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Australian Government
Indigenous Business Australia

ANNUAL REPORT 2024-25

IBA acknowledges the continuing connection of Aboriginal and Torres Strait Islander people to their law, land, waters, community, and culture. We pay our respects to Elders, past and present, who have paved the way for change. We acknowledge those who continue to lead from a place of strength, resilience and courage. We honour those who are no longer with us, and we look to the future with hope while keeping our eyes on the present.



A note on terminology

The United Nations Permanent Forum on Indigenous Issues estimates there are more than 370 million Indigenous people spread across 70 countries worldwide. In considering the diversity of Indigenous people, an official definition of 'indigenous' has not been adopted by any United Nations (UN) system or body. According to the UN, the most fruitful approach is to identify, rather than define, Indigenous people. This is based on the fundamental criterion of self-identification as underlined in several human rights documents. Australia's Indigenous people are two distinct cultural groups made up of Aboriginal and Torres Strait Islander people. But there is great diversity within these two broadly described groups exemplified by more than 250 different language groups spread across the nation.

Indigenous Business Australia (IBA) uses the primary term of Aboriginal and Torres Strait Islander people to refer to our customers, in line with the *Aboriginal and Torres Strait Islander Act 2005*, which acknowledges the distinct cultural differences and diversity across Australia. In recognition of the societal shifts occurring in Australia, IBA has adopted the secondary term of First Nations.

Disclaimer

The design of our brand was inspired by artwork from Gamilaraay/Gomerioi artist Penny Evans.

IBA's 50th anniversary emblem embodies connection, progress and community.

The '5' and '0' are formed from the elements of the IBA brand (inspired by the work of Gamilaraay/Gomerioi artist Penny Evans) and feature the shapes within the IBA logo. These lines and circles signify the pathways and the milestones accomplished alongside our customers. An outer circle brings all of this together in our unified purpose. The design honours our shared journey and achievements through the generations.

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For more information, visit iba.gov.au or call 1800 107 107.

—
Samuel's journey to home ownership is a powerful story of determination and a desire to build a life for him and his son.
—

Acronyms

AI	Artificial Intelligence
APS	Australian Public Service
ATSI Act	<i>Aboriginal and Torres Strait Islander Act 2005</i>
ESG	Environmental, social, and governance
ILSC	Indigenous Land and Sea Corporation
ICT	Information and communication technology
IT	Information technology
MoU	Memorandum of understanding
NIAA	National Indigenous Australians Agency
PBS	Portfolio Budget Statements
PGPA Act	<i>Public Governance, Performance and Accountability Act 2013</i>
PM&C	Prime Minister and Cabinet
TSRA	Torres Strait Regional Authority
UN	United Nations



Message from the Chair

On behalf of the Board of Directors, I am proud to present the Annual Report of Indigenous Business Australia (IBA) for the financial year ended 30 June 2025.

This year marks a historic milestone—the 50th anniversary of the Indigenous home ownership program. Over five decades, IBA and its predecessors have supported more than 22,000 families into home ownership, providing secure housing for over 75,000 Aboriginal and Torres Strait Islander people and their families. This achievement is a testament not only to Indigenous home owners, but also to the determination of Indigenous families who have pursued the aspiration of home ownership. Every day, the IBA team continues this legacy by honouring and supporting those ambitions.

During 2024–25, thanks to the discipline of Indigenous mortgage holders and the resilience of Indigenous businesses, 89% of IBA's operating budget was self-funded. For more than 20 years, Indigenous Australians have underpinned their own principal economic development agency. This remains a profound credit to the Indigenous Australians we serve.

First Nations women remain at the forefront of our Indigenous economy. Indigenous women-led enterprises now represent the majority of IBA's business support recipients. Our Strong Women, Strong Business initiative grew further in 2024–25 and will be enhanced by \$3.4 million in new funding to establish a place-based coaching and mentoring program for First Nations businesswomen and entrepreneurs. Alongside this, IBA is piloting a new mortgage product designed to support single-income households, many of which are led by First Nations women—an initiative that reflects our commitment to meeting diverse community needs.

Our investment portfolio continues to deliver strong and reliable returns, with a five-year average performance that has contributed to consolidated assets now exceeding \$2.3 billion. In 2025, we engaged directly with our growing co-investor community of 68 organisations. The May Investor Forum on Whadjuk Nyoongar Country (Boorloo/Perth) brought together 24 First Nations groups, creating a powerful platform for connection, collaboration, and knowledge-sharing around the Indigenous Prosperity Funds (IPF), the Indigenous Real Estate Investment Trust (IREIT), and other IBA initiatives.

We extend our congratulations to Senator the Hon. Malarndirri McCarthy on her reappointment as Minister for Indigenous Australians following the federal election. Her leadership in elevating Indigenous economic development within the national policy agenda has been invaluable during this exciting period.

IBA itself is undergoing a generational transformation. The growth of the Indigenous-led economy, the increasing investment taking place on the lands of Traditional Owners, and the expansion of our legislative mandate together mark a new era.

In February 2025, the Parliament passed historic amendments to the *Aboriginal and Torres Strait Islander Act 2005 (ATSI Act)*, enabling IBA to access capital markets and make co-investments in alignment with our legislative purpose. In response, the Board has refreshed IBA's strategy, giving greater priority to Indigenous economic self-sufficiency and cementing IBA's evolution into a specialist capital provider supporting First Nations, businesses and households.

Our refreshed strategy towards 2030 identifies priority sectors—including energy, mining services, agriculture, government services, infrastructure, and housing—where IBA will build sector-specific investment platforms and attract capability partners from both private and public sectors. The strategic focus will expand our talent base in investment, finance, and capital markets, ensuring that Indigenous economic leadership is backed with the right capital at the right time.

This annual report provides a comprehensive account of our performance against the targets set in the 2024–25 Corporate Plan. Highlights include:

- empowering 4,018 Aboriginal and Torres Strait Islander people with financial literacy, networks, and capability-building services
- enabling 2,956 Aboriginal and Torres Strait Islander people to participate directly in the economy through IBA products, employment opportunities, and procurement pathways
- distributing more than \$389 million through capital and capability development activities.

We also launched innovative new products and services, including an online home loan calculator and a business insurance pilot in partnership with NRMA.

In May 2025, we published our fourth impact report, *Pathways to Financial Wellbeing*. With input from more than 900 participants and 20 organisations, it reaffirmed a simple truth: when First Nations people are financially strong, every aspect of life flourishes. In August 2024, we also launched IBA's first Environmental, Social, and Governance (ESG) Strategy, embedding cultural, social, and environmental values at the heart of our investment approach, unlocking new sources of capital and positioning stewardship of Country as a source of economic resilience.

The Board takes its accountability under the *Public Governance, Performance and Accountability Act 2013 (PGPA Act)* and *ATSI Act* seriously. This report includes audited financial statements and performance reporting, prepared in accordance with our legislative obligations.

Since my appointment as Chair in December 2024, I have had the privilege of welcoming Deputy Chair Ms Olga Havnen, and new directors Ms Leah Cameron, Mr Brian Bero, and Dr Doug McTaggart, as well as continuing directors Mr Joshua Gilbert and Ms Claire Woodley. Together, we bring the diversity of experience needed to guide IBA into its next chapter.

I also warmly welcome Mr David Knights as Chief Executive Officer. His deep experience in investment and finance will further strengthen IBA's capacity as we expand our role as a value-added, specialist capital provider.

Finally, I thank the dedicated staff of IBA, whose daily efforts assist Aboriginal and Torres Strait Islander people to achieve their business, economic and commercial aspirations.

IBA is evolving into an Indigenous economic powerhouse—fulfilling its legislative mandate and unlocking new possibilities for future generations. We are proud to stand with First Nations people across Australia in shaping a future defined by strength, resilience, and prosperity.

Mr Darren Godwell MHK FAIIA

Chair, Indigenous Business Australia



Australian Government
Indigenous Business Australia

iba.gov.au

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Gadigal Country, PO Box K363, Haymarket NSW 1240
ABN 25 192 932 833
1800 107 107



25 September 2025

Senator the Hon. Malarndirri McCarthy
Minister for Indigenous Australians
Ngunnawal Country
PO Box 6022
Parliament House
CANBERRA ACT 2600

Dear Minister

INDIGENOUS BUSINESS AUSTRALIA ANNUAL REPORT 2024–25

On behalf of the Board of Indigenous Business Australia (IBA), I am pleased to submit our annual report for the financial year ended 30 June 2025.

The Board is responsible for preparing the annual report and presenting it to you in accordance with Section 46 of the *Public Governance, Performance and Accountability Act 2013*, Division 3A of the Public Governance, Performance and Accountability Rule 2014 and Section 189 of the *Aboriginal and Torres Strait Islander Act 2005*.

The report includes IBA's annual performance statements and audited financial statements, which were approved in accordance with a resolution of the Board on 25 September 2025.

I commend this report to you as a record of our achievements and compliance.

Yours sincerely

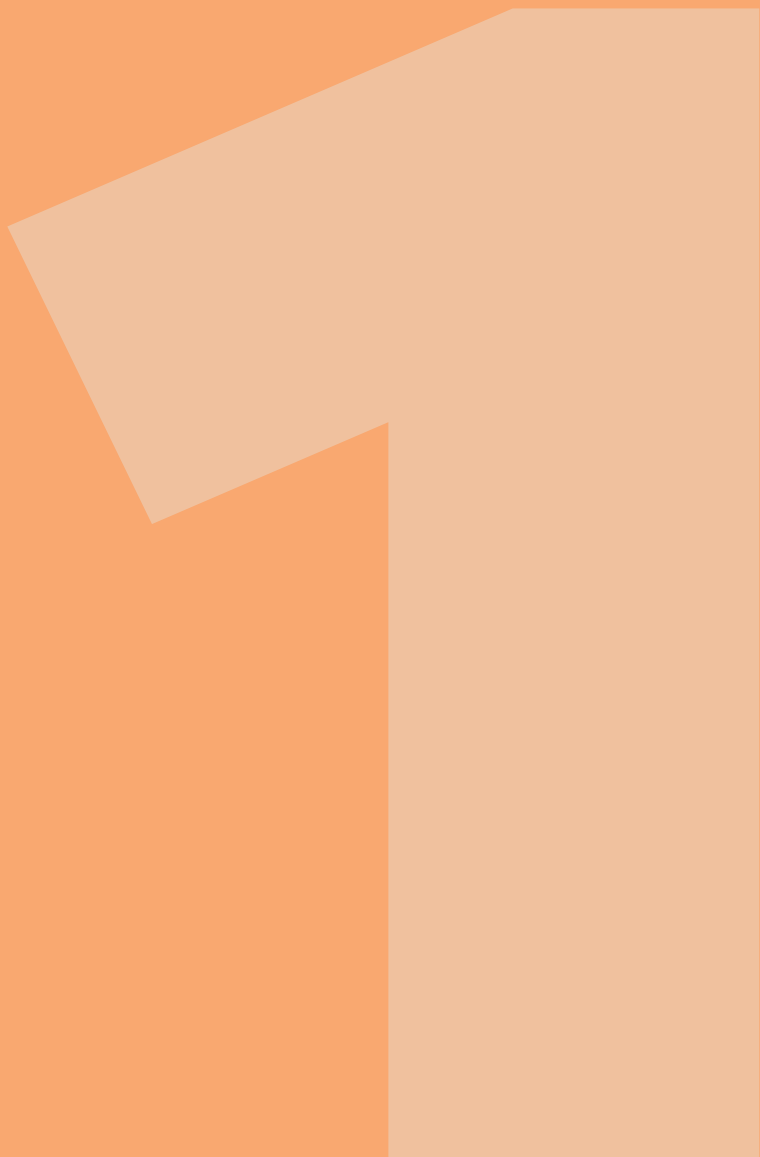
Darren Godwell
Chair
Indigenous Business Australia

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INDIGENOUS
BUSINESS
AUSTRALIA

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Purpose

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Purpose

This section is provided in accordance with PGPA Rule section 17BE (a), (b), and (c).

IBA is established under the ATSI Act and is a corporate Commonwealth entity under the PGPA Act. These Acts guide our strategy and operations. IBA reports to the Minister for Indigenous Australians.

IBA is accountable to the Australian Parliament through the Department of the Prime Minister and Cabinet (PM&C) and the National Indigenous Australians Agency (NIAA). The Hon Linda Burney MP was the Minister for Indigenous Australians until 29 July 2024. Senator the Hon Malarndirri McCarthy has been the Minister for Indigenous Australians for the remainder of the reporting period.

Our legislated purpose and functions

Section 146 of the ATSI Act sets out the purposes of IBA as follows.

- To assist and enhance Aboriginal and Torres Strait Islander self-management and economic self-sufficiency.
- To advance the commercial and economic interests of Aboriginal persons and Torres Strait Islanders by accumulating and using a substantial capital asset for the benefit of Aboriginal and Torres Strait Islander peoples.

Section 147 explains IBA functions are to:

- engage in commercial activities
- promote and encourage Aboriginal and Torres Strait Islander self-management and economic self-sufficiency.

Section 148(1) and (2) of the ATSI Act sets out how IBA should perform its functions. In summary, it says:

- IBA must act with sound business principles.
- The IBA Board must have regard for Aboriginal and Torres Strait Islander participation, ownership, control, and beneficial impact.

Section 148 does not apply to business and housing loans. These come under section 152 (2A), which says business and housing loans, and grants and guarantees relating to such loans, must further the social, economic, or cultural development of Aboriginal and Torres Strait Islander people.

On 13 February 2025, the ATSI Act was amended to remove the restriction on borrowing and raising money, expanding IBA's remit and mandate.

Portfolio Budget Statements

The Portfolio Budget Statements (PBS) outline how government funding is allocated to achieve strategic policy outcomes. Each financial year, IBA receives funding through the PM&C PBS to deliver Outcome 1:

Outcome 1 (PM&C Portfolio)
Improved economic inclusion and participation to enhance the financial wellbeing and independence of Aboriginal and Torres Strait Islander people through distribution of home and business finance, access to wealth generating opportunities and capability development activities.

This was recently updated to reflect changes to our enabling legislation. It aligns our outcome statement with our new strategic direction, shifting the focus from outdated prescribed activities to clearly defined desired outcomes. The Outcome 1 statement listed in the 2024-25 PBS is shown in the Audited Financial Statements at Note 1 (page 126).

Outcome 1 is linked to Program 1.1:

Program 1.1
Aboriginal and Torres Strait Islander economic participation and wealth creation.

To assess our progress in achieving Outcome 1, we developed nine performance measures, tracked over a four-year period. These are detailed in IBA's Corporate Plan 2024-25 and are reported on in this annual report.



—
**Sunset on Waiben
(Thursday Island)**
—

Ministerial directions and government policy orders

Under section 151 of the ATSI Act, the responsible minister can make general written directions to IBA. No such directions were made in 2024–25.

IBA must also comply with applicable government policies. No policy orders were issued to IBA under the PGPA Act in 2024–25.

Objects

This section is provided in accordance with PGPA Rule 17BE(b)(i).

The Preamble and Part 1 of the ATSI Act explains the intent of establishing IBA and its related entities:

- Torres Strait Regional Authority (TSRA)
- Indigenous Land and Sea Corporation (ILSC)

Our purpose should be interpreted and understood within this context. Section 3 states:

‘The objects of this Act are, in recognition of the past dispossession and dispersal of the Aboriginal and Torres Strait Islander peoples and their present disadvantaged position in Australian society:

- (a) to ensure maximum participation of Aboriginal persons and Torres Strait Islanders in the formulation and implementation of government policies that affect them
- (b) to promote the development of self-management and self-sufficiency among Aboriginal persons and Torres Strait Islanders
- (c) to further the economic, social and cultural development of Aboriginal persons and Torres Strait Islanders
- (d) to ensure co ordination in the formulation and implementation of policies affecting Aboriginal persons and Torres Strait Islanders by the Commonwealth, State, Territory and local governments, without detracting from the responsibilities of State, Territory and local governments to provide services to their Aboriginal and Torres Strait Islander residents.’

Our history

1967 Referendum

The Australian Constitution was amended to allow the Commonwealth Government to make laws for Aboriginal and Torres Strait Islander people.

1967

Aboriginal and Torres Strait Islander Commission (ATSIC) Act 1989

The Aboriginal and Torres Strait Islander Commercial Development Corporation (CDC) was created with a focus on commercial activities.

1989

2001

Aboriginal and Torres Strait Islander Commission Amendment Act 2001

The CDC was renamed to 'Indigenous Business Australia'.

2005

Aboriginal and Torres Strait Islander Act 2005

ATSIC was abolished, the ATSIC Act was renamed the ATSI Act, and the activities relating to business and housing loans and commercial activities were consolidated under IBA.

Aboriginal Enterprises (Assistance) Act 1968

A fund was created for the purpose of supporting Aboriginal-owned businesses.

1968

Aboriginal Development Commission Act 1980

A capital account was created to promote Aboriginal development, self-management and self-sufficiency.

1980

1974

Aboriginal Loans Commission Act 1974

A statutory body was created to administer the Aboriginal Enterprises Fund and a new fund to provide housing loans.

2020

2020 Impact Report

IBA published its first impact framework and impact report based on the perspectives and lived experiences of Aboriginal and Torres Strait Islander people.

2025

Future Made in Australia (Production Tax Credits and Other Measures) Act 2025

The ATSI Act was amended to remove the restriction on IBA's ability to borrow and raise capital.

Purpose continued

Housing and business pathways have long-term, positive impacts

In October 2024, we released two significant research reports on First Nations home and business ownership. We partnered with:

- the Australian Housing and Urban Research Institute on the Pathways Through Housing report
- the Australian National University on the Pathways Through Business report.

The Pathways Through Housing report looked at transition pathways for Aboriginal and Torres Strait Islander people into home ownership and other positive housing outcomes.

The report found the proportion of First Nations people in home ownership increased from around 33% in 2001 (46,150 households) to 41% (145,100 households) in 2021. The figure reflects First Nations people successfully pursuing economic aspirations with IBA contributing around 10% of the growth in home ownership over this time.

The Pathways Through Business report looked at ways to further support the First Nations business sector to grow and thrive. The report found that the First Nations business sector grew by over 50% between 2016 and 2021 to reach an estimated 29,200 business owner-managers. We had a sizeable impact on this growth, having supported an estimated 19% of the First Nations business sector over the five years to 2023, or 56% of the sector's growth.

To read the full reports visit iba.gov.au



—
Katherine-based
Butterworth Industries
is a great example of
what is possible when
the owners of a small
business think big.
—







Key activities

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Key activities

This section outlines our key activities during 2024-25.
It mirrors those we committed to in our Corporate Plan 2024-25.

Our activities support First Nations communities to achieve their economic aspirations through home and business ownership, and co-investment opportunities. These pathways enable self-sufficiency and independence, increase financial inclusion, and enhance wellbeing through greater empowerment. These outcomes advance our strategic goals and lay strong foundations for the future prosperity of First Nations communities.



Location of operations and activities

In line with PGPA Rule 17BE(l), this section outlines the locations of our facilities and major activities. We have 13 office locations nationwide (Figure 1), with Broome and Alice Springs co-located with NIAA offices, ensuring streamlined collaboration and service delivery. Figures 2, 3, and 4 illustrate the distribution of our Housing, Business, and Investments portfolio as at 30 June 2025.

Figure 1: Our office locations

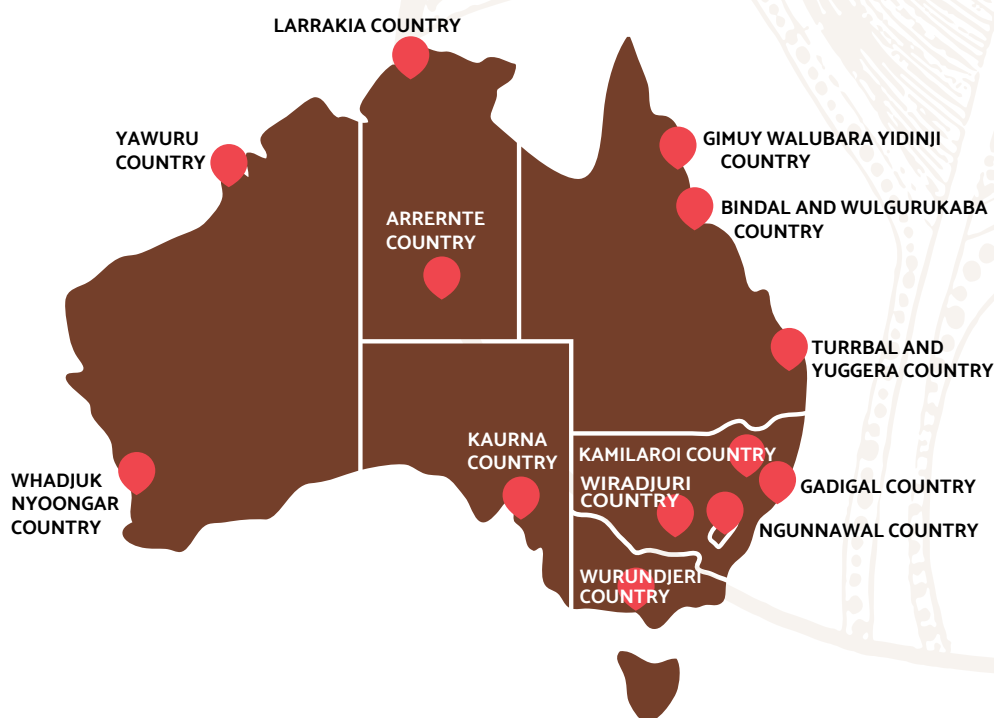


Figure 2: Geographic spread of active housing loan portfolio as at 30 June 2025.

This heat map displays the intensity of IBA's Housing Solutions activity across Australia. The red areas depict a higher concentration of activity.

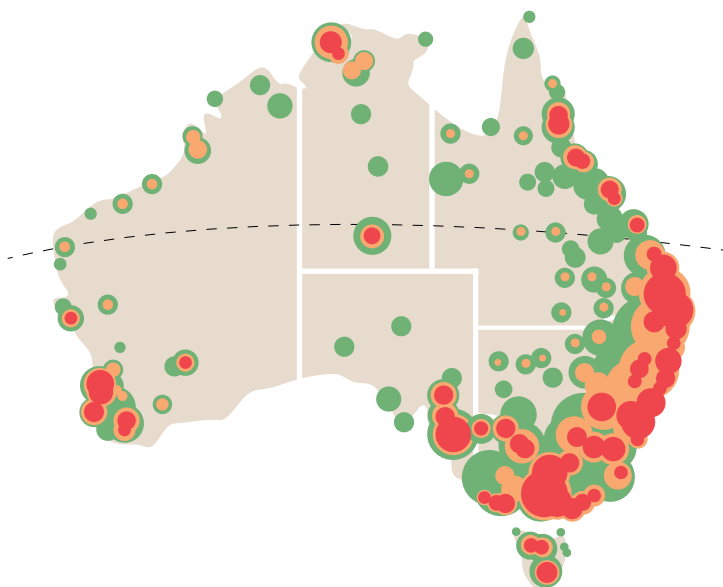


Figure 3: Geographic spread of approved business finance customers as at 30 June 2025.

This heat map displays the intensity of IBA's Business Solutions activity across Australia. The red areas depict a higher concentration of activity.

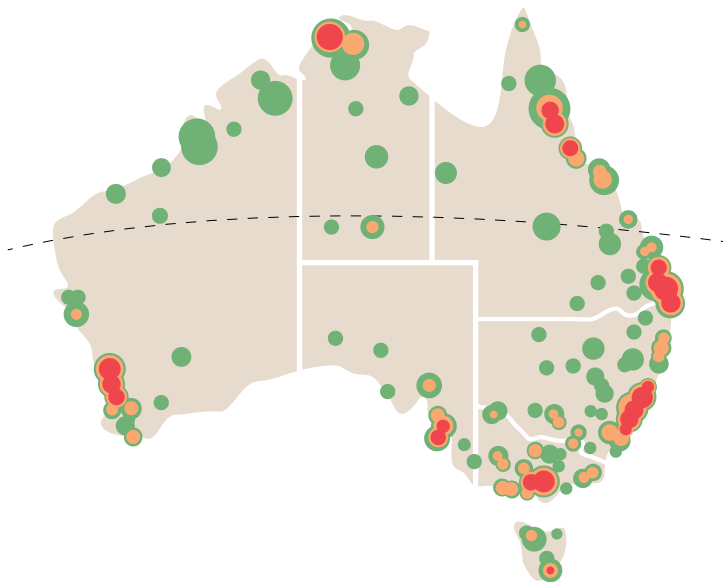
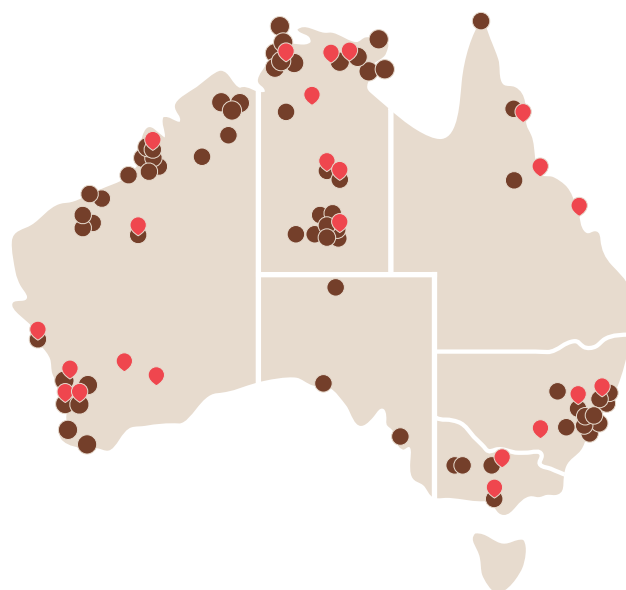


Figure 4: Geographic spread of investment and asset management activity as at 30 June 2025.

- Brown represents the spread of Aboriginal and Torres Strait Islander organisations co-investing with IBA in the 2024–25 financial year.
- Red represents assets within the Investments and Asset Management division portfolio in the 2024–25 financial year.



Key activities continued

Housing

Home ownership is an important pathway to financial wellbeing and independence. A home provides security for families and a safe, stable, and secure environment where individuals and families can thrive.

Our activities enable Aboriginal and Torres Strait Islander people to own a home and build home equity. These activities include:

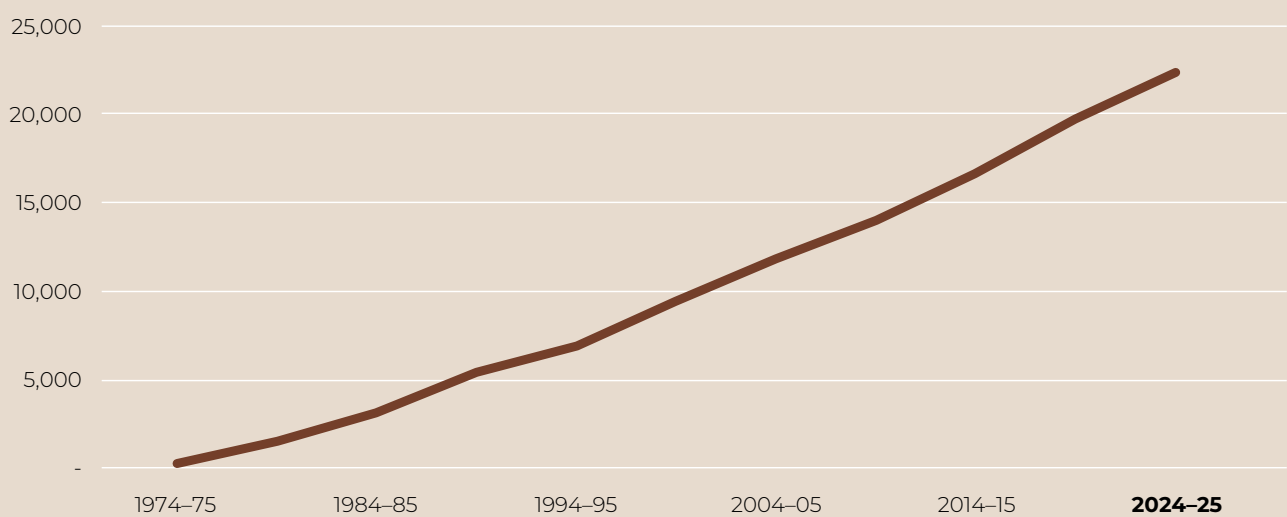
- capability and skills information sessions
- home loans with low introductory rates for low to medium income earners
- shared equity
- natural disaster and state of emergency support
- ongoing support throughout the term of the loan.

Many customers later transition to mainstream lenders, such as major banks or more values-aligned lenders, when they are ready. Refinancing to a mainstream lender makes room for IBA to help more families with funds made available for new IBA customers to purchase a home.

This year marks 50 years since the Indigenous home ownership program was established. Since the program began, IBA and its predecessor organisations have supported over 22,000 families into home ownership.

Cost of living challenges and elevated interest rates during 2024–25 made it harder for families to enter home ownership, including through IBA. Rapid dwelling price growth means housing affordability continues to be a pressing issue for Aboriginal and Torres Strait Islander people. This reiterates the importance of IBA facilitating home ownership.

Figure 5: Cumulative total at five year intervals of home loans over life of the program



Business

Business ownership is an important pathway to building financial assets, creating financial security, and improving financial wellbeing. Owning and operating a business often leads to increased self-confidence, especially in the ability to provide for oneself and their family.

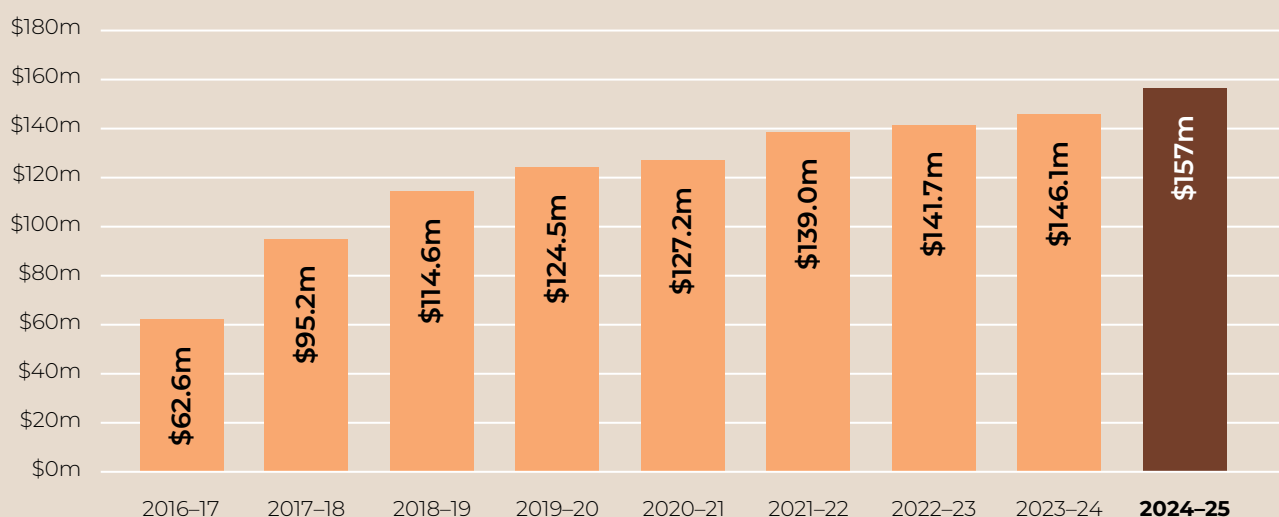
Our activities support Aboriginal and Torres Strait Islander people to start and grow businesses that promote income generation, employment and economic independence. These activities include:

- capability and skills workshops
- access to resources, referrals, business support, and industry experts
- business loans and start-up packages
- business finance solutions such as producer offset loans, equipment finance, invoice finance, and performance bonds
- natural disaster and state of emergency support
- sector development initiatives such as Strong Women Strong Business and Accelerate with IBA.

We provide a range of wrap-around services and take a long-term view of business viability, so customers are not left in a worse financial position than when they began. This increases the likelihood of success, with many going on to grow and expand their businesses. Business owners also play a vital role in creating employment pathways and delivering training opportunities for others in their communities.

Economic circumstances during 2024–25 affected First Nations businesses in different ways. These include inflation, wages growth, high interest rates, supply chain disruptions, climate change and natural disasters, and worker shortages. Navigating business ownership in a high-cost environment requires greater focus and attention to the needs of customers and the sector more broadly.

Figure 6: Total value of business finance portfolio



Case study: Inspiring home and business ownership through the generations

Home ownership is more than a financial milestone. It is a foundation for independence, stability, and self-sufficiency. For Taungurung woman Nicole, it has also become a legacy.

Nicole purchased her first home at just 19 years old thanks to a loan from the Indigenous home ownership program. Determined to build a secure future, she bought the ex-housing commission home she grew up in and gradually improved it over time. 'It was small, but I always understood the value of owning a home,' Nicole said. 'I didn't want to pay rent and waste money that could go into my own home.'

Nearly four decades later, Nicole's daughter Georgia has followed in her footsteps, recently securing her first IBA home loan. 'I grew up with Mum always having a home, and she inspired me to want the same,' Georgia said. 'I did rent for a while, but it's hard to save and feel secure when renting. So, I moved back to Mum's for 12 months to squirrel my money into savings.'

Nicole supported Georgia throughout the process, reviewing building reports, navigating paperwork and offering guidance. 'Mum has made me very aware of what I'm getting into!' Georgia and her partner Mackenzie have found a home of their own with a backyard to share with their pets. Georgia owns three cats and hopes to add chickens and a dog to the mix.

Nicole also owns and runs a successful business, Gerrbik Laundry Services. She bought it from her father (then known as Complete Workwear Laundry Services) with an IBA business loan in 2015. Despite facing immense challenges during the COVID-19 pandemic, Nicole's resilience and leadership saw the business survive and thrive. Today, it has tripled its revenue and secured a seven-year airline contract, with three generations of her family working alongside her.

