

TACTIC

CONNECTING REGIONAL INDUSTRY



2024/2025

Annual Report





CONNECTING REGIONAL INDUSTRY

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Acknowledgement of Country

We respect and honour the Traditional Custodians of this land, and recognise their continuing connection to land, sea and waterways. We extend our respect to Elders past, present and emerging. We acknowledge the stories, traditions and living cultures of Aboriginal and Torres Strait Islander people on the lands we gather, work and connect.

Acknowledgements

We are pleased to present the Tactic Connecting Regional Industry Incorporated (Tactic) 2024–2025 Annual Report, which also includes highlights and outcomes from the 2025 Annual Conference & Trade Expo. This report reflects our continued commitment to strengthening regional industry collaboration, economic development, and innovation across South Australia.

We gratefully acknowledge the vital support and investment from our key partners. In particular, we extend our sincere appreciation to the South Australian Department for Energy and Mining, the Local Buying Foundation, and our valued Industry and Collaboration Partners. Your funding and ongoing engagement have been instrumental in enabling Tactic's mission to connect businesses, government, and communities for sustainable regional growth.

FUNDING BODIES



INDUSTRY PARTNERS



COLLABORATION PARTNERS



AFFILIATE PARTNERS





About Tactic

We are an independent member-driven organisation that fast tracks the linking of local supplier capability to major project proponents, and we support their success through supply chain integrity.

With our extensive industry links, we are a trusted source of regional intelligence to all levels of government and business.

We are experts in connectivity.

With over twenty years' experience, the organisation has built deep, personal relationships with the people, businesses and community of the Upper Spencer Gulf and beyond. Simultaneously it has earned the respect of major project proponents and government through careful analysis of industry data and nuanced, factual reporting of project requirements and developments. In its independent advocacy and connectivity role it balances impartiality with optimism for the region and its growth and forges links that are strong and enduring. It grew from the community and businesses that it now serves.



Strategic Direction

The Tactic Strategic Plan was reviewed in February this year and updated to confirm our Purpose and Objectives.

Our purpose is to connect regional industry, strengthen business capability, and drive growth while unlocking the economic potential of our regions to build a stronger South Australia. We are experts in connectivity.

Our Objectives

1. To be an independent association representative of members
2. To enhance avenues for local participation within the regions it operates
3. To support connection between the local supply chain and significant project opportunities
4. To be a reliable enabler of regional connection

Opportunities and Challenges

The Upper Spencer Gulf is undergoing a major wave of projects, driven by decarbonisation in mining and infrastructure. Expanding operations and facility upgrades are creating strong opportunities for growth, investment and job creation. For Tactic members, this presents a chance to secure contracts, scale

operations and build strategic partnerships that contribute to broader regional and state development.

However, challenges remain. Local businesses face pressure to scale quickly, with ongoing supply chain, skills and readiness constraints. Recent disruptions such as delays to key projects and uncertainty at major sites highlight the need for strong support to navigate short-term pressures and plan for long-term growth.

To continue supporting the success of our members, we are pursuing three primary strategic directions for the next three years and beyond:

1. Further develop key relationships to deliver value for our members
2. Manage growth and safeguard financial sustainability
3. Maintain and build our regional focus

Committee & Management

Tactic is an Incorporated Association governed by an independent Committee. Committee Members are appointed based on their skills and experience in regional business, major projects and industry knowledge.

Committee



Mr Scott McKay
Chair



Mr Danny Bartlett
Deputy Chair



Mr Hugh Richter
Committee Member



Mr Rob Gibb
Committee Member



Ms Kimberly Cowey
Committee Member



Mr Jamie McTaggart
Committee Member



Mr Tony Mitchell
Committee Member

We gratefully acknowledge the Advisory Sub-Committee, comprised of Kate Pope (BHP) and Steve Arndt (Shared Values Australia), and thank them for their valuable contribution and support.

Team



Ms Louise Foote
Chief Executive Officer



Ms Tamara Thomas
Director of Industry



Ms Alli Carter
Director of Business



Ms Lucy Morphet
Director of Engagement



- Creating
- Sharing
- Building

2025 TACTIC CONFERENCE

**We are proud to
be a connector of
people, projects,
and procurement.**

Chair's Report

It is with great pleasure that we present the Tactic Connecting Regional Industry 2024-2025 Annual Report to our members, funding partners, sponsors, and valued stakeholders.

Tactic has continued to grow and evolve with the regions, in the regions, and for the regions. Over the past decade, we have seen extraordinary momentum, and while the past year has brought new and unexpected challenges, our commitment to regional economic development has never been stronger.

The administration of GFG Alliance and the loss of hydrogen projects have caused understandable concern and uncertainty across the Upper Spencer Gulf and beyond. These events have tested confidence in our industrial future. Yet, despite these setbacks, the core fundamentals of our region remain strong: our people, our resilience, and our unparalleled potential.

The project landscape has shifted over the past year. Some initiatives have changed shape, an expected part of major project development, particularly in regions like the Upper Spencer Gulf and Far North where multiple sectors are advancing in parallel.

While the makeup of the pipeline looks different in 2025, the level of opportunity has not diminished. Many of the projects now emerging are more tangible, better aligned with local capability, and in some cases, more accessible.

So although the landscape may look different, the opportunity for regional suppliers remains real and with the right connections and commitment, well within reach.

There remains over \$20 billion in regional project investment either active, under construction, or in the planning pipeline. These projects, ranging across critical minerals, energy, infrastructure, and services, underscore the vital importance of a platform like Tactic, which exists to connect South Australia's major projects with regional suppliers and communities. The need for effective, coordinated engagement between industry and local capability has never been more pressing.

The path to energy and industrial transformation is complex. These transitions will not succeed without long-term community participation and deliberate, inclusive engagement. In our region, we face the unique challenge of multiple large-scale projects advancing concurrently placing strain on land use, infrastructure, workforce, housing, and supply chains. Tactic plays a key enabling role in addressing these pressures: designing, brokering, and delivering local content outcomes that drive genuine benefit to regional communities.

We are proud to be a connector of people, projects, and procurement.

Tactic's Committee continues to be made up of passionate, skilled, and regionally committed volunteers. Their deep industry knowledge and unwavering dedication guide the strategic direction of the organisation. I extend my heartfelt thanks to each of them. I acknowledge Danny Bartlett for his exceptional support as Deputy Chair, and Dan Van Holst Pellekaan for his leadership in supporting the maturity of Tactic.

As we look forward, we do so with clarity and purpose. Our strategic priorities for the coming year are:

1. To be an independent, member-led association that reflects the voice of regional industry
2. To increase regional participation in project supply chains
3. To enhance connections between local suppliers and large-scale opportunities
4. To serve as a trusted enabler of regional engagement and impact

These priorities will guide our work as we navigate change and help shape a more inclusive and sustainable industrial future.

