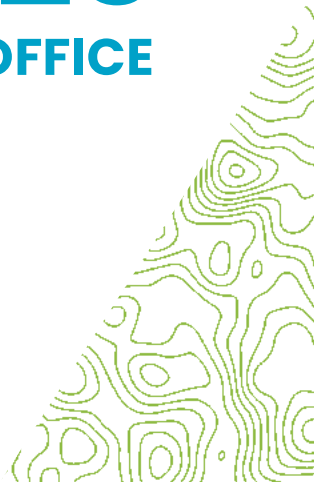
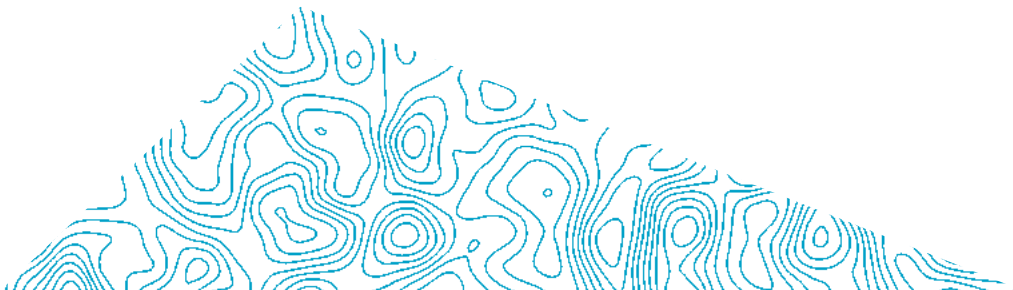




ANNUAL REPORT 2024-25

ICN NATIONAL OFFICE



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OUR **PURPOSE**

Driving economic growth in Australia and New Zealand by supporting local businesses through a trusted Network.

OUR **MISSION**

To maximise Australian and New Zealand industry participation, particularly in investment projects and global supply chains.

OUR **VISION**

To contribute to increased economic activity and employment for Australia and New Zealand, by assisting industries to gain a greater share of domestic and international business opportunities.

OUR **STRATEGY**

We work to stimulate and foster an open and competitive marketplace for Australian and New Zealand industry so that:

- local industry participation remains strong.
- Australian and NZ businesses, particularly SMEs, have a fair share of domestic business opportunities

CHAIRMAN'S REVIEW

It is with pleasure that I report on another exciting and rewarding year for the Industry Capability Network Ltd.



The Board, in consultation with a wide variety of stakeholders, set a strong and ambitious strategy and our executive team, the national staff and the broader Network did an amazing job executing the milestones that were established to take us on that journey. We continue to build on our strengths but with a keen eye on the future, the changes that are inevitable, such as the impact of artificial intelligence, deeper data sets and system security, to ensure we provide the products and services that all sides of our market require.

This year was a significant milestone for the Industry Capability Network, it being the 40th year since we opened our doors for business in Victoria. We celebrated with over 400 of our friends and colleagues, parliamentarians and our directors, past and present with a gala event in the Grand Hall at Parliament House.

Turning 40 was, of course, no surprise. Whilst many government sponsored programs come and go ICN has gone from strength to strength, helping Australian small businesses gain access to projects and contracts that would not normally come across their desks. In that time, we have helped those businesses win more than \$54 billion in contracts, creating and maintaining jobs, generating economic benefit and fostering businesses that not just survive, but grow.

Our focus on delivering for small business has allowed us to build our brand and extend our reach. We continue to welcome new companies into our database. We have developed new data models, new interfaces and new systems to

make it easier for them to share their company capability with us and ultimately the whole market.

We are sector agnostic and have worked across a wide variety of projects. However, the work we did, and continue to do, with the Department of Defence was another highlight. Many defence projects have been assisted, in addition to our extensive, detailed and qualified data sets being highly valued and used extensively by them.

It has also been a pleasure to work with our new Minister, Hon Tim Ayres, and his staff as the new Government's policies come to the delivery stage. We have already made several submissions to his office and the Department on how ICN can add significant value and assist new programs to be efficiently and effectively delivered.

I would particularly like to acknowledge our CEO, Warren Jansen, for leading our small team to deliver exceptional results. To my fellow Directors, thank you for your hard work, keen focus and ongoing counsel.

As I concluded my remarks at our 40th celebrations, "Can you imagine a world without ICN? No, neither can I." On to the next 40 years.



Derek Lark
Chair ICNL

CEO'S REPORT

A year of activity marking ICN's historic milestone, our 40th anniversary, commenced at the start of 2024, and reached a crescendo at Parliament House in August, with the convergence of ICN representatives from each state and territory office.



ICN board and executives were joined by senior Government Ministers, Members of Parliament and key stakeholders to celebrate a brand that has facilitated over \$54 Billion in wins for local businesses through its state-of-the-art IT solutions, and dedicated staff. The event showcased the strength of a Network, committed to helping local businesses win work, for 40 more years.

This year, the ICN National Office or ICNL, wasn't immune to the challenges faced by not-for-profit organisations, notoriously plagued by inadequate funding and limited recognition for the public good they deliver year after year. But this only increased the resolve of the team to use as its north star, the guiding principle of why we do what we do – which is to help local win, to maintain and grow Australia's pre-eminent industry capability database.

Building on the momentum of the re-launch of ICN's flagship platform, Gateway by ICN, early in 2024, the team remained steadfast in its quest to address end-user feedback by introducing a range of enhancements and features. As always this was underpinned by ICNL's commitment to the highest standards of IT security. The introduction of 'Offerings' on Gateway-changes how we capture company capability. This AI-powered feature will shape the future of understanding sovereign capability and long-term supply chain security. Our supply chain mapping capability

(powered by Perspective by ICN) continued to gain momentum with more private and Government sector entities utilising the platform's ability to provide deep analysis on capability gaps, and investment opportunities. Our data analytics (powered by Insights by ICN) continued to develop the capability of understanding jurisdictional procurement trends and cross-border supply chain spend. Our value-added services, including the delivery of ICN's Climate Strategy and industry events and workshops facilitated by ICN's strategic partners, delivered significant value during the year, with local businesses benefiting from largely free ICN services.

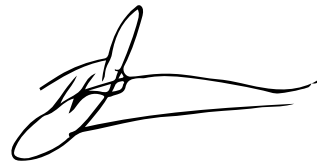
ICNL stands committed to delivering the Government's bold Future Made in Australia (FMiA) agenda and is grateful to Minister for Industry and Innovation, the Hon. Tim Ayres for referencing ICN's role in achieving this agenda, in his inaugural speech in his new portfolio. ICNL's secure database and advanced analytics capture the FMiA's Community Benefits Principles, and is primed to deliver the Department of Industry, Science and Resources' (DISR) priorities, including the transition to a net-zero economy. This aligns with ICN's reference in the Department of Defence's (DoD) Guided Weapons and Explosive Ordnance Plan (GWEO) as a local data partner, following its inclusion in the Defence Industry Development (DIDS) and AUKUS strategies, in early 2024.