'My connection with IBA has been a lifeline to me,' Nicole said. 'They believed in me, which gave me more belief in myself.'

Nicole's commitment to financial independence and home ownership is shaping the aspirations of her children and grandchildren. It is creating a legacy of strength, stability and pride.

—
Nicole (left) with Sean Armistead, Deputy CEO (right) at the launch of IBA's 2024 Impact Report.
—



Investments

Commercial and investment opportunities are important pathways to build wealth and prosperity and improve economic self-sufficiency. We take a long-term, strategic, and empowering investment approach at IBA. Our approach is focused on sustainable development and social and cultural impacts, in addition to financial returns.

We have several large investments. Our direct investment model aims to identify and invest in opportunities for sustainable economic development alongside partner organisations.

We also operate:

- IREIT—a real estate investment trust that invests in commercial property
- the IPF—a funds management service.

The I-REIT and IPF are ways we advance the commercial and economic interests of Aboriginal and Torres Strait Islander people. Through the IREIT and the IPF, we accumulate and use a substantial capital asset for the benefit of Aboriginal and Torres Strait Islander people.

We also partner with Aboriginal and Torres Strait Islander organisations to invest, grow capital, and build commercial capability.

This includes through:

- investment capability workshops
- equity co-investments to enhance commercial opportunities
- structured project financing for land activation opportunities alongside Aboriginal and Torres Strait Islander organisations
- investment in assets and funds to generate revenue sources for communities.

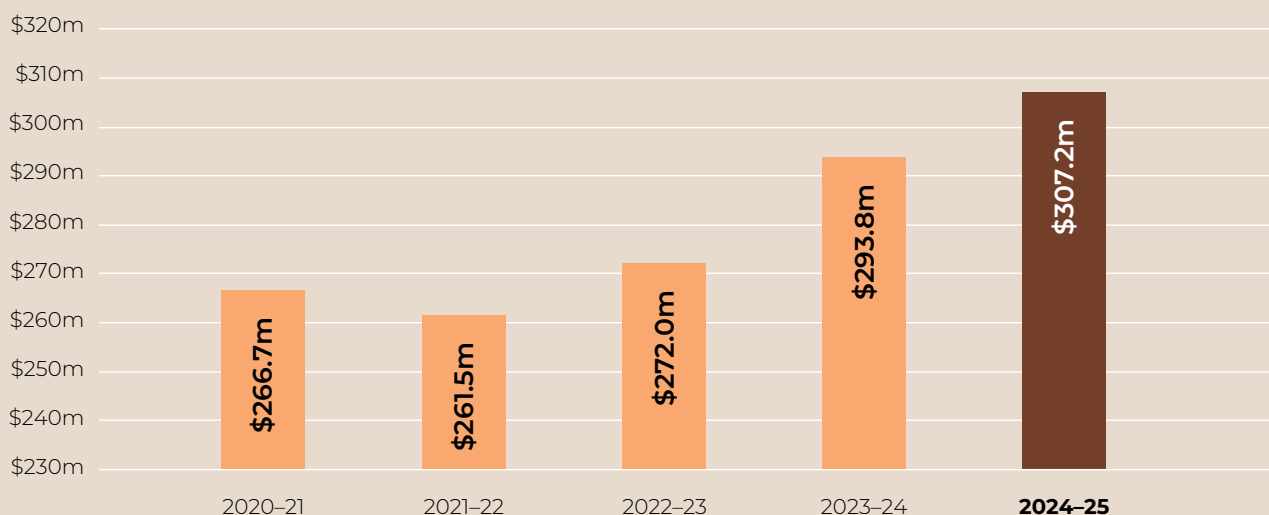
This provides financial returns for these organisations to reinvest back into their communities.

Co-investment partners report many positive impacts of partnering with us, such as:

- our long-term, strategic, and empowering investment approach
- our focus on sustainable development and social and cultural impacts on top of financial returns and economic impacts
- opportunities for ongoing learning and capacity building.

During 2024–25, the ongoing volatility in global financial markets, inflation and cost pressures continued to impact returns and offset higher revenues. There were also labour force shortages and supply chain issues that affected profitability and the availability of goods and services.

Figure 7: Total value of investments portfolio



Key activities continued

Subsidiaries

This section is provided in accordance with PGPA Rule 17BE(k).

Our subsidiaries relate mainly to our investment activities, except for the Performance Bonds Trust, which relates to our business activities. They contribute to Performance Measures 2, 3, 4, 5, 8, and 9 in our corporate plan. We review and discuss deliverables, shared metrics and performance measures each year to determine what is needed to deliver outcomes such as local employment and procurement opportunities.

We have subsidiaries that give eligible organisations access to commercial investment opportunities, consistent with our purpose. We go beyond just investing or managing funds. We connect co-investors with management expertise, entity governance and commercial capability development. This helps our partners succeed.

Our investment services and support build capability and confidence in investing, managing assets, and developing medium and larger-scale commercial ventures. We identify and invest in sustainable economic opportunities and support wealth building. We actively explore acquisition and divestment opportunities.

We work with co-investment partners to ensure that subsidiaries have strong governance and oversight in place. These long-standing relationships have:

- a high rate of interaction and high levels of partner engagements throughout the year
- joint governance arrangements to govern activities through shared decision-making
- influence on IBA's performance in achieving its purposes, for example, positive impacts and return on investment.

IBA's active subsidiaries as at 30 June 2025:

- Crocodile Hotel Pty Ltd
- Darwin Hotel Holdings Trust
- Darwin Hotel Partnership
- Dominican Indigenous Education Trust
- Gagadju Lodge Cooina Trust
- IBA Asset Management Pty Limited
- IBA Retail Asset Management Pty Limited
- IBA Retail Property Trust
- Indigenous Economic Development Trust[^]
- IPF—Growth Fund
- IPF—Income Fund
- IREIT
- IREIT Sub Trust
- Kakadu Tourism (GCH) Pty Limited
- Kakadu Tourism (GLC) Pty Limited
- Performance Bonds Trust
- Tennant Food Barn Partnership
- Tennant Creek Land Holding Trust

[^] This is a discretionary trust whose beneficiaries are First Nations Australians. While IBA does not hold units in the trust, all decisions are made by IBA in its capacity as trustee.

Indigenous Real Estate Investment Trust

Acquiring assets and investing in commercial property allows us to partner with Aboriginal and Torres Strait Islander co-investors. This enables us to share in the income and capital growth from assets with local strategic or community significance.

The IREIT is a diversified portfolio of commercial Australian properties providing competitive investment returns for IBA and First Nations co-investors. Through the I-REIT, we accumulate and use a substantial capital asset for the benefit of Aboriginal and Torres Strait Islander people.

IBA has operated the IREIT since 2013 as an unlisted property investment fund. It enables First Nations wholesale investors to invest alongside IBA in a portfolio of commercial investment properties otherwise likely out of their reach. We operate the I-REIT as a fund.

IBA's stake was initially around 80%. It now stands at below 50%. Our stake reduced intentionally because the portfolio grew, and more investors joined the fund. Similarly, since 2002, IBA has co-invested alongside two local First Nations investors in a modern office building at 50 Colin Street West Perth, initially with an equity interest of 61.4%. This reduced to 26.3% and is currently valued at \$3.6 million.

The IREIT property portfolio has grown from 4 to 10 properties. It diversified geographically and by sector across:

- offices
- neighbourhood shopping centres
- warehousing
- large format retail
- highway service stations.

The IREIT currently has a net asset value of \$132.7 million. Since it started, it has paid out \$84.3 million in distributions to its investors, providing First Nations co-investors with the financial autonomy to pursue their goals and build wealth for the future.

Indigenous Prosperity Fund

The IPF provides Aboriginal and Torres Strait Islander organisations a way to invest alongside IBA in an actively managed and diversified investment portfolio.

The IPF comprises the Growth and Income funds. These funds expose investors to various asset classes, such as Australian and international shares, bonds, property and cash. Investment options like these may be inaccessible without IBA.

Over the 12 months to 30 June 2025, the IPF returned:

- 11.5% through the Growth Fund
- 7.1% through the Income Fund.

The IPF's manager, IBA Asset Management Pty Ltd (IBAAM), monitors and adjusts asset allocations to mitigate risk from ongoing volatility and take advantage of future opportunities.

Case study: Backing economic independence, community strength, and cultural pride through the generations

These case studies show how IBA's strategic investments create pathways to economic independence and support long-term financial wellbeing.

From satellite infrastructure in Mparntwe (Alice Springs) to community-owned enterprises in Warramungu Country (Tennant Creek), these stories reflect the broader impact of our work. They demonstrate how targeted investment fosters employment, builds skills, strengthens cultural identity and lays the foundations for building economic prosperity.

Technology, choice and prosperity in Mparntwe, Arrente Country

In 2018, we agreed to back the Centre for Appropriate Technology (CfAT) and its sister companies to build two commercial satellite ground stations—the first on Aboriginal-owned land. Now part of Viasat's global Real Time Earth network, these stations enhance Australia's earth observation capabilities.

When COVID travel restrictions halted international support, CfAT's First Nations team stepped into technical roles, gaining hands-on experience in satellite installation, engineering and maintenance. This built real-world skills, stable employment and aspirations for home ownership.

CfAT staff are now seen as role models, encouraging others to pursue careers in technology and breaking cycles of unemployment. The project also shows how cultural identity and modern industry can coexist, with employees balancing cultural responsibilities and new professional commitments.

—
Tennant Creek IGA supermarket
—

Economic independence on Warramungu Country

In 2008, IBA partnered with Julalikari Council Aboriginal Corporation to pursue economic independence for its community. Initial investments supported the acquisition of Tennant Creek IGA supermarket (formerly Tennant Creek Food Barn) followed by BP Service Station, strengthening the relationship with local community. These ventures created employment, built business capability and improved access to affordable groceries and fresh produce.

IBA's financial and governance support was critical, particularly during periods of instability. Over time, Julalikari's ownership stake grew from 10% to 50%, reflecting a long-term commitment to economic resilience. The partnership also enabled Julalikari to establish the Nyinkka Nyunyu Art & Culture Centre, a self-funded venue that celebrates First Nations heritage and fosters cultural exchange.

Chairperson Tony Miles highlighted the organisation's strength, noting the cultural safety and shared wellbeing within the community. While the financial benefits are clear, there is an opportunity to deepen the understanding of business operations and economic impact across the community. With a younger, committed board, Julalikari is focused on developing future leaders and continuing its legacy of self-sufficiency, cultural preservation, and community pride.





The CfAT satellite ground stations are the first development of its kind on Aboriginal owned land and transforms Australia's capability in earth observation

Key activities continued

Partnerships

Collaboration and partnerships are fundamental to how we provide inclusive, equitable, and fair access to capital and finance. We partner across sectors to drive innovation and expand our networks.

We continue to engage with entities from across the Australian Government to inform and influence economic policy and champion First Nations economic development. This includes engaging with key decision-makers at:

- NIAA
- PM&C
- Treasury
- the Department of Finance
- the Department of Industry Science and Resources
- Special Investment Vehicles (Export Finance Australia, Northern Australia Infrastructure Facility, and Housing Australia)
- other entities in the Indigenous portfolio (for example, the ILSC, TSRA, and Aboriginal Investment NT).

We collaborate with a range of other organisations that share our objectives and values. Table 1 shows some of our latest and most significant partnerships we had throughout the year, and the outcomes achieved.



—
**Little Wombats provides
immersive Aboriginal
cultural programs for
preschools and primary
schools in Victoria.**
—

Table 1: Organisations IBA had formal partnerships with, and achievements during 2024–25

Organisation types	List of partners	Achievements
State and territory governments	- Northern Territory Government - Victorian Government	- Delivered the NT Tourism Business Accelerator to business owners and entrepreneurs, in partnership with the Northern Territory Government. - Supported eligible applicants into homeownership through the Victorian Government shared equity scheme.
First Nations businesses	- Empower Digital - New Dream Productions - Same Way Nation - Wunan - First Nations external business support providers	- Supported service-based First Nations businesses by enhancing their digital capabilities and addressing sales challenges through the Digital Catalyst initiative. - Captured the entrepreneurial journeys of IBA customers through a series of podcast episodes, highlighting their experiences with business ownership. - Supported First Nations women in remote Northern Territory to build skills and confidence and pathways towards employment or starting their own business. - Supported Victorian creative practitioners with an intensive business development, strategic planning, and business administration support. - Supported 185 First Nations businesses with culturally responsive business support and capability building resources through external business supports.
Community-controlled organisations	- First Nations Economics - Northern Territory Indigenous Business Network	- Supported First Nations women pursuing studies in business, finance, or economics. - Supported eligible Northern Territory businesses to access to networks, capability and capacity support, knowledge, resources, and growth opportunities.
Commercial lenders	- Bank Australia - Australian Unity - National Australia Bank (NAB)	- Supported eligible customers with refinancing, split loans, guarantees, and other financial products. - Established an MOU with NAB to support the development of a collaborative initiative for a Business Guarantee. IBA and NAB continue to work together on exploring further opportunities for collaboration.
Insurance providers	Insurance Australia Group (IAG) trading as NRMA Insurance	Facilitated access to information and affordable insurance solutions for Aboriginal and Torres Strait Islander businesses, helping to build financial security and business continuity.

Key activities continued

Alignment with government priorities

Our activities contribute to a range of government priorities and objectives, including:

- Future Made in Australia
- developing Northern Australia
- national housing reforms
- the clean energy transition
- gender equality and women's economic empowerment
- social impact investing and leveraging government investment.

Importantly, we contribute to the Government's priorities to establish a comprehensive First Nations Economic Framework and the National Agreement on Closing the Gap.

First Nations Economic Framework

In December 2024, the Australian Government committed to providing \$16.9 million over five years from 2024–25 to support the development of a First Nations Economic Framework and establish a First Nations Economic Partnership.

This was announced as part of the 2024–25 Mid-Year Economic and Fiscal Outlook.

IBA was allocated \$2.9 million over two years. However, only \$290,000 was drawn down by IBA to provide a secretariat function in 2024–25, while the associated First Nations Economic Partnership was still being negotiated.

National Agreement on Closing the Gap

The National Agreement is a commitment to working in partnership with Aboriginal and Torres Strait Islander people. Table 2 shows how we contribute to the four priority reform areas of the National Agreement.

Our mandate clearly aligns with two National Agreement outcomes:

- **Outcome 8**—Strong economic participation and development of Aboriginal and Torres Strait Islander people and communities.
- **Outcome 9**—Aboriginal and Torres Strait Islander people secure appropriate, affordable housing that is aligned with their priorities and need.

We have been measuring the impact of our activities from the perspective of Aboriginal and Torres Strait Islander people since 2020. Our impact reports show that our activities have a significant direct and indirect positive impact across many outcome areas, including education, employment, safety, and health. Our impact reports show the importance of access to money and finance for First Nations self-determination and for achieving system-wide change.

Table 2: Summary of our contributions to the priority reform areas

Priority reform area	How IBA contributes
Formal partnerships and shared decision-making	We partner with First Nations businesses and organisations to deliver our activities and include First Nations people in co-designing new products and services.
Building the community-controlled sector	We have memorandums of understanding (MoUs) with community-controlled organisations to collaborate and support access to networks, capital, and capability development.
Transforming government organisations	All IBA staff complete mandatory cultural awareness training and are offered unconscious bias training. Our procurement from First Nations businesses exceeds the mandated targets under the Australian Government's Indigenous Procurement Policy. We have MoUs with a few government agencies to share insights and explore collaborations that benefit First Nations people.
Shared access to data and information at a regional level	We contribute to Treasury's approach to the Australian Centre for Evaluation. All our impact studies receive ethics approval from the Australian Institute of Aboriginal and Torres Strait Islander Studies Research Ethics Committee. We are implementing the Governance of Indigenous Data Framework under the auspices of our ESG strategy.





Strategy and Corporate Plan

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Strategy and Corporate Plan

Our purpose requires us to look after and grow the money under our management for the benefit of Aboriginal and Torres Strait Islander people. In 2023, we set out to increase IBA's net assets to \$2.5 billion over five years as part of our Strategy Towards 2028. We aimed to support more than 10,000 Aboriginal and Torres Strait Islander people on their journey to own a home or business or invest for the benefit of their communities. In just two years, we increased net assets to \$2.31 billion and supported more than 5,637 Aboriginal and Torres Strait Islander people, as shown below.

Building economic prosperity

On 13 February 2025, our enabling legislation, the ATSI Act, was amended to remove the restriction on IBA borrowing or raising money. Following this, we refreshed our long-term strategy to seize the opportunities from this expanded mandate.

The strategy takes a new approach, seeking to facilitate and attract private sector investment for First Nations commercial and economic activities. It elevates investing and income-producing assets as important pathways to economic self-sufficiency.

We intend to revisit our performance measures and set more ambitious targets out to 2030 as part of the new strategy. Our Corporate Plan 2025–26, which was published in August 2025, has more detail.

Delivering on our Corporate Plan 2024–25

This annual report demonstrates our progress against the commitments set out in last year's corporate plan. That plan outlined four overarching goals in line with our previous strategy:

- Choice
- Inclusion
- Prosperity
- Excellence.

The following section outlines what we delivered last year to progress towards these goals.

Figure 8: Delivering against our Strategy Towards 2028



Highlights 2024-25

Choice



2,956

people provided with an IBA product, job or procurement opportunity

4,018

customers provided with access to networks, knowledge, and capability-building



Pathways Through Housing and Pathways Through Business reports released



Over **\$389M**

distributed through capital or capability development activities

Inclusion



First **ESG Strategy** launched



Expanded financial education, training & workshops



2024 Impact Report delivered



107 customers approved for a shared equity home loan

Delivered natural disaster relief grants to:

266

home loan customers

34

business finance customers

Prosperity



505

customers assisted to buy their first home



42

participants attended an Investor forum in Boorloo (Perth)

Piloted business insurance initiative with NRMA



Larrakia Development Corporation Pty Ltd now own

5%

of the Darwin waterfront precinct

Excellence



Deployed a new **CRM Dynamics** to better report our customer interactions



Our People Platform developed, deployed and launched for staff



Implemented **TechOne** cloud-based finance and HR systems



myIBA portal deployed



Enterprise Agreement 2025-28 finalised



4

Jawun secondment participants

Goal 1: Choice

The intended outcome of Goal 1 is that Aboriginal and Torres Strait Islander people have the skills and freedom to choose how and when to access capital, knowledge and networks. It relates to our entity-wide performance measures 1, 2, and 3. This year's achievements reflect the engagement and growing interest in pathways to economic self-sufficiency.

During the year, we approved over \$290 million in home loans (583 home loans and 107 shared equity loans) and over \$77 million in business finance (172 business finance customers). We procured more than \$6.5 million in services from more than 150 First Nations businesses, contributing to economic growth and access to capital. Through our business customers, 791 jobs were created for First Nations people. Through home loans, an additional 758 First Nations people were assisted with housing security.

We continued to offer the IBA shared equity product—a finance option that comes with an IBA home loan and can cover up to 35% of property purchase price. We have now made available \$50 million for shared equity financing to eligible customers over three years.

We supported more than 670 First Nations businesses and entrepreneurs to start or grow a business. Of these, 185 received external business support. Furthermore, 3,637 Aboriginal and Torres Strait Islander people attended free workshops on home ownership, business, investment, and capability development. We sponsored more than 90 Aboriginal and Torres Strait Islander people to attend events that supported their professional development and community engagement.

We delivered our second six-month program in partnership with the NT Government. The specialist business program, called the NT Aboriginal Tourism Accelerator Program, supported 25 Aboriginal entrepreneurs to create and grow strong and sustainable tourism businesses. The partnership was part of a commitment to bolster the NT's Aboriginal tourism experiences and expand the opportunities for Aboriginal businesses to share culture and Country with the rest of the world.

We assisted 266 home loan customers and 34 business finance customers with natural disaster relief, distributing \$702,000 in grants to build financial resilience. This support responded to several severe weather events throughout the year.

IBA customer quotes from Impact Report 2024:

.....

‘IBA is the reason I have financial security today; they gave me access when no one else would.’

.....

‘Through IBA, I learned about opportunities I didn’t even know existed. Their guidance has been invaluable in building my future.’

.....

‘IBA didn’t just give me a loan –they gave me the freedom to pursue my dreams on my terms.’

—
Rayleen Brown,
Founder and
Owner of Kungkas
Can Cook.
—



Strategy and Corporate Plan continued

Goal 2: Inclusion

The intended outcome of Goal 2 is that Aboriginal and Torres Strait Islander people can participate in and engage with the economy. It involves building capacity and capability and improving the financial wellbeing of Aboriginal and Torres Strait Islander people. It relates to our entity-wide performance measures 4, 5, and 6 which focus on the outcomes and impacts of providing access to fair, equitable, and inclusive finance.

We expanded the financial education, training, and workshops available through IBA to build financial knowledge and increase awareness of IBA's services. We also entered a new partnership with First Nations Economics, supporting activities that promote financial inclusion, such as the Leah Armstrong scholarship for First Nations women studying business, economics, or finance.

During the year, we implemented recommendations from the Impact Report 2023. The recommendations focused on the impacts of home ownership for single-carer families. As a result, we have changed our systems and processes to more easily identify single-carer applicants. From 1 July 2025, we will provide more support for these customers (such as grants and other assistance). This activity recognises the positive, intergenerational impacts created when single-carer families have access to safe, secure, and suitable housing.

We launched our Impact Report 2024 on 29 May 2025. It is the most comprehensive and collaborative impact report we have ever produced. It involves five case study locations, over 20 businesses and organisations, and over 900 participants. The report helped establish baselines and targets for financial wellbeing and the overall impact of our activities for performance measures 4 and 5. It identified 11 opportunities to maximise our impact, which will guide our strategy over the next five years.

We launched our first ESG strategy in August 2024 and commenced implementation. The strategy moves beyond compliance and risk management to reflect the lived experiences and worldviews of Aboriginal and Torres Strait Islander people. By embedding these perspectives, we can better identify and manage a broader suite of risks while unlocking new opportunities for impact. This approach strengthens our ability to attract future capital and generate meaningful economic outcomes in partnership with Aboriginal and Torres Strait Islander communities.

IBA customer quotes from Impact Report 2024:

.....

‘IBA’s approach is respectful of who we are. It’s not just about the financial support; it’s about honouring our cultural roots.’

.....

‘IBA understands the importance of family and community, which means so much to us. They respect our values.’

.....

‘IBA opened doors that I thought were closed for me...their support has been a gateway to new possibilities.’

Goal 3: Prosperity

The intended outcome for Goal 3 is for Aboriginal and Torres Strait Islander people to have greater ownership and control of their financial and economic interests, to build wealth and prosperity over time. It relates to performance measure 7, proportion of first home buyers, and our entity-wide conversion measure, performance measure 8.

During the year, we assisted 505 Aboriginal and Torres Strait Islander people to buy their first home, representing 86.6% of our home loan customers. Our housing pathways enable Aboriginal and Torres Strait Islander families to build wealth that they can pass down to future generations. IBA home loan customers report feeling more financially secure and very high levels of financial wellbeing, even when they refinance to a commercial lender. However, with sustained high interest rates in 2024–25, we saw a higher number of customers refinancing back to IBA.

We continued to explore ways to support customers to build financial resilience and protect their assets. We undertook a pilot business insurance initiative with NRMA and the IAG to provide discounts on business insurance and run information sessions. We investigated the insurance needs of IBA homes and business customers as part of the Impact Report 2024 to guide future insurance partnerships.

We developed an investment strategy and commenced implementation. We focused on new priority sectors such as clean energy and residential development, scanning markets for emerging opportunities and identifying new investor segments. We welcomed seven new co-investors into the IPF.

In May 2025, we hosted 42 participants at an investor forum on Whadjuk Nyoongar Country (Boorloo/Perth). The event brought together First Nations groups from across Australia, united by a shared commitment to economic empowerment and community prosperity. The forum provided a unique platform for connection, collaboration, and learning. Participants gained valuable insights into the IPF, the IREIT, and other key IBA initiatives.

We explored divestment opportunities that benefit First Nations communities as part of our strategy to create wealth and positive impacts for the future. In February 2025, the Larrakia Development Corporation Pty Ltd completed its purchase from IBA of shares in the hotel and apartment enterprise located in the Darwin Waterfront Precinct. The purchase reduces IBA's effective ownership to 40% while making the corporation a 5% owner.

IBA customer quotes from Impact Report 2024:

.....

‘IBA has given me the tools to run my business smartly and confidently. I’m not just surviving; I’m thinking of growth now.’

.....

‘The support from IBA gave me the confidence to run my business successfully. I now feel empowered in every financial decision I make.’

.....

‘IBA’s support means I’m not just building a business; I’m building a presence that matters in my community.’

Strategy and Corporate Plan continued

Goal 4: Excellence

The intended outcome of Goal 4 is to advance Aboriginal and Torres Strait Islander people's commercial and economic interests through excellent service, improved coordination and efficiency, and cross-sector partnerships. It relates to our entity-wide efficiency measure, performance measure 9.

During the year, we enhanced our digital capabilities and staff experience. We launched the Our People Platform, creating a more intuitive and engaging learning and development experience for all staff. We rolled out upgraded laptops, improving both security and user experience across the organisation. A major upgrade to our TechOne system is also ensuring our technology remains fit for purpose and ready for future growth.

We continued to implement our Indigenous employment strategy, learning and development strategy, and people strategy, aligned with APS-wide frameworks. Our staff volunteered at a range of events during National Reconciliation Week, NAIDOC Week, and other forums to connect with First Nations communities and potential new customers.

We established a partnership with Jawun to implement a secondment program with First Nations organisations in South Australia. The Jawun partnership model is based on shared learning, enduring relationships, and value exchange. The partnership will strengthen the cultural capability of our workforce while giving back to communities in tangible ways.

We continued to improve our core banking system to support our customers. We fully deployed the myIBA portal and introduced self-service options, empowering our customers to access information and support more easily and efficiently. The myIBA portal gives customers a seamless and personalised experience. They can access account information anytime, anywhere, across any device. The benefits of myIBA include more efficient service delivery, an enhanced customer experience, and stronger protection of customer data and privacy with data encryption and multi-factor authentication.

We implemented a new Customer Relationship Management system—a centralised IT solution for staff to manage the business customer journey, from initial enquiry to identifying opportunities and providing tailored products and services. It enables greater agility and a strengthened customer focus. It includes heightened cyber security features, improved data governance, and dynamic reporting tools.

IBA customer quotes from Impact Report 2024:

.....

‘IBA made me feel like my goals mattered. They understood my cultural and financial needs in a way no other bank has.’

.....

‘It’s not just about financial security; it’s about respecting who we are and where we come from.’

.....

‘IBA made it possible for us to secure our future...my family can see what’s possible now.’

Case study: Sister Sister empowering financial wellbeing

In 2025, IBA hosted a financial wellbeing workshop at Kurbingui Youth & Family Development. Kurbingui is an Aboriginal community-led organisation supporting families, children, and young people across Greater Brisbane, Moreton Bay, and Southeast Queensland.

The workshop was designed to help participants build financial confidence and set meaningful goals. Led by IBA's Senior Business Development Manager, Jenny Pepper, the session focused on practical tools for budgeting, saving, and financial planning. Jenny reflected on the experience, saying, 'This is the second session I've facilitated with new trainees at Kurbingui. Dani and the team understand the importance of setting young people up for success. One young man told me, "Thanks for coming today. I might not have looked like I was listening, but I was. The things you talked about really opened my mind up." Hearing this absolutely filled my cup.'

Desiree, who attended with her two younger sisters, shared how the workshop helped her rethink her financial habits. 'It made us really think about our spending and how we can manage our money better,' she said. 'One thing I learned is that if you're constantly dipping into your savings, you're not really saving. So, I've created separate bank accounts to avoid that temptation.'

Desiree also spoke about how the workshop is helping her on her journey to home ownership. 'It's already made a big difference. I'm trying to teach these principles to my younger sisters. It's all about making sacrifices now for a better future.'

For Desiree, attending the workshop as a family was especially meaningful. 'We can now support and encourage each other to make better financial decisions. It's opened our eyes to how much we actually spend and how we can save more effectively,' she said.

Workshops like this support Aboriginal and Torres Strait Islander people to achieve self-management and economic self-sufficiency, bringing our purpose to life. By sharing knowledge and building financial capability, we are helping individuals, families, and communities shape stronger, more secure futures.



Strategy and Corporate Plan continued

Responding to changes in the operating environment

Our Corporate Plan 2024–25 outlined priorities and plans to address changes in the operating environment to ensure we can continue delivering our key activities. This section summarises what we did throughout the year to address those priorities.

Responding to changing customer needs

We continued to embed a customer-centric approach throughout our activities by capturing the voices of customers to align products, services, and systems accordingly. We piloted several new initiatives, such as the business insurance partnership with NRMA, and supported a record number of customers through workshops, information sessions, and external support. Our business customers continued to report high levels of customer satisfaction at 82%. Once again, most of our home loan customers were first home buyers.

We piloted a conversion rate to determine our effectiveness in turning potential demand into a real capital outcome for First Nations people. The conversion rate applies a weighted average of conversion rates specifically for home loans, business finance and direct investments. Over the course of the year, the conversion rate improved from 40.9% in July 2024 to 48.1% in June 2025, driven by more home loans and business finance approvals.

Strengthening our workforce

We delivered several major initiatives to support our employees throughout the year. They include a new, integrated performance and learning system, secondment opportunities through a new partnership with Jawun, and finalising a new Enterprise Agreement. We continued implementing our learning and development strategy and our Indigenous employment strategy. This work helps to address skills gaps, grow talent, support staff growth and continue building a culturally capable workforce. We remain committed to prioritising psychosocial wellbeing by fostering an inclusive, supportive workplace culture that empowers staff to thrive both personally and professionally.

This includes maintaining a psychosocial register and consulting with the Health and Safety Committee on workplace issues, particularly psychosocial hazard management.

Strengthening organisational resilience

Our organisational-wide exercise in late 2024 considered critical business activities, including our core banking system. This resulted in a review and uplift of operational processes, including key artifacts and business continuity-related documents and guidance material. We developed an ICT architecture roadmap and implemented robust cyber security measures, including:

- updating our systems in line with standards
- investing in cyber security skills
- increasing staff awareness and understanding of cyber security threats
- cyber insurance coverage.

Improving efficiency and addressing capital constraints

We piloted a new cost-to-income ratio efficiency measure to track how well we continue to deliver within a capital constrained environment. We also welcomed the changes to our enabling legislation, removing the restriction on our ability to borrow and raise money. This allows us to continue servicing customer demand, extend our reach and navigate challenging and dynamic market and economic conditions.

Measuring outcomes and expanding our impact

We delivered our fourth impact report in May 2025. Once again, our customers reported positive impacts across all IBA activities. The results also showed how our supported finance model improves wellbeing and financial wellbeing of our customers, even after they have moved on from IBA. The report highlighted several ways we can maximise our impact. They include expanding our products and services and taking a more nuanced approach to understanding customer needs through a behavioural and needs-based segmentation. We will implement the recommendations over coming years.

—
Ngarrindjeri Country in
South Australia where
IBA staff participate in
Jawun secondments
—







Performance

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Performance

This section outlines our performance measures and how well we are delivering on our purpose and key activities.

Performance framework

Our performance framework is aligned with the Commonwealth Performance Framework and the Commonwealth Evaluation Policy. The framework provides a basis for assessing and evaluating whether our key activities are having the intended impact and achieving our purpose.

Our integrated performance, evaluation and impact framework enables us to track data relating to delivering on our legislated purposes and Outcome 1 and Program 1.1 in the PBS. It also allows us to provide trend analysis over time. It includes guidance notes, standard operating procedures, templates, tools and assurance activities to ensure we comply with the PGPA Rule.

The framework offers a holistic view of how our activities directly and indirectly benefit Aboriginal and Torres Strait Islander people. It ensures that all decisions (strategic, operational, or transactional) are guided by the impacts generated, and that the data we collect supports long-term, meaningful outcomes for our customers.

Subsection 16EA(e) of the PGPA Rule requires that an entity's performance measures include measures of the entity's outputs, efficiency, and effectiveness—if those are appropriate measures of the entity's performance. We use a combination of qualitative and quantitative measures, ensuring our information sources are reliable, verifiable, and free from bias.

There are currently nine performance measures. They allow us to track and report at an entity-wide level. They reflect what we deliver against our purpose and key activities by measuring:

- the quantum of services and products delivered to customers (outputs)
- how well those outputs were delivered (quality and efficiency)
- what the benefits, outcomes and impacts have been (effectiveness).

Performance measures 1, 2, 3, 4, 5, 6, 8 and 9 are entity-wide measures that relate to all our current key activities. Performance measure 7 relates specifically to our Housing activities.

Figure 10 illustrates the connection between our purpose, as set out in the ATSI Act, and our single portfolio outcome with program and performance measures as shown in our 2024–25 Corporate Plan and PBS.

