

TACTIC

CONNECTING REGIONAL INDUSTRY



2025
2026 **ANNUAL
REPORT**



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.

With over twenty years' experience Tactic 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.

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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

Tactic Connecting Regional Industry Incorporated (Tactic) gratefully acknowledges the support, commitment, and collaboration of the many organisations, businesses, members, and individuals who have contributed to our success throughout 2025–2026.

We extend our sincere appreciation to our key funding partners, the South Australian Department for Energy and Mining and the Local Buying Foundation, whose investment has enabled Tactic to continue delivering initiatives that connect regional industry, strengthen business capability, and unlock opportunities that drive growth across South Australia's regions.

We also thank our valued Industry and Collaboration Partners, Conference speakers and sponsors, members, and stakeholders. Your ongoing support and engagement are fundamental to achieving Tactic's purpose of connecting regional industry and unlocking the economic potential of our regions to build a stronger South Australia.

Throughout the year, your contributions have helped Tactic remain an independent voice for its members, enhance opportunities for local participation, strengthen connections between regional supply chains and significant project opportunities, and continue our role as a trusted enabler of regional connection.

A special acknowledgement is extended to all those who contributed to the success of the 2026 Annual Conference and Trade Expo. The event provided a valuable platform for regional businesses, industry leaders, government representatives, and project proponents to connect, collaborate, and explore opportunities that support sustainable regional growth and prosperity.

Together, your partnership and commitment continue to strengthen regional industry and create lasting benefits for businesses and communities across South Australia.

FUNDING BODIES



INDUSTRY PARTNERS



COLLABORATION PARTNERS



AFFILIATE PARTNERS



Strategic Direction

The 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 region is experiencing a significant pipeline of major projects, driven by decarbonisation efforts across mining, energy and enabling infrastructure. Expansion of operations and investment in facility upgrades are creating substantial opportunities for economic growth, increased investment and job creation. For Tactic members, this environment presents strong potential to secure new contracts, scale capabilities and form strategic partnerships that contribute to broader regional and state development outcomes.

At the same time, challenges remain. Local businesses continue to face pressure to respond quickly to growing demand, while managing persistent constraints in workforce availability, supply chain capacity and operational readiness. Although recent disruptions and delays to key projects have begun to stabilise, and several major initiatives are now progressing again, the need for coordinated support remains critical. Businesses require assistance to navigate short-term pressures while positioning for sustainable long-term growth.

Over the past year, Tactic has strengthened its resilience by diversifying income streams through new fee-for-service customers, and the introduction of opt-in paid member events. To enable continued sustainable and independent growth, further diversification of revenue sources, alongside the pursuit of new partnerships and strategic opportunities, will remain a priority.

Our Strategic Directions

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 Danny Bartlett
Chair



Mr Jamie McTaggart
Deputy Chair



Ms Kimberly Cowey
Secretary



Mr Allan Kane
Treasurer



Mr Tony Mitchell
Committee Member



Ms Adelle Cimarosti
Committee Member



Mr Scott McKay
Committee Member

We gratefully acknowledge the Advisory Sub-Committee, comprised of Lauren Bishop, Priscilla Naera, Kate Pope, and Steve Arndt and thank them for their valuable contribution and support.

Staff



Ms Louise Foote
Chief Executive Officer



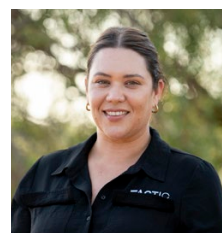
Ms Tamara Thomas
Director of Industry



Ms Alli Carter
Director of Business



Ms Lucy Morphet
Director of Engagement



Ms Cody Girdwood
Director of Strategy



Chair's Report

I am pleased to be involved in presenting Tactic's 2025–2026 Annual Report. I have been honoured to Chair Tactic over the last year and feel a strong sense of responsibility to ensure Tactic continues its great work.

I am a proud Tactic advocate. I have enjoyed significant benefits through my membership over the years, having taken advantage of various opportunities presented to my business that I may otherwise not have been exposed to. This is a familiar story for many of our members, particularly smaller regional businesses that have grown through opportunities and connections made through their Tactic membership. To ensure our ongoing success, it is important we have a Committee and staff who are committed to the values of this unique organisation.

It is worth reflecting on just how unique Tactic is. When I speak to members and other stakeholders, it is clear what we do in regional South Australia is not replicated elsewhere.

Our ability to connect the supply chain, from the largest businesses through to small local businesses operating in the regions, is unparalleled.

Experienced professionals across the sectors we work in regularly remind us of our unique value proposition. As a member-based and member-led organisation, we should be proud of what we have achieved.

As we grow, we need to ensure we have the right strategy, structures, governance and resources to deliver against our Strategic Plan. We have seen changes to both our Committee and our professional team of staff compared with the previous year. It has been great to work with everyone, and we all share a common purpose of delivering value to members and stakeholders.

Throughout the year, we have continued our core business: supplier tours, an amazing conference and meet-the-buyer events. But we have also had a few firsts: a combined Committee and staff strategic planning day, our inaugural golf day in Port Augusta and our first Adelaide Member Mixer event. We adopted a new Life Membership Policy, and I had the honour of awarding Life Membership to Mark Kuhn and Stephen Richter at the 2026 Conference. We also took on the contract to deliver South Australia Trading Tracks.

South Australia Trading Tracks is a significant new commitment. It is a pilot program funded by LBF and BHP, delivered by Tactic and guided by an Indigenous Business Reference Group. The program is only in its early stages and aims to enhance the economic participation of locally based Aboriginal businesses and Traditional Owner enterprises. I am excited to see what this program delivers for participants, and I am

also optimistic that the lessons learned and capability developed within Tactic will benefit our members more broadly.

Despite being a not-for-profit, Tactic has been a successful organisation, and we need to carefully preserve, invest and use our funds to deliver the best return and benefit for our members. We are developing an investment policy and strategy, which in turn is linked to our capacity to invest in the Tactical Advantage Program – Stage 4, where we would like to improve the capacity and capability of our members to respond to the large array of prospective work ahead.

