

TOYOTA

Anti-Modern Slavery Statement 2024



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Endorsement from the Board of Directors



A handwritten signature in black ink, appearing to read 'M. Callachor'.

Matthew Callachor
President & CEO
Toyota Australia

Toyota Motor Corporation Australia Limited (TMCA) is committed to the rights and freedoms of all people. Respect for people is core to TMCA's business' culture.

TMCA continues to learn more about our supply chain and operations, building on the work delivered in past reporting periods. This modern slavery statement addresses the work TMCA, and our subsidiaries, have undertaken to assess and address the risks of modern slavery in our operations and supply chains in FY2024 (current reporting period). We continue to look for ways to add rigour to our processes, as we continue our journey.

This reporting period, we have added a due diligence platform to enhance our ability to assess the information received about the operations of our suppliers and identify areas of concern, as well as added a resource to enhance our procurement related ESG activities and ensure the alignment of our approach across the business.

'Happiness for All' is our company mission at Toyota. We will keep this mission in our minds as we continue our activities and play our part to improve conditions for people, both in Australia and around the world.

This statement was approved by the Board of Toyota Motor Corporation Australia Limited 29 August 2024, Matthew Callachor, President and CEO, 24 September 2024.

Toyota Motor Corporation Australia Limited

Toyota's origins in Australia began in 1958, after Thiess became the first Australian company to win a construction contract on the Snowy Mountains Hydro-Electric Scheme. TMCA has since been established and strives to contribute to the sustainable development of society through the Toyota promise of Quality, Durability and Reliability (QDR).

TMCA is a wholly owned subsidiary of Toyota Motor Corporation (TMC), a publicly listed company in Japan and the largest vehicle manufacturer in Japan. TMCA wholly owns or controls the following entities:

- The Toyota Community Foundation Australia (**TCFA**) which is Trustee for the Toyota Community Trust (**TCT**), a discretionary trust that provides grants to encourage and enable young Australians to pursue further study and careers in science, technology, engineering and mathematics (**STEM**).
- S.C.T Pty Ltd (**SCT**), acts as a holding company and wholly owns three companies:
 - OTS (AUSTRALIA) PTY. LTD ACN 060 941 808 T/A Revolution Software Services;
 - MLAN Computer Solutions (AUST.) Pty Ltd ACN 061 826 195; and
 - Revolution Software Limited NZCN 4133527,
 (collectively, the **Revolution Group of Companies** or **Revolution**).
- The Lexus brand in Australia is owned by TMCA. TMCA has an importer agreement with Toyota Motor Corporation Japan to import and sell Lexus vehicles in Australia.

TMCA is the sole reporting entity under the Modern Slavery Act 2018 (Cth) (**the Act**). This statement covers the operations and supply chain of TMCA and its wholly-owned and controlled entities for the FY2024 reporting period.

Structure, Operations and Supply Chain

Structure and Operations

During the FY2024 reporting period, TMCA's structure did not change. The TMCA corporate headquarters is in Port Melbourne, Victoria, and we have regional offices throughout Victoria, New South Wales, Queensland, and South Australia. In Western Australia, TMCA distributes Lexus-branded vehicles to dealers, and Toyota-branded vehicles are distributed by Toyota Western Australia (**TWA**), which operates as an independent company. In all other states and territories, TMCA is responsible for both Lexus and Toyota vehicle distribution to dealers. The network of Toyota and Lexus franchised dealers extends across all Australian states and territories consisting of over 200 dealers, comprising of some 300 sites.

During the FY2024, TMCA continued to employ approximately 1,600 employees and was structured under six Operating Arms comprising:

- National Sales, Marketing and Franchise Operations;
- Quality & Service and Aftersales;
- Finance & Procurement Operations;
- New Business Solutions & Product Planning Operations;
- Information, Digital and Corporate Services Operations; and
- Lexus.