On behalf of the Committee, thank you for being part of the Tactic journey. We are proud of the progress made and excited about what lies ahead.



Scott McKay
Chair



...this growth signals a strong trajectory for Tactic and highlights our expanding impact.

Chief Executive's Message

The past twelve months have been defined by both significant regional change and renewed momentum in Tactic's mission to strengthen South Australia's regional supply chains.

Major structural shifts, including the administration of GFG Alliance and the withdrawal of the proposed hydrogen industry, created uncertainty across regional communities. Tactic responded by working with key stakeholders to ensure regional voices were heard and operational continuity was supported. These efforts reinforced Tactic's commitment to standing with our members and regional communities in times of uncertainty, while supporting the strength and sustainability of the broader regional economy.

At the same time, demand for services has continued to grow. Tactic's events, programs, and industry engagement reached record levels, reflecting the increasing recognition of regional capability as a driver of project success. Membership has expanded, supplier networks have deepened, and our Annual Conference & Trade Expo delivered unprecedented attendance and engagement. These outcomes highlight Tactic's expanding influence and the growing value placed on connecting local suppliers with major industry.

Strategic partnerships with government and industry remain central to this progress. Through collaboration with the Department for Energy and Mining, the Department for Infrastructure and Transport, the Office of the Industry Advocate, the Local Buying Foundation, and BHP Copper SA, we are aligning regional capability with project demand and embedding local content commitments more firmly in procurement pathways.

The continued rollout of the Tactical Advantage Program (TAP) has strengthened our capacity-building agenda, providing suppliers with targeted development and practical tools to remain competitive in an evolving market. This investment in capability ensures our members are not only visible to buyers but equipped to secure and deliver opportunities.

Our governance has remained strong under the leadership of Chair, Scott McKay, and the Committee, whose strategic guidance has been invaluable. We also acknowledge the retirement of long-standing Committee member and regional champion Rob Gibb, whose contribution has been central to Tactic's growth and achievements.

Finally, and most importantly, I extend my deepest appreciation to the Tactic team. Their commitment to

excellence and willingness to go above and beyond continues to drive our success and deliver meaningful outcomes for the members we serve.

Looking ahead, we remain focused on our mission to support and promote our members. By championing local content, fostering meaningful industry collaboration, and maintaining a proactive, regionally focused approach, we are well-positioned to continue driving positive outcomes. We look forward to building on this momentum in the year ahead to shape a stronger, more connected future for regional industry.



Louise Foote
Chief Executive Officer

Last Year's Highlights



1,697

attendees across our events program, spanning the Annual Conference, Industry Briefings, Supplier Tours, and networking events.

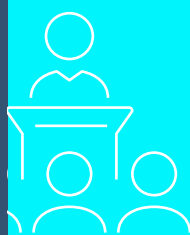
99
new members
bringing our total membership to 340 businesses.

A comprehensive Local Supplier Index distributed to **15 asset owners**, project developers, and buyers, raising awareness of regional capability.

8
major events delivered, including our flagship Conference and Trade Expo.

Engagement with representatives from **32 major resource and energy buyers** actively seeking connections to local suppliers.

33
supplier site visits through our Supplier Tours, showcasing capability first-hand to procurement decision-makers.



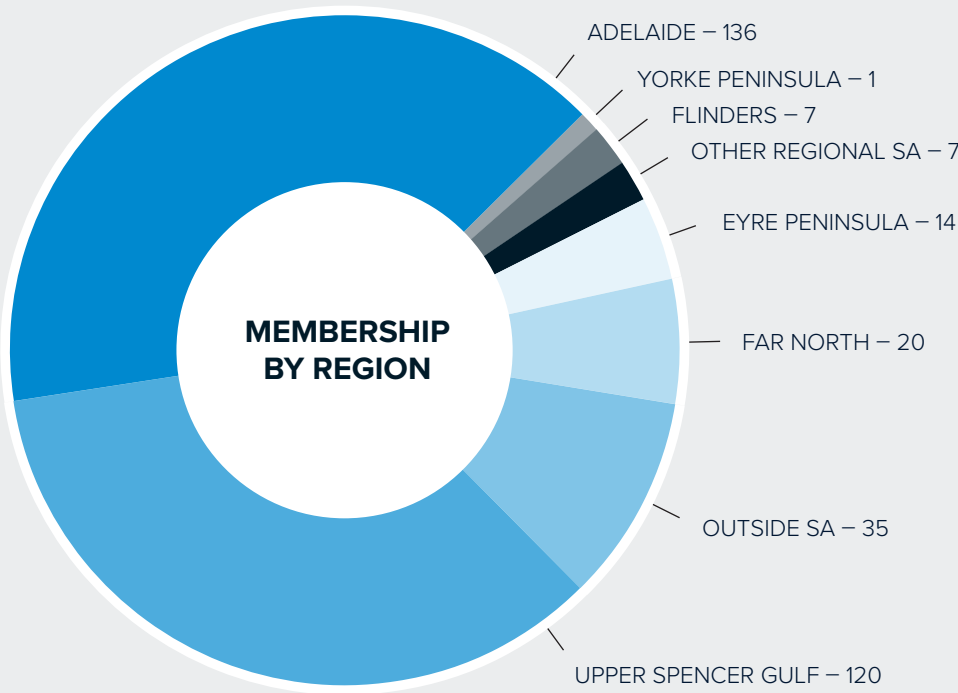
Annual Conference & Trade Expo

reached new heights in both attendance and engagement, reflecting the increasing relevance of our work to major project proponents and the regional businesses we serve. This growth signals a strong trajectory for Tactic and highlights our expanding impact.

Member Snapshot

The categorisation of Tactic membership is a strategic approach designed to enhance the value we provide to our members. It enables us to offer tailored support, foster meaningful connections, and allocate resources efficiently, ultimately contributing to the growth and success of our entire network.

MEMBERSHIP BY CAPABILITY			
CATEGORY	NUMBER	CATEGORY	NUMBER
Accommodation	7	Industrial Service	37
Asset Owner	11	Industry Association	11
Civil Construction	21	Mining and Civil Contracting	15
Communications	5	Manufacturing	2
Consulting Service	31	Product Supply	79
Defence and Security	2	Professional Services	7
Engineering	21	Training/Recruitment/Labour Hire	25
Equipment Hire	11	Transport & Logistics	16
Government Agency	19	Other	20
TOTAL			340



Memberships

We are proud to report strong membership growth during the 2024-2025 period, welcoming **99 new members**. While this reflects a moderation from last year's surge, it remains a strong indicator of sustained interest in our work and underscores the ongoing relevance and value of Tactic's initiatives across regional industry networks.