Looking ahead, our priorities for the coming year include:

1. Continuing to deliver against our Strategic Plan
2. Growing and retaining our membership, with a regional focus
3. Progressing the Tactical Advantage Program – Stage 4
4. Finalising our investment policy and strategy
5. Delivering South Australia Trading Tracks

The pipeline of projects in our region is substantial, complex and always moving. There have been challenges, and I am sure more will come. However, I am optimistic that our time is here. Many speakers, delegates and exhibitors at the Conference confirmed that sense of optimism. In regional South Australia, we have the right mix of natural resources, government investment, workforce capability and community licence to become an economic force for our State and Nation for decades to come. Tactic will continue to play an important part in connecting projects with regional businesses, and in retaining and growing the benefits of the opportunities ahead for future generations.

I would like to take this opportunity to thank the Tactic team: our volunteer Committee and our dedicated, professional staff. Being Chair of Tactic is a pleasure when we have such a capable and united team behind it. I would also like to thank our members, sponsors and stakeholders. Your ongoing commitment of funding, resources, time and energy allows us to continue our important work and deliver the unique offering that is Tactic.



Danny Bartlett
Chair, Tactic



Chief Executive's Message

It is a privilege to present this report outlining Tactic's operational activities for the 2025–2026 financial year, a year defined by both significant regional change and renewed momentum in our mission to strengthen South Australia's regional supply chains.

The past 12 months have seen complex shifts in the regional landscape, most notably the administration of GFG Alliance and the withdrawal of the proposed hydrogen industry. These developments have created uncertainty for local communities and industries. In response, Tactic has worked closely with key stakeholders including John Chapman (Whyalla Regional Coordinator), the team at KordaMentha, and the Whyalla Steelworks Industrial Transformation Unit. Our role has focused on ensuring regional voices are heard, supporting operational continuity, and contributing to coordinated transition planning. These events have underscored the importance of strong, collective advocacy and reaffirmed Tactic's value as a stabilising and solutions-oriented presence during times of disruption.

Amid these challenges, demand for Tactic's services has continued to grow. Our Annual Conference and 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.

None of this progress would be possible without the enduring support of our members, sponsors, and partners. Your commitment is the foundation of Tactic's role as a trusted connector and champion for local capability. I extend my sincere thanks to all who have contributed to our work over the past year.

We gratefully acknowledge the Department for Energy and Mining, whose strategic partnership continues to be a cornerstone of our success. Their collaboration plays a pivotal role in advancing long-term benefits for regional communities, and we are enthusiastic about the new opportunities this partnership will continue to unlock.

Our appreciation also goes to the Local Buying Foundation, whose ongoing support enables Tactic to operate effectively and deliver initiatives such as the Annual Conference and key programs like the Tactical Advantage Program. Their investment is helping us build a more capable, connected, and competitive regional business ecosystem.

We also thank BHP Copper SA for its sustained engagement and support. Through strategic collaboration and formalised agreements, BHP has helped strengthen local supplier networks and ensure our services remain aligned with real procurement pathways and industry expectations.

I would like to acknowledge and thank Danny Bartlett, Chair of Tactic, and the entire Committee for their ongoing strategic leadership and guidance. Their contributions have continued to shape the direction of the organisation and ensure our activities remain purposeful and impactful.

This year also marks the retirement of Rob Gibb, a long-serving and highly respected member of the Tactic Committee. Rob has been a cornerstone of the organisation, providing wise counsel and hands-on leadership through periods of major growth and transformation. His deep understanding of regional supply chain dynamics, coupled with a pragmatic and strategic mindset, has left an indelible mark on our work. Rob's support in managing complex project scopes has helped deliver long-lasting outcomes for our members and the region more broadly. On behalf of the Tactic team and extended community, we thank Rob for his extraordinary contribution and wish him the very best in retirement. His legacy will remain deeply embedded in the future direction of our work.

Finally, and most importantly, I extend my deepest appreciation to the Tactic team; Tamara, Alli, Lucy and Cody, for their tireless dedication, professionalism, and passion. 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.

To the many regional champions and collaborators, thank you. Your continued advocacy, belief in regional capability, and spirit of collaboration are helping to shape a future. I look forward to working together in the year ahead as we continue building a stronger, more connected regional supply chain, driven by local people, local ideas, and local success.



Louise Foote
Chief Executive Officer

Member Snapshot

Tactic’s membership reflects a diverse network of businesses supporting industry and major projects across South Australia. Tactic’s capability-based categorisation is a strategic tool that enables more targeted connections, clearer identification of expertise, and better alignment of members with relevant opportunities across the network.

Spanning product supply, industrial services, consulting, and workforce solutions, the membership demonstrates strong depth of capability across the network.

During this reporting period, Tactic has continued to connect members with opportunities, partnerships, and industry insights across the network.

Engagement has remained steady across events, programs, and project activity, with members actively utilising Tactic to build relationships and increase visibility within the market. There has also been continued interest from new and returning businesses seeking to engage with the network and the opportunities it represents.

As project activity across the region continues to gain momentum, the strength of a connected and capability driven membership base is becoming increasingly important. Tactic remains well positioned to support collaboration, participation, and the growth of its members within this evolving landscape.

MEMBERSHIP BY CAPABILITY	
CATEGORY	MEMBERS
Accommodation	7
Asset Owner	7
Civil Construction	17
Communications	5
Consulting Service	25
Defence and Security	1
Engineering	15
Equipment Hire	8
Government Agency	17
Industrial Service	31
Industry Association	9
Mining and Civil Contracting	17
Mining and Manufacturing	5
Product Supply	68
Professional Services	13
Training/Recruitment/Labour Hire	23
Transport & Logistics	16
Other	20
TOTAL	304

Last Year’s Highlights

1,466 attendees across the Annual Conference, Supplier Tours and networking events.	78 new members bringing the total membership to 304 businesses.	15 asset owners received our Local Supplier Index raising awareness of regional capability.
8 major events delivered, including our flagship Conference and Trade Expo.	32 major resource and energy buyers actively seeking connections with local suppliers were engaged.	Conference & Trade Expo reached new heights in attendance and engagement, highlighting Tactic’s growing relevance and expanding regional impact.