The TCT was established following the closure of Toyota's Australian manufacturing operations in 2017 and is a discretionary trust managed by the (voluntary) Directors of TCFA. The TCT provides grants and other support to organisations and its primary focus area is to support STEM education in Australia. The four TCFA Directors determine TCT beneficiaries annually.

The Revolution Group of Companies is a software and implementation business, based in New South Wales, that provides technologies and dealer management systems to TMCA, as well as other organisations. Starting in the 1990s, Revolution has developed software management products and solutions for the Automotive, Marine & Motorcycle industries. Revolution NZ is a small company established to sell and distribute solutions to the New Zealand market.

Supply Chain

TMCA leverages global supply chain in its management and distribution of vehicles and locally sourced accessories. The coordination and management of manufacturing and global distribution of vehicles and parts are primarily handled by TMC and our affiliates. For more information on Toyota's global sustainability approach, policies, case studies and data, please refer to the [Sustainability Data Book](#).

TMCA's supply chain includes both overseas and Australian-based suppliers. Across the current reporting period, we used the services of 1151 first tier suppliers, with a total expenditure of approximately \$11.8 billion. The largest category of spend (85%) was on the importation of pre-built vehicles from Toyota suppliers in Japan, Thailand, Indonesia, Austria, Belgium, Turkey and the USA.

The importation of parts (4%) features suppliers from Japan, Thailand, Indonesia, the USA, Canada, South Africa and Belgium.

Service parts and accessories represent 3% of total spend. The majority of suppliers are Australian based and source their components across Japan, China, Thailand and various other countries. All of the service parts and accessories were included as part of TMCA's conflict minerals survey (see the Preliminary risk assessments & Supplier Minimum Standards section).

Additionally, we engage with indirect suppliers who provide goods and services essential to supporting our Australian operations. This includes various areas such as marketing, logistics, IT and connected technology, facilities management, and professional services. It makes up the remaining 8% of our spend.

The primary focus of our supply chain activities are suppliers that provide directly to TMCA. Supplies to affiliate companies and those to Toyota Motor Corporation Japan, that result in the imported vehicles, are primarily covered by relevant activities in those companies.

TCT/ TCFA has a small supply chain to assist with distribution of grant funds and support, such as trustee and audit services. Where additional services are required, such as legal advice or finance support, this is provided from within existing TMCA resources.

As Revolution's main products are software management systems for automotive dealers, the supply chain is split between two main categories: supply of technology to build and maintain a service, and supply of services to deploy and manage the service. Revolution's suppliers in both categories are USA companies with a supply model out of that country. Suppliers of technology to build and maintain the Revolution services represent approximately \$2.1M of spend annually. Suppliers of services to deploy and manage the Revolution Dealer Management Solution (DMS) service (e.g. Public Cloud) is approximately \$1.9M annually.

Assessing the risks of modern slavery in our supply chain and operations

Preliminary risk assessments & Supplier Minimum Standards

Our procurement team undertakes a broad preliminary supplier risk assessment as part of our supplier onboarding process for each supplier. However, a gap to consistently apply this company-wide remains. We analyse the risks relating to our suppliers on an annual basis, at minimum. When our procurement team is sourcing new suppliers, we inform and require that they adhere to our Supplier Minimum Standards (**Minimum Standards**), and we may engage with suppliers directly where more information is required to satisfy TMCA that the supplier can meet our Minimum Standards. As reflected upon later in the report, we still have work to do to ensure this is consistently applied to all suppliers in all areas of our operations.

The Minimum Standards enable TMCA to clearly express the expectation we have of suppliers at all stages of our procurement process. Suppliers are asked to confirm that their business could meet the Minimum Standards, which requires them to commit to:



Free and voluntary employment



No discrimination



Respect and dignity



No child labour



Freedom of association



Environmental sustainability



Wages and benefits



Workplace safety



Grievance process



No bribery



Responsible material procurement

Currently, over 99% of suppliers that responded to the survey report (see Supplier Questionnaires section) that they agree to comply with our Minimum Standards, or a comparable set of standards, which is a positive outcome. We will continue to work progressively with our suppliers to assist those who need support complying with our standards.

