BSA Limited
and subsidiary companies

2011

ANNUAL REPORT

bsa

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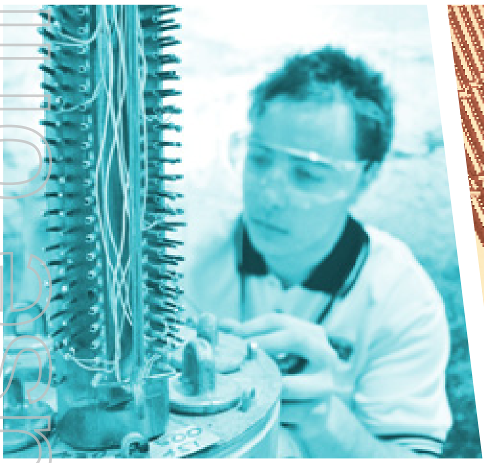

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FOCUS

BUILDING SERVICES

Metal work at Triple 'M' Queensland production facility

CREATION OF SHAREHOLDER VALUE IS A PRIORITY

The growth of BSA share price and strong shareholder returns are business imperatives

Ross Johnston
Chairman

FOCUS

CREATING INVESTOR WEALTH

BSA has paid total dividends

$4.2 Million

in FY2011

On behalf of BSA I am pleased to report on our activities and results, in what has been a year of substantial change, achievement of significant milestones and delivery of satisfactory results. Stephen Nash our MD/CEO of seven months and the executive team have achieved these outcomes in a difficult market environment.

Notwithstanding some of our peers under performance in the Building Services market, your Company has performed well by securing forward work and effective contract execution. Maintaining this focus is critical to us achieving our future objectives.

Our Contracting Solutions Business Unit has renewed the Foxtel contract (outside of the reporting period) for a period of four years (plus 1 year option). This is a significant achievement by the Contracting Solutions team.

Our continued focus on occupational health, safety and environment has seen an improved performance this year, with a more robust forward plan.

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

- Revenue increased by 22% to $403 million
- EBITDA increased by 16% to $16.3 million
- Net profit after tax $8.6 million
- Basic earnings per share of 4.02 cents
- Operating cash flow $28.4 million with closing net cash position of $8.7 million
- Final dividend 1c per share
- Special dividend of 1c per share

Additionally we have achieved the following;

- Completion of the integration of Allstaff Group
- The acquisition of MEC Services during the year
- The acquisition of Burke Air (after the reporting period)
- Record Building Services forward workload of $240 million

The generation of cash remains a priority for BSA; our results for the year reflect this focus providing us with the resources to pursue growth opportunities.

Over the last three years we have managed the business in line with our Augmentation Strategy. Progress this year has seen us expand our geographic footprint, services offering, contract execution and business development capability, integration skills and demonstrated capacity to manage risk. Our revenues have grown by $160 million or 65% throughout the Augmentation Strategy period. Our operating cash flow has improved from $13.5 million in 2008 to $28.4 million in 2011 and we have increased our dividend to shareholders in a market that has been depressed for the period.

The Board has declared a special dividend of 1c on the strength of our cash position. We are updating our group strategy to reflect a revised plan for the next three years. This plan is focused on maintaining growth, cash generation, growth of our people, shareholder returns and ultimately growth in our share price. The plan is for the period FY12-14.

We finished the 2011 financial year with a strong forward order book, balance sheet, strengthened customer relationships and are well placed for the future.

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

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

Ross Johnston
Chairman

5 September 2011

BSA Advanced Learning

Top: Telecommunications training - terminating wires at the pillar.
Bottom: Training with BAL's NSW Relationship Manager.

RESPONSIBLE GROWTH AND STRONG FISCAL MANAGEMENT

Our strong balance sheet will provide the flexibility to secure organic and acquisitive business development opportunities

Steve Nash
Managing Director

KEY FIGURE

BSA REVENUE

increased by 22%

to

$403 Million

BSA group revenue grew to $403 million (2010 $331 million), resulting in EBITDA of $16.3million (2010: $14.0 million).

Operating cash flow was a healthy $28.4 million with net cash of $8.7 million and because of the very positive cash flow the Group was able to pay down $5 million in debt in late June 2011. This strong position will allow greater flexibility for the Group to pursue future growth opportunities.

BSA delivered basic earnings per share (EPS) of 4.02 cents per share.

The Directors have declared a 1.0 cent fully franked final dividend.

Additionally due to the very strong cash position of the Company the Directors have seen fit to declare the payment of a one off special dividend of 1.0 cent per share fully franked.

This takes total dividends for the year to 3.0 cents per share, fully franked. The special and final dividends will be paid on 4th October 2011 to shareholders on the register at 14th September 2011.

Occupational Health, Safety and Environment

BSA's continued focus on the health, safety and wellbeing of its staff and contractors has delivered a 38% reduction in Lost Time Incidents (LTI's) compared to the previous 12 months. Furthermore BSA has engaged the services of the National Safety Council of Australia to support BSA's strategy of attaining a leadership position in OHS.

Your Company continued its strong commitment to environmental sustainability by achieving a 37% reduction in paper usage, exceeding our general waste reduction target of 0.53m3 per employee as well as exceeding our recycling target of 44.7% in the 2011 financial year.

BSA was recognised by the Chairman and Founder of Clean up Australia Day, Ian Kiernan, for its contribution toward the removal of litter from the local waterways and parklands at Sydney Olympic Park.

Community Support

BSA is committed to continued involvement in the community in which we operate. In November 2010 our team joined the FOXTEL Lap and raised $11,500 for the Murdoch Children's Medical Institute.

All Australians were distraught by the devastating floods that occurred in Queensland earlier this year and your Company and its staff generously donated $20,000 to the Premier's Disaster Relief Appeal.

In June 2011, the BSA CFO, participated in the St Vincent De Paul Sleep Out, by 'sleeping rough' in Sydney for the night, with $4,795 raised to aid homeless people in Australia.

We aim to continue this spirit of giving throughout the coming year.

Organisation Strategy

The three year Augmentation Strategy was released in 2008 and focused the Group on the following objectives:

- Pursuing growth via acquisitive and organic opportunities;
- Broadening our revenue streams – diversified customer/revenue base with the emphasis on recurring income;
- Strengthening our financial platform;
- Achieving scalable support functions for our businesses; and
- Providing predictable and consistent earnings growth / shareholder returns.

With the acquisition of the MEC Services (NT) on 20th January, 2011 and the majority of work completed towards the acquisition of the Burke Air, WA (which was acquired 1 August, 2011); the initial acquisitive growth goals have been achieved. Furthermore the Business Development team has developed a strong pipeline of future growth opportunities.

With the conclusion of the three year Augmentation Strategy in 2011 the Directors have approved an updated strategic plan for 2012-2014.

The strategy clearly defines business unit goals and targets, and will ensure a clear direction for the next three years. The broad objectives of the strategy are:

- By leveraging off existing Group capability and through both acquisitive and organic growth develop a new business unit called Technical Maintenance Services to provide greater diversity to BSA's business portfolios;
- Through the adoption of national programs and utilising the Pronto ERP BSA business units will form a cohesive Company with a culture of best practice for OHSE and risk management;
- Maintenance of BSA's strong balance sheet as growth is accelerated across the Group and this will be controlled by business unit KPI's to ensure working capital is optimised;
- Continuous Improvement Programs across BSA will ensure both customer satisfaction and business unit performance are maximised; and
- Shareholder returns must continue to grow predictably.

Supporting Clean Up Australia Day (above)

On Tuesday, 1 March 2011, BSA Limited brought together a team of enthusiastic volunteers to support Sydney Olympic Park's Clean Up Australia Business Day.

Company Leadership

I am pleased to report that we strengthened our executive management team with the appointment of

- Building Services Group Managing Director to ensure we optimise the performance of Triple M and Allstaff group companies;
- General Counsel who was appointed in late June to enhance our corporate governance and compliance programs whilst minimising the cost of external advisors and; finally
- The appointment of a National Health and Safety Executive who will ensure BSA achieves best practice in this critical area.

Gender Diversity

BSA is supportive of the promotion of gender balance within the workforce. Whilst the Company is successfully overseen by current Directors who provide the skill set which is appropriate for the Company's needs, across BSA there is a significant involvement and encouragement of both female and male employees at each level of operations.

The current gender balance is as follows:

	Percentage of Employment	
	Female	Male
Board	0%	100%
Managers & senior staff	11%	89%
Administration	16%	84%
Total	17%	83%

BUILDING SERVICES BUSINESS UNIT

The Building Services Business Unit, comprising the Triple 'M' and Allstaff group companies (including MEC Services) enjoyed a strong year with record revenue & EBITDA and strong operating cash flow being notable highlights.

Triple 'M' Projects (above) *From left: View from City Square Tower, North Parkes Mine team, Pharmaceutical packing room at GlaxoSmithKline.*

The business unit benefited from a full year contribution from Allstaff (acquired 11th Dec 2009), 5 month contribution from MEC Services (acquired 20th January 2011) and extended its geographic footprint through the MEC Services, Allstaff and Burke Air acquisitions.

Building Services continued its focus in the Healthcare and Medical Research sectors and expansion into Western Australian markets with further contract wins in these target markets.

The circa $136 million mechanical services contract awarded to Triple M for the main Hospital Clinical Services Building at the Fiona Stanley Hospital comprises a 3 level podium, a plant room on level 2 and a 6 storey tower which houses wards and associated patient services. There are additional plant rooms on levels 7 and 8 of the tower. The works for the Central Energy Plant include a tri-generation plant [generators, boilers, chillers - both electric and absorption] and associated pumps along with associated switchgear the for the complete Hospital complex which is critical to its operations with the reticulation system providing chilled water and low pressure hot water across the site via a tunnel.

The tunnel network also facilitates the reticulation of HV and LV power services, communication services, domestic cold water services, fire services, medical gas supplies, hydraulic services, ELV and other communications systems. This iconic project has a staff complement of 157 with works continuing into 2013.

Investment continues to be made in BIM (Building Information Modelling) resources to ensure the business unit is considered a leader in this emerging technology in the HVAC and Fire Services sectors.

Building Services made significant progress with the implementation of a 'Best of Industry' maintenance management system, which will separate the business unit from its peers in annuity style contracts, which is a target growth area for the Group.

HIGHLIGHTS

RECORD REVENUE

$262m

RECORD EBITDA

$15.3m

EBITDA MARGIN

6%

WORK IN HAND

$240m

The acquisition and integration of MEC Services

Award of the $136M Fiona Stanley Hospital Project in WA

Significant progress made with our Building Information Modelling (BIM) offering and 'Best of Industry" Maintenance Management System

Charlestown Square Chiller (above)

Lend Lease awarded the entire Heating, Ventilation and Air Conditioning (HVAC) installation for the $18M Charlestown Square project to Triple 'M'.

111 Eagle Street, Brisbane

A PCA Premium Grade office building located within the city's 'golden triangle'. To maximise the building efficiency, Tri-generation will be employed using a gas fired generator and absorption chiller. Pictured above, this 7 tonne cooling tower was raised over 80 floors.

Orange Hospital - MRI Room

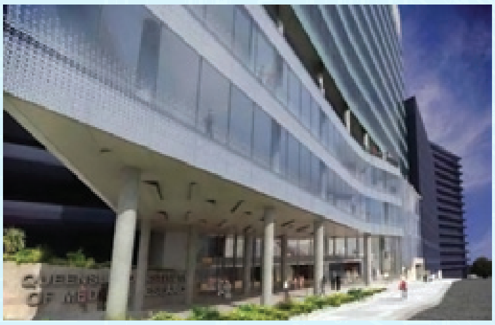
The $16M Orange Hospital project comprises 30,000sqm of new hospital facilities and the refurbishment of four existing buildings within the Bloomfield Hospital Campus. Triple 'M' were awarded the design and construct mechanical and fire services for the project.

CASE STUDY

QIMR PROJECT

TRIPLE 'M' Mechanical Services QLD

The Smart State Medical Research Centre Facility is a 14 level, multifunction laboratory and office building being constructed by Watpac. Triple 'M' has been awarded the mechanical services contract that is in excess of $20M.