ICNL also looks forward to cementing an ICN presence in New Zealand, with this goal becoming more attainable during the year in review, following promising engagements with NZ Government Ministers, the NZ Ministry of Defence and local business and industry groups.

The ICN National Office grew this year, thanks to the outstanding stewardship of its Chair Derek Lark, experienced board directors, and a team of leaders focused on winning. I am eternally grateful for their unwavering commitment, which makes my job rewarding and fulfilling. ICNL is also grateful to DISR and DoD's Capability Acquisition and Sustainment Group (CASG), for their trust in ICN data and IT solutions. Our colleagues in each ICN office across the country continue to advocate for SMEs, helping to fulfill Government legislative and policy requirements, and for that, they need to be applauded, and their work celebrated.

ICNL's strategy for the year ahead is simple – focus on generating more value for all stakeholders reliant on ICN solutions and services. As Steve Jobs said:

“Simple can be harder than complex. You have to work hard to get your thinking clean to make it simple. But it's worth it in the end because once you get there, you can move mountains.”



Warren Jansen
CEO ICNL

“

The most compelling is that ICN meets real-world market needs by remediating fundamental problems in public and private sector procurement and capabilities of firms, thereby supporting economic growth. ”

– Dr Phillip Toner and Emeritus Professor Roy Green, UTS (ICN, Past, Present and Future).



HIGHLIGHTS AT A GLANCE



ICN SUPPORTING SME SUCCESS 24/25

\$3.06B+
VALUE OF WINS TO
AU/NZ COMPANIES










8,509
CONTRACTS WON

252 NEW
PROJECTS






2,791
NEW WORKS
PACKAGES


57,376
EXPRESSIONS OF
INTEREST RECEIVED



4,488 NEW
COMPANIES

10,700
LINKEDIN FOLLOWERS



PUBLIC WEBINAR ATTENDEES
3,000+



SUPPORTING AUSTRALIAN INDUSTRY

As a named stakeholder in the Australian Jobs Act 2013 (Cth) (Jobs Act), ICN plays a key role in supporting Australian industry through the Australian Industry Participation (AIP) plan.

The Jobs Act identifies ICN as supporting the AIP National Framework by connecting project proponents to suitable suppliers, project managers and business opportunities across Australia and New Zealand. This is achieved through managing our national database of industry capability and project opportunities – Gateway by ICN.

Through Gateway by ICN, and our Australian-wide network of industry experts, ICN helps businesses and government achieve higher local content as well as ensuring project proponents comply with legislation and meet their obligations under the Jobs Act.

ICN maintains a consistent and strong presence at key industry events across Australia, reinforcing our commitment to supporting businesses and fostering connections within the supply chain.

We are seen as an important advocate and were invited to participate in the following:

- Maritime Domain Industry Forum – July 2024
- Hunter Supply Chain Forum- September 2024
- Land environment workshop at Land Forces, Melbourne – September 2024
- Digital Transformation in Manufacturing (NZ event) November 2024
- Renewables Roundtable with Senator Ayres – December 2024
- Australian New Zealand Leadership Forum roundtable (at Avalon Airshow) – March 2025
- Future of Artificial Intelligence and Analytics for Sustainable Operations (co-hosted by the DSARG and IS2O group, UNSW Canberra) – April 2025
- ACT Major Projects Conference – May 2025

By attending and exhibiting at major events we successfully engaged with a broad range of stakeholders, from SMEs to government representatives and industry leaders.

Some of the events attended in the last year included:

- Tech in Gov – July 2024
- Defence and Industry Conference – August 2024
- Oil & Gas Asia 2024 event in Malaysia – Sep 2024
- AusInnovation Industry papers – September 2024
- AIDN Policy Symposium and Sovereign Capability Showcase – November 2024
- Energy Exchange Australia, Perth – March 2025
- Australian Manufacturing Week, Melbourne – May 2025
- Small Business Roundtable with Katy Gallagher – December 2025
- Innovation Central Canberra showcase events
- Finalist AIIA awards – June 2025

40TH BIRTHDAY

The 40th anniversary celebration was a key opportunity for the ICN national office to gather stakeholders, executives and board directors from around the country to mark our historic milestone.

The 400 guests from MPs and senators to Industry chiefs showed the vital role ICN continues to play in keeping Australian SMEs in the game when it comes to securing contracts in an internationally competitive realm.

It was also the ideal platform for Industry and Science Minister, the Hon Ed Husic to launch ICN's Green Report by University of Technology Sydney Emeritus Professor Roy Green and Dr Phil Toner, which provided a thorough review of ICN's achievements and continuing purpose.



REPRESENTING AUSTRALIA'S TRUE CAPABILITY

The ICN National Office continues to work on improving and expanding functionality for our flagship application, Gateway by ICN, based on industry best practices. This ensures continuous improvement for our modern platform. User research played a crucial role in shaping development priorities, allowing us to meet the evolving needs of our users and stakeholders.

We are changing the way local industry capability is gathered and assessed with Gateway's advanced new feature, Offerings. Companies registered on the platform can input a wider range of capabilities that include their products, services and facilities. By linking these to a specific location, our data will more accurately represent regional capabilities.

This is a significant strategic shift from an industry-focused categorisation to a capability-focused system. The 'Offering' feature on Gateway, backed by AI, is designed to improve the user experience and streamline connections which will ultimately lead to more accurate and efficient project matching and supply chain reporting. This evolution has given rise to a new process that can capture a company's niche capability, essential for supply chain security and the expansion of sovereign capability.

Key features include:

- AI-powered suggestions,
- reduced data duplication, and
- enhanced search functionality,

The transition is currently underway and is expected to be fully implemented within the next financial year.

We remain committed to making it easier for businesses to access the resources they need to succeed and are looking at further enhancements to our platforms gleaned from user feedback.

Robust technology systems are essential in today's rapidly evolving business landscape. In the 2024-25 the ICN National Office made significant progress in strengthening our technological foundation and expanding our product offerings to support solution development. We focused on upgrading and optimising our technology infrastructure to ensure our suite of products is not only reliable and secure, but also highly scalable to meet the evolving demands of our network. These efforts demonstrate our commitment to leveraging cutting-edge technology and delivering exceptional value to our stakeholders.

We have made stakeholder engagement a key focus area by strengthening the team with a full-time resource in customer service to paid subscribers. We also led a network wide push to undertake a comprehensive program of auditing and updating company data to create an improvement in data quality and reliability.

This year, both our corporate site and Gateway by ICN have continued to be critical tools for connecting Australian businesses with key opportunities. The steady increase in website traffic reflects interest in our services, resources, and events, as well as our strategic focus on digital outreach to broaden our audience.



