

Modern Slavery Statement

2020



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A Message from ASC

On behalf of the Board of ASC Pty Ltd (ASC), we are pleased to endorse the company's Modern Slavery Statement. Our 2020 Statement provides an overview of our journey to assess our modern slavery risks and sets a roadmap to address modern slavery throughout our operations and supply chains.

The United Nations (UN) and Walk Free Foundation estimate there are approximately 40 million victims of modern slavery around the world, with 16 million of these victims exploited in the private economy.

Modern slavery includes a range of exploitative practices including human trafficking, forced labour, child labour, and where threats or deception are used to exploit victims or deprive them of their freedom.

ASC supports the industry wide identification and eradication of modern slavery on a global basis. ASC is working towards this goal using a phased and cross functional approach.

ASC is committed to creating and contributing to an environment free from modern slavery in all its forms. We will report upon the actions that ASC has undertaken annually, to assess and address modern slavery risks and maintain responsible, transparent supply chains.

Our commitment to responsible and sustainable business practices is embedded within ASC through a number of existing policies under the umbrella of ASC's Corporate Social Responsibility Program.

ASC's work to combat modern slavery supports its goal to excel at building and sustaining Australia's frontline naval assets while upholding the principal of fundamental human rights for all.

As an enduring and integral part of Australia's defence sector, these are values we are proud to be defined by.

This statement was approved by the ASC Board on 9 October 2020.



Bruce Carter
CHAIRMAN



Stuart Whiley
MANAGING DIRECTOR AND
CHIEF EXECUTIVE OFFICER

Our Achievements and Roadmap

FY20

Establishing Framework and Assessing Risk

- Modern Slavery Working Group established
- Modern slavery process developed
- Modern slavery awareness training delivered to relevant teams across the business
- Assessment of inherent risk of modern slavery in operations and supply chain completed
- Supplier Code of Conduct updated to include labour and human rights considerations
- Procedures and templates such as supplier qualification questionnaire and tender evaluation template updated to consider modern slavery risk

FY21

Embedding and Implementing

- Submission of first Modern Slavery Statement
- Expand supply chain risk assessment beyond Tier 1 suppliers
- Effectiveness review which will include the identification of ASC modern slavery KPIs
- Continued governance and improvement of policies and procedures dealing with modern slavery risks
- Roll out of modern slavery awareness training

FY22

Continuous Improvement

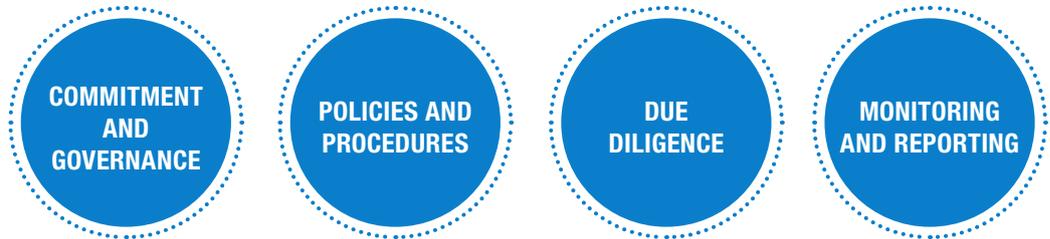
- Reporting on ASC modern slavery risk management practices fully implemented
- Update of the ASC Risk Management Framework consistent with the FY21 effectiveness review
- Effectiveness review of grievance procedures
- Continued assessment of risk and training

Snapshot of our Approach

Our ambition

“To eradicate modern slavery in our operations and supply chain.”

We are pursuing our ambition through four key modern slavery pillars



Underpinned by our values



DEVELOPMENT OF THIS STATEMENT

ASC Pty Ltd is a proprietary company limited by shares registered under the *Corporations Act 2001* (Cth) and is subject to the *Public Governance, Performance and Accountability Act 2013* (Cth). All the shares issued in the capital of ASC are owned by the Minister for Finance. Our 2020 Modern Slavery Statement provides an overview of how we have (i) started our journey to assess our modern slavery risks and (ii) set a roadmap for addressing modern slavery throughout our operations and supply chains.

The Executive Team and Board have management and governance oversight of its active subsidiaries, ASC OPV Shipbuilder Pty Ltd and ASC AWD Shipbuilder Pty Ltd (ASC Group).

ASC's Executive Team, Board and key suppliers were consulted in the development of this statement.

While these consultations were conducted in FY21, we have sought the opinions of our stakeholders throughout FY20. Our process of consultation covered the entire ASC Group.

This statement, pursuant to s16(1) of the *Australian Modern Slavery Act 2018*, sets out the actions taken by ASC Pty Ltd, ASC AWD Shipbuilder Pty Ltd and ASC OPV Shipbuilder Pty Ltd (together, for the purposes of this Statement, "ASC") to address modern slavery risks in its business and supply chains over the financial year ending 30 June 2020.

