantially all the risks and rewards of ownership of a transferred financial asset, the Group continues to recognise the financial asset and also recognises a collateralised borrowing for the proceeds received.

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### 3.19 Financial liabilities and equity instruments issued by the Group

# 3.19.1 Classification as debt or equity

Debt and equity instruments are classified as either financial liabilities or as equity in accordance with the substance of the contractual arrangement.

#### 3.19.2 Equity instruments

An equity instrument is any contract that evidences a residual interest in the assets of an entity after deducting all of its liabilities. Equity instruments issued by the Group are recognised at the proceeds received, net of direct issue costs.

### 3.19.3 Financial guarantee contract liabilities

Financial guarantee contract liabilities are initially measured at their fair values and, if not designated as at FVTPL, are subsequently measured at the higher of:

- the amount of the obligation under the contract, as determined in accordance with AASB 137 Provisions, Contingent Liabilities and Contingent Assets; and
- the amount initially recognised less, where appropriate, cumulative amortisation recognised in accordance with the revenue recognition policies set out at 3.6 above.

#### 3.20 Financial liabilities

Financial liabilities are classified as 'other financial liabilities'.

### 3.20.1 Other financial liabilities

Other financial liabilities, including borrowings, are initially measured at fair value, net of transaction costs.

Other financial liabilities are subsequently measured at amortised cost using the effective interest method, with interest expense recognised on an effective yield basis.

The effective interest method is a method of calculating the amortised cost of a financial liability and of allocating interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash payments through the expected life of the financial liability, or (where appropriate) a shorter period, to the net carrying amount on initial recognition.

### 3.20.2 Derecognition of financial liabilities

The Group derecognises financial liabilities when, and only when, the Group's obligations are discharged, cancelled or they expire.

### 3.21 Derivative financial instruments

The Group enters into a variety of derivative financial instruments to manage its exposure to interest rate and foreign exchange rate risk, including foreign exchange forward contracts and interest rate swaps. Further details of derivative financial instruments are disclosed in note 34.

Derivatives are initially recognised at fair value at the date the derivative contract is entered into and are subsequently remeasured to their fair value at the end of each reporting period. The resulting gain or loss is recognised in profit or loss immediately unless the derivative is designated and effective as a hedging instrument, in which event the timing of the recognition in profit or loss depends on the nature of the hedge relationship. The Group designates certain derivatives as either hedges of the fair value of recognised assets or liabilities or firm commitments (fair value hedges), hedges of highly probable forecast transactions or hedges of foreign currency risk of firm commitments (cash flow hedges), or hedges of net investments in foreign operations.

A derivative with a positive fair value is recognised as a financial asset; a derivative with a negative fair value is recognised as a financial liability. A derivative is presented as a non-current asset or a non-current liability if the remaining maturity of the instrument is more than 12 months and it is not expected to be realised or settled within 12 months. Other derivatives are presented as current assets or current liabilities.

# 3.21.1 Hedge accounting

The Group designates certain hedging instruments, which include derivatives, embedded derivatives and non-derivatives in respect of foreign currency risk, as either fair value hedges, cash flow hedges, or hedges of net investments in foreign operations. Hedges of foreign exchange risk on firm commitments are accounted for as cash flow hedges.

At the inception of the hedge relationship, the entity documents the relationship between the hedging instrument and the hedged item, along with its risk management objectives and its strategy for undertaking various hedge transactions. Furthermore, at the inception of the hedge and on an ongoing basis, the Group documents whether the hedging instrument is highly effective in offsetting changes in fair values or cash flows of the hedged item.

# 3.21.2 Fair value hedges

Changes in the fair value of derivatives that are designated and qualify as fair value hedges are recognised in profit or loss immediately, together with any changes in the fair value of the hedge asset or liability that are attributable to the hedged risk. The change in the fair value of the hedging instrument and the change in the hedged item attributable to the hedged risk are recognised in the line of the statement of comprehensive income relating to the hedged item. Hedge accounting is discontinued when the Group revokes the hedging relationship, when the hedging instrument expires or is sold, terminated, or exercised, or when it no longer qualifies for hedge accounting. The fair value adjustment to the carrying amount of the hedged item arising from the hedged risk is amortised to profit or loss from that date.

# 3.21.3 Cash flow hedges

The effective portion of changes in the fair value of derivatives that are designated and qualify as cash flow hedges is recognised in other comprehensive income. The gain or loss relating to the ineffective portion is recognised immediately in profit or loss, and is included in the 'other gains and losses' line item.

Amounts previously recognised in other comprehensive income and accumulated in equity are reclassified to profit or loss in the periods when the hedged item is recognised in profit or loss, in the same line of the statement of comprehensive income as the recognised hedged item. However, when the forecast transaction that is hedged results in the recognition of a nonfinancial asset or a non-financial liability, the gains and losses previously accumulated in equity are transferred from equity and included in the initial measurement of the cost of the non-financial asset or non-financial liability.

Hedge accounting is discontinued when the Group revokes the hedging relationship, when the hedging instrument expires or is sold, terminated, or exercised, or when it no longer qualifies for hedge accounting. Any gain or loss accumulated in equity at that time remains in equity and is recognised when the forecast transaction is ultimately recognised in profit or loss. When a forecast transaction is no longer expected to occur, the gain or loss accumulated in equity is recognised immediately in profit or loss.

### 3.22 Goods and services tax

Revenues, expenses and assets are recognised net of the amount of goods and services tax (GST), except:

- i. where the amount of GST incurred is not recoverable from the taxation authority, it is recognised as part of the cost of acquisition of an asset or as part of an item of expense; or
- ii. for receivables and payables which are recognised inclusive of GST.

The net amount of GST recoverable from, or payable to, the taxation authority is included as part of receivables or payables.

Cash flows are included in the cash flow statement on a gross basis. The GST component of cash flows arising from investing and financing activities which is recoverable from, or payable to, the taxation authority is classified within operating cash flows.

# Note 4: Critical accounting judgements and key sources of estimation uncertainty

In the application of the Group's accounting policies, which are described in note 3, the Directors are required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

### 4.1 Key sources of estimation uncertainty

The following are the key assumptions concerning the future, and other key sources of estimation uncertainty at the end of the reporting period, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

#### 4.1.1 Impairment of goodwill

Determining whether goodwill is impaired requires an estimation of the value in use of the cash-generating units to which goodwill has been allocated. The value in use calculation requires the Directors to estimate the future cash flows expected to arise from the cash-generating unit and a suitable discount rate in order to calculate present value.

The carrying amount of goodwill at the end of the reporting period was \$51.4 million.

for the year ended 30 June 2010

# Note 5: Revenue

	Consolid	lated
	2010	2009
	\$'000	\$'000
The following is an analysis of the Group's revenue from continuing	enerations (evaluding investment revenue	C)
The following to all all all all all all all all all al	operations (excluding investment revenue -	see note 6).
	14,424	see note 6). 14,899
Revenue from sale of goods  Revenue from the rendering of services		,
Revenue from sale of goods	14,424	14,899

# Note 6: Investment Revenue

	Consolida	ated
	2010	2009
	\$'000	\$'000
Continuing operations		
Interest revenue		
Bank deposits	516	274
Other loans and receivables	334	172
	850	446
The following is an analysis of investment revenue earned on financial as:	sets by category of asset.	
Loans and receivables (including cash and bank balances)	850	446
	850	446

# Note 7: Other Gains and Losses

	Consolidated		
	2010	2009	
	\$'000	\$'000	
Continuing operations			
(Loss) /gain on disposal of property, plant and equipment	(23)	89	
	(23)	89	

# Note 8: Profit for the Year from Continuing Operations

	Consolidated	
	2010	2009
	\$'000	\$'000
Profit for the year from continuing operations has been arrived at after charging / (crediting):		
Cost of sales	265,827	188,420
Total cost of sales	265,827	188,420
Finance Costs		
Interest on bank overdrafts and loans	1,840	1,523
Total finance costs	1,840	1,523
Depreciation and amortisation expense		
Depreciation of property, plant and equipment	3,157	2,532
Amortisation of intangible assets	1,763	767
Total depreciation and amortisation expense	4,920	3,299
Employee benefits expense		
Post employment benefits		
Superannuation	2,409	2,343
Share-based payments (see note 30)		
Equity-settled share-based payments	340	67
Other employee benefits	28,629	20,448
Total employee benefits expense	31,378	22,858
Impairment losses on financial assets		
Impairment loss recognised on trade receivables (note 15)	(263)	187
	(263)	187
Individually Significant Items		
Advisory costs in respect of one off tax benefits	570	-
Advisory costs in relation to the aquisition of Allstaff Airconditioning Holdings Pty Ltd	428	-
	998	-

for the year ended 30 June 2010

# Note 9: Income Taxes

		Consolidat	∍d	
		2010	200	
		\$'000	\$'00	
1	Income tax recognised in profit or loss			
	The expense for the year can be reconciled to the accounting profit as follows:			
	Profit from continuing operations	8,097	10,70	
	Income tax expense calculated at 30%	2,429	3,21	
	Adjusted for:			
	Amortisation of intangibles	(230)	(44	
	Non deductible expenses	759	25	
	Research and development allowance	(1,200)		
		1,758	3,02	
	Adjustments recognised in the current year in relation to the current tax of prior years			
	Research and development allowance	(1,712)		
	Rights to future income adjustment for Triple M and Allstaff	(630)		
	Other	(475)	(4:	
		(2,817)	(4*	
	Income tax (benefit) / expense recognised in profit or loss	(1,059)	2,983	
	The tax rate used for the 2010 and 2009 reconciliations above is the corporate tax rate of 309 profits under Australian tax law.	% payable by Australian corporate enti	ties on taxable	
2	profits under Australian tax law.	% payable by Australian corporate enti	ties on taxable	
2	Income tax recognised directly in equity	% payable by Australian corporate enti	ties on taxable	
2	profits under Australian tax law.			
2	Income tax recognised directly in equity  Current tax	% payable by Australian corporate enti (4) (4)	(8	
	Income tax recognised directly in equity Current tax Share issue costs	(4)	(3	
2	Income tax recognised directly in equity Current tax Share issue costs  Current tax assets and liabilities	(4)	(3	
	Income tax recognised directly in equity Current tax Share issue costs  Current tax assets and liabilities Current tax assets	(4) (4)	(3	
	Income tax recognised directly in equity Current tax Share issue costs  Current tax assets and liabilities	(4)	(6	
	Income tax recognised directly in equity Current tax Share issue costs  Current tax assets and liabilities Current tax assets	(4) (4) 4,063	(3	
	Income tax recognised directly in equity Current tax Share issue costs  Current tax assets and liabilities Current tax assets Tax refund receivable	(4) (4) 4,063	ties on taxable (3 (3	