Figure 9: Our performance measures

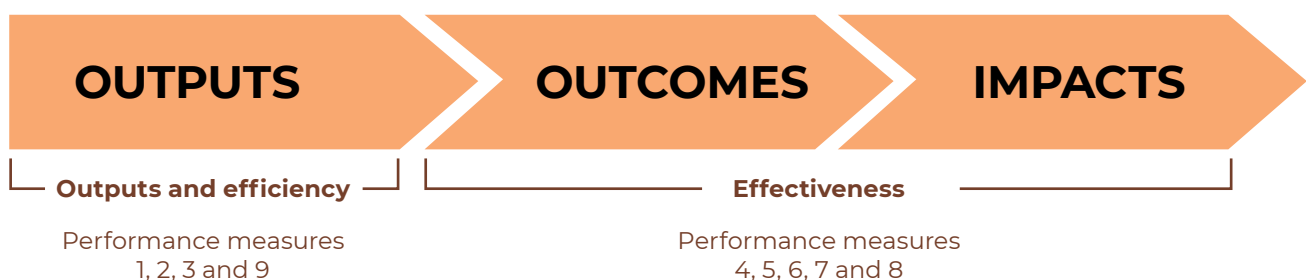
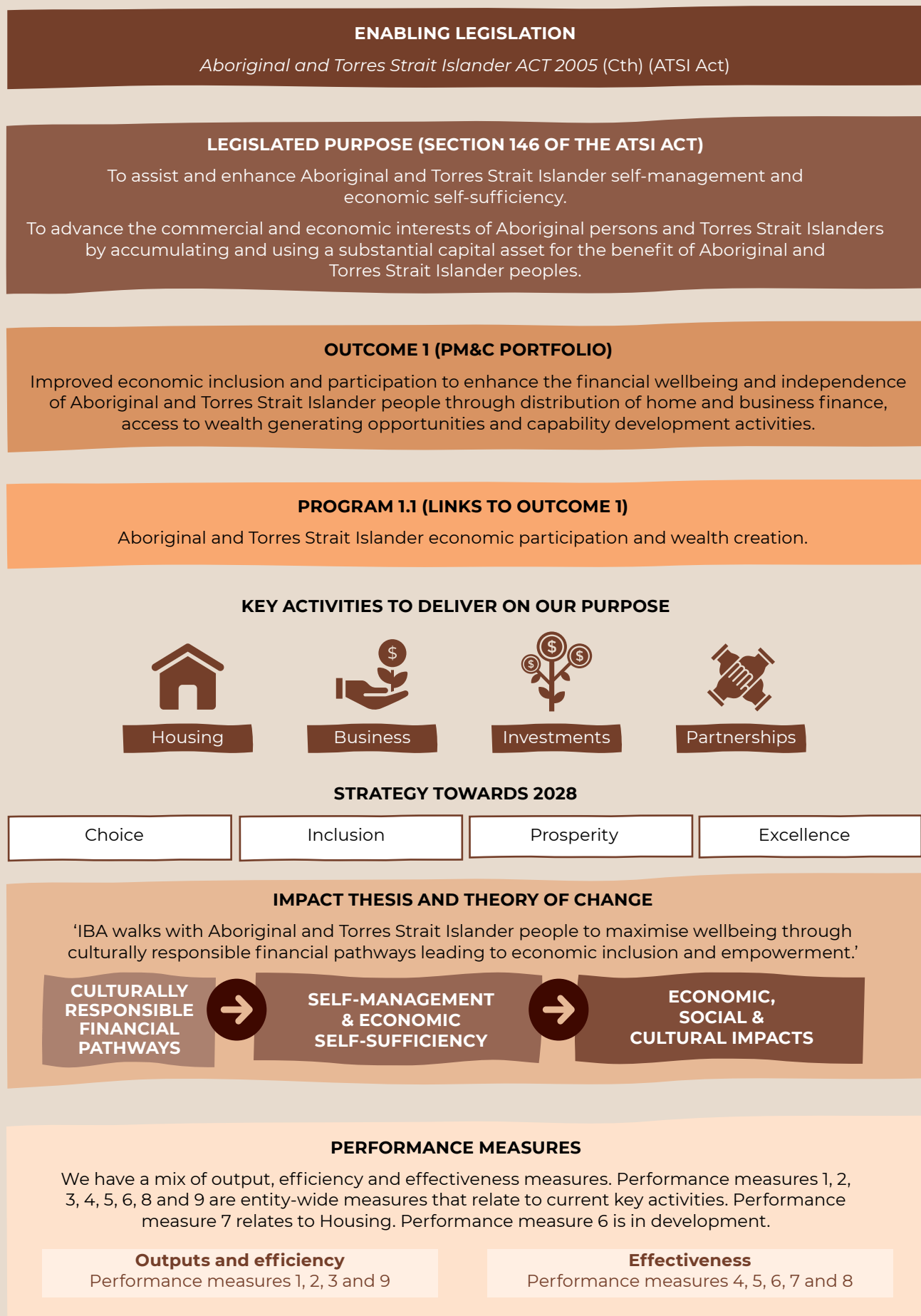


Figure 10: Mapping of purpose, key activities, and performance measures



Performance continued

Performance measures

We manage our budget and performance through the PBS in collaboration with PM&C. Our purpose, key activities, performance measures, and expected performance results are outlined in the PBS and detailed in our Corporate Plan.

Our Corporate Plan 2024–25 includes nine performance measures to ensure a balanced approach and clear alignment with Outcome 1 and Program 1.1. To support our quality performance reporting, we conducted a performance measure assurance program. This confirmed our consolidated measures strengthen the evidence base for our contribution to our legislated purpose, key activities and the economic, social and cultural impacts of our key activities on the lives of Aboriginal and Torres Strait Islander people.

Of the nine performance measures:

- four were included in the 2024–25 PBS (performance measures 1, 2, 3 and 7)—these are reported in detail in the annual performance statement
- four new measures were piloted as part of the Corporate Plan 2024–25 (performance measures 4, 5, 8, and 9) and are reported below
- one is in development (performance measure 6).

Piloted measures and measures in development

Each of the four piloted measures were assessed using robust methodologies and reliable data and is now incorporated into the 2025–26 PBS and Corporate Plan 2025–26.

Performance measures 4 and 5 focus on the effectiveness of our activities in fostering economic self-sufficiency. They measure changes in financial wellbeing and overall impact as reported by Aboriginal and Torres Strait Islander people. These measures use standardised questions such as the Financial Wellbeing Index (FWI). The pilot established a baseline for financial wellbeing. Customers continued to report a positive impact rating. The results from the pilot showed lasting benefits with participants reporting improved financial wellbeing and sustained positive outcomes and impacts. The section 'Measuring and reporting on outcomes and impacts' below has further information.

Performance measure 8 examines how customer enquiries convert to a product across all program areas. The pilot established a baseline conversion rate of approximately 44%, highlighting strong engagement and relevance of our offerings.

Performance measure 9 evaluates IBA's role in supporting economic self-sufficiency through capital distribution. The pilot confirmed operational efficiency, with distribution costs maintained below the 69% baseline target.

In 2024–25, we established a methodology and a baseline of 53% for **performance measure 6**, which examines our ESG performance. We will continue to explore this measure separately to those measures published in the PBS until we can ensure it complies with section 16EA of the PGPA Rule.

Performance results

This section outlines the actual results against the expected results specified in the Corporate Plan 2024–25. It shows continuous improvement in planning, budgeting and reporting, and our transition to an entity-wide performance framework. It also reflects our commitment to delivering positive outcomes for Aboriginal and Torres Strait Islander people.

Table 3: Performance measures scorecard 2024–25

Performance measure		Expected result	Actual result	Assessment
1	Total annual number of Aboriginal and Torres Strait Islander people provided with access to capability building, knowledge and networks directly by IBA and indirectly through partnerships.	1,455	4,018	Achieved
2	Total annual number of Aboriginal and Torres Strait Islander people provided with or who benefit from an IBA product or the opportunity to access the economy through a home, job, or procurement opportunity.	2,109	2,956	Achieved
3	Total annual sum of capital and capability development support approved and/or distributed by IBA specifically for the benefit of Aboriginal and Torres Strait Islander people.	\$336.28m	\$389.86m	Achieved
4	Reported levels of Aboriginal and Torres Strait Islander financial wellbeing.	Pilot	Piloted	Completed
5	Reported levels of positive impacts of IBA's activities by Aboriginal and Torres Strait Islander people.	Pilot	Piloted	Completed
6	Assessment of IBA's overall ESG performance.	Establish baseline	Established	Completed
7	Total proportion of Aboriginal and Torres Strait Islander first home buyers.	80%	86.6%	Achieved
8	Average conversion rate of demand into a home, business or investment outcome.	Pilot	Piloted	Completed
9	Total rate of efficiency of IBA in achieving its purpose (cost-to-income ratio).	Pilot	Piloted	Completed

Annual performance statement

Statement of preparation

This annual performance statement has been prepared for the 2024–25 reporting period in accordance with subsection 39(1)(a) of the PGPA Act and any other legislation that applies to the preparation of IBA's annual performance statements.

In the opinion of the accountable authority, the annual performance statement:

- accurately presents the entity's performance in the reporting period
- complies with subsection 39(2) of the PGPA Act and section 16F of the PGPA Rule.

This annual performance statement presents performance results against performance measures, in line with section 16EA of the PGPA Rule. It outlines the results as required under section 16F(2) Item 2 of the PGPA Rule.

Darren Godwell

Chair, Indigenous Business Australia

Overview

This section is provided in accordance with PGPA Rule 16F and 17BE(g), and section 39(1)(b) of the PGPA Act.

Our annual performance statement completes the cycle of performance reporting that commenced at the start of the reporting period with the PBS and corporate plan (Figure 11). It reports the actual results achieved against the performance measures and expected performance results (targets) set in those documents.

In this reporting period, we are reporting against four performance measures (1, 2, 3, and 7). These performance measures were included in both the 2024–25 PBS and IBA’s Corporate Plan 2024–25. The annual performance statement provides an assessment of IBA’s delivery against the measures as described in those documents.

Our performance is assessed using the following criteria:

Achieved: The result fully met the target during the reporting period.

Substantially achieved: The result was within 5% of the target or met the target but outside the expected timeframe.

Partially achieved: The result reached at least 75% of the target.

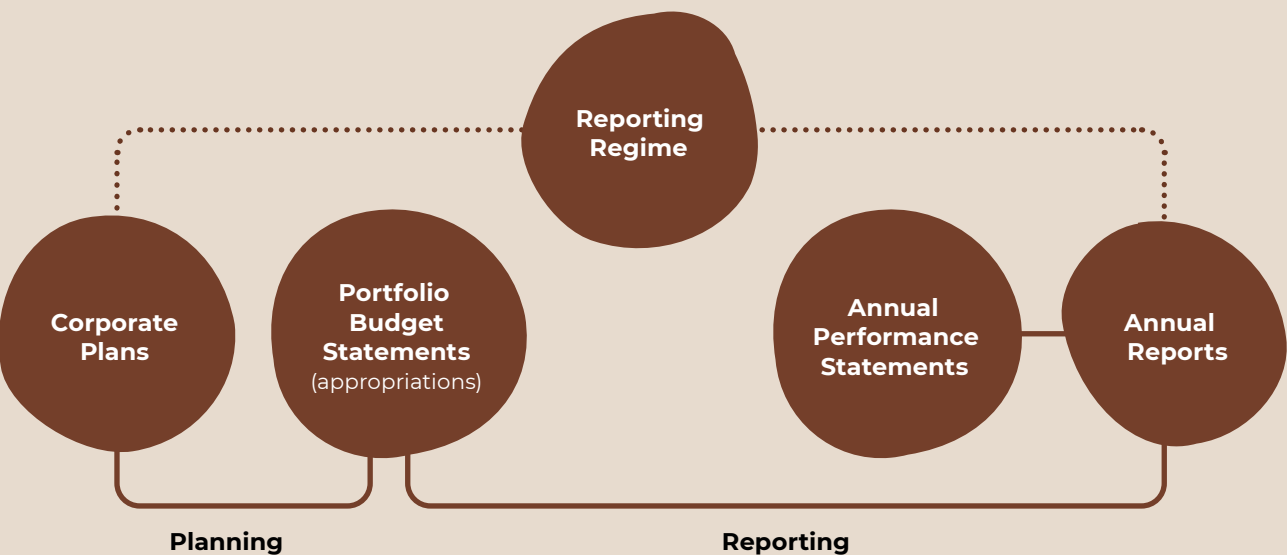
Not achieved: The result was below 75% of the target and did not meet the expected outcome.

Disclosure and explanation

As performance measures 4, 5, 6, 8, and 9 were under development, there were no results to derive, analyse and explain in the annual performance statement.

Performance measure from Corporate Plan 2024–25	Changes made since Corporate Plan 2024–25	Explanation
Performance measure 4, 5, 8, and 9	Excluded from annual performance statement	Measures were piloted to strengthen the methodology with reliable and verifiable data sources to comply with PGPA Rule section 16EA
Performance measure 6	Excluded from annual performance statement	Performance measure still in development

Figure 11: Cycle of performance reporting (as outlined in the Department of Finance’s Resource Management Guide 134 and Resource Management Guide 136)



Performance continued

Results and analysis

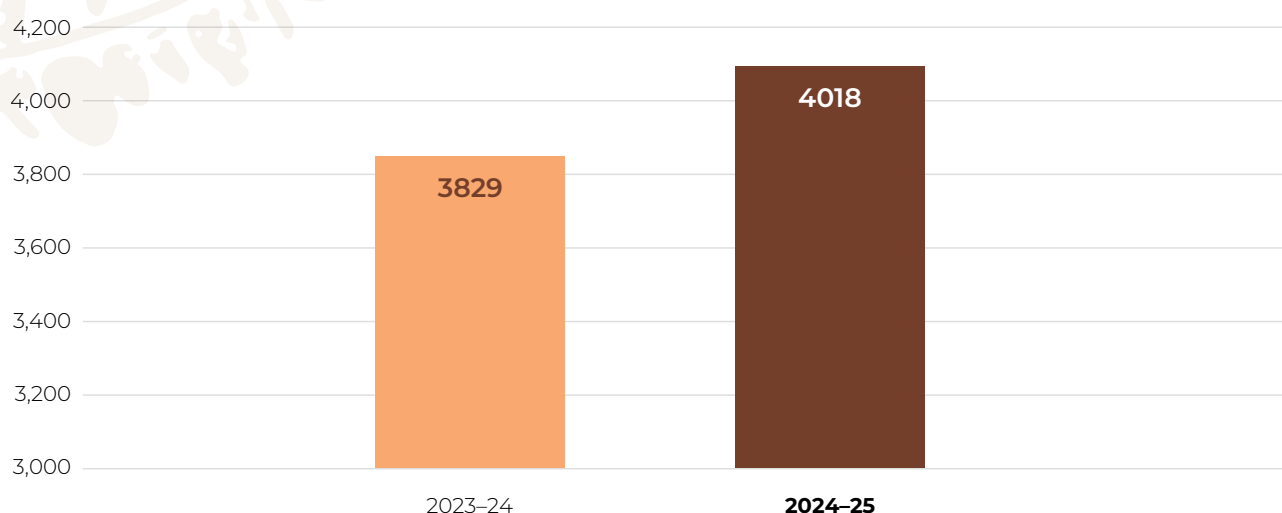
This section relates to the four performance measures that were published in both the 2024-25 PBS and IBA's Corporate Plan 2024-25.

Performance Measure 1

Total annual number of Aboriginal and Torres Strait Islander people provided with access to capability building, knowledge and networks directly by IBA and indirectly through partnerships.

Measure type and data source/s:	Type: Output/quantitative Data: Internally sourced via IBA controlled systems. Performance is assessed using data from the current reporting period, with monthly tracking to minimise bias. Activity level data is aggregated into entity-wide measures and targets. Reference: Corporate Plan 2024-25 p. 39, 2024-25 PBS p. 148
2024-25 target and results	Target: 1,455 Results: 4,018 (Achieved)
Analysis	A total of 4,018 Aboriginal and Torres Strait Islander people were supported, significantly exceeding the target of 1,455. The result indicates a positive impact on capacity building, knowledge sharing and networking of Aboriginal and Torres Strait Islander people. It enhanced greater readiness for investment, home or business ownership through both online and face-to-face workshops. We offered a large number of online workshops and online information sessions, which enabled us to reach more people. Engagement with knowledge sectors and platforms increased, such as with the Strong Women Strong Business Lunch & Learn webinars. Participation in networking and sponsorship events that encourage longer term economic independence and self-determination also grew. This outcome was driven by: • 3,637 First Nations participants in workshops and information sessions promoting home and business ownership and investment opportunities • 221 First Nations participants in partnerships and special initiatives such as Strong Women Strong Business Lunch & Learn and the NT Tourism Accelerator Program • 94 First Nations people supported through networking and sponsorship events • 66 IBA First Nations staff supported through training.

***Measure 1:** Total annual number of Aboriginal and Torres Strait Islander people provided with access to capability building, knowledge and networks directly by IBA and indirectly through partnerships.



** Only one year of prior performance results has been included as the performance measure was new in 2023-24.*

The bar graph above consolidates data from IBA's products and operations to illustrate results for performance measure 1 in 2023-24 and 2024-25. The table below offers a detailed breakdown.

Number of customers provided with access to capability, building, knowledge and networks directly by IBA and indirectly through partnerships	2020-21	2021-22	2022-23	2023-24	2024-25
Workshop and information sessions					
Housing workshops	611	565	1,334	1,786	2,724
Business workshops*	502	702	590	1,018	866
Investment workshops**	-	-	-	31	47
Special Initiatives**					
Partnership and Initiatives	-	-	-	798	221
Training	-	-	-	63	66
Network participation**					
Sponsorship and Events	-	-	-	133	94
Total				3,829	4,018

** A significant number of online workshops occurred to engage participant numbers*

*** Data collection to Investment workshops, special initiatives and network participation commenced in 2023-24. No data for prior years.*

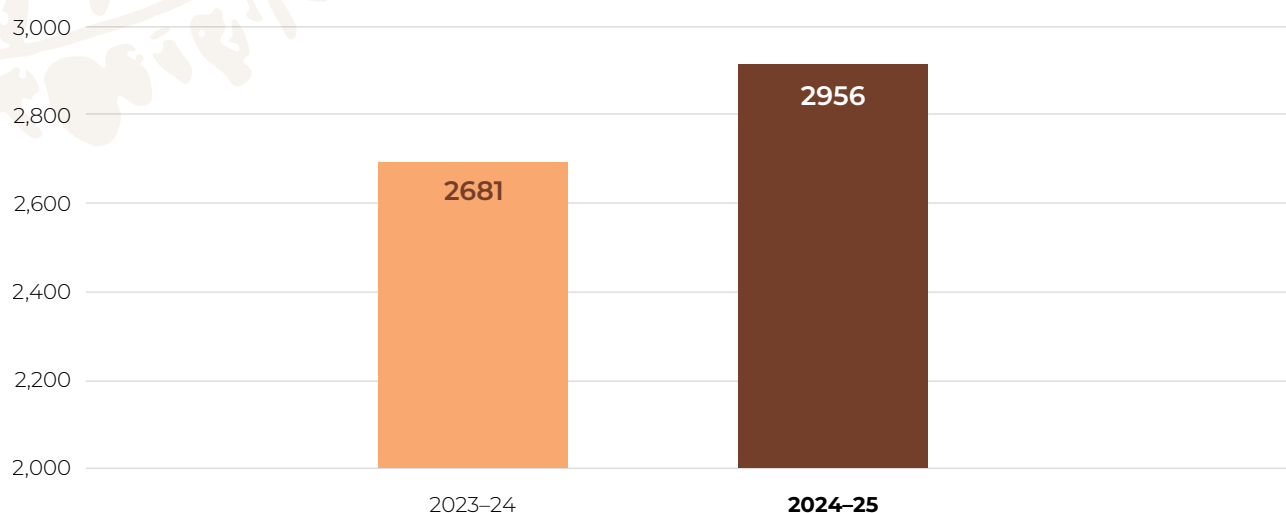
Performance continued

Performance Measure 2

Total annual number of Aboriginal and Torres Strait Islander people provided with or who benefit from an IBA product or the opportunity to access the economy through a home, job, or procurement opportunity.

Measure type and data source/s:	Type: Output/quantitative Data: Internally sourced via IBA controlled systems. Performance is assessed using data from the current reporting period, with monthly tracking to minimise bias. Activity level data is aggregated into entity-wide measures and targets. Reference: Corporate Plan 2024–25 p. 40, 2024–25 PBS p. 148
2024–25 target and results	Target: 2,109 Results: 2,956 (Achieved)
Analysis	In 2024–25, we provided 2,956 customers with an IBA product or opportunity to participate in the economy, exceeding our target of 2,109. By facilitating economic participation through finance, employment, and procurement, we continued to empower our customers and support their journey towards long-term economic independence. This outcome was driven by: • 583 home loans approved, exceeding the number of people assisted into a home this year • Additional 758 First Nations people housed via our home loans • 119 First Nations customers transitioning or supported into mainstream lending—this was lower than expected because customers prefer to stay with IBA during periods of economic uncertainty and high interest rates, as we offer them more support • 172 customers approved for a business finance facility • 791 First Nations jobs supported through a business finance facility • 185 external support customers assisted with capability support in growing or stabilising their business • 7 new co-investors approved—there was a decrease in the number of investors due to a focus on divestments • 61 First Nations employed by IBA, and 70 employed through our subsidiaries • IBA procuring directly from 155 First Nations suppliers, and 34 First Nations suppliers via our subsidiaries • 21 formal partnerships entered into or maintained that benefited First Nations people.

***Measure 2:** Total annual number of Aboriginal and Torres Strait Islander people provided with an IBA product or the opportunity to access the economy through a home, job, or procurement opportunity.



** Only one year of prior performance results has been included as the performance measure was new in 2023-24.*

The bar graph above consolidates data from IBA's products and operations to illustrate results for performance measure 2 in 2023-24 and 2024-25. The table below offers a detailed breakdown.

Number of customers provided with an IBA product or opportunity to access the economy through a home, job or procurement opportunity	2020-21	2021-22	2022-23	2023-24	2024-25
Approved home loans	448	461	465	480	583
Approved business finance	316	250	160	177	172
Approved co-investors*	-	-	-	15	7
Approved external support customers	157	145	168	187	185
Procurement suppliers engaged (IBA)	115	102	148	151	155
Procurement suppliers engaged (subsidiaries)	54	48	40	38	34
IBA customers transitioned to mainstream lenders	392	732	218	169	119
Additional First Nations people housed*	-	-	-	624	758
First Nations jobs as a result of business Finance*	-	-	-	673	791
Number of First Nations employees (IBA)*	-	-	-	64	61
Number of First Nations employees (Subs)*	-	-	-	92	70
Number of partnerships*	-	-	-	11	21
Total				2,681	2,956

**Data collection commenced in 2023-24*

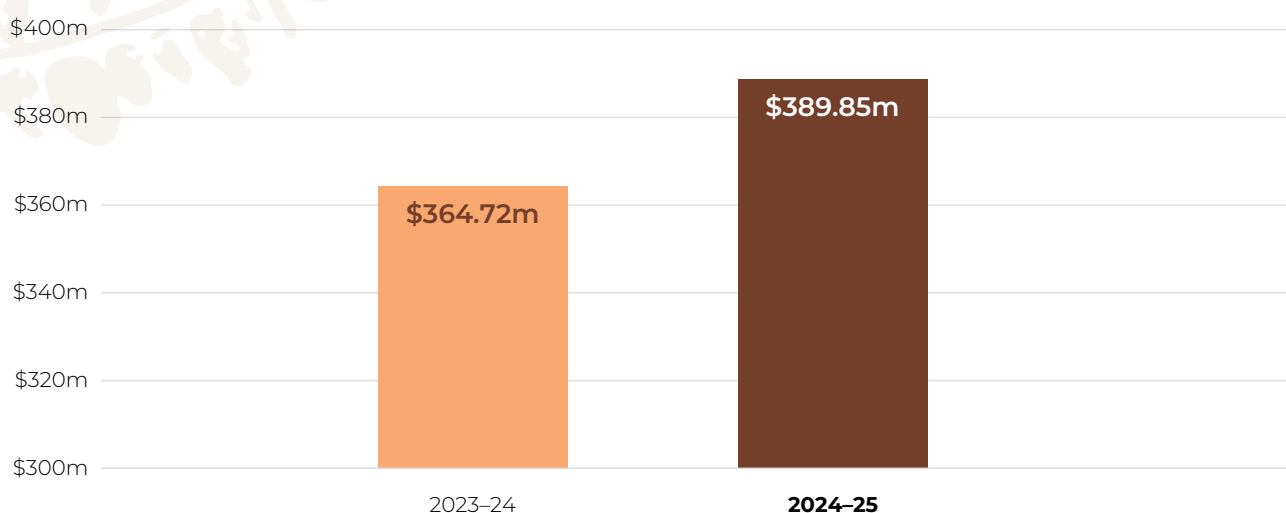
Performance continued

Performance Measure 3

Total annual sum of capital and capability development support approved and/or distributed by IBA specifically for the benefit of Aboriginal and Torres Strait Islander people.

Measure type and data source/s:	Type: Output/quantitative Data: Internally sourced via IBA controlled systems. Performance is assessed using data from the current reporting period, with monthly tracking to minimise bias. Activity level data is aggregated into entity-wide measures and targets. Reference: Corporate Plan 2024–25 p. 41, 2024–25 PBS p. 148
2024–25 target and results	Target: \$336,285,000 Results: \$389,855,274 (Achieved)
Analysis	Throughout the reporting year, we continued to support Aboriginal and Torres Strait Islander people through economic empowerment, providing and or distributing capital to enhance capability development and growth. With this support, our customers have a foundation for building economic resilience and financial wellbeing. We exceeded our target by 16% primarily due to increased demand for home loans, business finance and external business support. This outcome was driven by: • \$291.55 million approved in home loans, exceeding last year's total • \$77.17 million approved in business finance, exceeding the annual input target • \$8.83 million of co-investment contribution and capital distributed by IBA—this was lower than expected due to no trading window and deals being approved but not funded until the 2025–26 financial year • \$6.54 million expended to First Nations businesses through IBA corporate procurement—68% above the annual input target of \$3.88 million • \$2.87 million distributed to First Nations subsidiary procurement—160% above the annual input target of \$1.1 million • \$1.80 million committed to provide First Nations businesses with external support • \$395,000 distributed through our partnerships with First Nations organisations • \$702,000 distributed to customers for natural disaster support.

***Measure 3:** Total annual sum of capital and capability development support approved and/or distributed by IBA specifically for the benefit of Aboriginal and Torres Strait Islander people.



** Only one year of prior performance results has been included as the performance measure was new in 2023-24.*

The bar graph above consolidates data from IBA's products and operations to illustrate results for performance measure 3 in 2023-24 and 2024-25. The table below offers a detailed breakdown.

Value of capital and capability development support approved and/or distributed by IBA	2020-21	2021-22	2022-23	2023-24	2024-25
Approved home loan value	\$167.41m	\$193.02m	\$205.99m	\$226.45m	\$291.55m
Approved business finance value	\$52.41m	\$68.01m	\$58.18m	\$73.41m	\$77.17m
Approved co-investors*	-	-	-	\$53.12m	\$8.83m
Approved external support customers	\$1.24m	\$1.35m	\$1.46m	\$2.07m	\$1.8m
Procurement suppliers engaged (IBA)	\$5.15m	\$4.24m	\$5.46m	\$6.41m	\$6.54m
Procurement suppliers engaged (subsidiaries)	\$4.37m	\$6.65m	\$7.95m	\$2.59m	\$2.87m
Value of formal partnerships*	-	-	-	\$0.67m	\$0.39m
Natural disaster*	-	-	-	-	\$0.7m
Total				\$364.72m	\$389.85m

**Data collection commenced in 2023-24*

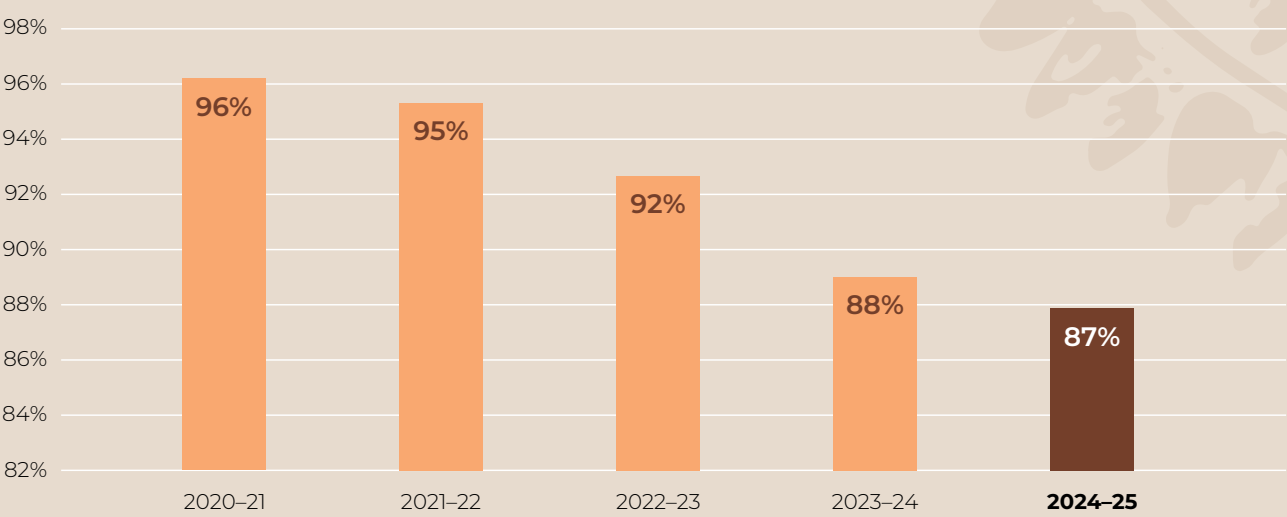
Performance continued

Performance Measure 7

Total proportion of Aboriginal and Torres Strait Islander first home buyers.

Measure type and data source/s:	Type: Effectiveness/qualitative Data: Internally sourced via IBA controlled systems. Performance is assessed using data from the current reporting period, with monthly tracking to minimise bias. Reference: Corporate Plan 2024–25 p. 45, 2024–25 PBS p. 148
2024–25 target and results	Target: 80% Results: 86.6% (Achieved)
Analysis	Home ownership provides Aboriginal and Torres Strait Islander families with secure, stable housing and a foundation for building intergenerational wealth. Many of our customers are not only first home buyers, but also a first in their family to achieve home ownership. This shift drives broader social impact through increased economic participation and long-term wealth generation. In the past year, we supported 505 first home buyers, representing 86.6% of total approvals.

Measure 7: Total proportion of Aboriginal and Torres Strait Islander first home buyers.



Measuring and reporting on outcomes and impacts

Our impact reports communicate the difference we make for people who access our services and highlight areas where we can improve. They go beyond the numbers to uncover stories that reflect the diverse cultures, perspectives, and experiences of Aboriginal and Torres Strait Islander people.

We have produced four impact reports since 2020. They include three 'comprehensive' impact reports, covering all IBA's key activities, and one 'deep dive' impact report focused on a specific customer cohort and activity. To read the full reports visit iba.gov.au

2020: IBA's inaugural Impact Report, with the theme 'It only takes a single action to start a ripple effect'.

2021–22: With the theme 'Recover, Rebound, Impact', this report provided a baseline for understanding IBA's impact.

2023: This was a deep dive into the intergenerational impacts of home ownership as reported by Aboriginal and Torres Strait Islander single carer and single parent families.

2024: This report focused on ways to maximise wellbeing by providing pathways to financial wellbeing, resilience, and economic independence.

Financial wellbeing as an indicator of economic self-sufficiency

In May 2025, we released our latest impact report, Pathways to Financial Wellbeing. It explores what wellbeing means for Aboriginal and Torres Strait Islander people and how IBA's activities support financial wellbeing. The results show how our supported finance model improves financial wellbeing, especially through home and business ownership. The results are particularly striking when compared to specific cohorts. Fostering financial wellbeing empowers individuals and strengthens communities. It is an important indicator of economic self-sufficiency and encompasses concepts such as financial security and freedom.

We measured financial wellbeing using standardised questions known as the financial wellbeing index (FWI). Financial wellbeing scores among IBA customers were markedly higher than a representative sample of Aboriginal and Torres Strait Islander people (referred to as the 'national sample'), as shown in Figures 12 and 13. We also measured overall wellbeing using standardised questions. The results show that IBA home and business customers report higher levels of overall wellbeing compared to the national sample.

We compared these results with data provided by ANZ and Roy Morgan research to establish that financial wellbeing for Aboriginal and Torres Strait Islander people across Australia varies between 42 and 52 (Figure 14). By assisting many more Aboriginal and Torres Strait Islander people with our supported finance model, we expect to see the average increase over time.