About ASC



ASC’s mission is to be a trusted and efficient partner with sovereign design, build and sustainment capabilities, driving best value for our customers.

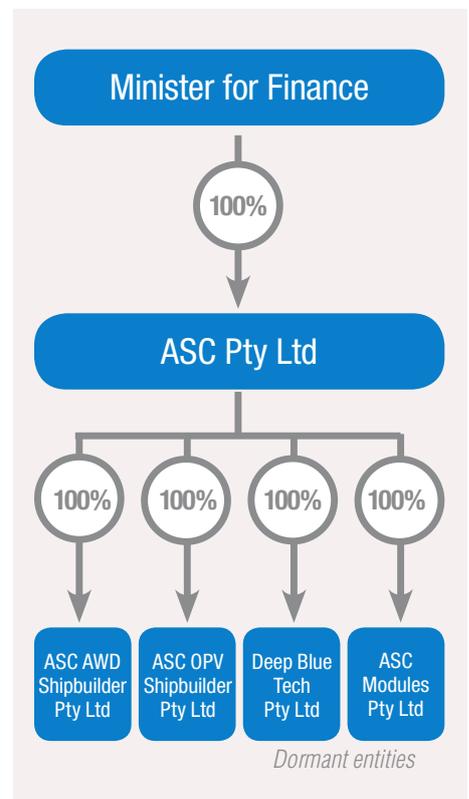
ASC is primarily responsible for sustaining the Collins Class submarines, the finalisation of the Hobart Class Air Warfare Destroyer program, and the first of two Arafura Class Offshore Patrol vessels.

ORGANISATIONAL STRUCTURE

ASC has two wholly Australian Government owned active subsidiaries: ASC AWD Shipbuilder Pty Ltd and ASC OPV Shipbuilder Pty Ltd. ASC also has two dormant subsidiaries: Deep Blue Tech Pty Ltd and ASC Modules Pty Ltd. The Executive Team and the Company Board for ASC Pty Ltd manage and govern the ASC Group, including its subsidiaries. ASC’s Group Structure is shown right.

This statement provides a single, consolidated description of the actions to address modern slavery risks across ASC’s Group.

Following structural separation in December 2018, ASC Shipbuilding Pty Ltd became a subsidiary of BAE Systems Australia. ASC Pty Ltd engages a number of contractors from ASC Shipbuilding Pty Ltd under contract in order to successfully deliver ASC’s shipbuilding programs.



About ASC continued



OPERATIONS AND PEOPLE

ASC's 1,300 strong workforce is based across sites in South Australia and Western Australia.

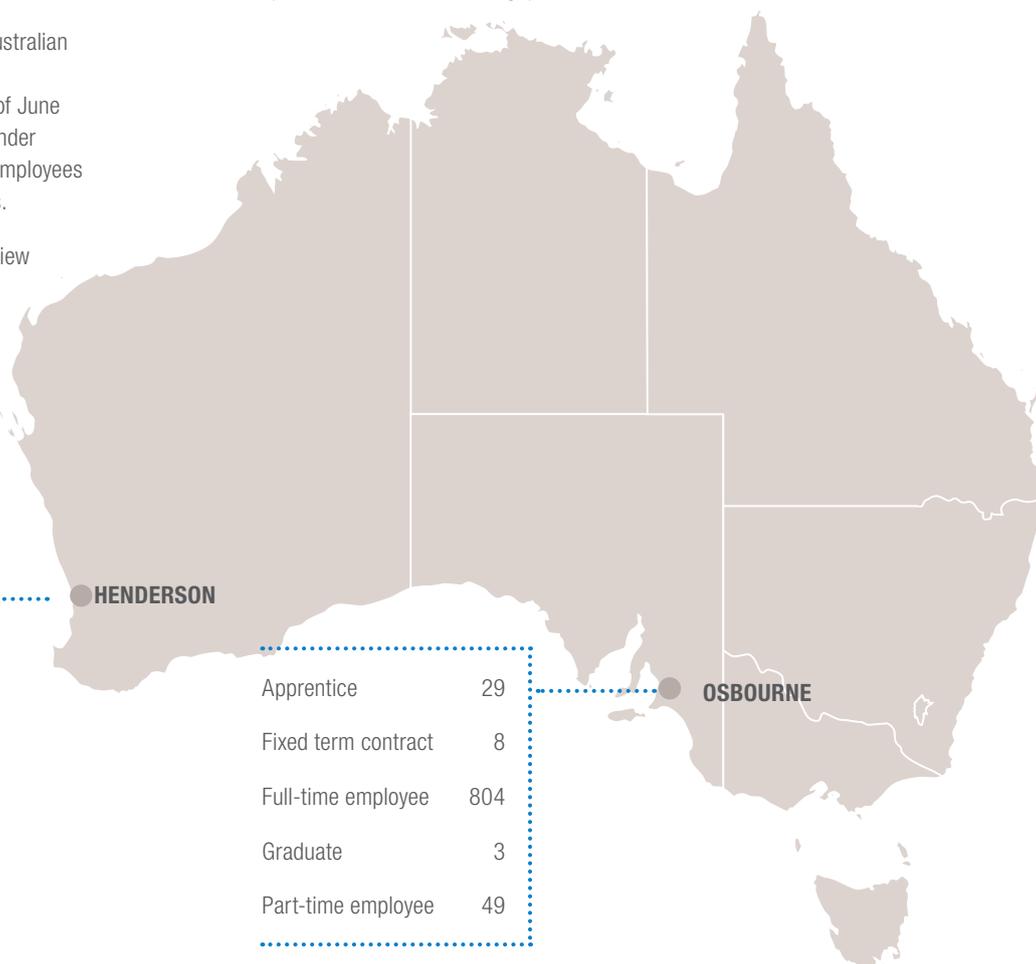
ASC employees are required to be Australian nationals, with 94% of our workforce employed on a permanent basis. As of June 2020, 11 of ASC apprentices were under 18 years of age. Around 1% of our employees are employed on fixed term contracts.