During the reporting period, TMCA conducted our annual conflict minerals screen and survey of service parts and accessory suppliers for the TMCA supply chain (a total of 41 suppliers). This activity is a global Toyota requirement for all affiliates and helps us confirm that no Tantalum, Tin, Gold and Tungsten sourced from high-risk, or conflict affected smelters are used in TMCA service parts and accessory products. The initial screen identified that a total of 18 suppliers use the above minerals in their products.

Their resultant survey responses confirmed that no minerals were identified as coming from conflict areas. The risks relating to our supply chain come mainly from upstream parts and supplies imported from overseas from various affiliates and suppliers. The risk areas of our local activities include some manufacturing, catering and cleaning services, due to their use of materials from overseas and base-skilled workers. The risk areas of our local operations across TMCA, TCT and Revolution, include labour activities which are largely office-based. In the section of our report where we address risks (page 9), we have also considered the overall impact and awareness of our modern slavery activities across our operations on a day-to-day basis and propose steps to improve this in FY25.

Supplier Questionnaires

During FY2024, we onboarded and used our new due diligence system to distribute our modern slavery questionnaire to approximately 1223 first-tier suppliers, which we identified as suppliers used in the past two years, at the time of commencing the activity.

For FY2024, TMCA received responses from 496 suppliers overall, including five suppliers who submitted their own modern slavery statements, prepared in accordance with either U.K. or Australian reporting requirements.

To support consistency, we have adopted the questionnaire from our due diligence system provider, which is in-built to the system. As a result, some of the metrics we have been tracking have changed, which can be seen in this report. These include the question of accepting the Minimum Standards, as this now reflects an option to adopt their own similar standard, but not the specific TMCA document. In addition, the new questionnaire does not specifically feature questions about outsourcing or steps to prevent child labour in supply chains, so these metrics have not been reported on this year. Revolution still use the questionnaire format from previous years, so metrics on Human Rights training are not available.

TMCA has provided Revolution's contactable suppliers (80) with the Minimum Standards and Supplier Questionnaire. A cohort of 17 suppliers have incomplete or incorrect details, which meant they could not be sent the questionnaire. In line with TMCA activity, we aim to improve this for future years.

Out of those that could be contacted this year, we have received a response from 11 suppliers (14%), which decreased from 15 suppliers in FY23.

We have identified 23 suppliers which appear in both Revolution and TMCA's supply chains. For the purposes of the supplier questionnaire, we have classified these within the TMCA responses, as the parent company. This year, there are 8 responses in this cohort (35%), which is in addition to the 11 direct Revolution suppliers noted above.

We have worked with our suppliers and systems in recent years to increase responses to the supplier questionnaire. This year, with the introduction of our new due diligence system, we have achieved our best supplier engagement period to date, with supplier responses increasing to over 40% of those contacted in the FY2024 period (up from approximately 30% in FY2023).

From our responses, we have identified 12% of our shared TMCA, TCT and Revolution suppliers (excluding Revolution-only suppliers) to be in the high-risk category, many of which appear to be due to their industry (e.g. Manufacturing or machinery) or location (e.g. China, Indonesia, etc.). As this is the first activity using this system, we are still learning the details of the risks flagged and will explore and validate them, together with our suppliers, to improve our activities and support suppliers to address issues in their supply chains. As we note in our remediation actions section (page 11), we have chosen the highest-indicated risk cohort to perform a deeper review on, as a first step in our FY25 activity. The uplift in risk assessment due to the onboarding of the system provides us with new avenues to explore and address our supply chain risks.