# 9.4 Deferred tax balances

Deferred tax liabilities

S'000   S'00				Recognised	Recognised	
						<b>.</b>
S'000   S'00	2010		=			Closing balance
Finance leases   (130)   (104)   -   -	2010	balance		income	combination	
Finance leases		\$'000	\$'000	\$'000	\$'000	\$'000
Intangible asset   (1.629)   230   -   -	Temporary differences					
Employee benefits         1,351         158         -         1,077           Retirement benefit obligations         8         8         -         -           Provisions         390         (373)         -         -           Doubtful debts         192         (73)         -         126           Other financial liabilities         -         25         -         -           Recognised in other as part of business           2009         Stoot         \$100         \$100         \$100         \$100           Temporary differences           Finance leases         (225)         95         -         -           Finance leases         (2,070)         441         -         -           Employee benefits         1,228         123         -         -           Retirement benefit obligations         11         (3)         -         -           Provisions         34         356         -         -           Doubtful debts         136         56         -         -           Other financial liabilities         (886)         1,068         -         -	Finance leases	(130)	(104)	-	-	(234)
Retirement benefit obligations   3	Intangible asset	(1,629)	230	-	-	(1,399)
Provisions   390   (373)   -   -	Employee benefits	1,351	158	-	1,077	2,586
Doubtful debts	Retirement benefit obligations	8	8	-	-	16
Other financial liabilities         -         25         -         -           Opening balance         Recognised in other profit or loss         Recognised in other as part of business income combination           \$*000 <t< td=""><td>Provisions</td><td>390</td><td>(373)</td><td>-</td><td>-</td><td>17</td></t<>	Provisions	390	(373)	-	-	17
182 (129)   - 1,203	Doubtful debts	192	(73)	-	126	245
Opening   Recognised in other   comprehensive   business   comprehensive   business   comprehensive   compre	Other financial liabilities	-	25	-	-	25
Name		182	(129)	-	1,203	1,256
Finance leases (225) 95 Intangible asset (2,070) 441 Employee benefits 1,228 123 Employee benefits 11,228 123	2009					balance \$'000
Intangible asset         (2,070)         441         -         -           Employee benefits         1,228         123         -         -           Retirement benefit obligations         11         (3)         -         -           Provisions         34         356         -         -           Doubtful debts         136         56         -         -           Other financial liabilities         (886)         1,068         -         -           Deferred tax balances are presented in the statement of financial position as follows:         30 Jun 2010         30 Jun 2009         01           \$'000         \$'000         \$'000	Temporary differences					
Employee benefits       1,228       123       -       -         Retirement benefit obligations       11       (3)       -       -         Provisions       34       356       -       -         Doubtful debts       136       56       -       -         Other financial liabilities       (886)       1,068       -       -         Deferred tax balances are presented in the statement of financial position as follows:         30 Jun 2010       30 Jun 2009       01         \$'000       \$'000	Finance leases	(225)	95	-	-	(130)
Retirement benefit obligations	Intangible asset	(2,070)	441	-	-	(1,629)
Provisions         34         356         -         -         -         Doubtful debts         136         56         -	Employee benefits	1,228	123	-	-	1,351
Doubtful debts 136 56 Other financial liabilities (886) 1,068  Deferred tax balances are presented in the statement of financial position as follows:  30 Jun 2010 30 Jun 2009 01 \$10000 \$1000 \$1000 \$1000 \$1000 \$1000 \$1000 \$1000 \$1000 \$1000 \$1000 \$1000 \$	Retirement benefit obligations	11	(3)	-	-	8
Other financial liabilities  (886) 1,068  Deferred tax balances are presented in the statement of financial position as follows:  30 Jun 2010 30 Jun 2009 01 \$1000 \$1000	Provisions	34	356	-	-	390
(886) 1,068  Deferred tax balances are presented in the statement of financial position as follows:  30 Jun 2010 30 Jun 2009 01 \$  \$'000 \$'000	Doubtful debts	136	56	-	-	192
Deferred tax balances are presented in the statement of financial position as follows:  30 Jun 2010 30 Jun 2009 01 30 30 30 30 30 30 30 30 30 30 30 30 30	Other financial liabilities					
30 Jun 2010 30 Jun 2009 01 30 \$'000 \$'000		(886)	1,068	-	-	182
\$'000 \$'000	Deferred tax balances are presented in the st	tatement of financial position	on as follows:			
				30 Jun 2010	30 Jun 2009	01 Jul 2008
Deferred tax assets 2,889 1,941				\$'000	\$'000	\$'000
	Deferred tax assets			2,889	1,941	1,409

(1,759)

(2,295)

(1,633)

for the year ended 30 June 2010

	100	/
1 256	182	(886)
1,200	102	(000)

#### 9.5 Tax consolidation

#### Relevance of tax consolidation to the Group

The company and its wholly-owned Australian resident entities have formed a tax-consolidated group with effect from 1 August 2007 and are therefore taxed as a single entity from that date. The head entity within the tax-consolidated group is BSA Limited. The members of the tax-consolidated group are identified in note 20. Tax expense/income, deferred tax liabilities and deferred tax assets arising from temporary differences of the members of the tax-consolidated group are recognised in the separate financial statements of the members of the tax-consolidated group using the 'separate taxpayer within group' approach by reference to the carrying amounts in the sepatate financial statements of each entity and the tax values applying under tax consolidation. Current tax liabilities and assets and deferred tax assets arising from unused tax losses and relevant tax credits of the members of the tax-consolidated group are recognised by the Company (as head entity in the tax-consolidated group).

Due to the existence of a tax funding arrangement between the entities in the tax-consolidated group, amounts are recognised as payable to or received by the Company and each member of the group in relation to the tax contribution amounts paid or payable between the parent entity and the other members of the tax-consolidated group in accordance with the arrangement.

# Nature of tax funding arrangements and tax sharing agreements

Entities within the tax-consolidated group have entered into a tax funding arrangement and a tax-sharing agreement with the head entity. Under the terms of the tax funding arrangement, BSA Limited and each of the entities in the tax-consolidated group has agreed to pay a tax equivalent payment to or from the head entity, based on the current tax liability or current tax asset of the entity.

The tax sharing agreement entered into between members of the tax-consolidated group provides for the determination of the allocation of income tax liabilities between the entities should the head entity default on its tax payment obligations or if an entity should leave the tax-consolidated group. The effect of the tax sharing agreement is that each member's liability for tax payable by the tax-consolidated group is limited to the amount payable to the head entity under the tax funding arrangement.

# Note 10: Key Management Personnel

	Consolidated	
	2010 \$	2009
		\$
Compensation		
Short term employee benefits	1,604,555	1,434,711
Post employment benefits	112,681	103,061
Other long term benefits	25,359	29,505
Share based payments	9,171	49,815
	1,751,766	1,617,092

Further information regarding the identity of key management personnel and their compensation can be found in the Audited Remuneration Report contained in the Directors' Report on pages 12 to 27 of this Annual Report.

# Note 11: Auditors' Remuneration

		Consolida	ated
		2010	2009
		\$	\$
(a)	Remuneration of the auditor of the group for:		
	auditing or reviewing the financial report	213,350	-
	taxation services	293,318	-
	other non-audit services - acquisition due diligence	366,363	-
		873,031	-
(b)	Other Auditors		
	auditing or reviewing the 2009 financial report	128,825	270,165
	taxation services	15,755	53,118
	other non-audit services - review of statutory returns	14,180	-
		158,760	323,283

The auditor of BSA Limited is Deloitte Touche Tohmatsu having changed from BDO at the 2009 Annual General Meeting.

for the year ended 30 June 2010

# Note 12: Dividends

		Consolidated	
		2010	2009
		\$	\$
a)	Ordinary Shares		
	Interim fully franked dividend of 1.0 (2009: 1.0) cents per fully paid ordinary share franked at the rate of 30% (2009: 30%) paid 16 April 2010	2,068	1,937
	Final fully franked dividend of 1.0 (2009: 0.75) cents per fully paid ordinary share franked at the rate of 30% (2009: 30%) paid 9 October 2009	1,986	1,415
	Total dividends provided for or paid	4,054	3,352
(b)	Dividends not recognised at year end		
	In addition to the above dividends, since year end the Directors have resolved the payment of a final dividend of 1.0 cents per fully paid ordinary share, (2009: 1.0 cents) fully franked based on tax paid at 30%. The aggregate amount of the proposed dividend expected to be paid for the year ended 30 June 2010, but not recognised as a liability at year end, is	2,104	1,987
(c)	Franked credits		
	Franking account balance at 1 July	13,581	12,312
	Tax paid	4,977	2,705
	Franking credits attached to dividends paid:		
	- as interim or final dividends	(1,732)	(1,436)
	Franking credits transferred in from purchase of subsidiary	5,311	-
	Franking account balance at 30 June	22,137	13,581
	Franking credits that will arise from the payment of income tax payable as at the reporting date	1,106	660
	Franking credits that will arise from the payment of dividends proposed or declared before the financial report was authorised for issue but not recognised as a distribution to equity holders during the period.	(902)	(852)
	Net franking credits available	22,341	13,389

# Note 13: Earnings Per Share

(a)

	Consolida	ted
	2010	2009 Cents
	Cents	
Basic earnings per share	4.48	4.01
Diluted earnings per share	4.32	3.98
Reconciliation of Earnings to Profit		
	\$'000	\$'000
Profit	9,156	7,726
Earnings used to calculate basic EPS and dilutive EPS	9,156	7,726

		Number	Number
(b)	Weighted average number of ordinary shares outstanding during the year used in calculating basic EPS	204,523,470	192,849,859
	Weighted average number of options / rights outstanding	7,494,711	1,142,679
	Weighted average number of ordinary shares outstanding during the year used in calculating dilutive EPS	212,018,181	193,992,538

6,200,000 options were not included in the number of weighted average number of ordinary shares used to calculate diluted earnings per share because they were out-of-the-money, and lapsed during the year.

# (c) Information concerning the classification of securities

# Options / Rights

Options granted to employees under the BSA Limited Employee Option Plan and the BSA Limited Employees Performance Rights Plan are considered to be potential ordinary shares and have been included in the determination of diluted earnings per share to the extent to which they are dilutive. The options / rights have not been included in the determination of basic earnings per share. Details relating to the options and rights are set out in note 30.

# Note 14: Cash and Cash Equivalents

	Consolidated	
	2010	2009
	\$'000	\$'000
Cash at bank and on hand	19,720	9,511
	19,720	9,511
The above figures are reconciled to cash at the end of the financial year as shown in the statement of	cash flows as follows	:
Cash and cash equivalents	19,720	9,511
Balances as per statement of cash flows	19,720	9,511

for the year ended 30 June 2010

# Note 15: Trade and Other Receivables

		Consolidated	
		2010	2009
	Note	\$'000	\$'000
CURRENT			
Trade receivables		12,698	13,000
Allowance for doubtful debts		(796)	(640)
		11,902	12,360
Other receivables		11,496	10,560
Executive Share Plan Receivables	33(c)	976	-
Amounts due from customers under construction contracts		44,853	16,053
Contract Retentions		641	1,124
Prepayments		1,162	1,096
		59,128	28,833
		71,030	41,193
NON-CURRENT			
Term receivables		-	2
Allowance for doubtful debts		-	-
		-	2
Executive Share Plan Receivables	33(c)	1,680	2,487
		1,680	2,489

# Trade receivables

Trade receivables disclosed above are classified as loans and receivables and are therefore measured at amortised cost.

The average credit period for the Group is 30 days.

Before accepting a new customer, the Group uses an external credit scoring system to assess the potential customer's credit quality and defines credit limits by customer.

Age analysis of trade receivables that are past due but not impaired at the reporting date

# Consolidated

		2010			2009	
	Total	Amount Impaired	Amount not impaired	Total	Amount Impaired	Amount not impaired
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Not past due	5,755	-	5,755	14,648	-	14,648
Past due [30] days	3,409	-	3,409	10,484	-	10,484
Past due [30-60] days	2,634	-	2,634	1,734	-	1,734
Past due [60-90] days	639	623	16	1,307	-	1,307
Past due [>90] days	261	173	88	880	640	240
Total	12,698	796	11,902	29,053	640	28,413

As at 30 June 2010, the group had current trade receivables of \$795,812 (2009: \$640,307) that were impaired. The amounts relate to customers who had not responded to final request for payment notices, customers that BSA had requested external collection agencies to collect oustanding debts or customers who have disputed invoiced amounts.

