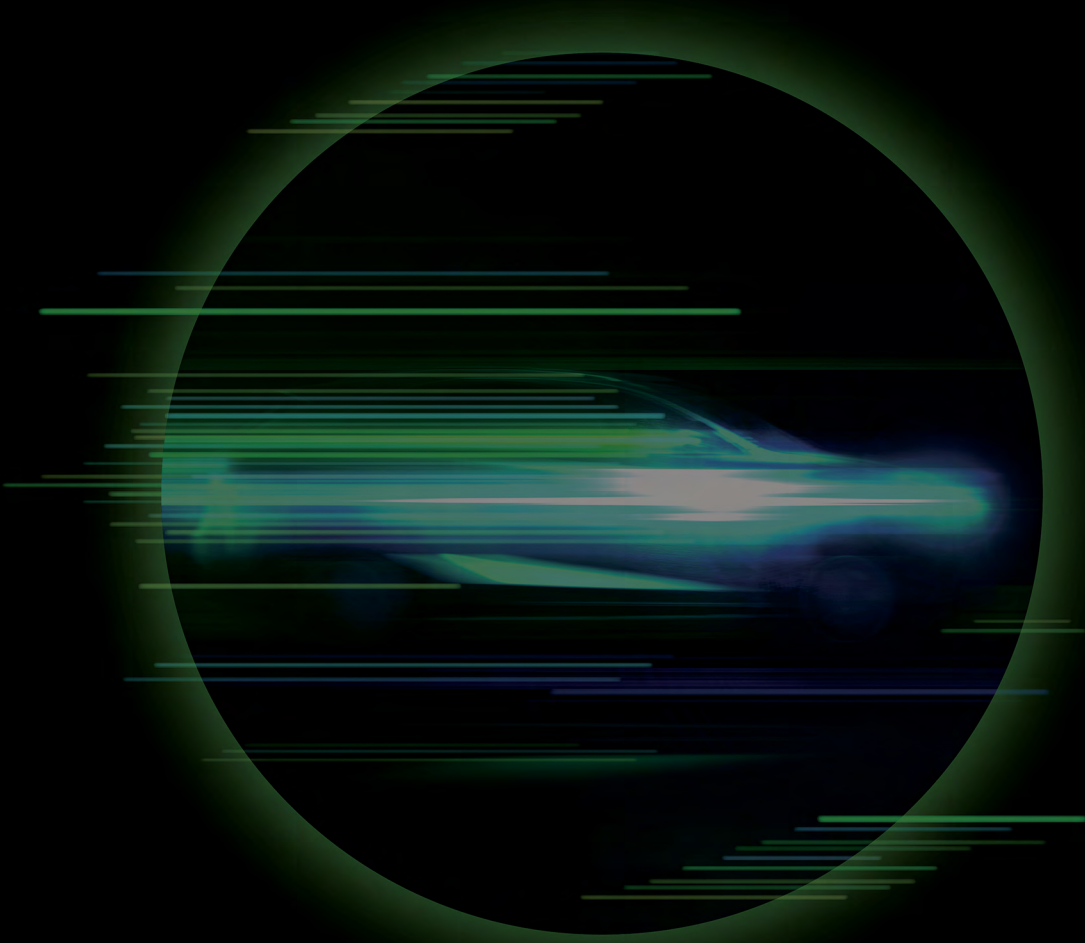


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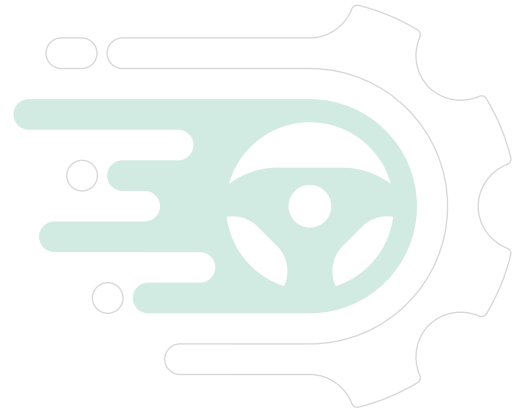
**2023 Dealership Benchmarks**

Deloitte Australia

**Profit***focus*<sup>™</sup>

# Introduction

To support dealers in these changing times, we are delighted to present our 2023 Dealership Benchmarks for the Australian car market.



Australian dealers experienced a 2022 marked by tight stock and strong new car margins. We've looked into the data to provide a framework of metrics to help dealerships build a sustainable, long-term business in this environment.

The starting point for these benchmarks is the data uploaded to the eProfitFocus system by more than 1300 dealers in the Australian market in the 12 months leading up to the benchmark period. The actual results of the top 30% of dealers in each key department (new, used, parts, service, and finance and insurance), as well as the top performers overall, form the reference point.

This ensures the benchmarks are always tied to actual performance levels that are achievable in the prevailing market. We then review this raw data in light of industry trends and long-held best practices to derive a set of benchmarks.