Figure 12: FWI scores for IBA home loan customers versus other cohorts (score out of 100)
(Source: IBA Impact Report 2024)

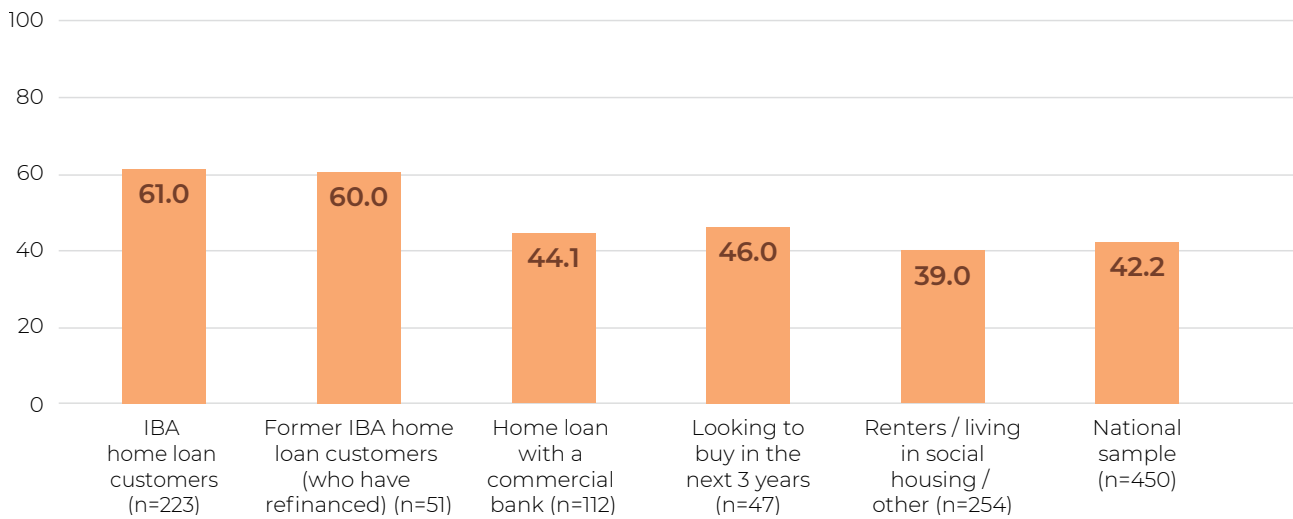


Figure 13: FWI scores for IBA business customers versus other cohorts (score out of 100)
(Source: IBA Impact Report 2024)

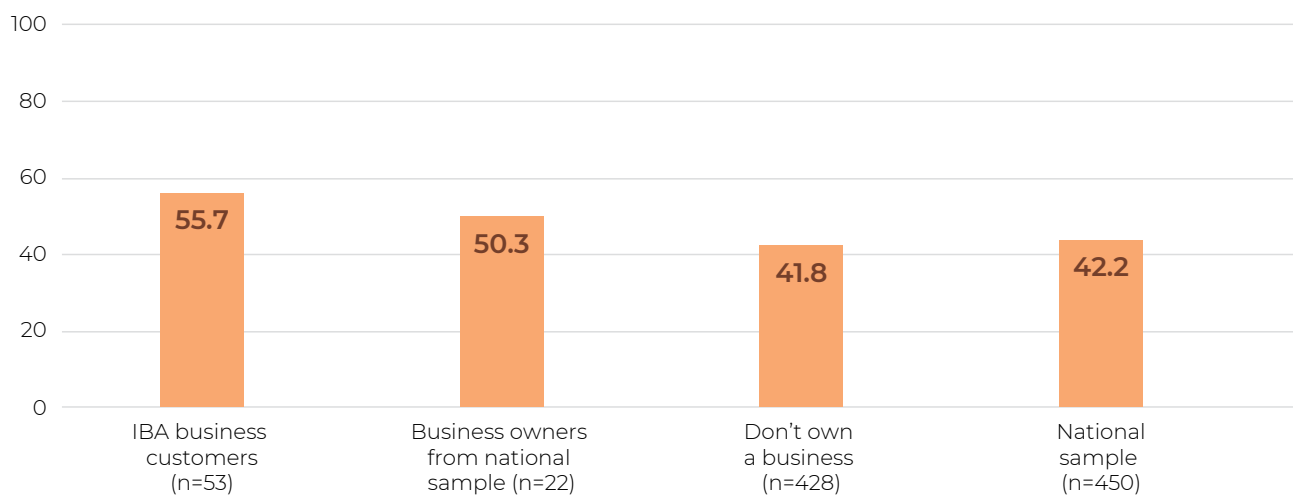
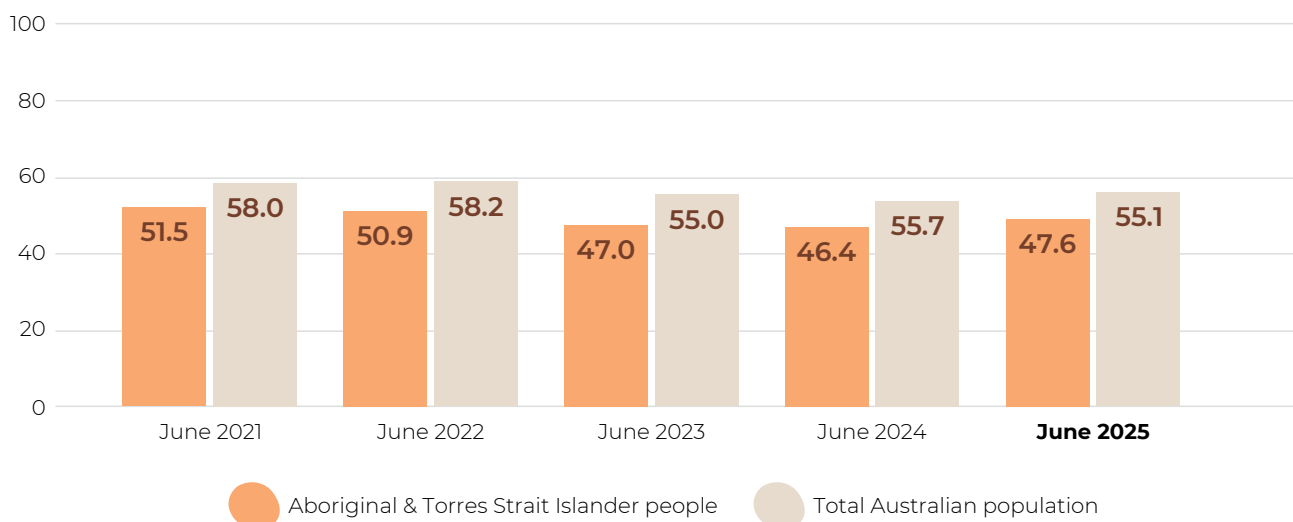
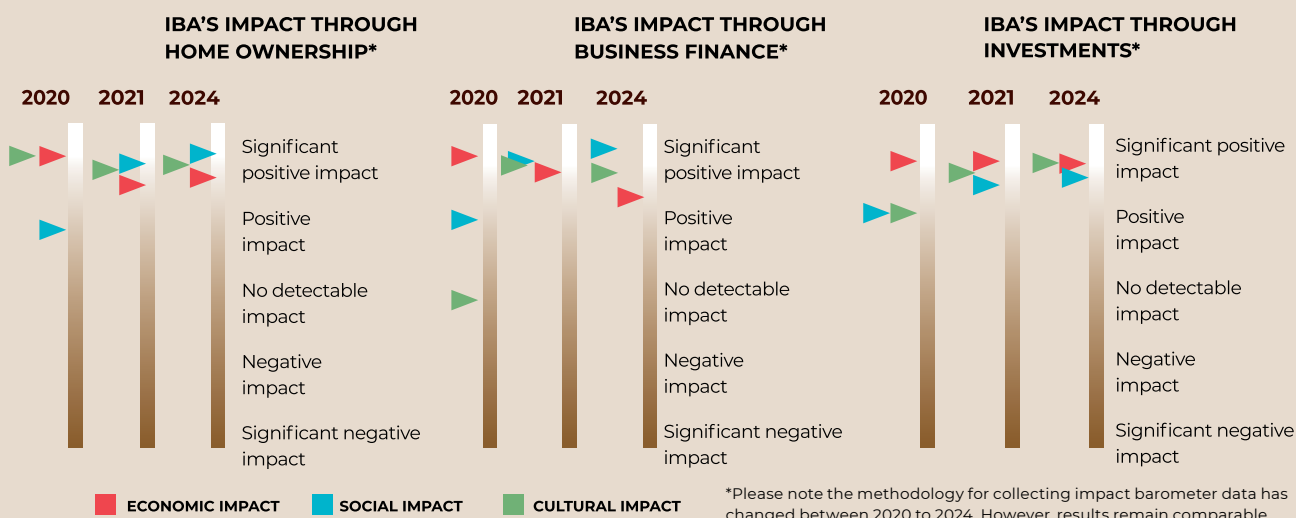


Figure 14: Financial Wellbeing Indicator (score out of 100, 12-month average)
(Source: ANZ and Roy Morgan Research)



Economic, social, and cultural impacts

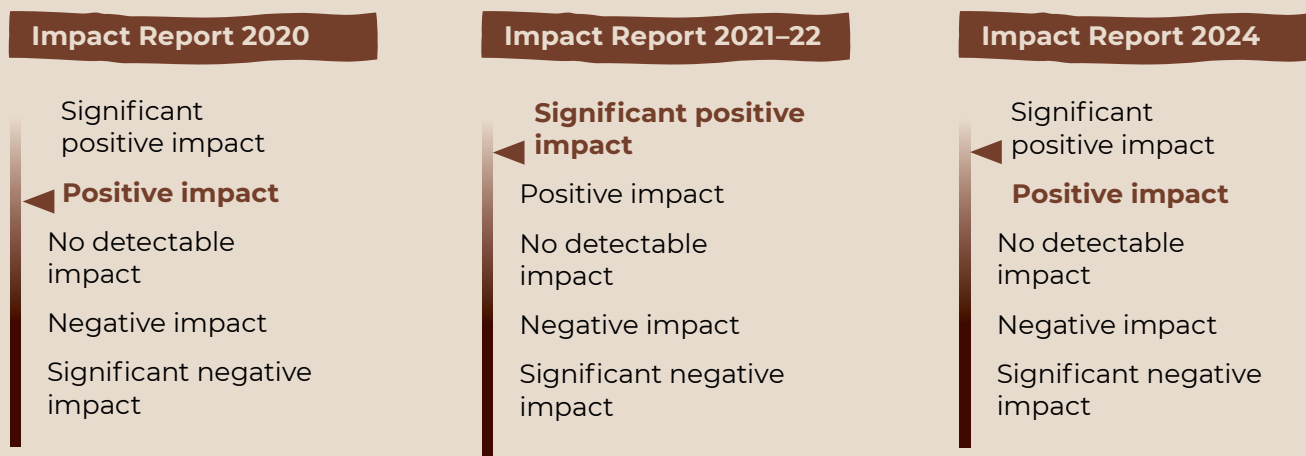
Our impact reports include self-reported economic, social, and cultural impacts. The impact barometer is shown below. It indicates the impact of our activities, including direct and indirect effects, with assessments based on the lived experiences of IBA customers.



Customers report a range of positive impacts:

- Homes customers report impacts such as a sense of pride, safety, stability, security, financial confidence, and inspiration to have dreams for the future.
- Business customers report impacts such as supporting others in the community with a job, self-confidence, learning new skills, practicing and promoting culture, and helping family and friends.
- Co-investors report impacts such as financial security and empowerment, building community wellbeing, and positively affecting community goals and aspirations.

To measure the overall levels of impact we asked IBA Housing, Business and Investments customers to rate the impact, thinking about all their interactions with IBA over time. In the Impact Report 2024, customers continued to report positive impacts overall.



—
Wellbeing artwork by
Amunda Gorey
—





Centring our approach to ESG and impact around First Nations wellbeing

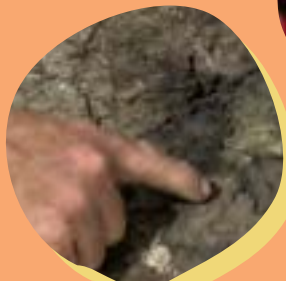
Our latest impact report highlights the connection between financial wellbeing and broader community outcomes. It confirms that when Aboriginal and Torres Strait Islander people are financially strong, every other aspect of life improves. This holistic understanding of wellbeing guides how we design and deliver our activities and shapes our approach to ESG and impact.

The featured artwork by celebrated Arrernte artist Amunda Kngwarraye Gorey responds to the report's findings. It depicts a woman holding an urtne, a traditional carrying dish or coolamon. Used to carry babies, food and water, the urtne represents care, sustenance and connection. In the artwork, it symbolises the gathering of all the elements of wellbeing.

The seven rings in the artwork reflect the dimensions of wellbeing described by First Nations people: physical health, mental health, emotional and spiritual wellbeing, family and kinship, community, culture, and Country. The surrounding circles and lines remind us that a person's wellbeing is connected to everything else.

Amunda is a proud Arrernte woman from Ltyentye Apurte (Santa Teresa), now living in Mparntwe (Alice Springs). She brings deep cultural insight to both her art and her role as Senior Research Officer at Children's Ground, a key partner in the community-led research included in the IBA Impact Report 2024.

By placing First Nations definitions of wellbeing at the heart of our approach to ESG and impact, we are guided by the lived experience of Aboriginal and Torres Strait Islander people themselves. It reflects our commitment to measuring impact in ways that are culturally appropriate, ethical, meaningful, and inclusive.





Sustainability

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Sustainability

This section outlines our environmental performance and our contribution to sustainable development.

ESG strategy

We launched our first ESG strategy in August 2024. It outlines how we are embedding sustainability principles into governance, performance frameworks, and decision-making. We are committed to going beyond compliance to create real, lasting impact—particularly through stronger risk management and expanded economic opportunities for Aboriginal and Torres Strait Islander communities.

The ESG landscape is complex and evolving. Organisations that consider ESG are generally more resilient, with stronger frameworks to manage financial risks systematically. By contrast, inaction makes it more difficult to achieve meaningful results over time.

Our ESG strategy highlights five high-priority areas that are materially important to IBA. We have plans to foster continuous improvement in these areas:

- Climate change and resilience
- Customer and data security
- Human rights and labour
- Business ethics and integrity
- Lending and investing responsibly

We have already made strides in implementing the strategy. During 2024–25 we developed a new modern slavery procedure, prepared our fifth modern slavery statement, undertook an integrity and ethics self-assessment, and completed a governance review. We uplifted our data and cyber security processes and commenced work on a reconciliation action plan, and a responsible investment policy. We conducted analysis for our first mandatory climate disclosure and will publish the disclosure in our next annual report.

A key objective of our ESG strategy is to embed and uphold the rights of Aboriginal and Torres Strait Islander people, culture and Country. We do this through environmental stewardship, responsible risk management, and values-based governance practices that align with First Nations ways of knowing, being and doing. During the year, we subscribed to an Australian-based platform provider, First Nations ESG, to assess and measure our ESG performance. The platform incorporates First Nations perspectives throughout the ESG assessment process consistent with our own philosophy and approach.

We became members of the Responsible Investment Association of Australasia (RIAA) in June 2025 and continued our membership with the Australian Sustainable Finance Institute (ASFI). Both RIAA and ASFI have First Nations reference groups. IBA connects our work to industry and sector leaders through these groups to drive system-level changes in the financial services ecosystem and the Australian economy.

Environmental performance

Under section 516A of the *Environment Protection and Biodiversity Conservation Act 1999* (EPBC Act), we are required to describe our environmental performance and contribution to economically sustainable development. We commit to the principles of ecologically sustainable development as outlined in section 3A of the EPBC Act. We consider climate risk and the impact of our activities on the environment across our operational practices and in the delivery of our services, where possible. Our main operational impact on the environment was from our corporate administration, travel, and property management (Table 4).

We introduced a digital signing tool—Docusign—in late May 2024 and now use it for contract signing wherever possible. The new tool is helping us to reduce our environmental footprint through a further reduction in printing. The estimated environmental savings, as estimated by Docusign, are shown in Table 5. More information on the methodology for calculating these savings is on Docusign's website.

Climate risk forms part of our risk management framework. We offer natural disaster relief grants for housing and business customers impacted by natural disasters. We are also progressively integrating climate risk considerations into decision-making frameworks.

Our investments team considers climate risk across all new investments as part of the due diligence process. The depth of the assessment varies with the asset being considered. For existing investments, we do not impose reporting requirements on environmental performance if they are not already obligated to do so.

IBA subsidiary, IBAAM, has an ESG policy that incorporates environmental performance across its investment portfolio and to consultants it hires. The policy includes:

- carbon emissions and energy usage
- waste and resource management
- water conservation
- biodiversity and habitat preservation.

The IBAAM Board reviews the policy annually to consider industry developments and stakeholder expectations.

Table 4: IBA's impact on the environment

Energy	Our four major tenancies (Canberra, Sydney, Perth and Brisbane) are in buildings with 3.5- to 5-star energy ratings. These buildings use energy efficient technology, including sensor lighting and T5 fluorescent lighting tubes.
Water	Where possible, IBA tenancies use water efficient fixtures such as motion sensor taps, urinals, and dual flush toilets.
Waste	We are committed to sustainability and waste reduction. We have reduced landfill-bound waste by: • ensuring separation of waste types where possible (recyclables are collected separate to nonrecyclables) • using recycling programs for printer cartridges, wastepaper/cardboard waste, batteries and mobile phones • focusing on paperless work with appropriate technology and record management systems, such as multi-function printers that enable deletion of unwanted documents in job queues.

Table 5: Digital signing tool (DocuSign) environmental savings

Type of environmental saving	May and June 2024	2024–25	Total savings to 30 June 2025
Carbon emissions reduced (lb)	444	10,620	11,064
Water conserved (gal)	557	13,322	13,879
Wood saved (lb)	189	4,524	4,713
Waste eliminated (lb)	30	735	765

Greenhouse gas emissions reporting

The Australian Government has committed to reducing its greenhouse gas (GHG) emissions to net zero emissions by 2030. In accordance with section 516A of the EPBC Act, we are required to report on our annual GHG emissions inventories to enable tracking progress.

We follow the Australian Government’s Emissions Reporting Framework. Location-based emissions refer to what IBA has physically consumed through its operations. Whereas market-based emissions are associated with the energy IBA has purchased.

Figures 15 and 16 indicate how we are tracking. Tables 6 and 7 detail our GHG emissions for the 2024–25 financial year.

- Caveats on greenhouse gas emissions data collection:
- Waste data was not available at the time of the report and amendments to data may be required in future reports. The quality of data is expected to improve over time as emissions reporting matures.
 - Emissions from hire cars for 2024–25 have been sourced from third party providers and may be incomplete. The quality of data is expected to improve over time as emissions reporting matures.

Figure 15: Total greenhouse gas emissions attributable to IBA’s corporate operations (location-based approach) (Total t CO2-e)

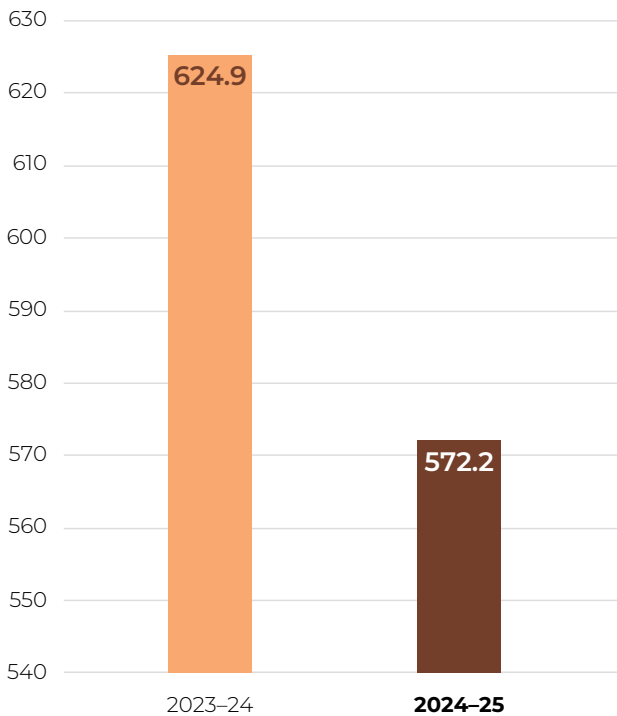


Figure 16: Emissions related to electricity usage using both the location-based and the market-based accounting methods (Total t CO2-e)

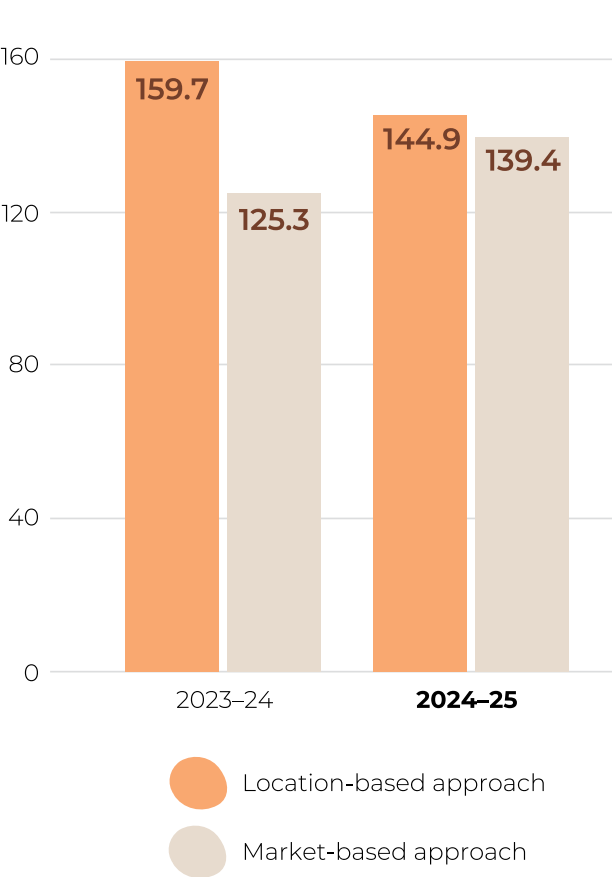


Table 6: 2024–25 GHG emissions inventory (location-based approach)

Emission source	Scope 1 t CO ₂ -e	Scope 2 t CO ₂ -e	Scope 3 t CO ₂ -e	Total t CO ₂ -e
Electricity (location-based approach)	n/a	130.86	14.08	144.94
Natural gas	-	n/a	-	-
Solid waste	-	n/a	-	-
Refrigerants	-	n/a	n/a	-
Fleet and other vehicles	-	n/a	-	-
Domestic commercial flights	n/a	n/a	372.00	372.00
Domestic hire car	n/a	n/a	-	-
Domestic travel accommodation	n/a	n/a	55.26	55.26
Other energy	-	n/a	-	-
Total t CO ₂ -e	-	130.86	441.35	572.20

Note: the table above presents emissions related to electricity usage using the location-based accounting method

CO₂-e = carbon dioxide equivalent.

n/a = not applicable

Table 7: 2024–25 GHG emissions inventory (market-based approach)

Emission source	Scope 2 t CO ₂ -e	Scope 3 t CO ₂ -e	Total t CO ₂ -e	Electricity kWh
Electricity (location-based approach)	130.86	14.08	144.94	207,411.42
Market-based electricity emissions	122.69	16.66	139.35	151,471.40
Total renewable electricity consumed	n/a	n/a	n/a	55,940.01
Renewable power percentage ¹	n/a	n/a	n/a	37,738.51
Jurisdictional renewable power percentage ^{2,3}	n/a	n/a	n/a	18,201.50
GreenPower ²	n/a	n/a	n/a	-
Large-scale generation certificates ²	n/a	n/a	n/a	-
Behind the meter solar ⁴	n/a	n/a	n/a	-
Total renewable electricity produced	n/a	n/a	n/a	-
Large-scale generation certificates ²	n/a	n/a	n/a	-
Behind the meter solar ⁴	n/a	n/a	n/a	-

Note: The table above presents emissions related to electricity usage using both the location-based and the market-based accounting methods. CO₂-e = carbon dioxide equivalent. Electricity usage is measured in kilowatt hours (kWh).

¹ Listed as Mandatory renewables in 2023–24 Annual Report. The renewable power percentage accounts for the portion of electricity used, from the grid, that falls within the Renewable Energy Target.

² Listed as Voluntary renewables in 2023–24 Annual Report.

³ The ACT is currently the only state or territory with a jurisdictional renewable power percentage.

⁴ Reporting behind the meter solar consumption and/or production is optional. The quality of data is expected to improve over time as emissions reporting matures.

Case study: Addressing climate risks and opportunities

Climate change creates uncertainty. It presents risks as well as new opportunities in the near and long term. The Australian Government's Commonwealth Climate Disclosure Initiative will assist agencies to prepare and address these risks and opportunities.

Mandatory climate disclosures are in addition to existing environmental, social, and institutional compliance and reporting requirements. It acknowledges the inseparable links between environmental and social factors and long-term financial returns and performance. In 2026, we will publish our first climate disclosure in line with this initiative. The disclosure will include an analysis of the physical and transition risks to our portfolio.

During 2024–25, we explored scenarios relating to physical risks to our Housing, Business and Investments portfolios, which will assist in developing the climate disclosure. We also continued to explore and investigate opportunities to support First Nations communities interested in clean energy and renewables and have made this a priority sector in our new long-term strategy.

Several extreme weather events affected customers along the east coast of Australia during the year, including cyclones, floods and bushfires.

In total, we supported 266 home loan customers and 34 business finance customers with \$702,000 worth of grants through our emergency natural disaster relief initiative. Eligible home loan customers could access a grant of \$2,000 each and business finance customers could access \$5,000 each.

We support customers throughout their home and business ownership journey, including encouraging them to have the right insurances. Insurance can support and protect home and business owners from the financial impact of property damage, loss in case of disasters or accidents, business interruptions, and legal liability claims.

Findings from the Impact Report 2024 indicate that many business owners are not aware of the types of insurance required when starting a business. While most acknowledge the importance of insurance, they report feeling that they do not have enough. The results also indicate that home ownership is strongly associated with greater financial wellbeing and increased insurance uptake.

In 2024, we developed a partnership with NRMA to provide access to business insurance discounts and more information about the types and benefits of different forms of insurance. We are looking to expand this initiative to include more insurance partners and cover other types of insurance, such as home and contents insurance.



An aerial photograph of a lush green mangrove forest. A winding, light-colored waterway or canal cuts through the dense vegetation, creating a complex, organic pattern. The trees are a vibrant green, and the water reflects the surrounding foliage. The overall scene is a healthy, thriving ecosystem.

Insurance is crucial
for businesses.
Like the mangroves on
Country, it protects.





People

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People

Our people are our greatest asset. We support our workforce to be empowered, engaged, and aligned with our organisational objectives. Our inclusive policies, transparent processes, and commitment to continuous improvement, are how we achieve this.

We take a strategic approach to workforce planning by identifying current and future staffing needs, recruiting and onboarding the right talent, and supporting employees throughout their journey with IBA. Every interaction, from initial engagement to departure, shapes the IBA experience and reflects our commitment to excellence.

Our values

We are guided by five core values:

-

These values reflect our commitment to improving financial wellbeing, empowerment, and self-determination for Aboriginal and Torres Strait Islander people. They inform our strategic focus across business, home ownership, and investment, and underpin our efforts to deliver long-term, sustainable impact.

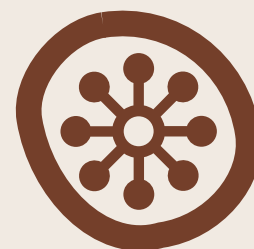
Responsive



Informed



Connected



Invested



Respectful



Employee wellbeing

We are committed to safe and sustainable workplace practices. Our wellbeing initiatives support physical, mental, psychosocial, and financial health. These include access to TELUS Health through our Employee Assistance Program, resources to support holistic wellbeing, and reward and recognition programs.

Under work health and safety (WHS) legislation, we maintain a duty of care to protect the health and safety of our employees wherever they work. Our WHS Committee, comprising employer and employee representatives, meets quarterly to promote initiatives that safeguard wellbeing. Its operation is governed by IBA's Health and Safety Management Arrangements.

Learning and development

Continuous development is central to our success. Our learning and development strategy guides leaders and employees in setting strategic learning outcomes, creating development plans, and fostering shared responsibility for growth.

We offer on-the-job training, external courses, and study assistance for qualifications and career advancement. We also offer secondment opportunities with First Nations organisations through our partnership with Jawun. These initiatives ensure our people are equipped to contribute to IBA's vision and deliver meaningful outcomes for the communities we serve.

Our People Platform

In 2024–25, we launched the Our People Platform, a new integrated system that replaced multiple human resources tools and processes. This platform simplifies and standardises performance reviews, planning, and compliance training. It also provides a single source of employee data and automated reporting, delivering efficiencies and enhancing our ability to manage workforce information effectively.

Enterprise Agreement 2025–2028

During 2024–25, we finalised the IBA Enterprise Agreement 2025–2028 through a collaborative and inclusive process. Guided by the Public Sector Workplace Relations Policy 2023, the agreement reflects best practice and high standards of employer behaviour and supports organisational capability.

We engaged staff through regular updates, in-person consultations, and a dedicated intranet hub. Following a successful ballot, the Fair Work Commission approved the agreement on 28 March 2025 to start on 4 April 2025.

Key improvements include:

- remuneration increases aligned with APS standards
- enhanced flexible work arrangements
- expanded leave provisions including cultural and parental leave
- recrediting of eligible leave types
- a one-off 0.92% payment.

This achievement reflects the collective efforts of our Executive, our people and culture team, our staff, and our commitment to equity, inclusion, and recognition of our people.

People continued





Diversity, inclusion, and belonging

Diversity, inclusion, and belonging are embedded in our culture, policies, and everyday practices. We recognise that a diverse workforce brings unique perspectives that drive innovation and deepen our connection to the communities we serve.

We promote inclusion through:

- flexible work arrangements
- cultural and ceremonial leave
- First Nations cultural competency training
- community language allowance
- Indigenous community volunteer leave
- tailored support for employees affected by family and domestic violence.

Belonging at IBA means our people feel respected, heard, and valued. Through inclusive policies, recognition programs, and open consultation, we create a thriving workforce.

Indigenous employment strategy

Launched in 2024, our Indigenous employment strategy supports the growth, development, and retention of a talented and inclusive Aboriginal and Torres Strait Islander workforce. Its objectives are to:

- attract and recruit Indigenous talent
- create inclusive and respectful workplaces
- support career mobility and growth
- amplify cultural knowledge and technical skills.

Progress is monitored through Performance Measures 1 and 2, including the number of Aboriginal and Torres Strait Islander people employed and provided with training opportunities. Today, First Nations staff make up 26.76% of our workforce, with an 87.5% retention rate. This reflects our commitment to Indigenous employment, leadership, and representation.

Galambany Indigenous Staff Network

The Galambany Indigenous Staff Network supports IBA's Aboriginal and Torres Strait Islander staff and customers by promoting cultural awareness, strengthening capability, and fostering a culturally safe and inclusive workplace.

The Galambany Advisory Committee comprises nominated representatives and regional champions. The committee drives engagement and ensures the network's voice is heard through regular dialogue with IBA's Executive.

Established in 2013, Galambany recognises the unique leadership and value First Nations staff bring to IBA. Its name (pronounced Jul-um-baa-ni), meaning 'we, including you', was gifted by the United Ngunnawal Elders Council in 2014, symbolising unity, inclusion, and shared purpose.

Employee statistics

This section has been included to meet the requirements of PCPA Rule 17BE(ka).

All non-ongoing employees * FT = Full time; PT = Part time

	Male - FT*	Male - PT*	Male - Total	Female - FT*	Female - PT*	Female - Total	Non-binary - FT*	Non-binary - PT*	Non-binary - Total	No answer - FT*	No answer - PT*	No answer - Total	Different term - FT*	Different term - PT*	Different term - Total	Total
NSW	1	0	1	4	1	5	0	0	0	0	0	0	0	0	0	6
Qld	3	1	4	3	0	3	0	0	0	0	0	0	0	0	0	7
SA	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Tas	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Vic	2	0	2	0	0	0	0	0	0	0	0	0	0	0	0	2
WA	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
ACT	0	0	0	2	1	3	0	0	0	0	0	0	0	0	0	3
NT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
External	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Overseas	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	6	1	7	9	2	11	0	0	0	0	0	0	0	0	0	18

All ongoing employees * FT = Full time; PT = Part time

	Male - FT*	Male - PT*	Male - Total	Female - FT*	Female - PT*	Female - Total	Non-binary - FT*	Non-binary - PT*	Non-binary - Total	No answer - FT*	No answer - PT*	No answer - Total	Different term - FT*	Different term - PT*	Different term - Total	Total
NSW	20	1	21	24	4	28	0	0	0	0	0	0	0	0	0	49
Qld	26	0	26	43	6	49	0	0	0	0	0	0	0	0	0	75
SA	4	0	4	6	0	6	0	0	0	0	0	0	0	0	0	10
Tas	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Vic	12	0	12	9	0	9	0	0	0	0	0	0	0	0	0	21
WA	4	1	5	12	1	13	0	0	0	0	0	0	0	0	0	18
ACT	11	0	11	17	2	19	0	0	0	0	0	0	0	0	0	30
NT	2	0	2	5	0	5	0	0	0	0	0	0	0	0	0	7
External	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Overseas	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	79	2	81	116	13	129	0	0	0	0	0	0	0	0	0	210



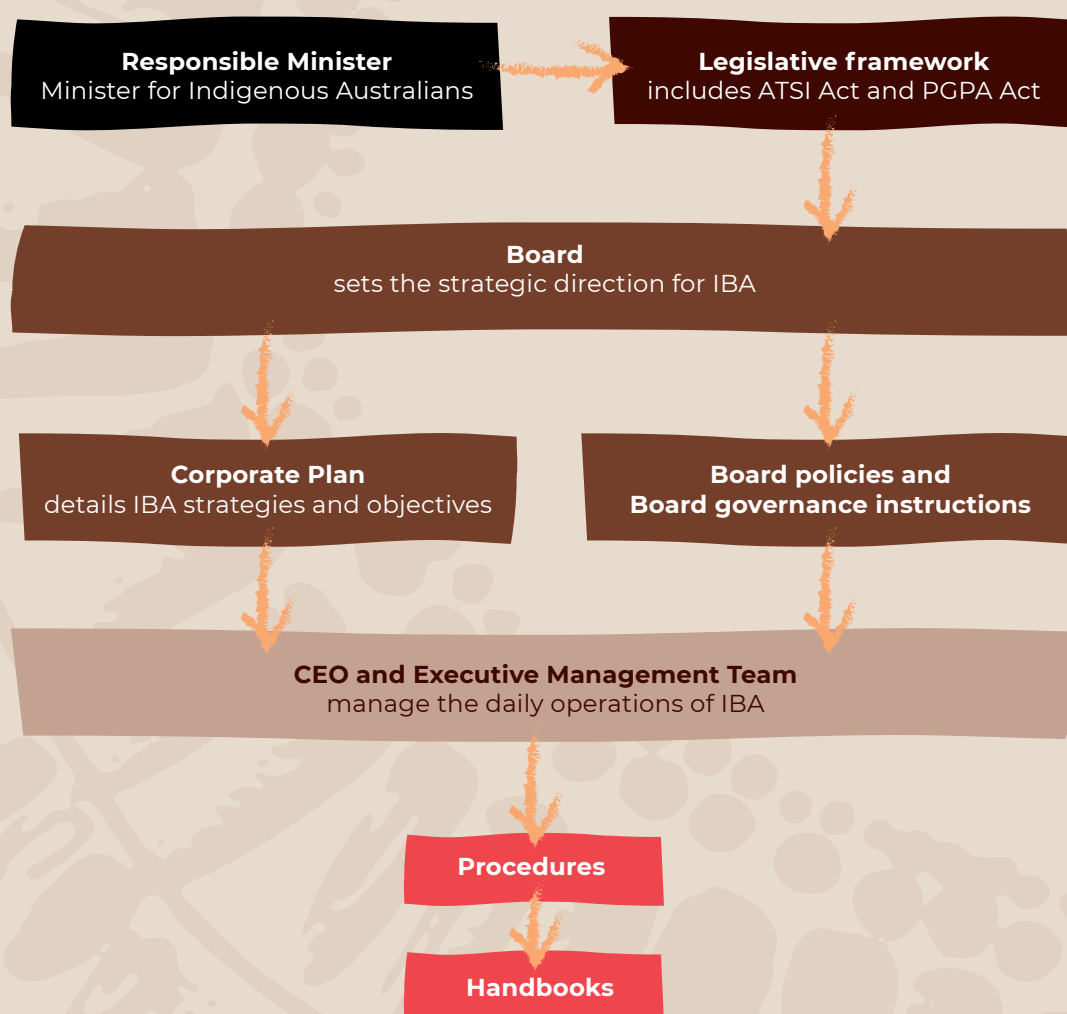
Governance

Governance

This section explains our approach to governance. Our governance framework is designed so IBA meets its objectives while being transparent, accountable, and efficient.