Analysis of Allowance Account	Consolidated		
	2010	2009	
	\$'000	\$'000	
Opening Balance	640	453	
Transferred In from acquisition of subsidiary	419	-	
Provisions for doubtful receivables current	796	640	
Provisions for doubtful receivables non current	-	-	
Receivables written off during the year	(407)	(48)	
Reversal of amounts provided	(652)	(405)	
Closing balance	796	640	

# Note 16: Inventories

	Consolidated	
	2010	2009
	\$'000	
CURRENT		
Raw materials and stores	2,873	2,507
Work in progress	819	4
Finished goods	72	70
	3,764	2,581

for the year ended 30 June 2010

# Note 17: Property, Plant & Equipment

	Consolidated	
	2010	2009
	\$'000	\$'000
BUILDINGS		
Leasehold improvements		
At cost	928	1,506
Less accumulated depreciation	(697)	(1,015)
	231	491
PLANT AND EQUIPMENT		
At cost	9,986	11,758
Less accumulated depreciation	(5,393)	(8,516)
	4,593	3,242
Hire purchase assets		
At Cost	1,263	1,518
Less accumulated depreciation	(363)	(652)
	900	866
Total Owned Plant and Equipment	5,493	4,108
Plant and Equipment under finance lease		
At cost	4,902	2,836
Less accumulated depreciation	(1,775)	(1,282)
·	3,127	1,554
Total Property, Plant and Equipment	8,851	6,153

# Movements in Carrying Amounts

Movements in the carrying amounts of each class of property, plant & equipment between the beginning and the end of the financial year

			Plant & equipment	
	Leasehold		under finance lease	
	improvements	Plant & equipment	and hire purchase	Total
	\$'000	\$'000	\$'000	\$'000
Cost				
Balance as at 1 July 2008	1,381	11,491	4,007	16,879
Additions	126	590	440	1,156
Disposals	(1)	(323)	(93)	(417)
Balance as at 30 June 2009	1,506	11,758	4,354	17,618
Additions	27	1,896	600	2,523
Disposals	(605)	(5,478)	(360)	(6,443)
Acquisitions through business combinations	-	1,810	1,571	3,381
Balance as at 30 June 2010	928	9,986	6,165	17,079
Accumulated depreciation and impairment				
Balance as at 1 July 2008	829	7,238	1,131	9,198
Additions	186	1,507	839	2,532
Disposals	=	(229)	(36)	(265)
Balance as at 30 June 2009	1,015	8,516	1,934	11,465
Additions	287	1,773	1,097	3,157
Disposals	(605)	(4,896)	(893)	(6,394)
Balance as at 30 June 2010	697	5,393	2,138	8,228

# 17.1 The following useful lives are used in the calculation of depreciation:

Leasehold improvements	4 - 5 years
Plant and equipment	3 - 8 years
Plant and equipment under finance lease	4 - 6 years

# 17.2 Assets held as security

Fixed and floating charges over the whole of the Company assets has been pledged as security for bank loans.

for the year ended 30 June 2010

# Note 18: Non-Current Assets - Goodwill

	Consolidated	
	2010	2009
	\$'000	\$'000
Goodwill on consolidation	52,895	47,496
	•	,
Accumulated impairment losses at deemed cost	(1,535)	(1,535)
	51,360	45,961
Cost		
Balance at the beginning of year	47,496	47,496
Additional amounts recognised from business combinations occurring during the year (note 31)	5,399	-
Balanace at end of year	52,895	47,496
Accumulated impairment losses		
Balance at the beginning of year	(1,535)	(1,535)
Impairment lossed recognised in the year	-	-
Disposals	-	
Amortisation charge	-	-
Impairment losses	-	
Closing carrying value at 30 June 2010	(1,535)	(1,535)

Intangible assets, other than goodwill, have finite lives. The current amortisation for intangible asset is included under depreciation and amortisation expense per the income statement.

# Impairment Disclosures

Goodwill has been allocated for impairment testing purposes to the following cash-generating units:

CGU	2010	2009
	\$'000	\$'000
Contracting Solutions	11,490	11,490
Building Services	39,870	34,471
Total	51,360	45,961

The recoverable amount of each cash-generating unit above is determined based on value-in-use calculations. Value-in-use is calculated based on the present value of cash flow projections over a 5 year period with the period extending beyond five years extrapolated using an estimated growth rate of 3%. The cash flows are discounted using the weighted average cost of capital at the beginning of the budget period.

The following assumptions were used in the value-in-use calculations:

	2010	2010	2009	2009
	Growth Rate	Discount Rate	Growth Rate	Discount Rate
Contracting Solutions				
2010	-	-	(11.57%)	12.00%
2011	(6.53%)	12.00%	3.00%	12.00%
2012	3.00%	12.00%	3.00%	12.00%
2013	3.00%	12.00%	3.00%	12.00%
2014	3.00%	12.00%	3.00%	12.00%
2015	3.00%	12.00%	3.00%	12.00%
Term Year	3.00%	12.00%	3.00%	12.00%
Building Services				
2010	-	-	45.48%	12.00%
2011	(1.65%)	12.00%	0.00%	12.00%
2012	3.00%	12.00%	5.00%	12.00%
2013	3.00%	12.00%	5.00%	12.00%
2014	3.00%	12.00%	5.00%	12.00%
2015	3.00%	12.00%	5.00%	12.00%
Term Year	3.00%	12.00%	3.00%	12.00%

For further details on estimates used in value-in-use calculations refer Note 3.5.

Management has based the value-in-use calculations on budgets for each reporting segment. These budgets use historical weighted growth rates to project revenue. Costs are calculated taking into account historical gross margins as well as estimated weighted average inflation rates over the period which are consistent with inflation rates applicable to the locations in which the segments operate. Discount rates are pre-tax and are adjusted to incorporate risks associated with a particular segment.

# Impact of possible changes to key assumptions

Because the value-in-use amount of remaining goodwill far exceeds the deemed book cost of goodwill in the relevant CGU, management does not believe that any change in key assumptions would have any material effect on the recoverable amount of the goodwill.

for the year ended 30 June 2010

# Note 19: Non-Current Assets - Other Intangible Assets

	2010	2009
	\$'000	\$'000
Cost	10,500	6,900
Accumulated amortisation and impairment	(3,233)	(1,469)
	7,267	5,431

	Customer Relationships	Order Backlog	Total
Cost			
Balance as at 1 July 2008	6,900	-	6,900
Acquisitions through business combinations	-	-	-
Balance at 30 June 2009	6,900	-	6,900
Acquisitions through business combinations	-	3,600	3,600
Balance at 30 June 2010	6,900	3,600	10,500
Accumulated amortisation and impairment			
Balance as at 1 July 2008	(703)	-	(703)
Amortisation expense	(767)	-	(767)
Balance at 30 June 2009	(1,470)	-	(1,470)
Amortisation expense	(767)	(996)	(1,763)
Balance at 30 June 2010	(2,237)	(996)	(3,233)

The amortisation expense has been included in the line "depreciation and amortisation expense" in the statement of comprehensive income.

The following useful lives are used in the calculation of amortisation.

Customer relationships 9 years
Order backlog 2 years

# Note 20: Other Financial Assets

		Consolidate	Consolidated	
		2010	2009	
		\$'000	\$'000	
(a)	Shares in Subsidiaries	-	-	
	Shares in other corporations	4	4	
		4	4	

# Details of Group Companies

Country of incorporation		Class of shares	Percentage Owned (%)	
	incorporation	Class of strates	2010	2009
Parent Entity:				
BSA Limited	Australia		-	-
Ultimate Parent Entity:				
BSA Limited	Australia		-	-
Controlled Entities:				
Mr Broadband Pty Limited	Australia	Ordinary	100	100
Allstaff Airconditioning Holdings Pty Ltd	Australia	Ordinary	100	-
Allstaff Airconditioning (VIC) Pty Ltd	Australia	Ordinary	100	-
Allstaff Airconditioning (NSW) Pty Ltd	Australia	Ordinary	100	-
Allstaff Airconditioning (ACT) Pty Ltd	Australia	Ordinary	100	-
Complex Airconditioning Holdings Pty Ltd	Australia	Ordinary	100	-
Mr Antenna Pty Limited	Australia	Ordinary	100	100
Satellite Receiving Systems (QLD) Pty Limited	Australia	Ordinary	100	100
Mr Alarms Pty Limited	Australia	Ordinary	100	100
Evcom Australia Pty Limited	Australia	Ordinary	100	100
BSA Transmission Solutions Pty Limited	Australia	Ordinary	100	100
066 059 809 Pty Limited	Australia	Ordinary	100	100
Triple M Group Pty Limited	Australia	Ordinary	100	100
Triple M Mechanical Services Pty Ltd	Australia	Ordinary	100	100
Triple M Mechanical Services (Qld) Pty Ltd	Australia	Ordinary	100	100
Triple M Fire Pty Ltd	Australia	Ordinary	100	100
Triple M Mechanical Services (Administration) Pty Ltd	Australia	Ordinary	100	100
BSA Networks Pty Ltd	Australia	Ordinary	100	100

# Formerly

(1)

(1) Water Tank Installations Pty Limited

# (b) Acquisition of Subsidiaries

 $On 10 \ December \ 2009 \ the \ parent \ entity \ acquired \ 100\% \ of \ All staff \ Air conditioning \ Holdings \ Pty \ Limited \ and \ its \ controlled \ entities.$ 

for the year ended 30 June 2010

# (c) Deed of Cross Guarantee:

During the year, Allstaff Airconditioning Holdings Pty Ltd, Allstaff Airconditioning (VIC) Pty Ltd, Allstaff Airconditioning (NSW) Pty Ltd, Allstaff Airconditioning (ACT) Pty Ltd and Complex Airconditioning Holdings Pty Ltd were admitted to the deed of cross guarantee between all the Controlled Entities and BSA Limited and relief was obtained from preparing a financial report under ASIC Class Order 98/1418. Under the deed, BSA Limited agrees to support the liabilities and obligations of the Controlled Entities. All Controlled Entities are parties to the Deeds of Cross Guarantee and are members of the Closed Group.

### (d) Tax Consolidation Group

All the controlled entities are part of the Tax Consolidation Group.

# Note 21: Parent Entity Disclosures

	2010	
	\$'000	\$'000
Financial Position		
Assets		
Current assets	45,764	32,659
Non-current assets	64,857	53,056
Total assets	110,621	85,715
Liabilities		
Current liabilities	37,747	25,994
Non-current liabilities	25,589	16,488
Total liabilities	63,336	42,482
Equity		
Issued capital	73,708	69,914
Retained earnings	(27,941)	(27,942)
Reserves		
Share-based payments reserve	1,601	1,261
Cash flow hedge reserve	(83)	-
Total equity	47,285	43,233
Financial Performance		
Profit for the year	4,057	5,869
Total profit for the year	4,057	5,869
Guarantees entered into by the parent entity in relation to the debts of its subsi	diaries	
	2010	2009
	\$'000	\$'000
Guarantee provided under the deed of cross guarantee (i)	59,550	41,970
(i) BSA Limited has entered into a cross guarantee with its wholly owned subsidiaries.		

<sup>(</sup>i) BSA Limited has entered into a cross guarantee with its wholly owned subsidiaries.

Subsequent to the end of the financial year, a dividend of \$5 million was declared in favour of BSA Limited (Parent) by a subsidiary.

# Note 22: Trade and Other Payables

2010 2009

Consolidated

	\$'000	\$'000
Trade payables	30,299	9,287
Other payables	17,755	12,573
Amounts due to customers under construction contracts	16,053	5,056
Amounts received in advance for contract work	-	2,000
Total Payables	64,107	28,916

# Note 23: Borrowings

	ated

			-
		2010	2009
	Note	\$'000	\$'000
Current			
Secured liabilities at amortised cost:			
Hire purchase liabilities	(b)	404	573
Lease liabilities	(b)	799	606
Bank loans	(a)	1,750	2,000
Total Borrowings		2,953	3,179
Non-Current			
Secured liabilities at amortise cost:			
Hire purchase liabilities	(b)	2,136	786
Lease liabilities	(b)	1,099	1,058
Bank loans	(a)	24,250	15,000
Total Borrowings		27,485	16,844

The bank loans of the group are secured by fixed and floating charges registered by mortgage debenture over assets and undertakings of the parent entity and its subsidiaries along with interlocking guarantees and indemnities for \$59,550,000 between the parent entity and its subsidiaries.

The covenants within the bank borrowings require minimum interest cover of 4 times, debt service cover to be greater than 1.75 times, maximum senior financial debt to be less than 2.5 times and total leverage ratio to be less than 3.5 times. There were no covenants breached during the financial year.

for the year ended 30 June 2010

# Note 23: Borrowings (cont'd)

	Consolidate	d
	2010	2009
	\$'000	\$'000
Total financial assets pledged as security		
Current		
Cash and cash equivalents	19,720	9,511
Trade and other receivables	71,030	41,193
Inventories	3,764	-
Tax assets	4,063	-
	98,577	50,704
Non-current		
Trade and other receivables	1,680	2,489
Other financial assets	4	-
Property, plant & equipment	8,851	-
Deferred tax assets	2,889	-
Goodwill	51,360	-
Other intangible assets	7,267	-
	72,051	2,489
	170,628	53,193

<sup>(</sup>b) Lease liabilities and hire purchase liabilities are effectively secured as the rights to the assets recognised in the financial statements revert to the financier in the event of default.

Actual interest rates for HP liabilities outstanding during the year ranged between 5.16% and 9.41%. Actual interest rates for lease liabilities outstanding during the year ranged between 8.02% and 9.38%. Actual interest rates for bank loans taken out during the year ranged between 4.02% and 6.493%.