Memberships

During the 2025-26 year, Tactic welcomed **78 new members** to the network, reflecting continued confidence in the organisation and the value provided to businesses across regional South Australia. While membership growth was more measured than the previous year, the result demonstrates sustained demand for industry connection, collaboration, and business development opportunities.

Sincere thanks to both Tactic's new and long-standing members for their ongoing support and involvement. Your engagement strengthens the collective voice, expands regional capability, and helps create meaningful opportunities for businesses across the network. Together, we continue to build a stronger, more connected and resilient industrial sector for South Australia.

New Members FY2025-2026

ACM Resources (Australia)	CBR Cycle Garage	Master Builders Association of South Australia Incorporated	SA Paint and Protective Coatings
Acrow	Delta Pty Ltd	McMahon Services	SafeVac Lifting Systems
Agile Mining Services	Dover Mechanical Repairs	Medical Opinion	Seamer Civil Group
Aldom Transport Engineering	DynamicDC	MF Solar & Electrical	Service Stream
Alinta Energy Developments	Eastern States Engineering	Moma Solar Lighting	SkillUp SA
All Gen Solutions	ECS Project Logistics	NATIONAL PUMP & ENERGY LTD	SMS Geotech
Allan Kane	Enable Project Solutions	Northern Battery	Solahart Spencer Gulf
Apprenticeship Support Australia	Enerven Energy Infrastructure Pty Ltd	Noto Transport Pty Ltd	Speed Queen Laundry
Arabana Aboriginal Corporation RNTBC	Exact Contracting	Office National Port Augusta	Sure Safe Consultancy Pty Ltd
Assurance Reliability Compliance (Australia) Pty Ltd	Find Staff	Open Eyre Events & Majoor Contracting	Swivelpole Australia
AURIZON BULK CENTRAL PTY LTD	Flinders Run Wines	Outback Pest Control	SYC Ltd
Aury Vibrating Screens	Flowers By Alicia	Phrax Laser	Symons Clark Logistics Pty Ltd
B.J MCMAHON & K.J MCMAHON, McMahon Contracting	Furnace Solutions Pty Ltd	Pivotel	T.I.M.E. Pty Ltd
Barton Gold Holdings Limited	GAP Asset Solutions	Port Augusta Toyota	T3 Service Pty Ltd
Bull Motor Bodies SA Pty Ltd	Healthy Environs Pty Ltd	Protech Southern Region Pty Ltd	Tip Top Equipment
C & S Wear Parts and Northern Conveyors	High Impact Solutions	Quick Camps Pty Ltd	VEGA Australia Pty Ltd
Cabin Park Port Augusta Pty Ltd	HILTI Australia Pty Ltd	Rentventure	Verdons Transport
	Hoss Group Pty Ltd ATF Bolenski Family Trust	Roof & Concrete Remedial	Volley Recruit
	Husqvarna Australia Pty Ltd (Melrose Park)	Royal Flying Doctor Service SA/NT	Westanks Australia Pty Ltd
	Innoblast Pty Ltd		Workskil Australia Limited
	Liebelt Group		Zancott Traffic Group

Member Survey 2026

Thank you to everyone who participated in the 2026 Tactic Member Survey. The feedback provides valuable insight into the experiences, priorities and future needs of our members, helping ensure Tactic continues to deliver meaningful value to regional businesses.

Overall results were highly positive, with 88% of respondents rating their experience as Excellent or Good, 92% indicating they intend to renew their membership, and an average recommendation score of 9.8 out of 10, reflecting strong member satisfaction and advocacy.

What We Heard

Members consistently identified the following as the most valuable aspects of their membership:

- Networking and industry connections
- Access to buyers, decision-makers and project opportunities
- The Tactic Conference and Trade Expo
- Meet the Buyer and supplier engagement activities
- Tactic's regional focus and advocacy
- Support from the Tactic team

Members also highlighted several areas of focus for the future, including:

- More opportunities to connect directly with buyers and procurement teams
- Greater visibility of member businesses and capabilities
- More targeted networking and supplier engagement opportunities
- Practical support around procurement, workforce development and business growth
- Increased awareness of member resources and benefits

What's Next

Survey feedback will directly influence Tactic's priorities for the year ahead.

Key areas of focus include:

- Expanding buyer engagement and supplier connection opportunities
- Increasing visibility of member capabilities through showcases, spotlights and networking activities
- Enhancing awareness and use of member resources, including the Member Portal
- Delivering practical capability-building initiatives focused on procurement, workforce development and business growth
- Continuing to develop the Tactical Advantage Program (TAP) to provide targeted, outcome-focused business support
- Strengthening opportunities for regional businesses to connect, collaborate and access future project opportunities

Thank you again to all members who shared their feedback. Your input helps shape Tactic's future direction and ensures Tactic continues to evolve in response to the needs of its members and the regional business community.

The feedback reinforces the importance of maintaining Tactic's regional focus and continuing to create opportunities that deliver meaningful outcomes for businesses across the Upper Spencer Gulf and surrounding regions.

Members consistently value Tactic's networking, events, conference, buyer access and regional industry connections.

92%

of members are very satisfied with their membership with an intent to renew.

88%

of members rated their experience Excellent or Good. Members remain loyal and engaged, with clear advocacy for the Tactic network.

9.8/10

Members aren't just satisfied, they're advocates. An estimated NPS of 9.8 places Tactic in the excellent range, reflecting strong loyalty, trust and confidence in the value delivered.

79%

of members are highly satisfied with Tactic events & the Conference.

"TACTIC has been one of the better memberships I've been involved with... They do a great job connecting members with decision-makers, project owners and industry leaders that would otherwise be difficult to get in front of."

– Tactic Member

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 an 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 and 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 Tactic's 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 2025–2026 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 the organisation and showcase the capabilities of members.

These engagements are central to Tactic's mission of creating meaningful connections between buyers and local suppliers, and are delivered through a range of strategic activities.