AMPLIFYING AUSTRALIA'S CAPABILITY

We have been exploring more avenues to focus on the supplier capabilities that industries are looking for right now. By utilising our Topics feature, supported on the Gateway by ICN platform, governments and industry associations can zero in on the companies and projects sharing a common regional or sector goal.

They can leverage ICN's internal data and systems to facilitate targeted, dynamic supplier directories and efficient information sharing while utilising a low-cost, secure model, underpinned by the country's largest capability database.

By providing centralised supplier data management, Topics by ICN eliminates the need for separate platforms, reducing both time and costs for suppliers. The integration with ICN's verification support services greatly improves member data integrity for the Topic owner.

ICN successfully launched Veteran Business Community, SA Manufacturing and NSW Renewable Energy Zone pages in the past year.



We have a renewed focus on promoting supplier uplift activities and spotlighting companies within our subscriber base. We began to explore other content including climate insights and strategic partner showcases sent out across our email lists.

Increasing connections with key strategic partners has enabled us to deliver more tailored and impactful support to sectors of national importance. ICN hosted several supplier and stakeholder events that have allowed us to educate businesses on emerging trends, compliance requirements, and growth opportunities within Australian industry.

Most notably we have worked with strategic partners such as 25eight and Bidwrite to uplift SME skills in pitching and bidding for work. We have also conducted regular webinars on current ESG policies relating to the Transition to Net Zero, an area SMEs have told us they are struggling to keep up with. Workshops that connect in-person with SMEs to help them start planning for Net Zero were also supported in SA and WA with plans to deliver in more locations into the future.

We also created opportunities for key stakeholders to engage with our staff and board to learn and share how we can continue to deliver the resources for current Australian market needs.

Our consistent content strategy, including regular updates on supplier opportunities, success stories, and event highlights, has strengthened our position as a trusted source of information and support for Australian businesses.

Our email campaigns remain an important delivery channel for relevant project and event information directly to our stakeholders. Through targeted email campaigns, we have successfully kept our subscribers informed about industry opportunities, key events, and important updates.

Our social media presence on LinkedIn and Facebook continues to be key for engaging with industry professionals, government stakeholders, and businesses. In 2024-25 we experienced a steady increase in our follower base and post engagement.

This year also saw us include Instagram in our strategy to further increase our reach to a new audience of potential subscribers.



ANALYSING AUSTRALIA'S CAPABILITY

In 2024-25 Perspective by ICN reports continued to be delivered to State and Federal Governments and industry, including the National Rolling Stock Manufacturing survey for the Office of National Rail Industry Coordination.

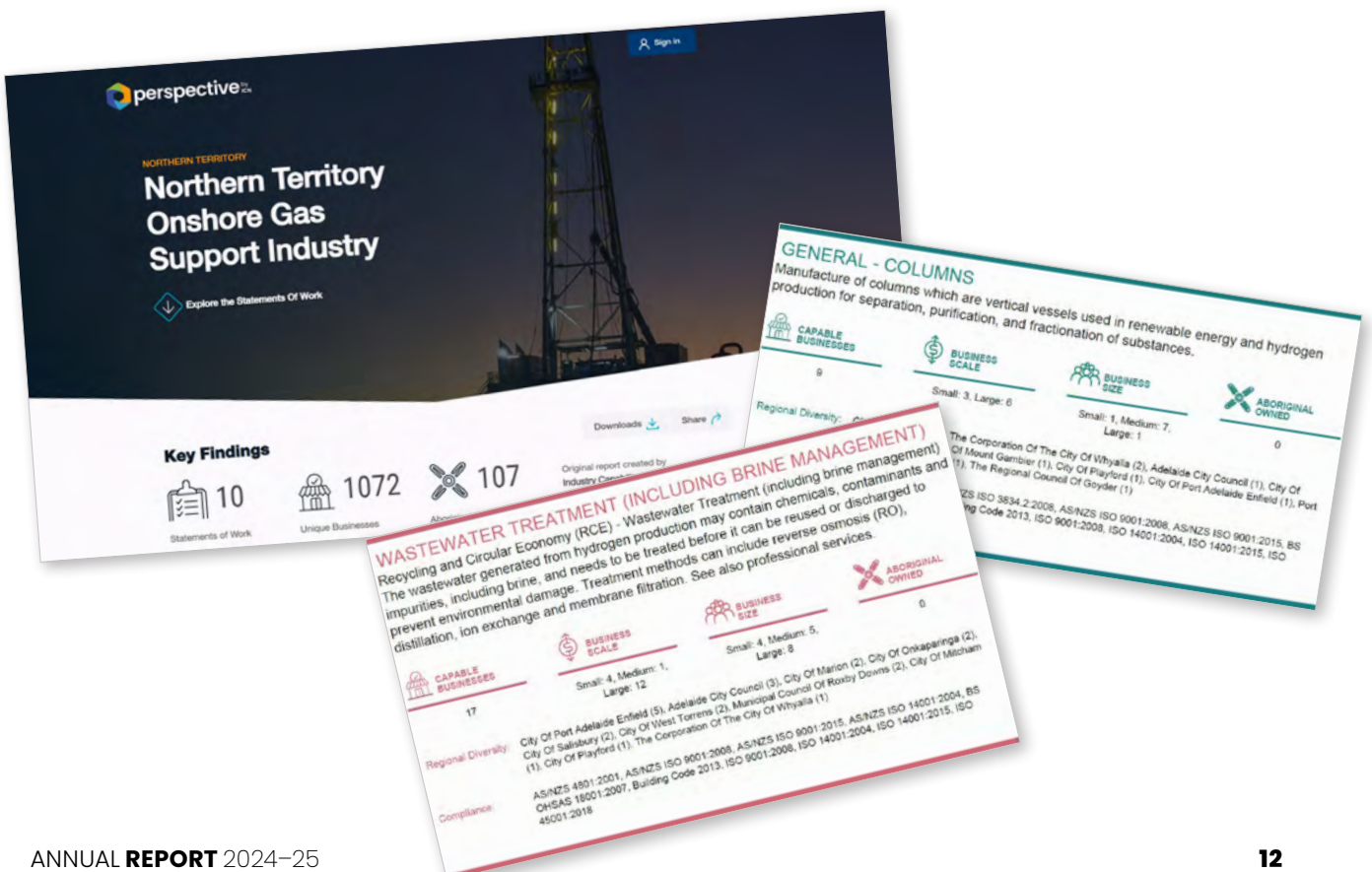
Perspective by ICN is an invaluable tool, giving industry and government a comprehensive and detailed view of supply chains and identifying strengths and weaknesses across various industries and sectors, as well as opportunities for growth and development.

Through collaboration with our clients and partners we have identified multiple improvements that ensure we are continually pushing our data products forward.