After two years of pandemic-driven disruption, we have again been able to call on a full 12 months' data from the eProfitFocus database for our benchmarks. The auto market is continually evolving, however, and new business models are emerging. With the industry mostly operating under a traditional wholesale model, we were careful to only use data relevant to that model in our workings.

The benchmarks are split into three categories: the Volume Market, the Prestige Market and the Luxury Market. This segmentation reflects the different business models that dealers operate in their quest to earn a profit. While the business models are

intrinsically impacted by the brands that dealers carry, the benchmarks are not a commentary on the positioning or esteem of those brands.

Previously, this booklet has included Customer Retention Management (CRM) guidelines. We are revising these guidelines to better reflect the current environment and aim to publish them separately later this year.

We are always happy to discuss any aspect of these benchmarks, so please feel free to contact a member of the Deloitte team listed at the back of this booklet or at [www.eprofitfocus.com](http://www.eprofitfocus.com).

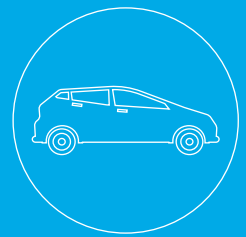


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# Volume market





## Volume Market benchmarks

Our dealership benchmarks help dealers assess their performance against a hypothetical, high-performing business running a similar operation.

Dealers in this segment tend to focus more on volume than margin.

For the average Volume Market dealer, the trends that emerged in 2021 continued through 2022: a rise in new car margins, lower returns from the used vehicle and service departments, and some growth in Parts and F&I. But dealers also experienced higher Overheads, which slightly reduced profitability in the segment.

It should be noted that when new vehicles have a greater impact on profit, there will also be greater volatility in profit as volumes fluctuate.

For Volume Market dealers, these are the top five metrics to focus on in 2023:



### About these benchmarks

Benchmarking is an excellent method of monitoring performance and setting goals.

These benchmarks are a measure of best practice drawn from the top 30% of dealers in the eProfitFocus database, which features more than 1300 dealers.

This booklet is intended as a guide to dealership performance. Some dealerships, due to certain geographic or demographic circumstances, cannot achieve all the guidelines.

For help clarifying and interpreting these benchmarks, please contact us at [www.eprofitfocus.com](http://www.eprofitfocus.com).

## Total dealership

### Trading summary

Net profit as % of sales	5.9—6.1%
Days to dealership breakeven*	20

\* Based on a full month i.e. 30 days

Dealership structure	Orientation	GP %
New	51%	11-13%
Used	14%	11-13%
Parts	10%	22-25%
Service	25%	65-67%
	100%	14-16%
Front end (vehicle operations)	65%	
Back end (fixed operations)	35%	
Finance and insurance income	10% of total gross	
Other income and incentives	8% of total gross	

Orientation = Where does the gross come from?

GP % = How strong are my margins?

Note these orientation benchmarks provide a guide for achieving above average results in the market today. However, businesses that deliver sustainable results over a longer time frame tend to have a slight front-end bias to their operations.

### People

Gross per employee per month	\$30,150
Net profit per employee per month	\$6,300

## Vehicle operations

Product	New	Used
Gross profit per unit*	\$5,200-\$5,500	\$3,900-\$4,300
Used/new ratio (retail)	n/a	0.4
Days supply	35-45	70-80
Stock turns p.a.	9-10	4-5
Gross ROI**	140%	70%

\* Includes holdback, bonuses, aftermarket and load reversals but excludes F&I

\*\* Gross as a % of cost of sales x turns p.a.

<b>People</b>	<b>New</b>	<b>Used</b>
Units per sales staff per month	12	11
Gross profit per salesperson per month	\$67,220	\$45,100

## Finance and Insurance (F&I)

<b>F&amp;I Product</b>	<b>New</b>	<b>Used</b>
Finance penetration	28-32%	23-27%
Finance income per contract	\$3,100-\$3,300	\$2,800-\$3,000
Finance per retail unit sold	\$939	\$724
Insurance per retail unit sold	\$83	\$113
F&I selling gross per vehicle retailed		\$900

## People

Vehicles retailed per F&I staff per month	45-50
Salaries and commissions as a % of income	22%
F&I income per dept employee per month	\$52,400

## Fixed operations

<b>Parts department</b>	<b>Sales mix %</b>	<b>GP %</b>
Retail/counter	7%	31%
Wholesale/trade	18%	18%
Workshop	34%	33%
Warranty	18%	8%
Internal	23%	19%
Total	100%	22-25%
Operational benchmarks		40-45
Days supply		8-9
Stock turns p.a.		\$107,900
Monthly sales per employee		\$24,200
Monthly gross per employee		\$19.12
\$ Sales per \$ salary		