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

Tactic also plays an important role in informing members about procurement opportunities by promoting upcoming 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 and local engagement forums 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.

Strategic Partnerships

Over many years, Tactic has established strong and enduring relationships with major asset owners, project developers and proponents committed to engaging with regional businesses and strengthening local supply chains.

During 2025–26, these partnerships continued to evolve beyond traditional sponsorship arrangements. Through formal service agreements, grant funding and collaborative industry initiatives, Tactic provided targeted supplier engagement, regional intelligence and business capability support.

These partnerships are central to Tactic’s purpose. They help ensure that regional businesses are informed, prepared and connected to the significant opportunities emerging across South Australia’s mining, resources, infrastructure, energy and defence sectors.



BHP Copper SA

Tactic's longstanding partnership with BHP continued to deliver important local content outcomes throughout 2025–26.

The Local Content Services Agreement for BHP Copper SA provides a strong framework for collaboration and reinforces Tactic's role as a trusted connection between BHP and the regional supply chain. The agreement supports supplier engagement, regional capability development, industry events, local content planning and strategic collaboration across BHP's South Australian copper operations.

A key feature of the partnership continued to be Tactic's supplier engagement tours. These tours provide BHP procurement, maintenance, capital projects and operational representatives with the opportunity to visit regional businesses, better understand their capabilities and identify potential applications across BHP's operations and projects.

For participating suppliers, the tours provide valuable direct access to BHP personnel and Tier Ones with an opportunity to demonstrate their facilities, workforce, products, services and capacity. This practical, business focused engagement helps move conversations beyond initial introductions and supports a stronger understanding of regional capability.

Other activities delivered through the partnership included:

- Supplier engagement and referrals connecting capable regional businesses with relevant BHP personnel and procurement pathways
- Maintenance of Tactic's Local Supplier Index to improve the visibility of regional business capabilities
- The sharing of procurement information, work packages and emerging opportunities with Tactic members and the broader regional supply chain
- Collaboration between Tactic and BHP procurement, operational and community teams across Copper SA

BHP participated in multiple Tactic events, including the 2026 Conference and Trade Expo and the Industry Partner Luncheon held in March 2026. The BHP Industry Partner Luncheon was a particular highlight of the reporting period, creating an opportunity for direct and constructive discussion between BHP representatives and regional suppliers. The luncheon provided businesses with greater insight into BHP's

priorities, procurement expectations and future direction while enabling BHP to hear directly from the regional supply chain.

Attended by Bree Sipavicius, Head of Procurement for Copper SA, the event was in a private setting where suppliers had one-on-one time with Bree to discuss their capabilities.

BHP also maintained an active presence at the 2026 Tactic Conference and Trade Expo as Gold Sponsors. The event attracted 767 delegates and 145 exhibitors and provided another important platform for regional suppliers to engage with BHP and other major asset owners.

Tactic acknowledges the contribution of Kate Pope, Lead Plant, Processing and Labour Procurement, Copper SA, through her involvement with Tactic's Advisory Subcommittee. Kate's industry knowledge and ongoing guidance have helped ensure Tactic's activities remain aligned with practical procurement requirements and the evolving needs of BHP Copper SA. Tactic would also like to thank Lauren Bishop, Lead Mining Services Strategic Projects for her current tenure on the Tactic advisory board.

Tactic deeply values BHP's continued support and the trust demonstrated through this partnership. Tactic look forward to further developing supplier engagement tours, industry forums and targeted local content initiatives during the coming year.

BHP Local Buying Program & Local Buying Foundation

Tactic's relationship with C-Res, administrator of the Local Buying Program and Local Buying Foundation, continued to provide significant benefits for small and medium businesses across regional South Australia.

The Local Buying Program simplifies the process for eligible small businesses seeking to participate in BHP's supply chain. By reducing some of the barriers associated with large corporate procurement systems, the program provides regional suppliers with a more accessible pathway to tender for genuine BHP opportunities.

Tactic continued to promote the Local Buying Program to members and regional suppliers under its Memorandum of Agreement with C-Res. This included raising awareness of the program, encouraging eligible businesses to register and helping suppliers understand the requirements for participation.

The Local Buying Foundation continued to complement this activity by investing in initiatives that build the long term capability, resilience and economic strength of communities within BHP's operational footprint.

The Local Buying Foundation supported the 2026 Tactic Conference and Trade Expo through the Local Launchpad, a new exhibitor opportunity introduced in 2026. The initiative provided emerging and smaller regional businesses with the chance to showcase their capabilities, increase their visibility and connect directly with industry, major projects and potential customers. It was a valuable addition to the Trade Expo and a strong example of creating practical opportunities for regional businesses to participate.

Tamara continued to serve on the Local Buying Foundation Advisory Committee, contributing regional knowledge and insights to funding deliberations. This representation helps ensure that the needs, challenges and opportunities of Upper Spencer Gulf and Far North businesses remain visible in decisions concerning regional economic development.

Tactic sincerely thanks the Local Buying Program, Local Buying Foundation and C-Res for their ongoing commitment to regional businesses and looks forward to continuing this important relationship.



Northern Water

Tactic's partnership with Northern Water strengthened significantly during 2025–26 as the project progressed into a critical procurement and tendering phase.

Northern Water represents one of the most significant prospective infrastructure investments in regional South Australia. The project is expected to provide a secure and climate resilient water source for the Upper Spencer Gulf and Far North, supporting existing industries and enabling future investment in mining, minerals processing, renewable energy and other emerging sectors.

During the reporting period, Northern Water announced the shortlisting of two consortia to prepare detailed proposals for the design, construction, operation and maintenance of the desalination plant, pipeline and associated infrastructure. Mullaquana Station, approximately 20 kilometres south of Whyalla, was also announced as the preferred location for the desalination plant.

These milestones created an important new phase of supplier engagement. Tactic continued to work with Northern Water and prospective delivery proponents to promote the use of regional businesses and ensure that local capability was visible during the tender process.