Perspective by ICN is being transformed into a comprehensive decision-support platform. By integrating Insights by ICN with advanced

visualisations, Perspective is moving beyond static supply chain mapping to real-time, interactive intelligence. Together, these tools create a complete end-to-end solution, offering a strategic intelligence framework that ensures planning, delivery, and reporting can be done with clarity and confidence.

Through the Perspective by ICN tool, we provide supported analysis on supply chains to increase general understanding of business capabilities in different regions and sectors. In this way, it can assist strategic planning and policy development to ensure Australia is better equipped to respond to market demands and global challenges.



The tool has been enhanced with several optimisations now built into the back-end system to improve analysis workflows when assessing company capabilities for client reporting and increasing the value of analysis in outputs. Decision-makers will not only see where supplier capacity exists and how it aligns with each package of work but also identify gaps early and take the required approach with confidence.

The ICN National Office’s engagement with government bodies has deepened, with ongoing collaborations at both the State and Federal levels. We continue to align our efforts with national priorities, particularly in areas such as manufacturing, including the Future Made in Australia priorities.

This year we have established a reputation as a key delivery partner with both Department of Industry, Science and Resources (DISR) and the Department of Defence for data on local content and supplier

capability. Through our Data as a Service (Daas) and expansion of other tools such as Insight and Perspective, ICN is supporting strategic decision making and investment at all levels.

We were honoured to support DISR and Senator the Hon Tim Ayres’ office with data and access to over 70 suppliers for the Hunter Supply Chain Roundtable on Renewables. We also gathered information on business sentiment through our Net Zero Readiness Tool that is showing suppliers are looking for more support to assist in their transition journey.

By facilitating strategic planning and policy development, ICN is helping to ensure Australia is better equipped to respond to market demands and global challenges. Ultimately, supply chain mapping efforts contribute to building a robust and competitive industrial landscape, driving innovation and sustainable growth across the country.

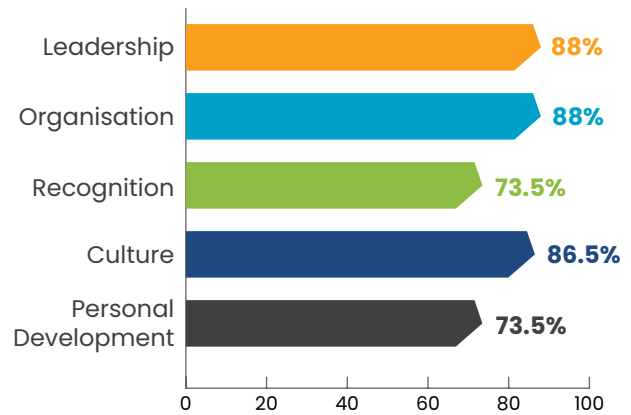


INVESTING IN OUR PEOPLE

We recognise that our people are our greatest asset. We remain committed to continuous professional development, ensuring that our team is equipped with the latest skills and knowledge to drive ICN forward. Given the increased need for vigilance with cyber security, members of the team were given the opportunity to undertake courses in cyber threats and the use of AI in business.

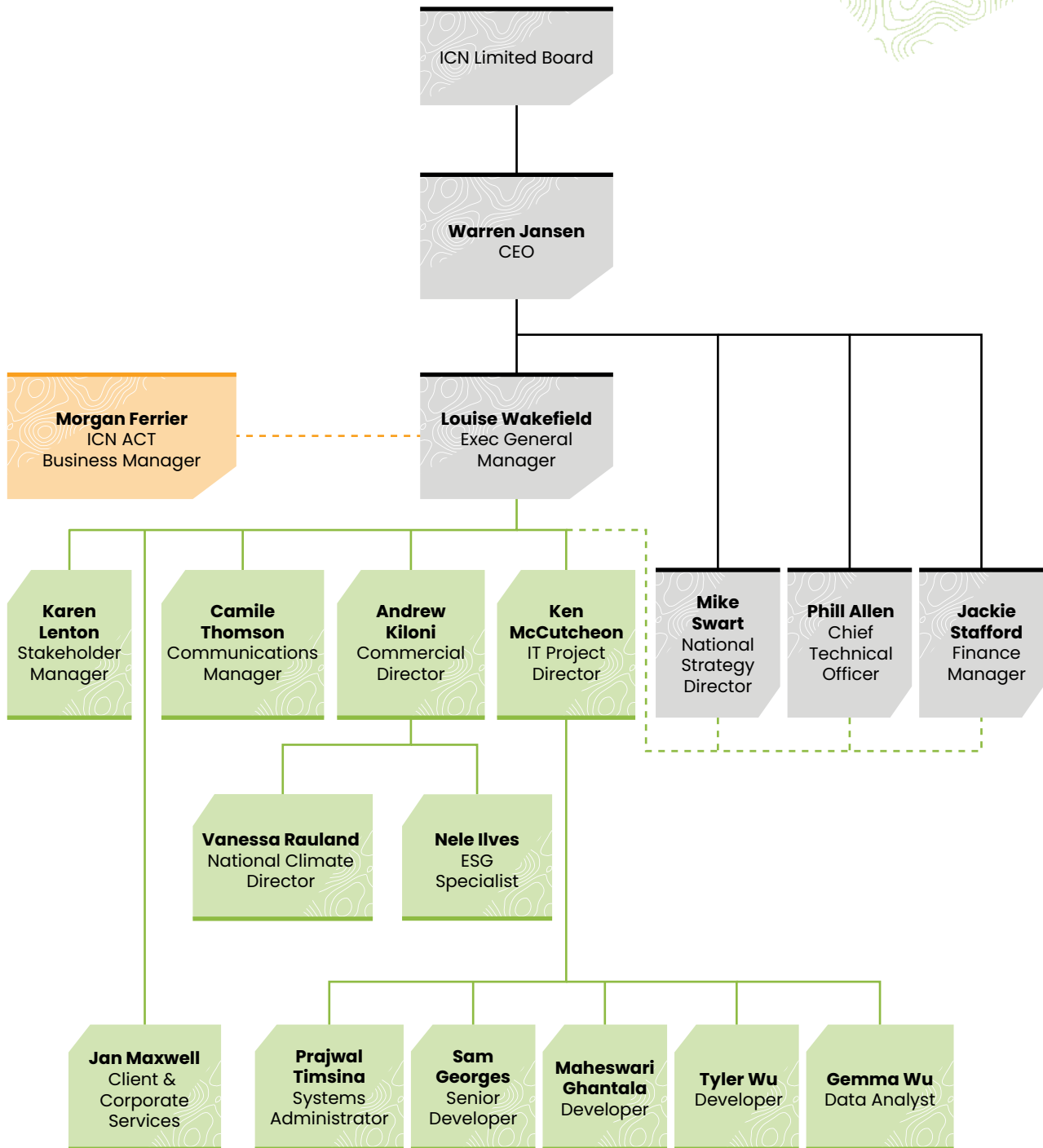
We have increased the resources available on Exchange by ICN, our Learning Management System (LMS). Exchange allows us to deliver tailored training solutions to meet the specific needs of staff in all our ICN offices. By centralising our training content, we can ensure that everyone receives the same high standard of education, regardless of location.