Service department	Sales mix %	GP %
Labour		
• Retail	62%	82%
• Warranty	10%	68%
• Internal	28%	77%
Total labour sales	100%	77%
Sublet sales		11%
Total gross profit (% sales)		65-67%
Operational benchmarks		
Performance index (productivity x efficiency)		95-105%
Monthly labour sales per technician		\$19,100
Monthly labour gross per technician		\$14,700
Parts/labour ratio		0.64
Ratio of chargeable to non-chargeable		1.0-1.4
Parts and service absorption		51-55%
Retention—relative service size**		\$1,620

\*\*Labour sales per new retail unit sold per month

## Department profitability

Vehicle operations	% Gross	New		Used	
		% Gross	\$/Unit	% Gross	\$/Unit
Gross profit*	100%	5,200-5,500	100%	3,900-4,300	
Sales staff salaries and comms	12.2%	651	12.5%	512	
Manager salaries and comms	5.8%	309	6.0%	245	
Aftermarket salaries and comms	1.2%	65	0.5%	20	
Other salaries	2.2%	117	2.9%	119	
Pre-delivery costs	3.9%	211	–	–	
Free service/policy	0.9%	51	–	–	
Used warranty	–	–	1.4%	57	
Advertising	2.7%	146	5.8%	239	
Training	0.1%	7	0.1%	2	
Floorplan	3.6%	192	2.8%	114	
Demonstrator expenses	1.8%	98	1.9%	76	
<b>Selling gross profit</b>	<b>65.5%</b>	<b>\$3,504</b>	<b>66.2%</b>	<b>\$2,716</b>	
Selling gross profit per salesperson		\$44,000		\$36,600	
Selling gross profit per employee		\$23,250		\$18,200	

\* Includes holdback, bonuses, aftermarket and load reversals but excludes F&I

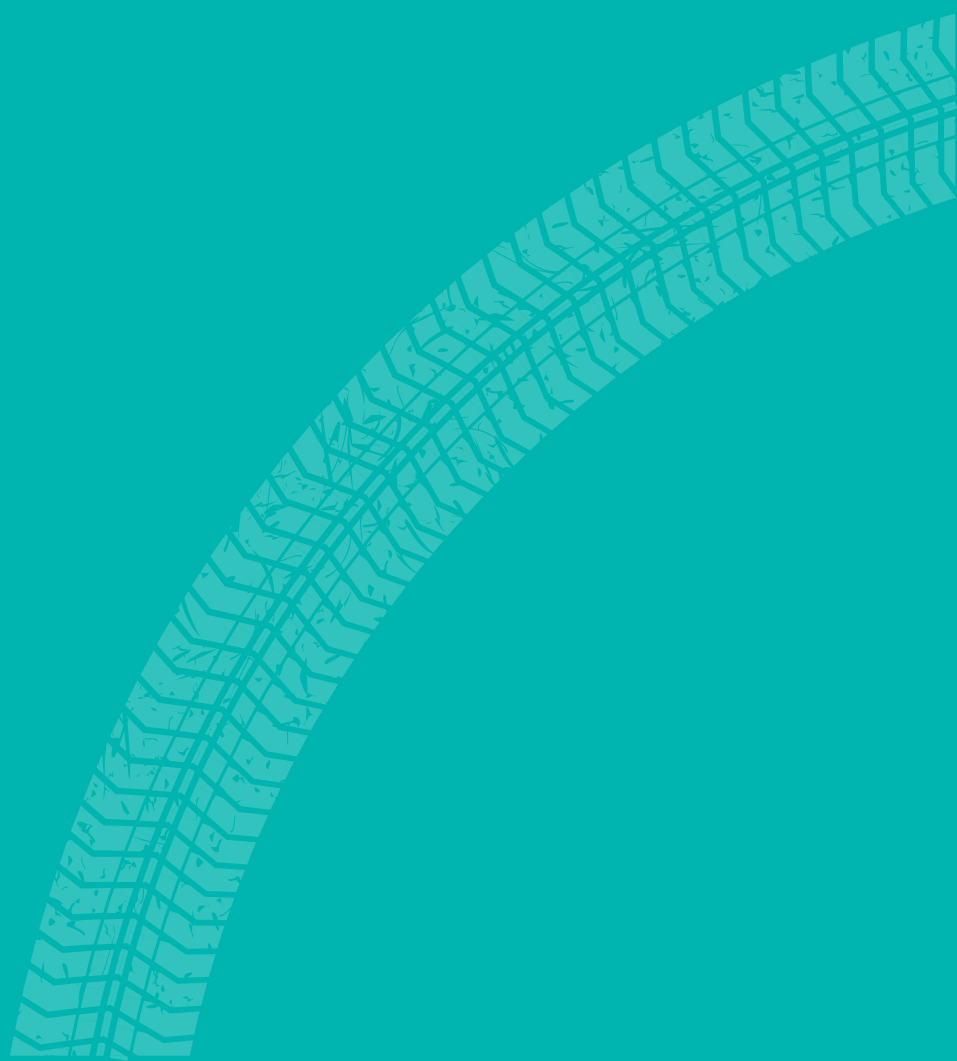
<b>Fixed operations</b>	<b>Parts % gross</b>	<b>Service % gross</b>
Salaries (non-chargeable)	22.3%	23.8%
Advertising and promotion	0.4%	1.0%
Training	0.1%	1.1%
Policy/freight	0.7%	1.9%
Tools and supplies	0.2%	1.0%
Equipment and vehicle maintenance	1.4%	2.6%
Sick/holiday—technicians	–	5.4%
<b>Selling gross profit</b>	<b>75.0%</b>	<b>63.3%</b>
Selling gross profit per technician	–	\$11,250
Selling gross profit per employee	\$18,100	\$6,050