Northern Water formally identified Tactic as a key point of connection for regional South Australian businesses interested in project opportunities. This recognition reflects Tactic's trusted position within the regional supply chain and its detailed understanding of local business capability.

Tactic's fee for service activities during the year included:

- Connecting Northern Water and prospective delivery proponents with regional suppliers
- Providing regional intelligence and advice concerning local business capability, capacity and project readiness
- Supporting supplier identification and engagement across the Upper Spencer Gulf and Far North
- Promoting project information, procurement pathways and registration requirements to Tactic members and regional businesses
- Supporting the planning and coordination of targeted supplier tours and direct engagement activities
- Encouraging businesses to maintain current Industry Capability Network Gateway registrations and prepare for future subcontracting opportunities
- Representing the interests and capabilities of regional businesses in discussions concerning project delivery and local participation

Supplier tours and direct business engagement are particularly important for a project of Northern Water's scale. These activities allow project representatives and delivery proponents to see regional capability firsthand, better understand local operating conditions and establish relationships with potential suppliers before major work packages are released.

Tactic also publicly welcomed Northern Water's progress and advocated strongly for regional businesses to play a meaningful role in construction, operation and maintenance. With Northern Water expected to support more than 4,000 jobs each year during construction, maximising local participation will be essential to ensuring the project creates lasting economic value for regional communities.

The relationship with Northern Water demonstrates the strength of Tactic's fee for service model. It enables Tactic to provide high value project support while creating tangible opportunities for members and strengthening the integrity of the regional supply chain.

As Northern Water moves towards its next major decisions, Tactic will continue working with the project team, shortlisted proponents and regional suppliers to support early engagement, supplier readiness and strong local content outcomes.

Programs & Member Services

Tactic continued to deliver a range of initiatives aimed at connecting members with major projects, strengthening regional supply chains and creating practical opportunities for businesses to build their capability and profile. These activities included Meet the Buyer events, networking opportunities, supplier tours, and the annual Tactic Conference & Trade Expo.

Member Engagement Events

While the Tactic Conference & Trade Expo remains the organisation's largest annual event, Tactic also delivered a range of engagement events throughout the year, most of which reached full capacity due to strong interest. Each event was designed to provide members with relevant industry information, direct access to key stakeholders and opportunities to establish and maintain valuable business relationships.

Member Events Summary 2025-2026

DATE	DESCRIPTION	ATTENDEES	BUSINESSES VISITED
15 Aug 2025	Co-Host Business Port Pirie Members Mixer	35	
18 Sept 2025	Meet The Buyer – Port Pirie	98	
15 Oct 2025	AGM – Online	28	
26 Nov 2025	Connections on the Course – Tactic Golf Day	102	
5 Feb 2026	Meet the Buyer – Whyalla	150	
26 Feb 2026	Tactic Networking Drinks – Adelaide	122	
11 Mar 2026	Supplier Tour – WaterConnector Consortia for Northern Water		11
17 Mar 2026	Industry Partner Luncheon – Whyalla BHP	48	
26 Mar 2026	Supplier Tour – WaterMark Consortia for Northern Water		11
7 Apr 2026	Meet the Buyer – Port Augusta	116	
5-6 May 2026	Supplier Tour – Compass Group/BHP		12
28-29 July 2026	Tactic Conference & Trade Expo – Port Augusta	767 Delegates	
TOTAL		1466 ATTENDEES	34 BUSINESSES

Meet the Buyer Events

Three successful Meet the Buyer events were held during the reporting period in Port Pirie, Whyalla and Port Augusta, attracting a combined 364 attendees.

These events provided Tactic members with direct access to major project representatives and procurement teams, helping regional businesses better understand upcoming opportunities, supplier requirements and the processes involved in working with major organisations.

In response to continued high demand, Meet the Buyer events are now offered exclusively to Tactic members. This decision was made to ensure members receive the greatest possible value from their participation and have a genuine opportunity to engage with the attending buying groups.

Tactic thanks the project representatives and proponents who supported these events. Their willingness to share information, answer questions and build relationships with regional suppliers plays an important role in strengthening local supply chains.

Connections on the Course – Tactic Golf Day

Connections on the Course was introduced as a new Tactic initiative in November 2025, attracting 102 attendees.

The event was designed with intent to provide a relaxed environment where buyers, suppliers and industry stakeholders could spend meaningful time together outside the traditional conference or networking environment. The format allowed conversations to develop naturally throughout the day and provided participants with an opportunity to strengthen and maintain connections established through other Tactic activities.

The inaugural event received overwhelmingly positive feedback from participants and will become a permanent fixture on the Tactic events calendar.

Buyers who participated in Tactic events include:



TACTIC CONFERENCE & TRADE EXPO | Pt Augusta 2026

The 2026 Tactic Conference & Trade Expo was held in Port Augusta on 28 and 29 July 2026 and once again demonstrated the strength of industry engagement across the region with a record number of delegate and exhibitors in attendance.

Held under the theme Opportunities to Outcomes, the conference focused on the partnerships, investment, capability and practical action required to translate regional opportunities into tangible outcomes for businesses and communities.

The event brought together 767 delegates, 145 exhibitors and 30 presenters, with exhibitor spaces reaching capacity and a record number of businesses showcasing their capability, services and experience across the indoor, outdoor and Local Launchpad exhibition areas.

