



Australian Government



Regional Investment Corporation

Annual Report

2025/26





The cover of this Annual Report features Brodie Game. Brodie and her husband, Kevin, are dairy farmers from the Bega Valley. Thanks to financial assistance from a RIC low-cost loan, the Game family focused their efforts on building irrigation to boost pasture growth for a stronger future.



Scan the QR code to read more about Brodie and Kevin's story.

Turn to page 8 where other valued RIC customers share their experiences and stories.

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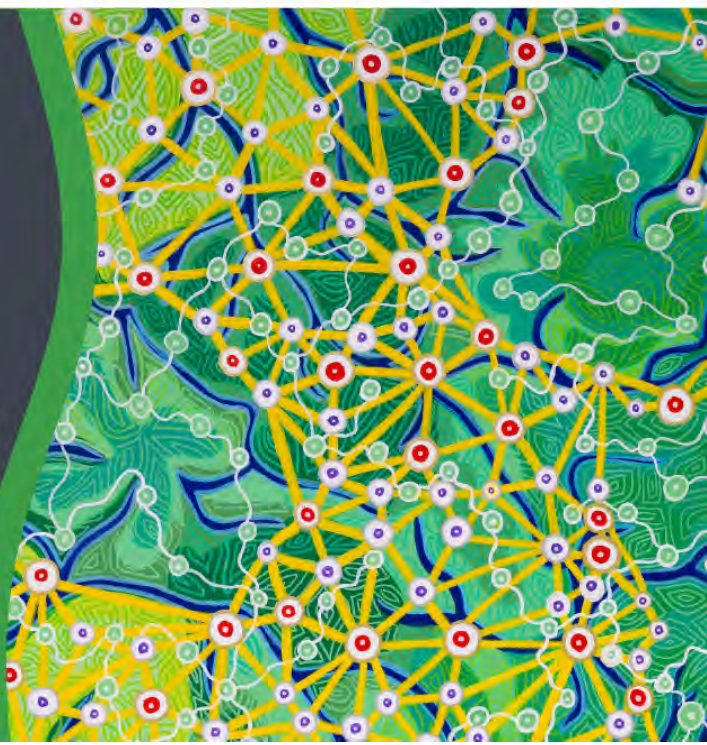
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Acknowledgement of Country and Traditional Owners

RIC (Regional Investment Corporation) acknowledges the traditional owners and custodians of Country throughout Australia. We acknowledge their continuing connection to land, sea and community. We pay our respects to the people, the cultures and the Elders past, present and emerging.



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Transmittal



24 August 2026

The Hon Julie Collins MP
Minister for Agriculture, Fisheries and Forestry

Senator the Hon Katy Gallagher
Minister for Finance

Dear Ministers

Regional Investment Corporation (RIC) Annual Report 2025-26

I am pleased to submit to you RIC's 2025-26 Annual Report.

The report has been prepared in accordance with the *Regional Investment Corporation Act 2018* (RIC Act), the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) and the *Public Governance, Performance and Accountability Rule 2014* (PGPA Rule).

The report includes annual performance statements prepared in accordance with subsections 39(1) and (2) of the PGPA Act, and audited financial statements prepared in accordance with sections 41 and 42 of the PGPA Act. The report is made in accordance with a resolution of the RIC Board on 24 August 2026, which is responsible under section 46 of the PGPA Act for presenting an annual report to you, for presentation to the Parliament, on the RIC's activities during the period.

I certify that I am satisfied that the RIC has in place appropriate fraud control mechanisms that meet our needs and comply with the PGPA Act and Rule.

Yours faithfully

Karen Smith-Pomeroy
Chair

Introduction

We are pleased to present RIC's Annual Report for 2025-26.

Since opening our doors in 2018, RIC has settled 3,575 loans valued at \$3.78B. In 2025-26, we settled 178 loans valued at \$163.9M.

This was a milestone year for RIC, our customers and the broader agriculture sector, with the Australian Government committing an additional \$1B in RIC loan funding from 1 July 2026. This commitment ensures eligible businesses can continue to access RIC's concessional loans, which remain an important tool for the agriculture sector to manage through a range of climatic, economic, market and geopolitical conditions.

The Australian Government announced 2 new RIC loan products, which were developed, legislated and launched during the year:

- The Drought Hardship Loan – to support eligible farm businesses to manage through and recover from prolonged drought.
- The Marine Recovery Loan – to support aquaculture and wild catch fishing businesses that experienced significant financial impacts from the algal bloom first detected off the coast of South Australia in March 2025.

We also welcomed the Australian Government's positive response to the *Review of the Operation of the Regional Investment Corporation Act 2018*, and its intention to broaden RIC's scope to include assistance that improves climate resilience, boosts sector productivity and supports agriculture's contribution to Australia's net zero transition.

Alongside new loan activity, ongoing management of our loan portfolio and daily interactions with customers, we continued to improve the way we deliver our services. This year we delivered a new Customer Experience Strategy, which aims to align the organisation around a shared promise to customers:

to listen carefully, understand each customer's business and circumstances, respect their time with clear and honest answers, partner with them and their support network, and provide a seamless experience through straightforward processes, tools and trusted relationships.

We also implemented loan management system enhancements, as well as compliance and risk management uplift projects, which are outlined in this report. These initiatives supported our objective to be a leader in Australian Government service provision. Customer feedback results were positive this year, with RIC achieving a record-high customer satisfaction rating of 97%.

We thank the RIC team for delivering concessional loans that help farmers such as Chris and Nick Blunt, Danna Boulton, and Chris and Suzanne Cowley, whose stories are featured in this report. Their experiences show how RIC loans can make a positive difference to farming operations. Working in collaboration with government, industry groups, commercial lenders and our valued customers, we remain committed to strengthening Australian agriculture and regional communities.

Karen Smith-Pomeroy
Chair



John Howard
Chief Executive Officer



Overview

About us

RIC is a Corporate Commonwealth Entity and Special Investment Vehicle within the Commonwealth's Investment Framework. Our primary function is the administration of loans to support eligible businesses that are in financial need with long-term strength, resilience and profitability on behalf of the Australian Government.

The RIC was established on 1 July 2018 and operates under the *Regional Investment Corporation Act 2018* (RIC Act), the *Regional Investment Corporation Operating Mandate Direction 2018*, and legislative rules determined by our responsible Ministers.

Outcome statement	Encourage growth, investment and resilience in Australian farm businesses and rural and regional communities by delivering the Commonwealth's farm business concessional loans
Purpose	To support the growth, resilience, and sustainability of Australia's agricultural and regional economies

In line with the *Australian Government Drought Plan*, our loans can be used across all phases of drought – Preparing for Drought, In Drought, and Recovering from Drought. RIC loans can also be used for other financial disruptions outside of a business's control such as natural disasters, biosecurity and market issues, and can help first farmers purchase, establish or develop their first farm business, and assist farm businesses and successors with succession arrangements.

We offer loans to long-term viable businesses in financial need, and work in partnership with commercial banks for the benefit of customers. We manage the return of loan funds back to the Australian Government, an investment that benefits our customers, regional communities, and the agriculture industry.

Importantly for the economic growth and productivity of Australia, improving farm business cash flow and operating position has direct and flow-on effects that benefit the rural and regional communities, economies and agricultural supply chains that depend on agriculture. Research we undertook in 2023¹ established that RIC loans contribute **\$3.4b** to Gross Regional Product over 20 years, supporting over **1,200** full-time equivalent jobs over the same period. In FY2026, our research continues to demonstrate the importance of a thriving agriculture sector to the success of regional Australia, with **86%** of our customers agreeing that RIC loans contribute to regional economic growth; and **92%** believing that RIC loans support resilience in Australia's regional communities².

Our customers

Our customers are predominantly small-to-medium businesses that are in financial need, but viable in the long term. Their RIC loan supports them by freeing up cashflow to invest in and diversify their business, manage cost pressures and variability in conditions and revenue.

A RIC loan increases a customer's capacity to grow equity and credit quality through concessional loan terms, with the aim to return to their commercial bank in an improved position at the end of their loan term.

In FY2026, our research² showed RIC-assisted farmers predominantly used their loans to pay down debt (**85%**), improve drought preparedness (**78%**) and implement activities in their Drought Management Plans (**73%**), and implement sustainable agriculture practices (**64%**). Compared to previous years, we saw a marked increase in the number of customers using the loan to purchase machinery or farm infrastructure in FY2026 (**53%**, up from 36%).

Our FY2026 data showed that **6%** of settled loans were with female-controlled businesses, and **59%** were equally controlled female / male businesses. **0%** of settled loans identified as Aboriginal or Torres Strait Islander, noting that this question in the application process is not mandatory.

The following stories demonstrate how customers have derived benefits from their RIC loans.

¹ BDO 2023, *Regional Investment Corporation Loans Economic Impact Analysis*

² JWS 2026, *Customer Experience Research Report*

“RIC’s been wonderful and it’s a great facility for Australian agriculture. To have RIC there specifically financing the sector and driving us towards higher productivity is an absolute gamechanger for the whole agricultural industry and long may it remain.”



Scan here to read full customer story.



Chris and Nick Blunt together run 4000 composite ewes on more than 1000 hectares east of Orange in Central West NSW.

Loan type: Drought Loan

Purpose: Water infrastructure and stock feed

“I don’t think the bank would have lent me the money to buy the property without the support of a RIC loan at the same time because they would have looked at it and thought there was no way I could afford the interest on the entirety of the loan.”



Scan here to read full customer story.



Danna Boulton purchased grazing land to establish a beef cattle business after growing up on her parents' farm in Victoria's Gippsland region.

Loan type: AgriStarter Loan

Purpose: Purchase first farm



“The RIC loan gave us the breathing space to turn the dial to a more positive cash flow, so we could pay the bills every month. I mean I hadn’t been able to do that prior to getting the RIC loan, it was always a battle.”



Chris and Suzanne Cowley run 400 crossbred cattle on 138 hectares, producing 2 million litres of milk a year to supply a major cheese producer in Tasmania’s northwest.

Loan type: Drought Loan

Purpose: Refinance

Our people

RIC's headquarters is located on Wiradjuri land in the regional community of Orange NSW. Most of our employees are based in regional Australia, with their own unique ties to agriculture through their careers and family farms.