## Dealership overheads

	<b>% Gross</b>
Administration and salaries	6.0%
Training	0.1%
FBT (net of contributions)	0.3%
Payroll tax	2.0%
Superannuation	4.0%
Long service leave	0.4%
Rent (or mortgage interest)	8.1%
Rates and taxes	0.9%
Property maintenance/outside services	2.3%
Telephone	0.4%
Insurance (including workers compensation)	2.2%
Office supplies/stationery	0.4%
Professional fees	0.5%
Data processing	1.3%
Bank charges and taxes	0.4%
Interest (overdraft/working capital)	0.4%
Bad debts	0.1%
Depreciation	1.4%
Electricity	0.6%
Travel and entertainment	0.2%
Management fees	0.6%
Miscellaneous	2.0%
<b>Total fixed expenses</b>	<b>35%</b>

Overheads are shown as a percentage of total dealership gross profit. This includes gross profit from the New, Used, Parts and Service departments, but excludes net F&I income which is brought into dealership profit at a selling gross level.

# Prestige market





## Prestige Market benchmarks

Our dealership benchmarks help dealers assess their performance against a hypothetical, high-performing business running a similar operation.

Dealers in this segment tend to focus on finding a balance between volume and margin.

For Prestige Market dealers in 2022, tight supply once again led to growth in new vehicle margins; this joined gains in Fixed Operations as well as Finance and Insurance. However, continued falls in used vehicle margins, coupled with rising expenses, left profitability behind 2021 levels.

It should be noted that when new vehicles have a greater impact on profit, there will also be greater volatility in profit as volumes fluctuate.

For Prestige Market dealers, these are the top five metrics to focus on in 2023:

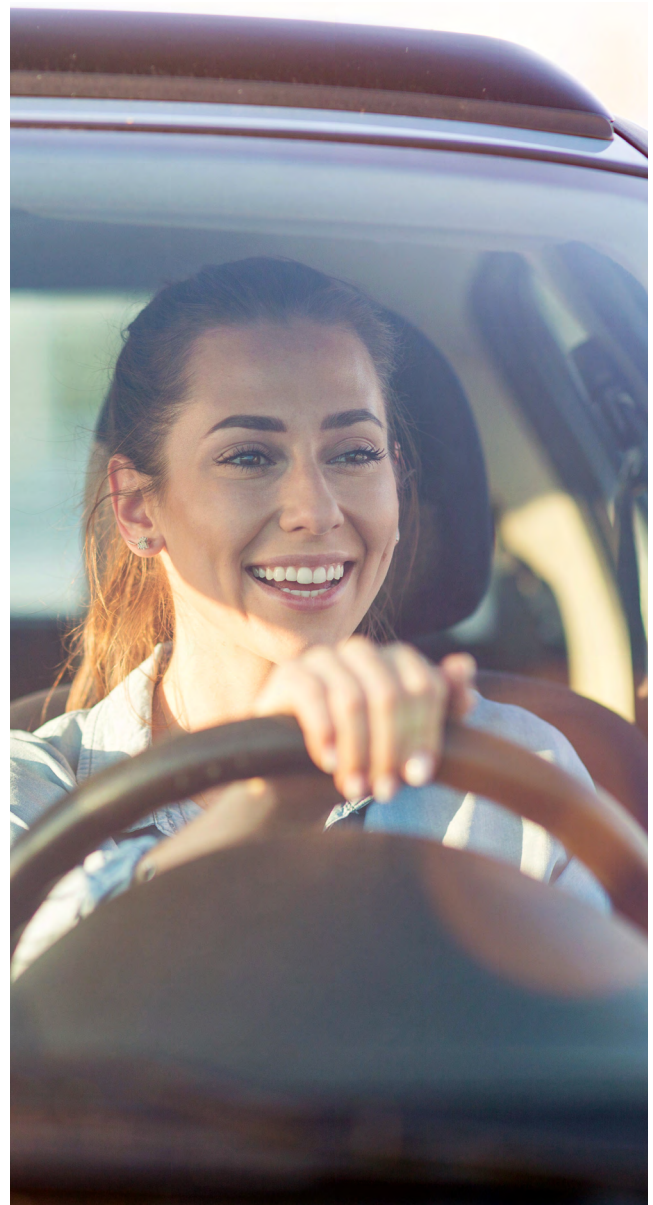
**1** Net profit as a % of sales **5.6–5.8%**

**2** Selling gross profit per new vehicle sold **\$4,017**

**3** Total gross profit per used vehicle retailed **\$4,250**

**4** Parts & Service Absorption **50–55%**

**5** Overheads as a % of dealership gross profit **38%**



### About these benchmarks

Benchmarking is an excellent method of monitoring performance and setting goals.