# Note 24: Provisions

		Consolidated	
		2010	2009
	Note	\$'000	\$'000
Employee benefits	(i)	7,345	4,128
		-	-
Total Payables		7,345	4,128
Current		6,407	3,370
Non-current		938	758
		7,345	4,128

<sup>(</sup>i) The provision for employee benefits represents annual leave and vested long service leave entitlements accrued.

# Note 25: Issued Capital

Share capital		Parent Entity	
		2010	2009
	Note	Number of Shares	Number of Shares
Ordinary shares - fully paid	(c)	210,431,523	198,704,137
Cramary charge rany para	(0)	210,101,020	100,101,101

#### (b) Movements in ordinary share capital

Date	Details		Number of Shares	Issue Price \$	\$'000
1 July 2009	Opening Balance		198,704,137		70,797
9 October 2009	Dividend Reinvestment Plan	(f)	3,563,980	0.21	748
10 December 2009	Shares issued for the acquisition of the Allstaff group of companies		4,545,455	0.31	1,386
21 April 2010	Dividend Reinvestment Plan	(f)	3,617,951	0.22	796
			210,431,523		73,727
	Less: transaction costs arising on shares issued				(19)
30 June 2010	Closing Balance		210,431,523		73,708

Changes to the Corporations Law abolished the authorised capital and par value concept in relation to share capital from 1 July 1998. Therefore the Company does not have a limited amount of authorised capital and issued shares do not have a par value.

#### **Ordinary Shares** (c)

Ordinary shares entitle the holder to participate in dividends and the proceeds on winding up of the Company in proportion to the number of and amount's paid on the shares held.

On a show of hands every holder of ordinary shares present at a meeting in person or by proxy, is entitled to one vote, and upon a poll each share is entitled to one vote.

The costs of raising the share capital in the year ended 30 June 2010 totalled \$19,223 (2009: \$8,081). Pursuant to the policy described in Note 3.19.2, the cost has been deducted from issued capital.

#### (d) **Options**

At 30 June 2010 no options were held over ordinary shares of the Company. At 30 June 2009, executives and senior employees held options over 6,200,000 ordinary shares of the Company, of which 6,200,000 expired during the year.

Share options granted under the share option plan carry no rights to dividends and no voting rights. Further information relating to the BSA Limited Employee Option Plan, including details of options issued, exercised and lapsed during the financial year and options outstanding at the end of the financial year, is set out in Note 30.

#### (e) **Executive Securities Plan**

The Company has established an executive securities plan as a mechanism to provide the Company's key executives with a direct equity involvement and incentive in the Company which aligns them with the shareholders.

#### (f) **Dividend Reinvestment Plan**

The Company has established a Dividend Reinvestment Plan under which holders of ordinary shares may elect to have all or part of their dividend entitlements satisfied by the issue of new ordinary shares rather than by being paid in cash. Shares are issued under the plan at a 5% discount to the average market price.

#### Rights (g)

Information relating to the BSA Limited Performance Rights Plan, including details of rights issued, exercised and lapsed during the financial year and rights outstanding at the end of the financial year, is set out in Note 30.

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# Note 26: Reserves and Accumulated Losses

	Consc	olidated
	2010	2009 \$'000
	\$'000	
Reserves		
Cash flow hedging reserve	(83)	-
Share-based payments reserve	1,601	1,261
	1,518	1,261
Cash flow hedging reserve		
Opening balance	-	-
(Loss) recognised on cash flow hedges	(83)	-
Closing balance	(83)	-

The cash flow hedging reserve represents the cumulative portion of gains and losses on hedging instruments deemed effective in cash flow hedges. The cumulative deferred gain or loss on the hedging instrument is reclassified to profit or loss only when the hedged transaction affects the profit or loss, or is included as a basis adjustment to the non-financial hedged item, consistent with the relevant accounting policy.

# Share-based payments reserve

Opening balance	1,261	1,194
Option / Rights expense	340	67
Closing balance	1,601	1,261

The share-based payments reserve relates to share options and share rights granted to employees under the employee share option plan and the employee performance rights plan. Further information about share-based payments to employees is set out in note 30.

The share-based payments reserve records items recognised as expenses on valuation of employee share options and rights.

# (b) Accumulated losses

Movements in accumulated losses were as follows:

Balance at beginning of year	(13,223)	(16,714)
Correction to issued capital relating to prior treatment of Executive Share Plan	-	(883)
As restated	(13,223)	(17,597)
Net profit/(loss) for the year	9,156	7,726
Dividends	(4,054)	(3,352)
Balance at end of year	(8,121)	(13,223)

# Note 27: Capital and Leasing Commitments

	Consolidated	
	2010	2009
Note	\$'000	\$'000

# (i) Operating Lease Commitments

The Group leases various offices and warehouses under non-cancellable operating leases expiring within one to five years. The leases have varying terms, escalation clauses and renewal rights. On renewal, the terms of the leases are renegotiated.

Commitments for minimum lease payments in relation to non-cancellable operating leases are payable as follows:

Within one year	2,842	2,248
Later than one year but not later than five years	4,623	2,500
Later than five years	1,911	-
	9,376	4,748

# (ii) Finance Lease Commitments

The Group leases various plant and equipment with a carrying amount of \$3,127,000 (2009: \$1,554,000) under finance leases expiring within one to four years. Under the terms of the leases, the Group has the option to acquire the leased assets after paying the residual amount on expiry of the leases.

Commitments in relation to finance leases are payable as follows:

Within one year	1,000	762
Later than one year but not later than five years	1,022	1,152
Later than five years	-	
Minimum lease payments	2,022	1,914
Less future finance charges	(124)	(250)
Total Lease Liability	1,898	1,664

D	I
Represented	DV:

Current liability	23	799	606
Non-current liability	23	1,099	1,058
		1,898	1,664

for the year ended 30 June 2010

### Note 27: Capital and Leasing Commitments (cont'd)

			Consolidated		
			2010	2009	
		Note	\$'000	\$'000	
i)	Hire Purchase Commitments				
	The Group has purchased various plant and equipment with a ca agreements expiring within one to four years. Under the terms of paying the residual amount on expiry of the agreements.	arrying amount of \$901,000 the agreements, the Grou	0 (2009: \$866,000) under h p has the option to acquire	ire purchase the assets after	
	Commitments in relation to hire purchase agreements are payabl	e as follows:			
	Within one year		1,010	658	
	Later than one year but not later than five years		1,576	834	
	Later than five years		-	-	
	Minimum payments		2,586	1,492	
	Less future finance charges		(46)	(133)	
	Total Hire Purchase Liability		2,540	1,359	
	Represented by:				
	Current liability	23	404	573	
	Non-current liability	23	2,136	786	
			2,540	1,359	
<b>(</b> )	Remuneration Commitments				
	Commitments for the payment of salaries and other remuneration under long-term employment contracts in existence at the report date but not recognised as liabilities, payable:				
	Within one year		116	460	
	Later than one year and not later than five years		-	116	
	Later than five years		-	-	
			116	576	

Amounts disclosed as remuneration commitments include commitments arising from the service contracts of key management personnel referred to in note 10 that are not recognised as liabilities and are not included in the key management personnel compensation.

### Note 28: Segment Information

### (a) Adoption of AASB 8 Operating Segments

The Group has adopted AASB 8 Operating Segments and AASB 2007-3 Amendments to Australian Accounting Standards arising from AASB 8 with effect from 1 July 2009. AASB 8 requires operating segments to be identified on the basis of internal reports about components of the Group that are regularly reviewed by the chief operating decision maker in order to allocate resources to the segment and to assess its performance. In contrast, the predecessor Standard (AASB 114 Segment Reporting) required an entity to identify two sets of segments (business and geographical), using a risks and rewards approach, with the entity's system of 'financial reporting to key management personnel' serving only as the starting point for the identification of such segments. Following the adoption of AASB 8, the identification of the Group's reportable segments has not changed.

### (b) Products and services from which reportable segments derive their revenues

The Group is organised into the following reportable segments:

### Contracting Solutions

Contracting Solutions provides contracting services to the telecommunications, subscription television and communication industries. The contracting services include the delivery of bundled services over hybrid fibre coax network, the installation of subscription television, the installation of free to air television antennas and security systems.

### Buildina Services

Building Services provides the design, installation and maintenance of building services for commercial and industrial buildings including: mechanical services, air conditioning, heating and ventilation, refrigeration and fire services.

### (c) Segment revenues and results

(d)

The following is an analysis of the Group's revenue and results by reportable operating segments:

	Revenue Year ended		Segment Profit		
			Year e	nded	
	30 Jun 10	30 Jun 09	30 Jun 10	30 Jun 09	
	\$'000	\$'000	\$'000	\$'000	
Contracting Solutions	154,896	163,724	10,104	15,020	
Building Services	176,023	77,218	6,320	2,427	
Other	827	534	-	-	
	331,746	241,476	16,424	17,447	
Corporate costs including acquisition, legal and advisory			(6,487)	(5,216)	
Finance costs			(1,840)	(1,523)	
Profit before tax			8,097	10,708	
Segment assets and liabilities					
			Year e	nded	
		_	30 Jun 10	30 Jun 09	
			\$'000	\$'000	
Segment assets					
Contracting Solutions			87,295	85,715	
Building Services			83,333	29,549	
Consolidated assets			170,628	115,264	
Segment liabilities					
Contracting Solutions			43,311	42,482	
Building Services			60,212	13,947	
Consolidated liabilities			103,523	56,429	

For the purposes of monitoring segment performance and allocating resources between segments:

- all assets are allocated to reportable segments. Goodwill is allocated to reportable segments as described in note 18. Assets used jointly by reportable segments are allocated on the basis of the revenues earned by individual reportable segments; and
- all liabilities are allocated to reportable segments. Liabilities for which reportable segments are jointly liable are allocated in proportion to segment assets.

for the year ended 30 June 2010

### (e) Other segment information

	Depreciation and amortisation  Year ended		Additions to no asset	S
	30 Jun 10	30 Jun 09	30 Jun 10	30 Jun 09
	\$'000	\$'000	\$'000	\$'000
Continuing operations				
Contracting Solutions	1,683	1,380	1,301	471
Building Services	3,237	1,919	1,919	685
	4,920	3,299	2,523	1,156

### (f) Geographical information

The Group only operates in Australia.

The Group's revenue from continuing operations from external customers and information about its non-current assets by geographical location are detailed below.

	Revenue from custom		Non-current	t assets
	Year ended		Year ended	
	30 Jun 10	30 Jun 09	30 Jun 10	30 Jun 09
	\$'000	\$'000		\$'000
Australia	331,746	241,476	69,162	60,037
	331,746	241,476	69,162	60,037

### (g) Information about major customers

Included in revenues from Contracting Solutions of \$154.9 million (2009: \$163.7 million) (see 28(c) above) are revenues of approximately \$101.1 million (2009: \$87.6 million) which arose from sales to the Group's largest customer.

### Note 29: Cash Flow Information for the Period

	Consolida	ated	
	2010	2009	
	\$'000	\$'000	
Reconciliation of profit to net cash flows from operating activities for the year			
Profit for the year	9,156	7726	
Depreciation and amortisation	4,920	3,299	
Share-based payment expense	340	67	
Net loss/(profit) on sale of non-current assets	23	(89)	
Change in operating assets and liabilities			
(Increase) in trade receivables	(13,508)	(1,954)	
(Increase)/decrease in inventories	(892)	304	
Decrease/(increase) in deferred tax asset	553	(532)	
Decrease/(increase) in other operating assets	1,992	(666)	
Increase/(decrease) in trade payables	6,849	(664)	
Increase in other operating liabilities	6,122	5,201	
(Decrease)/increase in provision for income taxes payable	(6,501)	1,345	
Increase/(decrease) in provision for deferred taxes payable	(316)	(536)	
(Decrease)/increase in provisions	(1)	83	
Net cash generated by operating activities	8,737	13,584	

### (b) Non-cash transactions

- (i) During the year the consolidated entity acquired plant and equipment with an aggregate value of \$600,000 (2009:\$440,000) by means of finance leases. These acquisitions are not reflected in the cash flow statement.
- (ii) During the year the consolidated entity issued no shares under the Executive Securities Plan (2009: \$170,000) by means of a loan. This issue is not reflected in the cash flow statement.
- (iii) During the year the consolidated entity paid a dividend and certain holders of ordinary shares elected to have all or part of their dividend entitlements satisfied by the issue of new ordinary shares rather than by being paid in cash. This amounted to \$1,545,000 (2009: \$1,313,000).