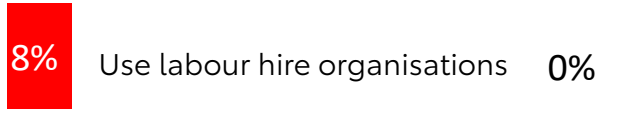
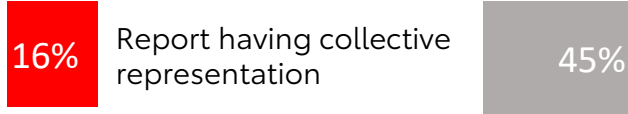
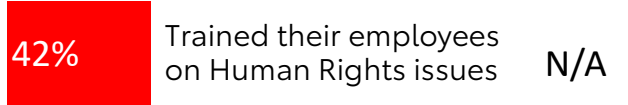
This year's response represents 52% of TMCA's supply chain spend and 21.8% of Revolution spend.

Solar Carpark at Toyota's Centre of Excellence in Altona North, Victoria. An example of due diligence and sustainable procurement practices.



Supplier Snapshot

All FY2024 supplier questionnaire responses



99%

Of responses agree to Toyota's Supplier Minimum Standards

78%

Of responses agree to Revolution's Supplier Minimum Standards

62%

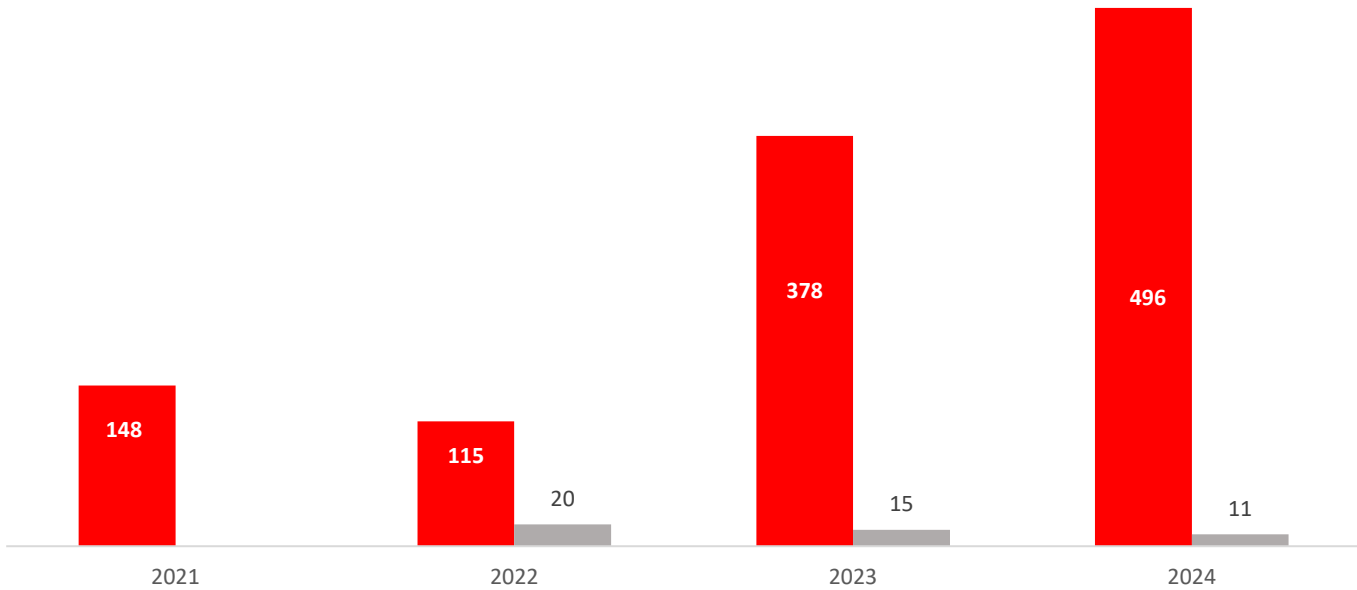
Have own policies on Human Rights/ Modern Slavery

45%

Have own policies on Human Rights/ Modern Slavery

Supplier Responses by Year

■ TMCA ■ Revolution



It is important to note that some of the scores of these measures have reduced from FY23, partly due to the questions being more granular (e.g. Policies on Human Rights/ Modern Slavery was previously a Yes/No answer, now it is a selection of policies, so other policies such as a code of conduct may cover the same detail).