The 2024–25 Employee Engagement Survey results highlight confidence in ICN's leadership, culture, and organisational clarity, with over 90% of staff feeling valued and supported. Opportunities remain in recognition and personal development, where continued focus will help build on the positive culture already demonstrated.



We have started to add supported content on Exchange that Gateway subscribers can also access. One of our first partners to add a course was strategic partner, 25eight. We saw good uptake of their course and feedback that this type of access was invaluable to smaller businesses. Our *Preparing for the Net Zero Economy* course has also been made available to subscribers and staff.

ORGANISATIONAL CHART



EMBRACING THE FUTURE

The ICN National Office is committed to delivering effective programs, focused on maximising opportunities for Australian and New Zealand companies and creating economic benefit.

We are aware that the pressures on our Australian businesses and economy are evolving. We in the ICN National Office are committed to constant improvement in all our products and services to support business growth and data integrity.

We are assessing ways to create opportunities to improve the skills profile for SMEs and supporting

Government policies such as the Future Made in Australia Initiative to continue our remit of ensuring Australian projects are serviced by Australian businesses.

ICN's growth is evident in the expansion of our supplier database alongside significant product expansion to provide the client with the solution they need.

We will continue this growth trajectory with road mapped plans for all core products enabling ICN to support government and industry better than ever before.

KEY ACHIEVEMENTS FOR 2024-25

- ✓ **ICN was written into key Commonwealth Defence Policy.**
- ✓ **ICN's database was used by Government as a source of sovereign capability data.**
- ✓ **ICN's active supplier numbers grew by 25% from last FY.**
- ✓ **ICN was represented internationally facilitating global contracts for local suppliers.**
- ✓ **ICN applications returned industry-leading IT application security ratings.**
- ✓ **AI-led advancements were embedded to help SMEs input and promote their capability.**
- ✓ **Gateway by ICN was identified as a Supplier Portal of choice.**

FUNCTION AND FOCUS

The primary functions of ICNL are to:

- Provide a coordination role for ICN offices, ensuring a common and consistent approach to core activities and to support the ongoing enhancement and development of ICN.
- Develop, maintain and manage the national data and communications' systems used by the ICN offices, including Toolbox and Gateway by ICN.
- Assist the ICN offices to establish links with global supply chain managers to help Australian and New Zealand SMEs gain access to the global supply chains of major project developers.
- Coordinate ICN National Strategic Milestones, derived from a process where the ICN offices contribute towards setting annual goals, including identifying overseers and contributors to successfully achieve them.
- Develop nationally focused marketing strategies and raise awareness and understanding of opportunities available to participate in major projects and global supply chains.
- Provide a direct interface to the Australian Government and relevant Australian Government departments.
- Undertake research on behalf of the jurisdictions and Australian Government.
- Coordinate activities of the ICN offices to help companies identify Australian suppliers when applying for Tariff Concessions.
- Facilitate national projects where a prime engages with ICNL to coordinate engagements with the relevant ICN offices supporting these projects.
- Develop and manage a national product roadmap of value-add solutions, delivered by the ICN offices for all stakeholders.

ICNL continues to support eight ICN offices across Australia by:

- Enhancing the primary function of ICN; namely the promotion of local industry through innovation and secure system development.
- Facilitating the collection and publication of appropriate industry insights and standardisation of reports on ICN activities.
- Undertaking promotional work on behalf of ICN offices on Australian industry.
- Fostering an open exchange of information between ICN offices.
- Enhancing the centralised ICN database of industry capability.
- Encouraging best practice in operations across the ICN offices.
- Encouraging adoption of a unified approach to product and service delivery, to ensure national consistency.
- Coordinating and acting as secretariat for meetings of national significance.
- Making submissions on matters of national interest as agreed mutually by the ICN offices.
- Representing the interests of ICN offices federally and in forums of national significance.

ICN's executive directors met on four occasions during 2024–25: both virtually and in Canberra, Brisbane and Melbourne. The ICN National Office represented the ICN offices when dealing with:



Australian Government
Department of Defence



Australian Government
**Department of Industry,
Science and Resources**



Australian Government
Department of Finance

ICN's executive directors met in Melbourne on 1 May 2025 to review the accomplishments of the previous strategic plan and develop strategic goals for 2025–26.

To ensure the successful implementation of current strategic goals, ICN representatives meet every 30 days to measure progress and outcomes.

The ICN National Office works in collaboration with representatives from across the network in working groups focussed on the key areas of Information Technology, Defence, Marketing and Renewables. These groups work to align ICN's goals to the needs and priorities of suppliers, proponents and other key stakeholders.

STRATEGIC PARTNERS

The ICN National Office has developed several strategic national partnerships to ensure that the ICN offices and customers can gain access to their expertise, offer these as part of our repertoire and to complement our products and services, as well to help us stay relevant to our clients.

In 2024-25 our strategic partners were:



Data partners

- Australian Bureau of Statistics
- Australian Department of Defence
- Department of Industry Science and Resources
- Melbourne University (Indigenous Business Snapshot)

APPENDIX 1

COMPANY MEMBERSHIP

The Members of ICNL (2024–2025) are:

- Department of Industry, Science and Resources
- Australian Council of Trade Unions
- Industry Capability Network (VIC)
- Industry Capability Network (NSW)
- Department of State Growth (TAS)
- Queensland Manufacturing Institute Ltd (QLD)
- Business Promotions (NT) Pty Ltd
- The Chamber of Commerce and Industry of Western Australia
- Department of State Development (SA)
- Industry Capability Network Limited Technologies (ICN ACT)



APPENDIX 2

BOARD COMPOSITION

The Board of Directors consists of six people elected by the members. The full composition of the Board of Directors on 30 June 2025 was:



Chair

Mr. Derek Lark

Industry Capability Network Limited

Derek holds a Master of Business Administration and a Bachelor of Engineering (Electrical) and is a Fellow of the Australian Institute of Company Directors (Order of Merit). Non-Executive Director at Give Industries and Chairman of Kinloch Court Owners Association. Previous positions include Board member and Finance Committee member at the Cerebral Palsy Education Centre in Melbourne, Director of Alembec Pty Ltd and Director at the Progressing Business Institute Ltd.