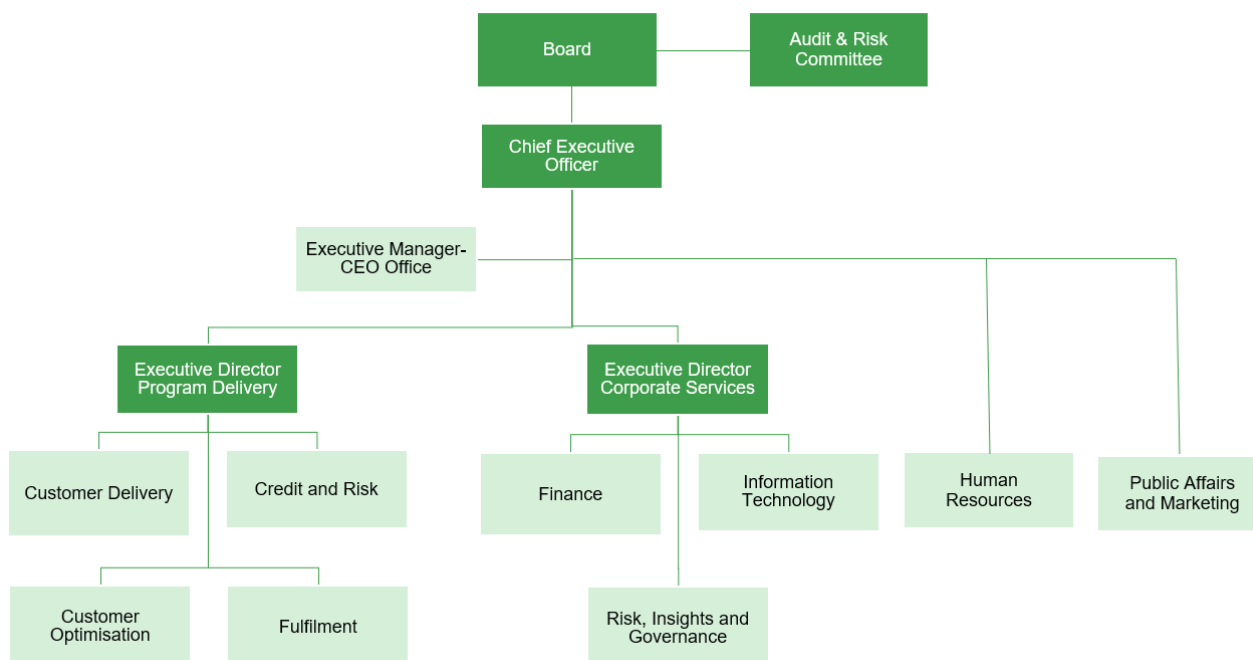
Table 1: Key people statistics

Key people statistics	
38%	workforce based in Orange and Central West NSW
76%	workforce based in regional locations across Australia including Orange and Central West NSW
77%	employee engagement score ³
60%	Board members based in regional Australia
80%	female Board members
58%	female employees
42%	male employees
12.35%	gender pay gap over 12 months
3%	First Nations staff

Our organisational structure at 30 June 2026 is provided in Figure 1. Key human resource and remuneration data are provided at Appendix 3 and Appendix 4.

³ Against a Financial Services benchmark of 70%, and a government benchmark of 64%

Figure 1: RIC organisational structure at 30 June 2026



Key activities we undertook during the year to enhance our people and culture included:

- Conducting our annual employee engagement survey, achieving a **77%** engagement score and a **96%** survey participation rate. We responded to survey feedback through team-based sessions and action plans.
- Implementing our talent management program for developing and retaining our emerging talent and future leaders.
- Implementing our annual learning and development program which supported organisation and team-based learning and individual learning needs.
- Launching our gender equity plan with the aim of creating a fair, inclusive and respectful workplace where all employees have equal opportunity to participate, contribute and progress.
- Updating key Human Resources policies to keep them current and aligned with legislation and workplace needs.
- Implementing our annual wellbeing program to support employee health, resilience and engagement by promoting positive wellbeing practices across the workplace.
- Initiating the People at Work Survey and supporting Comcare's psychosocial inspection to better understand current psychosocial hazards, gather feedback and develop additional mitigations in consultation with our employees to address identified hazards and embed actions into risk management processes.

Our culture



Be bold, act
with purpose



We are down to earth



We embrace difference
and act as one

Part 1: Annual performance statements

Accountable Authority statement

I, Karen Smith-Pomeroy, on behalf of the RIC Board, present the RIC's annual performance statements for 2025-26, prepared in accordance with subsection 39(1)(a) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act). In the Board's opinion, these performance statements accurately present the RIC's performance for the year ending 30 June 2026 and comply with subsection 39(2) of the PGPA Act (section 16F of the PGPA Rule).

Karen Smith-Pomeroy
Chair

Table 2: FY2026 loan delivery highlights

FY2026 loan delivery highlights	
74	Farm Investment Loans settled at \$76.78M
65	Drought Loans settled at \$53.92M
36	AgriStarter Loans settled at \$32.28M
<10	AgBiz Drought Loans settled at <\$1M
<10	Drought Hardship Loans settled at <\$1M
7,900+	Contact centre inbound and outbound calls
96%	Contact centre calls resolved first time
32	Average total days to decision for eligible loans
1,235	Loan variation requests submitted (a request from a customer to vary their RIC loan agreement)
1,196	Loan reviews completed (risk-based reviews of customer loans)

Performance results overview

Our [Corporate Plan](#) 2025-2026 outlined the key activities, performance measures, and targets we aimed to achieve during the year. The key activities we focused on to deliver on our purpose and performance measures were:

1. Deliver our loans in accordance with funding appropriations
2. Prudently and efficiently manage our loan portfolio across each loan's lifecycle
3. Manage loan portfolio credit risk in line with our credit risk appetite
4. Maintain high levels of customer satisfaction
5. Deliver new products or product amendments as directed by the Australian Government
6. Governance, risk, data management, insights and analysis reported to government as a key partner in agricultural policy delivery
7. Continue to develop our Environment, Social and Governance framework and associated reporting against our baseline and deliver our Reconciliation Action Plan.

Results against our Corporate Plan 2025-26 performance measures are outlined in this section. We achieved all our performance targets, as summarised below, with analysis of each measure on the following pages.

Table 3: Performance results overview

Objective	Activity	Performance measures	Target results	FY2026 results	FY2025 results comparison
To be valued by customers for the outcomes we achieve	1, 2, 4	Maintain high customer satisfaction	Customer satisfaction rating above 80% ¹	Achieved 97%	Achieved 89%
To be a leader in Australian Government service provision	1	Number and value of loans approved	Support provided within appropriation limits ²	Achieved 159 approved loans valued at \$138.97M	Achieved 240 approved loans valued at \$247.7m
	3	Risk is managed within acceptable tolerances	95% of new loan decisions are consistent with the risk appetite ³	Achieved 95.6%	Achieved 100%
	2, 4	Eligible loan processing timeframe	Average total time to decision of 50 days for new loan applications within the funding appropriation of \$349.7m ²	Achieved 32 days	N/A
To be valued as a key partner in agricultural policy delivery	6	Loan monitoring and evaluation reports	2 delivered ⁴	Achieved 3 delivered	N/A
To be known for making a difference	4	Net promoter score	>+20 ¹	Achieved +78	N/A <i>Note: not an identified performance measure in FY2025, but was measured at +70</i>
	7	Adoption of government policy and expectations on ESG	Emissions/Staff FTE <FY24-25 ⁵ Reflect Reconciliation Action Plan (RAP) implementation according to plan ⁶	Achieved 0.29 t CO ₂ per FTE Achieved RAP deliverables achieved as set out in Innovate RAP	Not achieved 0.58 t CO ₂ -e per FTE Achieved Reflect RAP goals achieved, and transition to Innovate RAP commenced

Data sources

- ¹ Customer survey (JWS 2026, n=32 in-depth interviews; n=93 quantitative online survey)
- ² Monthly loan data
- ³ Risk appetite statement and risk reporting data
- ⁴ Monitoring & Evaluation Program Logic; Evaluation Reports
- ⁵ RIC ESG reporting
- ⁶ RAP Action Plan reporting

Results legend

- Achieved:** Target met or exceeded during the financial year
Not achieved: Target not met during the financial year

Performance results analysis

Table 4: Performance results – To be valued by customers for the outcomes we achieve

Objective: To be valued by customers for the outcomes we achieve				
Activity	Performance measures	Target result	FY2026 result	FY2025 comparison
1, 2, 4	Maintain high customer satisfaction	Customer satisfaction rating above 80% ¹	Achieved 97%	Achieved 89%

Data sources

¹ JWS 2026, Customer Experience Research Report (n=32 in-depth interviews; n=93 quantitative online survey)

Customer satisfaction reached a record high this year, with **97%** of RIC-assisted customers⁴ satisfied with their overall experience and **90%** satisfied with RIC processes.

Continuous improvement is ingrained in RIC's culture, and these results reflect service and efficiency improvements that we have continued to build since insourcing loan management systems in 2023. Improvement initiatives delivered or progressed this year included:

- Our Customer Experience Strategy 2025-2028, focusing on uniting the RIC to deliver three customer experience priorities: uplifting the moments that matter to customers; fostering a customer-focused culture; and embedding fit-for-purpose customer experience enablers.
- Implementing a new Contact Centre phone system, which improved visibility of abandoned and after-hours calls. The Contact Centre returned the calls where appropriate, which was well received by customers and increased outbound call activity. Our Contact Centre handled more than **7,900** inbound and outbound calls during the year, with **96%** of calls resolved the first time. Customer satisfaction with contact via our 1800 number remained high at **85%**.
- The Contact Centre supported proactive outbound calling initiatives, including calls to customers who needed support with draft online applications; who were moving from interest only to principal and interest repayments, to explain changes and provide support; and who were in bushfire-affected areas to check in and offer support.

Record-high satisfaction with RIC staff was supported by clear, efficient communication, responsive and proactive service, and trusted guidance. We focused efforts on improving the application process, and continuously strengthening our loan management systems, processes and workforce, achieving the following results:

- Satisfaction with RIC staff was rated at **97%**, with **90%** of customers telling us staff were easy to access and responded promptly to emails (**88%**) and calls (**90%**).
- **59%** of customers continued to deal with a single contact, which remained important to efficiency and trust. In addition, **76%** of customers agreed that RIC staff are knowledgeable about the agriculture sector.

We targeted education, marketing and event attendance efforts in areas that had been impacted by events that were likely to meet RIC's eligibility requirements, achieving the following results and deliverables:

- **83%** of customers told us they were satisfied with information on our website, being a comprehensive resource with practical content. **2** new loan products were added to the website's Quick Quiz tool, as well as the establishment of a Registration of Interest facility and Subscribe for Updates feature prior to the new loans being launched. We also added a Call Back Form to our online eligibility checker quiz for all RIC loans to support potential customers who sought to discuss their individual situations with us further.
- **2** Get RIC Ready webinars were delivered in collaboration with the Rural Financial Counselling Services in South Australia and Victoria. **4** webinars were delivered to our customers' trusted adviser networks, including NSW Farmers, Victorian Farmers Federation, Rural Financial Counselling Service, as well as a presentation on the new Marine Recovery Loan to the South Australian Seafood Industry in collaboration with the South Australian Government.
- **11** on-the-ground RIC information stands at field day and conference events.