These benchmarks are a measure of best practice drawn from the top 30% of dealers in the eProfitFocus database, which features more than 1300 dealers.

This booklet is intended as a guide to dealership performance. Some dealerships, due to certain geographic or demographic circumstances, cannot achieve all the guidelines.

For help clarifying and interpreting these benchmarks please contact us at [www.eprofitfocus.com](http://www.eprofitfocus.com).

## Total dealership

### Trading summary

Net profit as % of sales	5.6-5.8%
Days to dealership breakeven*	21

\* Based on a full month i.e. 30 days

Dealership structure	Orientation	GP %
New	48%	11-13%
Used	13%	11-13%
Parts	12%	22-25%
Service	27%	67-69%
	100%	14-16%
Front end (vehicle operations)	61%	
Back end (fixed operations)	39%	
Finance and insurance income	9% of total gross	
Other income and incentives	9% of total gross	

Orientation = Where does the gross come from?

GP% = How strong are my margins?

Note these orientation benchmarks provide a guide for achieving above average results in the market today. However, businesses that deliver sustainable results over a longer time frame tend to have a slight front-end bias to their operations.

### People

Gross per employee per month	\$27,100
Net profit per employee per month	\$5,800

## Vehicle Operations

Product	New	Used
Gross profit per unit*	\$6,000-\$6,400	\$4,150-\$4,350
Used/new ratio (retail)	n/a	0.4
Days supply	45-55	70-80
Stock turns p.a.	7-8	4-5
Gross ROI**	100%	52%

\* Includes holdback, bonuses, aftermarket and load reversals but excludes F&I

\*\* Gross as a % of cost of sales x turns p.a.

People	New	Used
Units per sales staff per month	11	11
Gross profit per salesperson per month	\$69,750	\$46,750

## Finance and Insurance (F&I)

<b>F&amp;I Product</b>	<b>New</b>	<b>Used</b>
Finance penetration	27-31%	23-27%
Finance income per contract	\$3,200-\$3,400	\$2,900-\$3,100
Finance per retail unit sold	\$949	\$762
Insurance per retail unit sold	\$97	\$147
F&I selling gross per vehicle retailed		\$970

## People

Vehicles retailed per F&I staff per month	40-45
Salaries and commissions as a % of income	21%
F&I income per dept employee per month	\$50,900

## Fixed Operations

<b>Parts department</b>	<b>Sales mix %</b>	<b>GP %</b>
Retail/counter	5%	30%
Wholesale/trade	11%	19%
Workshop	37%	34%
Warranty	22%	9%
Internal	25%	20%
Total	100%	22-25%

## Operational benchmarks

Days supply	40-50
Stock turns p.a.	8-9
Monthly sales per employee	\$139,200
Monthly gross per employee	\$32,400
\$ Sales per \$ salary	\$17.20

<b>Service department</b>	<b>Sales mix %</b>	<b>GP %</b>
Labour		
• Retail	62%	81%
• Warranty	11%	70%
• Internal	27%	76%
Total labour sales	100%	77%
Sublet sales		11%
Total gross profit (% sales)		67-69%
Operational Benchmarks		
Performance index (productivity x efficiency)		95-105%
Monthly labour sales per technician		\$18,100
Monthly labour gross per technician		\$14,000
Parts/labour ratio		0.75
Ratio of chargeable to non-chargeable		1.0-1.3
Parts and service absorption		50-55%
Retention—relative service size**		\$2,150

\*\*Labour sales per new retail unit sold per month



## Department Profitability

Vehicle operations	New		Used	
	% Gross	\$/Unit	% Gross	\$/Unit
Gross profit*	100%	6,000-6,400	100%	4,150-4,350
Sales staff salaries and comms	11.9%	737	11.7%	499
Manager salaries and comms	5.8%	360	6.1%	260
Aftermarket salaries and comms	1.5%	92	0.2%	6
Other salaries	2.0%	123	2.4%	102
Pre-delivery costs	4.1%	257	–	–
Free service/policy	0.9%	56	–	–
Used warranty	–	–	1.4%	59
Advertising	3.1%	191	5.5%	235
Training	0.2%	11	0.1%	3
Floorplan	3.8%	236	2.4%	102
Demonstrator expenses	1.9%	120	2.5%	104
<b>Selling gross profit</b>	<b>64.8%</b>	<b>\$4,017</b>	<b>67.8%</b>	<b>\$2,880</b>
Selling gross profit per salesperson		\$45,200		\$37,750
Selling gross profit per employee		\$23,850		\$19,100