Secretary

Mr. Warren Jansen

Chief Executive Officer, Industry Capability Network Limited

Warren holds a Bachelor of Laws (Hon) from the University of London and is a graduate of the Australian Institute of Company Directors. Warren has over 20 years' experience in senior management roles, having started his career as a journalist in Sri Lanka. Before his current role, Warren managed humanitarian settlement programs in Australia and overseas, established a disability employment service in Southeast Asia and co-designed a sustainable business model for an NDIS specialist accommodation service provider.



Director

Mrs. Chris Bridges-Taylor

Director, Bridges Capital Ventures Pty Ltd, B&R Group Pty Ltd

Chris currently serves as the Chairman of Bridges Capital Ventures Pty Ltd and holds directorships in various subsidiary and investment companies. Previously, Chris was General Manager of B&R Enclosures, an Australian advanced manufacturing business. Chris holds a Bachelor of Engineering (Hons) and a Master of Business Administration from the University of Adelaide. She is a Fellow of both the Australian Institute of Company Directors and the Institute of Engineers Australia. Chris is a Qualified Risk Director® and holds a Certificate in Cyber Risk Governance®. In the academic sphere, she is an Adjunct Professor at the University of Queensland's School of Mechanical and Mining Engineering.



Director

Mr. Andrew Cleary

Director, 12th Level Pty Ltd

Andrew is an experienced Defence SME consultant, an innovation specialist, and a conservationist. He is the founder and Director of Bioquai Pty Ltd, 12th Level Pty Ltd, and Acee Investments Pty Ltd. Additionally, Andrew serves as a director of Fifth Domain Pty Ltd and IronBark QB Syndicate Pty Ltd. He holds a Bachelor of Science in Agriculture from the University of Sydney and a Graduate Diploma in Management from the University of Canberra.



Director

Mrs. Elizabeth Edwards

Principal, Williams Winter Solicitors

Elizabeth is the Principal of Williams Winter Solicitors and has been admitted to the Supreme Courts of Victoria and Tasmania, the High Court of Australia, and the Federal Court of Australia. With 25 years of experience as a practicing solicitor, Elizabeth brings extensive legal expertise to her role.



Director

Dr. Tim Turner, FACS

Owner, Electric Spells Pty Ltd

Tim's qualifications and experience include a Graduate of the Australian Institute of Company Directors (GAICD) and Fellowship with the Australian Computer Society, where he also served as past Branch Chair. Tim is the Chair of the ACT Chapter of the Pearcey Foundation and the sole Director of Electric Spells Pty Ltd. Additionally, Tim serves as a Board Director of ICNL Technologies and is Company Secretary for the Indigenous Reading Project.



Director

Ms. Rebecca Woods

Managing Director, Allygroup Pty Ltd

Rebecca is a Fellow of the Australian HR Institute and a member of the UNSW Canberra School of Business Advisory Board and the Australian Institute of Company Directors. She holds a Master of Management and is soon to complete a Master of Philosophy researching public policy implementation.

With over 25 years of experience in workforce skills development, government contracting, communications, and organisational culture, Rebecca brings a wealth of expertise to her role.

APPENDIX 3

INDEPENDENT AUDIT REPORT AND DECLARATION



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INDEPENDENT AUDITOR'S REPORT TO THE DIRECTORS OF INDUSTRY CAPABILITY NETWORK LIMITED

Opinion

We have audited the consolidated financial statements of Industry Capability Network Limited and Controlled Entity (the Group), which comprises the consolidated statement of financial position as at 30 June 2025, the consolidated statement of profit or loss and other comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows for the year then ended, and notes to the financial statements, including material accounting policy information and managements' assertion statement.

In our opinion, the accompanying financial report of the Group is in accordance with the Corporations Act 2001, including:

- (i) Giving a true and fair view of the Group's financial position as at 30 June 2025 and of its financial performance for the year ended; and
- (ii) Complying with Australian Accounting Standards and the Corporations Regulations 2001.

Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Report section of our report. We are independent of the Group in accordance with the auditor independence requirements of the Corporations Act 2001 and the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 Code of Ethics for Professional Accountants (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other responsibilities in accordance with the Code.

We confirm that the independence declaration required by the Corporations Act 2001, which has been given to the directors of the Group, would be in the same terms if given to the directors as at the time of this auditor's report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Directors for the Financial Report

The directors of the Group are responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards and the Corporations Act 2001 and for such internal control as the directors determine is necessary to enable the preparation of the financial report that gives a true and fair view that is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the directors are responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

MGI refers to one or more of the independent member firms of MGI worldwide. MGI Worldwide is a network of independent auditing, accounting and consulting firms. Each MGI firm in Australasia is a separate entity and has no liability to another Australasian or international member's acts or omissions. MGI is a brand name for the MGI Australasian network and for each of the member firms of MGI Worldwide. Liability limited by a scheme approved under Professional Standards Legislation.

Auditor's Responsibilities for the Audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with the Australian 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 this financial statements.

A further description of our responsibilities for the audit of the financial statements is located at The Australian Auditing and Assurance Standards Board website at: http://www.auasb.gov.au/auditors_responsibilities/ar4.pdf. This description forms part of our auditor's report.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Yours faithfully,



Phillip Miller
Partner
MGI Joyce Dickson Audit
Date: 3 October 2025

APPENDIX 4

FINANCIAL STATEMENTS

Industry Capability Network Limited

ABN 85 068 571 513

Consolidated Financial Statements

For the year ended 30 June 2025

Industry Capability Network Limited
ABN 85 068 571 513

Directors' Report

For the year ended 30 June 2025

Your Directors' submit their report for the year ended 30 June 2025.

Directors

The names and details of the Group's Directors in office during the financial year and until the date of this report are set out below. Directors were in office for this entire period unless otherwise stated.

Derek Lark
Elizabeth Edwards
Rebecca Woods
Timothy Turner
Christine Bridges-Taylor
Andrew Cleary

Review of Operations

The net loss after tax of the Group for year ended 30 June 2025 was \$238,962 (2024 loss: \$108,749). A review of the operations of the Group during the financial year and the results of those operations are as follows:

Strategic Objectives

The Group's short-term objectives are to:

- Publish regular industry intelligence snapshots.
- Develop an Australian business census.
- Provide thought leadership at national and international events.
- Submit industry papers.
- Implement an R&D project.
- Implement a talent acquisition and retention program.
- Implement an international project.

The Group's long-term objectives are to:

- Be an essential and trusted partner for Commonwealth Government priorities.
- Be the oracle of business intelligence.
- Be an essential business tool.
- Develop complementary partnerships.
- Provide an international application offering.
- Create an attractive culture and matched skills and resources to deliver outputs.
- Facilitate a virtuous cycle.

Strategy for achieving the objectives

Industry Capability Network Limited (ICNL) continues to provide coordination of the network of eight ICN offices across Australia. The strategy is to continue to build upon the foundations for ICN's overall service offering whilst at the same time enhancing our value proposition through a wider suite of products and services, improved quality and consistency of service delivery and leveraging our key relationships.