We extend our sincere thanks to every new and continuing member who has chosen to align with Tactic. Your involvement strengthens our collective voice, broadens our network, and deepens the regional capability we represent. Together, we are building a more connected, resilient, and opportunity-rich future for South Australia's industrial regions.

New Members FY2024-2025

A1 Welding Pty Ltd	CoreStaff SA	KS Talbot Pty Ltd ATF Talbot Family Trust	Shared Values Australia Pty Ltd
Aboriginal Building Civil & Construction Academy	Crete To Your Feet	L & T Kotz Family Trust	Simmons Asset Services Pty Ltd
Acciona	D&S Resources Pty Ltd	LCS Maintenance (SA)	Sound Knowledge
Ahrens Group Pty Ltd	Department for Infrastructure and Transport (SA)	Lawrence (VIC.) Pty Ltd	Stabilised Pavements of Australia
Alligator Energy Ltd	Detmold Medical Pty Ltd	Link Resources Training	Stevens Structural Pty Ltd
Ammjohn Solutions	Drivera Leasing and Hire Pty Ltd	M & G Hotel Group Pty Ltd	TACI Auto Pty Ltd
APC Technology	Edwards Family Trust	Magnetite Mines Ltd	Tarambo Pty Ltd
Arabana Aboriginal Corporation	EIF Industries	Management Governance Australia Pty Ltd	Terra Forged Pty Ltd
Association of Mining and Exploration Companies	Endress + Hauser	Mates In Construction SA	TGP Logistics Pty Ltd
ATCO Structures & Logistics Pty Ltd	Fabcoat Australia Pty Ltd	McConnell Dowell Constructors (Aust) Pty Ltd	The Dieri Aboriginal Corporation RNTBC
Augusta Motor Company Pty Ltd	Ferrocut Australia Pty Ltd	Migatech Pty Ltd	The Seat Shop
AusPress Holdings Pty Ltd	GLW Freight Management	MJ Drilling Pty Ltd	The Smith Family
Basetec Services Pty Ltd	Gundilya Pty Ltd	MK2 Recruitment PTY LTD	The Trustee for Head Family Trust
Belfree Pty Ltd	Heavy Industrial Solutions Pty Ltd	MLCS Corporate Pty Ltd	The Trustee for Poodra Springs Quarry Trust
Big Day Productions	HeavyEquip Mechanical Services Pty Ltd	MOTION	Tier One Copper Pty Ltd
BOC Ltd	HIWAY AUS Pty Ltd	MPS Group	Tiger Light Pty Ltd
C.R. Kennedy & Company Pty Ltd	Hutchinson Family Trust	P and P Consulting Services	TJC Solutions Pty Ltd
Calibre Global Australia Pty Ltd	Hydroseeding Australia	Pacific National	TKF Works Pty Ltd
Capetal Advisory	I & D Contracting	Pearlah Haulage	Webb Software Pty Ltd
Cave Quarries Pty Ltd	Intract Australia Pty Ltd	Pinnacle Hire Pty Ltd	Weld Australia
Centralian Controls Pty Ltd	IOR Supply and Trading	Pro Bitumen Pty Ltd	Westlake Contracting
Civeo Pty Ltd	Jessica Brooke Martin	Proteus Operations Pty Ltd	Woolpert Australia Pty Ltd
Clay & Mineral Sales	K&Q Contracting Pty Ltd	Reimann Manufacturing Pty Ltd	Yeah Buddy Pty Ltd
Coe Industrial Solutions Pty Ltd	Karrara Solutions Pty Ltd	Remote Civil and Construction	Yokogawa Australia
	Kokatha Aboriginal Corporation	REQ Refrigeration Pty Ltd	
		Sefar Pty Ltd	

Industry & Collaboration Partners

Tactic's Industry and Collaboration Partners represent a premium tier of membership tailored for major projects, buyers, and enabling agencies committed to strengthening engagement with the local supply chain.

Introduced as part of our evolving service model, these partnerships are designed to facilitate deeper alignment between project proponents and regional capability, while amplifying visibility, participation, and impact within the Upper Spencer Gulf and broader South Australian economy.

Key Partner Benefits:

- Public recognition through promotion on the Tactic website, including logo placement
- Access to the South Australian Supplier Capability Index, including Upper Spencer Gulf data
- Eligibility to nominate for Tactic Committee positions, shaping the future of regional industry engagement
- Facilitated engagement with local businesses and industry stakeholders

- Support in promoting and integrating local suppliers into project development and operations
- Direct access to Tactic's resourced One Stop Shop for regional engagement coordination
- Use of the Tactic local supplier database to identify potential contractors and collaborators
- Opportunities to present at the Annual Conference & Trade Expo
- Exclusive discounted rates on exhibitor packages at Tactic's flagship events
- Project and operational highlights at a minimum of two Tactic-hosted events annually
- Support in meeting Industry Participation Plan (IPP) obligations, including Aboriginal procurement and local content requirements

These benefits enable our partners to effectively connect with suppliers, workforce providers, and community networks, ensuring alignment between project needs and regional strengths.

We extend our sincere thanks to all our 2024–2025 Industry and Collaboration Partners for their continued commitment. Your alliance is instrumental in advancing our shared vision for inclusive, regionally-led industrial growth.

INDUSTRY PARTNERS



COLLABORATION PARTNERS





Industry & Stakeholder Engagement

Tactic continues to actively engage with asset owners, project developers, and Tier 1 contractors to promote our organisation and showcase the capabilities of our members. These engagements are central to our mission of creating meaningful connections between buyers and local suppliers, and are delivered through a range of strategic activities.

Our regular interactions with potential buyers include sharing tailored local contact information and our Member Capability Listing to inform procurement planning and supplier identification. We coordinate supplier briefing sessions, invite buyers to participate in Meet the Buyer events, and encourage them to present at our annual conference. Additionally, we host supplier tours and facilitate one-on-one meetings to foster direct connections between buyers and regional businesses.

We also play an important role in informing our members about procurement opportunities by promoting upcoming industry briefings and

tender activities. This early intelligence enables local businesses to better prepare and position themselves for engagement.

These efforts have contributed to a noticeable increase in local content commitments from asset owners and project developers operating across the region. There is growing recognition within industry that supporting local suppliers strengthens their social license to operate and delivers long-term value to the communities in which they invest.

Encouragingly, several proactive project developers have participated in Meet the Buyer events, local engagement forums, and industry briefings throughout the year, demonstrating a commitment to engaging early and often with local suppliers. This shift signals a maturing approach to regional procurement and reinforces the impact of Tactic's work in building strong, local industry connections.

Copper South Australia

A new partnership and a new chapter in our ongoing journey to build a sustainable future for the region.



Strategic Partnerships

Over many years, Tactic has established strong and enduring relationships with project developers and proponents committed to engaging with the local supply chain. In some instances, these relationships have evolved into formal fee-for-service or grant-supported arrangements, enabling the provision of tailored support and strategic engagement.