The program included:

- Updates from major projects, asset owners and industry leaders operating across regional South Australia
- Practical information about procurement, supply-chain participation and upcoming business opportunities
- Opportunities for suppliers to engage directly with buyers, proponents and project representatives
- Pre-conference workshops focused on supplier readiness, expressions of interest and professional profile development
- Networking opportunities across both days
- Complimentary return travel services from Whyalla and Port Pirie to improve access for regional delegates

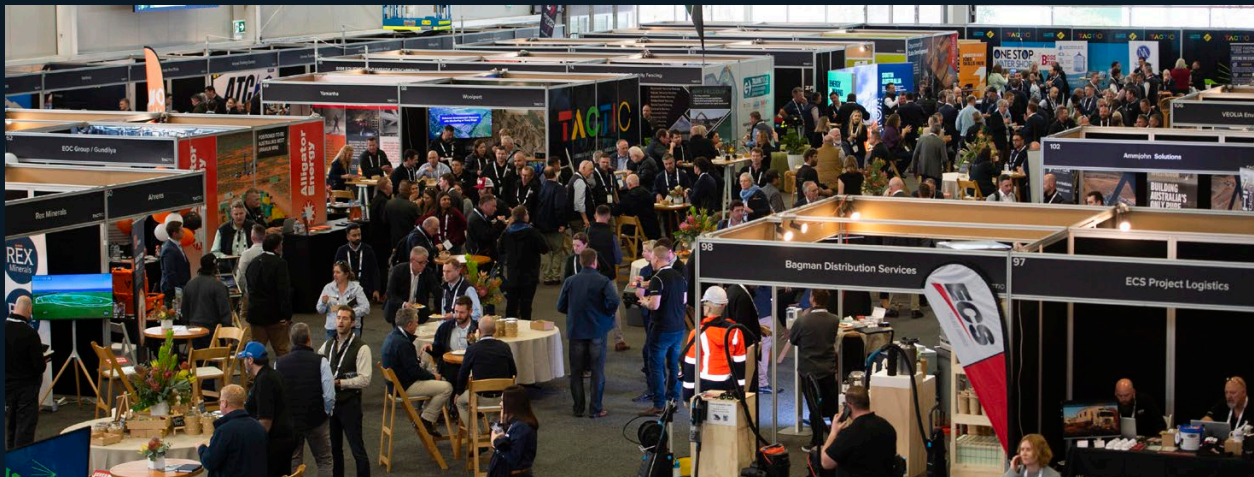
A key new initiative in 2026 was the Local Launchpad, developed to provide targeted support and greater visibility for small, emerging and locally based businesses. The Local Launchpad created a more accessible opportunity for these businesses to participate in the trade expo, showcase their capabilities and connect with potential customers, partners and major project representatives. This new initiative was supported by the Local Buying Foundation.

Feedback from delegates, exhibitors, presenters and sponsors was overwhelmingly positive, with the quality of the program, networking opportunities and breadth of industry representation particularly valued. The strong level of participation and engagement throughout the event reinforced the conference's role as an important regional platform for sharing industry intelligence, strengthening relationships and supporting the progression of opportunities into outcomes.

Tactic is genuinely grateful to everyone who contributed to the success of the event. This includes sponsors, exhibitors, presenters, members and delegates, whose participation, openness and willingness to engage created the energy and value experienced across the two days.

Tactic also acknowledge the Tactic Committee, Central Oval, event partners, contractors, caterers and suppliers, whose professionalism and commitment supported the delivery of another high-quality conference and trade expo.

Opportunities to >>> **outcomes**





2026 Tactic Conference & Trade Expo Sponsors

PLATINUM SPONSORS



GOLD SPONSORS



SILVER SPONSORS



LOCAL LAUNCHPAD SPONSOR



PRE-CONFERENCE RECEPTION SPONSOR



CONFERENCE CLOSING RECEPTION SPONSOR



OTHER SPONSORS





During the reporting period, Tactic was successfully appointed as the South Australian delivery partner for Trading Tracks, a program developed by C-Res. This appointment represents an important opportunity for Tactic to support the delivery of the program across South Australia and strengthen connections with the indigenous business community.

South Australia Trading Tracks is a business development initiative established by the Local Buying Foundation in partnership with BHP to support and grow Aboriginal enterprises in the regions where BHP operates. The program aims to strengthen the capability, capacity, confidence and networks of locally based Indigenous and Traditional Owner, small to medium businesses, enabling them to access opportunities within local supply chains and the broader economy.

Business Referrals

- If your business needs specialist support, we will connect you to trusted providers.
- That might include legal advice, accounting, digital systems, governance, or tender support.
- We are not here to replace existing services. We are here to help you access the right ones at the right time.

Workshops

- Practical sessions focused on real business skills.
- From planning and pricing to procurement readiness and financial management, workshops are designed to be useful, not theoretical.
- You should leave with something you can actually use.

Eligibility

Who is Trading Tracks for?

- Traditional Owner businesses connected to this region
- Aboriginal owned businesses operating in this region
- Businesses at any stage, from early ideas through to established and growing
- You don't need to be a big business. You don't need to be "ready" or have everything worked out.

Networking

- Build connections that matter.
- Meet other Aboriginal and Traditional Owner businesses, industry representatives, and potential partners in a supportive environment.
- Relationships often open doors that paperwork alone cannot.

Mentoring

- Work one on one with someone who understands business and the regional landscape.
- Talk through challenges, test ideas, and build practical next steps that suit where your business is right now.
- Sometimes you just need space to think clearly. Mentoring gives you that.

Closing Remarks

Looking ahead, Tactic remains firmly committed to supporting the strength and sustainability of regional industry.

Local businesses and suppliers have always been central to our purpose, and this will remain unchanged. We will continue to advocate for meaningful local participation, strengthen connections between industry and regional capability, and support businesses to access opportunities for growth.

As our regions continue to evolve, Tactic will remain responsive to the needs of our members and the broader industry landscape, ensuring our work continues to deliver value and contribute to strong, connected and resilient regional economies.

We look forward to continuing this work alongside our members, partners and stakeholders in the year ahead.



Louise Foote
Chief Executive Officer

Operating Budget 2025-2026

TRADING INCOME	BUDGET \$
Conference Income	672,645
Fee For Service Arrangements	115,000
Grant Funding	115,000
Membership	320,040
Project Income	–
SA Trading Tracks Income	242,000
Tactic Events Income	18,000
Total Trading Income	1,482,685

OTHER INCOME	\$
Bank Interest	21,345
Total Other Income	21,345

OPERATING EXPENSES	\$
Annual Leave / Toil Provision	7,000
Bad Debts	28,000
Bank Fees & Charges	181
Communications	79,543
Conference Expenses	390,113
Consultancy	30,000
Depreciation	6,400
FFS Cost Recovery	5,000
Human Resources	750,815
Insurance	28,399
Legal, Acct & Auditing	20,591
Miscellaneous Expenses	5,000
Project Expenses	–
SA Trading Tracks Expenses	69,600
Subscriptions & Memberships	27,703
Tactic Events Expenses	30,000
Travel	21,273
Workshops, Forum attendance	2,000
Total Operating Expenses	1,501,617
Net Surplus	2,413.31



CONNECTING REGIONAL INDUSTRY



JUNE 2026

Financial Statements

TACTIC (CONNECTING REGIONAL INDUSTRY) INCORPORATED

ABN : 92 066 557 376

**FINANCIAL REPORT
FOR THE YEAR ENDED 30 JUNE 2026**

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 2026.