The following table provides an overview of the nature of ASC's workforce, as of June 2020.

Apprentice	25
Fixed term contract	8
Full-time employee	399
Graduate	3
Part-time employee	17

SUPPLY CHAIN

ASC's extensive and global supply chain spans a wide range of industries. ASC has just over 1,800 suppliers, the majority of which are stable, longer-term relationships, and are located in Australia, Europe, North America and Singapore.



Apprentice	29
Fixed term contract	8
Full-time employee	804
Graduate	3
Part-time employee	49

Modern Slavery risks in our Operations and Supply Chains



ASC's central role in the Australian maritime defence value chain provides the opportunity to drive change and action in addressing modern slavery throughout the defence industry.

Our focus over the last year was to gain a better understanding of modern slavery risks in our operations and supply chains. An assessment of inherent modern slavery risks within our operations and supply chain considered both country risk and industry risk factors in order to identify our suppliers and job functions at greatest potential risk of modern slavery.

RISKS IN OUR OPERATIONS

Modern slavery risks in our operations function are clearly understood and well-controlled.

We used several labour-related risk factors to measure modern slavery risks in our operations, such as skill level, labour intensity, industry regulation, employment type and the presence of migrant labour. The nature of ASC's work, requires a majority of highly skilled workers. Most of ASC's direct employees are located in Australia, and either perform corporate or office-based roles, or highly technical trade-related roles.

OFFICE BASED ROLES

Office based, including administration, IT, HR, procurement, engineering and executive roles.

The majority of our office-based roles are considered low risk for modern slavery due to the location of these services within Australia, which is considered lower risk for modern slavery overall. While some of these job functions, (for example, administration services) present characteristics that would otherwise make them higher risk for modern slavery at an industry level (i.e. higher likelihood of migrant labour, lower skill levels and higher labour intensity) when assessed within the context of our HR systems, policies and procedures are well established and ensure compliance with our legal labour requirements, we consider these risks to be very low.

TRADE BASED ROLES

Trade based, such as electrical systems and fabrication roles.

While trade related operational activities are performed within Australia, there are some characteristics of these operational activities which may indicate a high inherent modern slavery risk. For example, some of these roles demand a high labour intensity, and while we have workers who are more vulnerable to modern slavery risks, such as those under 18 years old, our HR systems, policies and procedures are well established and ensure compliance with our legal labour requirements.

RISKS IN OUR SUPPLY CHAIN

The risk assessment of our Tier 1 suppliers conducted during the reporting period covered over 1,800 suppliers across 15 countries, including active suppliers in ASC's submarine and shipbuilding programs.

93% of our Tier 1 suppliers are located in Australia, with the next biggest supplier locations being Europe and North America. All three locations have a low inherent modern slavery risk, and across these regions most (85%) of our suppliers across a diverse range of industries were assessed as having a medium to low inherent risk of modern slavery.

The risk assessment identified our highest risk suppliers based on geographical location and industry, using global country risk assessment sources.

SUPPLIERS BY LOCATION, NUMBER AND INHERENT RISK

HIGHEST MS RISK	OPERATIONS		SUPPLIERS		TOTAL
	#	%	#	%	
H	0	0%	2	<1%	2
MH	0	0%	2	<1%	2
M	3	8%	277	15%	280
ML	36	92%	1567	85%	1603
L	0	0%	0	0%	0
TOTAL	39		1848		1887

H – High, MH – Medium High, M – Medium, ML – Medium Low, L – Low.

KEY POINTS FROM OUR RISK ASSESSMENT INCLUDE:

0.2% of suppliers were assessed as medium-high or high risk

5% of our larger spend suppliers account for 76% of total procurement spend

10 of these large suppliers were identified as posing a medium inherent risk of modern slavery - these will be prioritised for additional assessment and engagement in FY21



We acknowledge there is a risk that without effective controls in place, ASC could be linked to, or (at worst) contribute to exploitation, through business relationships in our supply chains. The table below sets out our Tier 1 supplier highest risk procurement categories, the countries we source from and the drivers or reasons for their identification as inherently high or medium-high risk for modern slavery.