\* Includes holdback, bonuses, aftermarket and load reversals but excludes F&I

Fixed operations	Parts % gross	Service % gross
Salaries (non-chargeable)	25.0%	23.7%
Advertising and promotion	0.2%	0.9%
Training	0.2%	1.1%
Policy/freight	1.1%	1.8%
Tools and supplies	0.4%	1.0%
Equipment and vehicle maintenance	1.8%	4.0%
Sick/holiday—technicians	–	5.5%
<b>Selling gross profit</b>	<b>71.3%</b>	<b>62.0%</b>
Selling gross profit per technician	–	\$10,400
Selling gross profit per employee	\$23,100	\$5,450

## Dealership Overheads

	<b>% Gross</b>
Administration and salaries	6.7%
Training	0.1%
FBT (net of contributions)	0.3%
Payroll tax	2.0%
Superannuation	3.9%
Long service leave	0.4%
Rent (or mortgage interest)	8.7%
Rates and taxes	1.0%
Property maintenance/outside services	2.6%
Telephone	0.4%
Insurance (including workers compensation)	2.2%
Office supplies/stationery	0.4%
Professional fees	0.5%
Data processing	1.4%
Bank charges and taxes	0.4%
Interest (overdraft/working capital)	0.4%
Bad debts	0.1%
Depreciation	1.7%
Electricity	0.7%
Travel and entertainment	0.3%
Management fees	1.0%
Miscellaneous	2.4%
<b>Total fixed expenses</b>	<b>38%</b>

Overheads are shown as a percentage of total dealership gross profit. This includes gross profit from the New, Used, Parts and Service departments, but excludes net F&I income which is brought into dealership profit at a selling gross level.





## Luxury Market benchmarks

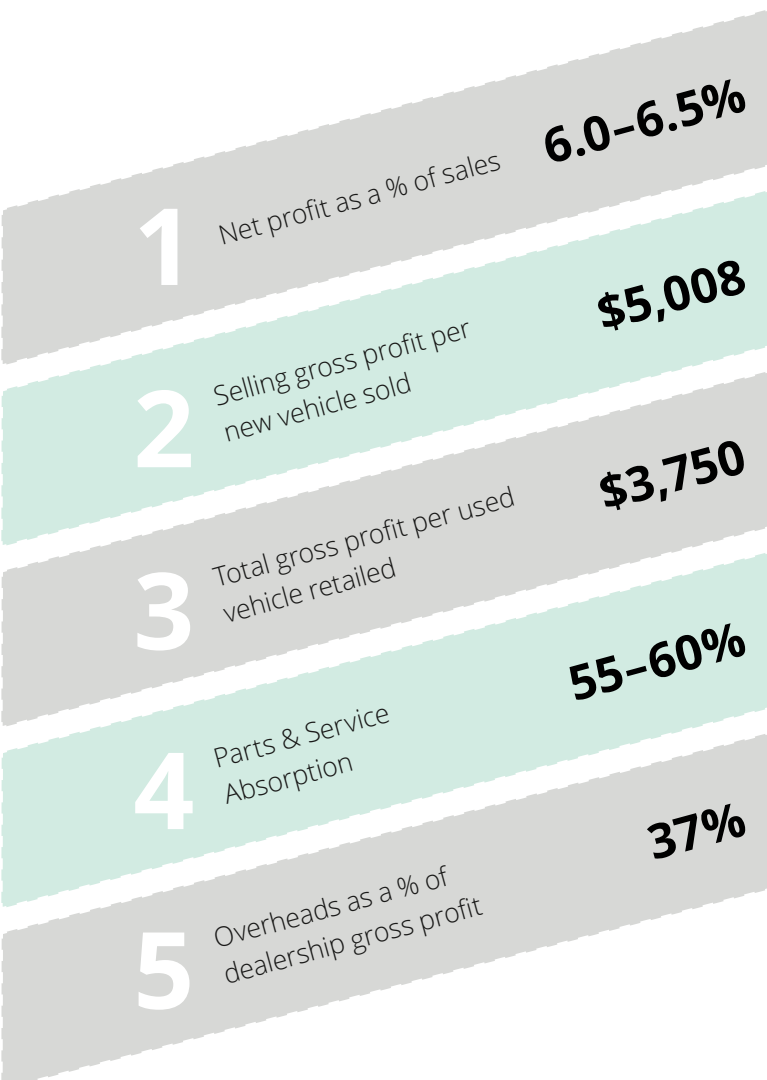
Our dealership benchmarks help dealers assess their performance against a hypothetical, high-performing business running a similar operation.

Dealers in this segment tend to focus more on margin than volume.