### (c) Credit Standby Arrangements with Banks

Credit facility	3,000	10,000
Amount utilised	-	-
Unused credit facility	3,000	10,000

The major facility is summarised as follows:

### Working Capital Facility

The facility is reviewed annually by the bank. Interest rates are variable. The current rate is 4.81% (2009: 5.03%).

Finance will be provided under the facility provided the Company and the consolidated entity have not breached any borrowing requirements and the required financial ratios are met.

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### (d) Loan facilities

Loan facilities	26,000	17,000
Amount utilised	(26,000)	(17,000)
Unused loan facility	-	-

The major facilities are summarised as follows:

### Acquisition Finance Loans

Loan 1 is for \$15,000,000 and is fully drawn. Interest rate is variable. The current interest rate is 4.02% (2009: 5.03%) and has a maturity date of 31 October 2012. Loan 2 is for \$11,000,000 and is fully drawn and has a maturity date of 31 October 2012. Interest is paid under an interest rate swap. The current interest rate is 5.425% (2009: n/a)

Finance will be provided under the facility provided the Company and the consolidated entity have not breached any borrowing requirements and the required financial ratios are met.

### (e) Guarantees

Guarantees given in respect of the above facilities of which \$26,000,000 was utilised at 30 June 2010 (2009: \$17,000,000), are secured by fixed and floating charge to the bank over the assets of the Company together with guarantees in favour of the parent given by all controlled entities.

### Note 30: Share-Based Payments

### (a) Employee Option Plan

The establishment of the BSA Limited Employee Option Plan was approved by shareholders at the 2004 annual general meeting. Staff eligible to participate are those who are full time or permanent part-time employees of any company in the group, including an Executive Director and Non-Executive Director of the Company and whom the Board of Directors has sole discretion to determine to be eligible to participate but does not include a person who has a relevant interest in greater than 5% of the issued ordinary share capital of the Company.

The exercise price and exercise period applicable to any options to be offered under the Option Plan will, at or before the time of issuing an invitation to eligible employees to subscribe for options, be determined by the Board in its absolute discretion.

Subject to any restrictions in the Listing Rules or the Corporations Act 2001, the Board may in its absolute discretion impose on the options such other terms as it considers appropriate.

As soon as practicable after receipt of a valid notice of exercise of an option together with the exercise price the Company will allot the appropriate number of ordinary shares. Any shares issued on the exercise of the options granted pursuant to the resolution will be officially quoted and will rank equally with all other shares on issue in the Company and all the rights and entitlements of the holders in respect of those shares will be identical to the rights and entitlements of the holders of the currently issued shares in the Company.

Options can only be exercised after three years if the employee remains in the employment of the Company and the option will then expire two years after this date. If the employee terminates their employment within the three years, the option is exercisable for twelve months from the date after termination. If the Company is subject to a takeover the option will vest and be exercisable for a period of three months.

Options may not be transferred, though prior to issue a nominee may be advised for consideration by the Board.

Set out below are summaries of options granted under the plan:

			Balance at	Granted	Exercised	Forfeited		Exercisable	
		Exercise	Start of the	<b>During the</b>	During the	During the	Balance at	at End of the	Fair value at
Grant Date	Expiry Date	Price (cents)	Year	Year	Year	Year	End of Year	Year	grant date
			Number	Number	Number	Number	Number	Number	
2010									
28 Jun 2004	30 Jun 2010	0.26	200,000	-	-	(200,000)	-	-	0.14
25 Nov 2004	25 Nov 2009	0.47	2,000,000	-	-	(2,000,000)	-	-	0.15
25 Nov 2004	25 Nov 2009	0.47	2,000,000	-	-	(2,000,000)	-	-	0.16
25 Nov 2004	25 Nov 2009	0.47	2,000,000	-	-	(2,000,000)	-	-	0.18
Total			6,200,000	-	-	(6,200,000)	-	-	
Weighted aver	rage exercise pri	ice	0.46	0.00	0.00	0.26	0.46	0.46	
2009									
28 Jun 2004	30 Jun 2009	0.26	100,000	-	-	(100,000)	-	-	0.13
28 Jun 2004	30 Jun 2010	0.26	200,000	-	-	-	200,000	200,000	0.14
25 Nov 2004	25 Nov 2009	0.47	2,000,000	-	-	-	2,000,000	2,000,000	0.15
25 Nov 2004	25 Nov 2009	0.47	2,000,000	-	-	-	2,000,000	2,000,000	0.16
25 Nov 2004	25 Nov 2009	0.47	2,000,000	-	-	-	2,000,000	2,000,000	0.18
Total			6,300,000	-	-	(100,000)	6,200,000	6,200,000	
Weighted aver	rage exercise pri	ice	0.43	0.00	0.26	0.26	0.46	0.46	

There were no options outstanding at 30 June 2010

Fair value of options granted

There have been no options granted since 25 November 2004.

There is no employee benefits expense in the income statement (2009: nil), which relates, in full, to equity-settled share-based payment transactions.

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### (b) Employee Share Scheme

A scheme under which shares were issued by the Company to employees for no cash consideration was ratified by shareholders at the 2004 annual general meeting. All permanent employees (including Executive Directors) who were continuously employed by the consolidated entity for a period of at least one year were eligible to participate in the scheme. Employees could elect not to participate in the scheme.

Under the scheme, eligible employees were offered \$1,000 worth of fully-paid ordinary shares in BSA Limited for the Year Ended 30 June 2004 for no cash consideration. The market value of shares issued under the scheme, measured as the weighted average market price on the day of issue of the shares, was recognised in the balance sheet as share capital and as part of employee benefit cost.

Offers under the scheme are at the discretion of the Company. No offers were made during year the ended 30 June 2010 (2009: Nil).

Shares under the scheme may not be sold until the earlier of three years after issue or cessation of employment with the consolidated entity. In all other aspects the shares rank equally with other fully-paid ordinary shares on issue (see note 25 (c)).

The number of shares issued to participants in the scheme is the offered amount divided by the weighted average price at which the Company's shares are traded on the Australian Stock Exchange during the five trading days immediately before the date of the offer.

### (c) Executive Securities Plan

The establishment of the BSA Executive Securities Plan was approved by shareholders at the 2005 annual general meeting. The Plan was established as a mechanism to provide the Company's key executives with a direct equity involvement and incentive in the Company which aligns them with the shareholders.

The number of Securities to be offered and the time at which Securities may be offered from time to time to executives and the price and terms of payment, shall be determined by the Board in its discretion.

The Board may at such times as it determines invite any executive to be a member of the Plan.

If an executive to whom an Invitation has been issued forwards to the Company a duly completed Loan Application and the Transfer Documents together with his acceptance, and where appropriate his Application for Shares, then the Company shall, in accordance with the terms of the Loan Agreement, lend to the executive such amount as the executive has applied for in the Loan Application.

The maximum amount of any Loan shall be the total subscription price for the Shares applied for.

No interest is payable by the Borrower under the Loan Agreement.

An executive shall not sell, mortgage, charge, assign or otherwise dispose of or encumber any Shares before payment or repayment of any amount outstanding to the Company in respect thereof.

Subject to the above restriction and to the terms of the Loan Agreement (if any) deemed to be entered into by the executive, an executive shall from the Date of Allotment, be the absolute beneficial owner of the Shares.

Unless the Directors of the Company otherwise provide in the terms of any Invitation, all Plan Shares shall rank for dividends declared on or after the Date of Allotment and shall in all respects rank equally with and have the same rights and entitlements as all other fully paid ordinary shares of the Company.

Under the Loan Agreement, the borrower shall repay the balance outstanding of the Outstanding Principal when the borrower ceases to be an employee or director of the Lender. BSA Limited has adopted the policy of having a rolling three year maturity date for all executives who do not have a termed employment contract.

Set out below are summaries of Securities accepted under the plan:

				Released from	Balance i
	Issue Price	Balance at Start	<b>Granted During</b>	<b>Escrow During</b>	Escrow at En
Grant Date	(cents)	of the Year	the Year	the Year	of the Yea
		Number	Number	Number	Numbe
Consolidated and parent entity					
12 Jan 2006	0.24	4,000,000	-	-	4,000,000
13 Oct 2006	0.23	700,000	-	-	700,000
19 Jul 2007	0.63	1,600,000	-	-	1,600,000
11 Sep 2007	0.68	150,000	-	-	150,000
13 Sep 2007	0.68	400,000	-	-	400,000
14 Dec 2007	0.68	400,000	-	-	400,000
10 Feb 2009	0.10	1,700,000	-	_	1,700,000

### (d) Employee Performance Rights Plan

The establishment of the BSA Employee Performance Rights Plan was approved by shareholders at the 2008 annual general meeting. The Plan was established to reward selected Eligible Employees and to:

- provide an incentive for the creation of, and focus on, shareholder wealth;
- enable the Company to recruit and retain the talented people needed to achieve the Company's business objectives;
- link the reward of key staff with the achievement of strategic goals and the performance of the Company;
- align the financial interests of participants in the Plan with those of Company shareholders; and
- ensure the remuneration packages of employees are consistent with market practice.

Securities may be offered under the Plan and the Board has discretion to determine who is offered the opportunity to participate.

Generally, securities are subject to a holding restriction and cannot be traded unless certain performance conditions are met or as otherwise specified at the time of the relevant award after acquisition by the participant.

Rights to acquire Shares will not be exercisable until the end of the final measurement period, and until those Rights have satisfied all vesting conditions and all performance hurdles established by the Board. This is subject to a number of exceptions (including death, cessation of employment, takeovers and schemes of arrangement). The Rights have a specified life determined by the Board. The initial grant of Rights (the Grant Date) will have a life terminating five years after the Grant Date or such other date as determined by the Board (the Expiry Date).

Rights granted to certain participants in the initial grant will be at zero vesting value and will be subject to the following performance conditions as determined by the Board:

- (i) Service condition of three years or
- (ii) The Company's performance as measured by earnings per share ("EPS") being the EPS for the relevant Measurement Period as determined by the Board having regard to the financial statements. Certain growth in EPS for the shares must be attained in respect of each Measurement Period and pro rata in respect of each Measurement Period and service condition of three years.

The Board will prescribe the date when performance under the hurdle is measured for each tranche.

On or after the end of the final measurement period and provided any performance hurdle prescribed by the Board has been achieved and, where applicable, to the extent it has been achieved, the Plan Participant may then acquire Shares by exercising the Rights.

A Right lapses if it is not exercised by the Expiry Date.

The Exercise Price (if any) will be an amount determined by the Board from time to time, fixed at the date of grant or determined by application of methodology approved by the Board.

Once Rights have been exercised by an Eligible Employee (subject to certain Performance Conditions being met), the Company may make non-refundable contributions to the Plan Company to either:

- fund the purchase of a new Plan Share; or
- the acquisition on the ASX of an existing share and transfer to the participant of that share, to which the Participant is entitled under the Rights.

The Plan Company is Computershare Plan Co Pty Limited ACN 098 404 696 or any other company that the Board may approve from time to time. After Rights are exercised, the Plan Company will subscribe for new Shares or acquire Shares in the ordinary course of trading on the ASX for Participants, as directed from time to time by the Board.

Grant Date	Exercise Date	Expiry Date	Exercise Price (cents)	Balance at Start of the Year	Granted During the Year	Exercised During the Year	Cancelled During the Year	Balance in Escrow at End of the Year
				Number	Number	Number	Number	Number
Consolidated	and parent entity	1						
10 Feb 2009	10 Feb 2012	10 Feb 2014	-	2,958,000	-	-	(250,500)	2,707,500
29 Sep 2009	29 Sep 2012	29 Sep 2014	-	-	6,353,934	-	-	6,353,934
Total				2,958,000	6,353,934		(250,500)	9,061,434

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### **Note 31: Business Combination**

### (a) Summary of acquisition

On 10 December 2009, the Group acquired 100% of Allstaff Airconditioning Holdings Pty Limited and its controlled entities ("Allstaff Airconditioning") excluding Allstaff Airconditioning Properties Pty Ltd. Allstaff Airconditioning is a group of companies principally providing mechanical services including airconditioning, ventilation and heating to the airconditioning, mechanical and property services industries and was acquired with the objective of significantly improving the Group's presence in the heating, ventilation and airconditioning sector.