CATEGORY AND GOODS AND SERVICES	SOURCING COUNTRIES	INDICATORS OF INHERENT RISK
Electronic components, equipment and instruments, including gauges, transmitters and meters	Singapore Italy Australia	The electronic equipment industry is higher risk for all forced labour, human trafficking and child labour throughout the supply chains. The industry is known to have a number of risk factors present that lead to a higher concentration of vulnerable workers, including frequent use of migrant labour, and instances of smuggling of persons across borders to work in electronics manufacturing; complex and opaque supply chains enabling limited interrogation of, and control over risks within supply chains and high levels of labour intensity that has been linked to lower levels of worker autonomy. There are also numerous reports of labour exploitation issues in the electronics industry.
IT Consulting	Singapore	The use of outsourced services, particularly in the IT sector has been linked to modern slavery in recent years. In particular, forced labour, debt bondage and deceptive recruitment practices have been identified in supply chains of Australian companies who have outsourced their IT services to Asia. Migrant labour is known to be commonly used in many outsourced IT services and, while the work is often more technical in nature, it is extremely price sensitive and time sensitive which contributes to an elevated level of inherent modern slavery risk.
Industrial machinery	Singapore	The geographic location of these suppliers is the key drivers for the elevated risk score as modern slavery, in particular forced labour, debt bondage and human trafficking are known issues in Singapore in relation to a large migrant, low skilled work.
Forest products, including timber furniture and construction timber used in ships cradles	Australia	While timber grown and harvested in Australia is considered a low risk for modern slavery, the supply chains of the finished products, including furniture, have modern slavery risks within them. The forestry sector has been associated with labour violations, including forced labour, debt bondage, child labour and human trafficking. Factors such as complex and opaque supply chains, poor governance, frequent use of migrant labour, labour intensity and dangerous working conditions contribute to a significant industry risks for these products from certain countries.
Textiles, clothing and PPE	Australia	While all our suppliers of textile products are Australian based, there are modern slavery risks within supply chains for the products we buy. The textile sector has been linked to the worst forms of labour exploitation, including modern slavery, again throughout supply chains, from child labour within the cotton farms to forced labour and debt bondage within textile factories.
Facilities maintenance, including cleaning, laundry and sanitation	Australia	These services have been identified as higher risk in Australia and have been linked to instances of labour exploitation, including modern slavery. Migrant labour is commonly used in these sectors, and the low skill labour and labour intensity of the industry compound the likelihood that vulnerable workers will be found working in these areas.

Approach to Managing Modern Slavery Risks

In FY20, we took our first steps in managing our modern slavery risks. Our approach to modern slavery risk management contains the following elements:



COMMITMENT AND GOVERNANCE

ASC is committed to being a good corporate citizen, role model, service provider and employer. We are committed to creating and maintaining an environment which is free from modern slavery for all members of our workforce and supply chain and have publicly expressed this through our Modern Slavery Process. Our values, in particular integrity and leadership, are the guiding principles that define how we conduct our business and what we stand for as a company.

More broadly, our commitment to responsible business practices is articulated through ASC’s Corporate Social Responsibility (CSR) Program, under which Human Rights and Modern Slavery is identified as a key priority.

ASC’s governance structure provides the rules, processes or laws by which ASC is operated, regulated, and governed. The structure defines the roles and relationships between management, the ASC Board, our Shareholder and employees. Three committees support the ASC Board:

- Audit Committee
- Business Assurance and Security Committee
- Human Resources and Remuneration Committee

The Business Assurance and Security Committee is focused on effective identification and assessment of all areas of potential material business risks and as such will be responsible for assessing management’s approach in managing modern slavery risks.

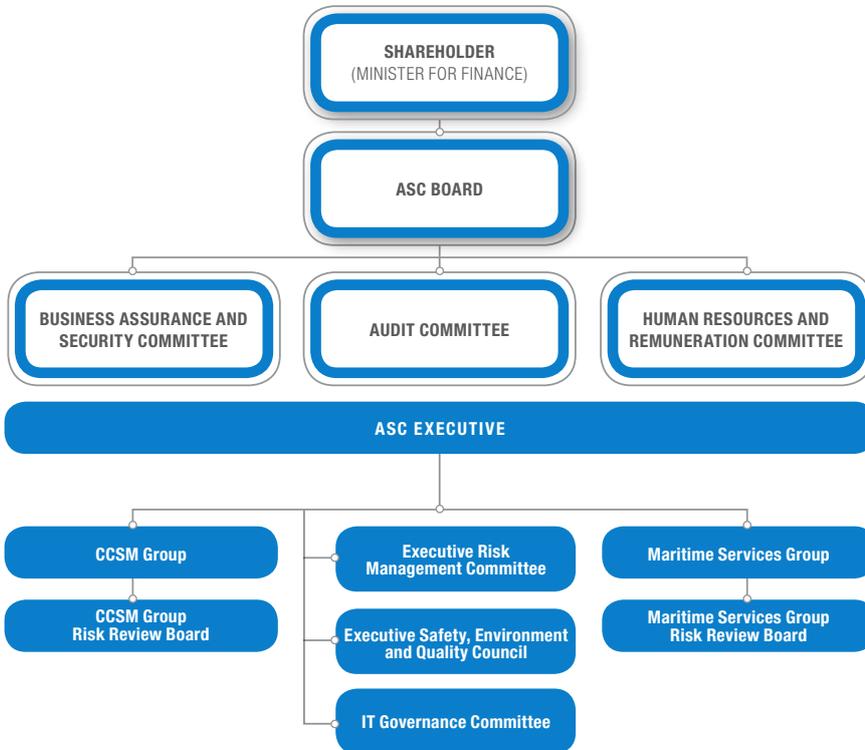
We have several management/executive committees responsible for managing risks associated with human rights, including:

- The Executive Safety, Environmental and Quality (ESEQ) Council proactively reviews the strategies, policies, risk exposure, targets and performance of ASC and where appropriate, its suppliers and contractors with respect to work health and safety, quality assurance, environmental sustainability and product safety.
- Our Group Risk Review Boards are responsible for establishing and monitoring the Group risk profiles including monitoring of risk reporting, identification of material risks and overseeing the conduct of Group risk mitigation activities.

In FY21 we plan to further embed modern slavery risks into the ESEQ Council and Group Risk Review Boards.

A Modern Slavery Working Group was established in FY20, tasked with providing governance and leadership of ASC’s work in addressing modern slavery, as well as developing both this statement and a three-year road map for implementing improved systems, processes and controls.

This Working Group is also leading the development of our modern slavery compliance framework and an ongoing system of education for ASC’s Board, executive, staff and suppliers with respect to modern slavery. The Modern Slavery Working Group is cross-functional and is sponsored by two of ASC’s executive managers.





POLICIES AND PROCEDURES

ASC's Modern Slavery Process is the primary expression of this commitment and was developed during the reporting period. The Modern Slavery Process is guided by the *Australian Modern Slavery Act 2018*, the *Public Interest Disclosure Act 2013*, the Universal Declaration of Human Rights and the United Nations Global Compact, and applies to all ASC employees and suppliers.

Below is a highlight of relevant policies, processes and procedures that we apply to our organisation and our suppliers to manage and remediate modern slavery risk:

POLICY/PROCESS/PROCEDURE	ASC	SUPPLIERS	PURPOSE
Modern Slavery Process	✓	✓	Describes ASC's commitments with respect to the <i>Modern Slavery Act 2018</i> , and what ASC is doing to manage modern slavery risk, and how ASC will identify, report, investigate and remediate instances of modern slavery.
ASC Code of Conduct	✓		Articulates the high standards of honesty, integrity, ethical and law-abiding behaviour expected of ASC's directors, employees and contractors.
Supplier Code of Conduct		✓	Sets out the standards that ASC expects of its suppliers, which are an extension of ASC's corporate values of service, safety, leadership, integrity, results and innovation.
Anti-Fraud Process and Fraud and Corruption Control Framework	✓	✓	Outlines ASC's commitment and approach to complying with laws and regulations addressing fraud, bribery and corruption.
Whistle-blower Protection Process	✓	✓	Ensures disclosure of any contravention of the law, including the <i>Modern Slavery Act 2018</i> , can be made without fear of reprisal, with the knowledge that the whistle-blower will be treated fairly and confidentially.
Risk Management Framework	✓		Includes guidance for the identification and management of modern slavery risks.
Supply Chain Policy	✓		Seeks to deliver a safe, environmentally sustainable and diverse supply chain and an effective governance framework that enables good faith dealings and transparent commercial processes in the supply chain.



MODERN SLAVERY DUE DILIGENCE

ASC's due diligence has focused on assessing inherent modern slavery risks, as well as preparing risk mitigation and remediation procedures. In future years, we plan to extend risk identification beyond Tier 1 suppliers and further mature our policies and programs. The following subsections detail our approach.

Risk Identification and Assessment

In 2020, ASC engaged an independent consultant to conduct a Modern Slavery Inherent Risk Assessment over our operations and Tier 1 suppliers.

In performing this risk assessment, country and industry specific risk factors were considered and human rights databases, indices and reports from internationally recognised bodies, including the Global Human Rights Index, the International Labour Organization, and the World Bank, were used to assign risk ratings to each country.

For each operational activity and supplier, we considered the likelihood and impact of known modern slavery risk factors, such as labour intensity; the skill level required; the presence of intermediaries within the sector; the level of industry regulation in relation to the protection of workers' rights, the percentage of migrant labour; and known modern slavery violations within the industry. Industry examples relating to modern slavery were subsequently identified in a media and literature review.