Outlined below are the current agreements in place. Each of these supports increased local business participation in the development, operation, and success of key regional industry assets.

BHP Copper SA

Tactic is proud to acknowledge our longstanding and productive partnership with BHP, an alliance that has evolved into a powerful vehicle for advancing local content outcomes across the Upper Spencer Gulf and beyond. Over the years, this partnership has demonstrated a shared commitment to supporting regional suppliers, creating economic opportunity, and fostering sustainable development in the local supply chain.

In 2024, Tactic and BHP further strengthened their collaboration through a renewed Local Content Services Agreement for BHP Copper SA. This revised agreement expands our joint efforts through a comprehensive suite of initiatives, including:

- **Supplier Tours:** Facilitating direct engagement between BHP and regional suppliers.
- **Local Supplier Index:** Maintaining an up-to-date directory that promotes visibility of local capabilities.
- **Supplier Engagement:** Enabling proactive outreach and capacity-building for local businesses.

- **Conferences and Forums:** Hosting targeted industry events to support learning and connection.
- **Industry Partner Status:** Reinforcing Tactic's role as a strategic enabler of local content.
- **Local Content Steering Committee:** Supporting collaboration and connection between Tactic and BHP procurement and communities teams across Copper SA.
- **Annual Activity Plans:** Co-designed annual plans that prioritise impactful local initiatives.
- **BHP Representation on the Tactic Committee Advisory Committee:** Ensuring industry alignment at a strategic level.

We would also like to acknowledge the continued contribution of Kate Pope (Lead Plant, Processing and Labour – Procurement, Copper SA), who serves on Tactic's Advisory Sub-Committee. Kate's ongoing guidance and insight continue to be invaluable in shaping local content strategy and aligning our efforts with one of the region's most significant purchasers.

Tactic deeply values BHP's enduring support and looks forward to building on this strong foundation in the coming reporting period and beyond.

BHP Local Buying Program & Local Buying Foundation

Tactic's strong relationship with C-Res, administrators of the Local Buying Program (LBP) and Local Buying Foundation (LBF), continues to be instrumental in delivering meaningful outcomes for small businesses across regional South Australia.

The Local Buying Program was established to support the participation of small businesses in BHP's Olympic Dam supply chain by simplifying procurement processes and enabling easier access to competitive tendering opportunities. The program has become a crucial mechanism for connecting eligible local suppliers with real opportunities that would otherwise be difficult to access due to the scale and complexity of large corporate procurement systems.

Complementing this, the Local Buying Foundation provides strategic funding to build the long-term capability and capacity of the local business community. The Foundation supports a broad range of initiatives, projects, and programs that foster economic development and resilience in the regions where BHP operates.

The Foundation's investment is guided by an Advisory Committee comprised of experienced regional stakeholders with deep knowledge in economic development, governance, and community needs. This committee plays a vital role in ensuring that LBF-funded activities are aligned with strategic priorities and deliver tangible benefits to regional economies. Tactic is proud to note that Tamara Thomas continues to serve as a member of the Advisory Committee, providing valuable insights that help shape funding decisions. Her ongoing contribution ensures that the Upper Spencer Gulf region remains front of mind in key funding deliberations.

The Local Buying Foundation has been a Platinum Sponsor of Tactic's Annual Conference & Trade Expo for the past three years (2023-2025), providing crucial support to amplify our reach and impact. In addition, Tactic received a \$35,000 grant from the Foundation, distributed over two years, to fund the development of an industry engagement role. This role has been pivotal in advancing our organisational objectives, expanding support services, and strengthening regional supplier networks.

Tactic continues to operate under the revised Memorandum of Agreement with C-Res, first signed in August 2020, which formalises our shared commitment



to promoting the Local Buying Program to our member organisations and other regional suppliers.

Our partnership with the Local Buying Foundation is one of depth and shared purpose. Over the years, we have collaborated on numerous initiatives that have delivered measurable benefits to the local economy.

We are immensely grateful for the Foundation's continued support and strategic investment in our region's growth. Tactic acknowledges the critical role LBF has played in our success and looks forward to building on this strong foundation in the years ahead.

Northern Water

Throughout the 2024-2025 financial year, Tactic has continued to play a pivotal role in supporting Northern Water, delivering a broad range of services that contribute to both industry engagement and community-facing initiatives. Tactic's support has been delivered on a fee-for-service basis, reinforcing our sustainable business model while enabling us to diversify the scope and scale of services we provide. This approach ensures that our work directly benefits our members and local suppliers, aligning with our mission to strengthen regional industry networks and unlock new opportunities for local participation.

Looking forward, Tactic will continue to collaborate with Northern Water to facilitate robust industry engagement as the project progresses through its next phases. Planned activities are expected to align closely with key project milestones, ensuring that local stakeholders remain informed, connected, and positioned to benefit from emerging opportunities. By maintaining a focus on meaningful engagement and delivering high-value support, Tactic aims to help shape an inclusive and responsive project ecosystem that delivers lasting benefits to local communities and businesses.



Programs & Member Services

Tactic continues to deliver a range of initiatives designed to connect members with potential customers and strengthen business capability. These include Meet the Buyer events, targeted industry briefings, the Annual Conference & Trade Expo, and other engagement opportunities throughout the year.

Member Forums and Events

While the Annual Conference & Trade Expo remains Tactic’s flagship event, a number of other member events were also hosted and co-hosted throughout the year. These gatherings offered further opportunities to connect, share information, and pursue new business relationships.

Member Events Summary 2024-2025:

DATE	DESCRIPTION	ATTENDEES	BUSINESSES
4 July 2024	Business Briefing - Northern Water - Port Lincoln	111	
18 Sept 2024	Business Briefing - Northern Water - Roxby Downs	91	
16 Oct 2024	AGM/Meet the Buyer Port Pirie	190	
14 Nov 2024	Major Project Connect – Whyalla	153	
28 Nov 2024	End of Year Celebration – Port Augusta	80	
18 Feb 2025	Supplier Tour Steel Mains		19
27 Feb 2025	Meet The Buyer Port Augusta	151	
18 Mar 2025	Supplier Tour BHP/Byrne-cut		14
8 May 2025	Meet The Buyer Whyalla (with Office of the Industry Advocate)	180	
29-30 July 2025	Tactic Conference & Trade Expo Port Augusta	741	
TOTAL		1697 ATTENDEES	33 BUSINESSES

Meet the Buyer Events

Three successful Meet the Buyer events were held in the reporting period with a total of 521 attendees connecting with a variety of major project throughout the region.

Due to the unprecedented demand, these events have now become member only. A decision that was not taken lightly however a step that was necessary

to ensure that members have the best possible opportunity to engage with the buying group.