Additionally, the increased response rate may have influenced the total percentage amount, together with a different cohort of suppliers responding this year, from previous.

Supplier Information Management Activity

In our previous reports, TMCA has outlined its hybrid contract management structure (combination of centralised & decentralised supplier management), which has caused some challenges due to a heavy reliance on manual processes.

Collecting and maintaining up-to-date information relating to our supply chain has been a major focus of over the past few years, however we still have work to do to improve existing information gaps as a cohort of suppliers were not issued the supplier questionnaire due to absent or incorrect contact information. We stated in our FY2023 report that a Supplier Information Management portal was planned to address these gaps, however due to business prioritisation, this has not come to fruition in FY2024.

The portal implementation remains an important activity for our procurement team, and we aim to progress this in FY2025.

Due Diligence Platform

As mentioned in our FY2023 report and above, our team have now procured a leading ESG questionnaire tool, which supports automated reminders and tracking of questionnaire outcomes and risks for each supplier. This platform also taps into existing external sanctions datasets, together with providing an enhanced tool for overall risk assessment and tracking.

Where questions remain following the questionnaire activity (see Supplier Questionnaires section on page 5), we can perform additional sanction checks through the platform. We have performed these additional checks on selected high spend/ high risk suppliers as part of our recent activities (see Remediation Actions on page 11) and no additional risk alerts were raised. This in-depth report draws information on organisation names previously in breach, or under investigation, in relation to human rights violations and humanitarian crimes. These include:

- People and/or organ trafficking
- Modern slavery
- Abuse
- Promotion of, and involvement in, illegal prostitution
- Genocide and war crimes

As mentioned above, we used the platform for the recent round of supplier questionnaires. Improved tracking of suppliers, quicker and easier reminder capabilities and robust response collation has improved our efforts to analyse our supplier base and has also resulted in an increased response rate to the activity.

As explained in the Remediation Actions section of the report (page 11), we will further assess and engage our suppliers, based on the risks flagged by the due diligence system.

Supplier engagement

TMCA, together with TCT and Revolution, will engage directly with our suppliers that indicate challenges with meeting our Minimum Standards. Our aim is to support our suppliers to improve their practices, policies and procedures to minimise the risk of modern slavery within their supply chains.

Of the few that indicate difficulties, we welcome their openness and willingness to improve their practices, as continuous improvement is a core value of TMCA.

We continue to make progress to ensure we have visibility across our suppliers. The introduction of the due diligence platform has seen us move forward in this goal and provided a minimum level of assurance regarding their activities and suitability to continue to supply goods and services to TMCA.

Whilst our gap to full first tier supplier assessment closes, we acknowledge that this is a journey and the need to continuously improve our activities and outputs is ever-present.

We will now switch our focus to ensure the depth of analysis of suppliers increases both in the short term (see Remediation Actions on page 11) and in future reporting periods.

Addressing the risks of modern slavery in our supply chain and operations

Our procurement team deploys supplier risk assessments, supplier questionnaires, and engages with suppliers around compliance with our Minimum Standards at regular intervals. We recognise that our screening processes outside of this require improvement and standardisation to ensure they are consistently applied across our business.

We engage with our suppliers to build awareness of our modern slavery activities and to understand their actions to date. In instances where efforts to support remediation of issues are not successful, we may cease procuring goods or services from suppliers who are unable to demonstrate that they are taking sufficient actions to address their modern slavery risks.

We also take a number of other actions to address the risks of modern slavery in our operations and supply chain, which are outlined below.

Policies, processes and procedures

TMCA is committed to promoting integrity and ethical conduct in all of its business dealings and relationships and to implementing, maintaining and enforcing effective systems and controls to ensure Modern Slavery is not taking place anywhere in TMCA's business operations and supply chains.