For all forms of modern slavery, including forced labour, child labour, forced marriage and human trafficking, a total inherent modern slavery risk score was calculated for each supplier and operational job function.

Risk Mitigation and Remediation

ASC is now at a critical juncture in establishing the commitments, systems and procedures to ensure modern slavery risks in our operations and supply chain are being effectively mitigated. Our Modern Slavery Working Group has developed a Modern Slavery Three-Year Risk Management Implementation Plan, with actions to mitigate and remediate the risks identified in the modern slavery risk assessment.

Some modern slavery risk mitigation steps we have taken to date include:

- supporting our suppliers to undertake a Supplier Qualification Questionnaire
- updated our contract and purchase order templates in order to draw attention to modern slavery and to seek compliance from our suppliers with modern slavery legislation.

Our Modern Slavery three year plan also identifies activities that we will undertake in FY21 and FY22 to further address our modern slavery risks, including:

- completing a comprehensive Tier 2+ supply chain risk assessment
- rolling out company-wide training, an induction module and an annual refresher course on modern slavery
- conducting modern slavery training with identified suppliers in high risk industries

- reviewing and updating our templates used for supplier audits to include modern slavery risks.

We are committed to initiating remediation steps if an investigation confirms the presence of modern slavery in our supply chain or business operations. Our Modern Slavery Working Group has commenced developing a remediation plan in the event that instances of modern slavery are identified.

If an instance of actual or suspected modern slavery is reported, ASC will investigate it. Following investigation, ASC may initiate one or more of the remediation steps listed in our Modern Slavery Process. Example remediation steps include:

- conducting a root cause analysis and developing a corrective action plan
- amending supplier contract terms to strengthen existing modern slavery obligations
- engaging with suppliers to encourage them to enhance their own modern slavery policies and procedures, including by adopting a grievance mechanism.

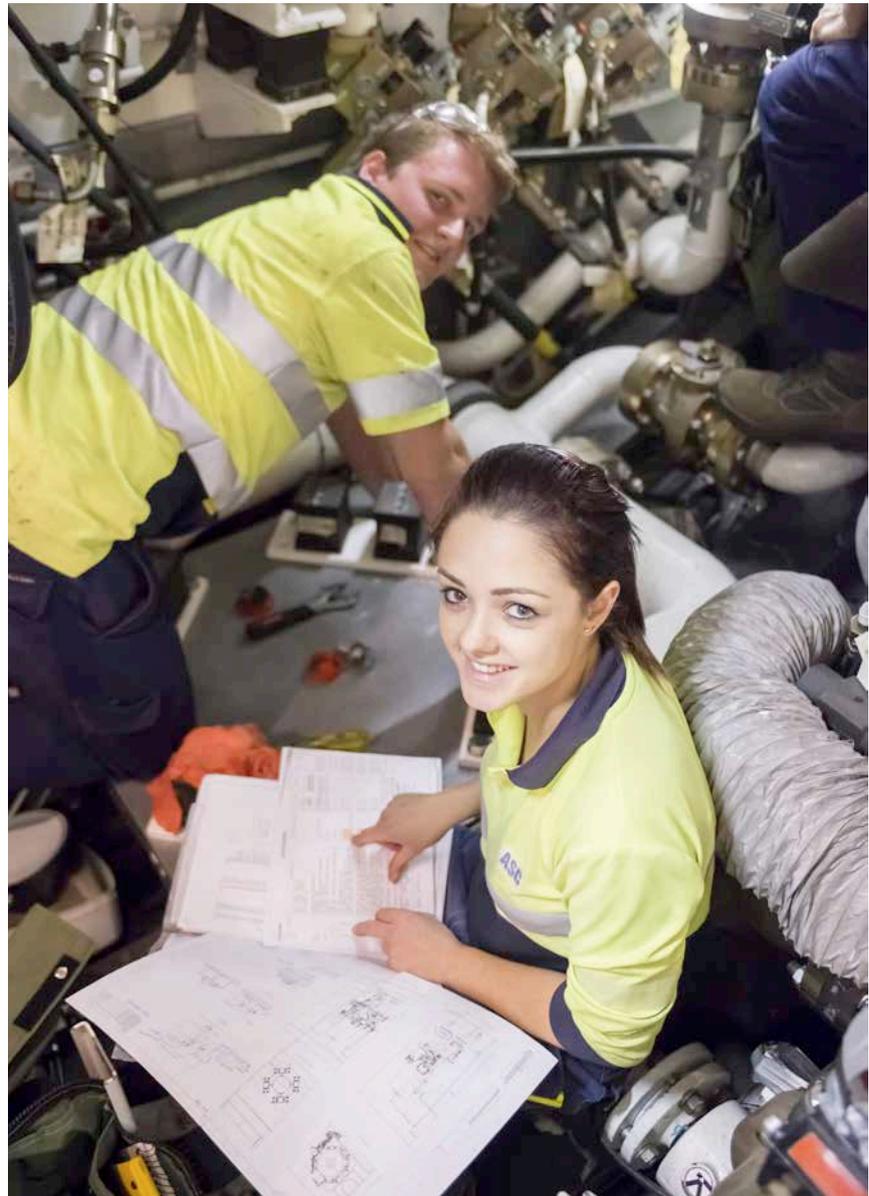
MONITORING PERFORMANCE AND REPORTING

Over the reporting period, our focus has been on establishing the foundations of effective modern slavery due diligence. We have a number of existing systems and processes to monitor compliance with policies and procedures and for internal progress reporting that we will review and expand to comprehensively cover our modern slavery due diligence program in the next reporting period.