The mechanical services within the 16,000sqm building have been designed by S2F and include:

- Central Chilled Water Plant and associated Cooling Towers, Pumps, Pipework etc
- Floor x Floor air handling plant including supplementary fan coil units (FCU's) and computer room airconditioning units (CRAC's)
- Smoke control, stair pressurisation and lift shaft ventilation systems
- Humidifiers, electric heater banks, filters, HEPA filters, VAV Boxes etc
- Fume cupBoards, fume scrubbers and associated exhaustsystems, services outlets, support frames etc
- Piped Laboratory Gases including pipework, valves, laboratory outlets, manifolds, cylinder supports etc
- Compressed air plant complete with receiver, dryers, filters and pressure controls
- Vacuum plant complete with filters, receiver vessel and controls
- Liquid nitrogen systems
- RO water systems
- Animal drinking water system
- Process chilled water plant and reticulation systems
- Tunnel washers and Sterilisers
- Remote steam generation equipment
- Cold Rooms and Freezer Rooms
- Mechanical Services Control and Building Management Systems (BMS)

FOCUS

ADVANCED LEARNING

Refreshing the telecommunications industry with bright young professionals.

CONTRACTING SOLUTIONS BUSINESS UNIT

In 2011 our partnership with FOXTEL moved into its 13th year and saw the completion of approximately 611,500 transactions.

Contracting Solutions (above) *From left: Providing Fibre to the home; Call Centre Representatives; FOXTEL installation*

HIGHLIGHTS

REVENUE

$140m

EBITDA

$6.3m

FOXTEL Contract Renewal

4 YEARS (+ 1 YEAR OPTION)

Focus on building a sustainable growth through continual efficiency improvements

Since 1998 BSA has been providing residential and commercial satellite installation and maintenance services to FOXTEL, which is connected to over 1.6 million subscribing households on cable and satellite through retail and wholesale distribution.

On the 17th of August 2011, BSA proudly announced the extension of this contract with our longest standing customer. The agreement reflects a 4 plus 1 year contract and cements BSA and FOXTEL's shared vision for the future.

Contracting Solutions will now almost certainly benefit from FOXTEL's $1.25 billion 5 year agreement, the most lucrative deal in Australian sporting history, with the AFL. This agreement will see an increase in subscribers in Australia's AFL states and capitalises upon the AFL's capacity for growth within Australia.

BSA's Registered Training Organisation (RTO) named BSA Advanced Learning (BAL) had a strong year with good growth and has trained over 1,000 students during the 2011 financial year.

Contractor Management and Compliance (above)

The Contractor Compliance Group has worked closely with IT Systems Development, to map the processes involved in gathering, filing and monitoring the key commercial / training documents and records for the 1400+ contracting companies engaged on Contracting Solutions works, then develop an electronic system to emulate those processes. The system has been titled the "Contractor Management and Compliance System" and operates on BSA's intranet providing online access to all stored Company documents and records; and real time reporting of compliance status for senior managers and key personnel.

THE YEAR AHEAD

BSA starts 2012 in a strong financial position, with a renewed and clear strategic direction, a strong balance sheet, good cash flow, loyal customer base, capable executive management team and an experienced and supportive Board of Directors.

BSA will continue to drive both organic and acquisitive growth throughout all business units, and to this end the Company is constantly regenerating a strong pipeline of opportunities. BSA's strong financial position will allow the Group to pursue these opportunities as they arise.

Business Development has a growing pipeline of project bids under consideration, with several prospective bolt-on acquisitions identified across the country to complement organic sales growth.

The Building Services Business Unit has commenced the new financial year with a strong order book ($240 million) and a number of strong prospects in large-scale infrastructure projects, which will provide committed earnings into 2013.

The Contracting Solutions Business Unit enjoys strong customer relationships across our FOXTEL, Silcar (Telstra) and Optus platforms.

Although outside the reporting period I am able to advise that on 1st August 2011 BSA acquired Perth based air-conditioning maintenance, installation and service company Burke Air. The Company has revenue of over $27 million, 700 customers, and 100 staff with offices in Busselton, Karratha and Port Hedland. Burke Air will be a cornerstone of BSA's newest business unit, Technical Maintenance Services.

BSA remains focused on securing and retaining the best people, as this will be integral in achieving the goals 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 is very fortunate to have such a strong and loyal customer base which is integral to its ongoing success and I would like to acknowledge our customers' ongoing commitment.

Let me take this opportunity to thank your Chairman and BSA Directors for the strong support and guidance offered to me over the year and I would also like to join our Chairman in thanking all of our shareholders.

I must thank our loyal and very committed staff and contractors and I look forward to their ongoing support.

Whilst the year ahead will have its challenges let me assure you that our shareholders' interests remain a business imperative.

Stephen Nash
Managing Director

5 September 2011

THE BOARD OF DIRECTORS PRESENT THEIR REPORT

The Directors of BSA Limited (the 'Company') present their report on the Company and its subsidiaries for the financial year end 30 June 2011.

THE BOARD OF DIRECTORS AS AT 30 JUNE 2011

A - 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 and 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.

B - STEPHEN NASH

MANAGING DIRECTOR
AND CHIEF EXECUTIVE OFFICER

Mr Nash's roles over the last ten years have included Chief Executive Officer, Chief Operating Officer, and Executive General Manager. These have been in the building services and facilities management industries. Stephen has a strong background in business development, information systems and risk management. Stephen was appointed as Managing Director on 17 Januray 2011.

C - MAX COWLEY

NON-EXECUTIVE DIRECTOR

Mr Cowley is the principal of accounting firm E M Cowley & Co and has practised as principal for 45 years. He is a Director of WIN Corporation Pty Limited 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.

D - MICHAEL GIVONI

NON-EXECUTIVE DIRECTOR

Mr Givoni 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.

E - 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. Within the last three years, Paul was also Chairman of Austin Exploration Limited. Paul was appointed as a non executive Director on 23 March 2005.

F - MARK LOWE

EXECUTIVE DIRECTOR

Mr Lowe 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 Association 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 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 Nomination 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 Legend Corporation Limited, Mesbon China Nylon Limited, My ATM Holdings Limited and UXA Resources Limited.

Principal Activities

The principal activities of the Contracting Solutions Business Unit 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.

The principal activities of the Building Services Business Unit 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 grew to $402.6 million (2010 $330.9m) due to Allstaff full year results, with resultant earnings before interest, tax and depreciation (EBITDA) improved to $16.3 million (2010 $14.0m).

The net amount of profit of the consolidated entity for the financial year after income tax was $8.6 million. (2010 $9.2 million).

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 15 April 2011 ($2,140,514).

Final ordinary fully franked dividend of 1.0 cent per share recommended by Directors to be paid on 4 October 2011 and a special fully franked dividend of 1.0 cent per share recommended by Directors to be paid on 4 October 2011.

Earnings Per Share

	2011	2010
Basic earnings per share	4.02 cents	4.48 cents
Diluted earnings per share	3.86 cents	4.32 cents

Review of Operations

The Contracting Solutions Business Unit, comprising the telecommunications, subscription and free to air television business units experienced a weaker first half compared to 2010 as a result of lower FOXTEL volumes and mobilisation costs associated with the business unit's participation in the first two NBN field trials in Tasmania and the South Coast of NSW.

The Building Services Business Unit, comprising The Triple 'M' and Allstaff Group of companies enjoyed a strong year, with record revenue and EBITDA and strong cash flow being notable highlights.

The Building Services Business Unit continued its focus in the Healthcare and Medical Research sectors and expansion into Western Australian markets with further contract wins in these target markets.

Investment continues to be made in Building Information Modelling resources to ensure the business unit is considered a leader in this emerging technology in the HVAC and Fire Services Sectors.

The Building Services Business Unit made significant progress with the implementation of a 'Best of Industry' maintenance management system, which will separate the business unit from its peers in annuity style contracts, this is a target growth area for the Group and the recent awards of significant contracts in this area with the NSW Department of Housing, Defence Housing Australia and Ausgrid provides confirmation that our product offering and technology solutions are being well received by large scale asset owners.

The acquisition of MEC Services and Burke Air broadens the geographic coverage and extends the size and capabilities of the existing Maintenance Service Businesses, which is circa $50 million, and establishes a presence in the resources market sector.

HIGHLIGHTS **FOXTEL Contract Continuation** *On Wednesday, 17 August 2011, BSA Managing Director Stephen Nash and FOXTEL Chief Executive Officer, Kim Williams signed a 4 year (plus 1 year option) contract, a testament to the strength of this continuing partnership.*

Notable events during the year were

Contracting Solutions

4 year (plus 1 option) contract extension with FOXTEL

- The Company was awarded on 17 August 2011 a 4 year (plus 1 year option) contract extension with FOXTEL, its largest customer in the subscription and free to air television business units. This reflects the strength of the relationship and confidence that FOXTEL has for BSA to continue to deliver quality service levels.
- The FOXTEL relationship continues to provide strong volumes, albeit lower than last year due to product mix changes. Over the course of the year the business has adapted to these changes by reviewing its cost base to mitigate the effect of volume reductions and deliver acceptable returns under the new contractual arrangements.

Home Services back of house operations relocated to Contracting Solutions National Call Centre at Sydney Olympic Park

- During the first half the business unit relocated the back of house operations of the Home Services Business Unit from Melbourne to the Contracting Solutions National Call Centre operation at Sydney Olympic Park.

Building Services

$136 million contract - Fiona Stanley Hospital

- Triple 'M' was awarded by Brookfield Multiplex the $136 million contract for the provision of HVAC services for Buildings B and Y at the Fiona Stanley Hospital (FSH) project at Murdoch in WA.

Deployment of Pronto, accounting software

- The Company has now successfully deployed the implementation of the accounting software program, Pronto, across all major business units.

Strong Building Services order book

- The Building Services Business Unit has an order book in excess of $240 million at June 2011 compared to $180 million at end of June 2010.

HIGHLIGHTS **Burke Air Aquisition** *BSA announces the acquisition of leading Western Australian HVAC service and maintenance Company, Burke Air Pty Ltd.*

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

On 1 August 2011, the Company announced the acquisition of leading Western Australian HVAC service and maintenance company, Burke Air Pty Ltd for $9.2 million. The purchase consideration was $8.9 million in cash, being funded from existing cash facilities, and $300k of BSA shares.

Future Developments, Prospects and Business Strategies

2012 is shaping up to be another year of solid growth. With a strong balance sheet, good cash flow, a supportive customer base and a committed team to take BSA to the next stage in its growth.

- The Building Services Business Unit enters the year with a strong order book and a number of strong prospects in large-scale infrastructure projects, which will provide earnings visibility into 2012.
- The award of the new multi-year FOXTEL contract, underpins earnings in the Contracting Solutions Business Unit for years to come.
- The Business Development team continues to focus on organic growth opportunities in those market segments aligned with BSA's core competencies.

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/corporate.

Information on Directors

As at 30 June 2011, the following information is provided in relation to Directors:

Director	Special Responsibilities	Ordinary Share	Options	Share Rights
Ross Johnston Chairman Non-Executive Director				
	Chairman of Board	1,818,634	Nil	Nil
	Member of Audit Committee			
	Member of Nomination and Remuneration Committee			
Stephen Nash Executive Director				
	Managing Director	Nil	Nil	Nil
Max Cowley Non-Executive Director				
	Chairman of Nomination and Remuneration Committee	*53,130,178	Nil	Nil
	Member of Audit Committee			
Michael Givoni Non-Executive Director				
	Member of Remuneration Committee	150,000	Nil	Nil
	Member of Audit Committee			
Paul Teisseire Non-Executive Director				
	Chairman of Audit Committee	263,921	Nil	Nil
Mark Lowe Executive Director				
	Executive Director	10,315,403	Nil	1,374,000

*53,030,178 Shares owned by Birketu Pty Ltd of which Max Cowley is a Director.

Directorships held in Other Listed Entities

Period of Appointment	Name of Company	Position Held (non exec or exec Director)
Paul Teisseire		
Appointed March 2008	Gunns Ltd	Non Executive Director and Chairman of the Audit Committee
Appointed June 2006	Austin Exploration Ltd	Non Executive Chairman and Member of the Audit and Compliance Committee
Resigned 7 February 2009		
Appointed September 2007	Mesbon China Nylon Ltd	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 complementary 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 revenue and steady profits before significant items (refer to note 8) each year , with steady dividends paid to shareholders. The improvement in the Company's performance has not been reflected in the Company's share price which has fallen 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.

	2007	2008	2009	2010	2011
Revenue	$159.0m	$243.9m	$240.9m	$330.9m	$402.6m
Net profit	$9.0m	$8.0m	$7.7m	$9.2m	$8.1m
Share price at start of year	$0.24	$0.76	$0.32	$0.14	$0.19
Share price at end of year	$0.76	$0.32	$0.14	$0.19	$0.20
Dividends paid	2.0 cents	5.2 cents	1.75 cents	2.0 cents	2.0 cents
Basic earnings per share	5.83 cents	4.41 cents	4.01 cents	4.48 cents	4.02 cents
Diluted earnings per share	5.68 cents	4.40 cents	3.98 cents	4.32 cents	3.86 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. The Chairman is not present at any discussions relating to determination of his own remuneration.