New vehicle margins in the Luxury Market continued to rise for most of 2022. The average dealer also saw above-market growth in Parts and Service, but this was not enough to offset falling returns from used cars and rising overheads. Overall, profitability fell slightly for this segment compared to 2021.

It should be noted that when new vehicles have a greater impact on profit, there will also be greater volatility in profit as volumes fluctuate.

For Luxury Market dealers, these are the top five metrics to focus on in 2023:



### About these benchmarks

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This booklet is intended as a guide to dealership performance. Some dealerships, due to certain geographic or demographic circumstances, cannot achieve all the guidelines.

For help clarifying and interpreting these benchmarks, please contact us at [www.eprofitfocus.com](http://www.eprofitfocus.com).

## Total Dealership

### Trading summary

Net profit as % of sales	6.0-6.5%
Days to dealership breakeven*	20

\* Based on a full month i.e. 30 days

Dealership structure	Orientation	GP %
New	48%	12-14%
Used	12%	9-11%
Parts	13%	23-26%
Service	27%	66-68%
	100%	15-17%
Front end (vehicle operations)	60%	
Back end (fixed operations)	40%	
Finance and insurance income	10% of total gross	
Other income and incentives	8% of total gross	

Orientation = Where does the gross come from?

GP% = How strong are my margins?

Note these orientation benchmarks provide a guide for achieving above average results in the market today. However, businesses that deliver sustainable results over a longer time frame tend to have a slight front-end bias to their operations.

### People

Gross per employee per month	\$25,500
Net profit per employee per month	\$6,250

## Vehicle Operations

Product	New	Used
Gross profit per unit*	\$7,500-\$7,900	\$3,650-\$3,850
Used/new ratio (retail)	n/a	0.6
Days supply	35-45	55-65
Stock turns p.a.	9-10	6-7
Gross ROI**	150%	70%

\* Includes holdback, bonuses, aftermarket and load reversals but excludes F&I

\*\* Gross as a % of cost of sales x turns p.a.

People	New	Used
Units per sales staff per month	10	12
Gross profit per salesperson per month	\$76,200	\$39,600

## Finance and Insurance (F&I)

<b>F&amp;I Product</b>	<b>New</b>	<b>Used</b>
Finance penetration	30-34%	25-29%
Finance income per contract	\$3,200-\$3,400	\$2,900-\$3,100
Finance per retail unit sold	\$991	\$758
Insurance per retail unit sold	\$113	\$155
F&I selling gross per vehicle retailed		\$930

## People

Vehicles retailed per F&I staff per month	35-40
Salaries and commissions as a % of income	23%
F&I income per dept employee per month	\$43,200

## Fixed Operations

<b>Parts department</b>	<b>Sales mix %</b>	<b>GP %</b>
Retail/counter	6%	24%
Wholesale/trade	28%	15%
Workshop	38%	33%
Warranty	15%	12%
Internal	13%	20%
Total	100%	23-26%

## Operational Benchmarks

Days supply	45-55
Stock turns p.a.	6-7
Monthly sales per employee	\$128,500
Monthly gross per employee	\$29,100
\$ Sales per \$ salary	\$22.36

Service department	Sales mix %	GP %
Labour		
• Retail	59%	83%
• Warranty	14%	71%
• Internal	27%	82%
Total labour sales	100%	79%
Sublet sales		11%
Total gross profit (% sales)		66-68%

## Operational Benchmarks

Performance index (productivity x efficiency)	85-95%
Monthly labour sales per technician	\$18,400
Monthly labour gross per technician	\$14,500
Parts/labour ratio	\$0.82
Ratio of chargeable to non-chargeable	1.0-1.4
Parts and service absorption	55-60%
Retention—relative service size**	\$3,350

\*\*Labour sales per new retail unit sold per month

## Department Profitability

Vehicle operations	New		Used	
	% Gross	\$/Unit	% Gross	\$/Unit
Gross profit*	100%	7,500-7,900	100%	3,650-3,850
Sales staff salaries and comms	11.4%	879	10.0%	376
Manager salaries and comms	5.9%	453	5.6%	211
Aftermarket salaries and comms	1.7%	127	0.1%	4
Other salaries	1.8%	140	1.5%	58
Pre-delivery costs	4.3%	329	-	-
Free service/policy	0.7%	52	-	-
Used warranty	-	-	0.5%	20
Advertising	3.1%	237	4.6%	172
Training	0.2%	16	0.1%	4
Floorplan	4.0%	306	2.4%	89
Demonstrator expenses	2.0%	151	3.4%	128
<b>Selling gross</b>	<b>65.0%</b>	<b>\$5,008</b>	<b>71.7%</b>	<b>\$2,690</b>
Selling gross profit per salesperson		\$49,550		\$49,700
Selling gross profit per employee		\$26,600		\$25,900