Governance framework

Figure 17: Our governance framework



Board

Board members

IBA is a corporate Commonwealth entity, and its Board is the accountable authority under the PGPA Act. The Board oversees IBA's efficient and effective performance through:

- determining strategy and policy
- setting the risk appetite, tolerance levels and culture of the organisation
- reviewing CEO performance.

The Board informs the Minister of IBA's activities and significant decisions in accordance with the PGPA Act.

Board members have extensive and varied expertise, particularly in:

- industry
- commerce and finance
- Aboriginal or Torres Strait Islander communities and enterprises.

The IBA Board is made up of eminent Indigenous and non-Indigenous members with expertise in business. The majority of the Board, including the Chair, is Indigenous. Board members are appointed by the Minister under section 157 of the ATSI Act.



**Mr Darren Godwell,
MHK MAICD FAIIA**

CHAIR OF THE BOARD

Darren Godwell, a proud Kokoberren man from Cape York, brings over 25 years of experience in Indigenous enterprise and economic development. Throughout his career, he has launched enterprises, led Indigenous companies to profitability, and served as an advisor to the World Bank. Darren has pioneered negotiations for Indigenous inclusions into Australian trade agreements, and supported the Department of Foreign Affairs and Trade, NIAA, the Asia-Pacific Economic Cooperation, and the World Economic Forum. Darren is deeply committed to advancing Indigenous economic participation and global engagement.

Governance continued



Ms Olga Havnen AM

DEPUTY CHAIR

Olga Havnen, a Western Arrernte woman, has extensive leadership and board experience, including roles with the Justice Reform Initiative, ILSC, and Stars Foundation. She previously served as CEO of Danila Dilba Health Service and is a strong advocate for culturally safe care. Olga grew up in Tennant Creek and was nominated for NT Australian of the Year in 2022. Her expertise spans strategic management, public sector leadership, and social justice, and she brings a deep commitment to improving outcomes for Aboriginal and Torres Strait Islander communities.



Ms Leah Cameron

BOARD DIRECTOR

Leah Cameron, a proud Palawa woman, is the founder and principal of Marrawah Law and Advisory, a leading Indigenous-owned law firm. She is a nationally recognised advocate for Indigenous rights, economic independence, and culturally competent legal services. Under her leadership, Marrawah Law has received multiple awards, including Indigenous Law Firm of the Year. Leah has been honoured as Indigenous Lawyer of the Year and Indigenous Businesswoman of the Year. Her work reflects a deep commitment to justice, innovation, and community-driven outcomes.



Mr Brian Bero

BOARD DIRECTOR

Brian Bero, a Meriam man, is Principal Lawyer and co-founder of Jaramer Legal, a national Indigenous-owned law firm. He has advised government, corporations, and Indigenous organisations across sectors including clean energy, telecommunications, and commercial law. Brian serves on several boards and advisory panels, including Aboriginal Community Housing Ltd, Ilbijerri Theatre Company, and the Australian Renewable Energy Agency. He is a member of the First Nations Clean Energy Network and the First Nations Trade Unit. Brian is passionate about Indigenous self-empowerment and socially responsible economic development.



Mr Josh Gilbert

BOARD DIRECTOR

Josh Gilbert, a Worimi man, is a farmer, academic, and entrepreneur who bridges traditional Aboriginal knowledge with modern agricultural practice. He is undertaking research at Charles Sturt University and serves as Indigenous Co-Chair of Reconciliation NSW. Josh was named among the world's top 50 young gastronomers and works across cultural, agricultural, and environmental sectors. He advises businesses, not-for-profits, and government on change-making initiatives that connect people to Country and culture, driving sustainable and inclusive development.



Dr Doug McTaggart

BOARD DIRECTOR

Dr Doug McTaggart is an economist with a distinguished career in finance, governance, and public policy. He holds a PhD from the University of Chicago and served as CEO of Queensland Investment Corporation, leading its growth and diversification. His deep expertise in economic strategy and financial performance makes him a valuable contributor to IBA's mission of economic empowerment for Aboriginal and Torres Strait Islander people. His deep understanding of economic principles, coupled with his strategic vision, positions him as a valuable asset to the IBA Board.



Ms Claire Woodley

BOARD DIRECTOR

Claire Woodley brings a diverse background in banking, mental health, and corporate governance. She has extensive experience in strategic planning, risk management, and program delivery, including global change initiatives. Claire is passionate about equal access to opportunity and enabling Indigenous communities. She holds qualifications in occupational therapy, psychology, and project management, and is a Graduate Member of the Australian Institute of Company Directors. Her broad expertise supports IBA's commitment to inclusive and impactful economic development.

Governance continued

Outgoing Board members

Edward (Eddie) Fry, Chair

Eddie served as Chair of the IBA Board from 2014 to 2024. A Dagoman man from the Katherine region in the NT, Eddie's leadership has been transformative—not just for IBA, but for Indigenous businesses and communities across Australia. Under his guidance, IBA expanded its reach and impact, helping businesses thrive and communities grow. He has extensive experience in the Australian resource sector and holds qualifications in business management.

Shirley McPherson

A Yamatji-Noongar woman, Shirley made significant contributions to Indigenous financial and economic development in her 10-year term at IBA. Shirley always came to the table with a dedication and strategic insight into IBA's growth and impact. She is a chartered accountant with experience in program delivery and business development at all levels of government.

Richard Callaghan

A proud Potaruwutj man whose Aboriginal family originate from the Padthaway region SA, Richard has served as a Board director since 2021. He has made significant contributions to Indigenous policy and business integration across the country, as well as at IBA. He is the founding Chair and Director of the Yaran Group of businesses and has a Bachelor of Business Management and a Graduate Diploma of Government.

Richard (Rick) Allert AO

Rick is a chartered accountant with many years' experience in the corporate sector. Rick was awarded a Member of the Order of Australia in 1997. He has been vital in strengthening IBA's financial sustainability and its capacity to deliver meaningful outcomes for Aboriginal and Torres Strait Islander people in his 10-year term. His governance expertise and commitment to transparency have played a key role in IBA's strategic development.





Governance continued

Information on each member of the IBA Board during FY 2024–25

Name	Qualifications	Experience	
Mr Edward (Eddie) Fry	Business management	Australian resource sector; native title	
Ms Shirley McPherson	Chartered accountant	Program delivery and business development; Indigenous financial and economic development	
Mr Richard Callaghan	Business management and fraud investigation	Australian resource, community and business sectors; Indigenous heritage matters	
Mr Richard (Rick) Allert AO	Chartered accountant	Extensive corporate leadership across finance, tourism, retail, and infrastructure	
Mr Darren Godwell	Executive education from INSEAD and MIT Sloan; Fellow of the AIIA	Indigenous enterprise and economic development; international trade; Indigenous policy	
Ms Olga Havnen AM	-	Board and executive leadership in health and social justice; community and human rights advocacy; culturally safe care	
Ms Claire Woodley	Occupational therapy, psychology, and project management; Graduate Member of AICD	Banking; public mental health; governance, risk, strategy, and program delivery.	
Mr Joshua Gilbert	Commerce, accounting and financial advisory. AICD Company Directors Course	Farming; Climate advocacy and Indigenous food systems; early childhood sectors	
Ms Leah Cameron	Solicitor	Indigenous and commercial law; heritage; health; science	
Mr Brian Bero	Solicitor	Commercial law, clean energy, and telecommunications; government and Indigenous organisations	
Dr Doug McTaggart	PhD in Economics, University of Chicago	Board roles across finance and research sectors; economics; finance; governance	

	Position	Exec/non-exec	Start date (1 July 2024 or after)	End date (30 June 2025 or before)	No. of meetings attended	No. of meetings required to attend
	Chair of the Board	non-executive	July 1, 2024	December 17, 2024	10	10
	Director	non-executive	July 1, 2024	December 17, 2024	8	10
	Director	non-executive	July 1, 2024	December 17, 2024	10	10
	Director	non-executive	July 1, 2024	December 17, 2024	10	10
	Chair of the Board	non-executive	December 18, 2024	June 30, 2025	8	8
	Deputy Chair	non-executive	December 18, 2024	June 30, 2025	8	8
	Director	non-executive	July 1, 2024	June 30, 2025	18	18
	Director	non-executive	July 1, 2024	June 30, 2025	16	18
	Director	non-executive	December 18, 2024	June 30, 2025	7	8
	Director	non-executive	March 27, 2025	June 30, 2025	3	3
	Director	non-executive	March 27, 2025	June 30, 2025	3	3

Board charter and corporate governance practices

We reviewed our governance during 2024–25. This led to revisions to our Board charter, committees, and committee charters to ensure continued alignment with the PGPA Act and best practice governance. The previous Audit, Risk and Performance Committee was renamed the Audit and Risk Committee, and its charter was revised. The Finance, Investment and Products Committee was abolished on 20 January 2025.

The Board charter includes:

- a code of conduct for directors
- rules and processes for dealing with conflicts of interest, gifts and benefits and related party transactions.

The Board charter provides for a range of reviews to foster ongoing development and enhancement in the Board's performance. This includes assessments of the Board's performance overall and its individual members.

The Board's governance instructions, issued by the Board, continue the best practice corporate governance culture and standard in the Board charter. IBA's CEO and employees must comply with these instructions, as well as policies, procedures, authorisations and delegations, and other lawful and reasonable directions.

Committees assisting the Board

The Board may establish committees to assist it in discharging its responsibilities under the ATSI Act and the PGPA Act. The IBA Board currently has two committees:

- Audit and Risk Committee
- Remuneration and Nomination Committee

The Board reviews membership (including external members) of Board committees to ensure an appropriate balance between continuity of membership, the contribution of fresh perspectives, and the appropriate mix of qualifications, skills, knowledge and experience. The Board approves charters detailing the constitution, responsibilities, functions, reporting requirements and administrative arrangements of each committee.



Audit and Risk Committee

This section provides information in relation to our Audit and Risk Committee as required by PGPA Rule section 17BE(taa).

The Board is required under the PGPA Act to ensure IBA has an audit committee (subsection 45(1)). The Board must ensure that the committee is constituted and performs functions in accordance with any requirements prescribed by the associated rules (subsection 45(2)).

The Audit and Risk Committee's role is to advise the Board on the appropriateness of IBA's:

- risk and compliance framework
- financial statements
- performance reporting responsibilities
- systems of internal control.

Committee members:

- Olga Havnen, IBA Deputy Chair and committee chair
- Joshua Gilbert and Leah Cameron, IBA Board Directors
- Maria Storti, independent committee member

Ms Storti has been an independent member of the committee since September 2014. She is an experienced senior executive and was a partner in a professional services firm. She has held other senior management and consulting roles across the private and public sectors.

The Audit and Risk Committee Charter is at iba.gov.au/charter

Remuneration and Nomination Committee

The Remuneration and Nomination Committee advised the Board on:

- CEO and Board appointments
- CEO performance and remuneration as required.

The committee was chaired by Eddie Fry until 17 December 2024, and Darren Godwell from 18 December 2024.

Finance, Investment and Products Committee

The Finance, Investment and Products Committee monitored and reviewed the governance of IBA's investments, products and transactions. The committee provided advice to management and the Board regarding:

- the performance of IBA's investment and lending portfolios
- the current and potential composition of the portfolio (including investment, divestment, lending and other transactions)
- IBA's capital allocation
- new business products and other material transactions.

The committee was chaired by Claire Woodley until 20 January 2025.

Information about the Audit and Risk Committee

Name	Qualifications, knowledge, skills or experience	Number of meetings attended	Total number of meetings held	Total annual remuneration (CST inc.)	Additional Information
Ms Maria Storti	Qualifications: Bachelor of Economics; MBA; Fellow of the AICD and Chartered Accountants ANZ; Member of the Institute of Internal Auditors. Experience: Financial management, audit, and risk. Non-executive director and audit committee member across Commonwealth entities, with experience in government and private sectors.	7	7	\$30,250.00	–
Ms Olga Havnen AM	Board and executive leadership in health and social justice; community and human rights advocacy; culturally safe care.	3	3	\$3,325.34	–
Mr Joshua Gilbert	Qualifications: Bachelor of Commerce (Accounting); Graduate of AICD; Diploma in Stockbroking; PhD candidate in Indigenous agriculture. Experience: Farming; Indigenous agriculture and environmental advocacy; climate advocacy and Indigenous food systems; early childhood sectors.	2	3	\$3,743.07	–

Name	Qualifications, knowledge, skills or experience	Number of meetings attended	Total number of meetings held	Total annual remuneration (GST inc.)	Additional Information
Ms Leah Cameron	Qualifications: Solicitor and lawyer with experience in commercial, property, and Indigenous law (native title, land rights, cultural heritage). Experience: Indigenous and commercial law; heritage, health, and science.	3	3	\$3,743.07	–
Mr Richard (Rick) Allert AO	Qualifications: Chartered Accountant. Experience: Extensive corporate leadership across finance, tourism, retail, and infrastructure.	4	4	\$8,920.22	Until 17 December 2024
Ms Shirley McPherson	Qualifications: Chartered Accountant. Experience: Program delivery and business development; Indigenous financial and economic development.	2	4	\$4,462.56	Until 17 December 2024
Mr Richard Callaghan	Qualifications: Bachelor of Business Management; Graduate Diploma in Government (Fraud Investigation) Experience: Australian resource, community and business sectors; Indigenous heritage matters.	4	4	\$4,462.56	Until 17 December 2024

Chief Executive Officer

The Board appoints the CEO in accordance with section 168(1) of the ATSI Act. The Board may appoint an acting CEO in accordance with section 172 of the ATSI Act.

The CEO is responsible for the day-to-day administration of IBA. In managing the administration of IBA and in exercising any powers conferred by the ATSI Act, the CEO must act in line with the written policies and directions of the Board, including the Board to CEO Delegations.

Kirsty Moore was the CEO until 31 July 2024. The following people were appointed acting CEO while the recruitment process to appoint a new CEO was underway.

- Leo Bator, 9 August 2024 to 7 February 2025
- Shanti Rama, 21 January to 20 July 2025

Internal governance

The CEO is supported by the senior executive team, internal management committees, IBA employees, contractors, and consultants.

Our senior executive team is made up of six members, including the CEO, as shown in Figure 18. Their cultural backgrounds vary. As at 30 June 2025, three members are female, three are male, and one member identifies as Aboriginal.

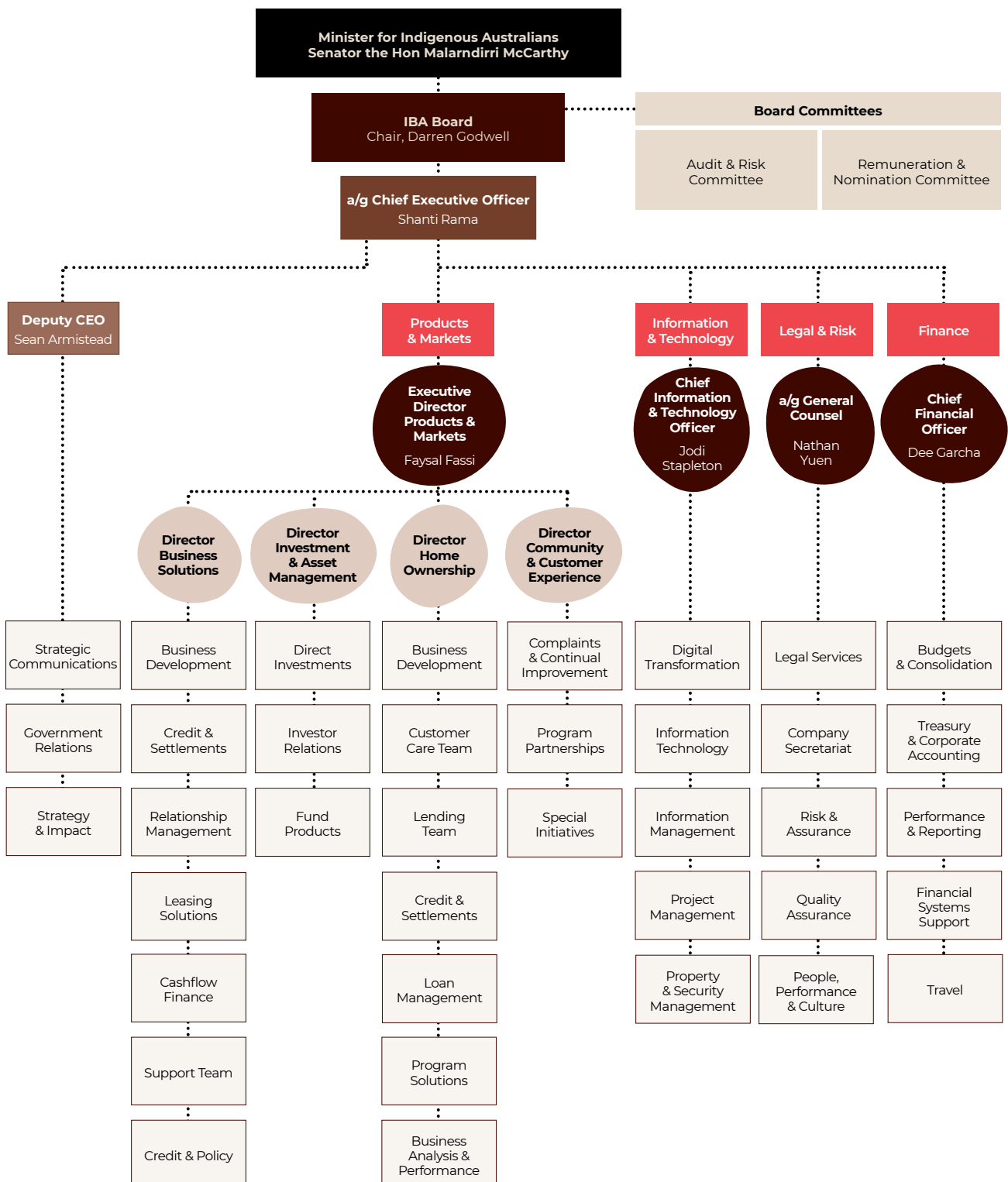
The following individuals were also part of the senior executive team during the reporting period.

- Kirsty Moore, CEO, until 31 July 2024
- Leo Bator, Acting CEO, from 9 August 2024 to 7 February 2025
- Kia Dowell, Executive Director Strategy and Impact, until 16 August 2024.

Organisation structure

IBA's organisation structure as at 30 June 2025 is set out in Figure 18.

Figure 18: Organisational chart



Senior executive team

Shanti Rama Acting CEO	Shanti joined IBA in 2015 and has more than 15 years of experience as a commercial lawyer with roles in both private practice and in-house. She has practiced in the NT and NSW on a diverse range of significant transactions and major projects for clients including Aboriginal groups, statutory entities, and listed and private companies. Before moving to IBA, Shanti worked at the Northern Land Council, based in Darwin. Shanti has degrees in law and medical science and is a graduate of the Australian Institute of Company Directors. She has a strong determination to achieve outcomes for Aboriginal and Torres Strait Islander peoples.
Sean Armistead Deputy CEO	Sean's traditional lands are located at Padthaway in SA from the extended Potaruwutj family of the Tatiara region and has worked serving Indigenous communities around Australia over the past decade. Sean joined IBA in June 2020. He is an experienced executive in corporate, community and not-for-profit sectors. He has managed and delivered nationally award-winning programs impacting communities throughout Australia in collaboration with federal and state governments resulting in the employment of more than 900 Aboriginal and Torres Strait Island people and tens of millions of dollars procured through Indigenous businesses. His community engagement involved co-founding Career Trackers, and board membership across multiple foundations. Sean is a member of the alumni council at the University of Melbourne.
Dee Garcha Chief Financial Officer (CFO)	Dee joined IBA in 2022 and has almost 20 years' experience in financial management roles for high growth complex organisations, with high-level expertise across industries both locally and overseas. Dee is originally from Scotland with Indian descent. She moved to Australia in 2010 and lives in Brisbane. She has a degree in Accounting & Finance and is also a member of the UK and Australia-NZ Institutes of Chartered Accountants and is a graduate of the Australian Institute of Company Directors. As CFO, Dee is responsible for the financial management function of IBA, ensuring appropriate financial information is provided to its programs, the Board, and regulatory authorities, in accordance with its governing legislation.

Faysal Fassi Executive Director Products and Markets	Faysal Fassi joined IBA in 2016, bringing with him over 15 years of private sector experience across innovation, entrepreneurship, and executive leadership. Prior to IBA, he led a World Bank-supported tech incubator and later served as Customer Service Director for a major telecommunications provider. An experienced entrepreneur, Faysal has co-founded several start-ups across four continents, including an award-winning venture in Europe. He is a Vincent Fairfax Fellow, holds a Masters degree in Economy and Finance, is a graduate of the Australian Institute of Company Directors, and completed the Stanford Executive Program for Growing Companies.
Jodi Stapleton Chief Information and Technology Officer (CITO)	Jodi joined IBA in 2023 and has more than 20 years of experience in technology and transformation. She has held senior roles within financial services in Canada and Australia. She has extensive experience in digital transformation, data and analytics, technology operations, cyber and risk management. Before joining IBA she worked within the mutual banking section as Chief Technology Officer at Newcastle Permanent, based in Newcastle. Jodi has a Bachelor of Commerce and Master of Information Technology and is a graduate of the Australian Institute of Company Directors. She is passionate about financial equality and the environment and in her spare time you can find her cycling and enjoying Newcastle beaches. As CITO, Jodi is responsible for providing technology and transformation delivery and support to IBA, aiming to ensure our customers and people are digitally enabled. She is also responsible for the Project Management Office, procurement, travel, and property.
Nathan Yuen Acting General Counsel	As acting General Counsel, Nathan is responsible for providing legal support and services to IBA and plays a key role in overseeing IBA's governance.

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The ‘New Dreaming Podcast’ is a partnership between IBA and New Dream Productions. This special series holds space for truth-telling and real conversations that inspire, challenge and empower.
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Remuneration of key management personnel

‘Key management personnel’ has the same meaning as in AASB 124 Related Party Disclosures. Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of the entity, directly or indirectly, including any director (whether executive or otherwise) of that entity.

Remuneration of senior executives

Senior executives mean the following officials of a Commonwealth entity who are not key management personnel:

- Officials with classifications in Groups 9 to 11 of the table in Schedule 1 to the Public Service Classification Rules 2000.
- Officials with positions equivalent to officials covered by paragraph (a).
- Officers of the Australian Defence Force with ranks equivalent to classifications covered by paragraph (a).

Other highly paid staff

The definition of other highly paid staff (OHPS) is officials of a Commonwealth entity who are neither key management personnel (KMP) nor senior executives, and whose total remuneration exceeds the threshold remuneration amount for the reporting period. The threshold remuneration amount for OHPS is \$260,000 for entities with a reporting period that begins on 1 July 2024 and ends on or before 30 June 2025 (applies to entities who report on a financial year basis).

Remuneration key management personnel

Name	Position title	Base salary	Bonuses	Other benefits and allowances	Superannuation contributions	Long Service leave	Other long-term benefits	Termination benefits	Total remuneration
Edward Fry	Board—Chair	\$42,390.51	–	–	\$4,874.91	–	–	–	\$47,265.42
Darren Godwell	Board—Chair	\$43,127.03	–	–	\$4,959.61	–	–	–	\$48,086.64
Olga Havnen	Board—Deputy Chair	\$26,502.52	–	\$3,325.34	\$5,119.42	–	–	–	\$34,947.28
Rick Allert	Board	\$21,197.58	–	\$12,262.25	\$3,847.88	–	–	–	\$37,307.71
Shirley McPherson	Board	\$21,197.58	–	\$4,462.56	\$2,950.92	–	–	–	\$28,611.06
Richard Callaghan	Board	\$21,197.58	–	\$4,462.56	\$2,950.92	–	–	–	\$28,611.06
Claire Woodley	Board	\$42,763.58	–	\$11,391.13	\$8,948.05	–	–	–	\$63,102.76
Joshua Gilbert	Board	\$42,763.58	–	\$10,840.92	\$6,164.52	–	–	–	\$59,769.02
Brian Bero	Board	\$9,877.56	–	–	\$1,135.92	–	–	–	\$11,013.48
Leah Cameron	Board	\$21,566.01	–	\$3,743.07	\$2,910.54	–	–	–	\$28,219.62
Douglas McTaggart	Board	\$9,877.56	–	–	\$1,135.92	–	–	–	\$11,013.48
Kirsty Moore	Chief Executive Officer	\$140,099.25	\$47,154.00	–	\$11,009.65	–	–	\$183,678.21	\$381,941.11
Leo Bator	a/g Chief Executive Officer	\$182,447.42	–	–	\$27,033.13	–	–	–	\$209,480.55
Shanti Rama	a/g Chief Executive Officer	\$131,832.38	–	\$47,253.23	\$16,010.09	\$9,195.18	–	–	\$204,290.88
Dee Garcha	Chief Financial Officer	\$302,421.73	–	–	\$29,932.79	\$7,261.00	–	–	\$339,615.52
Faysal Fassi	Executive Director, Products & Markets	\$295,931.25	–	–	\$41,394.71	\$7,040.73	–	–	\$344,366.69

Remuneration for senior executives

Remuneration Band	Number of senior executives	Average base salary	Average bonuses	Average other benefits and allowances	Average superannuation contributions	Average long service leave	Average other long-term benefits	Average termination benefits	Average total remuneration
\$0 - \$220,000	3	\$107,463.39	-	\$6,009.87	\$12,938.40	\$4,172.52	-	\$3,866.63	\$134,450.81
\$220,001 - \$245,000	0	-	-	-	-	-	-	-	-
\$245,001 - \$270,000	0	-	-	-	-	-	-	-	-
\$270,001 - \$295,000	0	-	-	-	-	-	-	-	-
\$295,001 - \$320,000	0	-	-	-	-	-	-	-	-
\$320,001 - \$345,000	0	-	-	-	-	-	-	-	-
\$345,001 - \$370,000	2	\$317,826.18	-	-	\$29,932.79	\$7,387.75	-	-	\$355,146.72
\$370,001 - \$395,000	0	-	-	-	-	-	-	-	-
\$395,001 - \$420,000	0	-	-	-	-	-	-	-	-
\$420,001 - \$445,000	0	-	-	-	-	-	-	-	-
\$445,001 - \$470,000	0	-	-	-	-	-	-	-	-
\$470,001 - \$495,000	0	-	-	-	-	-	-	-	-
\$495,001 - \$520,000	0	-	-	-	-	-	-	-	-

Remuneration for other highly paid staff

Remuneration Band	Number of other highly paid staff	Average base salary	Average bonuses	Average other benefits and allowances	Average superannuation contributions	Average long service leave	Average other long-term benefits	Average termination benefits	Total remunerations
\$260,000 - \$270,000	1	\$229,323.72	–	–	\$27,500.00	\$5,306.95	–	–	\$262,130.67
\$270,001 - \$295,000	1	\$226,371.24	–	–	\$38,645.88	\$5,242.42	–	–	\$270,259.54
\$295,001 - \$320,000	0	–	–	–	–	–	–	–	–
\$320,001 - \$345,000	0	–	–	–	–	–	–	–	–
\$345,001 - \$370,000	0	–	–	–	–	–	–	–	–
\$370,001 - \$395,000	0	–	–	–	–	–	–	–	–
\$395,001 - \$420,000	0	–	–	–	–	–	–	–	–
\$420,001 - \$445,000	0	–	–	–	–	–	–	–	–
\$445,001 - \$470,000	0	–	–	–	–	–	–	–	–
\$470,001 - \$495,000	0	–	–	–	–	–	–	–	–
\$495,001 - \$520,000	0	–	–	–	–	–	–	–	–



Risk management

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Risk management

We have a comprehensive approach to risk management. Our approach is central to our mission of enhancing the economic development opportunities of Aboriginal and Torres Strait Islander people across Australia.

Risk Management Framework

We have strong and comprehensive risk systems and controls that comply with section 16 of the PGPA Act. We closely align our risk management framework with the Commonwealth Risk Management Policy as a matter of good practice. We have a suite of risk management documents, ensuring we maintain strong processes and systems as outlined in Figure 19.

We have internal controls and governance arrangements and assurance measures to manage risk efficiently and effectively across the organisation. We proactively identify and assess risks (and opportunities) and investigate controls to reduce the likelihood of incidents to an acceptable level. In doing this, we can:

- avoid potential threats and minimise their impact should they eventuate
- ensure better accountability for IBA's actions
- improve performance and enhance delivery of services using innovative solutions
- achieve value for money
- maintain and enhance a positive risk culture.

Our approach to risk integrates risk management into significant activities and functions. To do this well, we must engage with risk and balance the opportunity to achieve great things with the need to understand and manage possible negative outcomes.

We closely and regularly monitor our operating environment as well as other internal and external factors. This allows us to respond in the right way, at the right time. We continue to:

- provide quarterly economic updates to IBA's Executive Committee, Audit and Risk Committee, and the Board
- monitor and track Board-approved risk tolerance indicators
- engage with the Board specifically in targeted strategy discussions at least twice a year
- have fortnightly Executive Committee meetings to monitor and respond to changes in our operating environment.

Each challenge affects the dynamic, complex, and rapidly evolving environment we operate in. This influences our ability to respond to the needs of Aboriginal and Torres Strait Islander people—our main stakeholders.

Meeting the needs of Aboriginal and Torres Strait Islander people is a challenge across reputation, capital, and climate change risks. It involves managing the expectations of various stakeholders, including government, customers, and co-investment partners.

We aim to manage this in a responsible, timely, and culturally informed way. That is why we continue to regularly engage with stakeholders to understand their expectation and communicate IBA's plans and capabilities.

Figure 19: Our approach to risk



Risk culture: IBA commits to embedding risk management in its culture, recognising that it is not possible to eliminate all risk. By accepting some degree of risk, and maintaining a low tolerance to those risks, IBA aims to maximise its impact, promote efficiencies, and foster innovation.



Risk acceptance: IBA is willing to accept higher levels of some types of risk where we can deliver positive impacts, and the impacts outweigh the potential risks. All IBA officers are responsible for appropriately engaging with and managing risk.



Risk oversight: The IBA Board, as the accountable authority, has effective risk oversight within IBA. This includes setting the organisation's risk appetite to understand what is acceptable risk-taking to achieve strategic priorities.



Risk Management Framework: The purpose of IBA's Risk Management Framework is to create and protect value by integrating risk management into our work and functions, including the activities set out in the corporate plan.



Guiding documents: Risk management at IBA is guided by three main documents: a Risk Management Policy and Framework, a Risk Management Guide, and a Risk Appetite Statement.



A proactive approach: IBA aims to promote and build a risk culture that encourages an open and proactive approach to managing risk. We recognise risk as both an opportunity and a threat. Risk is part of everyday conversations and engagement with risk should promote and encourage workers to look at new ways to improve processes.

Risk management continued

Indemnity and insurance

Under Section 17BE(t) of the PGPA Rule, we are required to detail indemnities applied during the reporting period. IBA and its subsidiaries' insurance cover, including directors' and officers' liability insurance, is provided through Comcover. Comcover is the Australian Government's self-managed fund. IBA paid \$5.7 million for its annual Comcover insurance premium for 2024–25.

Ethical behaviour and fraud control

Enterprise Agreement

Behaviour expected of all workers includes guidance on managing conflicts of interest and related party transactions. IBA's Enterprise Agreement requires that staff comply with these policies to be eligible for salary advancement.

Fraud control plan

IBA's fraud control plan aligns with section 10 of the PGPA Rule and is subject to regular review and Board approval.

Anti-corruption

IBA continues to strengthen and mature its integrity and anti-corruption systems and processes into its business operations.

Public interest disclosure

The Public Interest Disclosure Act 2013 provides public officials with certain protections when they make disclosures about alleged wrongdoing in the Commonwealth public sector. The term 'public official' includes a wide range of people, including former staff and contractors. IBA has systems and processes in place to ensure workers can make public interest disclosures about IBA.

Internal audit

The Audit and Risk Committee oversaw the 2024–25 Strategic Internal Audit Program. An outsourced internal audit service provider delivered the program. It also oversaw a Performance Measure Assurance Plan to ensure IBA's performance measures comply with the PGPA Act and the PGPA Rule.

Related entity transactions

IBA has a system of delegated powers to make decisions at the right organisational level on a range of transactions.

The Board charter sets out IBA's decision-making processes for identifying and managing related party transactions, including conflicts of interest for IBA directors. It restricts IBA from entering into prohibited transactions, including providing loans or business support to:

- IBA directors, their spouses and dependent family members
- entities where directors hold a significant interest.

The Board Governance Instruction details the decision-making processes for key management personnel, including the senior executive team, on managing conflicts of interest.

Board members and the senior executive team provide annual declarations of interest.

In 2024–25, the IBA Board made decisions regarding related entities captured by PGPA Rule 17BE(n), which are shown in the Financial Statements on page 153 (Note 13).



Wayne McGinness of Aboriginal Steel Art, designs and fabricates an incredible range of artworks, corporate gifts and trophies.

Risk management continued

Compliance and quality assurance

Compliance

IBA has a control framework to ensure compliance with all relevant legislation. In 2024–25, there were no significant issues reported to the Minister under section 19 of the PGPA Act regarding non-compliance with finance law.