We would like to thank all project representatives and proponents for their commitment in not only attending these events but taking the time to form relationships with those involved and supporting the local supply chain.

Buyers who participated in Meet the Buyer events include:





TACTIC CONFERENCE & TRADE EXPO | Pt Augusta 2025

The 2025 Tactic Conference & Trade Expo built on the momentum of previous years, delivering another highly successful and fully subscribed event. With 741 delegates and 129 exhibitors in attendance, this year's conference continued to exceed expectations and reinforced its value as a leading forum for regional suppliers to engage directly with major project stakeholders.

This year's program featured several standout elements:

- Strong delegate numbers and a record number of exhibitors on site
- Keynote addresses from the Honourable Tom Koutsantonis, Minister for Energy and Mining, and Paul Martyn, Chief Executive of the Department for Energy and Mining
- Attendance and active involvement from all major asset owners in the region, including BHP, ElectraNet and Nyrstar
- Comprehensive project updates from across the Tactic region, providing attendees with timely and practical insights
- Strong sponsorship support, particularly from our Platinum Sponsors the Local Buying Foundation, which contributed to a positive financial result for the event.

The positive feedback received from stakeholders continues to affirm the conference's role as an important event on the regional calendar, not only for information sharing but also for building meaningful commercial relationships.

We are grateful to all who made the 2025 event possible. This includes our sponsors, exhibitors, Tactic member organisations, project proponents and delegates. We also extend particular thanks to the following individuals and organisations for their contributions:

- The Tactic Committee, for their continued leadership and strategic direction
- Jordan, Emily and Kim from Central Oval, for their venue management and support
- Our catering partners Head Catering, Tickle Belly Hill, Bubbles and Froth, and Blended Café, who kept delegates well fed and energised throughout the event
- Festival Hire, St Lanes and Shiell's Party Hire, for their reliable service and professionalism
- All suppliers and contractors who continue to help us deliver a high quality and value for money event, even as the size and complexity of the conference continues to grow each year.





2025 Tactic Conference & Trade Expo Sponsors

PLATINUM SPONSORS



GOLD SPONSORS



SILVER SPONSORS



BRONZE SPONSORS



PRE-CONFERENCE RECEPTION SPONSOR



OTHER SPONSORS

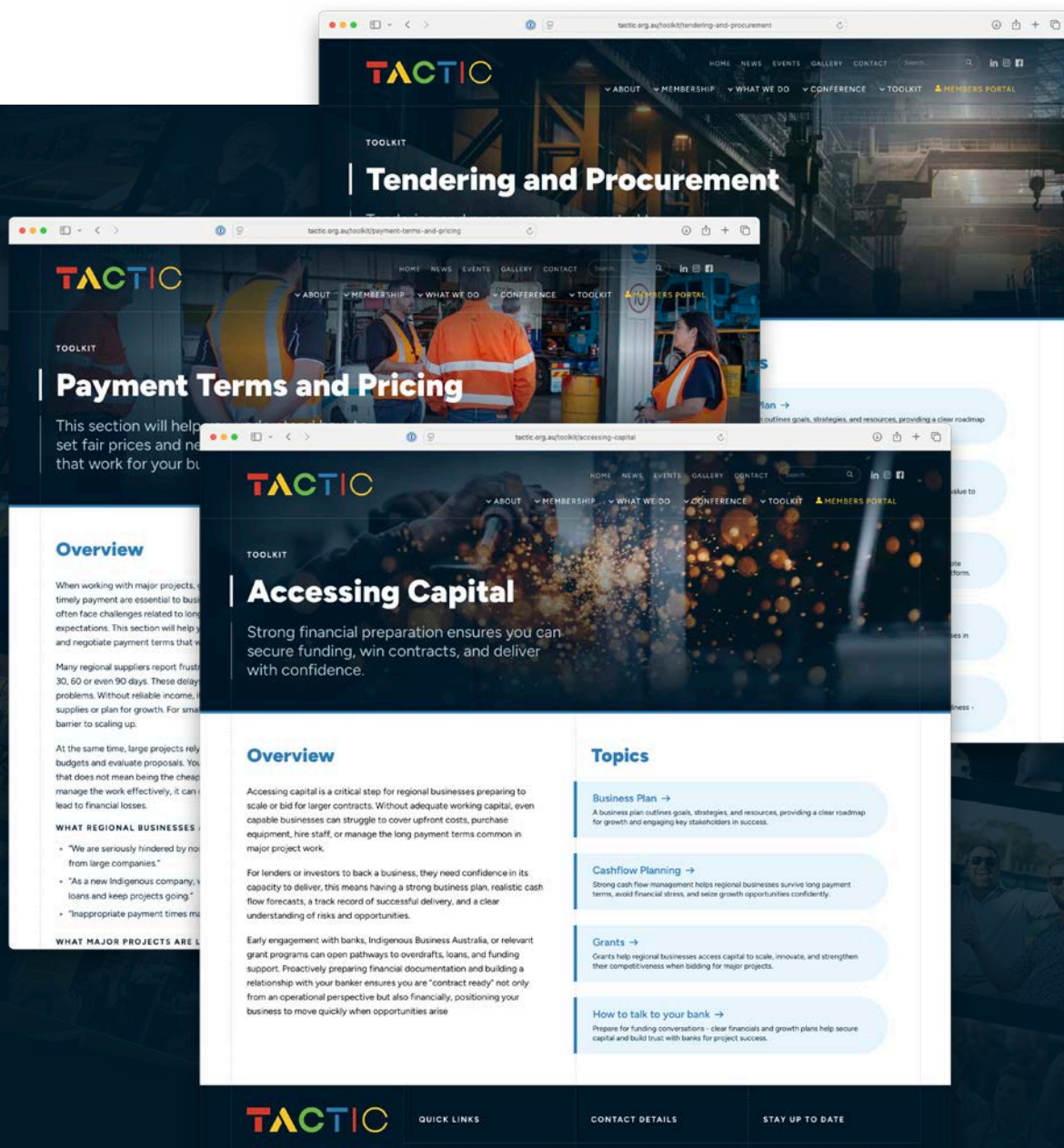


Tactical Advantage Program (TAP)

The Tactical Advantage Program (TAP) is Tactic's flagship initiative supporting the growth and capability of regional businesses across the Upper Spencer Gulf, Far North, Eyre Peninsula, Yorke, and Mid-North regions. Developed in response to the increasing demand for locally sourced goods and services in the coming decade, TAP is designed to help regional suppliers understand emerging opportunities and build the capacity needed to meet the expectations of large-scale buyers and major project proponents.

Delivered in four distinct stages, TAP adopts a needs-led, strategic approach beginning with identifying regional demand and supplier capability gaps, and moving toward targeted support services that address those gaps. The program is tailored to ensure that all deliverables are grounded in the real procurement priorities of buyers and aligned with the readiness levels of regional businesses.