Directors fees

The current base remuneration for Directors was last reviewed in August 2011. 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 including superanuation	
Chairman	$152,600
Other Non-executive Directors	$87,200

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.

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 short-term 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 2011, 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 2011.

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

All options have expired as at 30 June 2011.

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 the year ended 30 June 2011.

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 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 their acceptance, and where appropriate their 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.

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 the year ended 30 June 2011.

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;
- 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 two to 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.

The Company has a policy to preclude its executives from entering into transactions to limit their economic risk from investing in Company shares, options or rights where these entitlements are unvested.

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.

The key management personnel of the Group are the following:

(i) Chairman - Non-executive
Ross Johnston

(ii) Executive Directors
Mark Foley — Resigned 26 October 2010
Stephen Nash — Commenced 17 January 2011
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	Group General Manager Contracting Solutions
Younis Tehfe	General Manager Triple M WA
Brian Mayo	Regional Manager Building Services
Robert Barkley	General Manager Allstaff Airconditioning Group (Resigned 24 March 2011)
Lewis Kaerger	Director of Corporate and Business Development
Graham Seppelt	Company Secretary

The above named persons held current positions for the whole of the financial year and since the end of the financial year, unless otherwise noted.

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

2011	Short-term Benefits			Post Employment	Long-term Benefits		Share-based payments			
Name	**Cash, Salary & Fees $**	**Cash Bonus $**	**Interest unwind on loans $**	**Superannuation $**	**Long service leave $**	**Termination benefits $**	**Rights $**	**Rights %**	**Total $**	**Performance Related %**
Non-executive Directors										
Ross Johnston	139,080	-	-	12,517	-	-	-	-	151,597	-
Paul Teisseire	80,000	-	-	7,200	-	-	-	-	87,200	-
Michael Givoni	77,346	-	-	6,961	-	-	-	-	84,307	-
Max Cowley	79,711	-	-	7,174	-	-	-	-	86,885	-
Sub-total Non-executive Directors	**376,137**	**-**	**-**	**33,852**	**-**	**-**	**-**	**-**	**409,989**	**-**
Executive Directors										
Mark Foley (Retired 26 October 2010)	424,999	-	-	61,660	-	-	(34,667)	(7.67)	451,992	(7.67)
Stephen Nash (Commenced 17 January 2011)	197,601	75,000	-	7,600	3,434	-	-	-	283,634	26.44
Mark Lowe	372,036	100,000	3,561	17,867	29,288	-	41,983	7.43	564,735	25.1
Chief Financial Officer										
Karl Nixon	289,684	60,000	-	25,552	5,685	-	41,617	9.85	422,538	24.0
Company Secretary										
Graham Seppelt	40,000	-	-	-	-	-	-	-	40,000	-
Other Group Executives										
Robert Barkley ** (Resigned 24 March 2011)	200,962	47,500	-	49,269	-	311,161	(123,167)	(25.36)	485,725	(15.58)
Brendan Foley	298,758	50,000	15,686	26,326	4,101	-	41,617	9.53	436,488	11.5
Lewis Kaerger (i)	285,669	-	-	-	-	-	72,445	20.23	358,114	-
Younis Tehfe	244,034	79,838	3,560	11,841	7,412	-	22,387	6.07	369,073	21.6
Brian Mayo	221,506	73,023	-	37,206	3,359	-	13,352	3.83	348,446	21.0
Total compensation	**2,951,386**	**485,361**	**22,807**	**271,173**	**53,278**	**311,161**	**75,568**		**4,170,734**	

** Qualified as one of the 5 highest remunerated Group Executives from 1 July 2010

(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 2010 bonuses paid during 2011, where applicable.

2010	Short-term Benefits			Post Employment	Long-term Benefits		Share-based payments			
Name	**Cash, Salary & Fees $**	**Cash Bonus $**	**Interest unwind on loans $**	**Superannuation $**	**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	2.73	444,078	15.2
Younis Tehfe	216,941	71,311	15,924	19,718	1,848	-	14,567	4.28	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	1.25	276,298	21.2
Lewis Kaerger (i)	278,397	-	-	-	-	-	112,500	28.78	390,897	-
Total compensation	**2,600,017**	**349,029**	**216,850**	**189,617**	**36,282**	**-**	**161,196**		**3,552,991**	

* Ceased to be one of the 5 highest remunerated Group Executives from 1 July 2010

(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.

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.

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 three to six months notice.

D Cash Bonuses

Cash bonuses granted to Stephen Nash, Mark Lowe, Karl Nixon, Brendan Foley, Brian Mayo and Younis Tehfe were at the discretion of the Remuneration Committee. The bonuses vested as per the below table during the financial year ended 30 June 2011.

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	-	-	-
Stephen Nash	75,000	100	-	-	-	-
Mark Lowe	100,000	100	-	-	-	-
Karl Nixon	60,000	64	36	-	-	-
Brendan Foley	50,000	53	47	-	-	-
Brian Mayo	73,023	100	-	-	-	-
Robert Barkley	-	-	100	-	-	-
Younis Tehfe	79,838	100	-	-	-	-

E Share-based compensation

Executives Securities Plan

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

Grant Date	Issue Price (cents)	Balance at Start of the Year Number	Granted During the Year Number	Released from Escrow During the Year Number	Balance in Escrow at End of the Year Number
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
Total		8,950,000	-	-	8,950,000

Employee Performance Rights Plan

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

Name	Grant Date	Exercise Date	Expiry Date	Issue Price $	Balance at Start of the Year Number	Granted During the Year Number	Released from Escrow during the Year Number	Cancelled During the Year Number	Balance in Escrow at End of the Year Number	Fair Value per right $	Aggregate Fair Value $
Consolidated and parent entity											
Mark Foley	10 Feb 2009	10 Feb 2012	10 Feb 2014	0.00	1,300,000	-	-	(1,300,000)	-	0.135	-
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
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	-
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
Robert Barkley **	29 Sep 2009	29 Sep 2012	29 Sep 2014	0.00	400,000	-	-	(400,000)	-	0.225	-
Robert Barkley **	30 Mar 2010	30 Sep 2012	29 Sep 2014	0.00	1,000,000	-	-	(1,000,000)	-	0.160	-
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
Mark Lowe	24 Aug 2010	24 Aug 2013	24 Aug 2015	0.00	-	458,000	-	-	458,000	0.195	89,310
Karl Nixon	24 Aug 2010	24 Aug 2013	24 Aug 2015	0.00	-	454,000	-	-	454,000	0.195	88,530
Brendan Foley	24 Aug 2010	24 Aug 2013	24 Aug 2015	0.00	-	454,000	-	-	454,000	0.195	88,530
Brian Mayo	24 Aug 2010	24 Aug 2013	24 Aug 2015	0.00	-	61,000	-	-	61,000	0.195	11,895
Younis Tehfe	24 Aug 2010	24 Aug 2013	24 Aug 2015	0.00	-	200,000	-	-	200,000	0.195	39,000
Robert Barkley **	24 Aug 2010	24 Aug 2013	24 Aug 2015	0.00	-	458,000	-	(458,000)	-	0.195	-
Total					8,665,934	2,085,000	-	(4,458,000)	6,292,934		1,100,264

** Qualified as one of the 5 highest remunerated Group Executives from 1 July 2010

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 2011, and the number of meetings attended by each Director were:

	Board Meetings		Audit Committee Meetings		Remuneration and Nomination Committee Meetings	
	A	B	A	B	A	B
Ross Johnston	13	13	7	7	6	6
Stephen Nash	6	6	*	*	*	*
Mark Lowe	12	13	*	*	*	*
Max Cowley	12	13	6	7	6	6
Michael Givoni	12	13	6	7	6	6
Paul Teisseire	13	13	7	7	6	6
Mark Foley	5	5	*	*	*	*

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.

Michael Givoni and Paul Teisseire 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 2011, 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	21 Feb 2014	$0.00	1,317,500
29 Sep 2009	29 Sep 2014	$0.00	2,653,934
30 Mar 2010	30 Mar 2014	$0.00	1,000,000
24 Aug 2010	24 Aug 2015	$0.00	1,947,500
			6,918,934

During the year ended 30 June 2011, 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 shares.

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

Auditors' Remuneration

	2011 $	2010 $
Amounts paid/payable to Deloitte for:		
auditing or reviewing the financial report	351,526	213,350
taxation services	501,345	293,318
other non-audit services	122,500	366,363

Auditors Independence declaration

The lead auditors' independence declaration for the year ended 30 June 2011 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

5 September 2011

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 web page 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 behavior, strategic direction, establishing goals for management and monitoring the achievement of those goals with a view to optimising Company performance and maximizing 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 behavior.

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 & Non-Executive Director	Yes
S Nash	Managing Director	No
M Cowley	Non-Executive Director	No
M Givoni	Non-Executive Director	Yes
P Teisseire	Non-Executive Director	Yes
M Lowe	Executive Director	No

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 (ie is not a member of management) and:

1. Is not a substantial shareholder of the Company or an officer of, or otherwise associated directly with, a substantial shareholder of the Company;
2. 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;
3. 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;
4. 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;
5. Has no material contractual relationship with the Company or another group member other than as a Director of the Company;
6. 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;
7. 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. Messrs Nash and 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 guidelines as set out.

The roles of Chairman and Managing Director are not exercised by the same individual. Mr Stephen Nash 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.

If additional skill sets are considered to be necessary, the Board seeks candidates from the wider market and chooses the most appropriate person for the role required.

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, business unit 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 and Key Management Personel are encouraged to first obtain written or email consent from the Chairman or Managing Director before dealing. 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 reviewing 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 develop¬ments affecting the Company's activities and its state of affairs, including information necessary to assess the perform¬ance 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 business units 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 business units.

Each business unit 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 share¬holders.

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.

Managing Director Stephen Nash attended the Remuneration Committee discussions 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 Committee is aware of the need to continually assess the skills available to the Board. Where additional skills are considered necessary, candidates for Director are sought from the wider market place with a view to selecting the most appropriate candidate for the chosen role on the Board.

The Company has a policy to preclude its executives from entering into transactions to limit their economic risk from investing in Company shares, options or rights where those entitlements are unvested 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.

Gender Diversity

The Board recognises that it is appropriate to have gender diversity throughout the Company to assist in balancing overall priorities and skills for the Company as a whole. During 2010/2011 statistics on employment patterns have been maintained and which will form the basis of establishing a policy framework and employment targets for gender diversity during 2011/2012. Currently,17% of the total workforce is female and as disclosed in the Managing Director's Report in this Annual Report.

Deloitte.