⁴ Customers who have had a RIC loan approved and settled

Table 5: Performance results – To be a leader in Australian Government service provision

Objective: To be a leader in Australian Government service provision				
Activity	Performance measures	Target results	FY2026 results	FY2025 comparison
1	Number and value of loans approved	Support provided within appropriation limits ²	Achieved 159 approved loans valued at \$138.97M	Achieved 240 approved loans valued at \$247.7m
3	Risk is managed within acceptable tolerances	95% of new loan decisions are consistent with the risk appetite ³	Achieved 95.6%	Achieved 100%
2, 4	Eligible loan processing timeframe	Average total time to decision of 50 days for new loan applications within the funding appropriation of \$349.7m ²	Achieved 32 days	N/A

Data sources

² Monthly loan data

³ Risk appetite statement and risk reporting data

This year we approved **159** loans valued at **\$138.97M**. We delivered with efficiency and customer experience at the core of our operations, with an average total time to decision for eligible loans of **32** days, and **95.6%** of decisions within risk appetite. Compared to FY2025, demand from new loan applications was slightly reduced resulting in lower approval numbers compared to the prior year (240 loans approved). Approvals for the Drought Loan were higher this year, reflecting drought conditions experienced in southern Australia.

Key activities we undertook this year to strengthen service delivery and manage risk in the loan portfolio were:

- Overhauling our Loan Management Unit systems and processes, a project that aimed to eliminate manual effort, enable automation, streamline processes to improve customer service, and empower teams with accessible information, timely reporting and real-time insights.
- Implementing a Loan Review Project. A Loan Review is a periodic risk-based review of a customer loan. Historically, we reviewed around 30% of our loan portfolio annually. The project established four distinct review types, and a tiered, risk-based methodology that incorporates real-time risk adjustments. This work increased our loan review capacity from around **30%** of the portfolio to **100%** of loans annually, without needing to increase staffing levels. We completed **1,196** loan reviews during the year.
- Piloting our Farm Climate Risk Assessment Tool on new loan applications. The tool was developed in-house by our team to bring consistency, transparency and discipline to how climate risk is considered within credit assessment. The tool is intended to deliver insight and analysis to inform loan portfolio risk management.
- Continuing to refine our loan processing timeframe measures. In FY2025, we measured the proportion of eligible loans decisioned within 30 'RIC-handling days' (which excluded weekends, public holidays and days when a loan application was pending third-party action). In FY2026, we refined this further to measure the average *total* days to decision, including weekends, public holidays and third-party days, as the true reflection of the customer experience. During the year, we made a further enhancement by beginning to publish on our website monthly advice on loan processing timeframes. Our aim was to increase transparency and currency of information on this critical part of the customer experience and manage customer expectations.
- Delivering new loan products following Australian Government announcements on two new RIC loan products – the Drought Hardship Loan and the Marine Recovery Loan. These were the first new loan products added to the RIC product suite since we insourced loan management systems, processes and people in 2023, and provided the first opportunity to demonstrate how efficiently we could deliver new loan products. We were proud of our team who delivered with speed, efficiency, and were in a position of readiness to launch both loans immediately following the enactment of legislation.
- Refining key aspects of our risk management approach, including a comprehensive uplift of our Enterprise Risk Management framework to modernise risk capability, strengthen regulatory and audit defensibility, and improve enterprise-wide risk visibility, including integration of Commonwealth Climate Disclosure requirements; and a compliance uplift of our Anti-Money Laundering and Counter-Terrorism Financing Program to ensure compliance with reformed legislative and regulatory requirements that came into effect on 31 March 2026.

Table 6: Performance results – To be a key partner in agricultural policy delivery

To be valued as a key partner in agricultural policy delivery				
Activity	Performance measures	Target result	FY2026 result	FY2025 comparison
6	Loan monitoring and evaluation reports	2 delivered ⁴	Achieved 3 delivered	N/A

Data source

⁴ Monitoring & Evaluation Program Logic; Callida Evaluation reports

In accordance with the Commonwealth Evaluation Policy and our continuous improvement culture, RIC maintained a monitoring and evaluation program to independently assess the design, implementation, and results of RIC loans. Evaluations occur on an ongoing basis over defined short-, medium- and long-term timeframes for each loan, and inform the Australian Government and the public on the value and impact of the loans.

This year we undertook 3 evaluations on our Farm Investment Loan, Drought Loan, and AgBiz Drought Loan. These reports are available on the [RIC website](#), with some of the key findings of each evaluation summarised as follows:

- The Farm Investment Loan was found to improve financial performance of farm businesses and manage debt associated with events outside of their control. Once financial position improved, the loan has been used to undertake productivity and risk management activities. Diversification and expansion into new markets has been undertaken by a small number of farm businesses.
- The Drought Loan was found to meet market demand and remains responsive to climatic conditions. Loan retention decreases when clients transition to principal and interest repayments. Loan recipients were strongly aligned to RIC's credit risk appetite, with most clients able to service their loans. Drought Management Plans, required under the Drought Loan, support farm business planning across the drought cycle.
- The AgBiz Drought Loan has declined in overall demand over time, with volume and geographic distribution of applications corresponding to the occurrence of drought across Australia, suggesting the loan is responsive to market conditions. A significant majority of customers indicated that, after repaying the loan, they remained in the industry. The primary use of the loan has been to support small businesses to continue to operate.

In addition to the evaluation reports, we also published our annual [RIC Farm Loans Customer Insights Brief](#), another tool to inform the Australian Government and the public on customer sentiment and the impact and benefits of the loan program.

Table 7: Performance results – To be known for making a difference

Objective: To be known for making a difference				
Activity	Performance measures	Target results	FY2026 results	FY2025 comparison
4	Net promoter score	>+20 ¹	Achieved +78	N/A Note: not an identified performance measure in FY2025, but was measured at +70)
7	Adoption of government policy and expectations on ESG	Emissions/Staff FTE <FY24-25 ⁵	Achieved 0.29 t CO ₂ per FTE	Not achieved 0.58 t CO ₂ -e per FTE
		Reflect Reconciliation Action Plan (RAP) implementation according to plan ⁶	Achieved RAP deliverables achieved per Innovate RAP	Achieved Reflect RAP goals achieved, transition to Innovate RAP commenced

Data sources

¹ Customer survey (JWS 2026, n=32 in-depth interviews; n=93 quantitative online survey)

⁵ RIC ESG dashboard reporting

⁶ RAP Action Plan reporting

Net Promoter Score (NPS) is a measure on a scale of 1 to 10 based on the question 'how likely are you to recommend a RIC loan to someone you know?'. The NPS score is a number ranging from -100 to +100, where a higher score is desirable.

While FY2026 was the first time we used NPS as a Corporate Plan performance measure, we have been measuring it annually since 2020, with results on a continuous improvement trajectory consistent with our culture. This year we achieved an NPS score of +78, with a score above +50 generally considered an excellent outcome. In the context of our strategic objective *To be known for making a difference*, this result demonstrates that RIC loans are having a

meaningful positive impact on customers to the extent that they would recommend them to others.

In working to reduce our emissions per staff FTE, our emissions reduction focus areas this year included:

- Revising our [Emissions Reduction Plan 2026-2030](#), which describes the priorities and actions RIC will take to reduce our operational emissions. Our key action areas are travel, energy consumption and procurement.
- Progressing our Commonwealth Climate Disclosure reporting requirements. Our disclosures are published in our [Annual Climate Statement](#), articulating our climate-related risks, governance arrangements, strategic impacts and emissions metrics. We used the government's Climate Risk and Opportunity Management Program to assess and capture climate risk and opportunity in our risk management framework. This included conducting a Commonwealth Climate Disclosure-aligned climate risk and opportunity assessment with scenario analysis to 2030 and 2050 with internal and external stakeholders.
- Refreshing our Environment, Social and Governance Framework, in which the Environment pillar reflects our role as a concessional lender to the agriculture sector, with a focus on supporting resilience, informed decision-making, and alignment with emerging regulatory expectations, including the Commonwealth Climate Disclosure program.

We developed and launched our Innovate Reconciliation Action Plan (RAP). The RAP represents the next phase of RIC's reconciliation journey, with our key themes of employment, education, and engagement being progressed as follows:

- Employment contributions centred on finding ways to improve Indigenous employment outcomes, updating our HR policies to reduce barriers to workplace participation, planning a dedicated recruitment, retention, and professional development strategy, and commencing research into trainee networking opportunities with other Aboriginal and Torres Strait Islander trainees.
- Education contributions centred on delivering cultural learning needs through our annual training plan, participating in a Wiradjuri Cultural Tour in Orange NSW, and registering for the next employee RAP Barometer Survey to ascertain cultural and RAP awareness levels to help inform our education approach.
- Engagement contributions centred on our RAP working group members attending a RAP Learning Circle to engage with and learn from like-minded organisations and government agencies, seeking guidance and input on best practice for engaging and partnering with Aboriginal and Torres Strait Islander peoples, and identifying a future opportunity to engage with other RAP organisations in the Central West to join or create a Reconciliation Industry Network Group.

More information on RIC's reconciliation journey is available on the [RIC website](#).

Part 2: Management and accountability

Governance

We are governed by an independent Board appointed by, and accountable to, two responsible Ministers: the Hon Julie Collins MP as Minister for Agriculture, Fisheries and Forestry; and Senator the Hon Katy Gallagher as Minister for Finance.

Our governance framework provides the context within which the RIC operates to achieve our objectives and effectively manage risk and key stakeholder relationships. It includes:

- The RIC Act and Operating Mandate, various legislative instruments associated with loan product rules, and relevant sections of the PGPA Act.
- An independent Board appointed by responsible Ministers.
- An Audit and Risk Committee that ensures the Board receives appropriate advice and assurance on financial and performance reporting, systems of risk oversight and management, and systems of internal control.
- A Three Lines Model for comprehensive governance across risk management, internal audit, compliance, and assurance activities.
- A Board-owned Policy Framework that demonstrates coverage, application and integration of RIC policies within an overarching framework, and outlines ownership and accountability for the policies within the framework.

The Board

The RIC Board is the Accountable Authority under the PGPA Act. The Board decides RIC's objectives, strategic direction and ensures that it fulfils its statutory functions.

Board composition remained unchanged, with responsible Ministers extending the terms of all current members through to FY2027. Board members were Karen Smith-Pomeroy (Chair), Prue Bondfield, Sharon Starick, Sally Freeman, and Mark Tucker.