### (b) Details of the fair value of the assets and liabilities acquired and goodwill are as follows:

	\$'000
Purchase consideration:	13,386
Cash consideration	12,000
Equity consideration	1,386
Total purchase consideration	13,386
Fair value of identifiable assets acquired (refer to (c) below)	4,387
Goodwill (refer to (c) below and note 18)	5,399
Identifiable intangible assets (refer note 19)	3,600
	13,386

Acquisition-related costs amounting to \$428,000 have been excluded from the consideration transferred and have been recognised as an expense in the period, within the 'other expenses' line item in the statement of comprehensive income.

### (c) Assets and liabilities acquired

Assets and liabilities held at acquisition date:

	\$'000
Cash and cash equivalents	10,675
Trade and other receivables	18,386
Inventories	291
Property, plant and equipment	3,381
Trade and other payables	( 28,346)
Net assets acquired	4,387
Purchase consideration settled in cash	12,000
Cash and cash equivalents in subsidiary	( 10,675)
Cash outflow on acquisition	1,325

The above goodwill is attributable to Allstaff's strong position and competitive advantage in the building services market.

None of the goodwill arising on this acquisition is expected to be deductible for tax purposes.

No part of the operations of Allstaff have or will be disposed of as part of the business combination.

From the date of acquisition, Allstaff has contributed \$62,853,000 to the revenue and \$1,497,000 to the profit for the year from continuing operations. If the acquisition had occurred on 1 July 2009, the revenue of the group would have been \$385,550,000 from continuing operations and profit for the year from continuing operations would have been \$12,478,000. The Directors of the Group consider these 'pro-forma' numbers to represent an approximate measure of the performance of the combined group on an annualised basis and to provide a reference point for comparison in future periods.

### Note 32: Events Occurring After the Balance Sheet Date

No events requiring disclosure have occurred after the balance sheet date.

### **Note 33: Related Party Transactions**

Transactions between related parties are on normal commercial terms and conditions no more favourable than those to other parties unless otherwise stated.

### (a) Transactions with related parties:

	Consolidate	d Entity	
-	2010	2009	
	\$	\$	
Rent was paid to Day Street Unit Trust in which M Lowe, a Director, has a beneficial interest	142,996	166,828	

### Outstanding balances arising from purchases of services

The following balances are outstanding at the reporting date in relation to transactions with related parties:

	Consolidate	ed Entity
	2010	2009
	\$	\$
Purchase of services		
Rent for premises from key management personnel	-	11,916

### (b) Equity instrument disclosures relating to key management personnel

### (i) Option holdings

The numbers of options over ordinary shares in the Company held during the financial year by each Director of BSA Limited and other key management personnel of the Group, including their personally related parties, are set out below. There were no options granted during the reporting period as compensation.

						Vested		Options
	Balance at	Granted as	Options	Net Change	Balance at	but not	Vested and	vesting
2010	start of year	Compensation	Exercised	Other	end of year	exercisable	exercisable	during year
Mark Foley	3,000,000	-	-	(3,000,000)	-		-	-
Brendan Foley	100,000	-	-	( 100,000)	-		-	-
	3,100,000	-	-	(3,100,000)	-	-	-	-
						Vested		Options
	Balance at	Granted as	Options	Net Change	Balance at	but not	Vested and	vesting
2009	start of year	Compensation	Exercised	Other	end of year	exercisable	exercisable	during year
		<u> </u>				exercisable	exercisable	
Mark Foley	3,000,000	-	-	-	3,000,000	exercisable	3,000,000	-
Mark Foley Brendan Foley	3,000,000	- -	-			exercisable		-

for the year ended 30 June 2010

### (ii) Rights holdings

The numbers of rights over ordinary shares in the Company held during the financial year by each Director of BSA Limited and other key management personnel of the Group, including their personally related parties, are set out below.

2010	Balance at start of year	Granted as Compensation	Rights Exercised	Net Change Other	Balance at end of year	Vested but not exercisable	Vested and exercisable	Rights vesting during year
Mark Foley	1,300,000	1,300,000	-	-	2,600,000		-	-
Mark Lowe	458,000	458,000	-	-	916,000		-	-
Karl Nixon	454,000	454,000	-	-	908,000		-	-
Brendan Foley	-	454,000	-	-	454,000		-	-
Brian Mayo	115,000	78,967	-	-	193,967		-	-
Younis Tehfe	115,000	78,967	-	-	193,967		-	-
Leaston Paull	-	65,000	-	-	65,000		-	-
Lewis Kaerger	-	2,000,000	-	-	2,000,000		-	-
	2,442,000	4,888,934	-		7,330,934	-	-	-

	Balance					Vested		Rights
	at start of	Granted as	Rights	Net Change	Balance at	but not	Vested and	vesting
2009	year	Compensation	Exercised	Other	end of year	exercisable	exercisable	during year
Mark Foley	-	1,300,000	-	-	1,300,000		-	-
Mark Lowe	-	458,000	-	-	458,000		-	-
Karl Nixon	-	454,000	-	-	454,000		-	-
Brian Mayo	-	115,000	-	-	115,000		-	-
Younis Tehfe	-	115,000	-	-	115,000		-	-
		2,442,000	-	-	2,442,000	-	-	<u>-</u>

Further details of schemes can be found in the Directors' Report.

### (iii) Share holdings

The numbers of shares in the Company held during the year by each Director of BSA Limited and other key management personnel of the Group, including their personally related parties, are set out below. There were no shares granted during the reporting period as compensation.

0040	Balance at the	Options	Other changes	Balance at the	Balance held
2010	start of the year	Exercised	during the year	end of the year	nominally
Directors of BSA Limited					
Ordinary Shares					
Ross Johnston	986,761	-	565,649	1,552,410	-
Mark Foley	7,388,142	-	1,084,584	8,472,726	-
Mark Lowe	10,115,403	-	-	10,115,403	-
Paul Teisseire	222,081	-	21,150	243,231	-
Michael Givoni	150,000	-	-	150,000	-
Max Cowley	44,622,821	-	4,349,792	48,972,613	48,872,613
Ordinary Shares - Escrowed			-		-
Mark Foley	4,000,000	-	-	4,000,000	-
Mark Lowe	200,000	-	-	200,000	-
Other key management personnel of the	ne Group				
Ordinary Shares					
Brendan Foley	252,617	-	-	252,617	-
Leaston Paull	38,981	-	-	38,981	-
Ordinary Shares - Escrowed					
Brendan Foley	1,700,000	-	-	1,700,000	-
Leaston Paull	700,000	-	-	700,000	-
Younis Tehfe	200,000	-	-	200,000	-
	70,576,806	-	6,021,175	76,597,981	48,872,613

 $<sup>^{\</sup>ast}$  Net change other refers to shares purchased or sold during the financial year.

 $<sup>^{\</sup>star\star\star}$  Not required to be shown as key management personnel in 2009

for the year ended 30 June 2010

2009	Balance at the start of the year	Options Exercised	Other changes during the year	Balance at the end of the year	Balance held nominally
Directors of BSA Limited					
Ordinary Shares					
Ross Johnston	400,000	-	586,761	986,761	-
Mark Foley	5,138,351	-	2,249,791	7,388,142	-
Mark Lowe	10,357,403	-	( 242,000)	10,115,403	-
Paul Teisseire	199,234	-	22,847	222,081	-
Michael Givoni	150,000	-	-	150,000	-
Max Cowley	40,032,037	-	4,590,784	44,622,821	44,622,821
Ordinary Shares - Escrowed					
Mark Foley	4,000,000	-	-	4,000,000	-
Mark Lowe	200,000	-	-	200,000	-
Other key management personnel of the	ne Group				
Ordinary Shares					
Brendan Foley	252,617	-	-	252,617	-
Leaston Paull	19,481	-	19,500	38,981	-
Peter McGahon**	1,453,212	-	944,333	2,397,545	-
Ordinary Shares - Escrowed					=
Brendan Foley	950,000	-	750,000	1,700,000	-
Leaston Paull	450,000	-	250,000	700,000	-
Younis Tehfe	200,000	-	-	200,000	-
	63,802,335	-	9,172,016	72,974,351	44,622,821

 $<sup>^{\</sup>star\star}$  Not required to be shown as key management personnel in 2010

### (c) Executive Securities Plan - Loans

The establishment of the BSA Executive Securities Plan was approved by shareholders at the 2005 annual general meeting. The Plan was established as a mechanism to provide the Company's key executives with a direct equity involvement and incentive in the Company which aligns them with the shareholders.

The number of Securities to be offered and the time at which Securities may be offered from time to time to executives and the price and terms of payment, shall be determined by the Board in its discretion.

The Board may at such times as it determines invite any executive to be a member of the Plan.

If an executive to whom an Invitation has been issued forwards to the Company a duly completed Loan Application and the Transfer Documents together with his acceptance, and where appropriate his Application for Shares, then the Company shall, in accordance with the terms of the Loan Agreement, lend to the executive such amount as the executive has applied for in the Loan Application.

The maximum amount of any Loan shall be the total subscription price for the Shares applied for.

No interest is payable by the Borrower under the Loan Agreement.

An executive shall not sell, mortgage, charge, assign or otherwise dispose of or encumber any Shares before payment or repayment of any amount outstanding to the Company in respect thereof.

Subject to the above restriction and to the terms of the Loan Agreement (if any) deemed to be entered into by the executive, an executive shall from the Date of Allotment, be the absolute beneficial owner of the Shares.

Unless the Directors of the Company otherwise provide in the terms of any Invitation, all Plan Shares shall rank for dividends declared on or after the Date of Allotment and shall in all respects rank equally with and have the same rights and entitlements as all other fully paid ordinary shares of the Company.

Under the Loan Agreement, the borrower shall repay the balance outstanding of the Outstanding Principal when the borrower ceases to be an employee or Director of the Lender. BSA Limited has adopted the policy of having a rolling three year maturity date for all executives who do not have a termed employment contract.

2010	Opening Balance	Balance at End of Year	Interest Charged	Interest Not Charged	Provision for Impairment	Number of Individuals
	\$000	\$000	\$000	\$000	\$000	
2010	2,487	2,656	334	-	-	13
2009	2,437	2,487	171	-	-	13
2008	1,029	2,437	148	=	-	13
2007	833	1,029	63	-	-	6
2006	807	833	26	-	-	1

Interest Charged

Individuals with loans above \$100,000 in reporting period

		interest Charged		
	usir	ng effective interest		Highest Balance
2010	Opening Balance	rate method	Balance at end of year	<b>During Period</b>
	\$	\$	\$	\$
Mark Foley *	887,409	88,591	816,000	887,409
Brendan Foley	478,561	69,452	548,013	548,013
Ray Larkin	183,578	27,039	210,616	210,616
Leaston Paull	183,578	26,959	210,536	210,536
Bryce Wood	156,513	22,665	179,178	179,178
Peter Tripodi *	133,021	31,979	160,000	160,000
Grant Backhouse	109,659	15,917	125,576	125,576
Mark Lowe	109,760	15,924	125,684	125,684
Younis Tehfe	109,760	15,924	125,684	125,684
* Balance at vear end stated at actual				

	iisii	Interest Charged		Highest Balance	
2009	Opening Balance	rate method	Balance at end of year	During Period	
	\$	\$	\$	\$	
Mark Foley	945,864	63,092	887,409	945,864	
Brendan Foley	425,688	31,451	478,561	478,561	
Ray Larkin	166,472	12,256	183,578	183,578	
Leaston Paull	166,472	12,256	183,578	183,578	
Bryce Wood	138,824	10,262	156,513	156,513	
Peter Tripodi	135,810	9,536	133,021	135,810	
Grant Backhouse	111,958	7,860	109,659	111,958	
Mark Lowe	112,453	7,860	109,760	112,453	
Younis Tehfe	112,453	7,860	109,760	112,453	

The above loan to Mark Foley represents an unsecured loan to purchase shares in BSA Limited which was passed at a meeting of members held on 12 December 2005. On 12 January 2006, 4,000,000 ordinary shares were issued at 24.4 cents per share. The shares are in escrow for the period of the loan. The loan is repayable on the termination of Mark's contract on 30 September 2010 and does not bear interest and has been booked into the accounts at net present value.