Deloitte Touche Tohmatsu
ABN 74 490 121 060

The Barrington
Level 10
10 Smith Street
Parramatta NSW 2150
PO Box 38
Parramatta NSW 2124 Australia

DX: 28485
Tel: +61 (0) 2 9840 7000
Fax: +61 (0) 2 9870 7001
www.deloitte.com.au

The Board of Directors
BSA Limited
7 Figtree Drive,
Sydney Olympic Park
NSW 2127

5 September 2011

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 2011, I declare that to the best of my knowledge and belief, there have been no contraventions of:

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

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

Yours sincerely

Deloitte Touche Tohmatsu

DELOITTE TOUCHE TOHMATSU

Glen Sanford
Partner
Chartered Accountants

FINANCIAL REPORT

BSA LIMITED
ABN 50 088 412 748

CONSOLIDATED STATEMENT OF **COMPREHENSIVE INCOME**

FOR THE YEAR ENDED **30 JUNE 2011**

Consolidated

	Note	2011 $'000	2010 $'000
Revenue	5	402,574	330,919
Investment revenue	6	788	850
Other gains and losses	7	40	(23)
Changes in inventories of finished goods and work in progress		(787)	(1,184)
Subcontractor and raw materials used		(324,652)	(264,643)
Employee benefits expense	8	(39,039)	(31,378)
Depreciation expenses	8	(4,073)	(3,157)
Amortisation expenses	8	(2,567)	(1,763)
Occupancy expenses		(4,050)	(3,164)
Finance costs	8	(2,321)	(1,840)
Other expenses		(17,833)	(16,520)
Profit before tax		8,080	8,097
Income tax benefit /(expense)	9	508	1,059
Profit for the year		8,588	9,156
Other comprehensive income for the year, net of tax			
Gain/(loss) recognised on cash flow hedges		47	(83)
Total comprehensive income for the year, net of tax		8,635	9,073
Earnings per share for profit from continuing operations:			
Basic earnings per share	13	4.02 cents	4.48 cents
Diluted earnings per share	13	3.86 cents	4.32 cents

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

AS AT **30 JUNE 2011**

Consolidated

	Note		2011 $'000	2010 $'000
ASSETS				
CURRENT ASSETS				
Cash and cash equivalents	14		31,431	19,720
Trade and other receivables	15		76,937	71,030
Inventories	16		2,977	3,764
Tax assets	9.3		646	4,063
TOTAL CURRENT ASSETS			111,991	98,577
NON-CURRENT ASSETS				
Trade and other receivables	15		1,392	1,680
Other financial assets	20		4	4
Property, plant & equipment	17		10,194	8,851
Deferred tax assets	9.4		2,090	1,256
Goodwill	18		52,103	51,360
Other intangible assets	19		4,779	7,267
TOTAL NON-CURRENT ASSETS			70,562	70,418
TOTAL ASSETS			182,553	168,995
LIABILITIES				
CURRENT LIABILITIES				
Trade and other payables	23		79,024	64,107
Borrowings	24		1,899	2,953
Provisions	25		6,520	6,407
TOTAL CURRENT LIABILITIES			87,443	73,467
NON-CURRENT LIABILITIES				
Borrowings	24		20,823	27,485
Provisions	25		1,011	938
TOTAL NON-CURRENT LIABILITIES			21,834	28,423
TOTAL LIABILITIES			109,277	101,890
NET ASSETS			73,276	67,105
EQUITY				
Issued Capital	26		75,419	73,708
Reserves	27	(a)	1,635	1,518
Accumulated losses	27	(b)	(3,778)	(8,121)
TOTAL EQUITY			73,276	67,105

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 2011**

Consolidated

	Issued capital $'000	Accumulated losses $'000	Share-based payment reserve $'000	Cash flow hedge reserve $'000	Total $'000
Balance at 1 July 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**
Profit for the year	-	8,588	-	-	8,588
Other comprehensive income for the year	-	-	-	47	47
Total comprehensive income for the year	**-**	**8,588**	**-**	**47**	**8,635**
Shares issued during period	1,711	-	-	-	1,711
Share-based payment expense	-	-	70	-	70
Dividends paid	-	(4,245)	-	-	(4,245)
Balance at 30 June 2011	**75,419**	**(3,778)**	**1,671**	**(36)**	**73,276**

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

FOR THE YEAR ENDED **30 JUNE 2011**

Consolidated

	Note		2011 $'000	2010 $'000
Cash Flows From Operating Activities:				
Cash receipts from customers			434,972	349,122
Payments to suppliers and employees			(408,621)	(333,784)
Interest received			326	517
Interest and other costs of finance paid			(1,336)	(2,141)
Income tax received / (paid)			3,091	(4,977)
Net cash generated by operating activities	30	(a)	28,432	8,737
Cash Flows from Investing Activities:				
Proceeds from disposal of property, plant and equipment			257	145
Payment for businesses	32	(c)	(822)	(1,325)
Payment for plant and equipment			(4,436)	(1,922)
Net cash used in investing activities			(5,001)	(3,102)
Cash Flows From Financing Activities:				
Proceeds from borrowings			-	9,000
Repayment of borrowings			(6,750)	-
Payment of finance lease liabilities			(2,437)	(1,896)
Share issue costs paid			(8)	(19)
Dividends paid to owners of the Company			(2,525)	(2,511)
Net cash (used in) / generated by financing activities			(11,720)	4,574
Net increase in cash			11,711	10,209
Cash and cash equivalents at the beginning of the year			19,720	9,511
Cash and cash equivalents at the end of the year	14		31,431	19,720

The above Consolidated Statement of Cash Flows should be read in conjunction with the accompanying notes

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 29.

Note 2 Application 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

Amendments to AASB 7 'Financial Instruments: Disclosure' (adopted in advance of effective date of 1 January 2011)	The amendments (part of AASB 2010-4 'Further Amendments to Australian Accounting Standards arising from the Annual Improvements Project') clarify the required level of disclosures about credit risk and collateral held and provide relief from disclosures previously required regarding renegotiated loans.
Amendments to AASB 101 'Presentation of Financial Statements' (adopted in advance of effective date of 1 January 2011)	The amendments (part of AASB 2010-4 'Further Amendments to Australian Accounting Standards arising from the Annual Improvements Project') clarify that an entity may choose to present the required analysis of items of other comprehensive income either in the statement of changes in equity or in the notes to the financial statements.

Standards and Interpretations affecting the reported results of financial position

There are no new and revised Standards and Interpretations adopted in these financial statements affecting the reporting results or financial position.

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 2009-5 'Further Amendments to Australian Accounting Standards arising from the Annual Improvements Project'	The application of AASB 2009-5 has not had any material effect on amounts reported in the financial statements.
AASB 2009-8 'Amendments to Australian Accounting Standards – Group Cash-Settled Share-based Payments Transactions'	The application of AASB 2009-8 makes amendments to AASB 2 'Share-based Payment' to clarify the scope of AASB 2, as well as the accounting for group cash-settled share-based payment transactions in the separate (or individual) financial statements of an entity receiving the goods or services when another Group entity or shareholder has the obligation to settle the award.
AASB 2009-10 'Amendments to Australian Accounting Standards – Classification of Rights Issues'	The application of AASB 2009-10 makes amendments to AASB 132 'Financial Instruments: Presentation' to address the classification of certain rights issues denominated in a foreign currency as either an equity instrument or as a financial liability. To date, the Group has not entered into any arrangements that would fall within the scope of the amendments.

AASB 2010-3 'Amendments to Australian Accounting Standards arising from the Annual Improvements Project'	The application of AASB 2010-3 makes amendments to AASB 3 (2008) 'Business Combinations' to clarify that the measurement choice regarding non-controlling interests at the date of acquisition is only available in respect of non-controlling interests that are present ownership interests and that entitle their holders to a proportionate share of the entity's net assets in the event of liquidation. All other types of non-controlling interests are measured at their acquisition-date fair value, unless another measurement basis is required by other Standards. In addition, the application of AASB 2010-3 makes amendments to AASB 3(2008) to give more guidance regarding the accounting for share-based payment awards held by the acquiree's employees. Specifically, the amendments specify that share-based payment transactions of the acquiree that are not replaced should be measured in accordance with AASB 2 'Share-based Payment' at the acquisition date ('market-based measure')
AASB 2010-4 'Further Amendments to Australian Accounting Standards arising from the Annual Improvements Project'	Except for amendments to AASB 7 and AASB 101 described earlier in this section, the application of AASB 2010-4 has not had any material effect on amounts reported in the financial statements.
Interpretation 19 'Extinguishing Financial Liabilities with Equity Instruments'	This Interpretation provides guidance regarding the accounting for the extinguishment of a financial liability by the issue of equity instruments. In particular, the equity instruments issued under such arrangements will be measured at their fair value, and any difference between the carrying amount of the financial liability extinguished and the fair value of equity instruments issued will be recognised in profit or loss. To date, the Group has not entered into transactions of this nature.

2.3 Standards and Interpretations in issue not yet adopted

Standard/Interpretation	Effective for annual reporting periods beginning on or after	Expected to be initially applied in the financial year ending
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' and AASB 2010-7 'Amendments to Australian Accounting Standards arising from AASB 9 (December 2010)'	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
AASB 2010-5 'Amendments to Australian Accounting Standards'	1 January 2011	30 June 2012
AASB 2010-6 'Amendments to Australian Accounting Standards – Disclosures on Transfers of Financial Assets'	1 January 2012	30 June 2013
AASB 2010-8 'Amendments to Australian Accounting Standards – Deferred Tax: Recovery of Underlying Assets'	1 January 2012	30 June 2013

Note 2 Application of new and revised Accounting Standards (continued)

2.3 Standards and Interpretations in issue not yet adopted

At the date of authorisation of the financial statements, the following IASB Standards and IFRS Interpretations were also in issue but not yet effective, although Australian equivalent Standards and 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 the 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 Accounting Standards. Compliance with Australian Accounting Standards ensures that the financial statements and notes of the Company and the Group comply with International Financial Reporting Standards ('IFRS').

The financial statements were authorised for issue by the Directors on 23 August 2011.

3.2 Basis of preparation

The consolidated financial statements have 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.

Income and expense 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 date of disposal, as appropriate. Total comprehensive income of subsidiaries is attributed to the owners of the Company and to the non-controlling interests even if this results in the non-controlling interests having a deficit balance.

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.

Changes in the Group's ownership interests in subsidiaries that do not result in the Group losing 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 businesses are accounted for using the acquisition method. The consideration transferred in a business combination is measured at fair value which is calculated as the sum of the acquisition-date fair values of assets transferred by the Group, liabilities incurred by the Group to the former owners of the acquiree and the equity instruments issued by the Group in exchange for control of the acquiree. Acquisition-related costs are recognised in profit or loss as incurred.

At the acquisition date, the identifiable assets acquired and the liabilities assumed 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 share-based payment arrangements of the acquiree or share-based payment arrangements of the Group entered into to replace share-based payment arrangements of the acquiree are measured in accordance with AASB 2 'Share-based Payment' at the acquisition date; 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.

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 net of the acquisition-date amounts of the identifiable assets acquired and liabilities assumed 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 interest in the acquiree (if any), the excess is recognised immediately in profit or loss as a bargain purchase gain.

Non-controlling interests that are present ownership interests and entitle their holders to a proportionate share of the entity's net assets in the event of liquidation may be initially measured either at fair value or at the non-controlling interests' proportionate share of the recognised amounts of the acquiree's identifiable net assets. The choice of measurement basis is made on a transaction-by-transaction basis. Other types of non-controlling interests are measured at fair value or, when applicable, on the basis specified in another Standard.

Where the consideration transferred by the Group in a business combination includes assets or liabilities resulting from a contingent consideration arrangement, the contingent consideration is measured at its acquisition-date fair value. Changes in the fair value of the contingent consideration that qualify as measurement period adjustments are adjusted retrospectively, with corresponding adjustments against goodwill. Measurement period adjustments are adjustments that arise from additional information obtained during the 'measurement period' (which cannot exceed one year from the acquisition date) about facts and circumstances that existed at the acquisition date.

The subsequent accounting for changes in the fair value of contingent consideration that do not qualify as measurement period adjustments depends on how the contingent consideration is classified. Contingent consideration that is classified as equity is not remeasured at subsequent reporting dates and its subsequent settlement is accounted for within equity. Contingent consideration that is classified as an asset or liability is remeasured at subsequent reporting dates in accordance with AASB 139, or AASB 137 'Provisions, Contingent Liabilities and Contingent Assets, as appropriate, with the corresponding gain or loss being recognised in profit or loss.

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.

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.

Business combinations that took place prior to 1 July 2009 were accounted for in accordance with the previous version of AASB3.

Note 3 Significant accounting policies (continued)

3.5 Goodwill

Goodwill arising on an acquisition of a business is carried at cost as established at the date of the acquisition of the business (see 3.4 above) less accumulated impairment losses, if any.

For the purposes of impairment testing, goodwill is allocated to each of the Group's cash-generating units (or groups of cash-generating units) that is expected to benefit from the synergies of the combination.

A cash-generating unit to which goodwill has been allocated is tested for impairment annually, or more frequently when there is 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 based on the carrying amount of each asset in the unit. Any impairment loss for goodwill is recognised directly in profit or loss in the consolidated statement of comprehensive income. An impairment loss recognised for goodwill is not reversed in subsequent periods.

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 when all the following conditions are satisfied:

- The Group has transferred to the buyer the significant risks and rewards of ownership of the goods;
- The Group retains neither continuing managerial involvement to the degree usually associated with ownership nor effective control over the goods sold;
- The amount of revenue can be measured reliably;
- It is probable that the economic benefits associated with the transaction will flow to the Group; and
- The costs incurred or to be incurred in respect of the transaction can be measured reliably.

Specifically, revenue from the sale of goods is recognised when goods are delivered and legal title is passed.

3.6.2 Rendering of services

Revenue from a contract to provide services is recognised by reference to the stage of completion of the contract. The stage of completion of the contract is determined as follows:

- Installation fees are recognised by reference to the stage of completion of the installation, determined as the proportion of the total time expected to install that has elapsed at The end of the reporting period;
- Servicing fees included in the price of products sold are recognised by reference to the proportion of the total cost of providing the servicing for the product sold; and
- Revenue from time and material contracts is recognised at the contractual rates as labour hours are delivered and direct expenses are incurred.