Our Modern Slavery Working Group will provide governance over our review of procedures undertaken to assess the effectiveness of our risk mitigation activities and is tasked with ensuring these activities are implemented. The working group will regularly present the progress of outcomes of our modern slavery program to the Board, and the modern slavery-related targets and KPIs to be established in the second year of our Three-Year Risk Management Implementation Plan will help us track and monitor the effectiveness of our risk mitigation strategies.

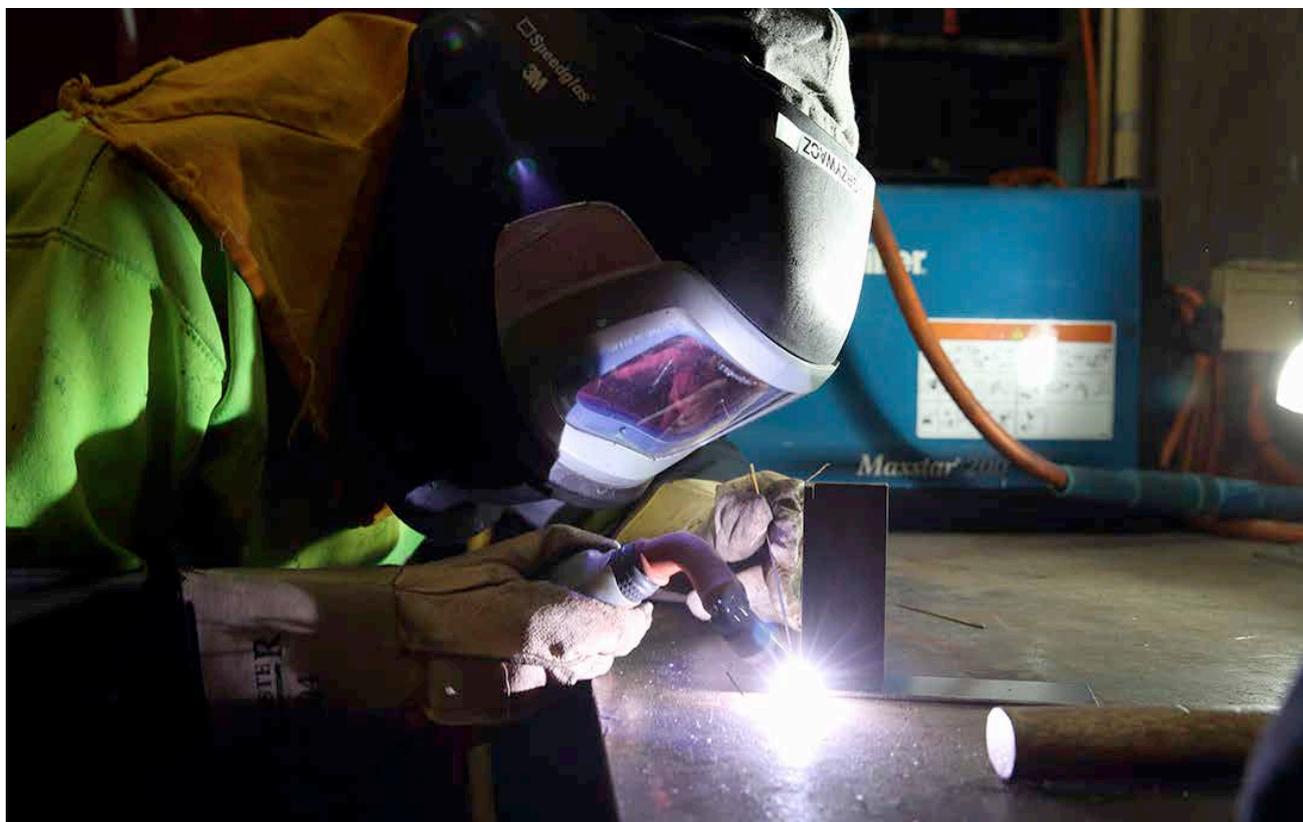
To measure the success of our remediation steps, we plan to track modern slavery KPIs such as the number of modern slavery grievances reported, the number of contracts with modern slavery clauses and the percentage of suppliers who have completed the modern slavery element of our supplier qualification questionnaire. We plan to finalise and begin reporting on our modern slavery KPIs in the next financial year.

We will use three mechanisms to measure the effectiveness of our approach going forward.