Committee members

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

Danny Bartlett	Chairperson
Jamie McTaggart	Deputy Chairperson
Kimberly Cowey	Secretary
Allan Kane	Treasurer (appointed 16/10/25)
Scott McKay	Committee Member
Tony Mitchell	Committee Member
Adelle Cimarosti	Committee Member (appointed 16/10/25)
Hugh Richter	Committee Member (resigned 16/10/25)
Rob Gibb	Committee Member (resigned 16/10/25)

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 surplus for the year of \$13,769 (2025: \$284,402 deficit).

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 2026 has been received and can be found on page 12 of the financial report.

Signed in accordance with a resolution of the committee



Committee member

Committee member

Dated this 17 day of September 2026

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 2026

	Note	2026 \$	2025 \$
Revenue and other income	2	1,329,075	980,743
Expenditure			
Employee benefits		(697,875)	(597,952)
Advertising, printing & stationery		(54,060)	(42,831)
Bad debts & provision for doubtful debts		(30,020)	(65,188)
Committee expenses		(420)	(21,065)
Conference costs		(352,670)	(225,811)
Consultants and contractors		(11,752)	(59,091)
Depreciation & amortisation	5,6	(7,616)	-
Insurance		(11,966)	(11,935)
Legal, accounting & auditing		(26,223)	(11,912)
Other expenses		(37,044)	(51,885)
Project expenses and Tactic events		(50,547)	(116,829)
Travel & accommodation		(8,811)	(14,750)
Website & internet		(26,301)	(45,895)
Current year surplus (deficit)		13,769	(284,402)
Other comprehensive income		-	-
Total comprehensive income attributable to members of the entity		13,769	(284,402)

TACTIC (CONNECTING REGIONAL INDUSTRY) INCORPORATED

ABN : 92 066 557 376

**STATEMENT OF FINANCIAL POSITION
AS AT 30 JUNE 2026**

	Note	2026 \$	2025 \$
CURRENT ASSETS			
Cash and cash equivalents	3	1,198,619	980,371
Trade and other receivables	4	81,458	104,503
Prepayments		147,900	244,249
TOTAL CURRENT ASSETS		1,427,978	1,329,122
NON-CURRENT ASSETS			
Property, plant and equipment	5	4,809	-
Intangible assets	6	33,295	-
TOTAL NON-CURRENT ASSETS		38,104	-
TOTAL ASSETS		1,466,082	1,329,122
CURRENT LIABILITIES			
Trade and other payables	7	115,705	79,043
Income in advance		576,366	494,461
Employee benefits	8	68,064	63,440
TOTAL CURRENT LIABILITIES		760,135	636,944
NON-CURRENT LIABILITIES		-	-
TOTAL NON-CURRENT LIABILITIES		-	-
TOTAL LIABILITIES		760,135	636,944
NET ASSETS		705,947	692,178
MEMBERS FUNDS			
Retained surplus		705,947	692,178
TOTAL MEMBERS FUNDS		705,947	692,178

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 2026

	Retained Surplus	Total
	\$	\$
Balance at 1 July 2024	976,580	976,580
Comprehensive income		
Net surplus (deficit) for the year	<u>(284,402)</u>	<u>(284,402)</u>
Balance at 30 June 2025	<u>692,178</u>	<u>692,178</u>
Balance at 1 July 2025	692,178	692,178
Comprehensive income		
Net surplus for the year	<u>13,769</u>	<u>13,769</u>
Balance at 30 June 2026	<u>705,947</u>	<u>705,947</u>

Opening equity at 1 July 2025 has been restated to reflect the the change in accounting policy, as disclosed in Note 1(h).

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

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30 JUNE 2026

	Note	2026 \$	2025 \$
CASH FLOW FROM OPERATING ACTIVITIES			
Receipts from members and customers		1,434,757	1,147,292
Payments to suppliers and employees		(1,193,475)	(1,052,361)
Interest received		22,686	24,791
Net cash provided by (used in) operating activities	10	263,968	119,722
CASH FLOWS FROM FINANCING ACTIVITIES			
Payments for property, plant and equipment		(5,770)	-
Payment for intangible assets		(39,950)	-
Net cash provided by (used in) financing activities		(45,720)	-
NET INCREASE (DECREASE) IN CASH HELD		218,248	119,722
Cash at the beginning of the financial year		980,371	860,649
CASH AND CASH EQUIVALENTS AT THE END OF THE FINANCIAL YEAR	3	1,198,619	980,371

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2026

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

The association recognises revenue as follows:

Membership income

Membership income is recognised when received and not apportioned between financial years.

Conference income

Conference income is recognised in the year the conference is held.

Grant income

Grants that include sufficiently specific performance obligations are recognised in accordance with AASB 15 Revenue from Contracts with Customers. Revenue is recognised in profit or loss as the Association satisfies the performance obligations under the funding agreement. Where grants are conditional on the delivery of specified services or outcomes, revenue is recognised progressively as those obligations are met. Grants received in advance of satisfying performance obligations are recorded as contract liabilities until the obligations are fulfilled.

Where a grant does not contain sufficiently specific performance obligations, or involves the transfer of an asset such as a capital grant, income is recognised in accordance with AASB 1058 Income of Not-for-Profit Entities.

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

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2026

NOTE 1 - SUMMARY OF MATERIAL ACCOUNTING POLICIES (contd)

Interest Income

Interest income is recognised using the effective interest method as it accrues.