The remaining loans also represent unsecured loans to purchase shares in BSA Limited which was passed at a meeting of members held on 12 December 2005. The shares were issued between 13 October 2006 and 10 February 2009 at values ranging from 10.0 cents per share and 68.0 cents per share. The loans are repayable on the termination of each individual from the Company and do not bear interest. These loans have been booked into the accounts at net present value on a rolling three year basis.

At the discretion of the Board, the above loan to Peter Tripodi was not repaid on termination. The terms of the Loan Agreement have been amended such that payment of the outstanding balance is deferred until 30 June 2012 or earlier repayment of the outstanding principal.

### Note 34: Financial Instruments

### Fair value of financial instruments carried at amortised cost

The Directors consider that the carrying amounts of financial assets and financial liabilities recognised at amortised cost in the financial statements approximate their fair values.

	Consolidated	
_	2010	2009
	\$'000	\$'000
Financial Assets		
Cash and cash equivalents	19,720	9,511
Loans and receivables		
Trade and other receivables	72,710	43,682
Financial Assets at amortised cost	92,430	53,193
	. ,	
Financial liabilities		
Financial liabilities held at amortised cost		
Trade and other payables	63,523	27,597
Borrowings	30,438	20,023
Financial Liabilities at amortised cost	93,961	47,620

### Note 35: Financial Risk Management

### (a) General objectives, policies and processes

In common with all other businesses, the Group is exposed to financial risks that arise. This note describes the Group's objectives, policies and processes for managing those risks and the methods used to measure them. Further quantitative information in respect of these risks is presented throughout these financial statements.

There have been no substantive changes in the Group's exposure to financial instrument risks, its objectives, policies and processes for managing those risks or the methods used to measure them from previous periods unless otherwise stated in this note.

The principal financial instruments from which financial instrument risk arises are:

- trade receivables
- cash at bank
- bank overdrafts
- trade and other payables
- borrowings

The Board has overall responsibility for the determination of the Group's risk management objectives and polices and, whilst retaining ultimate responsibility for them, it has delegated the authority for designing and operating processes that ensure the effective implementation of the objectives and policies to the Group's finance function. The Group's risk management policies and objectives are therefore designed to minimise the potential impacts of these risks on the results of the Group where such impacts may be material. The Board receives monthly reports from the Finance Department through which it reviews the effectiveness of the processes put in place and the objectives and policies it sets. The overall objective of the Board is to set policies that seek to reduce risk as far as possible without unduly affecting the Group's competitiveness and flexibility. Further details regarding these policies are set out below.

### (b) Credit Risk

Credit risk is the risk that the other party to a financial instrument will fail to discharge their obligation resulting in the Group incurring a financial loss. This usually occurs when debtors fail to settle the obligations owing to the Group.

BSA Limited derives 50% (2009: 62%) of its revenue from its major clients Foxtel, Siemens Thiess, Optus, Brookfield Multiplex. Group policy is that sales are only made to customers that are credit worthy.

The maximum exposure to credit risk at balance date is as follows:

	Co	nsolidated
	2010	2009
	\$'000	\$'000
Cash and Receivables	92,430	53,193
	92,430	53,193

Included in loans and receivables is a significant customer, which accounts for 12% of trade receivables at 30 June 2010. (2009:23%).

The maximum exposure to credit risk at balance date by country is as follows:

	Co	nsolidated
	2010	2009
	\$'000	\$'000
Australia	92,430	53,193
	92,430	53,193

The maximum exposure to credit risk for cash and trade receivables at balance date by type of customer is as follows:

	Consoli	Consolidated	
	2010	2009 \$'000	
	\$'000		
Contracting Solutions	47,004	32,771	
Building Services	45,426	20,422	
	92,430	53,193	

The Group's most significant customer, a Contracting Solutions customer, accounts for \$7,009,302 of trade receivables at 30 June 2010 (2009: \$6,644,035).

All major customers are credit worthy, as detailed above.

The Group has a significant concentration of credit risk as all loans and lease liabilities are with the one financial institution.

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### (c) Liquidity risk

Ultimate responsibility for liquidity risk management rests with the Board of Directors, which has established an appropriate liquidity risk management framework for the management of the Group's short-, medium- and long-term funding and liquidity management requirements. The Group manages liquidity risk by maintaining adequate reserves, banking facilities and reserve borrowing facilities, by continuously monitoring forecast and actual cash flows, and by matching the maturity profiles of financial assets and liabilities. The table below sets out details of additional undrawn facilities that the Group has at its disposal to further reduce liquidity risk.

### Financing arrangements

The following financing facilities were available at balance date:

	Cons	solidated
	2010	2009
	\$'000	\$'000
Credit stand-by arrangements		
Total facilities:		
Working Capital Facility	3,000	10,000
Product Swap Facility	15,000	-
	18,000	10,000
Used at balance date:		
Working Capital Facility	-	-
Product Swap Facility	15,000	-
	15,000	-
Unused at balance date:		
Working Capital Facility	3,000	10,000
Product Swap Facility	-	-
	3,000	10,000
Bank loans		
Total facilities:	11,000	17,000
Used at balance date	11,000	17,000
Unused at balance date	-	-
Total unused credit facilities at balance date	3,000	10,000

The working capital facility may be drawn down for terms between 7 and 180 days subject to expiry date of facility and is subject to annual review . The bank loan has an expiry date of 31 October 2012.

### Maturity Analysis - Group

The following table details the Group's remaining contractual maturity for its financial liabilities with agreed repayment periods. The table has been drawn up based on the undiscounted cash flows of financial liabilities based on the earliest date on which the Group can be required to pay. The table includes both interest and principal cash flows. To the extent that interest flows are at floating rate, the undiscounted amount is derived from interest rate curves at the end of the reporting period. The contractual maturity is based on the earliest date on which the Group may be required to pay.

The table below includes the weighted average effective interest rate and a reconciliation to the carrying amount in the statement of financial position as an example of summary quantitative data about exposure to interest rates at the end of the reporting period that an entity may provide internally to management personnel.

> 3 years > 3 years > 3 years > 344   598 -
  :98 -
598 -
242 -
ars > 3 years
000 \$'000
217 15,059
986 -
203 15,059
e;,2

The following table details the Group's expected maturity for its non-derivative financial assets. The table has been drawn up based on the undiscounted contractual maturities of the financial assets including interest that will be earned on those assets. The inclusion of information on non-derivative financial assets is necessary in order to understand the Group's liquidity risk management as the liquidity is managed on a net asset and liability basis.

	Carrying	Contractual				
Financial Assets	Amount	Cash flows	< 6 mths	6- 12 mths	1-3 years	> 3 years
30 June 2010	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Trade debtors	11,902	12,698	12,698	-	-	-
Other receivables	60,808	62,089	59,947	2	155	1,985
TOTAL	72,710	74,787	72,645	2	155	1,985

	Carrying	Contractual				
	Amount	Cash flows	< 6 mths	6- 12 mths	1-3 years	> 3 years
30 June 2009	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Trade debtors	12,360	13,000	13,000	-	-	-
Other receivables	31,322	31,796	28,195	79	1,442	2,080
TOTAL	43,682	44,796	41,195	79	1,442	2,080

for the year ended 30 June 2010

### (d) Market Risk

### Interest rate risk

The Group's main interest rate risk arises from long term borrowings. Borrowings issued at variable rates expose the Group to cash flow interest rate risk. The risk is managed by the Group by maintaining an appropriate mix between fixed and floating rate borrowings, and by the use of interest rate swap contracts. Hedging activities are evaluated regularly to align with interest rate views and defined risk appetite, ensuring the most cost-effective hedging strategies are applied.

### Sensitivity Analysis

The sensitivity analyses below have been determined based on the exposure to interest rates for both derivatives and non-derivative instruments at the end of the reporting period. For floating rate liabilities, the analysis is prepared assuming the amount of the liability outstanding at the end of the reporting period was outstanding for the whole year. A 2% increase or decrease is used when reporting interest rate risk internally to key management personnel and represent management's assessment of the reasonably possible change in interest rates.

	Carrying				
Consolidated - 2010	ted - 2010 Amount AUD +2% of A		% of AUD IR	-2%	of AUD IR
		Profit	Other Equity	Profit	Other Equity
	\$'000	\$'000	\$'000	\$'000	\$'000
Borrowings AUD	26,000	520	-	(520)	-
Tax effect (30%)	-	(156)	-	156	-
After tax increase/ (decrease)	26,000	364	-	(364)	-

The above analysis assumes all other variables remain constant.

The same analysis was performed for the period ended 30 June 2009.

	Carrying				
Consolidated - 2009	Amount AUD	+2	% of AUD IR	-2%	of AUD IR
		Profit	Other Equity	Profit	Other Equity
	\$'000	\$'000	\$'000	\$'000	\$'000
Borrowings AUD	17,000	340	-	(340)	-
Tax effect (30%)	-	(102)	-	102	-
After tax increase/ (decrease)	17,000	238	-	(238)	-

The above analysis assumes all other variables remain constant.

The same analysis was performed for the period ended 30 June 2008.

### Interest rate swap contracts

Under interest rate swap contracts, the Group agrees to exchange the difference between the fixed and floating rate interest amounts calculated on agreed notional principal amounts. Such contracts enable the Group to mitigate the risk of changing interest rates on the fair value of issued fixed rate debt and the cash flow exposures on the issued variable rate debt. The fair value of interest rate swaps at the end of the reporting period is determined by discounting the future cash flows using the curves at the end of the reporting period and the credit risk inherent in the contract, and is disclosed below. The average interest rate is based on the outstanding balances at the end of the reporting period.

The following tables detail the notional principal amounts and remaining terms of interest rate swap contracts outstanding at the end of the reporting period.

### Cash flow hedges

	Average	e contracted	Notional	
Outstanding receive floating pay fixed contracts	fixed	principal value		
	2010	2009	2010	2009
	%	%		
Less than 1 year	5.43	-	1,750	-
1 to 2 years	5.43	-	3,500	-
2 to 5 years	5.43	-	5,750	-
5 years +	-	-	-	-
			11,000	-

The table above provides an example of summary quantitative data about exposure to interest rate risks at the end of the reporting period that an entity may provide internally to key management personnel.

The interest rate swaps settle on a quarterly basis. The floating rate on the interest rate swaps is the local interbank rate of Australia. The Group will settle the difference between the fixed and floating interest rate on a net basis.

All interest rate swap contracts exchanging floating rate interest amounts for fixed rate interest amounts are designated as cash flow hedges in order to reduce the Group's cash flow exposure resulting from variable interest rates on borrowings. The interest rate swaps and the interest payments on the loan occur simultaneously and the amount accumulated in equity is reclassified to profit or loss over the period that the floating rate interest payments on debt affect profit or loss.

Cash flow hedges are regarded as a Level 2 financial instrument. Level 2 fair value measurements are those derived from inputs other than quoted prices that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices).

### (e) Foreign Exchange Risk

### Forward exchange contracts

The Group has no open forward exchange contracts at balance date relating to highly probable forecast transactions. These contracts commit the Group to buy specified amounts of foreign currencies in the future at specified exchange rates. The Board has a policy of requiring that forward exchange contracts be entered into where future commitments are entered into requiring settlement at a time in excess of two months. Contracts are taken out with terms that reflect the underlying settlement terms of the commitment to the maximum extent possible so that hedge ineffectiveness is minimised.

The following table summarises the notional amounts of the Group's commitments in relation to forward exchange contracts. The notional amounts do not represent amounts exchanged by the transaction counter parties and are therefore not a measure of the exposure of the Group through the use of these contracts. The parent entity has taken out the contracts on behalf of the Group.

	Notional Amo	ounts	Average Exchange Rate	
Consolidated	2010	2009	2010	2009
	\$'000	\$'000	\$'000	\$'000
Buy USD / Sell AUD				
Settlement				
- less than 6 months	-	1,513	-	0.80
Buy EUR / Sell AUD				
Settlement				
- less than 6 months	-	665	-	0.57

for the year ended 30 June 2010

### Note 36: Capital Risk Management

The Group considers its capital to comprise its issued capital, share-base payment reserve, cash flow hedge reserve and accumulated losses.