In accordance with the RIC Act and the [Board's Charter](#), the Board met on **4** occasions during the year, in addition to attending to matters in between meetings. The Board provided leadership across several areas including:

- Strategic planning, performance reporting, and financial performance.
- Oversight of critical areas of risk such as loan portfolio performance, risk appetite setting and monitoring, cyber security, and our Anti-Money Laundering and Counter-Terrorism Financing Program.
- Environmental, Social and Governance initiatives including the Innovate RAP and development of Commonwealth Climate Disclosures.
- Monitoring and Evaluation Reports on loan products.
- Audit and Risk Committee meeting outcomes, Committee Charter review and Internal Audit Strategy approval.
- Board governance matters including reviewing the Board Charter and Skills Matrix, Board-owned policy frameworks, and conducting the annual Board performance review.
- The CEO performance review which included ensuring succession planning was in place for the CEO and senior management roles.
- Provided advice to the Minister for Agriculture under the *Future Drought Fund Act 2019*.

Further information about the Board's qualifications and experience is provided in Appendix 1.

Approach to risk, fraud and corruption

The Board is responsible for RIC's Risk Management Framework which includes reviewing and setting enterprise risk and credit risk appetites. The Framework is supported by an ecosystem of supporting documents and tools, such as a Risk Policy, Risk Procedures, Risk Registers, a Fraud and Corruption Control Plan, and a Three Lines model of assurance. The Board continued to maintain an Audit and Risk Committee to advise the Board on the appropriateness of RIC's systems of risk oversight and management.

In FY2026, we undertook several programs of work to ensure risk oversight and management are continuously improving, monitored and enhanced as follows:

- Strengthening our Enterprise Risk Management system to modernise our risk management capability and improve visibility of risks to support decision making.

- Developed an internal tool to assess farm climate risk in our loan portfolio, and we commenced embedding climate risk in our operations using the Climate Risk and Opportunity Management Program.
- Uplifted our Anti-Money Laundering and Counter-Terrorism Financing Program to comply with amendments to associated Act, rules and AUSTRAC reform guidance.
- Prepared for cyber security incident planning and revised our Business Continuity Plan.
- Undertook a risk assessment and participated in a Comcare risk inspection to support management of psychosocial risk in a people sense.

Audit and Risk Committee

Sally Freeman (Committee Chair), Sharon Starick, and Scott Brown continued as Committee members during the year.

The Committee met 3 times as per its Charter and provided oversight and advice to the Board on financial and performance reporting, and systems of risk oversight, management and internal control, including the uplift to RIC's Anti-Money Laundering and Counter-Terrorism Financing Program, and the outcomes of internal and external audits.

There were 0 incidents of fraud or corruption, 0 cyber security breaches or incidents, and 0 notifiable privacy incidents during the year.

A copy of the Audit and Risk Committee Charter is available on the [RIC website](#).

Compliance with finance laws

We reviewed our internal procurement policies and their compliance with the Commonwealth Procurement Rules. Further information on the our procurement activities can be found on [Contract Notice Published: AusTender](#).

We complied with the Commonwealth Procurement Rules during the financial year, with 0 breaches of the Commonwealth Procurement Rules, and 0 significant issues reported to responsible Ministers that related to non-compliance with finance laws.

Health, safety and wellbeing

Our Health, Safety and Wellbeing Committee delivered a range of initiatives during the year including:

- Our annual wellbeing program to support employee health, resilience and engagement by promoting positive wellbeing practices across the workplace.
- Conducted the People at Work Survey and supported a Comcare psychosocial inspection to better understand current psychosocial hazards and gather targeted feedback. Our participation in the Comcare inspection program was voluntary and found 0 non-compliances with the *Work Health and Safety Act 2011* and associated regulations. As a result of the survey and inspection, we developed additional mitigations in consultation with our employees to address identified hazards and embed these actions into our risk management practices.

During the year, there were 0 notifiable incidents, and 0 lost-time injuries.

External scrutiny

We maintained our membership with the Australian Financial Complaints Authority (AFCA) for external dispute resolution, with 0 AFCA matters referred to the RIC during the year.

There were 0 Public Interest Disclosures and 0 Freedom of Information requests.

Directors and Officers indemnities and insurance

The RIC held Directors and Officers Liability Insurance and premiums were paid and up to date. There were no claims against the liability insurance.

Legislative and policy events

The RIC was not issued any new ministerial directions during the year. The following matters occurred in relation to legislation and government policy:

- In August 2025, the Prime Minister announced:
 - o \$1 billion in new funding for the continuation of the RIC beyond June 2026;
 - o The broadening of RIC's loan scope for assistance to improve climate resilience, boost sector productivity, and support agriculture to be part of Australia's net zero transition; and
 - o A new RIC funding stream for significant ecological events in response to the South Australian algal bloom.
- In December 2025, the Hon Julie Collins MP announced:
 - o A new RIC Drought Hardship Loan; and
 - o The Government response to the Review of the Operation of the RIC Act⁵.
- Regional Investment Corporation Legislation Amendment (Interest Rates) Instruments 2025 and 2026 gave effect to holds on RIC's interest rates at 5.18% for the duration of the financial year.
- Regional Investment Corporation (Drought Hardship Loan) Rules 2026 gave effect to RIC's new Drought Hardship Loan, with the Rules being registered on 26 March 2026, substantive provisions in the Rules commencing on 30 March 2026, and the loan launching on 31 March 2026.
- Regional Investment Corporation (Marine Recovery Loans) Rules 2026 gave effect to RIC's new Marine Recovery Loan, with the Rules being registered on 1 May 2026, substantive provisions in the Rules commencing on 6 May 2026, and the loan launching on 6 May 2026.
- Commonwealth Climate Disclosure is the Government's policy for Commonwealth entities to publicly disclose their exposure to climate-related risks and opportunities, and the actions taken to manage them. We are required to include climate-related disclosures in our annual reporting suite from FY2026. Our Annual Climate Statement has been prepared in accordance with Year 1 reporting provisions and is available on our [website](#) and the [Transparency Portal](#).
- In March 2026, significant reforms to Australia's Anti-Money Laundering and Counter-Terrorism Financing framework commenced, introducing amendments to the relevant legislation and rules, and AUSTRAC guidance that shifted regulatory expectations toward an outcomes-focused, risk-based model. We undertook a comprehensive uplift of RIC's Program to ensure compliance with reformed legislative and regulatory requirements.
- The Australian Government's APS Strategic Commissioning Framework did not apply to the RIC, as we do not employ staff under the *Public Service Act 1999*.

Advertising and market research

Table 8: Payments to media, market research and advertising organisations

Organisation	Purpose	Total amount paid
Humans of Agriculture	Advertising and content development	\$50,002
JWS Pty Ltd	Market Research	\$47,190
Streem Pty Ltd	Media Monitoring	\$30,299
Rural Press Pty Ltd	Advertising	\$26,092
Hootsuite Inc.	Social media content management	\$19,637

Note: Section 311A of the Commonwealth Electoral Act 1918 requires Australian Government departments and agencies to set out in their annual report details of amounts greater than \$17,300 (inclusive of GST) paid by or on behalf of them during the year to advertising agencies, market research organisations, polling organisations, direct mail organisations and media advertising organisations.

⁵ DAFF 2025, *Australian Government response to the Review of the operation of the Regional Investment Corporation Act 2018*, Department of Agriculture, Fisheries and Forestry, Canberra, December 2025 CC BY 4.0

Part 3: Financial information

Independent auditor's report



INDEPENDENT AUDITOR'S REPORT

To the Minister for Agriculture, Fisheries and Forestry

To the Minister for Finance

Opinion

In my opinion, the financial statements of the Regional Investment Corporation (the Entity) for the year ended 30 June 2026:

- (a) comply with Australian Accounting Standards – Simplified Disclosures and the *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015*; and
- (b) present fairly the financial position of the Entity as at 30 June 2026 and its financial performance and cash flows for the year then ended.

The financial statements of the Entity, which I have audited, comprise the following as at 30 June 2026 and for the year then ended:

- Statement by the Chair of the Board, Chief Executive Officer and Chief Financial Officer;
- Statement of Comprehensive Income;
- Statement of Financial Position;
- Statement of Changes in Equity;
- Cash Flow Statement; and
- Notes to the financial statements, comprising material accounting policy information and other explanatory information.

Basis for opinion

I conducted my audit in accordance with the Australian National Audit Office Auditing Standards, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report. I am independent of the Entity in accordance with the relevant ethical requirements for financial statement audits conducted by the Auditor-General and their delegates. These include the relevant independence requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) to the extent that they are not in conflict with the *Auditor-General Act 1997*. I have also fulfilled my other responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Accountable Authority's responsibility for the financial statements

As the Accountable Authority of the Entity, the Board is responsible under the *Public Governance, Performance and Accountability Act 2013* (the Act) for the preparation and fair presentation of annual financial statements that comply with Australian Accounting Standards – Simplified Disclosures and the rules made under the Act. The Board is also responsible for such internal control as the Board determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Board is responsible for assessing the ability of the Entity to continue as a going concern, taking into account whether the Entity's operations will cease as a result of an administrative

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restructure or for any other reason. The Board is also responsible for disclosing, as applicable, matters related to going concern and using the going concern basis of accounting, unless the assessment indicates that it is not appropriate.

Auditor's responsibilities for the audit of the financial statements

My objective is to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with the Australian National Audit Office Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with the Australian National Audit Office Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control;
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Accountable Authority;
- conclude on the appropriateness of the Accountable Authority's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern; and
- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Accountable Authority regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

Australian National Audit Office



Melissa Petropoulos
Acting Executive Director
Delegate of the Auditor-General

Canberra

17 August 2026

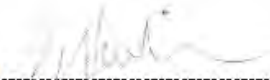
Statement of Accountable Authority from the Chair, CEO and CFO

Regional Investment Corporation
**STATEMENT BY THE ACCOUNTABLE AUTHORITY,
CHIEF EXECUTIVE OFFICER AND CHIEF FINANCIAL OFFICER**

In our opinion, the attached financial statements for the period ended 30 June 2026 comply with subsection 42(2) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), and are based on properly maintained financial records as per subsection 41(2) of the PGPA Act.

In our opinion, at the date of this statement, there are reasonable grounds to believe that the Regional Investment Corporation will be able to pay its debts as and when they fall due.

This statement is made in accordance with a resolution of the directors.