Complaints handling

The IBA customer charter outlines IBA's commitment to quality service, including processes for complaints handling. Where customers have concerns relating to IBA's service, decisions, or IBA-funded service providers, the complaint management process ensures they are:

- taken seriously
- dealt with promptly in a fair and transparent manner.

IBA maintains a detailed complaints register. Management regularly reviews the register. Complaints rated as significant or higher are reported to the Audit and Risk Committee and the Board. This helps IBA to continuously refine its practices, flowing on to a better customer experience.

Consultancies

Consultants are distinguished from other contractors by the work they do. A consultant is an individual, a partnership or a corporation engaged to provide professional, independent and expert advice or services.

Section 178 of the ATSI Act enables IBA to engage consultants who have suitable qualifications and experience. Section 189(1)(b) requires IBA to list consultants in our annual report. IBA follows Department of Finance guidance to decide if an arrangement should be classified as a consultancy for this purpose.

Appendix B lists consultants engaged by IBA over the reporting period.

Freedom of information

Part II of the *Freedom of Information Act 1982 (Cth)* (FOI Act) establishes an Information Publication Scheme (IPS) for Australian Government agencies and departments. IBA publishes the information specified in section 8(2) of the FOI Act on its website. This includes a disclosure log of information that has been released in response to FOI access requests.

External scrutiny

IBA is subject to scrutiny by:

- the Australian National Audit Office
- regulators such as the Commonwealth Ombudsman
- courts
- administrative tribunals
- parliamentary and ministerial oversight.

IBA must comply with legislation such as:

- *Public Governance, Performance and Accountability Act 2013 (Cth)*
- *Privacy Act 1988 (Cth)*
- *Freedom of Information Act 1982 (Cth)*
- *Public Interest Disclosure Act 2013 (Cth)*
- *Anti-Money Laundering and Counter-Terrorism Financing Act 2006 (Cth)*
- *Work Health and Safety Act 2011 (Cth)*
- *Environment Protection and Biodiversity Conservation Act 1999 (Cth)*
- *National Anti-Corruption Commission Act 2022 (Cth)*
- *Modern Slavery Act 2018 (Cth)*.

External audit, judicial decisions, and reviews by external bodies

IBA's external auditor is the Auditor-General, through the Australian National Audit Office. Audits of IBA's financial statements are conducted in line with a strategy agreed between the Auditor-General and IBA. There were no judicial or administrative tribunal decisions made during the reporting period that had a significant effect on IBA's operations in 2024–25.

Assessment of significant activities and changes

This section outlines any significant activities or changes that affected the operation or structure of IBA during the reporting period in accordance with section 17BE(p) of the PGPA Rule.

The following have been identified as significant activities and changes:

- IBA's enabling legislation, the ATSI Act, was amended in February 2025, removing the restriction on IBA's ability to borrow and raise money.
- Four Board members completed their terms, and five new Board members were appointed.
- Kirsty Moore resigned from her position as CEO and finished on 31 July 2024, and we undertook a recruitment process to appoint a new CEO.
- Sean Armistead was appointed Deputy CEO on 1 October 2024, and the Executive Director Strategy and Impact role was abolished.
- We completed a governance review resulting in changes to the Board charter, committees, and committee charters from 20 January 2025.
- Our new strategy was developed and is outlined in our Corporate Plan 2025–26.
- We sold shares in the Adina-Vibe Hotel Darwin to Larrakia Nation Aboriginal Corporation.
- We negotiated and finalised a new Enterprise Agreement with IBA staff.
- We implemented a new learning management system and performance management system.
- We launched our fourth impact report in May 2025, the Pathways Through Housing and Pathways Through Business reports in October 2024, and our ESG strategy in August 2024.





Financials

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Financials

IBA's financial statements are presented on a consolidated basis including subsidiaries.

For the 2024–25 financial year, IBA achieved a consolidated surplus of \$114.4 million, representing a \$38.8 million increase compared to the previous year's surplus of \$76.1 million.

While the uplift in surplus highlights a significant improvement in headline performance, it was primarily driven by non-cash items. Excluding these, the underlying net surplus stands at \$78.3 million, which still reflects a solid \$4.7 million (6%) increase over the prior year.

The underlying net surplus provides a consistent method of comparison over time by excluding the non-cash items:

- unwinding of concessional discount
- concessional loan discount
- change in fair value of assets.

Total expenses for the financial year decreased from \$272.5 million to \$230.5 million, reflecting a significant reduction of \$42 million in operating costs, which is mainly driven by a \$37.3 million reduction in lifetime expected credit losses, offset by an increase in concessional loan discounts due to higher loan issuance.

Additionally, supplier expenses declined by \$5.8 million, following the strategic divestment of investments. This contributed further to the overall reduction in operational expenditure.

Total income for the year declined modestly by \$4.6 million (1.3%), from \$349.7 million to \$345.1 million. This decrease was primarily driven by a \$7.8 million reduction in revenue from contracts with customers, largely due to the divestment of certain investments and reduced sales activity across other investments in response to softer market demand. There was also a \$9.3 million decrease in Other Gains, reflecting movements in the fair value of investments.

On the other hand, interest revenue increased by \$3.0 million, driven by the high loan portfolios and partially offset by the declining interest rate environment. Moreover, there was a \$5.6 million increase in unwinding of concessional discounts, reflecting higher levels of loan repayments. A further \$4.9 million uplift came from increased dividends received across the investment portfolio.

This result highlights IBA's ongoing commitment to financial sustainability and its ability to deliver long-term value for Indigenous Australians through sound investment and operational practices.

As at 30 June 2025, IBA reported total consolidated assets of \$2.4 billion, an increase of \$107 million from the previous financial year. This growth was primarily driven by the expansion of the loan portfolio, with increased lending activity contributing to a higher value of loan receivables.

Net assets also rose to \$2.3 billion, up \$134 million from 2023–24. This increase reflects a combination of retained earnings, equity contributions, government appropriations, and a net uplift in First Nations investor participation.

Figure 20 illustrates how IBA has diversified its portfolio to minimise risk while maximising impact for First Nations communities.

Figure 20: Consolidated total assets

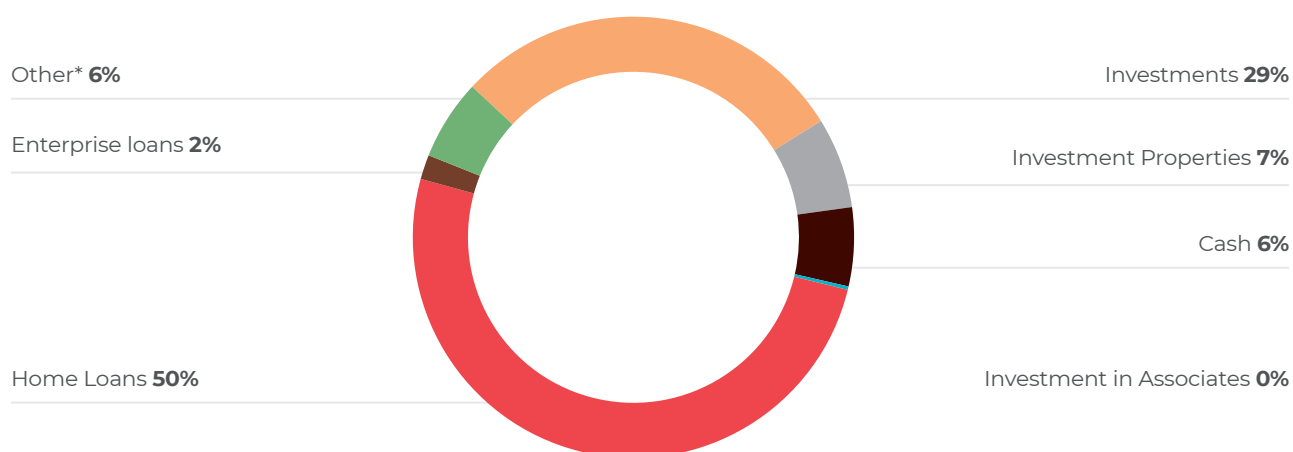


Figure 21: Statutory and operating performance (\$'000's)

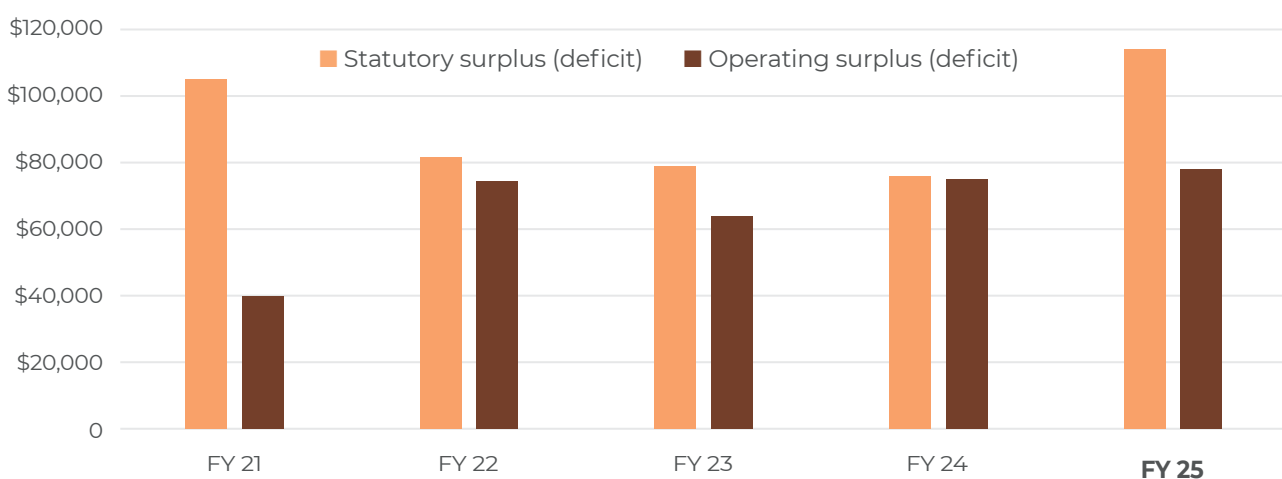
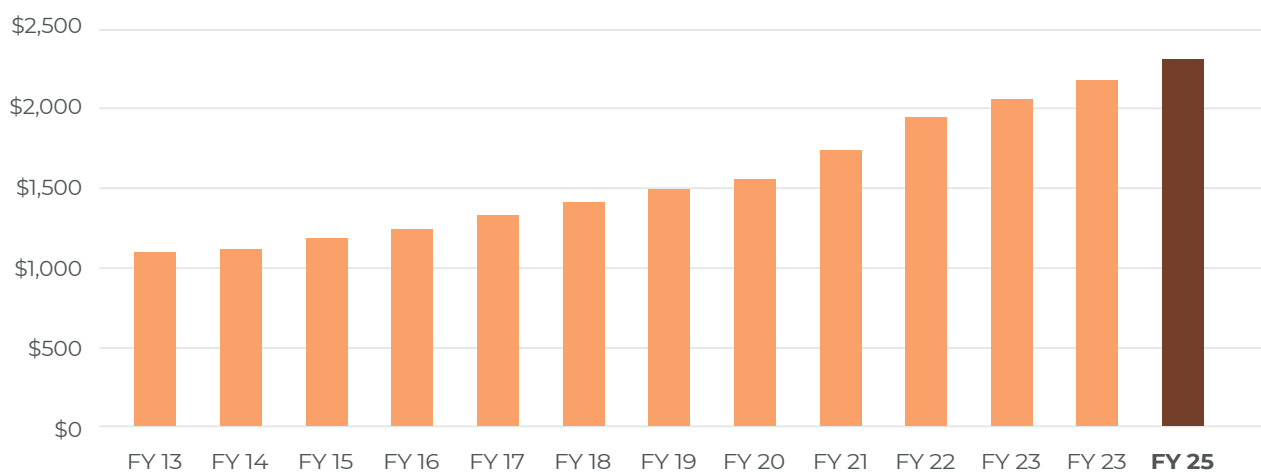


Figure 22: Net asset growth (\$m's)



Financials continued

Legal and financial framework

IBA's financial statements must be read in the context of its enabling legislation, the ATSI Act, and the impact of Australian Accounting Standards, particularly in respect to the valuation of financial assets.

The ATSI Act requires that money in the New Housing Fund must be used only for housing loans, loans to enable the provision of housing, or grants to enable persons to obtain housing loans. It requires that all interest and repayments of those loans go back into the New Housing Fund.

Financial statements for the New Housing Fund are provided separately under Note 15 of the audited financial report.

The Australian Accounting Standards require that IBA's financial assets be recorded at their fair value—loans relating to the housing and business loan portfolios are issued at concessional interest rates and a market valuation requires discounting the portfolio value to equate interest earned to market yield for comparable risk, including the impact of expected credit loss.

The annual incremental discount is a non-cash item, recorded in the Statement of Comprehensive Income under both:

- finance costs for discount at inception
- unwinding of concessional discount, as the loan is repaid during its expected term to discharge.

For the investment portfolio, fair market valuation results in cyclical movements in property and business valuations recorded in the Statement of Comprehensive Income.

Outlook

IBA continues to closely monitor global and domestic economic conditions, with particular attention to inflationary pressures, declining interest rates, global volatility, and the rising cost of living. These factors directly influence IBA's asset valuations and operating performance.

In response, we remain committed to balancing prudent lending and investment practices to ensure ongoing support for both new and existing customers. This includes proactively managing unexpected shifts and downturns in market conditions and increased risk of customer defaults driven by cost-of-living pressures.

Despite these challenges, demand for IBA's products continues to grow. As a predominantly self-funded agency, our resources and capital are finite. To meet this growing demand and sustain performance, we are exploring innovative funding solutions, including leveraging new borrowing powers.

In 2024–25, the total value of home loans increased, with loan advances surpassing repayments and discharges. This placed additional pressure on available capital, underscoring the need for scalable funding strategies.

Our shared equity product continued to experience strong growth, helping to bridge the widening gap between our customers' borrowing capacity and the rising property market.

IBA also invested in enhancing customer support, including the launch of myIBA and the IBA Home Loan Calculator. These initiatives aim to improve service delivery while maintaining cost efficiency across our Housing, Business, and Investments activities. We remain focused on sustaining a stable cost-to-income ratio despite rising operational costs.

Looking ahead, IBA's net asset base is projected to continue its steady growth. By 30 June 2026, net assets are budgeted to reach \$2.35 billion, with total consolidated revenue forecast at \$312.4 million, comprising:

- unwinding of concessional discount
- grant receipts of \$27.5 million
- appropriations of \$11.1 million.

Figure 23: Capital deployed vs capital injection (\$m's)

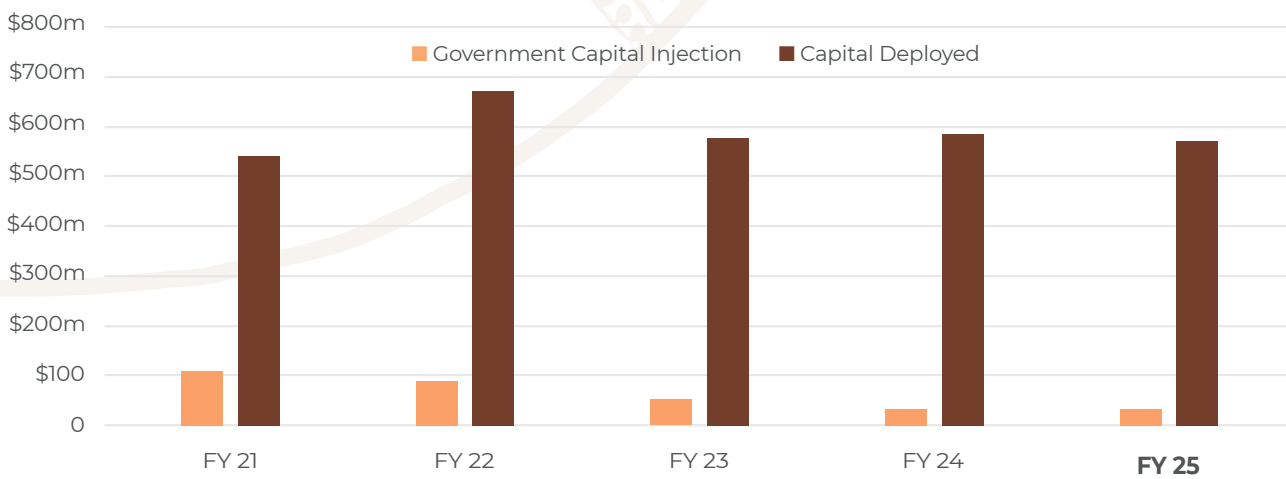
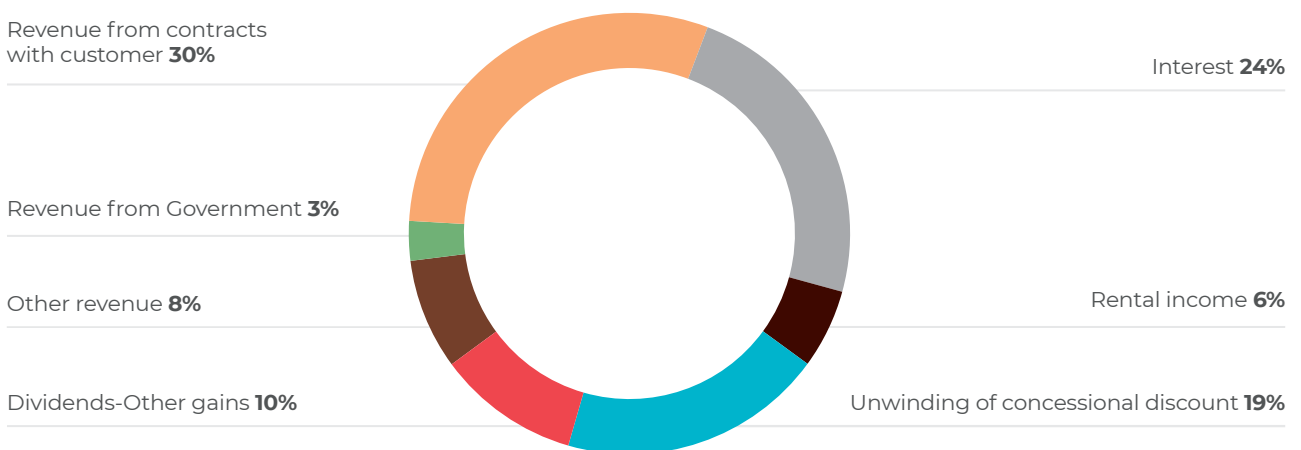


Figure 24: Consolidated income



OFFICIAL



Australian Government
Indigenous Business Australia

iba.gov.au

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Indigenous Business Australia and Controlled Entities

STATEMENT BY DIRECTORS, CHIEF EXECUTIVE AND CHIEF FINANCIAL OFFICER

In our opinion, the attached financial statements for the year ended 30 June 2025 comply with subsection 42(2) of the *Public Governance, Performance and Accountability Act 2013* (Cth) (**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 Indigenous Business Australia will be able to pay its debts as and when they fall due.

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

Darren Godwell
Chair
25 September 2025

Olga Havnen
Deputy Chair
25 September 2025

David Knights
Chief Executive Officer
25 September 2025

Dee Garcha
Chief Financial Officer
25 September 2025

IBA
INDIGENOUS
BUSINESS
AUSTRALIA



INDEPENDENT AUDITOR'S REPORT

To the Minister for Indigenous Australians

Opinion

In my opinion, the financial statements of Indigenous Business Australia and its subsidiaries (together the Group) for the year ended 30 June 2025:

- (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 Group as at 30 June 2025 and its financial performance and cash flows for the year then ended.

The financial statements of the Group, which I have audited, comprise the following as at 30 June 2025 and for the year then ended:

- Statement by Directors, Chief Executive 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 Group 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.

Directors' responsibility for the financial statements

As the Accountable Authority of the Group, the directors are 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 directors are also responsible for such internal control as the directors determine 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 directors are responsible for assessing the ability of the Group to continue as a going concern, taking into account whether the Group's operations will cease as a result of an administrative restructure or for any other reason. The directors are 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 Group's internal control;
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors;
- conclude on the appropriateness of directors 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 Group'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 Group to cease to continue as a going concern;
- 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; and
- obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the financial report. I am responsible for the direction, supervision and performance of the Group audit. I remain solely responsible for my audit opinion.

I communicate with the directors 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



Jennifer Carter

Audit Principal

Delegate of the Auditor-General

Canberra

25 September 2025

STATEMENT OF COMPREHENSIVE INCOME

For the year ended 30 June 2025

		Consolidated	Consolidated	Consolidated
		2025	2024	Original
		\$'000	\$'000	budget
NET COST OF SERVICES	Notes			\$'000
Expenses				
Employee benefits	2A	56,273	55,647	59,223
Supplier expenses	2B	110,077	115,919	126,260
Grants		6,362	8,111	7,784
Depreciation and amortisation	2C	9,603	9,499	9,591
Finance costs	2D	43,224	80,563	89,765
Write-down and impairment of assets	2E	2,099	2,372	2,979
Losses from asset sales		2,352	163	-
Other expenses		466	265	753
Total expenses		230,456	272,539	296,355
Own-source income				
Own-source revenue				
Revenue from contracts with customers	3A	103,198	110,971	118,834
Interest	3B	81,374	78,346	76,399
Unwinding of concessional discount	3C	67,025	61,423	65,600
Dividends		24,284	19,350	9,246
Rental income	3D	19,892	18,809	24,987
Other revenue	3E	29,109	31,679	27,500
Total own-source revenue		324,882	320,578	322,566
Gains				
Gains from sale of assets		445	709	-
Other gains	3F	9,858	18,948	20
Total gains		10,303	19,657	20
Total own-source revenue		335,185	340,235	322,586
Net contribution services		104,729	67,696	26,231
Revenue from Government	3G	9,885	9,420	9,595
Surplus before income tax on continuing operations		114,614	77,116	35,826
Income tax expense		203	993	-
Surplus after income tax on continuing operations		114,411	76,123	35,826
Surplus attributable to non-controlling interests		20,519	22,595	3,054
Surplus attributable to the Australian Government		93,892	53,528	32,772
Other comprehensive income				
Items not subject to subsequent reclassification to net cost of services				
Investments in associates and joint ventures at fair value through other comprehensive income		95	(832)	-
Total other comprehensive income / (loss) after income tax		95	(832)	-
Total comprehensive income		114,506	75,291	35,826
Total comprehensive income attributable to non-controlling interests		20,519	22,595	3,054
Total comprehensive income attributable to Australian Government		93,987	52,696	32,772

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

STATEMENT OF FINANCIAL POSITION

As at 30 June 2025

		Consolidated	Consolidated	Consolidated
		2025	2024	Original
	Notes	\$'000	\$'000	budget
				\$'000
Assets				
Cash and cash equivalents	5A	138,380	101,681	115,712
Trade and other receivables	5B	42,355	47,048	-
Loan receivables	5C	1,249,780	1,071,092	1,156,245
Equity accounted investments	5D	6,135	6,348	11,509
Other investments	5E	698,543	753,728	730,634
Deferred tax assets		923	706	651
Total financial assets		2,136,116	1,980,603	2,014,751
Land & Buildings	6A	52,271	55,999	48,569
Property, plant and equipment	6A	23,982	23,628	27,992
Investment properties	6C	158,895	194,294	196,540
Operating lease assets	6A	158	266	-
Intangible assets	6B	11,422	14,625	14,742
Inventories		3,301	3,896	3,791
Prepayments		1,693	2,991	1,503
Total non-financial assets		251,722	295,699	293,137
Assets held for sale	6D	4,700	9,263	-
Total assets		2,392,538	2,285,565	2,307,888
Liabilities				
Suppliers	7A	12,142	15,519	11,033
Tax liabilities		781	1,063	952
Other payables	7B	22,767	20,388	17,019
Total payables		35,690	36,970	29,004
Interest bearing liabilities	8	19,500	44,500	44,500
Leases	8	6,029	6,165	3,744
Total interest bearing liabilities		25,529	50,665	48,244
Employee provisions	9A	10,347	10,335	9,900
Other provisions	9B	9,110	9,435	11,013
Total provisions		19,457	19,770	20,913
Total liabilities		80,676	107,405	98,161
Net assets		2,311,862	2,178,160	2,209,727
Equity				
Contributed equity		1,344,534	1,322,318	1,410,893
Reserves		3,287	2,360	4,717
Retained earnings		688,305	591,191	551,047
Total parent entity interest		2,036,126	1,915,869	1,966,657
Contributed equity		236,971	225,318	174,380
Reserves		1,276	1,276	583
Retained earnings		37,489	35,697	68,107
Total non-controlling interests		275,736	262,291	243,070
Total equity		2,311,862	2,178,160	2,209,727

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

STATEMENT OF CHANGES IN EQUITY

For the year ended 30 June 2025

	Consolidated	Consolidated	Consolidated
	2025	2024	Original
Notes	\$'000	\$'000	budget
			\$'000
CONTRIBUTED EQUITY			
Opening balance			
Balance carried forward from previous period	1,547,636	1,500,924	1,547,423
Transactions with owners			
Contributions by owners			
Equity injection - Appropriations	22,850	22,850	22,850
Equity injection - Non-controlling interests	11,655	23,861	15,000
Equity returned to government (Health)	(636)	1	-
Total transactions with owners	33,869	46,712	37,850
Closing balance as at 30 June	1,581,505	1,547,636	1,585,273
Less: Non-controlling Interests	(236,971)	(225,318)	(174,380)
Closing balance attributable to the Australian Government	1,344,534	1,322,318	1,410,893
RETAINED EARNINGS			
Opening balance			
Balance carried forward from previous period	626,056	556,578	591,393
Adjusted opening balance	626,056	556,578	591,393
Comprehensive income			
Surplus for the period	114,411	76,123	32,772
Other comprehensive income / (loss)	-	-	3,054
Total comprehensive income	114,411	76,123	35,826
Distributions / Dividends provided for or paid	(14,673)	(6,645)	(8,065)
Closing balance as at 30 June	725,794	626,056	619,154
Less: Non-controlling Interests	(37,489)	(35,697)	(68,107)
Closing balance attributable to the Australian Government	688,305	590,359	551,047
RESERVES			
Opening balance			
Balance carried forward from previous period	4,468	5,300	5,300
Comprehensive income			
Other comprehensive income / (loss)	95	(832)	-
Total comprehensive income	95	(832)	-
Closing balance as at 30 June	4,563	4,468	5,300
Less: Non-controlling Interests	(1,276)	(1,276)	(583)
Closing balance attributable to the Australian Government	3,287	3,192	4,717

STATEMENT OF CHANGES IN EQUITY (continued)

For the year ended 30 June 2025

	Consolidated	Consolidated	Consolidated
	2025	2024	Original
Notes	\$'000	\$'000	budget
			\$'000
TOTAL EQUITY			
Opening balance			
Balance carried forward from previous period	2,178,160	2,062,802	2,144,116
Adjusted opening balance	2,178,160	2,062,802	2,144,116
Comprehensive income			
Surplus for the period	114,411	76,123	32,772
Other comprehensive income / (loss)	95	(832)	3,054
Total comprehensive income	114,506	75,291	35,826
Transactions with owners			
Distributions to owners			
Returns on capital			
Distributions / Dividends provided for or paid	(14,673)	(6,645)	(8,065)
Contributions by owners			
Equity injection - Appropriations	22,850	22,850	22,850
Equity injection - Non-controlling interests	11,655	23,861	15,000
Equity returned to government (Health)	(636)	1	-
Total transactions with owners	19,196	40,067	29,785
Closing balance as at 30 June	2,311,862	2,178,160	2,209,727
Less: Non-controlling Interests	(275,736)	(262,291)	(243,070)
Closing balance attributable to the Australian Government	2,036,126	1,915,870	1,966,657

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

CASH FLOW STATEMENT

For the year ended 30 June 2025

	Consolidated	Consolidated	Consolidated
	2025	2024	Original
Notes	\$'000	\$'000	budget
			\$'000
Operating activities			
Cash received			
Receipts from Government	9,885	9,420	9,595
Grants	28,856	28,400	27,500
Sales of goods and rendering of services	106,193	112,139	118,834
Interest	80,927	78,072	76,399
Dividends	23,434	12,055	9,246
Other revenue	22,730	22,154	24,134
Total cash received	272,024	262,240	265,708
Cash used			
Employees	(56,399)	(54,741)	(60,877)
Suppliers	(113,442)	(113,261)	(128,101)
Borrowing costs	(3,006)	(3,050)	(813)
Other expenses	(6,170)	(6,219)	(10,981)
Total cash used	(179,017)	(177,271)	(200,772)
Net cash from operating activities	93,007	84,969	64,936
Investing Activities			
Cash received			
Proceeds from sales of property, plant and equipment	36,329	2,332	-
Investments redeemed	167,761	100,628	60,214
Other - repayment of loans receivable	316,688	353,370	341,740
Total cash received	520,778	456,330	401,954
Cash used			
Purchase of property, plant and equipment	(5,152)	(8,502)	(10,298)
Purchase of other non-financial assets, including intangible assets	(925)	(5,678)	(61,102)
Investments	(99,575)	(100,006)	
Other - loans and advances made	(465,431)	(471,288)	(416,161)
Total cash used	(571,083)	(585,474)	(487,561)
Net cash used in investing activities	(50,304)	(129,144)	(85,607)
Financing Activities			
Cash received			
Contributed equity	33,869	46,713	22,850
New borrowing	-	8,000	23,000
Total cash received	33,869	54,713	45,850
Cash used			
Repayment of borrowings	(25,000)	-	
Dividends paid	(14,737)	(5,680)	(8,065)
Principal repayments lease liability	(136)	(9,037)	(3,078)
Total cash used	(39,873)	(14,717)	(11,143)
Net cash used in financing activities	(6,004)	39,996	34,707
Net increase / (decrease) in cash held	36,699	(4,179)	14,036
Cash and cash equivalents at the beginning of the year	101,681	105,860	101,676
Cash and cash equivalents at the end of the year	138,380	101,681	115,712

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

Note 1. Notes to the Financial Statements

1.1 Objectives of Indigenous Business Australia

Indigenous Business Australia ('IBA') is an Australian Government controlled entity which was established on 5 March 1990, when the *Aboriginal and Torres Strait Islander Commission Act 1989* came into operation. On 23 March 2005, this Act was repealed and replaced by the *Aboriginal and Torres Strait Islander Act 2005* ('the Act').

IBA's purpose, set out in section 146 of the Act, is as follows:

- (a) to assist and enhance Aboriginal and Torres Strait Islander self-management and economic self-sufficiency; and*
- (b) to advance the commercial and economic interests of Aboriginal persons and Torres Strait Islanders by accumulating and using a substantial capital asset for the benefit of the Aboriginal and Torres Strait Islander peoples.*

IBA's functions, set out in section 147 of the ACT, are:

- (a) to engage in commercial activities.*
- (b) to promote and encourage Aboriginal and Torres Strait Islander self-management and economic self-sufficiency.*
- (c) such other functions as are conferred on it by the Act.*

Without limiting by implication, the meaning of commercial activities in paragraph 1(a), those activities include the performance of functions that:

- (a) The Minister has authorised IBA to perform as an agent of the Commonwealth; or*
- (b) The Minister has delegated to IBA.*

IBA is structured to meet one outcome: improved wealth acquisition to support the economic independence of Aboriginal and Torres Strait Islander peoples through commercial enterprise, asset acquisition, and access to concessional home and business loans.

The continued existence of IBA in its present form and with its present programs is dependent on Government policy and on continuing appropriations by Parliament for IBA's administration and programs. IBA is a not-for-profit entity and is a registered charity with the Australian Charities and Not for Profit Commission.

1.2 Basis of preparation of the financial report

The financial statements of the parent entity (IBA) and its subsidiaries, together with IBA's share of the results of associates (the Group) are general purpose consolidated financial statements and are 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 - Simplified Disclosure Requirements and Interpretations issued by the Australian Accounting Standards Board ('AASB') that apply for the reporting period.*

The financial statements of the Group have been prepared on an accrual basis and are in accordance with historical cost convention, except for certain assets and liabilities which have been recognised 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 of the Group are presented in Australian dollars and values are rounded to the nearest thousand dollars unless otherwise specified.

1.3 Changes in Australian Accounting Standards

IBA has adopted all new or amended Accounting Standards and Interpretations issued by the Australian Accounting Standards Board (AASB) that are mandatory for the current reporting period. The adoption of these standards has not resulted in any material changes to IBA's accounting policies or the amounts recognised in the financial statements.

Accounting Standards and Interpretations that have been issued but are not yet effective will be applied by IBA in future reporting periods as required. These upcoming changes are not expected to have a significant impact on the financial statements.

1.4 Financial risk management

The operating, investing and financing activities of the Group expose it to credit, liquidity and interest rate risks. The risks are defined as:

- Credit risk: the possibility that a debtor or borrower will not repay or will delay repayment of all or part of a loan.
- Interest rate risk: a risk that the value of a financial asset such as home and business loans would fluctuate in terms of fair value or future cash flows as a result changes in market interest rates.
- Liquidity risk: a risk that IBA may not have or may not be able to raise the funds to meet these obligations.

IBA is not exposed to currency risk or other price risk.

Note 1. Notes to the Financial Statements (continued)

1.5 Transactions with the Government as owner

Equity injections

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

1.6 Events after the reporting date

There are no potential significant events that will affect the ongoing structure and financial activities of the Group after 30 June 2025.

1.7 Taxation

As at reporting date, IBA is exempt from all forms of taxation except the goods and services tax ('GST'). IBA became exempt from fringe benefits tax ('FBT') on 1 January 2020.

Revenues, expenses, and assets and liabilities are recognised net of GST except:

- where the amount of GST incurred is not recovered from the Australian Taxation Office ('ATO')
- for receivables and payables.

These exemptions apply to the parent entity but not to the entities under IBA's control. Incorporated entities under IBA's control are subject to taxation and adopt the liability method of tax-effect accounting, whereby the income tax expense is based on the profit from ordinary activities adjusted for any permanent differences.