In respect of TMCA's operations, our parent company, TMC, worked with TMCA and other Toyota affiliates to release the Toyota Global Code of Conduct in October 2023. Complementary to this, we updated our TMCA Code of Ethics, also in October 2023, with a subsequent training program.

Under this training program, our TMCA employees (**Teammates**) receive formal Ethical Behaviour training on our policies including the new Code of Ethics, Whistleblower Protection and Modern Slavery Policies on a two-year rolling basis. This helps to ensure that our Teammates work in line with TMCA's values and commitments to further enforce the expected standards of TMCA in many areas, including human rights and modern slavery. These guiding documents and materials will continue to highlight the importance of our processes and activities to our people.

TMCA's Modern Slavery Policy has been published internally in line with the above Codes, to set out TMCA's expectations around our procurement and supplier engagement activities. The policy helps provide guidelines in how to identify, assess and address risks of modern slavery in our supply chains, together with the established procurement and risk functions.

Reflecting upon our current activities concerning our operations, we have an active procurement team that manages our activities, risks and issues for a core group of high spend suppliers, yet there are some gaps when it comes to the consistent application of these standards across our business. TMCA has set the goal to close this gap through the uplifting of our awareness of Modern Slavery and ESG across the business and with our partners. This will go beyond the communication of the policy and strengthen the internal governance framework that supports our activities, such as our procurement procedures and responsibilities.

In respect of our supply chain, TMCA's suite of purchase agreements require suppliers to take reasonable steps to ensure that there is no modern slavery in their operations and supply chains. This includes establishing appropriate systems and processes to ensure risks or occurrences of modern slavery in their supply chains are identified, assessed and addressed. Suppliers are required to notify TMCA as soon as reasonably practicable after becoming aware of, or reasonably suspecting an instance(s) of modern slavery in their supply chains or any part of their business and undertaking remedial actions to address and cease any instance(s) of modern slavery accordingly.

Additionally, and as mentioned prior, TMCA suppliers must comply with our Minimum Standards when sourced through the Procurement team. They contain environmental, safety, and quality requirements (see the Preliminary risk assessments & Supplier Minimum Standards section). TMC also issues the Toyota Global Sustainability Fundamental Policy (the Global Policy), which has been regularly updated since its introduction in 2008. Subsections include the Toyota Human Rights Policy and Toyota Supplier Sustainability Guidelines, which guide TMCA (and its global affiliates) on supplier sustainability and human rights issues. Additionally, global Toyota maintains a [Sustainability Data Book](#) which explains Toyota's global approach and policies for ESG initiatives along with practical cases and numerical data.

Operational Tools

As described earlier in this statement, TMCA is continuing to automate many of our Anti-modern slavery practices, including the supplier questionnaire process with supplier response and engagement increasing since platform use commenced.

Committing resources

In line with our continuous improvement philosophy, we have committed an additional full-time resource to our Procurement function to address and improve our ESG focus.

Training

In conjunction with the previously mentioned code and policy updates, TMCA updated our training packages, which increased the focus on human rights and modern slavery, among other compliance obligations. The training provides direction and guidance for our Teammates to identify and address risks in our supply chain.

TMCA launched more in-depth modern slavery training, specifically designed for our management at the end of FY2023. Since this time, all 250 contract managers have completed this training and now have further knowledge of modern slavery, its impacts and ways to detect and mitigate modern slavery in their day-to-day roles. It is important to note that education and understanding of modern slavery needs to continually evolve and more work needs to be done to embed this understanding into our daily actions.

Grievance mechanisms and remediation

TMCA maintains systems to ensure that our employees and other stakeholders can safely and, where necessary, confidentially raise concerns and lodge complaints. We have continued to maintain our grievance mechanisms for modern slavery concerns, which fit within our existing frameworks.

Our suppliers receive communications about the Toyota Ethics Line, in conjunction with other relevant policies, such as the Minimum Standards on an ad-hoc basis. It is our aim to get a more direct portal of communication established to ensure consistency of our approach to our communications with all TMCA suppliers.