Signed 	Signed 	Signed 
Karen Smith-Pomeroy	John Howard	Rebecca Houlihan
Chair of the Board	Chief Executive Officer	Chief Financial Officer
13 08 2026	13 08 2026	13 08 2026

Financial statements

Regional Investment Corporation STATEMENT OF COMPREHENSIVE INCOME for the period ended 30 June 2026

	Notes	2026 \$	2025 \$	Original Budget 2026 \$
NET COST OF SERVICES				
Expenses				
Employee benefits	1.1A	15,233,781	13,762,508	14,252,000
Suppliers	1.1B	8,470,064	6,537,985	9,101,000
Depreciation	2.2A	161,328	191,003	-
Finance costs		12,514	42,491	-
Write down of assets	2.2A	5,024	-	-
Total expenses		23,882,711	20,533,987	23,353,000
Own-source revenue				
Interest revenue	1.2A	1,110,071	1,331,338	-
Revenue from contracts with customers	1.2B	156,664	208,228	-
Other revenue		2,023	4,307	-
Total own-source revenue		1,268,758	1,543,873	-
Net (cost of) services		(22,613,953)	(18,990,114)	(23,353,000)
Revenue from government	1.2C	22,885,000	22,586,000	23,353,000
Surplus/(Deficit) before income tax on continuing operations		271,047	3,595,886	-
OTHER COMPREHENSIVE INCOME				
Total comprehensive income/(loss)				
Changes in asset revaluation reserve		-	45,412	-
Total comprehensive income/(loss)		271,047	3,641,298	-

The above statement should be read in conjunction with the accompanying notes.

Budget variance analysis is outlined in Note 5.3
--

Regional Investment Corporation
STATEMENT OF FINANCIAL POSITION
as at 30 June 2026

		2026	2025	Original Budget 2026
	Notes	\$	\$	\$
ASSETS				
Financial assets				
Cash and cash equivalents	2.1A	3,380,254	7,037,356	5,878,000
Trade and other receivables	2.1B	342,374	574,821	470,000
Other investments	2.1C	17,751,095	12,500,000	10,000,000
Total financial assets		21,473,723	20,112,177	16,348,000
Non-financial assets				
Land and buildings ¹	2.2A	202,841	343,356	77,000
Property, plant and equipment	2.2A	44,688	70,525	400,000
Other non-financial assets	2.2B	896,427	723,213	665,000
Total non-financial assets		1,143,956	1,137,094	1,142,000
Total assets		22,617,679	21,249,271	17,490,000
LIABILITIES				
Payables				
Supplier payables	2.3A	318,900	421,986	439,000
Other payables	2.3B	535,382	381,415	436,000
Total payables		854,282	803,401	875,000
Other Provisions				
Employee provisions	3.1A	2,462,933	1,618,199	1,415,000
Total provisions		2,462,933	1,618,199	1,415,000
Interest bearing liabilities				
Leases	2.4A	212,068	348,322	24,000
Total Interest Bearing Liabilities		212,068	348,322	24,000
Total liabilities		3,529,283	2,769,922	2,314,000
Net assets		19,088,396	18,479,349	15,176,000
EQUITY				
Contributed equity		675,000	337,000	675,000
Asset revaluation reserve		80,674	80,674	35,000
Retained earnings		18,332,722	18,061,675	14,466,000
Total equity		19,088,396	18,479,349	15,176,000

The above statement should be read in conjunction with the accompanying notes.

¹ Right-of-use assets are included in the Land and buildings line item.

Budget variance analysis is outlined in Note 5.3

Regional Investment Corporation
STATEMENT OF CHANGES IN EQUITY
for the period ended 30 June 2026

	2026	2025	Original Budget 2026
	\$	\$	\$
CONTRIBUTED EQUITY			
Opening balance			
Balance carried forward from previous period	337,000	337,000	337,000
Closing Balance	337,000	337,000	337,000
Transactions with owners			
Contributions by owners			
Equity injection - Appropriations	338,000	-	338,000
Total transactions with owners	338,000	-	338,000
Closing balance as at 30 June	675,000	337,000	675,000
RETAINED EARNINGS			
Opening balance			
Balance carried forward from previous period	18,061,675	14,465,789	14,466,000
Adjusted opening balance	18,061,675	14,465,789	14,466,000
Comprehensive income			
Surplus/(loss) for the period	271,047	3,595,886	-
Total comprehensive income/(loss)	271,047	3,595,886	-
Closing balance as at 30 June	18,332,722	18,061,675	14,466,000
ASSET REVALUATION RESERVE			
Opening balance			
Balance carried forward from previous period	80,674	35,262	35,000
Adjusted opening balance	80,674	35,262	35,000
Comprehensive income			
Other comprehensive income	-	45,412	-
Total comprehensive income	-	45,412	-
Closing balance as at 30 June	80,674	80,674	35,000
TOTAL EQUITY			
Opening balance			
Balance carried forward from previous period	18,479,349	14,838,051	14,838,000
Adjusted opening balance	18,479,349	14,838,051	14,838,000
Comprehensive income			
Surplus/(loss) for the period	271,047	3,595,886	-
Other comprehensive income	-	45,412	-
Total comprehensive income	271,047	3,641,298	-
Transactions with owners			
Contributions by owners			
Equity injection - Appropriations	338,000	-	338,000
Total transactions with owners	338,000	-	338,000
Closing balance as at 30 June	19,088,396	18,479,349	15,176,000

The above statement should be read in conjunction with the accompanying notes.

Regional Investment Corporation
STATEMENT OF CHANGES IN EQUITY
for the period ended 30 June 2026

Accounting Policy

Equity injections

Amounts appropriated which are designated as "equity injections" for a year are recognised directly in contributed equity in that year.

Budget variance analysis is outlined in Note 5.3

Regional Investment Corporation
CASH FLOW STATEMENT
for the period ended 30 June 2026

		2026	2025	Original Budget 2026
	Notes	\$	\$	\$
OPERATING ACTIVITIES				
Cash received				
Receipts from Government		22,885,000	22,586,000	23,353,000
Interest on deposits		1,343,074	1,227,639	-
GST received from the ATO		26,535	30,659	-
Other		158,131	217,172	-
Total cash received		24,412,740	24,061,470	23,353,000
Cash used				
Employees		14,235,080	13,619,718	14,252,000
Suppliers		8,771,482	6,643,907	9,101,000
Interest payments on lease liabilities		12,514	42,491	-
Other		1,417	-	-
Total cash used		23,020,493	20,306,116	23,353,000
Net cash flows from operating activities		1,392,247	3,755,354	-
INVESTING ACTIVITIES				
Cash used				
Investment		5,251,095	2,500,000	-
Purchase of non-financial assets		-	-	338,000
Total cash used		5,251,095	2,500,000	338,000
Net cash flows (used by) investing activities		(5,251,095)	(2,500,000)	(338,000)
FINANCING ACTIVITIES				
Cash received				
Contributed Equity		338,000	-	338,000
Total cash received		338,000	-	338,000
Cash used				
Principal payments of lease liabilities		136,254	96,429	-
Total cash used		136,254	96,429	-
Net cash flows from (used by) financing activities		201,746	(96,429)	338,000
Net (decrease)/increase in cash and cash equivalents held		(3,657,102)	1,158,925	-
Cash and cash equivalents at the beginning of the reporting period		7,037,356	5,878,431	5,878,000
CASH AND CASH EQUIVALENTS AT THE END OF PERIOD	2.1A	3,380,254	7,037,356	5,878,000

The above statement should be read in conjunction with the accompanying notes.

Budget variance analysis is outlined in Note 5.3

Regional Investment Corporation

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

Overview

Objectives of the Regional Investment Corporation

Regional Investment Corporation (RIC) is a corporate Commonwealth entity established by the *Regional Investment Corporation Act 2018*. The objective of RIC is to administer financial assistance on behalf of the Australian Government to farm businesses and farm-related small businesses. RIC issues loans to encourage growth, investment and resilience in rural and regional communities and Australian farm businesses by delivering the Commonwealth's farm business concessional loans. RIC's principal place of business is Suite 3, 122–124 Kite Street, Orange NSW 2800.

Functions of the Regional Investment Corporation

The key functions of RIC, as prescribed under its enabling legislation are to administer farm business loans and programs prescribed by the Act. The loans provided by RIC, are accounted for in the administered Financial Statements of the Department of Agriculture, Fisheries and Forestry (DAFF). RIC discloses the amount of loan funding that is received, lent, and remaining at the end of the reporting period in Note 5.2.

The continued existence of the entity in its present form and with its present programs is dependent on Government policy and on continuing funding by Parliament for the entity's administration and programs.

The Basis of Preparation

The financial statements are general purpose financial statements as required by section 42 of the *Public Governance, Performance and Accountability Act 2013*.

The financial statements have been prepared in accordance with:

- a) *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015* (FRR); and
- b) Australian Accounting Standards and Interpretations – including Simplified Disclosure Requirements for Tier 2 entities under AASB 1060 that apply for the reporting period.

The financial statements have been prepared on an accrual basis and in accordance with the historical cost convention, except for certain assets and liabilities which are recorded at fair value. Except where stated, no allowance is made for the effect of changing prices on the results or the financial position.

The financial statements are presented in Australian dollars and values are rounded to the nearest dollar, unless otherwise specified.

New Accounting Standards

All new, revised or amending standards and/or interpretations that were issued prior to the sign-off date and are applicable to the current reporting period did not have a material effect on RIC's financial statements.

Taxation

RIC is exempt from all forms of taxation except Fringe Benefits Tax (FBT) and the Goods and Services Tax (GST). RIC is an enterprise for GST purposes, the primary activity carried on by RIC is the provision of farm business loans, the provision of farm business loans constitutes the making of financial supplies. Financial supplies are input taxed and acquisitions made in connection with the making of financial supplies are not creditable where the Financial Acquisitions Threshold is exceeded.

Despite RIC exceeding the Financial Acquisitions Threshold as defined in *A New Tax System (Goods and Services Tax) Act 1999* RIC is entitled to claim an input tax credit of 75% of the input tax credits on acquisitions of a type listed in the GST regulations, this includes fees paid for certain other loan processing services incurred by RIC.

Events after the reporting period

There are no known events occurring after the reporting period that could have a material impact on the financial statements.

Regional Investment Corporation

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

1. Financial Performance

This section analyses the financial performance of RIC for the period ended 30 June 2026.

1.1 Expenses

	2026	2025
	\$	\$
Note 1.1A: Employee benefits		
Wages and salaries	11,556,363	10,685,927
Superannuation	1,511,103	1,341,815
Leave and other entitlements	2,163,168	1,547,018
Separation and redundancies	3,147	187,748
Total employee benefits	15,233,781	13,762,508

Note 1.1B: Suppliers

Goods and services supplied or rendered

Consultants	2,033,478	1,496,684
Contractors	1,349,479	562,588
Information technology services	3,090,463	2,497,104
Legal services	165,085	135,409
Marketing and communications	299,258	237,782
Recruitment services	30,776	34,654
Staff training and development	232,281	203,402
Travel	355,264	427,706
Credit assessment charges	399,385	377,103
Property operating costs	61,951	66,622
Loan service provider	-	6,652
Other goods and services	452,644	492,279
Total goods and services supplied or rendered	8,470,064	6,537,985

Included within the balance of other goods and services is the 2025-26 ANAO Audit fee paid by RIC as a paying entity of \$127,600 (2024-25: \$121,000).