\* Includes holdback, bonuses, aftermarket and load reversals but excludes F&I



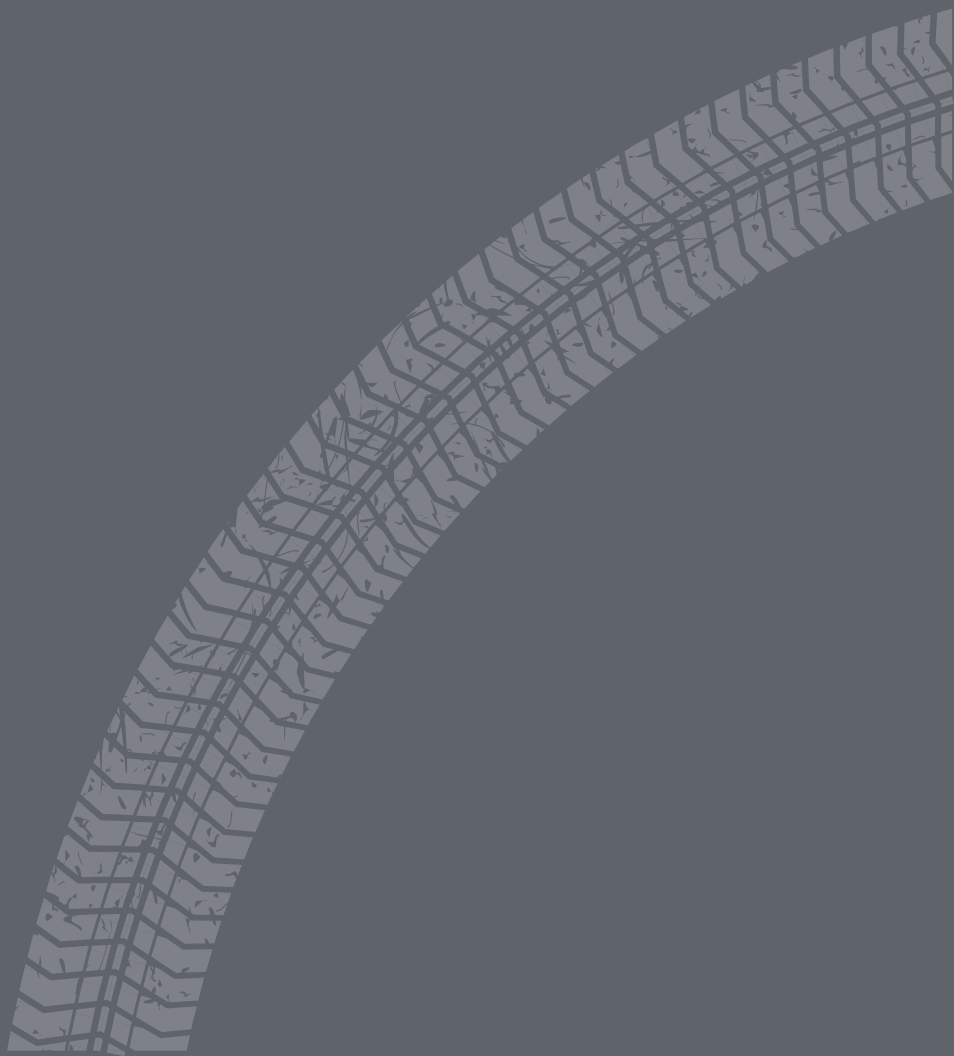
<b>Fixed Operations</b>	<b>Parts % gross</b>	<b>Service % gross</b>
Salaries (non-chargeable)	19.0%	22.9%
Advertising and promotion	0.2%	0.4%
Training	0.3%	1.2%
Policy/freight	0.5%	2.0%
Tools and supplies	0.1%	1.4%
Equipment and vehicle maintenance	0.9%	4.2%
Sick/holiday—technicians	–	5.5%
<b>Selling gross profit</b>	<b>78.8%</b>	<b>62.3%</b>
Selling gross profit per technician	–	\$10,600
Selling gross profit per employee	\$20,300	\$5,500

## Dealership Overheads

	<b>% Gross</b>
Administration and salaries	5.8%
Training	0.1%
FBT (net of contributions)	0.3%
Payroll tax	1.9%
Superannuation	3.5%
Long service leave	0.2%
Rent (or mortgage interest)	11.1%
Rates and taxes	1.5%
Property maintenance/outside services	2.1%
Telephone	0.4%
Insurance (including workers compensation)	2.0%
Office supplies/stationery	0.4%
Professional fees	0.7%
Data processing	1.3%
Bank charges and taxes	0.4%
Interest (overdraft/working capital)	0.2%
Bad debts	0.1%
Depreciation	1.6%
Electricity	0.7%
Travel and entertainment	0.3%
Management fees	0.3%
Miscellaneous	2.3%
<b>Total fixed expenses</b>	<b>37%</b>

Overheads are shown as a percentage of total dealership gross profit. This includes gross profit from the New, Used, Parts and Service departments, but excludes net F&I income which is brought into dealership profit at a selling gross level.

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