The Group's policy for recognition of revenue from construction contracts is described at 3.7 below.

3.6.3 Dividend and interest income

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.

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 lessee. 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.

Payments to defined contribution retirement benefit plans are recognised as an expense when employees have rendered service entitling them to the contributions.

Note 3 Significant accounting policies (continued)

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 31.

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 movement in 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 year

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 straight-line 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.

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.

Note 3 Significant accounting policies (continued)

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 (where the effect of the time value of money is material).

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

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.

Note 3 Significant accounting policies (continued)

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 35.

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.

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 hedged 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 non-financial 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:

- 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
- 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 30 June 2011 was $52.1 million (30 June 2010: $51.4 million).

Note 5 Revenue

Consolidated

	2011 $'000	2010 $'000
The following is an analysis of the Group's revenue from continuing operations (excluding investment revenue - see note 6).		
Revenue from sale of goods	12,673	14,424
Revenue from the rendering of services	127,529	140,472
Contract revenue	262,372	176,023
Total Revenue	402,574	330,919

Note 6 Investment Revenue

Consolidated

	2011 $'000	2010 $'000
Interest revenue		
Bank deposits	730	516
Other loans and receivables	58	334
	788	850
The following is an analysis of investment revenue earned on financial assets by category of asset.		
Loans and receivables (including cash and bank balances)	788	850
	788	850

Note 7 Other Gains and Losses

Consolidated

	2011 **$'000**	**2010** **$'000**
Continuing operations		
Gain / (loss) on disposal of property, plant and equipment	40	(23)
	40	(23)

Note 8 Profit for the year from continuing operations

Consolidated

		2011 $'000	2010 $'000
	Profit for the year from continuing operations has been arrived at after charging / (crediting):		
8.1	**Cost of sales**	325,439	265,827
8.2	**Finance costs**		
	Interest on bank overdrafts and loans	2,321	1,840
	Total finance costs	2,321	1,840
8.3	**Depreciation and amortisation expense**		
	Depreciation of property, plant and equipment	4,073	3,157
	Amortisation of intangible assets	2,567	1,763
	Total depreciation and amortisation expense	6,640	4,920
8.4	**Employee benefits expense**		
	Post employment benefits		
	Superannuation	4,385	2,409
	Share-based payments (see note 31(d))		
	Equity-settled share-based payments	70	340
	Other employee benefits	34,584	28,629
	Total employee benefits expense	39,039	31,378
8.5	**Impairment losses on financial assets**		
		308	(263)
		308	(263)
8.6	**Individually significant items**		
	Advisory costs in respect of one off tax benefits	180	570
	Advisory costs in relation to the acquisitions	241	428
	Losses in relation to NBN Contracts	1,966	-
		2,387	998

Note 9 Income Taxes

Consolidated

		2011 $'000	2010 $'000
9.1	**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	8,080	8,097
	Income tax expense calculated at 30%	2,424	2,429
	Adjusted for:		
	Non deductible expenses	46	346
	Research and development allowance	(1,400)	(1,200)
		1,070	1,575
	Adjustments recognised in the current year in relation to the current tax of prior years		
	Research and development allowance	(1,478)	(1,712)
	Rights to future income adjustment for Triple M	-	(630)
	Other	(100)	(292)
		(1,578)	(2,634)
	Income tax (benefit) / expense recognised in profit or loss	(508)	(1,059)

The tax rate used for the 2011 and 2010 reconciliations above is the corporate tax rate of 30% payable by Australian corporate entities on taxable profits under Australian tax law.

		2011 $'000	2010 $'000
9.2	**Income tax recognised directly in equity**		
	Current tax		
	Share issue costs	(15)	(4)
		(15)	(4)
9.3	**Current tax assets and liabilities**		
	Current tax assets		
	Tax refund receivable	646	4,063
		646	4,063
	Current tax liabilities		
	Income tax payable	-	-
		-	-

9.4 Deferred tax balances

2011	Opening balance	Recognised in profit or loss	Recognised in other comprehensive income	Recognised as part of business combination	Closing balance
Temporary differences					
Finance leases	(234)	214	-	-	(20)
Intangible asset adjustment	(1,399)	230	-	-	(1,169)
Employee benefits	2,586	4	-	-	2,590
Retirement benefit obligations	16	126	-	-	142
Provisions	17	107	-	-	124
Doubtful debts	245	178	-	-	423
Other financial liabilities	25	(25)	-	-	-
	1,256	834	-	-	2,090

2010	Opening balance	Recognised in profit or loss	Recognised in other comprehensive income	Recognised as part of business combination	Closing balance
Temporary differences					
Finance leases	(130)	(104)	-	-	(234)
Intangible asset adjustment	(1,629)	230	-	-	(1,399)
Employee benefits	1,351	158	-	1,077	2,586
Retirement benefit obligations	8	8	-	-	16
Provisions	390	(373)	-	-	17
Doubtful debts	192	(73)	-	126	245
Other financial liabilities	-	25	-	-	25
	182	(129)	-	1,203	1,256

Deferred tax balances are presented in the statement of financial position as follows:

	30/06/2011 $'000	30/06/2010 $'000
Deferred tax assets	2,090	1,256
Deferred tax liabilities	-	-
	2,090	1,256

Note 9 Income Taxes (continued)

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 separate 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).

Note 10 Key Management Personnel

Consolidated

	2011 $	2010 $
(a) Compensation		
Short term employee benefits	1,899,017	1,604,555
Post employment benefits	146,531	112,681
Other long term benefits	38,407	25,359
Share based payments	48,933	9,171
	2,132,888	1,751,766

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 19 to 26 of this Annual Report.

Note 11 Auditors' Remuneration

Consolidated

		2011 $	2010 $
(a)	**Remuneration of the auditor of the Group for:**		
	- auditing or reviewing the financial report	351,526	213,350
	- taxation services	501,345	293,318
	- other non-audit services - acquisition due diligence	122,500	366,363
		975,371	873,031
(b)	**Other Auditors**		
	- auditing or reviewing the 2009 financial report	-	128,825
	- taxation services	-	15,755
	- other non-audit services - review of statutory returns	-	14,180
		-	158,760

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

Note 12 Dividends

Consolidated

		2011 $'000	2010 $'000
(a)	**Ordinary shares**		
	Interim fully franked dividend of 1.0 (2010: 1.0) cent per fully paid ordinary share franked at the rate of 30% (2010: 30%) paid 15 April 2011	2,141	2,068
	Final fully franked dividend of 1.0 (2010: 1.0) cent per fully paid ordinary share franked at the rate of 30% (2010: 30%) paid 4 October 2010	2,104	1,986
	Total dividends provided for or paid	4,245	4,054
(b)	**Dividends not recognised at year end**		
	In addition to the above dividends, since year end the Directors have recommended the payment of a final dividend of 1.0 cent per fully paid ordinary share, (2010: 1.0 cents) fully franked based on tax paid at 30% and a special dividend of 1.0 cent per fully paid odinary share (2010: Nil) 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 2011, but not recognised as a liability at year end, is	4,352	2,104
(c)	**Franked credits**		
	Franking account balance at 1 July	22,137	13,581
	Tax (refund) / paid	(3,089)	4,977
	Franking credits attached to dividends paid:		
	- as interim or final dividends	(1,819)	(1,732)
	Other movements	804	
	Franking credits transferred in from purchase of subsidiary	-	5,311
	Franking account balance at 30 June	18,033	22,137
	Franking credits that will arise from the payment of income tax payable as at the reporting date.	-	1,106
	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.	(1,865)	(902)
	Net franking credits available	16,168	22,341

Note 13 Earnings Per Share

Consolidated

		2011 Cents	2010 Cents
	Basic earnings per share	4.02	4.48
	Diluted earnings per share	3.86	4.32

		$'000	$'000
(a)	**Reconciliation of Earnings to Profit**		
	Profit	8,588	9,156
	Earnings used to calculate basic EPS and dilutive EPS	8,588	9,156

		Number	Number
(b)	**Weighted average number of ordinary shares outstanding during the year used in calculating basic EPS**	213,821,087	204,523,470
	Weighted average number of options / rights outstanding	8,788,611	7,494,711
	Weighted average number of ordinary shares outstanding during the year used in calculating dilutive EPS	222,609,698	212,018,181

(c) **Information concerning the classification of securities**

Options / Rights

Options granted to employees under the BSA Limited Employee Option Plan and rights granted to employees under 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 31.

Note 14 Cash and cash equivalents

Consolidated

	Note	2011 $'000	2010 $'000
Cash at bank and on hand		31,431	19,720
		31,431	19,720

The above figures are reconciled to cash at the end of the financial year as shown in the statement of cash flows as follows:

	2011 $'000	2010 $'000
Cash and cash equivalents	31,431	19,720
Balances as per statement of cash flows	31,431	19,720

Note 15 Trade and Other Receivables

Consolidated

	Note	2011 $'000	2010 $'000
CURRENT			
Trade receivables		10,205	12,698
Allowance for doubtful debts		(1,104)	(796)
		9,101	11,902
Other receivables		10,116	11,496
Executive Share Plan Receivables	34 (c)	1,160	976
Amounts due from customers under construction contracts		55,516	44,853
Contract Retentions		52	641
Prepayments		992	1,162
		67,836	59,128
		76,937	71,030
NON-CURRENT			
Term receivables		-	-
Allowance for doubtful debts		-	-
		-	-
Executive Share Plan Receivables	34 (c)	1,392	1,680
		1,392	1,680

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. No interest is charged on overdue receivables. Allowances for doubtful debts are recognised against trade receivables greater than 60 days based on estimated irrecoverable amounts determined by reference to past default experience of the counterparty.

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

	2011			2010		
	Total $'000	Amount Impaired $'000	Amount not impaired $'000	Total $'000	Amount Impaired $'000	Amount not impaired $'000
Not past due	3,558	5	3,553	5,755	-	5,755
Past due [30] days	3,890	-	3,890	3,409	-	3,409
Past due [30-60] days	2,289	730	1,559	2,634	-	2,634
Past due [60-90] days	131	32	99	639	623	16
Past due [>90] days	337	337	-	261	173	88
Total	10,205	1,104	9,101	12,698	796	11,902

As at 30 June 2011, the Group had current trade receivables of $1,104,248 (2010: $795,812) 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 outstanding debts or customers who have disputed invoiced amounts.

Analysis of Allowance Account

Consolidated

	2011 $'000	2010 $'000
Opening Balance	796	640
Transferred In from acquisition of subsidiary	-	419
Provisions for doubtful receivables current	1,104	796
Provisions for doubtful receivables non current	-	-
Receivables written off during the year	(63)	(407)
Reversal of amounts provided	(733)	(652)
Closing balance	1,104	796

Note 16 Inventories

Consolidated

	Note	2011 $'000	2010 $'000
CURRENT			
Raw materials and stores		2,615	2,873
Work in progress		339	819
Finished goods		23	72
		2,977	3,764

Note 17 Property, Plant & Equipment

Consolidated

	2011 $'000	2010 $'000
BUILDINGS		
Leasehold improvements		
At cost	1,558	928
Less accumulated depreciation	(928)	(697)
	630	231
PLANT AND EQUIPMENT		
At cost	15,950	9,986
Less accumulated depreciation	(9,671)	(5,393)
	6,279	4,593
Hire purchase assets		
At cost	2,056	1,263
Less accumulated depreciation	(1,181)	(363)
	875	900
Total Owned Plant and Equipment	7,154	5,493
Plant and Equipment under finance lease		
At cost	4,469	4,902
Less accumulated depreciation	(2,059)	(1,775)
	2,410	3,127
Total Property, Plant and Equipment	10,194	8,851

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

	Leasehold improvements $'000	Plant & Equipment $'000	Plant & equipment under finance lease and hire purchase $'000	Total $'000
Cost				
Balance as at 1 July 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
Additions	630	3,807	1,091	5,528
Disposals	-	(329)	(165)	(494)
Transfers*	-	2,486	(566)	1,920
Balance as at 30 June 2011	1,558	15,950	6,525	24,033
Accumulated depreciation and impairment				
Balance as at 1 July 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
Additions	231	2,798	1,045	4,074
Disposals	-	(268)	(115)	(383)
Transfers*	-	1,748	172	1,920
Balance as at 30 June 2011	928	9,671	3,240	13,839
Net Book Value as at 30 June 2011	630	6,279	3,285	10,194

* Transfers between categories

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.