Note 1. Notes to the Financial Statements (continued)

1.8 Explanation of major variances between the actual amounts presented in the financial statements and the corresponding original budget amounts

The table below provides commentary for significant variances between the Group's original budget estimates, as published in the 2024-2025 Portfolio Budget Statements, and the actual expenses, own-source revenue, assets and liabilities for the year.

Affected line item	Variance reporting
<u>Statement of Comprehensive Income</u>	
Supplier expenses	The favourable variance in supplier expenses is driven by a combination of lower expenditure on consultants, legal services, and travel across multiple programs. IBA has taken a proactive approach to align expenditure with government directives, implementing targeted reductions in consultancy, contractor, and travel costs to support prudent financial management and ensure resources are directed to priority areas.
Finance costs	Finance costs represent the concessional loan discount taken up on advance of home and business loans, modification gains or losses resulting from structural changes, loss allowances for changes in credit risk assumptions, and interest expense. Finance costs are lower than expected due to a change in credit risk assumptions, which produced a favourable variance to the loss allowance. This was partially offset by an unfavourable variance in modification gains/losses due to the reduction in IBA's home loan rate and a negative variance to concessional loan discount due to higher-than-expected loan advances.
Revenue from contracts with customers	The adverse variance in <i>Revenue from Contracts with Customers</i> primarily reflects a decline in sales volumes, driven by reduced customer demand amid challenging macroeconomic conditions. This downturn in demand has impacted overall revenue performance compared to prior expectations.
Interest	Interest revenue is greater than expected due to the higher interest rates on term deposits and home loans.
Unwinding of concessional discount	Unfavourable compared to budget due to lower-than-expected loan repayments and discharges, resulting in less than expected unwinding of concessional loan discount.
Dividends	Favourable variance to budget due to the performance of IBA's managed funds.
Other gains	Primarily reflects the mark to market increase of investments, held by the Indigenous Prosperity Funds. Mark to market movements are not budgeted.

Statement of Financial Position

Cash and cash equivalents	Increase in cash position compared to budget reflects cash management initiatives to invest idle cash into longer term investments generating better returns.
Loan receivables & Trade and other receivables	Greater than budget due to a combination of increased loan advances and the decline in loan discharges due to higher interest rate environment coupled with high cost of living is encouraging borrowers to stay with IBA for longer. Budget also includes trade and other receivables.
Other investments	Investments are below budget due to cash requirements to meet loan advanced demand. This decrease is offset by the increase over budget of mark to market valuation increases to Indigenous Prosperity Funds.
Land & buildings and Investment properties	Greater than budget due to acquisition of property, and take-up of a right-of-use asset upon entering a new lease and leasehold improvements.
Interest bearing liabilities	Interest bearing liabilities are lower than budget due to the repayment of external loan.

Statement of Cash Flow

Operating Activities	Significant positive cashflows from stronger than expected Interest and Dividends drove a better-than-expected cash movement against budget.
Investing Activities	Improved management of investments saw increased cash in-flows above budget which in turn enabled higher than expected loan advances.
Financing Activities	Unbudgeted repayment of borrowing contributed to a reduction in net cash from financing activities. Overall, the cash position is in line with budgeted expectations.

Note 2. Expenses

	Consolidated 2025 \$'000	Consolidated 2024 \$'000
Note 2A: Employee benefits		
Wages and salaries	44,560	43,348
Superannuation:		-
Defined contribution plans	5,728	5,760
Defined benefit plans	571	380
Leave entitlements	3,555	3,451
Other entitlements	1,859	2,708
Total employee benefits	56,273	55,647

Note 2B: Supplier expenses

Audit Fees	540	604
Cost of goods sold	62,641	66,073
Consultants	2,872	3,518
Insurance	5,269	4,846
Investment property management expenses	9,849	13,475
IT expenses	6,733	6,890
Legal expenses	865	932
Office related expenses	2,767	3,034
Travel expenses	2,574	2,636
Other suppliers	14,496	12,600
Operating lease rentals - external entities	954	790
Workers compensation expenses	517	521
Total supplier expenses	110,077	115,919

Note 2C: Depreciation and amortisation

Depreciation		
Property, plant and equipment	3,203	3,138
Leasehold improvements	1,299	1,708
Depreciation right of use assets	1,902	2,477
Operating lease assets	33	88
Total depreciation	6,437	7,411
Amortisation		
Intangible non-financial assets	3,166	2,088
Total amortisation	3,166	2,088
Total depreciation and amortisation	9,603	9,499

Note 2D: Finance costs

Concessional loan discount recognised	40,797	77,913
Interest expense and finance lease charges	2,427	2,650
Total finance costs	43,224	80,563

Accounting Policy: Concessional loan discount recognised

Concessional loan assets are recognised at the market-based value of the loan reduced by a concessional discount. The concessional loan discount is immediately recognised as an expense. For further information on movement of loans receivable and related finance costs, refer to Note 5C.

Note 2. Expenses (continued)

	Consolidated 2025 \$'000	Consolidated 2024 \$'000
Note 2E: Write-down and impairment of assets		
Asset write-down and impairments		
Write-down of non-financial assets	(299)	816
Impairments on loans - Reversal of over provisioned	952	(1,626)
Valuation decrements on financial assets held at Fair Value Through P&L ("FVTPL")	1,446	159
Change in value of investment properties	-	3,023
Total write-down and impairment of assets	2,099	2,372

Note 3. Income

	Consolidated 2025 \$'000	Consolidated 2024 \$'000
Note 3A: Revenue from contracts with customers		
Sale of goods	102,848	110,381
Rendering of services	350	590
Total sale of goods and rendering of services	103,198	110,971

All revenue from the sale of goods or rendering of services is recognised at the point in time that the goods are delivered or upon completion of services.

Note 3B: Interest

Loans	60,293	54,762
Deposits	21,081	23,584
Total interest	81,374	78,346

Note 3C: Unwinding of concessional loan discount

Interest calculated using the effective interest method	124,826	113,729
Interest charged to borrowers	(57,801)	(52,306)
Total unwinding of concessional loan discount	67,025	61,423

For further information on movement of loans receivable and unwinding of concessional loan discount refer Note 5C.

Note 3D: Rental income

Operating lease		
Investment properties	16,803	16,228
Plant & equipment	3,089	2,581
Total rental income	19,892	18,809

The undiscounted contracted lease payments receivable in future periods is disclosed below. This lease disclosure should be read in conjunction with the accompanying notes 4 and 6A.

Maturity analysis of operating lease receivables

Within one year	16,942	22,570
One to two years	15,751	18,804
Two to three years	14,174	17,455
Three to four years	11,648	14,898
Four to five years	10,221	12,579
More than five years	52,391	63,636
Total undiscounted lease payments receivable	121,127	149,942

Note 3E: Other revenue

Grant income	27,500	29,794
Other	1,609	1,885
Total other income	29,109	31,679

All grant income is subject to performance obligations and is recognised over time. All grants are received in advance of the completion of performance obligations.

Note 3. Income (continued)

	Consolidated 2025 \$'000	Consolidated 2024 \$'000
Note 3F: Other gains		
Change in fair value of non-financial assets	9,858	8,945
Change in fair value of financial assets	-	10,003
Total other gains	9,858	18,948

Note 3G: Revenue from Government

Department of Prime Minister and Cabinet		
Corporate Commonwealth Entity payment item	9,885	9,420
Total revenue from Government	9,885	9,420

An appropriation of \$2 million has not been drawn down by IBA as the associated First Nations Economic Empowerment policy partnership is currently under development/negotiation.

Accounting Policy: Revenue and Income

Revenue from contracts with customers

A contract with a customer is only eligible for recognition under the following conditions:

- (a) the parties to the contract have approved the contract, and are committed to perform their respective obligations;
- (b) the rights of each party to the contract can be identified as well as the payment terms for the goods and services to be transferred;
- (c) the contract has commercial substance, and
- (d) it is probable that the entity will collect the consideration to which it will be entitled in exchange for the goods or services that will be transferred to the customer.

If these conditions exist, revenue shall be recognised when a performance obligation is satisfied through the transfer of a promised good or service to a customer. When a performance obligation is satisfied, revenue shall be recognised to the total of the transaction price that has been allocated to that performance obligation. An entity shall recognise revenue when (or as) the entity satisfies a performance obligation by transferring a promised good or service (i.e. an asset) to a customer. An asset is transferred when (or as) the customer obtains control of that asset.

Interest and Dividends

Interest revenue from loans and deposits is recognised using the effective interest method as set out in AASB 9: Financial Instruments.

Dividend and distribution income is recognised when it is declared.

Revenues from Government

IBA currently receives two forms of appropriations from the Department of Prime Minister and Cabinet:

- Appropriation Act (No. 1)
- Appropriation Act (No. 2)

Amounts received under Appropriation Act (No. 1) are recognised as revenue on receipt, whilst amounts received under Appropriation Act (No. 2) are recognised as equity upon receipt as it is designated as such and to be used for the provision of housing loans only (refer to Note 1.5).

Note 3. Income (continued)

Grant Income

Amounts received as government grants under contract that are subject to sufficiently specific performance obligations are recognised as revenue in accordance with *AASB 15: Revenue from Contracts with Customers* over the period in which the underlying performance obligations are achieved, as a required condition of the grant.

IBA receives or has received grants under contract with the National Indigenous Australians Agency and Department of Prime Minister and Cabinet. As specified under the contract, the grants are required to be utilised in the achievement of performance obligations, or Key Performance Indicators (KPIs) over the contractual period, examples being specific dollar value of loans, number of business supports, and number of Indigenous businesses and customers financed.

Where applicable, the KPIs are achieved over the contractual term, and as such, IBA has employed the input method as the means for measuring progress for each KPI satisfied, allowing revenue to be recognised over the same period. The input method has been deemed to be the most appropriate method, given the resources used in achieving the KPIs is better able to be calculated, given the absence of items such as units produced or delivered, which are features of the output method.

Where grants are received that are not subject to performance obligations, where the grant received is considered non-reciprocal, or when the Group has obtained control of the contribution, an amount equal to the grant received is recognised immediately on receipt in accordance with *AASB 1058: Income of Not-for-Profit Entities*.

Rental Income

Rent revenue derived from investment properties is recognised on a straight-line basis over the lease term, net of any incentives.

Sale of Assets

Gains from the disposal of non-current assets are recognised when control of the asset has passed to the buyer.

Unwinding of concessional loan discount

Under *AASB 9: Financial Instruments*, IBA's concessional loans are subsequently measured at amortised cost. The concessional loan discount expensed at initial recognition of the loan asset is unwound over the expected life of the loan. The difference between the income from the effective interest rate and the interest charged to the borrower's loan account results in the progressive unwinding of the concessional loan discount. Refer Note 5C.

Note 4. Fair value measurements

Note 4A: Fair value measurements, Valuation Techniques and Inputs Used

Fair value measurements at the end of the reporting period by hierarchy for assets and liabilities

Fair value measurements at the end of reporting period					
	2025 \$'000	2024 \$'000	Category Level	Valuation Technique(s)	Inputs Used
Financial assets					
Loan receivables - Home	1,207,195	1,035,975	Level 2	Cashflows discounted at the risk adjusted market rate of interest	Market derived inputs, projected rates of default, projected losses given default
Loan receivables - Business	42,585	35,117	Level 2	Cashflows discounted at the risk adjusted market rate of interest	Market derived inputs, projected rates of default, projected losses given default
Bonds and fund investments	435,091	380,144	Level 1	Fund quoted market values	Fund quoted market values
Designated at fair value through other comprehensive income					
Investments in associates and joint ventures	6,235	6,348	Level 2	Future earnings discounted at risk adjusted market rates	Earnings forecast, rates of return on capital
Total financial assets	1,691,106	1,457,584			
Non-financial assets					
Land & Buildings	52,271	55,999	Level 2	Market approach using recently observed market data for similar properties and discounted earnings method	Market approach using recently observed market data for similar properties and discounted earnings method
Investment Properties	158,895	194,294	Level 2	Market approach using recently observed market data for similar properties and discounted earnings method	Market sales data, future earnings and market capitalisation rate
Operating lease assets	158	266	Level 2	Market approach using recently observed market data for similar plant and equipment and discounted earnings method	Market sales data, future earnings and market capitalisation rate
Property, Plant & Equipment	23,982	23,628	Level 2	Market approach using recently observed market data for similar property, plant & equipment and discounted earnings method	Market sales data, future earnings and market capitalisation rate
Assets held for sale	4,700	9,263	Level 2	Market approach using recently observed market data for similar property, plant & equipment and discounted earnings method	Market sales data, future earnings and market capitalisation rate
Total non-financial assets	240,006	283,450			

Note 4B: Level 1 and Level 2 Transfers for Recurring Fair Value Measurements

There are no transfers between Level 1 and Level 2 for assets measured at fair value on a recurring basis during the reporting period.

Note 4C: Reconciliation for Recurring Level 3 Fair Value Measurements

There are no recurring Level 3 assets measured at fair value during the reporting period.

Note 5. Financial assets

	Consolidated 2025 \$'000	Consolidated 2024 \$'000
Note 5A: Cash and cash equivalents		
Home Loan Capital	1,266	1,606
New Housing Fund	33,200	11,432
Subsidiaries	49,461	34,645
Other cash held	54,453	53,998
Total cash and cash equivalents	138,380	101,681

Note 5B: Trade and other receivables

Goods and services receivables		
Trade receivables from customer contracts	12,444	18,093
Accrued trade receivables from customer contracts	6,462	4,465
Finance lease receivable	8,474	10,425
Sundry debtors	212	151
Total receivables for goods and services	27,592	33,134

Payment is usually made within 30 days.

Other receivables		
Accrued distribution receivable	14,763	13,914
Total other receivables	14,763	13,914
Total trade and other receivables	42,355	47,048

Credit terms for goods and services were within 30 days.

Note 5. Financial assets (continued)

	Consolidated 2025 \$'000	Consolidated 2024 \$'000
Note 5C: Loan receivables		
Reconciliation of movements of loans receivable		
Loans - Home Ownership Program		
Opening carrying value	1,035,975	941,404
Add: Net loans movement at cost	150,031	116,276
Add/(less): Movement in carrying discount at amortised cost		
Discount on new loans measured at fair value at inception including adjustments for modification gains/losses and loss allowance	(37,710)	(73,849)
Wind back of discount	59,029	52,555
Net movement in carrying discount	21,319	(21,294)
Add/(less): Movement in provision for non-performing loans not subject to discount	(130)	(411)
Closing carrying value	1,207,195	1,035,975
Loans - Business Development and Assistance Program		
Opening carrying value	35,117	32,638
Add: Net loans movement at cost	558	(2,052)
Add/(less): Movement in carrying discount at amortised cost		
Discount on new loans measured at fair value at inception including adjustments for modification gains/losses and loss allowance	(3,087)	(3,468)
Wind back of discount	7,995	8,272
Net movement in carrying discount	4,908	4,804
Add/(less): Movement in provision for non-performing loans not subject to discount	2,002	(273)
Closing carrying value	42,585	35,117
Total home and business loans	1,249,780	1,071,092
Total loan receivables expected to be settled in:		
No more than 12 months	426,445	330,170
More than 12 months	823,335	740,922
Total loan receivables	1,249,780	1,071,092
Reconciliation of carrying value of loans		
Loans - Home Ownership Program (as shown above)		
Nominal value	1,487,766	1,337,735
Less: Carrying discount on concessional loans at amortised cost	(271,711)	(293,030)
Less: Provision for expected credit losses	(8,860)	(8,730)
Carrying value	1,207,195	1,035,975
Loans - Business Development and Assistance Program (as shown above)		
Nominal value	64,663	64,105
Less: Carrying discount on concessional loans at amortised costs	(16,239)	(21,147)
Less: Provision for expected credit losses	(5,839)	(7,841)
Carrying value	42,585	35,117
Total home and business loans	1,249,780	1,071,092

Note 5. Financial assets (continued)

	Consolidated 2025 \$'000	Consolidated 2024 \$'000
Note 5C: Loan receivables		
Reconciliation of movement provision for expected credit losses		
Loans - Home Ownership Program		
Opening balance	8,730	8,319
Movement in provision	130	411
Closing balance	8,860	8,730
Loans - Business Development and Assistance Program		
Opening balance	7,841	7,568
Movement in provision	(2,002)	273
Closing balance	5,839	7,841
Total provision for expected credit losses	14,699	16,571

Loans are made under the Home Ownership Program in accordance with the Minister's direction each year. The loans are for periods up to 45 years. Security is generally required in the form of the mortgage over the residential property. Principal is repaid in full at maturity. Interest rates were variable. Effective interest rates are measured at amortised cost using the effective interest method less impairment. Loans are amortised over their estimated useful lives.

Loans made under the Business Development and Assistance Program were made under the Jobs, Land and Economy Programme, directed by the Department of Prime Minister and Cabinet for periods up to 7 years. Security is generally required in the form of a personal guarantee and / or security against assets. Principal is repaid in full at maturity. Interest rates were variable. Effective interest rates are measured at amortised cost using the effective interest method less impairment. Loans are amortised over their estimated useful lives.

Significant accounting judgements and estimates

In applying its accounting policies, the Group has exercised judgement that may significantly influence the amounts recognised in the financial statements.

One such judgement relates to the valuation of loan receivables. This involves applying a credit risk premium to the market discount rate, which reflects the assessed probability of default and estimated losses in the event of default. These factors are used to determine expected credit losses and are integral to the measurement of loan receivables.

The sensitivity analysis presented in the table below shows the impact of changes in expected credit losses due to changes to the credit risk premium on the carrying value of loan receivable. The sensitivity of the carrying value of IBAs loan portfolio has been calculated by imposing a parallel shift of $\pm 1.32\%$ to the forward-looking premium curve.

Under the -1.32% housing scenario, the downward shift would result in a negative credit risk premium curve. As negative credit risk premiums are not conceptually meaningful—implying a reward for credit risk rather than a cost—the curve has been floored at zero. Accordingly, the change in carrying value for the housing portfolio under the -1.32% assumption reflects a zero-credit risk premium rather than a negative one. This approach ensures the analysis remains economically and methodologically sound while still capturing the full extent of downside sensitivity.

Assumptions	Carrying value		Credit Risk Premium		Change in assumptions	Change in carrying value \$'000
	2025 \$'000		2025	2024		
Housing loans	1,207,195	0.04% increasing to 0.91% over the medium term then moderating to 0.42%	3.0% reducing to 2.0% over the medium term		1.32%/-1.32%	-111,281/48,730
Business loans	42,585	1.44% increasing to 9.15% over the medium term then moderating to 6.5%	25% reducing to 15.0% over the medium term		1.32%/-1.32%	-1,476/1574

Note 5. Financial assets (continued)

The credit risk premium incorporates macroeconomic factors that may impact upon the credit risks for the portfolio and therefore affect default loss rates in the future. The change in credit risk is reflected through adjusting the default loss rates from historical settings and using the adjusted rate to determine changes in expected credit losses.

The basis of other key judgements and estimation uncertainty applied by management are consistent with those that were applied and disclosed in the annual financial report for the year ended 30 June 2024.

Accounting Policy: Financial instruments

Recognition of financial instruments

Financial instruments are recognised when the Group becomes a party to the contractual provisions of the instrument.

A financial instrument is initially recognised at fair value and is adjusted for (in the case of instruments not carried at FVTPL) transaction costs that are incremental and directly attributable to the acquisition or issuance of the financial instrument. Transaction costs relating to financial instruments carried at FVTPL are expensed in the Statement of Comprehensive Income.

Derecognition of financial instruments

Financial assets are derecognised from the Statement of Financial Position when the rights to cash flows have expired, and the Group has transferred the financial asset such that it has transferred substantially all the risks and rewards of ownership of the financial asset. Financial liabilities are derecognised from the Statement of Financial Position when the Group's obligation has been discharged, cancelled or has expired.

Classification

Financial assets are classified based on the business model within which the asset is held and on the basis of the financial asset's contractual cash flow characteristics.

Subsequent measurement

A financial asset is subsequently measured at amortised cost using the effective interest method if the following conditions are met:

- i. the financial asset is held within a business model whose objective is to hold financial assets in order to collect contractual cash flows;
- ii. the contractual terms of the financial asset give rise on specified dates to cash flows consisting solely of payments of principal and interest ('SPPI').

The effective interest rate is the rate that exactly discounts estimated future cash receipts through the expected life of the financial asset.

A financial asset is subsequently measured at fair value through other comprehensive income ('FVOCI') if the financial asset is held within a business model with multiple objectives: both to sell financial assets and to hold financial assets in order to collect contractual cashflows which pass the SPPI test.

Fair value through profit or loss

Financial assets that do not meet the criteria to be measured at amortised cost or FVOCI are measured at FVTPL, with all changes in fair value recognised in investment income as part of other operating income and charges.

Assessment of business model and SPPI test

The Group determines the business model at the level that reflects how groups of financial assets are managed. In determining the business model, all relevant evidence that is available at the date of the assessment is used. The Group exercises judgement to determine the appropriate level at which to assess its business models and its intention with respect to its financial assets. Key considerations for the SPPI assessment include the timing of the contractual cash flows and the interest component, where interest primarily reflects the time value of money and credit risk of the principal outstanding.

Note 5. Financial assets (continued)

Categorisation and valuation of the Group's financial assets

Fair value through other comprehensive income ("FVTOCI")

- Investments in associates, joint ventures and other related business undertakings, including loans to such entities, are classified as FVTOCI. These investments are fair-valued as at reporting date and distribution income received from them is recognised as a dividend. Valuation is based on market inputs and supported by an independent valuation once every three years. The methodology adopted in relation to valuation by the directors uses techniques consistent with those of the most recent independent valuation.

Fair value through profit & loss ("FVTPL")

- Investments in subsidiaries are held at FVTPL as at reporting date and distribution income received from them is recognised as a dividend.
- Convertible redeemable bonds are held at FVTPL since cashflows associated with the bonds do not meet the SPPI test and are fair valued at reporting date based on market inputs.

Amortised cost

- Business and home loans are issued at lower than market rates. They are fair-valued at inception against market interest rates benchmarked on commercial bank rates. The quantum of interest rate differential determines the variance of the fair value from the face value of the loans. The loans are subsequently measured at amortised cost using the effective interest method and the discount recognised at inception is progressively unwound through the expected life of the loan.
- Trade and other receivables are recognised at transaction value and held at amortised cost.
- Deposits with banks with an original maturity greater than three months are held at amortised cost.

Cash is recognised at its nominal amount. Cash and cash equivalents include cash on hand and demand deposits in bank accounts with an original maturity of three months or less that are readily convertible to known amounts of cash and subject to insignificant risk of changes in value.

When measuring fair value, the Group is required to maximise the use of observable inputs. The Group uses inputs from Level 2 of the fair value hierarchy: inputs other than quoted price that are observable either directly or indirectly.

Financial liabilities

Financial liabilities including borrowings, are initially measured at fair value net of transaction costs. These liabilities are subsequently measured at amortised cost using the effective interest method, with interest expense recognised on an effective yield basis. Financial liabilities are recognised and derecognised upon trade date.

Supplier other payables are recognised at amortised cost. Liabilities are recognised to the extent that the goods and services have been received, regardless of whether they have been invoiced.

Interest bearing loans and borrowings

Loans are classified under other financial liabilities and the carrying amount is calculated based on the balance yet to be repaid. Interest is expensed as it accrues using the effective interest method.

Note 5. Financial assets (continued)

Impairment of financial instruments

Expected credit losses ('ECL')

The ECL requirements apply to financial assets measured at amortised cost and FVOCI, lease receivables, amounts receivable from contracts with customers, loan commitments, certain letters of credit and financial guarantee contracts. The calculation of ECL requires judgement and the choice of inputs, estimates and assumptions. IBA's calculation of the ECL includes forward-looking or macro-economic information ('FLI'). Where ECL is modelled collectively for portfolios of exposures, it is modelled as the product of the probability of default ('PD'), the loss given default ('LGD') and the exposure of default ('EAD').

Concessional loan assets

Concessional loan assets are recognised at the market-based value of the loan reduced by a concessional discount. The concessional loan discount is the difference between the face value of the loan after adjusting for accrued interest and capitalisation of transaction costs and the loan's fair value. In line with RMG 115: Accounting for Concessional Loans, the undiscounted value of the loan asset is recognised in full and the discount component of the concessional loan is immediately recognised as an expense in the Statement of Comprehensive Income (i.e. Concessional loan discount, Note 2D). Interest income is subsequently determined using a credit-adjusted effective interest rate ('EIR').

The credit-adjusted EIR is the EIR adjusted for expected credit losses on initial recognition. The ECL is measured as the product of the lifetime PD, LGD and EAD adjusted for FLI. For concessional loan assets, the Group exercises judgement based on the behavioural, rather than contractual characteristics of the facility type.

Subsequent unwind of the discount

Under AASB 9: *Financial Instruments*, IBA's concessional loans are subsequently measured at amortised cost. The concessional loan discount expensed at initial recognition of the loan asset is unwound over the expected life of the loan. The difference between the income from the effective interest rate and the interest charged to the borrower's loan account results in the progressive unwinding of the concessional loan discount (i.e. unwinding of concessional loan discount, Note 3C).

Indicators of impairment occurring subsequent to recognition

If there is objective evidence that events occurring subsequent to recognition of a loan asset held at amortised cost have affected expected cash flows, an impairment is recognised as the difference between the carrying value of the loan and the discounted value of management's best estimate of future cash repayments and proceeds from any security held (discounted at the loan's original effective interest rate). The impairment loss is recognised in the Statement of Comprehensive Income (i.e. impairment of loans / valuation decrements in financial assets held at FVTPL, Note 2E). Objective indicators of impairment include: significant financial difficulties of the debtor, probability that a debtor will enter bankruptcy, and default or significant delay in payments. Given the characteristics of the concessional loan assets, that are subject to continuous ECL's assessment.

Accounting Policy: Financial guarantee contracts

Financial guarantee contracts are treated as a financial instrument within the scope of AASB 9: *Financial Instruments*. As such they are not classified as a provision or contingent liability within the scope of AASB 137: *Provisions, Contingent Liabilities and Contingent Assets*.

Accounting Policy: Acquisition of assets

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 revenue 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.

Note 5. Financial assets (continued)

	Consolidated 2025 \$'000	Consolidated 2024 \$'000
Note 5D: Investments in associates and joint ventures		
Investments in associates and joint ventures	10,835	10,948
Transfer to Asset held for sale	(4,700)	(4,600)
Total investments in associates and joint ventures at fair value through other comprehensive income	6,135	6,348
Investments in associates and joint ventures that are expected to be recovered in:		
No more than 12 months	-	-
More than 12 months	6,135	6,348
Total investments in associates and joint ventures at fair value through other comprehensive income	6,135	6,348
Details of investments:	2025	2024
Name	%	%
IBA Yamatji Land Holding Trust*	50	50
MiHaven Social Impact Property Fund No 1 [^]	35	35
Noongar Property Trust	26	26
Yamatji Fresh Produce Pty Ltd	25	25

* IBA shares joint control over the IBA Yamatji Holding Trust with Yamatji Enterprises PL. Neither party is able to demonstrate control, as the power to make decisions and influence returns require unanimous consent. Furthermore, there is no casting vote for either party, but an independent dispute resolution process. Accordingly, the investment in this entity is considered a joint venture.

[^] MiHaven Social Impact Property Fund No 1, is an associate of IBA, engaged an external transaction agent to facilitate an on-market public Expressions of Interest campaign for the sale of the MiHaven Living Property Portfolio, comprised of 3 properties (of which IBA is invested in two). The EOI closed 1 May 2024 and despite several expressions of interest received the portfolio is on the market for sale.

Accounting for investments in associates and joint ventures

An associate is an entity over which the Group is in a position to exercise significant influence through participation in the financial and operating policy decisions of the investee, but which is not a subsidiary or a jointly controlled entity.

A joint venture is a joint arrangement whereby the parties that have joint control of the arrangement have rights to the net assets of the arrangement. A joint venturer is a party to a joint venture that has joint control of that joint venture. Joint control is the contractually agreed sharing of control of an arrangement, which exists only when decisions about the relevant activities require the unanimous consent of the parties sharing control.

The Group's investments in associates and joint ventures are classified as financial instruments measured at fair value through other comprehensive income in line with *AASB 9: Financial Instruments*. These investments are fair-valued as at reporting date and distribution income received from them is recognised as a dividend.

Note 5. Financial assets (continued)

	Consolidated 2025 \$'000	Consolidated 2024 \$'000
Note 5E: Other investments		
Term Deposits	263,452	373,584
Other - bonds, managed funds and interest in business undertakings	435,091	380,144
Total other investments	698,543	753,728
Investments expected to be recovered in:		
No more than 12 months	263,452	373,584
More than 12 months	435,091	380,144
Total other investments	698,543	753,728

Note 6. Non-financial assets

Note 6A: Reconciliation of the opening and closing balances of Land & Building, Plant and Equipment & Operating Lease Assets

	Consolidated 2025					Total \$'000
	Land & Building \$'000	Leasehold Improvements \$'000	Sub-Total \$'000	Plant & Equipment \$'000	Operating Lease Assets \$'000	
Opening Balance						
Gross book value	55,153	22,610	77,763	27,225	5,879	110,866
Accumulated depreciation and impairment	(11,717)	(10,047)	(21,764)	(3,597)	(5,613)	(30,973)
Total as at 1 July	43,436	12,563	55,999	23,628	266	79,893
Additions						
By purchase	472	1,501	1,973	3,179	-	5,152
Right of Use Asset	868	-	868	-	-	868
Change in fair value of non-financial assets	(2,561)	(526)	(3,087)	1,667	-	(1,420)
Depreciation expense	(1,902)	(1,299)	(3,201)	(3,203)	(33)	(6,437)
Disposals - cost	(1,088)	-	(1,088)	(3,073)	(171)	(4,332)
Disposals - accumulated depreciation	808	-	808	1,784	96	2,688
Total as at 30 June	40,032	12,239	52,271	23,982	158	76,411
Net book value as at 30 June represented by:						
Gross book value	53,529	24,097	77,626	35,211	5,708	118,545
Accumulated depreciation and impairment	(13,497)	(11,858)	(25,355)	(11,229)	(5,550)	(42,134)
Total as at 30 June	40,032	12,239	52,271	23,982	158	76,411

Land & Buildings total value as at 30 June 2025 includes right of use assets totalling \$4,698,233 (2024: \$5,731,720).

The value of land included in land & buildings at 30 June 2025 is approximately \$1,800,000 (2024: \$1,800,000).

Plant & Equipment total value as at 30 June 2025 includes cultural & heritage assets totalling \$95,531 (2024: \$95,531).

Accounting Policy: Leases

A distinction is made between finance leases and operating leases. Finance leases transfer from the lessor to the lessee substantially all the risks and rewards incidental to ownership of leased assets. An operating lease is a lease that is not a finance lease.

Lessee accounting

All the leases to which the Group is party as a lessee are operating leases. Leased Right of Use ('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 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.

Lessor accounting: operating leases

Rental income from operating leases is recognised in the Statement of Comprehensive Income on a straight-line basis over the term of the lease. Initial direct costs incurred by the Group in negotiating and arranging operating leases are added to the carrying amount of the leased assets and recognised as an expense in the Statement of Comprehensive Income over the lease term on the same basis as the lease income. Lease incentives granted by the Group are recognised as a reduction of rental income over the lease term.

Lessor accounting: finance leases

Leases where the Group has transferred substantially all the risks and rewards incidental to ownership of the leased assets to the lessees are classified as finance leases. The leased asset is recognised as a finance lease. The finance lease receivable is equal to the minimum lease payments receivable over the course of the lease, discounted at the interest rate implicit in the lease. The interest rate implicit in the lease is the discount rate that, at the inception of the lease, causes the present value of (A) the minimum lease payments and (B) the unguaranteed residual value to be equal to the sum of (C) the fair value of the leased asset and (D) any initial direct costs of the lessor. The difference between the undiscounted receivable and discounted receivable is recognised as unearned finance income.

Each lease payment received is allocated proportionally against the finance lease receivable and the unearned income. The finance income is recognised in the Statement of Comprehensive Income on a basis that reflects a constant periodic rate of return on the net investment in the finance lease receivable.

Note 6. Non-financial assets (continued)

Lessor accounting: finance leases (continued)

Initial direct costs incurred by the Group in negotiating and arranging finance leases are added to finance lease receivables and recognised as an expense in the Statement of Comprehensive Income over the lease term on the same basis as the lease income.

Contingent rents are recognised as income in the Statement of Comprehensive Income when earned.

Accounting Policy: Property, plant and equipment

Leased 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 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.

On initial adoption off AASB 16: *Leases* the Group has adjusted the leased ROU assets at the date of initial application by the amount of any provision for onerous leases recognised immediately before the date of initial application. Following initial application, an impairment review is undertaken for any leased ROU asset that shows indicators of impairment and an impairment loss is recognised against any leased ROU asset that is impaired. Leased ROU assets continue to be measured at cost after initial recognition.

Depreciation

A depreciable asset is an asset deemed to have a limited useful life.

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

Depreciation rates applying to each class of depreciable asset are based on the following useful lives:

Depreciable asset class	Estimated useful life (FY 2024/25)	Estimated useful life (FY 2023/24)
Leasehold improvements including leased ROU assets	Lease term	Lease term
Buildings	50 years	50 years
Other property, plant and equipment	3-5 years	3-5 years

Land is not a depreciable asset.

Impairment

Property, plant and equipment assets with high value and long estimated useful lives are assessed for impairment on an annual basis. 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.

All cash-generating assets and assets held at cost, including intangibles and ROU assets, were assessed for impairment at 30 June 2025. 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 at 30 June 2025.

Derecognition

An item of property, plant and equipment is derecognised upon disposal or when no further economic benefits are expected from its use or disposal.