Accounting Policy

Employee-related expenses

Accounting policies for employee-related expenses are contained in Section 3, the Other Provisions section.

Short-term leases and leases of low-value assets

RIC has elected not to recognise right-of-use assets and lease liabilities for short-term leases of assets that have a lease term of 12 months or less and leases of low-value assets (less than \$10,000). RIC recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term. There were no short-term leases in 2025-26.

Regional Investment Corporation

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

1.2 Own-Source Revenue and Gains

	2026	2025
	\$	\$
Note 1.2A: Interest		
Deposits	1,110,071	1,331,338
Total interest	1,110,071	1,331,338
Note 1.2B: Revenue from contracts with customers		
Settlement recovery costs	156,664	208,228
Total revenue from contracts with customers	156,664	208,228
Note 1.2C: Revenue from Government		
Corporate Commonwealth entity payment item	22,885,000	22,586,000
Total revenue from Government	22,885,000	22,586,000

Accounting Policy

Interest

RIC has available cash in interest bearing term deposits. Interest revenue is recognised using the effective interest method.

Revenue from Government

Funding received or receivable from DAFF (appropriated to DAFF as a corporate Commonwealth entity payment item for payment to RIC) is recognised as Revenue from Government by RIC unless the funding is in the nature of an equity injection or a loan.

Amounts transferred to RIC from appropriations to DAFF (adjusted for any formal additions and reductions) are recognised as Revenue from Government when RIC gains control of the appropriation, except for certain amounts that relate to activities that are reciprocal in nature, in which case revenue is recognised only when it has been earned.

Revenue from contracts with customers

Revenue from contracts with customers is from the cost recovery of issuing loans.

RIC customers are charged 'actual costs for establishing the loan' as included in the published guidelines for each loan program and available on RIC's website. RIC recognises revenue upon completion of services.

Regional Investment Corporation

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

2. Financial Position

This section analyses RIC's assets used to conduct its operations and the operating liabilities incurred as a result. Employee related information is disclosed in Section 3 Other Provisions.

2.1 Financial Assets

	2026	2025
	\$	\$
Note 2.1A: Cash and cash equivalents		
Cash on hand or on deposit	3,380,254	7,037,356
Total cash and cash equivalents	3,380,254	7,037,356
Note 2.1B: Trade and other receivables		
Goods and services receivable		
GST receivable	2,007	1,451
Interest receivable	340,367	573,370
Total goods and services receivable (gross)	342,374	574,821
Note 2.1C: Other Investments		
Term deposit	17,751,095	12,500,000
Total other investments	17,751,095	12,500,000

The closing balance of cash on hand or on deposit does not include amounts held in trust [\$19,576,687 in 2026 and \$27,744,784 in 2025]. See Note 5.2 Other Consolidated Revenue Fund (CRF) money.

Accounting Policy

Cash is recognised at its nominal amount. Cash and cash equivalents includes:

1. cash on hand; and
2. demand deposits in bank accounts with an original maturity of 3 months or less including term deposits with Australian Authorised Deposit-taking Institutions (ADIs) that are readily convertible to known amounts of cash and subject to insignificant risk of changes in value.

RIC has opted for 6, 7 and 9 month (2025: 12 month and 9 month) maturity deposits and is therefore classifying these deposits as an investment and not cash or cash equivalent.

Investments are executed via an external broker, with funds temporarily passing through a cash management account held with the broker as part of the settlement process. The broker acts solely as an intermediary and does not bear credit risk; the Entity's exposure is to the underlying financial institutions.

Term deposits are measured at amortised cost using the effective interest method. Interest revenue is recognised in the Statement of Comprehensive Income using the effective interest rate method.

Credit Risk

The entity's exposure to credit risk arises primarily from cash and term deposits with ADI's. Investments are restricted to counterparties that satisfy credit quality requirements of the entity's Investment Policy (which is consistent with PGPA investment requirements). These counterparties are required to maintain a minimum credit rating, determined by recognised rating agencies.

As at 30 June 2026, all term deposits were held with institutions meeting minimum credit rating requirements. Management considers the probability of default as low and the expected credit loss to be immaterial. No loss allowance has been recognised as at 30 June 2026.

Credit terms for goods and services were 30 days.

Regional Investment Corporation
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

2.2 Non-Financial Assets

Note 2.2A: Reconciliation of the Opening and Closing Balances of Property, Plant and Equipment and Buildings

	Buildings (ROU Assets) \$	Property, plant and equipment \$	Total \$
As at 1 July 2025			
Gross book value	421,546	76,100	497,646
Accumulated depreciation, amortisation and impairment	(78,190)	(5,575)	(83,765)
Total as at 1 July 2025	343,356	70,525	413,881
Depreciation on Property Plant and equipment	-	(20,813)	(20,813)
Depreciation on right-of-use assets	(140,515)	-	(140,515)
Asset write down	-	(5,024)	(5,024)
Total as at 30 June 2026	202,841	44,688	247,529
Total as at 30 June 2026 represented by:			
Gross book value	421,546	68,820	490,366
Accumulated depreciation, amortisation and impairment	(218,705)	(24,132)	(242,837)
Total as at 30 June 2026	202,841	44,688	247,529
Carrying amount of right-of-use assets	202,841	-	202,841

Regional Investment Corporation

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

Accounting Policy

Assets are recorded at cost on acquisition except as stated below. The cost of acquisition includes the fair value of assets transferred in exchange and liabilities undertaken. Financial assets are initially measured at their fair value plus transaction costs where appropriate.

Assets acquired at no cost, or for nominal consideration, are initially recognised as assets and income at their fair value at the date of acquisition, unless acquired as a consequence of restructuring of administrative arrangements. In the latter case, assets are initially recognised as contributions by owners at the amounts at which they were recognised in the transferor's accounts immediately prior to the restructuring.

Asset recognition threshold

Purchases of property, plant and equipment are recognised initially at cost in the statement of financial position, except for purchases costing less than \$10,000, which are expensed in the year of acquisition (other than where they form part of a group of similar items which are significant in total).

The initial cost of an asset includes an estimate of the cost of dismantling and removing the item and restoring the site on which it is located.

Lease Right of Use (ROU) Assets

Leased ROU assets are capitalised at the commencement date of the lease and comprise of the initial lease liability amount, initial direct costs incurred when entering into the lease less any lease incentives received. These assets are accounted for by Commonwealth lessees as separate asset classes to corresponding assets owned outright, but included in the same column as where the corresponding underlying assets would be presented if they were owned.

In December 2024 RIC recognised one right of use asset addition for its commercial office premises at 122-124 Kite Street Suite 2, Orange NSW upon renewal of the lease and the expiry of the previous term. There were no lease incentives received or makegood costs to be recognised. Finance costs recognised in profit and loss represent lease interest for the period.

Fair Value and Revaluations of Non-Financial Assets

Following initial recognition at cost, property, plant and equipment (excluding right of use (ROU) assets) are carried at fair value (or an amount not materially different from fair value) less subsequent accumulated depreciation and accumulated impairment losses.

All property, plant and equipment held by RIC are categorised under Level 2 in accordance with the hierarchy listed in AASB 13. Level 2 measurements use inputs other than quoted prices that are observable for the asset. The future economic benefits of RIC's property, plant and equipment are not primarily dependent on their ability to generate cash flows.

RIC last undertook a revaluation of all property, plant and equipment in March 2025 utilising an external valuer in accordance with RIC asset policy. The next independent valuation is anticipated to occur in 2028. Between valuations RIC undertakes annual assessment of assets to determine whether there has been any material movement in fair value which requires recognition in the financial statements.

Depreciation

Depreciable property, plant and equipment assets are written-off to their estimated residual values over their estimated useful lives to RIC using, in all cases, the straight-line method of depreciation.

Depreciation rates (useful lives), residual values and methods are reviewed at each reporting date and necessary adjustments are recognised in the current, or current and future reporting periods, as appropriate.

Asset Class	Useful Life
Property, plant and equipment	Between 3-5 years

The depreciation rates for ROU assets are based on the commencement date to the earlier of the end of the useful life of the ROU asset or the end of the lease term.

Impairment

All cash generating assets and assets held at cost, including ROU assets, were assessed for impairment as at 30th June 2026. Where indications of impairment exist, the asset's recoverable amount is estimated, and an impairment adjustment made if the asset's recoverable amount is less than its carrying amount. For non-cash generating assets held at fair value, the recoverable amount is expected to be materially the same as fair value as at 30th June 2026.

Derecognition

Any items of property, plant and equipment are derecognised upon disposal or when no further future economic benefits are expected from their use or disposal.

Regional Investment Corporation

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

	2026	2025
	\$	\$
Note 2.2B: Other non-financial assets		
Prepayments	896,427	723,213
Total other non-financial assets	896,427	723,213

2.3 Payables

	2026	2025
	\$	\$
Note 2.3A: Supplier payables		
Trade creditors and accruals	318,900	421,986
Total supplier payables	318,900	421,986

Settlement is usually made for suppliers within 30 days.

Note 2.3B: Other payables		
Salaries and wages	481,557	340,549
Superannuation	53,825	40,866
Statutory payables	-	-
Total other payables	535,382	381,415

2.4 Interest Bearing Liabilities

	2026	2025
	\$	\$
Note 2.4A: Leases		
Lease liabilities	212,068	348,322
Total leases	212,068	348,322
Note 2.4B: Leases - Maturity		
Maturity analysis - contractual undiscounted cash flows		
Within 1 year	152,488	148,768
Between 1 to 5 years	67,972	220,459
Total leases	220,459	369,228

Accounting Policy

For all new contracts entered into, RIC considers whether the contract is, or contains a lease. A lease is defined as 'a contract, or part of a contract, that conveys the right to use an asset (the underlying asset) for a period of time in exchange for consideration'.

Once it has been determined that a contract is, or contains a lease, the lease liability is initially measured at the present value of the lease payments unpaid at the commencement date, discounted using the interest rate implicit in the lease, if that rate is readily determinable, or the department's incremental borrowing rate.

Subsequent to initial measurement, the lease liability will be reduced for payments made and increased for interest. It is remeasured to reflect any reassessment or modification to the lease. When the lease liability is remeasured, the corresponding adjustment is reflected in the right-of-use asset or profit and loss depending on the nature of the reassessment or modification.