Principal activities

The principal activities during the year of entities within the consolidated group were:

- To maximise Australian and New Zealand industry participation in investment projects and global supply chains. This was achieved through facilitating the use of the ICN by procurement agencies and project

Industry Capability Network Limited
ABN 85 068 571 513

Directors' Report

For the year ended 30 June 2025

managers in both the public and private sectors with the objective of giving Australian industry a greater share of domestic and international business opportunities.

- ICNL's operations are part of the Federal Government's Australian Industry Participation (AIP) Policies and Programs.

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

Key performance measures

The amounts contained in the financial report have been rounded to the nearest \$1 (where rounding is applicable) where noted (\$) under the option available to the Group under ASIC Corporations (Rounding in Financial/Directors' Reports) Instrument 2016/191. The Group is an entity to which this legislative instrument applies.

Events subsequent to the end of the reporting period

Following the maturing of the \$2.7 million term deposit in June 2025, a new term deposit of \$2.4 million was reinvested in July 2025, which is set to mature in June 2026.

Funds were also utilised to pay down the loan owing on the property purchase, which has extended ICNL's line of credit to \$950,000, as of August 2025.

ICNL Technologies Pty Ltd (ICNLT), a wholly owned subsidiary of ICNL, has acquired 100% interest in Queensland Manufacturing Institute Ltd (QMI) on the 1st of July 2025.

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

Likely developments and expected results

Likely developments in the operations of the Group and the expected results of those operations in future financial years have not been included in this report as the inclusion of such information is likely to result in unreasonable prejudice to the Group.

Environmental regulation and performance

The Group is not subject to any particular or significant environmental regulation under laws of the Commonwealth or of a State or Territory.

Industry Capability Network Limited
 ABN 85 068 571 513

Directors' Report

For the year ended 30 June 2025

Information on Directors

<p>Mr Derek Lark Industry Capability Network Limited - Chair Engineering</p>	<p>Derek holds a Master of Business Administration and a Bachelor of Engineering (Electrical) and is a Fellow of the Australian Institute of Company Directors (Order of Merit). Non-executive Director at Give Industries and Chairman of Kinloch Court Owners Association. Previous positions include Board Member and Finance Committee member at the Cerebral Palsy Education Centre in Melbourne, Director of Alembec Pty Ltd and Director at the Progressing Business Institute Ltd.</p>
<p>Mrs Christine Bridges-Taylor Director, Bridges Capital Ventures Pty Ltd, B&R Group Pty Ltd</p>	<p>Chris currently serves as the Chairman of Bridges Capital Ventures Pty Ltd and holds directorships in various subsidiary and investment companies. Previously, Chris was General Manager of B&R Enclosures, an Australian advanced manufacturing business. Chris holds a Bachelor of Engineering (Hons) and a Master of Business Administration from the University of Adelaide. She is a Fellow of both the Australian Institute of Company Directors and the Institute of Engineers Australia. Chris is a Qualified Risk Director® and holds a Certificate in Cyber Risk Governance®. In the academic sphere, she is an Adjunct Professor at the University of Queensland's School of Mechanical and Mining Engineering.</p>
<p>Mr Andrew Cleary Director, 12th Level Pty Ltd</p>	<p>Andrew is an experienced Defence SME consultant, an innovation specialist, and a conservationist. He is the founder and Director of Bioquai Pty Ltd, 12th Level Pty Ltd and Acee Investments Pty Ltd. Additionally, Andrew serves as a director of Fifth Domain Pty Ltd and IronBark QB Syndicate Pty Ltd. He holds a Bachelor of Science in Agriculture from the University of Sydney and a Graduate Diploma in Management from the University of Canberra.</p>
<p>Mrs Elizabeth Edwards Principal, Williams Winter Solicitors</p>	<p>Elizabeth is the Principal of Williams Winter Solicitors and has been admitted to the Supreme Courts of Victoria and Tasmania, the High Court of Australia, and the Federal Court of Australia. With 25 years of experience as a practicing solicitor, Elizabeth brings extensive legal expertise to her role.</p>
<p>Dr. Tim Turner, FACS Owner, Electric Spells Pty Ltd</p>	<p>Tim's qualifications and experience include a Graduate of the Australian Institute of Company Directors (GAICD) and Fellowship with the Australian Computer Society, where he also served as past Branch Chair. Tim is the Chair of the ACT Chapter of the Pearcey Foundation and the sole Director of Electric Spells Pty Ltd. Additionally, Tim serves as a Board Director of ICNL Technologies and is Company Secretary for the Indigenous Reading Project.</p>
<p>Ms. Rebecca Woods Managing Director Allygroup Pty Ltd</p>	<p>Rebecca is a Fellow of the Australian HR Institute and a member of the UNSW Canberra School of Business Advisory Board and the Australian Institute of Company Directors. She holds a Master of Management and is soon to complete a Master of Philosophy researching public policy implementation. With over 25 years of experience in workforce skills development, government contracting, communications, and organisational culture, Rebecca brings a wealth of expertise to her role.</p>

Industry Capability Network Limited
ABN 85 068 571 513

Directors' Report

For the year ended 30 June 2025

Directors' Meeting

During the financial year, four Directors' meetings were held. Attendances by each Director is as follows:

Directors	Number eligible to attend	Number attended
Derek Lark	4	4
Elizabeth Edwards	4	4
Rebecca Woods	4	4
Timothy Turner	4	3
Christine Bridges-Taylor	4	4
Andrew Cleary	4	3

Indemnification and insurance of Directors and officers

The Group has paid premiums to insure each of the Directors against liabilities for costs and expenses incurred by them in defending any legal proceedings arising out of their conduct while acting in the capacity of Director of the Group, other than conduct involving a willful breach of duty in relation to the entity.

Proceedings on behalf of group

No person has applied for leave of court to bring proceedings on behalf of the Group or intervene in any proceedings to which the Group is a party for the purpose of taking responsibility on behalf of the Group for all or part of those proceedings. The Group was not a party to any such proceedings during the year.

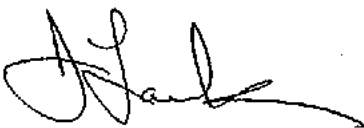
The parent entity is incorporated under Corporations Act and is a company limited by guarantee. If the parent entity is wound up, the constitution states that each member is required to contribute a maximum of \$50 towards any outstanding liabilities. At 30 June 2025, the total amount that members of the parent entity are liable to contribute if the entity is wound up is \$500 (2024: \$500).

Auditor independence declaration

A copy of the auditor's independence declaration as required under section 307C of the Corporations Act 2001 is set out within this annual report.

This report is made in accordance with a resolution of Directors, pursuant to section 298(2)(a) of the Corporations Act 2001.