During the current reporting period, Stages 1, 2, and 3 of TAP were successfully completed.



Stage 1: Regional Needs Identification

Extensive consultation with major project proponents, government, and industry stakeholders to forecast regional procurement demand and clarify future supply chain requirements.

Stage 2: Supplier Capability Assessment

Engagement with local businesses to assess current capabilities and readiness, identifying common challenges and priority areas for support and development.

Stage 3: Business Support Toolkit

Based on findings from the first two stages, Tactic developed and launched the Tactical Advantage Business Support Toolkit, a practical, plain-language resource designed to help regional businesses engage with major projects more effectively.

Drawing on direct input from 139 regional businesses and 13 major projects, the Toolkit provides real-world, actionable guidance for businesses, whether they are experienced contractors or new entrants to supply chains. It is structured around eight critical business capability areas identified through the Tactical Advantage Program:

1. Tendering and Procurement
2. Payment Terms and Pricing
3. Regional Work Packages
4. Project Management
5. Relationship Management
6. Capacity Building
7. Accessing Capital
8. Business Systems and Governance

Each section offers best-practice checklists, tools, templates, and links to further resources that help businesses prepare, plan, and position themselves to take advantage of project-related opportunities. The Toolkit also connects users with broader support services, including government programs and specialist advisory networks, helping them access the right support at the right time.

The Toolkit serves as both an independent learning resource and a structured foundation for deeper support services to follow in Stage 4.

Looking Ahead: Stage 4

Planning is underway for Stage 4, which will extend the program's impact by delivering one-on-one support, including:

- Tailored capability-building consultations
- A structured business mentoring program
- Facilitated access to regional supply chains and procurement teams

These intensive supports will build on the Toolkit foundation, ensuring businesses receive targeted assistance aligned with their stage of growth and industry focus.

Tactic acknowledges with gratitude the Local Buying Foundation, whose substantial funding support has made the Tactical Advantage Program possible. Their commitment to regional economic growth has enabled the development of a truly strategic initiative, one that is grounded in regional realities and focused on outcomes that matter to both suppliers and buyers.

We also recognise the important role of our project partners, who have contributed their time, insights, and expertise to inform TAP's delivery.

The Tactical Advantage Program is not just about short-term business readiness, it is about building a resilient, well-prepared, and opportunity-driven regional supply chain. Through strategic planning, practical tools, and tailored support, TAP is helping regional South Australian businesses become confident, capable, and competitive.

Tactic looks forward to delivering Stage 4 of the program in the coming period and continuing to support the long-term growth of our regional business community.

Operating Budget 2025-2026

TRADING INCOME

BUDGET
\$

Conference	623,395
Fee For Service Arrangements	112,000
Grant Funding	115,000
Membership	337,219
Project Income	100,000
Total Trading Income	1,287,615

OTHER INCOME

Bank Interest	25,000
Misc Income	—
Total Other Income	25,000

OPERATING EXPENSES

\$

Communications	80,000
Bank Fees & Charges	200
Insurance	15,000
Legal, Acct & Auditing	17,000
Human Resources	614,584.05
Consultancy	30,000
Project Expenses	95,000
Travel	20,000
Workshops, Forum attendance	1,000
Tactic Events	18,000
Subscriptions & Memberships	10,000
Conference	371,600
Bad Debts	25,000
Miscellaneous Expenses	3,000
FFS Cost Recovery	10,000
Total Operating Expenses	1,310,384
Net Surplus	2,231



CONNECTING REGIONAL INDUSTRY



JUNE 2025

Financial Statements

TACTIC (CONNECTING REGIONAL INDUSTRY) INCORPORATED

ABN : 92 066 557 376

**FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2025**

TACTIC (CONNECTING REGIONAL INDUSTRY) INCORPORATED

ABN : 92 066 557 376

FINANCIAL REPORT

FOR THE YEAR ENDED 30 JUNE 2025

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TACTIC (CONNECTING REGIONAL INDUSTRY) INCORPORATED

ABN : 92 066 557 376

COMMITTEE MEMBER'S REPORT

The committee presents their report, together with the financial statements, on the association for the year ended 30 June 2025.

Committee members

The names of the committee members in office at any time during or since the end of the year are:

Scott McKay	Chairperson
Danny Bartlett	Deputy Chairperson
Jamie McTaggart	Committee Member
Kimberly Cowey	Committee Member
Hugh Richter	Committee Member
Tony Mitchell	Committee Member
Rob Gibb	Committee Member

Committee members have been in office since the start of the financial year to the date of this report unless otherwise stated.

Principal Activities

The principal activities of the association during the financial year has been to fast track the linking of local supplier capability to major project proponents, and support their success through supply chain integrity

No significant change in the nature of these activities occurred during the year.

Significant Changes in the State of Affairs

There was no significant change in the state of affairs of the association during the year

Operating results

The association recorded an operating deficit for the year of \$10,220 (2024: \$154,502 surplus).

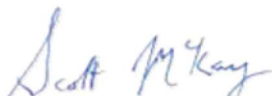
Subsequent events

There has not been any matter or circumstance occurring subsequent to the end of the financial year and not disclosed in the financial statements that has significantly affected, or may significantly affect, the operations of the association, the results of those operations, or the state of affairs of the association in future financial years.

Auditor's Independence Declaration

The auditor's independence declaration for the year ended 30 June 2025 has been received and can be found on page 10 of the financial report.

Signed in accordance with a resolution of the committee



Committee member



Committee member

Dated this 18th day of September 2025

TACTIC (CONNECTING REGIONAL INDUSTRY) INCORPORATED
ABN : 92 066 557 376

STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME
FOR THE YEAR ENDED 30 JUNE 2025

	Note	2025 \$	2024 \$
Revenue and other income	2	1,475,204	1,372,322
Expenditure			
Employee Benefits		(597,952)	(460,816)
Conference costs		(446,090)	(344,812)
Insurance		(11,934)	(15,933)
Advertising, Printing & Stationery		(42,831)	(41,206)
Bad Debts & Provision for doubtful debts		(65,188)	(18,302)
Other expenses		(51,885)	(57,155)
Project expenses and Tactic events		(116,829)	(83,026)
Consultants and contractors		(59,091)	(67,435)
Travel & Accommodation		(14,750)	(28,062)
Legal, Accounting & Auditing		(11,912)	(15,144)
Committee expenses		(21,065)	(51,788)
Website & Internet		(45,895)	(34,142)
Current year surplus (deficit)		(10,220)	154,502
Other comprehensive income		-	-
Total comprehensive income attributable to members of the entity		(10,220)	154,502