MECHANISM	EXAMPLE ACTIVITY
1 Monitoring compliance with policies and procedures	Continue to track compliance with HR policies and procedures that manage our modern slavery risks in operations Establish modern slavery specific KPIs
2 Internal reporting on compliance and progress	Regular reporting on progress against the roadmap prepared by the Modern Slavery Working Group and provided to the Executive and Board
3 Review and revision of approach to support continuous improvement	Review the effectiveness of the whistle-blower mechanism and update as needed

COVID-19: Impact on Our Modern Slavery Response



The COVID-19 pandemic has disrupted many businesses and lives across our supply chain and operations. We identified that the closure of our facilities during the pandemic may have increased the vulnerability and the exposure to modern slavery of some of our workers, contractors and suppliers. We established the following procedures to support our employees and contractors to reduce the risks of modern slavery during this crisis:

- providing regular communication to all employees and contractors around changes to working arrangements
- ensuring only critical staff worked onsite during the height of the pandemic
- introduced new security screening procedures for site access to obtain health declarations from all non-employees
- temperature screening of onsite staff.

While our COVID-19 response was focussed on supporting the vulnerable workers in our business, we are aware that the crisis has amplified the modern slavery risks imposed on our supply chain. Workers in our supply chain may have lost their primary source of income, or may have been required to work excessive overtime to cover capacity gaps due to COVID-19 workforce reductions. Some steps we have taken to support workers in our supply chain and to reduce their increased risk of modern slavery include:

- reducing our supplier payment terms from 30 days to 15 days to assist with supplier hardship related to COVID-19
- maintaining open communication channels with our Tier 1 suppliers
- fostering discussion on shared practice around modern slavery risks and COVID-19's impact on modern slavery
- ensuring workers in our supply chains continue to have access to our grievance mechanisms and whistle-blower protection process.

Additionally, the implementation of our Modern Slavery three year plan was disrupted by the COVID-19 pandemic. This included a restricted ability to conduct on-site audits on our suppliers and replaced by desktop audits.

Whilst we have experienced some disruption, we have continued to strive to meet our targets and goals for the next stage of our Modern Slavery three year plan.

Looking Ahead



We acknowledge that as we are at the beginning of our journey, there is more to be done to strengthen our systems, processes and controls in modern slavery risk identification and management in our operations and supply chain. In the next financial year and beyond, we are focused on the following:

	FY21	FY22
Corporate Governance	<ul style="list-style-type: none"> Submission of ASC modern slavery statement Update statement of corporate intent to include modern slavery Rolling out further training for ASC employees 	<ul style="list-style-type: none"> Submission of ASC modern slavery statement Ensuring ongoing employee training compliance Conducting refresher training
Policies and Procedures	<ul style="list-style-type: none"> Reviewing and updating our templates used for audits to consider modern slavery risks Continued governance and improvement of policies and procedures dealing with modern slavery risks 	<ul style="list-style-type: none"> Update of the ASC Risk Management Framework consistent with the FY21 effectiveness review Refresher of Supplier Code of Conduct and Procurement templates to remain consistent with ASC modern slavery risk management practices
Due Diligence	<ul style="list-style-type: none"> Annual risk review of Tier 1 suppliers in accordance with risk framework Expand supply chain risk assessment beyond Tier 1 suppliers Increasing supplier awareness of modern slavery 	<ul style="list-style-type: none"> Annual risk review of suppliers (Tier 1 and beyond) in accordance with risk framework
Monitoring and Reporting	<ul style="list-style-type: none"> Effectiveness review which shall include the identification of ASC modern slavery KPIs 	<ul style="list-style-type: none"> Reporting on ASC modern slavery risk management practices fully implemented Effectiveness review of grievance procedures

Appendix

ASC prepared its 2020 Modern Slavery Statement in accordance with the mandatory criteria listed in s16(1) of the *Australian Modern Slavery Act 2018*. The table below lists the criteria and the sections in our statement that address each.

MANDATORY CRITERIA	SECTION	PAGE
1 Identify the reporting entity	About ASC	4
2 Describe the structure, operations and supply chains of the reporting entity	About ASC	4-5
3 Describe the risks of modern slavery practices in the operations and supply chains of the reporting entity, and any entities that the reporting entity owns or controls	Risks of Modern Slavery in Our Operations and Supply Chain	6-8
4 Describe the actions taken by the reporting entity and any entity that the reporting entity owns or controls, to assess and address those risks, including due diligence and remediation processes	Our Approach to Managing Modern Slavery Risks	9-12
5 Describe how the reporting entity assesses the effectiveness of such actions	Monitoring Performance and Reporting	12-13
6 Describe the process of consultation with: i) any entities that the reporting entity owns or controls; and ii) in the case of a reporting entity covered by a statement under section 14 – the entity giving the statement	About this Statement	3
7 Include any other information that the reporting entity, or the entity giving the statement, considers relevant	Throughout and Looking to the Future	14



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