Note 18 Non-current Assets - Goodwill

Consolidated

	2011 $'000	2010 $'000
Goodwill on consolidation	53,638	52,895
Accumulated impairment losses at deemed cost	(1,535)	(1,535)
	52,103	51,360

	2011 $'000	2010 $'000
Cost		
Balance at the beginning of year	52,895	47,496
Additional amounts recognised from business combinations occurring during the year (note 32)	743	5,399
Balance at end of year	53,638	52,895
Accumulated impairment losses		
Balance at the beginning of year	(1,535)	(1,535)
Impairment loss recognised in the year	-	-
Disposals	-	
Amortisation charge	-	-
Impairment losses	-	
Closing carrying value at 30 June 2011	(1,535)	(1,535)

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

Impairment Disclosures

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

	2011 $'000	2010 $'000
CGU		
Contracting Solutions	11,490	11,490
Building Services	40,613	39,870
Total	52,103	51,360

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% for Contracting Solutions and 4% for Building Services. The cash flows are discounted using the weighted average cost of capital at the end of the budget period.

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

	2011 Growth Rate	2011 Discount Rate	2010 Growth Rate	2010 Discount Rate
Contracting Solutions				
2011	-	-	(6.53%)	12.00%
2012	7.11%	11.70%	3.00%	12.00%
2013	3.00%	11.70%	3.00%	12.00%
2014	3.00%	11.70%	3.00%	12.00%
2015	3.00%	11.70%	3.00%	12.00%
2016	3.00%	11.70%	3.00%	12.00%
Term Year	3.00%	11.70%	3.00%	12.00%
Building Services				
2011	-	-	(1.65%)	12.00%
2012	18.48%	11.70%	3.00%	12.00%
2013	4.00%	11.70%	3.00%	12.00%
2014	4.00%	11.70%	3.00%	12.00%
2015	4.00%	11.70%	3.00%	12.00%
2016	4.00%	11.70%	3.00%	12.00%
Term Year	4.00%	11.70%	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.

Note 19 Non-current Assets - Other Intangible Assets

Consolidated

	2011 $'000	2010 $'000
Cost	10,579	10,500
Accumulated amortisation and impairment	(5,800)	(3,233)
	4,779	7,267

	Customer Relationships	Order Backlog	Total
Cost			
Balance as at 1 July 2009	6,900	-	6,900
Acquisitions through business combinations	-	3,600	3,600
Balance at 30 June 2010	6,900	3,600	10,500
Acquisitions through business combinations	-	79	79
Balance at 30 June 2011	6,900	3,679	10,579
Accumulated amortisation and impairment			
Balance as at 1 July 2009	(1,470)	-	(1,470)
Amortisation expense	(767)	(996)	(1,763)
Balance at 30 June 2010	(2,237)	(996)	(3,233)
Amortisation expense	(767)	(1,800)	(2,567)
Balance at 30 June 2011	(3,004)	(2,796)	(5,800)

The amortisation expense has been included in the line "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

Consolidated

		2011 $'000	2010 $'000
(a)	Shares in other corporations at cost	4	4
		4	4

Shares in subsidiaries

Details of Group Companies

	Country of incorporation	Class of shares	Percentage Owned (%) 2011	2010
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	100
Allstaff Airconditioning (VIC) Pty Ltd	Australia	Ordinary	100	100
Allstaff Airconditioning (NSW) Pty Ltd	Australia	Ordinary	100	100
Allstaff Airconditioning (ACT) Pty Ltd	Australia	Ordinary	100	100
Complex Airconditioning Pty Ltd	Australia	Ordinary	100	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
MEC Services Pty Limited (1)	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) Evcom Australia Pty Limited

(b) **Acquisition of Subsidiaries**

On 20 January 2011 the 100% Controlled Entity, Evcom Australia Pty Limited, acquired 100% of the assets of MEC Services Pty Limited. Evcom Australia Pty Limited's name was then changed to MEC Services Pty Limited.

Note 20 Other Financial Assets (continued)

(c) **Deed of Cross Guarantee:**

All Controlled Entities are parties to the Deed of Cross Guarantee, where relief is obtained from preparing individual financial reports under ASIC Class Order 98/1418, and are members of the Closed Group. Under the Deed, BSA Limited agrees to support the liabilities and obligations of the Controlled Entities.

(d) **Tax Consolidation Group**

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

Note 21 Amounts due from (to) customers under construction contracts

Consolidated

	2011 $'000	2010 $'000
Contracts in progress		
Construction costs incurred plus recognised profits less recognised losses to date	262,372	176,079
Less: progress billings	(221,116)	(147,279)
	41,256	28,800
Represented by amounts due:		
- from customers under construction contracts (note 15)	55,516	44,853
- to customers under construction contracts (note 23)	(14,260)	(16,053)
	41,256	28,800

At 30 June 2011, retentions held by customers for contract work amounted to $51,771 (30 June 2010: $640,656). Advances received from customers for contract work amounted to Nil (30 June 2010: Nil).

Note 22 Parent Entity Disclosures

		2011 $'000	2010 $'000
(a)	**Financial Position**		
	Assets		
	Current assets	46,056	45,764
	Non-current assets	65,716	64,623
	Total assets	111,772	110,387
	Liabilities		
	Current liabilities	39,865	50,997
	Non-current liabilities	20,173	12,105
	Total liabilities	60,038	63,102
	Equity		
	Issued capital	75,419	73,708
	Retained earnings	(25,320)	(27,941)
	Reserves		
	Share-based payments reserve	1,671	1,601
	Cash flow hedge reserve	(36)	(83)
	Total equity	51,734	47,285
(b)	**Financial Performance**		
	Profit for the year	6,866	4,057
	Total profit for the year	6,866	4,057

Note 23 Trade and Other Payables

Consolidated

	2011 $'000	2010 $'000
Trade payables	35,774	30,299
Other payables	28,990	17,755
Amounts due to customers under construction contracts (see note 21)	14,260	16,053
Total Payables	79,024	64,107

Note 24 Borrowings

Consolidated

	Note	2011 $'000	2010 $'000
CURRENT			
Secured liabilities at amortised cost:			
Hire purchase liabilities	(b)	1,364	404
Lease liabilities	(b)	535	799
Bank loans	(a)	-	1,750
Total Borrowings		1,899	2,953
NON-CURRENT			
Secured liabilities at amortise cost:			
Hire purchase liabilities	(b)	920	2,136
Lease liabilities	(b)	653	1,099
Bank loans	(a)	19,250	24,250
Total Borrowings		20,823	27,485

(a) 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 $59,500,000 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.

Consolidated

	Note	2011 $'000	2010 $'000
Total financial assets pledged as security			
CURRENT			
Cash and cash equivalents		31,431	19,720
Trade and other receivables		76,937	71,030
Inventories		2,977	3,764
Tax assets		646	4,063
		111,991	98,577
NON-CURRENT			
Trade and other receivables		1,392	1,680
Other financial assets		4	4
Property, plant & equipment		10,194	8,851
Deferred tax assets		2,090	1,256
Goodwill		52,103	51,360
Other intangible assets		4,779	7,267
		70,562	70,418
		182,553	168,995

(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 9.46%. Actual interest rates for bank loans outstanding during the year ranged between 4.78% and 5.43%.

Note 25 Provisions

Consolidated

	Note	2011 $'000	2010 $'000
Employee benefits	(i)	7,531	7,345
Current		6,520	6,407
Non-current		1,011	938
		7,531	7,345

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

Note 26 Issued Capital

(a) Share capital

	Note	Parent Entity 2011 Number of Shares	Parent Entity 2010 Number of Shares
Ordinary shares - fully paid	(c)	217,595,890	210,431,523

(b) Movements in ordinary share capital

Date	Details		Number of Shares	Issue Price $	$'000
1 July 2010	Opening Balance		210,431,523		73,708
8 October 2010	Dividend Reinvestment Plan	(f)	3,627,167	0.24	870
15 April 2011	Dividend Reinvestment Plan	(f)	3,537,200	0.24	849
			217,595,890		75,427
	Less: transaction costs arising on shares issued		-		(8)
30 June 2011	Balance		217,595,890		75,419

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.

(c) Ordinary Shares

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 amounts 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 2011 totalled $8,199 (2010: $19,223). Pursuant to the policy described in Note 3.19.2, the cost has been deducted from issued capital.

(d) Options

At 30 June 2011 no options were held over ordinary shares of the Company.

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 31.

(e) Executive Securities Plan

The Company has established an executve 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.

(g) Rights

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 31.

Note 27 Reserves and Accumulated Losses

Consolidated

		2011 $'000	2010 $'000
(a)	**Reserves**		
	Cash flow hedging reserve	(36)	(83)
	Share-based payments reserve	1,671	1,601
		1,635	1,518
	Cash flow hedging reserve		
	Opening balance	(83)	-
	Gain / (Loss) recognised on cash flow hedges	47	(83)
	Closing balance	(36)	(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.

		2011 $'000	2010 $'000
	Share-based payments reserve		
	Opening balance	1,601	1,261
	Option / Rights expense	70	340
	Closing balance	1,671	1,601

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 31.

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:

	2011 $'000	2010 $'000
Balance at beginning of year	(8,121)	(13,223)
Net profit/(loss) for the year	8,588	9,156
Dividends	(4,245)	(4,054)
Balance at end of year	(3,778)	(8,121)

Note 28 Capital and Leasing Commitments

Consolidated

	Note	2011 $'000	2010 $'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		2,669	2,842
Later than one year but not later than five years		4,433	4,623
Later than five years		-	1,911
		7,102	9,376
(ii) Finance Lease Commitments			
The Group leases various plant and equipment with a carrying amount of $2,140,000 (2010: $3,127,000) 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		1,032	1,000
Later than one year but not later than five years		230	1,022
Later than five years		-	-
Minimum lease payments		1,262	2,022
Less future finance charges		(74)	(124)
Total Lease Liability		1,188	1,898
Represented by:			
Current liability	24	535	799
Non-current liability	24	653	1,099
		1,188	1,898

Consolidated

		Note	2011 $'000	2010 $'000
(iii)	**Hire Purchase Commitments**			

The Group has purchased various plant and equipment with a carrying amount of $875,000 (2010: $900,000) under hire purchase agreements expiring within one to four years. Under the terms of the agreements, the Group has the option to acquire the assets after paying the residual amount on expiry of the agreements.

	Note	2011 $'000	2010 $'000
Commitments in relation to hire purchase agreements are payable as follows:			
Within one year		1,473	1,010
Later than one year but not later than five years		972	1,576
Later than five years		-	-
Minimum payments		2,445	2,586
Less future finance charges		(161)	(46)
Total Hire Purchase Liability		2,284	2,540
Represented by:			
Current liability	24	1,364	404
Non-current liability	24	920	2,136
		2,284	2,540

(iv) **Remuneration Commitments**

Commitments for the payment of salaries and other remuneration under long-term employment contracts in existence at the reporting date but not recognised as liabilities, payable:

	2011 $'000	2010 $'000
Within one year	-	116
Later than one year and not later than five years	-	-
Later than five years	-	-
	-	116

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

Note 29 Segment Information

(a) AASB 8 Operating Segments

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.

(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.

Building 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

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

	Revenue Year ended		Segment profit Year Ended	
	30 Jun 11 $'000	30 Jun 10 $'000	30 Jun 11 $'000	30 Jun 10 $'000
Contracting Solutions	140,202	154,912	5,369	8,341
Building Services	262,560	176,219	10,751	8,083
Other	640	615	-	-
	403,402	331,746	16,120	16,424
Corporate costs including acquisition, legal and advisory			(5,719)	(6,487)
Finance costs			(2,321)	(1,840)
Profit before tax			8,080	8,097

Segment revenue reported above represents revenue generated from external customers. There were no inter-segment sales in the current year (2010: Nil)

The accounting policies of the reportable segments are the same as the Group's accounting policies described in note 3. Segment profit represents the profit earned by each segment without allocation of central administration costs and Directors' salaries, share of profits of associates, gain recognised on disposal of interest in former associate, investment income, gains and losses, finance costs and income tax expense. This is the measure reported to the chief operating decision maker for the purposes of resource allocation and assessment of segment performance.

Reclassification

An amount of $212k shown as "Other Revenue" in FY 2010 has subsequently been reclassified to "Building Services Revenue" in the above table. This was interest revenue previously classified as non-segment related revenue.