Regional Investment Corporation

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

3. Other Provisions

This section describes a range of employment and post-employment benefits provided to our employees and our relationships with other key people.

3.1 Employee Provisions

	2026	2025
	\$	\$
Note 3.1A: Employee provisions		
Annual leave	1,117,852	852,079
Long service leave	1,345,081	766,120
Total employee provisions	2,462,933	1,618,199

Accounting Policy

Liabilities for short-term employee benefits and termination benefits expected within twelve months of the end of reporting period are measured at their nominal amounts.

RIC uses the Department of Finance Shorthand model for determining the long service leave provision.

Leave

The liability for employee benefits includes provision for annual leave and long service leave. The leave liabilities are calculated on the basis of employees' remuneration at the estimated salary rates that will be applied at the time the leave is taken, including RIC's employer superannuation contribution rates to the extent that the leave is likely to be taken during service rather than paid out on termination. The liability for long service leave has been determined by reference to the Department of Finance 2025-26 standard parameters and using the Shorthand model. The estimate of the present value of the liability takes into account attrition rates and pay increases through promotion and inflation.

Superannuation

RIC's staff are members of various Superannuation Schemes. RIC makes employer contributions to the employee superannuation schemes and these are expensed in the financial statements.

The liability for superannuation recognised as at 30 June represents outstanding contributions.

Redundancy Policy

RIC only recognises a provision for separation when it has developed a detailed formal plan for terminations and has informed those employees that it will carry out terminations. No provision for separation and redundancy payments has been made for 2025-26.

Regional Investment Corporation

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

3.2 Key Management Personnel Remuneration

Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of RIC, directly or indirectly, including any director (whether executive or otherwise) of RIC. RIC has determined the key management personnel to be the Chief Executive Officer, the Executive Leadership Team and the Board. Key management personnel remuneration is reported in the table below:

	2026	2025
	\$	\$
Note 3.2A: Key management personnel remuneration		
Short-term employee benefits	1,419,409	1,226,774
Other long-term employee benefits	68,235	64,844
Post-employment benefits	141,920	125,412
Total key management personnel remuneration expenses	1,629,564	1,417,030

There are 9 key management personnel included in the above table this includes the Chief Executive Officer, the Board and the Executive Leadership Team (2025: 9 people including staff acting in KMP roles).

The above key management personnel remuneration excludes the remuneration and other benefits of the Portfolio Minister. The Portfolio Minister's remuneration and other benefits are set by the Remuneration Tribunal and are not paid by RIC.

3.3 Related Party Disclosures

Related party relationships:

RIC is an Australian Government controlled entity. Related parties to RIC are Directors, Key Management Personnel including the Portfolio Minister and Executive, and other Australian Government entities.

Transactions with related parties:

Given the breadth of Government activities, related parties may transact with the government sector in the same capacity as ordinary citizens. Such transactions include the payment or refund of taxes, receipt of a Medicare rebate or higher education loans. These transactions have not been separately disclosed in this note.

RIC transacts with other Australian Government controlled entities consistent with normal day-to-day business operations provided under normal terms and conditions. RIC transacts with the Digital Transformation Agency for IT licenses. These are not considered individually significant to warrant separate disclosure as related party transactions.

Giving consideration to relationships with related entities, and transactions entered into during the reporting period by RIC, it has been determined that there are no related party transactions to be separately disclosed.

Regional Investment Corporation

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

4. Managing Uncertainties

This section analyses how the Agency manages financial risks within its operating environment.

4.1 Contingent Assets and Liabilities

RIC does not have any quantifiable or unquantifiable contingencies for 2026 (2025: nil).

5. Other Information

5.1 Current/non-current distinction for assets and liabilities

	2026	2025
	\$	\$
Note 5.1A: Current/non-current distinction for assets and liabilities		
Assets expected to be recovered in:		
No more than 12 months		
Cash and cash equivalents	3,380,254	7,037,356
Trade and other receivables	342,374	574,821
Other investments	17,751,095	12,500,000
Other non-financial assets	896,427	723,213
Total no more than 12 months	22,370,150	20,835,390
More than 12 months		
Land and buildings	202,841	343,356
Property, plant and equipment	44,688	70,525
Total more than 12 months	247,529	413,881
Total assets	22,617,679	21,249,271
Liabilities expected to be settled in:		
No more than 12 months		
Suppliers	318,900	421,986
Other payables	535,382	381,415
Leases	146,410	136,254
Employee provisions	1,003,518	741,459
Total no more than 12 months	2,004,211	1,681,114
More than 12 months		
Leases	65,658	212,068
Employee provisions	1,459,415	876,740
Total more than 12 months	1,525,072	1,088,808
Total liabilities	3,529,283	2,769,922

Regional Investment Corporation

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

5.2 Other Consolidated Revenue Fund (CRF) money

RIC receives funds from the Commonwealth Consolidated Revenue Fund (CRF) via DAFF for the purpose of funding approved concessional loans. Any balance of funds received from DAFF, the bank or loan recipients that are yet to be disbursed are held by RIC on behalf of the loan recipient.

There are a number of circumstances that could result in individual loan settlements being rejected or delayed, this may be due to incorrect account details or circumstances changing at the point of settlement. In this situation funds are paid out of the bank account to the settlement trust account, returned and paid out again.

This note reflects the difference between the funds received and the funds disbursed at the end of the financial year. All other loan cashflows are shown in the administered accounts of DAFF. Payments are all outgoings from the loan accounts this includes: funds lent to loan recipients, interest returned to DAFF; principal repayments returned to DAFF, less rejected payments. Similarly receipts are all incoming transactions into the loan accounts this includes: interest from loan recipients; interest from the bank; principal repaid and funds from DAFF for loans. Receipts and payments are recorded as final amounts net of rejections.

At June 30 2026 the difference between what RIC has received and what has been lent or returned is detailed below. The beneficiary of these funds is the loan recipient or the Commonwealth, not RIC. The closing balance is an asset reported by DAFF in their administered financial statements.

	2026	2025
	\$	\$
Note 5.2A: Loan funding received but not disbursed		
As at 1 July		
Assets held in trust added to receipts	27,744,784	15,902,670
Receipts	778,224,238	541,153,320
Payments	786,392,335	529,311,206
Total as at 30 June	19,576,687	27,744,784
Total amount held at the end of the reporting period	19,576,687	27,744,784

Regional Investment Corporation

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

5.3 Budget Variances

Budget variance explanation	Affected statements and line items
For 2025-26 RIC had projected a balanced operating budget based on anticipated loan disbursements, collections and ongoing administration activities. Employee costs continue to form the largest proportion of regular expenditures (64%) and exceeded budget expectations by \$982k due to the development and launch of new Drought hardship and Marine recovery loan products, in response to Government policy initiatives. RIC finished the year with a surplus of \$0.27M, reflecting underspends on consultancy, contractors and software managed services. This is due to some budgeted projects not proceeding which had anticipated change management due to the RIC Act review. Contractor underspend is partially offset in employee costs, reflecting RIC's adoption of the most cost-effective labour engagement methods wherever practical. The 2025-26 budget did not set expectations for Finance costs, depreciation or interest income on investments.	Statement of Comprehensive Income: - Employee benefits - Suppliers - Own source revenue - Revenue from Government - Other Comprehensive Income Statement of Cash Flows - Interest on deposits
Financial assets are favourable to budget, primarily due to higher Other Investments held in term deposits at 30 June 2026. This reflects a strong opening cash and investment position, including accumulated prior-year surpluses, investment income and ongoing spending restraint. The higher level of term deposits also informs the variance in cash used for Investment in the Statement of Cash Flows and contributes to the favourable variance in total equity through retained earnings. There were no material changes to property, plant and equipment during the year and the right-of-use leased building asset that hosts RIC's head office operation has had no additions or remeasurements occurring during the year. Total liabilities are higher than budget by \$1.1M due to increases in employee provisions through increased FTE and high retention levels.	Statement of Financial Position: - Financial assets - Non-Financial assets - Payables, Provisions, Leases - Equity
A scheduled equity contribution of \$338k from Government was recognised during 2025-26 and the recorded operating surplus have further strengthened RIC's overall financial position.	Statement of Changes in Equity - Contributed Equity - Surplus for the period
RIC again maximised interest revenue through an effective investment strategy, with the placement of significant portions of revenue received from government and retained earnings (available cash) in medium-term deposits with approved deposit taking institutions. For 2025-26 a larger menu of institutions and rates was accessed for RIC's consideration than previously through the use of a reputable intermediary. This yielded \$1.1M for the year.	Statement of Cash Flows - Cash received from Government - Interest on deposits - Cash used suppliers - Cash used Employees

RIC considers a major variance between budget and actuals is greater than 10% of the original estimate or it is considered important for the reader's understanding.

Part 4: Appendices

Appendix 1: Accountable Authority

Table 9: Details of Accountable Authority during the reporting period 2025-26

Name	Qualifications of the Accountable Authority	Experience of the Accountable Authority	Position Title / Exec / Non-Exec	Start Date	End Date	No. of meetings attended
Karen Smith-Pomeroy	Associate Diploma (Accounting), Fellow of the Institute of Public Accountants, Senior Fellow of the Financial Services Institute of Australasia, Member Institute of Financial Accountants (UK), Graduate of the Australian Institute of Company Directors, Affiliate of the Governance Institute of Australia	Karen is an experienced non-executive director, with significant experience as a senior executive in the financial services sector, as well as specific expertise in compliance, risk and governance, and credit risk. Karen is currently a non-executive director of National Reconstruction Fund Corporation and Chair/member of several audit, risk and compliance committees for commercial and government entities.	Board Chair / Non-Executive	1 July 2025	30 June 2026	4
Prue Bondfield	Bachelor of Laws, Diploma in Project Management, Graduate Diploma of Business, Marketing & Management, Graduate of the Australian Institute of Company Directors	Prue has significant agribusiness and farming expertise from her former role as General Manager and Director of the Palgrove Group. Prue has strong agriculture industry networks from roles on Commonwealth and State entities and advisory committees. Prue is a Non-Executive Director of Australian Livestock Export Corporation Ltd, and a member of the Harvest Road Advisory Board.	Board Member / Non-Executive	1 July 2025	30 June 2026	4
Sharon Starick	Bachelor of Agricultural Science Honours in Plant Science	Sharon runs a combined grain and pork business in the Murraylands in South Australia. She brings practical on-farm knowledge and experience with industry bodies, natural resource management groups, government boards and other private and public organisations. Sharon is a Board member of Animal Health Australia, and Chair of the Grains Research and Development Corporation.	Board Member / Non-Executive	1 July 2025	30 June 2026	4
Sally Freeman	Bachelor of Commerce, Fellow of the Institute of Chartered Accountants, Graduate of the Australian Institute of Company Directors, Member of Chief Executive Women	Sally is an experienced Non-Executive Director with expertise in risk management, financial and internal audit, board governance, and compliance. Sally's current directorships include Netwealth, Eastern Health, Melbourne Football Club, Regis Aged Care. Sally chairs RIC's Audit and Risk Committee.	Board Member / Non-Executive	1 July 2025	30 June 2026	4
Mark Tucker	Bachelor of Science (Hons), Executive Fellow Graduate, Australian & New Zealand School of Government	Mark brings extensive experience as a former Deputy Secretary across several Australian Government departments. He is a Board member at the Institute of Marine and Antarctic Studies at the University of Tasmania and a member of the Australian Antarctic Division Respect and Equality Reform Committee.	Board Member / Non-Executive	1 July 2025	30 June 2026	4

Appendix 2: Audit and Risk Committee

The Regional Investment Corporation Audit and Risk Committee Charter can be viewed at:

[Accountability and reporting - Regional Investment Corporation](#)

Total remuneration for Committee members who are also Board members is reflected in Table 13.