TACTIC (CONNECTING REGIONAL INDUSTRY) INCORPORATED

ABN : 92 066 557 376

**STATEMENT OF FINANCIAL POSITION
AS AT 30 JUNE 2025**

	Note	2025	2024
		\$	\$
CURRENT ASSETS			
Cash and cash equivalents	3	980,371	860,649
Trade and other receivables	4	104,503	215,156
Prepayments		23,970	-
TOTAL CURRENT ASSETS		<u>1,108,843</u>	<u>1,075,805</u>
NON-CURRENT ASSETS		<u>-</u>	<u>-</u>
TOTAL NON-CURRENT ASSETS		<u>-</u>	<u>-</u>
TOTAL ASSETS		<u>1,108,843</u>	<u>1,075,805</u>
CURRENT LIABILITIES			
Trade and other payables	5	79,043	57,450
Employee benefits	6	63,440	41,775
TOTAL CURRENT LIABILITIES		<u>142,483</u>	<u>99,225</u>
NON-CURRENT LIABILITIES		<u>-</u>	<u>-</u>
TOTAL NON-CURRENT LIABILITIES		<u>-</u>	<u>-</u>
TOTAL LIABILITIES		<u>142,483</u>	<u>99,225</u>
NET ASSETS		<u>966,360</u>	<u>976,580</u>
MEMBERS FUNDS			
Retained surplus		<u>966,360</u>	<u>976,580</u>
TOTAL MEMBERS FUNDS		<u>966,360</u>	<u>976,580</u>

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

TACTIC (CONNECTING REGIONAL INDUSTRY) INCORPORATED

ABN : 92 066 557 376

**STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 30 JUNE 2025**

	Retained Surplus	Total
	\$	\$
Balance at 1 July 2023	822,078	822,078
Comprehensive income		
Net surplus for the year	154,502	154,502
Balance at 30 June 2024	976,580	976,580
Balance at 1 July 2024	976,580	976,580
Comprehensive income		
Net surplus (deficit) for the year	(10,220)	(10,220)
Balance at 30 June 2025	966,360	966,360

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

TACTIC (CONNECTING REGIONAL INDUSTRY) INCORPORATED

ABN : 92 066 557 376

**STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30 JUNE 2025**

		2025
	Note	\$
CASH FLOW FROM OPERATING ACTIVITIES		
Receipts from customers		1,641,754
Payments to suppliers and employees		(1,546,823)
Interest received		24,791
Net cash provided by (used in) operating activities	8	119,722
CASH FLOWS FROM FINANCING ACTIVITIES		-
Net cash provided by (used in) financing activities		-
NET INCREASE (DECREASE) IN CASH HELD		119,722
Cash at the beginning of the financial year		860,649
CASH AND CASH EQUIVALENTS AT THE END OF THE FINANCIAL YEAR	3	980,371

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

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2025**

NOTE 1 - SUMMARY OF MATERIAL ACCOUNTING POLICIES

Financial Reporting Framework

The financial statements are special purpose financial statements prepared in order to satisfy the financial reporting requirements of the Associations Incorporation Act 1985. The committee has determined that the Association is not a reporting entity as the users of the financial statements are able to obtain additional information to meet their needs.

Statement of Compliance

The financial report has been prepared in accordance with the Associations Incorporation Act 1985, the basis of accounting specified by all Australian Accounting Standards and Interpretations, and the disclosure requirements of Accounting Standards AASB 101: *Presentation of Financial Statements*, AASB 108: *Accounting Policies, Changes in Accounting Estimates and Errors*, AASB 1031: *Materiality* and AASB 1054: *Australian Additional Disclosures*.

Basis of Preparation

The financial statements have been prepared on an accrual basis and are based on historical costs. They do not take into account changing money values or, except where stated specifically, current valuations of non-current assets.

The following material accounting policies, which are consistent with the previous period unless stated otherwise, have been adopted in the preparation of these financial statements.

(a) Income Tax

The association is not subject to income tax and therefore no income tax expense or income tax payable is shown in the financial statements.

(b) Impairment of Assets

At the end of each reporting period, the association reviews the carrying amounts of its tangible and intangible assets to determine whether there is any indication that those assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs of disposal and value in use, is compared to the asset's carrying amount. Any excess of the asset's carrying amount over its recoverable amount is recognised in profit or loss.

Where it is not possible to estimate the recoverable amount of an individual asset, the association estimates the recoverable amount of the cash-generating unit to which the asset belongs.

Where an impairment loss on a revalued individual asset is identified, this is recognised against the revaluation surplus in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that class of asset.

(c) Employee Provisions

Short-term employee benefits

Liabilities for wages and salaries, including non-monetary benefits, annual leave and long service leave expected to be settled wholly within 12 months of the reporting date are measured at the amounts expected to be paid when the liabilities are settled.

(d) Cash and Cash Equivalents

Cash and cash equivalents include cash on hand, deposits held at-call with banks, other short-term highly liquid investments with original maturities of three months or less, and bank overdrafts.

(e) Revenue and Other Income

Revenue recognition

Operating Grants, Donations and Bequests

When the association receives operating grant revenue, donations or bequests, it assesses whether the contract is enforceable and has sufficiently specific performance obligations in accordance with AASB 15.

When both these conditions are satisfied, the association identifies each performance obligation relating to the grant, recognises a contract liability for its obligations under the agreement and recognises revenue as it satisfies its performance obligations. Where the contract is not enforceable or does not have sufficiently specific performance obligations, the association:

- recognises the asset received in accordance with the recognition requirements of other applicable accounting standards (for example, AASB 9, AASB 16, AASB 116 and AASB 138)
- recognises related amounts (being contributions by owners, lease liability, financial instruments, provisions, revenue or contract liability arising from a contract with a customer)
- recognises income immediately in profit or loss as the difference between the initial carrying amount of the asset and the related amount.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2025**

If a contract liability is recognised as a related amount above, the association recognises income in profit or loss when or as it satisfies its obligations under the contract.

Interest Income

Interest revenue is recognised using the effective interest method, which for floating rate financial assets is the rate inherent in the instrument.

All revenue is stated net of the amount of goods and services tax.

(f) Comparative Figures

When required by Accounting Standards or for improved presentation of the financial report, comparative figures have been adjusted to conform to changes in presentation for the current financial year.

(g) Current and non-current classification

Assets and liabilities are presented in the statement of financial position based on current and non-current classification.

An asset is classified as current when: it is either expected to be realised or intended to be sold or consumed in the association's normal operating cycle; it is held primarily for the purpose of trading; it is expected to be realised within 12 months after the reporting period; or the asset is cash or cash equivalent unless restricted from being exchanged or used to settle a liability for at least 12 months after the reporting period. All other assets are classified as non-current.

A liability is classified as current when: it is either expected to be settled in the association's normal operating cycle; it is held primarily for the purpose of trading; it is due to be settled within 12 months after the reporting period; or there is no unconditional right to defer the settlement of the liability for at least 12 months after the reporting period. All other liabilities are classified as non-current.