(d) Segment assets and liabilities

	Year Ended 30 Jun 11 $'000	Year Ended 30 Jun 10 $'000
Segment assets		
Contracting Solutions	75,074	91,771
Building Services	107,479	77,224
Consolidated assets	182,553	168,995
Segment liabilities		
Contracting Solutions	27,902	41,711
Building Services	81,375	60,179
Consolidated liabilities	109,277	101,890

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.

(e) Other segment information

	Depreciation and amortisation Year Ended		Additions to non-current assets Year Ended	
	30 Jun 11 $'000	30 Jun 10 $'000	30 Jun 11 $'000	30 Jun 10 $'000
Continuing operations				
Contracting Solutions	1,911	1,683	2,897	1,301
Building Services	4,729	3,237	2,631	1,222
	6,640	4,920	5,528	2,523

Note 29 Segment Information (continued)

(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 external customers Year ended		Non-current assets Year Eded	
	30 Jun 11 $'000	30 Jun 10 $'000	30 Jun 11	30 Jun 10 $'000
Australia	403,402	331,746	70,562	70,418
	403,402	331,746	70,562	70,418

(g) Information about major customers

Included in revenues from Contracting Solutions of $140.2 million (2010: $154.9 million) (see 29(c) above) are revenues of approximately $82.4 million (2010: $101.1 million) which arose from sales to the Group's largest customer.

Note 30 Cash Flow Information for the Period

Consolidated

	2011 $'000	2010 $'000
(a) Reconciliation of profit to net cash flows from operating activities for the year		
Profit for the year	8,588	9,156
Depreciation	4,073	3,157
Amortisation	2,567	1,763
Share-based payment expense	70	340
Net (profit)/loss on sale of non-current assets	(39)	23
Change in operating assets and liabilities		
(Increase) in trade receivables	(7,862)	(13,508)
Decrease/(increase) in inventories	787	(892)
(Increase)/decrease in deferred tax asset	(835)	237
Decrease in other operating assets	2,243	1,992
Increase in trade payables	5,475	6,849
Increase in other operating liabilities	9,762	6,122
Increase/(decrease) in provision for income taxes payable	3,417	(6,501)
Increase/(decrease) in provisions	186	(1)
Net cash generated by operating activities transactions	28,432	8,737

Consolidated

		2011 $'000	2010 $'000
(b)	**Non-cash transactions**		
(i)	During the year the consolidated entity acquired plant and equipment with an aggregate value of $1,091,000 (2010:$600,000) by means of finance leases. These acquisitions are not reflected in the cash flow statement.		
(ii)	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 $1,719,000 (2010: $1,545,000).		
(c)	**Credit Standby Arrangements with Banks**		
	Credit facility	-	3,000
	Amount utilised	-	-
	Unused credit facility	-	3,000

The major facility is summarised as follows:

Working Capital Facility

The Company cancelled this facility during the year as it was surplus to requirements.

		2011 $'000	2010 $'000
(d)	**Loan facilities**		
	Loan facilities	19,250	26,000
	Amount utilised	(19,250)	(26,000)
	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 4.98% (2010: 4.02%) Loan 2 is for $4,250,000 and is fully drawn and has a maturity date of 10 December 2012. Interest is paid on a fixed basis under an interest rate swap. The current interest rate is 5.425% (2010: 5.425%)

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 to the value of $22,000,000 were utilised at 30 June 2011 (2010: $26,000,000), 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.

(f) Surety Bonds

Surety Bonds of which $24,000,000 were utilised at 30 June 2011 (2010: $696,000), are unsecured .

Note 31 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:

Grant Date	Expiry Date	Exercise Price (cents)	Balance at Start of the Year Number	Granted During the Year Number	Exercised During the Year Number	Forfeited During the Year Number	Balance at End of Year Number	Exercisable at End of the Year Number	Fair value at grant date
2011									
28 Jun 2004	30 Jun 2010	0.26	-	-	-	-	-	-	0.14
25 Nov 2004	25 Nov 2009	0.47	-	-	-	-	-	-	0.15
25 Nov 2004	25 Nov 2009	0.47	-	-	-	-	-	-	0.16
25 Nov 2004	25 Nov 2009	0.47	-	-	-	-	-	-	0.18
Total			-	-	-	-	-	-	
Weighted average exercise price			0.00	0.00	0.00	0.00	0.00	0.00	
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 average exercise price			0.46	0.00	0.00	0.26	0.46	0.46	

There were no options outstanding at 30 June 2011 (2010: Nil)

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 (2010: Nil), which relates, in full, to equity-settled share-based payment transactions.

(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 2011 (2010 : 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 26(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 their acceptance, and where appropriate their 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:

Consolidated and parent entity

Grant Date	Expiry Date	Issue Price (cents)	Balance at Start of the Year Number	Granted During the Year Number	Released from Escrow During the Year Number	Balance in Escrow at End of the Year Number
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

Note 31 Share-based Payments (continued)

(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:

- Service condition of two to three years; or
- 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.

Consolidated and parent entity

Grant Date	Exercise Date	Expiry Date	Exercise Price (cents)	Balance at Start of the Year Number	Granted During the Year Number	Exercised During the Year Number	Cancelled During the Year Number	Balance in Escrow at End of the Year Number
10 Feb 2009	10 Feb 2012	10 Feb 2014	-	2,707,500	-	-	(1,390,000)	1,317,500
29 Sep 2009	29 Sep 2012	29 Sep 2014	-	4,353,934	-	-	(1,700,000)	2,653,934
30 Mar 2010	30 Mar 2012	30 Mar 2014		2,000,000			(1,000,000)	1,000,000
24 Aug 2010	24 Aug 2013	24 Aug 2015	-	-	2,463,500	-	(516,000)	1,947,500
Total				9,061,434	2,463,500	-	(4,606,000)	6,918,934

Note 32 Business Combination

(a) Summary of Acquisition

On 20 January 2011, the Group acquired 100% of the assets of MEC Services Pty Limited for a purchase consideration of $1.0 million. MEC Services provides design and installation of mechanical services, certification of mechanical services, chilled water lagging, steam lagging and cladding, decontamination of air-conditioning, ducting installation, sheet metal fabrication, specialised gas installations and cool room and freezer installations. These assets were acquired with the objective of extending the presence of the Group into Darwin.

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

	$'000
Purchase consideration	1,000
Cash consideration	1,000
Equity consideration	-
Total purchase consideration	1,000
Fair value of identifiable assets acquired (refer to (c) below)	178
Goodwill (refer to note 18)	743
Identifiable intangible assets (refer note 19)	79
	1,000

Acquisition-related costs amounting to $69,000 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.

Note 32 Business Combination (continued)

(c) Assets and liabilities acquired

	$'000
Assets and liabilities held at acquisition date:	
Cash and cash equivalents	-
Trade and other receivables	-
Inventories	-
Property, plant and equipment	218
Trade and other payables	(40)
Net assets acquired	178
Purchase consideration settled in cash	1,000
Cash and cash equivalents in subsidiary	-
Cash outflow on acquisition	1,000
Reconciliation to Statement of Cash Flows	822
Payment for businesses	178
Payment for plant and equipment	1,000

The above goodwill is attributable to the fact that MEC provides BSA with a presence in the Darwin buiding 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, MEC has contributed $3,132,000 to the revenue and $183,000 to the profit after tax for the year from continuing operations.

Had this business acquisition been affected 1 July 2010, the estimated revenue of MEC would have been $6.1M, and the estimated EBIT $1.0M. The Directors of the Group consider these estimated numbers to represent an approximate measure of the performance of the combined Group on an annualised basis and provide a reference point for comparison for future periods, but note that the acquired business was not under BSA Limited guidance or management during the pre-acquisition periods.

Note 33 Events Occuring After the Balance Sheet Date

On 1 August 2011, the Group acquired 100% of the issued capital of Burke Air Pty Ltd. Burke Air Pty Limited provides air-conditioning, maintenance and installation services in Perth and the North West and the South West regions of Western Australia for a purchase consideration of $8,900,000 in cash and $300,000 of BSA shares (1,363,635 shares). The net assets acquired were $1,852,000 which included $166,000 in cash. The financial effect of this transaction has not been brought to account in the 2011 financial report.

Note 34 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:

Consolidated Entity

	2011 $	2010 $
Rent was paid to The Day Street Unit Trust in which M Lowe, a Director, has a beneficial interest	192,000	142,996

Outstanding balances arising from purchases of services

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

Consolidated Entity

	2011 $	2010 $
Purchase of services		
Rent for premises from Director	-	-

(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.

2011	Balance at start of year	Granted as Compensation	Options Exercised	Net Change Other	Balance at end of year	Vested but not exercisable	Vested and exercisable	Options vesting during year
Mark Foley	-	-	-	-	-		-	-
Brendan Foley	-	-	-	-	-		-	-
	-	-	-	-	-	-	-	-

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

Note 34 Related Party Transactions (continued)

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

(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.

2011	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	2,600,000	-	-	(2,600,000)	-	-	-	-
Mark Lowe	916,000	458,000	-	-	1,374,000	-	-	-
Karl Nixon	908,000	454,000	-	-	1,362,000	-	-	-
Brendan Foley	454,000	454,000	-	-	908,000	-	-	-
Brian Mayo	193,967	61,000	-	-	254,967	-	-	-
Younis Tehfe	193,967	200,000	-	-	393,967	-	-	-
Robert Barkley	1,400,000	458,000	-	(1,858,000)	-	-	-	-
Lewis Kaerger	2,000,000	-	-	-	2,000,000	-	-	-
	8,665,934	2,085,000	-	(4,458,000)	6,292,934	-	-	-

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	-	-	-
Robert Barkley	-	1,400,000	-	-	1,400,000	-	-	-
Lewis Kaerger	-	2,000,000	-	-	2,000,000	-	-	-
	2,442,000	6,223,934	-	-	8,665,934	-	-	-

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.

2011	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	1,552,410	-	266,224	1,818,634	-
Mark Foley	8,472,726	-	(834,807)	7,637,919	-
Mark Lowe	10,115,403	-	-	10,115,403	-
Paul Teisseire	243,231	-	20,690	263,921	-
Michael Givoni	150,000	-	-	150,000	-
Max Cowley	48,972,613	-	4,157,565	53,130,178	53,030,178
Ordinary Shares - Escrowed					
Mark Foley	4,000,000	-	-	4,000,000	-
Mark Lowe	200,000	-	-	200,000	-
Other key management personnel of the Group					
Ordinary Shares					
Brendan Foley	252,617	-	-	252,617	-
Brian Mayo	18,700	-	-	18,700	-
Ordinary Shares - Escrowed					
Brendan Foley	1,700,000	-	-	1,700,000	-
Younis Tehfe	200,000	-	-	200,000	-
	75,877,700	-	3,609,672	79,487,372	53,030,178

* Net change other refers to shares purchased or sold during the financial year.

Note 34 Related Party Transactions (continued)

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

(iii) Share holdings (Continued)

2010	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	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 Group					
Ordinary Shares					
Brendan Foley	252,617	-	-	252,617	-
Brian Mayo	18,700	-	-	18,700	-
Ordinary Shares - Escrowed					
Brendan Foley	1,700,000	-	-	1,700,000	-
Younis Tehfe	200,000	-	-	200,000	-
	69,856,525	-	6,021,175	75,877,700	48,872,613

* Net change other refers to shares purchased or sold during the financial year.

(c) Executive Securities Plan - Loans

	Opening Balance $000	Balance at End of Year $000	Interest Charged $000	Interest Not Charged $000	Provision for Impairment $000	Number of Individuals
2011	2,656	2,552	44	-	-	13
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

(c) Executive Securities Plan - Loans (continued)

Individuals with loans above $100,000 in reporting period

2011	Opening Balance	Interest Charged using effective interest rate method	Balance at end of year	Highest Balance During Period
	$	$	$	$
Mark Foley *	816,000	-	869,000	869,000
Brendan Foley	548,013	15,686	490,499	548,013
Ray Larkin	210,616	6,050	188,844	210,616
Leaston Paull	210,536	6,099	188,844	210,536
Bryce Wood	179,178	5,126	160,332	179,178
Peter Tripodi *	160,000	-	155,000	160,000
Grant Backhouse *	125,576	-	136,000	136,000
Mark Lowe	125,684	3,560	112,397	125,684
Younis Tehfe	125,684	3,560	112,397	125,684

* Balance at year end stated at actual due to the terms of the loans

2010	Opening Balance	Interest Charged using effective interest rate method	Balance at end of year	Highest Balance During Period
	$	$	$	$
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 year end stated at actual due to the terms of the loans

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. At the discretion of the Board, the loan is repayable on the 8 September 2011 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 interest is not payable and payment of the outstanding balance is deferred until 30 June 2012 or earlier repayment of the outstanding principal.