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) Change in Accounting policy

In prior years, income and expenses relating to Tactic's annual conference were recognised in the financial statements in the period in which cash was received or paid. During the year, the Committee resolved to change this policy so that conference income and expenses are now recognised in the financial year to which the conference relates, rather than the year of cash receipt or payment. The Committee considers this change provides a more relevant and reliable matching of conference-related income and expenditure to the reporting period in which the conference activity actually occurred.

This change has been applied retrospectively. Comparative figures for the year ended 30 June 2025 have been restated to reflect income and expenses on this basis, and the opening balance of retained surplus at 1 July 2025 has been adjusted accordingly.

	2025	Deficit Increase/ (Decrease)	2025 (restated)
Statement of profit or loss and other comprehensive income(extract)			
Conference Income	672,298	(494,461)	177,837
Conference costs	(446,090)	220,279	(225,811)
	226,208	(274,182)	(47,974)
Current year surplus (deficit) before income tax	(10,220)	(274,182)	(284,402)
Other comprehensive income	-	-	-
Total comprehensive income attributable to members of the entity	(10,220)	(274,182)	(284,402)

Statement of changes in equity (extract)

	Retained Surplus	Total (restated)
Balance at 30 June 2025 as originally presented	966,360	966,360
Change in accounting policy	(274,182)	(274,182)
Restated total equity at the beginning of the year	692,178	692,178

	2025	Increase/ (Decrease)	2025 (restated)
Statement of financial position (extract)			
Current assets - Prepayments	23,970	220,279	244,249
Current liabilities - Income in advance	-	(494,461)	(494,461)
Net Assets	966,360	(274,182)	692,178
Retained surplus	966,360	(274,182)	692,178
Total Equity	966,360	(274,182)	692,178

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

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2026

NOTE 2: REVENUE AND OTHER INCOME	2026	2025
	\$	\$
Revenue from contracts with customers:		
State Government (DEM) Funding	80,000	80,000
LBF Support Role Grant	35,000	17,500
Trading tracks income	107,500	-
Project Income	30,000	144,000
Fee for Service arrangements	116,051	214,868
Membership income	263,653	321,501
Member events	23,614	-
Conference Income	650,571	177,837
Other income	-	246
	<u>1,306,389</u>	<u>955,951</u>
Non-contract income:		
Interest received	22,686	24,791
	<u>22,686</u>	<u>24,791</u>
Total revenue and other income	<u>1,329,075</u>	<u>980,743</u>
NOTE 3 - CASH AND CASH EQUIVALENT ASSETS	2026	2025
	\$	\$
Cash at bank	734,456	536,482
Debit cards	10,069	7,871
Term deposits	454,094	436,017
Total cash and cash equivalents	<u>1,198,619</u>	<u>980,371</u>
NOTE 4 - TRADE AND OTHER RECEIVABLES	2026	2025
	\$	\$
Current		
Trade receivables	81,458	141,821
Less : Provision for impairment	-	(37,318)
Total trade and other receivables	<u>81,458</u>	<u>104,503</u>
NOTE 5 - PROPERTY, PLANT AND EQUIPMENT	2026	2025
	\$	\$
Plant and equipment at cost	5,770	-
Less: Accumulated Depreciation	961	-
Total property, plant & equipment	<u>4,809</u>	<u>-</u>
<i>Reconciliations</i>		
Reconciliations of the written down values at the beginning and end of the current financial period are set out below:		
	Plant & equipment	
	\$	
Balance at 1 July 2025	-	
Additions	5,770	
Depreciation expense	961	
Balance at 30 June 2026	<u>4,809</u>	
NOTE 6 - INTANGIBLE ASSETS		
Website at cost	39,950	-
Less: Accumulated Amortisation	6,655	-
Total intangible assets	<u>33,295</u>	<u>-</u>

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

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2026**

NOTE 7 - TRADE AND OTHER PAYABLES

	2026	2025
	\$	\$
Current		
Unsecured liabilities:		
Trade payables	46,359	28,836
Accrued expenses	13,288	6,561
PAYG payable	12,899	9,662
Superannuation payable	-	4,574
GST Payable	43,158	29,409
Total trade and other payables	115,705	79,043

Collateral Pledged

No collateral has been pledged for any of the accounts payable and other payable balances.

NOTE 8 - EMPLOYEE BENEFITS

	2026	2025
	\$	\$
Current		
Provision for annual leave/toil entitlements	68,064	63,440
Total employee benefits	68,064	63,440

NOTE 9 - KEY MANAGEMENT PERSONNEL & RELATED PARTY DISCLOSURES

	2026	2025
	\$	\$

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	\$ -	\$ 15,906
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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	\$ 224,569	\$ 206,755
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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 reporting date.

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 10 - CASH FLOW INFORMATION

	2026	2025
	\$	\$
Reconciliation of cash flows from operating activities with net surplus		
Net surplus (deficit)	13,769	(284,402)
Non-cash flows in surplus (deficit)		
- depreciation and amortisation	7,616	-
Changes in assets and liabilities:		
- (increase)/decrease in trade and other receivables	60,363	73,335
- (increase)/decrease in prepayments	96,349	(244,249)
- increase/(decrease) in provision for doubtful debts	(37,318)	37,318
- increase/(decrease) in trade and other payables	36,660	21,594
- increase/(decrease) in other current liabilities	81,905	494,461
- increase/(decrease) in employee benefits	4,624	21,665
Net cash provided by operating activities	263,968	119,722

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

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2026

NOTE 11 - CONTINGENT LIABILITIES

There are no contingent liabilities as at 30 June 2026 (30 June 2025: None).

NOTE 12 - CAPITAL COMMITMENTS

There are no capital commitments as at 30 June 2026 (30 June 2025: None).

NOTE 13 - EVENTS AFTER THE REPORTING PERIOD

No matter or circumstance has arisen since 30 June 2026 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 14 - 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 2026 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 17 day of September 2026



CONNECTING REGIONAL INDUSTRY

support@tactic.org.au

tactic.org.au



Experts in Connectivity.