(h) Prior Period Adjustment

In June 2025 it was noted that in the 2024 financials year annual leave was not provided for and that a GST adjustment was incorrect. The errors have been corrected by restating each of the affected financial statement lines for the prior period as follows:

	2024	Surplus Increase/ (Decrease)	2024 (restated)
Statement of profit or loss and other comprehensive income(extract)			
Provision for Annual leave/toil	-	(41,775)	(41,775)
Miscellaneous expenses	(4,887)	(15,155)	(20,042)
	(4,887)	(56,930)	(61,817)
Current year surplus (deficit) before income tax	211,432	(56,930)	154,502
Other comprehensive income	-	-	-
Total comprehensive income attributable to members of the entity	211,432	(56,930)	154,502

Statement of changes in equity (extract)

	Retained Surplus	Total (restated)
Balance at 30 June 2024 as originally presented	1,033,510	1,033,510
Correction of error	(56,930)	(56,930)
Restated total equity at the beginning of the year	976,580	976,580

	2024	Increase/ (Decrease)	2024 (restated)
Statement of financial position (extract)			
Other current liabilities - GST	13,313	15,155	28,468
Other current liabilities - Provision for Annual leave/Toil	-	41,775	41,775
Net Assets	1,033,510	56,930	976,580
Retained surplus	1,033,510	(56,930)	976,580
Total Equity	1,033,510	(56,930)	976,580

TACTIC (CONNECTING REGIONAL INDUSTRY) INCORPORATED
ABN : 92 066 557 376

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2025**

NOTE 2: REVENUE AND OTHER INCOME	2025	2024
	\$	\$
Revenue from contracts with customers:		
State Government (DEM) Funding	80,000	80,000
LBF Support Role Grant	17,500	49,725
Project Income	144,000	50,000
Fee for Service arrangements	214,868	324,597
Membership income	321,501	225,489
Conference Income	672,298	622,816
Other income	246	-
	<u>1,450,412</u>	<u>1,352,627</u>
Non-contract income:		
Interest received	24,791	19,695
	<u>24,791</u>	<u>19,695</u>
Total revenue and other income	<u>1,475,204</u>	<u>1,372,322</u>
 NOTE 3 - CASH AND CASH EQUIVALENT ASSETS	 2025	 2024
	\$	\$
Cash at bank	536,482	437,887
Debit cards	7,871	5,845
Term deposits	436,017	416,732
Petty Cash	-	185
	<u>980,371</u>	<u>860,649</u>
 NOTE 4 - TRADE AND OTHER RECEIVABLES	 2025	 2024
	\$	\$
Current		
Trade receivables	141,821	215,156
Less : Provision for impairment	(37,318)	-
	<u>104,503</u>	<u>215,156</u>
 NOTE 5 - TRADE AND OTHER PAYABLES	 2025	 2024
	\$	\$
Current		
Unsecured liabilities:		
Trade payables	28,836	-
Accrued expenses	6,561	-
PAYG payable	9,662	28,982
Superannuation payable	4,574	-
GST Payable	29,409	28,468
	<u>79,043</u>	<u>57,450</u>
 <i>Collateral Pledged</i>		
No collateral has been pledged for any of the accounts payable and other payable balances.		
 NOTE 6 - EMPLOYEE BENEFITS	 2025	 2024
	\$	\$
Current		
Provision for annual leave/toil entitlements	63,440	41,775
	<u>63,440</u>	<u>41,775</u>

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2025**

NOTE 7 - RELATED PARTY DISCLOSURES	2025	2024
	\$	\$

Committee of Management

No member of the committee received remuneration, other than noted in this financial report, from the association in their capacity as member. No other association that the above members are associated with has received funds other than through dealings with the association in the ordinary course of business and on normal commercial terms and conditions.

Consultants fees	<u>\$ 15,906</u>	<u>-</u>
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Key Management Personnel Compensation

Compensation

The aggregate compensation made to officers and other members of key management personnel of the association is set out below:

Aggregate compensation	<u>\$ 206,755</u>	<u>\$ 184,302</u>
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Related party transactions

There were no transactions with related parties during the current and previous financial year.

Receivable from and payable to related parties

There were no trade receivables from or trade payables to related parties at the current and previous

Loans to/from related parties

There were no loans to or from related parties at the current and previous reporting date.

Other related parties

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

NOTE 8: CASH FLOW INFORMATION

	2025
	\$
Reconciliation of cash flows from operating activities with net surplus	
Net surplus (deficit)	(10,220)
Changes in assets and liabilities:	
- (increase)/decrease in trade and other receivables	73,335
- (increase)/decrease in prepayments	(23,970)
- increase/(decrease) in provision for doubtful debts	37,318
- increase/(decrease) in trade and other payables	20,653
- increase/(decrease) in other current liabilities	941
- increase/(decrease) in employee benefits	<u>21,665</u>
Net cash provided by operating activities	<u><u>119,722</u></u>

NOTE 9 - CONTINGENT LIABILITIES

There are no contingent liabilities as at 30 June 2025 (30 June 2024: None).

NOTE 10 - CAPITAL COMMITMENTS

There are no capital commitments as at 30 June 2025 (30 June 2024: None).

NOTE 11 - EVENTS AFTER THE REPORTING PERIOD

No matter or circumstance has arisen since 30 June 2025 that has significantly affected, or may significantly affect the association's operations, the results of those operations, or the association's state of affairs in future financial years.

NOTE 12 - ASSOCIATION DETAILS

The registered office and principal place of business of the association is :
2A Stirling Avenue
Port Augusta SA 5700

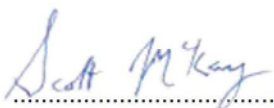
TACTIC (CONNECTING REGIONAL INDUSTRY) INCORPORATED


STATEMENT BY MEMBERS OF THE COMMITTEE

The members of the committee declare that, in the committee's opinion:

1. The association is not a reporting entity because there are no users dependent on general purpose financial statements. Accordingly, as described in note 1 to the financial statements, the attached special purpose financial statements have been prepared for the purposes of complying with the Associations Incorporation Act 1985 and:
 - a. the attached financial statements and notes comply with the Accounting Standards as described in note 1 to the financial statements;
 - b. the attached financial statements and notes give a true and fair view of the association's financial position as at 30 June 2025 and of its performance for the financial year ended on that date
2. There are reasonable grounds to believe that Tactic (Connecting Regional Industry) Incorporated will be able to pay its debts as and when they become due and payable.

This statement is made in accordance with the resolution of the committee:


.....
Committee member


.....
Committee member

Dated this 18th day of September 2025



CONNECTING REGIONAL INDUSTRY

support@tactic.org.au

tactic.org.au



Experts in Connectivity.