At the discretion of the Board, the above loan to Grant Backhouse was not repaid on termination. The terms of the Loan Agreement have been amended such that interest is not payable and payment of the outstanding balance is payable in August 2011.

Note 35 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

	2011 $'000	2010 $'000
Financial Assets		
Cash and cash equivalents	31,431	19,720
Loans and receivables		
Trade and other receivables	78,329	72,710
Financial Assets at amortised cost	109,760	92,430
Financial liabilities		
Financial liabilities held at amortised cost		
Trade and other payables	79,024	64,107
Borrowings	22,722	30,438
Financial Liabilities at amortised cost	101,746	94,545

Note 36 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 42% (2010: 50%) of its revenue from its major clients Foxtel, Silcar, 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:

Consolidated

	2011 $'000	2010 $'000
Cash and Receivables	109,760	92,430
	109,760	92,430

Included in loans and receivables is a significant customer, which accounts for 9.6% of trade receivables at 30 June 2011. (2010:12%).

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

Consolidated

	2011 $'000	2010 $'000
Australia	109,760	92,430
	109,760	92,430

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

Consolidated

	2011 $'000	2010 $'000
Contracting Solutions	44,524	47,004
Building Services	65,236	45,426
	109,760	92,430

The Group's most significant customer, a Contracting Solutions customer, accounts for $7,542,393 of trade receivables at 30 June 2011 (2010: $7,009,302).

All major customers are credit worthy, as detailed above.

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

Note 36 Financial Risk Managament (continued)

(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:

Consolidated

	2011 $'000	2010 $'000
Credit stand-by arrangements		
Total facilities:		
Working Capital Facility	-	3,000
Product Swap Facility	15,000	15,000
	15,000	18,000
Used at balance date:		
Working Capital Facility	-	-
Product Swap Facility	15,000	15,000
	15,000	15,000
Unused at balance date:		
Working Capital Facility	-	3,000
Product Swap Facility	-	-
	-	3,000
Bank loans		
Total facilities:	4,250	11,000
Used at balance date	4,250	11,000
Unused at balance date	-	-
Total unused credit facilities at balance date	-	3,000

The product swap facility has an expiry date of 31 October 2012 . The bank loan has an expiry date of 31 December 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.

Financial Liabilities 30 June 2011	Carrying Amount $'000	Contractual Cash flows $'000	< 6 mths $'000	6-12 mths $'000	1-3 years $'000	> 3 years $'000
Bank loans	19,250	20,720	490	490	19,740	-
Trade creditors	35,774	35,774	35,774	-	-	-
Other payables	48,787	48,787	48,787	-	-	-
Finance lease liabilities	3,472	3,707	1,253	1,253	1,202	-
Bank overdrafts						
Forward exchange contracts - gross settled						
contractual inflows	-	-	-	-	-	-
contractual outflows	-	-	-	-	-	-
TOTAL	107,283	108,988	86,304	1,743	20,942	-

30 June 2010	Carrying Amount $'000	Contractual Cash flows $'000	< 6 mths $'000	6-12 mths $'000	1-3 years $'000	> 3 years $'000
Bank loans	26,000	28,740	673	2,423	25,644	-
Trade creditors	30,299	30,299	30,299	-	-	-
Other payables	39,631	39,631	39,631	-	-	-
Finance lease liabilities	4,438	4,608	1,005	1,005	2,598	-
Bank overdrafts	-	-	-	-	-	-
Forward exchange contracts - gross settled						
contractual inflows	-	-	-	-	-	-
contractual outflows	-	-	-	-	-	-
TOTAL	100,368	103,278	71,608	3,428	28,242	-

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.

Financial Assets 30 June 2011	Carrying Amount $'000	Contractual Cash flows $'000	< 6 mths $'000	6-12 mths $'000	1-3 years $'000	> 3 years $'000
Trade debtors	9,101	10,205	10,205	-	-	-
Other receivables	69,228	69,521	67,684	3	150	1,684
TOTAL	78,329	79,726	77,889	3	150	1,684

30 June 2010	Carrying Amount $'000	Contractual Cash flows $'000	< 6 mths $'000	6-12 mths $'000	1-3 years $'000	> 3 years $'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

Note 36 Financial Risk Managament (continued)

(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.

Consolidated	Carrying Amount AUD	+2% of AUD IR		-2% of AUD IR	
2011		Profit	Other Equity	Profit	Other Equity
	$'000	$'000	$'000	$'000	$'000
Borrowings AUD	19,250	385	-	(385)	-
Tax effect (30%)	-	(116)	-	116	-
After tax increase/ (decrease)	19,250	269	-	(269)	-

The above analysis assumes all other variables remain constant.

The same analysis was performed for the period ended 30 June 2010.

Consolidated	Carrying Amount AUD	+2% of AUD IR		-2% of AUD IR	
2010		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.

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

Outstanding receive floating pay fixed contracts	Average contracted fixed interest rate		Notional principal value		Fair Value	
	2011	2010	2011	2010	2011	2010
	%	%	$'000	$'000	$'000	$'000
Less than 1 year	5.43	5.43	-	1,750	-	9,333
1 to 2 years	5.43	5.43	8,375	3,500	4,286	5,833
2 to 5 years	5.43	5.43	-	5,750	-	-
5 years +	-	-	-	-	-	-
			8,375	11,000	4,286	15,166

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).

Note 37 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 review its gearing ratio to ensure adequate funds are available to meet its obligations. The Group's gearing ratio at the balance sheet date is shown below :

Consolidated

Gearing ratios	2011	2010
Net (cash) / debt	(8,709)	10,718
Total equity	73,276	67,105
Total capital Gearing Ratio	(11.89%)	15.97%

Gearing levels have decreased due to improvements in working capital associated with Building Services projects, resulting in greater cash at bank at year end. It is the Board's intention to monitor gearing levels 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 38 Contingencies

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 $45,722,393 (2010 - $28,764,895).

During the normal course of business, entities within the Group incur normal contractors and product liability in relation to contracts which may include claims or litigation by or against the entities. Where the outcome is probable and can be reasonably quantified provision is made in these accounts. Although for many issues the ultimate outcome cannot be reliably determined, at the date of this report no material losses are expected.

Note 39 Corporate Information

The financial report of BSA Limited for the year ended 30 June 2011 was authorised for issue in accordance with a resolution of the Directors on 5 September 2011 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 Securities Exchange.

The financial report is presented in Australian currency.

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

7 Figtree Drive

Sydney Olympic Park

Homebush Bay NSW 2127

The Directors declare that:

(a) In the Directors' opinion, there are reasonable grounds to believe that the Company will be able to pay its debts as and when they become due and payable;

(b) In the Directors' opinion, the attached financial statements are in compliance with International Financial Reporting Standards, as stated in note 3.1 to the financial statements;

(c) In the Directors' opinion, the attached financial statements and notes thereto are in accordance with the Corporations Act 2001, including compliance with accounting standards and giving a true and fair view of the financial position and performance of the consolidated entity; and

(d) The Directors have been given the declarations required by s.295A of the Corporations Act 2001

At the date of this declaration, the Company is within the class of companies affected by ASIC 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.

Signed in accordance with a resolution of the Directors made pursuant to s.295(5) of the Corporations Act 2001.

On behalf of the Directors

Ross Johnston
Chairman

5 September 2011

Deloitte.

Deloitte Touche Tohmatsu
ABN 74 490 121 060

The Barrington
Level 10
10 Smith Street
Parramatta NSW 2150
PO Box 38
Parramatta NSW 2124 Australia

DX: 28485
Tel: +61 (0) 2 9840 7000
Fax: +61 (0) 2 9870 7001
www.deloitte.com.au

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 2011, 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 the company 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 97.

Directors' Responsibility for the Financial Report

The directors of the BSA Limited are responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards and the *Corporations Act 2001* and for such internal control as the directors determine is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error. In Note 3.1, the directors also state, in accordance with Accounting Standard AASB 101 *Presentation of Financial Statements*, that the consolidated financial statements comply 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. Those 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 of the financial report that gives a true and fair view, 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.

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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*. We confirm that the independence declaration required by the *Corporations Act 2001*, which has been given to the directors of BSA Limited, would be in the same terms if given to the directors as at the time of this auditor's report.

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 2011 and of its performance for the year ended on that date; and

 (ii) complying with Australian Accounting Standards and the *Corporations Regulations 2001*; and

(b) the consolidated financial statements also comply 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 19 to 26 of the directors' report for the year ended 30 June 2011. 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.

Opinion

In our opinion the Remuneration Report of BSA Limited for the year ended 30 June 2011, complies with section 300A of the *Corporations Act 2001*.

DELOITTE TOUCHE TOHMATSU

Glen Sanford
Partner
Chartered Accountants
Parramatta, 5 September 2011

SHAREHOLDER INFORMATION

THE SHAREHOLDER INFORMATION SET OUT BELOW WAS APPLICABLE AS AT 29 AUGUST 2011

The shareholder information set out below was applicable as at 29 August 2011

A. Distribution of Equity Securities

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

	Number of Holders	Ordinary Shares	Number of Holders	Options	Number of Holders	Performance Rights
1 to 1,000	164	82,870	-	-	-	-
1,001 to 5,000	545	1,695,496	-	-	-	-
5,001 to 10,000	287	2,249,906	-	-	-	-
10,001 to 100,000	609	21,761,344	-	-	6	396,000
100,001 and above	152	191,806,274	-	-	8	5,665,934
	1,757	217,595,890	-	-	14	6,006,934

There were 322 (2010: 313) 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:

	Ordinary Shares	
Name of Holder	Number Held	Percentage of Issued Shares
Birketu Pty Ltd	53,030,178	24.37%
Link Enterprises (Holdings) Pty Ltd	18,356,159	8.44%
Citicorp Nominees Pty Limited <ColonialL First State Inv A/c>	10,862,905	4.99%
Mr Mark Foley + Mrs Sherrin Foley The Foley Super Fund A/C	8,210,856	3.77%
Mr Greg Mullane	7,548,743	3.47%
Setlobe Pty Ltd Lowe Family A/c	7,392,405	3.40%
Rumdab Pty Ltd Bowles Family A/c	6,370,655	2.93%
JP Morgan Nominees Australia Limited <Cash Income A/c>	5,271,378	2.42%
UBS Wealth Management Australia Nominees Pty Ltd	4,078,456	1.87%
J P Morgan Nominees Australia Limited	3,693,372	1.70%
HSBC Custody Nominees (Australia) Limited	3,590,234	1.65%
Hawke & Tusk Pty Limited	2,985,928	1.37%
Mr Brian Baldwin	2,756,713	1.27%
Samlowe Pty Ltd Lowe Super Fund A/C	2,722,998	1.25%
Citicorp Nominees Pty Limited	2,348,394	1.08%
Mr Brendan Gerard Foley	1,952,617	0.90%
Ms Sharon England + Mr Stuart Owen Adams	1,940,540	0.89%
Equitas Nominees Pty Limited <2874398 A/C>	1,758,072	0.81%
Taloombi Pty Ltd	1,721,257	0.79%
Mr Peter McGahon	1,453,212	0.67%
Top 20 Shareholders	148,045,082	68.04%

C. Substantial Shareholders

Substantial shareholders in the Company are set out below:

Ordinary Shares	Number Held	Percentage
Birketu Pty Ltd	53,030,178	24.37%
Link Enterprises (Holdings) Pty Ltd	18,356,169	8.44%

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
7 Figtree Dr
Sydney Olympic Park NSW 2127
P +61 2 8748 2400
F +61 2 8748 2577
E corporate@bsa.com.au
W www.bsa.com.au

Brisbane
49 Borthwick Ave
Murarrie QLD 4172
P 07 3902 7500
F 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

MEC Services
8 Graffin Crs
Winnellie NT 0821
P 08 8947 2595
F 08 8947 2522

Burke Air

Head Office - Perth
Unit 1 / 21 Frederick St
Belmont WA 6104
P 08 6465 7300
F 08 6465 7311

Triple M Group

Head Office - Sydney
Level 1, Quad 4, 8 Parkview Dr
Sydney Olymic Park NSW 2127
P 02 9763 6200
F 02 9763 6201

Unit 5, 47 Day St North
Silverwater NSW 2128
P 02 9737 8711
F 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
P +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