Table 10: Details of Audit & Risk Committee during the reporting period 2025-26

Name	Qualifications, knowledge, skills or experience	Number of meetings attended	Total number of meetings held	Total annual remuneration (GST inc.) \$	Additional Information
Sally Freeman	See Table 9: Details of Accountable Authority during the reporting period 2025-2026	3	3	\$18,510	Chair. Remuneration for Audit Committee is included in Key Management Personnel disclosure
Sharon Starick	See Table 9: Details of Accountable Authority during the reporting period 2025-2026	3	3	\$9,260	Member Remuneration for Audit Committee is included in Key Management Personnel disclosure
Scott Brown	FCA, Bcomm Scott has over 15 years of government experience, and has held Chief Financial Officer roles in large and small government agencies, as well as Audit Committee experience. He brings an understanding of organisational financial and governance frameworks.	3	3	\$9,039	Member

Appendix 3: Management of human resources

Table 11: All Ongoing Employees (2025-26)

	Man/Male			Woman/Female			Non-binary			Prefers not to answer			Uses a different term			Total
	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	
NSW	24	-	24	27	6	33	-	-	-	-	-	-	-	-	-	57
Qld	3	2	5	6	-	6	-	-	-	-	-	-	-	-	-	11
SA	1	-	1	1	-	1	-	-	-	-	-	-	-	-	-	2
Tas	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vic	8	-	8	5	3	8	-	-	-	-	-	-	-	-	-	16
WA	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
ACT	1	-	1	-	-	-	-	-	-	-	-	-	-	-	-	1
NT	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
External Territories	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Overseas	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	37	2	39	39	9	48	-	-	-	-	-	-	-	-	-	87

Table 12: All Non-Ongoing Employees (2025-26)

	Man/Male			Woman/Female			Non-binary			Prefers not to answer			Uses a different term			Total
	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	
NSW	2	-	2	13	1	14	-	-	-	-	-	-	-	-	-	16
Qld	-	-	-	1	1	2	-	-	-	-	-	-	-	-	-	2
SA	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Tas	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vic	3	-	3	1	-	1	-	-	-	-	-	-	-	-	-	4
WA	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
ACT	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
NT	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
External Territories	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Overseas	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	5	-	5	15	2	17	-	-	-	-	-	-	-	-	-	22

Appendix 4: Executive remuneration

CEO & Board remuneration

The RIC Board and CEO are remunerated according to the determination of the Commonwealth Remuneration Tribunal. Statutory superannuation is paid in addition to the fees set by the Tribunal for Board members; however, it is included as part of the remuneration determination for the CEO. Total remuneration for Board members who also undertake Committee roles is reflected below, which includes Committee remuneration as determined by the Remuneration Tribunal.

Remuneration and Work Conditions Policy and Procedure and Industrial Instruments

RIC employees are employed in accordance with the Australian Government Industry Award 2016 (for employees within the salary barrier), National Employment Standards (for employees over the salary barrier) and the Public Sector Workplace Relations Policy 2023. Employees are paid in accordance with the relevant band within the RIC's remuneration and salary structure which is contained in the RIC's Remuneration and Work Conditions Policy. The RIC Remuneration and Classification Structure is a 7-level structure and provides delineation between Senior Executive, Executive and non-Executive Level remuneration.

Information about remuneration for senior executives

RIC Executive Directors are employed in accordance with Letters of Offer, an Employment Agreement, the National Employment Standards and the Public Sector Workplace Relations Policy 2023. Executive Directors are paid in accordance with the RSE band of the RIC's remuneration and salary structure which is contained in the RIC's Remuneration and Work Conditions Policy. The RSE salary band has a lower and upper level and salary is negotiated between these bands based on capability, experience, and performance.

The RIC has no senior executives excepting those identified as Key Management Personnel (KMP). Senior executive remuneration is reported under KMP.

Information about remuneration for other highly paid staff

There were no staff members classified as other highly paid staff for this period; the RIC has no other highly paid staff remuneration to report.

Table 13: Information about remuneration for key management personnel

Name	Position title	Short-term benefits			Post-employment benefits	Other long-term benefits		Termination benefits	Total remuneration
		Base salary	Bonuses	Other benefits and allowances	Superannuation contributions	Long service leave	Other long-term benefits		
Karen Pomeroy-Smith	Board Chair	\$97,422	-	-	\$11,691	-	-	-	\$109,113
Prue Bondfield	Board Member	\$48,711	-	-	\$7,551	-	-	-	\$56,262
Sharon Starick	Board and Audit & Risk Committee Member	\$57,977	-	\$506	\$6,957	-	-	-	\$65,440
Sally Freeman	Board Member and Audit & Risk Committee Chair	\$67,233	-	-	\$8,068	-	-	-	\$75,301
Mark Tucker	Board Member	\$48,711	-	-	\$5,845	-	-	-	\$54,557
John Howard	Chief Executive Officer	\$418,798	-	-	\$30,115	\$18,664	-	-	\$467,577
Allison Gregory	Executive Director Program Delivery	\$301,419	-	-	\$30,160	\$24,424	-	-	\$356,003
Andrew Chambers	Executive Director Corporate Services	\$273,410	-	-	\$29,689	\$20,600	-	-	\$323,700
Nathan Mead	Executive Director Program Delivery (Actg. 151 days)	\$105,222	-	-	\$11,843	\$4,546	-	-	\$121,611

Appendix 5: Compliance index

Below is the table set out in Schedule 2A of the PGPA Rule. Section 17BE(u) requires this table be included in RIC's annual reports.

Table 14: Compliance index

PGPA Rule Reference	Page of Report	Description	Requirement
17BE	Contents of annual report		
17BE(a)	7	Details of the legislation establishing the body	Mandatory
17BE(b)(i)	7	A summary of the objects and functions of the entity as set out in legislation	Mandatory
17BE(b)(ii)	7	The purposes of the entity as included in the entity's corporate plan for the reporting period	Mandatory
17BE(c)	19	The names of the persons holding the position of responsible Minister or responsible Ministers during the reporting period, and the titles of those responsible Ministers	Mandatory
17BE(d)	21	Directions given to the entity by the Minister under an Act or instrument during the reporting period	If applicable, mandatory
17BE(e)	21	Any government policy order that applied in relation to the entity during the reporting period under section 22 of the Act	If applicable, mandatory
17BE(f)	20, 21	Particulars of non-compliance with: (a) a direction given to the entity by the Minister under an Act or instrument during the reporting period; or (b) a government policy order that applied in relation to the entity during the reporting period under section 22 of the Act	If applicable, mandatory
17BE(g)	13	Annual performance statements in accordance with paragraph 39(1)(b) of the Act and section 16F of the rule	Mandatory
17BE(h), 17BE(i)	N/A	A statement of significant issues reported to the Minister under paragraph 19(1)(e) of the Act that relates to non-compliance with finance law and action taken to remedy non-compliance	If applicable, mandatory
17BE(j)	19, 42	Information on the accountable authority, or each member of the accountable authority, of the entity during the reporting period	Mandatory
17BE(k)	11	Outline of the organisational structure of the entity (including any subsidiaries of the entity)	Mandatory
17BE(ka)	44	Statistics on the entity's employees on an ongoing and non-ongoing basis, including the following: (a) statistics on full-time employees; (b) statistics on part-time employees; (c) statistics on gender; (d) statistics on staff location	Mandatory
17BE(l)	11	Outline of the location (whether or not in Australia) of major activities or facilities of the entity	Mandatory
17BE(m)	19	Information relating to the main corporate governance practices used by the entity during the reporting period	Mandatory
17BE(n), 17BE(o)	N/A	For transactions with a related Commonwealth entity or related company where the value of the transaction, or if there is more than one transaction, the aggregate of those transactions, is more than \$10,000 (inclusive of GST): (a) the decision-making process undertaken by the accountable authority to approve the entity paying for a good or service from, or providing a grant to, the related Commonwealth entity or related company; and (b) the value of the transaction, or if there is more than one transaction, the number of transactions and the aggregate of value of the transactions	If applicable, mandatory
17BE(p)	21	Any significant activities and changes that affected the operation or structure of the entity during the reporting period	If applicable, mandatory

PGPA Rule Reference	Page of Report	Description	Requirement
17BE(q)	N/A	Particulars of judicial decisions or decisions of administrative tribunals that may have a significant effect on the operations of the entity	If applicable, mandatory
17BE(r)	N/A	Particulars of any reports on the entity given by: (a) the Auditor-General (other than a report under section 43 of the Act); or (b) a Parliamentary Committee; or (c) the Commonwealth Ombudsman; or (d) the Office of the Australian Information Commissioner	If applicable, mandatory
17BE(s)	N/A	An explanation of information not obtained from a subsidiary of the entity and the effect of not having the information on the annual report	If applicable, mandatory
17BE(t)	20	Details of any indemnity that applied during the reporting period to the accountable authority, any member of the accountable authority or officer of the entity against a liability (including premiums paid, or agreed to be paid, for insurance against the authority, member or officer's liability for legal costs)	If applicable, mandatory
17BE(taa)	19, 43	The following information about the audit committee for the entity: (a) a direct electronic address of the charter determining the functions of the audit committee; (b) the name of each member of the audit committee; (c) the qualifications, knowledge, skills or experience of each member of the audit committee; (d) information about each member's attendance at meetings of the audit committee; (e) the remuneration of each member of the audit committee	Mandatory
17BE(ta)	45	Information about executive remuneration	Mandatory
17BG(2)	20	An assessment of the entity's performance during the period against the Commonwealth Procurement Rules	If applicable, mandatory



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