Note 6. Non-financial assets (continued)

Note 6B: Reconciliation of the opening and closing balances of Intangibles

	Consolidated 2025			Total \$'000
	Computer Software \$'000	Goodwill \$'000	Other Intangibles \$'000	
Opening Balance				
Gross book value	15,252	3,270	4,802	23,324
Accumulated depreciation and impairment	(8,599)	-	(100)	(8,699)
Total as at 1 July	6,653	3,270	4,702	14,625
Additions				
Reclassification	4,658	-	(4,658)	-
Amortisation expense	(3,166)			(3,166)
Other movements				
Disposals – cost	(29)	-	(108)	(137)
Disposals – accumulated depreciation	-	-	100	100
Total as at 30 June	8,117	3,270	35	11,422
Net book value as at 30 June represented by:				
Gross book value	19,881	3,270	35	23,186
Accumulated depreciation and impairment	(11,764)	-	-	(11,764)
Total as at 30 June	8,117	3,270	35	11,422

Accounting Policy: Goodwill

Goodwill arises on a business combination where the acquirer transfers a consideration in excess of the identifiable assets acquired, the liabilities assumed and any non-controlling interest in the acquiree. In line with *AASB 3: Business Combinations*, when the Group is the acquirer in a business combination, it recognises goodwill as an asset representing the excess of consideration paid over net assets acquired. Goodwill is not amortised. The Group assesses its goodwill for impairment on an annual basis or when there are indicators of impairment.

Accounting Policy: Intangible assets

An intangible asset is an identifiable non-monetary asset without physical substance. Intangible assets are amortised on a straight-line basis over their estimated useful lives. Internally-generated software assets, which have useful lives of five years, comprise the majority of the Group's intangible assets.

Note 6. Non-financial assets (continued)

	Consolidated 2025 \$'000	Consolidated 2024 \$'000
Note 6C: Investment properties		
Gross book value	194,294	189,005
Disposals	(33,687)	(190)
Acquisition	925	8,502
Net loss from fair value adjustments	(2,637)	(3,023)
Total as at 30 June	158,895	194,294

Investment properties were revalued during the year in accordance with the revaluation policy stated below.

Accounting Policy: Investment properties

Investment properties are measured initially at cost, including transaction costs. Subsequent to initial recognition, investment properties are stated at fair value, which is based on active market prices, adjusted if necessary for any difference in the nature, location or condition of the specific asset at the balance sheet date. Gains or losses from change in the fair values of investment properties are recognised in profit or loss in the year in which they arise.

When measuring fair value, the Group is required to maximise the use of observable inputs. The Group uses inputs from Level 2 of the fair value hierarchy: inputs other than quoted price that are observable either directly or indirectly. The Group uses a market-based valuation technique incorporating recently observed market data for similar properties and future earnings discounted at market capitalisation rates. The Group uses independent qualified valuers to value major properties annually and all other properties at least once every three years.

Investment properties are tested for impairment based on market selling price.

Where an investment property is acquired at no cost or for nominal cost, its cost is deemed to be its fair value as at the date of acquisition.

Investment properties are derecognised either when they have been disposed of or when the investment property is permanently withdrawn from use and no future economic benefit is expected from its disposal. Any gain or loss on disposal of an investment property is recognised in profit or loss in the year of disposal.

Significant accounting judgements and estimates

In the process of applying the accounting policies, the Group has made the following judgement that has the potential to have significant impact on the amounts recorded in the financial statements:

- The fair value of investment properties and other non-financial investments, are based on market inputs, backed by periodic external valuations and where applicable by detailed cash flow forecasts.

The basis of other key judgements and estimation uncertainty applied by management are consistent with those that were applied and disclosed in the annual financial report for the year ended 30 June 2024.

	Consolidated 2025 \$'000	Consolidated 2024 \$'000
Note 6D: Assets held for sale		
Gross book value	4,700	9,263
Total as at 30 June	4,700	9,263

MiHaven Social Impact Property Fund No 1, is an associate of IBA, engaged an external transaction agent to facilitate an on-market public Expressions of Interest campaign for the sale of the MiHaven Living Property Portfolio, comprised of 3 properties (of which IBA is invested in two).

Note 7. Payables

	Consolidated 2025 \$'000	Consolidated 2024 \$'000
Note 7A: Suppliers		
Trade creditors	1,840	1,755
Accrued liabilities	5,018	7,983
Other creditors	5,284	5,781
Total suppliers	12,142	15,519

Settlement to trade creditors is usually made within 30 days.

Note 7B: Other payables

Salaries and wages	1,624	1,519
Superannuation	120	359
Unearned income from contracts with customers	13,899	12,539
Payable to ATO	64	455
Security Deposits Held	7,060	5,516
Total other payables	22,767	20,388
Total other payables expected to be settled in:		
No more than 12 months	10,897	10,897
More than 12 months	11,870	9,491
Total other payables	22,767	20,388

Unearned revenue from contracts with customers are subject to refund if performance obligations are not met.

Note 8. Interest bearing liabilities

	Consolidated 2025 \$'000	Consolidated 2024 \$'000
Note 8: Interest bearing liabilities		
Secured loan facilities	19,500	44,500
Unsecured loan facility - Lease contract	6,029	6,165
Total loans	25,529	50,665
Maturity schedule		
Less than one year	91	-
In one to five years	25,438	50,665
Total loans	25,529	50,665

The secured loan facilities relate to amounts borrowed against investment properties. The decrease in the Secured loan facilities of \$25.0m is the partial payment of the Westpac Banking Corporation ('WBC') facility provided to the Indigenous Real Estate Investment Trust ('IREIT') for \$33.0m, which is fully drawn and expires on 30 June 2027. The rest of the facility is the Darwin Hotel Partnership's 50% share of an Australian and New Zealand Banking Group Ltd ('ANZ') facility for \$11.5m.

Note 9. Provisions

	Consolidated 2025 \$'000	Consolidated 2024 \$'000
Note 9A: Employee provisions		
Leave entitlements	10,347	10,335
Total employee provisions expected to be settled in:		
No more than 12 months	7,386	7,659
More than 12 months	2,961	2,676
Total employee provisions	10,347	10,335

Accounting Policy: Employee benefits

Liabilities for short term benefits (as defined in *AASB 119: Employee Benefits*) and termination benefits due within 12 months of balance date are measured at their nominal amounts.

The nominal amount is calculated with regard to the rates expected to be paid on settlement of the liability.

Other long-term employee benefits are measured as the net total of the present value of the defined benefit obligation at the end of the reporting period, less the fair value at the end of the reporting period of plan assets (if any) out of which the obligations are to be settled directly.

Leave

The liability for employee benefits includes provision for annual leave and long service leave. No provision has been made for sick leave as all sick leave is non-vesting and the average sick leave taken in future years by employees of the Group is estimated to be less than the annual entitlement for sick leave.

Leave liabilities are calculated on the basis of employee remuneration at the estimated salary rates that applied at the time the leave is taken, including employer superannuation contribution rates to the extent that the leave is likely to be taken during service rather than paid out on termination.

Amounts received under the Parental Leave Payments Scheme not yet paid to employees are presented on a gross basis as both cash received and corresponding liability.

The liability for long service leave has been determined by reference to the Australian Government shorthand method.

Separation and redundancy

Provision is made for separation and redundancy benefit payments. The Group recognises a provision for termination when it has developed a detailed formal plan for the terminations and has informed those employees affected that it will carry out the terminations.

Superannuation

Staff of the Group are members of the Commonwealth Superannuation Scheme ('CSS'), Public Sector Superannuation Scheme ('PSS'), the PSS accumulation plan ('PSSap') or other scheme they nominate.

The CSS and PSS are defined benefit schemes for the Australian Government. The PSSap is a defined contribution scheme.

The liability for defined benefits is recognised in the financial statements of the Australian Government and is settled by the Australian Government in due course. This liability is reported in the Department of Finance's schedules and notes.

IBA makes employer contributions to the employee superannuation scheme at rates determined by an actuary to be sufficient to meet the current cost to the Government. The Group accounts for the contributions as if they were contributions to defined contribution plans.

The liability for superannuation recognised at year end represents outstanding contributions for the final fortnight of the year.

Note 9. Provisions (continued)

	Consolidated					
	2025			2024		
	Restoration obligations \$'000	Distribution/ other provisions \$'000	Total \$'000	Restoration obligations \$'000	Distribution/ other provisions \$'000	Total \$'000
Note 9B: Other provisions						
Opening balance as at 1 July	4,635	4,800	9,435	1,692	9,005	10,697
Additional provisions made	22	177	199	4,678	5,857	10,535
Amount used		(524)	(524)	(1,735)	(10,062)	(11,797)
Total as at 30 June	4,657	4,453	9,110	4,635	4,800	9,435

IBA currently has nine (2024: eight) lease agreements for leasing premises with provisions requiring restoration to their original condition at the conclusion of the lease. These costs are included in the value of leasehold improvements with a corresponding provision for make good recognised.

Accounting Policy: Provisions

Provisions are recognised when the Group has a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation. Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligation as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligation may be small. Where the Group expects some or all of a provision to be reimbursed, the reimbursement is recognised as a separate asset, but only when the reimbursement is virtually certain. The expense relating to any provision is recognised in the Statement of Comprehensive Income net of any reimbursement.

Note 10. Current/non-current distinction for assets and liabilities

	Consolidated 2025 \$'000	Consolidated 2024 \$'000
Assets expected to be recovered in:		
No more than 12 months		
Cash and cash equivalents	138,380	101,681
Trade and other receivables	42,355	47,048
Loans receivables	426,445	330,170
Equity accounted investments	6,135	6,348
Other investments	263,452	373,584
Deferred tax assets	923	706
Prepayments	1,693	2,991
Assets held for sale	4,700	9,263
Total no more than 12 months	884,083	871,791
More than 12 months		
Land & Buildings	52,271	55,999
Property, plant and equipment	23,982	23,628
Investment properties	158,895	194,294
Operating lease assets	158	266
Intangible assets	11,422	14,625
Inventories	3,301	3,896
Other investments	435,091	380,144
Loans receivables	823,335	740,922
Total more than 12 months	1,508,455	1,413,774
Total assets	2,392,538	2,285,565
Liabilities expected to be settled in:		
No more than 12 months		
Suppliers	12,142	15,519
Tax liabilities	781	1,063
Other payables	10,625	10,897
Employee provisions	7,386	7,659
Other provisions	9,110	9,435
Total no more than 12 months	34,015	38,408
More than 12 months		
Other payables	12,142	9,491
Interest bearing liabilities	25,529	50,665
Leases	6,029	6,165
Employee provisions	2,961	2,676
Other provisions	-	-
Total more than 12 months	46,661	68,997
Total liabilities	80,676	107,405

Note 11. Contingent liabilities and assets

	Total Indemnities	
	Consolidated 2025 \$'000	Consolidated 2024 \$'000
Contingent assets		
Opening balance as at 1 July	105	146
New	113	105
Assets recognised	-	13
Expired	(105)	(159)
Total as at 30 June	113	105
Contingent liabilities		
Opening balance as at 1 July	34,865	22,033
New	19,884	20,569
Obligations expired	(13,340)	(7,737)
Total as at 30 June	41,409	34,865
Net balance as at 30 June	(41,296)	(34,760)

Quantifiable contingencies

Claims for damages/costs (contingent asset)

The claims for damages or costs at 30 June 2025 relate to loans within the Indigenous Home Ownership program. There are no other contingent assets as at 30 June 2025.

Guarantees and indemnities

Guarantee and indemnity undertakings were made only to satisfy normal commercial funding conditions imposed by financiers and, at balance date, there are no grounds to believe that a liability will arise. IBA has a contingent liability valued at \$41.4m underwriting performance bonds issued by Performance Bond Trust to Indigenous suppliers as at 30 June 2025.

Unquantifiable contingencies

IBA has no significant unquantifiable contingencies as at 30 June 2025.

Accounting Policy: Contingent assets and liabilities

A contingent asset is a possible asset that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events. Contingent assets are not recognised but are disclosed where an inflow of economic benefits is probable.

A contingent liability is disclosed where the existence of an obligation will only be confirmed by future events, or where the amount of the obligation cannot be measured with reasonable reliability. Contingent liabilities are not recognised in the Statement of Financial Position.

Note 12. Key management personnel remuneration

Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of the entity, directly or indirectly, including any director (whether executive or otherwise) of that entity. The entity has determined the key management personnel to be the Directors, Chief Executive Officer, Chief Financial Officer, and the Executive Director: Products & Markets, including personnel acting in those roles from time to time.

Prior Period Error

The calculation of remuneration since the 2018-19 financial year has resulted in superannuation overpayments of up to \$120,824. Recovery actions for the overpayments will be undertaken during 2025-26 following evaluation of whether it is economically sensible to recover the funds. This prior period error has resulted in the restatement of the 2024 post-employment benefits, superannuation and total key management personnel remuneration expenses by a decrease of \$13,403.

Key management personnel remuneration is reported in the table below:

	Consolidated 2025 \$'000	Consolidated 2024 \$'000
Key management personnel expenses for the reporting period		
Short-term employee benefits		
Salary and other allowances	1,355	1,263
Bonuses	47	46
Annual leave	98	67
Total short-term employee benefits	1,500	1,376
Post-employment benefits		
Superannuation	171	141
Total post-employment benefits	171	141
Other long-term employee benefits		
Long-service leave	23	22
Total other long-term employee benefits	23	22
Termination benefits		
Termination benefits	183	-
Total termination benefits	183	-
Total senior executive remuneration expenses	1,877	1,539

The total number of key management personnel included in the above table is 16 (FY 2023/24: 12).

Note 13. Related party disclosure

Related Party Relationships

IBA is an Australian Government controlled Entity. IBA's related parties are persons or their close family members who have significant influence over IBA or are Key Management Personnel of IBA and include entities which are associates or Joint Ventures of IBA or an IBA subsidiary, or entities which are controlled by persons who are related parties of IBA.

IBA transacts with other Australian Government controlled entities consistent with normal day to day business operations provided under normal terms and conditions, including the payment of workers compensation, insurance premiums, legal, and audit services.

A number of Directors of IBA hold or have held positions in other companies or government related entities.

IBA Director Darren Godwell is Chief Executive of i2i Development Global Pty Ltd, an Indigenous-owned and Indigenous-led advisory company. IBA Director Brian Bero is a director of CR VAWT Pty Ltd and Original Power both companies involved in clean energy generation.

Former IBA Director Richard Allert is the Chair and Director of Voyages Indigenous Tourism Australia Pty Ltd (a wholly owned subsidiary of ILSC) and was the former Chair and Director of Kakadu Tourism (GCH) Pty Ltd and Kakadu Tourism (GLC) Pty Ltd (majority owned subsidiaries of IBA). Former IBA Director Vanessa Elliott is a Director of Desert Knowledge Australia.

Related Party Transactions

The Board has determined to disclose all transactions with entities which have common directors with IBA even where such transactions may not technically represent a related party transaction as defined in *AASB 124: Related Party Disclosures*.

Related Party Disclosures for FY 2024/25:

CR VAWT Pty Ltd applied for external business support (EBS) in January 2025 and noting that Director Bero disclosed his intention to purchase a 25% share in the company, the business support application was considered an 'interests register transaction' under the Board Governance Charter, necessitating Board acceptance prior to EBS approval. The Board accepted the interest in April 2025 and the business support application was subsequently approved for \$7,700 (incl GST).

An amount of up to \$120,824 is owing from key management personnel associated with the overpayment of remuneration, refer Note 12.

Related Party Disclosures for FY 2023/24:

Through the related party process for FY 2023/24 IBA (Business Solutions) identified Wunan Foundation Inc (ABN 61577218799). Wunan Foundation have been in receipt of Business Loans since 2016 with the closing balance as at 30 June 2024 totalling \$1,563,444.33.

In March 2024, IBA paid \$1,348 for an employee to attend the Impact Investing Conference which was hosted by the Impact Investment Summit Asia Pacific. IBA Director Rosemary Addis is an Ambassador for the Impact Investment Summit Asia Pacific.

Transactions with entities which have common directors with IBA:

Entity	Nature of the transaction	2025 \$'000	2024 \$'000
i2i Development Global	Payments made to i2i Development Global for Consultancy advice services	17	-
Original Power	Payments made to Origin Power for Registration costs for First Nations Clean Energy Symposium and travel costs.	4	-
Voyages Indigenous* Tourism Australia	Payments received from Voyages lease plant and equipment through IBA Leasing	-	171
Desert Knowledge* Australia	Payments made to Desert Knowledge IBA leases office space from Desert Knowledge in Alice Springs.	-	12

* With the retirement of the director, transactions with this entity no longer meet the requirement of related party and no further disclosure is required.

Note 14. Financial instruments

		Consolidated 2025 \$'000	Consolidated 2024 \$'000
Note 14A: Categories of financial instruments	Notes		
Financial assets at amortised cost			
Cash and cash equivalents	5A	138,380	101,681
Loan Receivables - Home Ownership Program	5C	1,207,195	1,035,975
Loans - Business Development and Assistance Program	5C	42,585	35,117
Goods and services receivable	5B	27,592	33,134
Other receivables	5B	14,763	13,914
Term Deposits	5E	263,452	373,584
Total financial assets at amortised cost		1,693,967	1,593,405
Investments in equity instruments at fair value through other comprehensive income (designated)			
Investments in associates	5D	10,835	10,948
Investments in equity instruments at fair value through other comprehensive income (designated)		10,835	10,948
Financial assets at fair value through profit or loss			
Other - bonds, managed funds and interest in business undertakings	5E	435,091	380,144
Financial assets at fair value through profit or loss		435,091	380,144
Total financial assets		2,139,893	1,984,497
Financial liabilities at amortised cost			
Suppliers	7A	12,142	15,519
Other payables	7B	22,767	20,388
Loans	8	25,529	50,665
Total financial liabilities at amortised cost		60,438	86,572
Total financial liabilities		60,438	86,572

Note 14. Financial instruments (continued)

		Consolidated 2025 \$'000	Consolidated 2024 \$'000
Note 14B: Net Gains or Losses on Financial Assets			
	Notes		
Financial assets at amortised cost			
Interest revenue		81,270	78,240
Impairment on loans - Reversal of over provision	2E	(952)	1,626
Net gain on financial assets at amortised cost		80,318	79,866
Investments in equity instruments at fair value through other comprehensive income (designated)			
Interest revenue		104	103
Net gain - investments in equity instruments at fair value through other comprehensive income (designated)		104	103
Financial assets at fair value through profit or loss			
Change in fair value	2E	(1,446)	9,844
Interest revenue		-	3
Dividend revenue		24,284	19,350
Net gain - assets held at fair value through profit or loss		22,838	29,197
		103,260	109,166
Note 14C: Net Gains or Losses on Financial Liabilities			
Financial liabilities - at amortised cost			
Interest expense	2D	2,427	2,650
Net gain on financial assets at amortised cost		2,427	2,650
Net gains from financial liabilities		2,427	2,650

Note 15. New housing fund

The “New Housing Fund” was established under the Aboriginal and Torres Strait Islander Act 2005 (ATSIC Act) as defined in Section 181A. Section 181A (2) & (3) sets out its composition and purpose, including that money held in the “New Housing Fund” may only be applied to make housing loans. While the “New Housing Fund” has been recognised as part of IBA’s consolidated statements, specific information on the “New Housing Fund’s” operations and financial position are required by Section 189 (2) of the ATSIC Act to be disclosed as below.

New Housing Fund

Statement of Comprehensive Income

For the year ended 30 June 2025

	Notes	2025 \$'000	2024 \$'000
Expenses			
Write-down and impairment of assets	15A	237	590
Concessional loan discount recognised		26,067	61,895
Supplier expenses		440	349
Total expenses		26,744	62,834
Less: own-source income			
Revenue			
Interest	15B	38,744	38,156
Unwinding of concessional loan discount		40,231	33,600
Other income		915	1,414
Total revenue		79,890	73,170
Net contribution by services		53,146	10,336

Note 15. New housing fund (continued)

New Housing Fund
Statement of Financial Position
As at 30 June 2025

	Notes	2025 \$'000	2024 \$'000
Assets			
Financial Assets			
Cash	15C	28,733	11,432
Receivables	15D	785,111	674,047
Term deposits		-	75,000
Other		308	7,579
Total financial assets		814,152	768,058
Total assets		814,152	768,058
Liabilities			
Payables		19	-
Total liabilities		19	-
Net assets		814,133	768,058
Equity			
Parent entity interest			
Contributed equity		429,397	429,397
Accumulated surplus		384,736	338,661
Total parent entity interest		814,133	768,058
Total equity		814,133	768,058

The above statement should be read with the accompanying notes.

Note 15. New housing fund (continued)

New Housing Fund

Cash flow statement

For the year ended 30 June 2025

	Notes	2025 \$'000	2024 \$'000
Operating activities			
Cash received			
Interest		38,744	33,172
Total cash received		38,744	33,172
Cash used			
Suppliers		440	531
Total cash used		440	531
Net cash from operating activities	15E	38,304	32,641
Investing activities			
Cash received			
Repayments of loans		90,852	66,173
Investments redeemed		75,000	75,000
Total cash received		165,852	141,173
Cash used			
Loans made		186,855	172,230
Total cash used		186,855	172,230
Net cashflows from investing activities		(21,003)	(31,057)
Net increase or (decrease) in cash held		17,301	1,584
Cash at beginning of the year		11,432	9,848
Cash at the end of the year		28,733	11,432

The above statement should be read with the accompanying notes.

Note 15. New housing fund (continued)

	Consolidated 2025 \$'000	Consolidated 2024 \$'000
Note 15A: Write-down and impairment of other assets		
Impairment of assets	237	590
Total write-down and impairment of assets	237	590
Note 15B: Interest revenue		
Interest on bank account	2,178	5,972
Interest on housing loans	36,566	32,184
Total interest revenue	38,744	38,156
Note 15C: Cash		
Cash at bank and on hand	27,694	2,273
Cash at agent	1,039	9,159
Total cash	28,733	11,432
Note 15D: Receivables		
Loan receivables	785,111	674,047
Total receivables	785,111	674,047
New Housing Fund only		
(a) Reconciliations of movements of loans receivable held at fair value through profit and loss / amortised cost		
Carrying value of loans receivable held at amortised cost at 1 July 2024	674,047	593,462
Net loans movement at cost	97,137	109,470
Net movement in carrying discount measured at amortised cost	14,164	(28,295)
Impairment movement through profit and loss	(237)	(590)
At fair value/cost closing balance	785,111	674,047
New Housing Fund loans (net) expected to be recovered		
Current loans receivable	207,779	207,779
Non-current loans receivable	577,332	466,268
Total receivables	785,111	674,047
Note 15E: Cash flow reconciliation		
Net contribution by services	53,146	10,336
Total write-down and impairment of assets	237	590
Concessional loan discount recognised	26,067	61,895
Unwinding of concessional loan discount	(40,231)	(33,600)
(Increase) in receivables	(915)	(6,580)
Net cash from operating activities	38,304	32,641

The above statement should be read with the accompanying notes.

Note 16. Parent entity – Indigenous Business Australia

	2025	2024
	\$'000	\$'000

Note 16A: Parent Entity - Statement of Comprehensive Income

Profit after income tax on continuing operations	136,577	56,657
Other comprehensive income/(loss)	-	7,520
Total comprehensive income	136,577	64,177

Note 16B: Parent Entity - Statement of Financial Position

Current assets	1,369,169	431,380
Non-current assets	661,312	1,479,253
Total assets	2,030,481	1,910,633
Current liabilities	29,406	30,147
Non-current liabilities	8,362	8,285
Total liabilities	37,768	38,432
Net assets	1,992,713	1,872,201

Note 16C: Parent Entity - Statement of Equity

Retained earnings	687,981	590,319
Contributed Equity	1,304,732	1,281,882
Total equity	1,992,713	1,872,201

Note 16. Parent entity – Indigenous Business Australia (continued)

Note 16D: Parent entity - Statement of IBA's holding in subsidiaries

Name	Country of incorporation	2025 %	2024 %
CDC Nominees (TCTP) Pty Limited~	Australia	-	100
Crocodile Hotel Pty Limited	Australia	100	100
Darwin Hotel Pty Limited*	Australia	80	90
Darwin Hotel Holdings Pty Limited*	Australia	100	100
Darwin Hotel Holdings Trust	Australia	100	100
Darwin Hotel Partnership	Australia	80	90
Dominican Indigenous Education Trust	Australia	100	100
Gagudju Lodge Cooinda Trust	Australia	52	52
Ikara Wilpena Enterprises Pty Limited*	Australia	91	91
Ikara Wilpena Holdings Trust*	Australia	91	91
IBA Asset Management Pty Limited	Australia	100	100
IBA Northam Solar Pty Limited~	Australia	-	100
IBA Northam Solar Trust~	Australia	-	100
IBA Retail Asset Management Pty Limited	Australia	100	100
IBA Retail Property Trust	Australia	100	100
IBA Wilpena Solar Pty Ltd*	Australia	100	100
IBA Wilpena Solar Trust*	Australia	100	100
Indigenous Economic Development Trust^	Australia	-	-
Indigenous Prosperity Fund - Growth Fund	Australia	43	48
Indigenous Prosperity Fund - Income Fund	Australia	43	43
Indigenous Real Estate Investment Trust	Australia	47	47
IREIT Sub Trust	Australia	47	47
Kakadu Tourism (GCH) Pty Limited	Australia	100	100
Kakadu Tourism (GLC) Pty Limited	Australia	52	52
Northam Solar Partnership~	Australia	-	95
Performance Bonds Fund	Australia	100	100
Tennant Creek Enterprises Pty Limited*	Australia	100	100
Tennant Creek Enterprises Trust*	Australia	100	100
Tennant Food Barn	Australia	50	50
Tennant Creek Land Holding Trust	Australia	50	50
Wilpena Pound Aerodrome Services Pty Limited*	Australia	91	91

*Non-trading

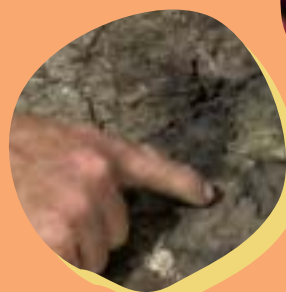
^This is a discretionary trust whose beneficiaries are indigenous Australians. Whilst IBA does not hold units in the trust, as trustee all decisions are made by IBA demonstrating control.

All trading entities mentioned in the list are tax resident as per s295(3A)(a).

Accounting for investments in controlled entities

The consolidated financial statements comprise the financial statements of the parent entity (IBA) and its subsidiaries, together with IBA's share of the results of associates (the Group). Subsidiaries are entities that IBA controls. The financial statements of the controlled entities are prepared for the period 1 July 2024 to 30 June 2025 using accounting policies consistent with those of the Group. The effects of transactions and balances between the entities, including any unrealised profits or losses, have been eliminated in full.

A subsidiary is an entity under the Group's control including trusts where IBA is a beneficiary and where IBA controls the trustee. The results of subsidiaries are consolidated from the date on which control over the operating and financial policies is obtained and cease to be consolidated from the date on which control is transferred. IBA controls an entity when it is exposed to, or has the rights to, variable returns from its involvement with the entity or has the ability to affect those returns through its power over the entity.





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Appendices

Appendix A: List of requirements

This table is included for the purposes of section 46(3) of the PGPA Act and section 17BE(u) of the PGPA Rule.

PGPA Rule Reference	Part of Report (page number)	Description	Requirement
17BE	Contents (p9)	Contents of annual report	
17BE(a)	Purpose (p12)	Details of the legislation establishing the body	Mandatory
17BE(b)(i)	Purpose (p12-13)	A summary of the objects and functions of the entity as set out in legislation	Mandatory
17BE(b)(ii)	Purpose (p12)	The purposes of the entity as included in the entity's corporate plan for the reporting period	Mandatory
17BE(c)	Purpose (p12)	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)	Not applicable	Directions given to the entity by the Minister under an Act or instrument during the reporting period	If applicable, mandatory
17BE(e)	Not applicable	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)	Not applicable	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)	Performance (p52-60)	Annual performance statements in accordance with paragraph 39(1)(b) of the Act and section 16F of the rule	Mandatory
17BE(h), 17BE(i)	Not applicable	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)	Governance (p85-88)	Information on the accountable authority, or each member of the accountable authority, of the entity during the reporting period	Mandatory
17BE(k)	Governance (p97 & p26)	Outline of the organisational structure of the entity (including any subsidiaries of the entity)	Mandatory

PGPA Rule Reference	Part of Report (page number)	Description	Requirement
17BE(ka)	People (p81)	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)	Key activities (p20-21)	Outline of the location (whether or not in Australia) of major activities or facilities of the entity	Mandatory
17BE(m)	Governance (p92-93 and p96)	Information relating to the main corporate governance practices used by the entity during the reporting period	Mandatory
17BE(n), 17BE(o)	Risk management (p108), Financials (p153)	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)	Risk management (p111)	Any significant activities and changes that affected the operation or structure of the entity during the reporting period	If applicable, mandatory
17BE(q)	Not applicable	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)	Not applicable	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)	Not applicable	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

Appendices continued

PGPA Rule Reference	Part of Report (page number)	Description	Requirement
17BE(t)	Risk management (p108)	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)	Governance (p93-95)	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)	Governance (p101-103)	Information about executive remuneration	Mandatory

Other relevant legislation

PGPA Rule Reference	Part of Report (page number)	Description	Requirement
17BE(u)	Appendices (p164-166)	The list of requirements as set out in Schedule 2A that references where those requirements are to be found in the annual report	Mandatory
Not applicable	Not applicable	Any direction given by the Minister under ATSI Act section 151	If applicable, mandatory
Not applicable	Appendices (p167)	Consultants engaged ATSI Act, subsection 189(2)(b)	If applicable, mandatory
Not applicable	Financials (p156-159)	New Housing Fund financial statements ATSI Act, subsection 189(3)	Mandatory
Not applicable	People (p77 and p80)	Work Health and Safety Act 2011, Schedule 2, Part 4	
Not applicable	Sustainability (p68-71)	Ecologically sustainable development and environmental performance Environment Protection and Biodiversity Conservation Act 1999, section 516A	Mandatory
Not applicable	Risk management (p110)	Information Publication Scheme statement Freedom of Information Act 1982, Part II	

Appendix B: List of consultants

This information is provided in accordance with subsection 189(2)(b) of the ATSI Act.

Acuro Pty Ltd	Egan Associates Pty Limited	KSM Advisory	Strong Spirit Aboriginal Services Pty Ltd*
Adaptive Certifications	Elephant In The Room Consulting Pty Ltd*	Larry Leabeater Consulting	Synapse Australia Ltd
Allabamboo Pty Ltd*	Elmo Cloud Hr & Payroll	Lonergan Research	T L Morris Trading As Lawless Design Co
Amk Law Pty Ltd*	Empower Digital*	Maxx Digital Pty Ltd	Tanyah Nasir Consulting*
Apple Creative Pty Ltd T/A Simon Bowden Coaching	Emus Talking Pty Ltd*	Mcgrathnicol Advisory Partnership	Terri Janke & Company Pty Ltd*
Applyflow Technologies Pty Ltd	Engelhard Consulting	Mckinsey Pacific Rim Inc. Tas Mckinsey And Company	The Glow Edit (Ashleigh Maddick)
Ausasia Agribusiness Network P/L	Evander Strategy	Mervyn John Fernando T/As Claystone Marketing*	The Perception Collective
Barragi Mawang Pty Ltd*	Family Business Support	Mint Key Pty Ltd	Thinkplace Australia
BDO (Nth Qld)	First Nations Economics*	Nac Opex Pty Ltd	Tourism Tap Pty Ltd
BDO Group Holdings Limited	Forte Marketing	Neon Marketing Pty Ltd T/A The Yellow Balloon Group*	Tridant Pty Ltd
Bimol Pty Ltd T/A On The Same Page Consulting	Gee Gie Pty Ltd*	Norlap Creative*	TT Ka Winmar Family Trust T/A Nyungar Tours*
Bishop Enterprises*	Gibbrac Pty Ltd	Northern Cape Island Enterprises Pty Ltd	TTF Fat Brown Dog Enterprises T/A Reanne Potter
Blackhall & Pearl Board Services Pty Ltd	Gold Coast Websites Pty Ltd	Opteon Property Group Australia	TTF Sellers Family Trust T/As Ironbark Industries*
Boardroom Pty Ltd	Govote Pty Ltd	Penelope Dodd*	Unearth Risk Pty Ltd
Burrallgang Enterprise Pty Ltd T/A Yirra Miya	Hale Tass Business Solutions*	Pollination Capital Partners Pty Limited	Wambool Dreaming Pty Ltd T/A The Unexpected Guest*
Business Systems Certification Pty Ltd	Holly Young T/A Studio Nu	RBB NT Pty Ltd Tas Q S Services	Warick Geoffrey Quinton Trading As Sourdough Baker
Capital Workplace Indigenous Corporation*	Hopson Lynne-Maree T/A Trilogy Marketing	Red Gorilla Social	Wendy Davidson Enterprises
Cobalt Consulting Services Pty Limited	HR Spectrum Pty Ltd	Rich River Irrigation Developments Pty Ltd	Worthwhile Ventures Ltd
Complete Business Solutions (Qld) Pty Ltd*	Huber Social Pty Ltd	Risk Advisory Services Pty Ltd	Wunun Consultancy Pty Ltd
Creative Order Branding & Design Pty Ltd	Indigenous Professional Services*	Rodeo Holdings PL Trading As Earthspace	
Dalla Costa Pty Limited	Indigico Creative Pty Ltd*	RSM Bird Cameron Partners (Canberra)	
Danika Davis Tas Neat Copy*	Infinance Solutions Pty Ltd	SAI Global (Afs)	
Devenish Law	Iscaiot Media Pty Ltd*	Savannah Leigh Geisler*	Note: * Indicates Aboriginal Or Torres Strait Islander Business
DLCM Pty Ltd*	Jean Werk T/As Bright Blue Gum	Scyne Advisory Pty Ltd	
DMS Designs Pty Ltd	Julie Ta T/A Akin Studio	Sidcor Cairns Unit Trust	
Donna Jefferies T/A Yindyamarra Consultancy*	Kakadu Tiny Tots Pty Ltd*	Startup Creative Pty. Ltd.	
	King & Wood Mallesons	Strategic Small Business Solutions*	
	KLC Consultants Pty Ltd		
	KML Business Solutions Pty Ltd*		
	Kowa Collaboration*		
	KPMG Australia		







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