In managing its capital, the Group's primary objective is to ensure its continued ability to provide a consistent return for its equity shareholders through a combination of capital growth and distributions. In order to achieve this objective, the Group seeks to maintain a gearing ratio that balances risks and returns at an acceptable level and also to maintain a sufficient funding base to enable the Group to meet its working capital and strategic investment needs. In making decisions to adjust its capital structure to achieve these aims, either through altering its dividend policy, new share issues or the reduction of debt, the Group considers not only its short-term position but also its long-term operational and strategic objectives.

It is the Group's policy to maintain its gearing ratio at a maximum of 40% (2009: 40%). The Group's gearing ratio at the balance sheet date is shown below:

Gearing ratios	Consolidate	:d
	2010	2009
Net debt	10,718	10,512
Total equity	67,105	58,835
Total capital Gearing Ratio	15.97%	17.87%

Gearing levels have decreased due to the cash acquired on the acquisition of the Allstaff Group of companies resulting in greater cash at bank at year end. It is the Board's intention to maintain gearing levels at approximately 40% going forward. There have been no other significant changes to the Group's capital management objectives, policies and processes in the year nor has there been any change in what the Group considers to be its capital.

BSA Limited complied with all externally imposed capital requirements to which it is subject.

### Note 37: Contingencies

### Guarantees

Guarantees established in favour of National Australia Bank Limited and Swiss Re International SE for Guarantees issued to various clients for satisfactory contract performance, secured by cross guarantees from all wholly owned group members amounting to \$28,764,895, (2009 - \$8,425,069).

### Note 38: Corporate Information

The financial report of BSA Limited for the year ended 30 June 2010 was authorised for issue in accordance with a resolution of the Directors on September 2010 and covers the consolidated entity consisting of BSA Limited and its subsidiaries as required by the Corporations Act 2001. BSA Limited is a company limited by shares incorporated in Australia and whose shares are publicly traded on the Australian stock exchange.

The financial report is presented in Australian currency.

The address of the registered office and principal place of business is:

Unit 8 / 79-99 St Hilliers Road

Auburn NSW 2144

The Company is in the process of moving its registered office and principal place of business to:

7 Figtree Drive

Sydney Olympic Park

Homebush Bay NSW 2127

# **Directors'** Declaration

for the year ended 30 June 2010

The Directors of the Company declare that:

- 1. The financial statements comprising the Consolidated Statement of Comprehensive Income, Consolidated Statement of Financial Position, Consolidated Statement of Cash Flows, Consolidated Statement of Changes in Equity and accompanying notes, are in accordance with the Corporations Act 2001 and:
  - (a) comply with Accounting Standards and the Corporations Regulations 2001; and
  - (b) give a true and fair view of the financial position as at 30 June 2010 and of the performance for the year ended on that date of the consolidated entity.
- 2. In the Directors' opinion, there are reasonable grounds to believe that the Company will be able to pay its debts as and when they become due and payable.
- 3. In the Directors' opinion, the attached financial statements are in compliance with International Financial Reporting Standards, as stated in note 3 to the financial statements
- 4. The remuneration disclosures included in pages 18 to 25 of the Directors' Report (as part of the audited Remuneration Report) for the year ended 30 June 2010, comply with Section 300A of the Corporations Act 2001.
- 5. The Directors have been given the declarations by the Chief Executive Officer and chief financial officer required by section 295A.

At the date of this declaration, the Company is within the class of companies affected by ASIC Class Order 98/1418. The nature of the deed of cross guarantee is such that each company which is party to the deed guarantees to each creditor payment in full of any debt in accordance with the deed of cross guarantee.

In the Directors' opinion, there are reasonable grounds to believe that the Company and the companies to which the ASIC Class Order applies, as detailed in note 20 to the financial statements will, as a group, be able to meet any obligations or liabilities to which they are, or may become, subject by virtue of the deed of cross guarantee.

This declaration is made in accordance with a resolution of the Board of Directors and is signed for and on behalf of the Directors by:

**Ross Johnston** 

Chairman

16th September 2010



Deloitte Touche Tohmatsu ABN 74 490 121 060

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# Independent Auditor's Report to the Board of Directors of BSA Limited

### **Report on the Financial Report**

We have audited the accompanying financial report of BSA Limited, which comprises the consolidated statement of financial position as at 30 June 2010, and the consolidated statement of comprehensive income, the consolidated statement of cash flows and the consolidated statement of changes in equity for the year ended on that date, notes comprising a summary of significant accounting policies and other explanatory information, and the directors' declaration of the consolidated entity comprising BSA Limited and the entities it controlled at the year's end or from time to time during the financial year as set out on pages 36 to 93.

### Directors' Responsibility for the Financial Report

The directors of BSA Limited are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards (including the Australian Accounting Interpretations) and the *Corporations Act 2001*. This responsibility includes establishing and maintaining internal control relevant to the preparation and fair presentation of the financial report that is free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances. In Note 3.1, the directors also state, in accordance with Accounting Standard AASB 101 *Presentation of Financial Statements*, that compliance with the Australian equivalents to International Financial Reporting Standards ensures that the financial report, comprising the Group financial statements and notes, complies with International Financial Reporting Standards.

### Auditor's Responsibility

Our responsibility is to express an opinion on the financial report based on our audit. We conducted our audit in accordance with Australian Auditing Standards. These Auditing Standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial report in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the directors, as well as evaluating the overall presentation of the financial report.

# Deloitte.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Auditor's Independence Declaration

In conducting our audit, we have complied with the independence requirements of the *Corporations Act 2001*.

Auditor's Opinion

In our opinion:

- (a) the financial report of BSA Limited is in accordance with the Corporations Act 2001, including:
  - (i) giving a true and fair view of the consolidated entity's financial position as at 30 June 2010 and of its performance for the year ended on that date; and
  - (ii) complying with Australian Accounting Standards (including the Australian Accounting Interpretations) and the *Corporations Regulations 2001*; and
- (b) the financial report also complies with International Financial Reporting Standards as disclosed in Note 3.1.

### **Report on the Remuneration Report**

We have audited the Remuneration Report included in pages 18 to 25 of the directors' report for the year ended 30 June 2010. The directors of the company are responsible for the preparation and presentation of the Remuneration Report in accordance with section 300A of the *Corporations Act* 2001. Our responsibility is to express an opinion on the Remuneration Report, based on our audit conducted in accordance with Australian Auditing Standards.

Auditor's Opinion

In our opinion the Remuneration Report of BSA Limited for the year ended 30 June 2010, complies with section 300A of the *Corporations Act 2001*.

**DELOITTE TOUCHE TOHMATSU** 

Glen Sanford

Partner

**Chartered Accountants** 

Parramatta, 16 September 2010

# **Shareholder** Information

The shareholder information set out below was applicable as at 31 August 2010.

### A. Distribution of Equity Securities

Analysis of numbers of equity security holders by size of holding:

	Number of		Number of	ber of Number of		
	Holders	Ordinary Shares	Holders	Options	Holders	Rights
1 to 1,000	153	80,328	-	-	-	-
1,001 to 5,000	573	1,778,423	-	-	-	-
5,001 to 10,000	272	2,096,046	-	-	-	-
10,001 to 100,000	568	18,988,079	-	-	5	395,500
100,001 and above	139	187,488,647	-	-	8	8,665,934
	1,705	210,431,523	-	-	13	9,061,434

There were 313 (2009: 314) holders of less than a marketable parcel of ordinary shares.

### **B.** Equity Security Holders

Twenty largest quoted equity security holders

The names of the twenty largest holders of quoted equity securities are listed below:

Name of Holder	Ordinary Shares	
	Number Held	Percentage of Issued Shares
Birketu Pty Ltd	48,872,613	24.60%
Link Enterprises (Holdings) Pty Ltd	21,020,495	10.58%
Mr Mark Foley + Mrs Sherrin Foley The Foley Super Fund A/C	12,472,726	6.28%
Citicorp Nominees Pty Limited CFSIL CWLTH SMALL CO 7	7,903,497	3.98%
Mr Greg Mullane	7,548,743	3.80%
Setlobe Pty Ltd Lowe Family A/c	7,392,405	3.72%
Rumdab Pty Ltd Bowles Family A/c	6,370,655	3.21%
KKW Nominees Pty Ltd	4,647,288	2.34%
ANZ Nominees Limited Cash Income A/c	4,594,943	2.31%
HSBC Custody Nominees (Australia) Limited	3,817,187	1.92%
J P Morgan Nominees Australia Limited	3,477,901	1.75%
Hawke & Tusk Pty Limited	2,985,928	1.50%
Samlowe Pty Ltd Lowe Super Fund A/C	2,722,998	1.37%
Citicorp Nominees Pty Limited CFSIL CWLTH SML COS 1 A/C	2,234,408	1.12%
Citicorp Nominees Pty Limited	2,167,959	1.09%
Mr Brian Baldwin	2,069,000	1.04%
Mr Brendan Gerard Foley	1,952,617	0.98%
Taloombi Pty Ltd	1,721,257	0.87%
Mr Peter McGahon	1,453,212	0.73%
Equitas Nominees Pty Limited <2874398 A/C)	1,425,750	0.72%
Top 20 Shareholders	146,851,582	73.90%

### C. Substantial Shareholders

Substantial shareholders in the Company are set out below:

Ordinary Shares	Number Held	Percentage
Birketu Pty Ltd	48,872,613	24.60%
Link Enterprises (Holdings) Pty Ltd	21,020,495	10.58%
Mr Mark Foley + Mrs Sherrin Foley The Foley Super Fund A/C	12,472,726	6.28%
Mr Mark Lowe controlled holdings	10,315,403	5.19%

### D. Voting Rights

The voting rights attaching to each class of equity securities are set out below:

### (a) Ordinary shares

On a show of hands every member present at a meeting in person or by proxy shall have one vote and upon a poll each share shall have one vote.

### (b) Option over an ordinary share

No voting rights.

### (c) Rights over an ordinary share

No voting rights.

# **Corporate** Directory

### **BSA Limited**

### Registered Office - Sydney

Unit 8 / 79-99 St Hilliers Rd Auburn NSW 2144

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F +61 2 8748 2577
E corporate@bsa.com.au
W www.bsa.com.au

### Brisbane

49 Borthwick Ave Murarrie QLD 4172

07 3902 7500 07 3902 7550

### Melbourne

Unit 3, 87 Newlands Rd Reservoir VIC 3073

P 03 9495 7800 F 03 9460 1645

### Perth

Unit 24, Mercantile Way Malaga WA 6090

P 08 9247 8500 F 08 9247 8588

### **Allstaff Airconditioning**

### **NSW**

Unit 1, 43-51 College St Gladesville NSW 2111

P 02 9879 3377 F 02 9879 3399

### ACT

Unit 1, 200 Gladstone St Fyshwick ACT 2609

P 02 6239 2609 F 02 6239 2827

### **VIC**

379-383 Lower Dandenong Rd Dingley VIC 3172

P 03 9551 3066 F 03 9551 4452

### **Complex Airconditioning**

9 Reid St,

Wodonga VIC 3690

P 02 6024 2055 F 02 6024 6922

### **Triple M Group**

### **Sydney**

Level 1, Quad 4, 8 Parkview Dr Sydney Olymic Park

Homebush Bay NSW 2127

P 02 9763 6200 F 02 9763 6201

Unit 5, 47 Day St North Silverwater NSW 2128

02 9737 8711 02 9737 9715

### **Brisbane**

56 Overlord Pl

Acacia Ridge QLD 4110

P 07 3902 7500 F 07 3902 7550

### Perth

Unit 7, Floor 1, 41 Walters Dr Osborne Park WA 6017

### **Share Registry**

### Computershare Investor Services Pty Limited

GPO Box 2975 Melbourne VIC 3001 Australia

P 1300 85 05 05

+61 3 9415 4000 (Outside Australia)

F +61 3 9473 2500

### **Auditor**

### **Deloitte Touche Tohmatsu**

Level 9, 225 George St Sydney NSW 2000

### Banker

### National Australia Bank Limited

255 George St Sydney NSW 2000