Our mechanisms for remediation aim to remediate and improve conditions for those impacted, whenever detected. The ultimate goal is to stop instances of modern slavery before they begin, by ensuring proactive measures, such as ethical sourcing standards and practices, are in place throughout the supply chain. These principles for remediation are considered and embedded throughout TMCA's policies and processes.

Remediation Actions

As mentioned earlier in this statement, the due diligence platform has not only aided our efforts to cover more of our supply chain, but it also provides the opportunity to deepen our supplier analysis.

The platform has classified our suppliers (who responded to the questionnaire) with a risk rating of low, moderate or high risk, based on their responses. It further breaks these risks down into five subcategories, including by their activity profile or policies.

As a priority risk activity for FY2025, we will engage further with the 2.5% of our responding suppliers who were rated as high-risk in three of these subcategories (along with being assigned an overall high-risk rating) with the intention of learning more about them, validating their responses and risks and supporting them where possible to address their modern slavery risks in a meaningful way.

Tracking the effectiveness of our actions

TMCA is committed to ensuring that our actions taken to identify, assess and address risks of modern slavery are effective.

The procurement, legal, and risk teams review the actions TMCA is taking and assess our outcomes against the allocated responsibilities across the business to ensure modern slavery due diligence is occurring as planned. This supports communication between contract managers across TMCA and enables the risk and procurement teams to oversee our modern slavery activities. It is important to note that challenges still exist with identifying correct contract managers for suppliers and maintaining up to date information and establishing a supplier information portal will assist with this, in part.

The introduction of our due diligence platform has helped us collect and understand more information about our supply chain and we continue to assess the information we receive.

In our last statement, we stated that TMCA will continue to ensure steady progress is made to:

Activity	Status
Realise the benefits of our newly acquired due diligence system and leverage it to improve our current processes in risk detection and mitigation	Achieved
Implement the Supplier Information Management module in our procurement system	Not Yet Achieved
Continue to refine and improve our existing modern slavery methods and processes.	Achieved

Our new due diligence system has already had an impact by improving visibility of our supply chain because of the increased supply response rates (see Supplier Questionnaires section on Page 5). We consider this to be a useful measure of the effectiveness of our actions to assess and address our modern slavery risks, and our methods and processes will continue to be examined and refined as we gain a deeper understanding of our supply chain and the issues within it.

We continue to track the following metrics which assess the effectiveness of our actions to assess and address risks of modern slavery in our operations and supply chain:

TMCA	Metric	Revolution
491	Supplier questionnaire responses received for FY2024	9
496	FY2024 Responses in total	11
41%	Supplier response rate for FY2024	14%
99%	Of supplier responses agree to comply with Toyota's Supplier Minimum Standards or a comparable set of standards	78%

Consultation process with our entities

TMCA sought operational and supply chain information from relevant contract managers throughout the business. The reporting team consulted with senior management and key stakeholders in relation to supply chain management processes and policies, for each of our wholly owned or controlled subsidiaries in preparing this statement.

TCFA operates from TMCA's Central Headquarters in Port Melbourne, Victoria, and shares TMCA's resources and functions as required.

TMCA also consulted with the stakeholders responsible for procurement at Revolution in respect of its operations and supply chain, and this information has been incorporated into this statement. We will continue to work with Revolution to ensure that its modern slavery risk management processes and policies are aligned with TMCA's.

Additional information

TMCA continues to work with TMC to standardise our anti-modern slavery practices as much as possible with our global affiliates. TMCA recognises that it is important to share experiences and learnings amongst affiliates and continually strive to achieve best practice.

TMCA continues to support and share our knowledge in respect of modern slavery compliance with our dealer network.

Copies of the report

The Anti-Modern Slavery Statement 2024 can be viewed online at <https://www.toyota.com.au/support>

Feedback

Please provide us with your feedback so we can continue to improve on our approach to modern slavery.

If you have any comments, ideas or questions, please email compliance.support@toyota.com.au to provide feedback.

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