On behalf of the Directors



Derek Lark

Chair

Dated: 3 October 2025



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Professional Standards Legislation*
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**AUDITOR'S INDEPENDENCE DECLARATION
UNDER SECTION 307C OF THE CORPORATIONS ACT 2001
TO THE DIRECTORS OF THE INDUSTRY CAPABILITY NETWORK LIMITED**

I declare that, to the best of my knowledge and belief, during the year ended 30 June 2025 there have been:

- (i) No contraventions of the independence requirements of the Corporations Act 2001 in relation to the audit; and
- (ii) No contraventions of any applicable code of professional conduct in relation to the audit.



Phillip Miller
Partner
MGI Joyce Dickson Audit
Dated: 3 October 2025

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Industry Capability Network Limited
ABN 85 068 571 513

Consolidated statement of profit or loss and other comprehensive income
For the year ended 30 June 2025

	Note	2025 \$	2024 Restated* \$
Income	3	5,471,736	4,754,446
Expenses			
Administrative expense		(340,621)	(471,686)
Auditor expense	4	(25,744)	(26,952)
Depreciation expense	4	(58,235)	(55,845)
Amortisation on software		(26,929)	(515)
IT and network costs		(432,778)	(335,594)
Marketing and promotion		(493,711)	(342,276)
Interest expense		(42,067)	(112,217)
Other expenses		(637,036)	(509,275)
Rent and utilities		(83,110)	(18,273)
Salaries and employee benefits		(3,414,878)	(2,760,703)
Travel costs		(155,589)	(146,139)
Deficit from operating activities		(238,962)	(25,029)
Net loss on disposal of assets		-	(87,061)
Other gains and losses	5	-	(12,400)
Dividend income		-	34,647
Share of loss of an associate and/or joint venture	6	-	(18,906)
Net loss		(238,962)	(108,749)
Deficit for the year attributable to the members of Industry Capability Network Limited		(238,962)	(108,749)
Other comprehensive income for the year, net of tax		-	-
Total comprehensive loss attributable to the member of Industry Capability Network Limited		(238,962)	(108,749)

*See note 22 for details of restatement of prior period errors

Industry Capability Network Limited
ABN 85 068 571 513

Consolidated statement of financial position
For the year ended 30 June 2025

	Note	2025 \$	2024 Restated* \$
Assets			
Current assets			
Cash and cash equivalents	7	3,004,667	929,918
Trade receivables	8	1,069,059	355,134
Financial assets	9	-	2,750,000
Other current assets	10	34,539	111,937
Total current assets		4,108,265	4,146,989
Non-current assets			
Property, plant and equipment	11	1,943,157	1,988,984
Intangibles	12	110,478	137,408
Loan to associates	13	10	-
Total non-current assets		2,053,645	2,126,392
Total assets		6,161,910	6,273,381
Liabilities			
Current liabilities			
Trade and other payables	14	1,333,821	939,718
Employee benefits	15	279,612	254,881
Contract liabilities	16	2,036,759	2,384,390
Total current liabilities		3,650,192	3,578,989
Non-current liabilities			
Interest-bearing loans and borrowings	17	450,000	450,000
Employee benefits	15	61,767	5,479
Loan to associates	13	13,465	13,465
Total non-current liabilities		525,232	468,944
Total liabilities		4,175,424	4,047,933
Net assets		1,986,486	2,225,448
Equity			
Retained earnings	18	1,986,486	2,225,448
Total equity		1,986,486	2,225,448

*See note 22 for details of restatement of prior period errors

Industry Capability Network Limited
ABN 85 068 571 513

Consolidated statement of cash flows
For the year ended 30 June 2025

	Note	2025 \$	2024 Restated* \$
Cash flows from operating activities			
Receipts from Customers		3,717,132	4,508,739
Payments to Suppliers and Employees		(4,970,161)	(4,558,632)
Interest received		145,913	226,353
Interest paid		(42,067)	(56,369)
Grants received		486,350	671,806
Net Cash (used in)/from Operating Activities	20	(662,833)	791,897
Cash Flows from Investing Activities			
Purchase of property, plant and equipment		(12,408)	(12,683)
Purchase of structural improvements		-	(388,347)
Changes in other investment		-	251,625
Drawdown from term deposit		2,750,000	-
Loan to an associate		(10)	(10,271)
Net Cash from/(used in) Investing Activities		2,737,582	(159,676)
Cash Flows from Financing Activities			
Repayment of loans		-	(550,000)
Net Cash used in Financing Activities		-	(550,000)
Net Increase in Cash and Cash Equivalents		2,074,749	82,221
Cash and Cash Equivalents at 1 July		929,918	847,697
Cash and Cash Equivalents at 30 June	7	3,004,667	929,918

Industry Capability Network Limited
ABN 85 068 571 513

Consolidated statement of changes in equity
As at 30 June 2025

	Retained Earnings	Total Equity
	\$	\$
Balance at 1 July 2023	2,334,197	2,334,197
Deficit after income tax expense for the year*	(108,749)	(108,749)
Other comprehensive income for the year, net of tax	-	-
Restated balance at 30 June 2024	2,225,448	2,225,448
	Retained Earnings	Total Equity
	\$	\$
Balance at 1 July 2024	2,225,448	2,225,448
Deficit after income tax expense for the year	(238,962)	(238,962)
Other comprehensive income for the year, net of tax	-	-
Balance at 30 June 2025	1,986,486	1,986,486

*See note 22 for details of restatement of prior period errors

Industry Capability Network Limited
ABN 85 068 571 513

Notes to the Consolidated Financial Statements

Note 1 – Material accounting policies

1.1 Basis of Preparation

The consolidated financial statement is a general purpose financial report, which has been prepared in accordance with the requirements of the Corporations Act 2001, Australian Accounting Standards - Simplified Disclosures and other authoritative pronouncements of the Australian Accounting Standards Board.

The consolidated financial statements have been prepared on a historical cost basis, except for investment properties, derivative financial instruments, debt and equity financial assets and contingent consideration that have been measured at fair value. The carrying values of recognised assets and liabilities that are designated as hedged items in fair value hedges that would otherwise be carried at amortised cost are adjusted to recognise changes in the fair values attributable to the risks that are being hedged in effective hedge relationships.

The consolidated financial statements are presented in Australian dollars, except when otherwise indicated under the option available to the Group under ASIC Corporations (Rounding in Financial/Directors' Reports) Instrument 2016/191. The Group is an entity to which this legislative instrument applies.

The consolidated financial statements provide comparative information in respect of the previous period. In addition, the Group presents an additional consolidated statement of financial position at the beginning of the preceding period when there is a retrospective application of an accounting policy, a retrospective restatement, or a reclassification of items in financial statements.

The Group has prepared the financial statements on the basis that it will continue to operate as a going concern.

The Group made significant investments in bolstering IT system security during the year, focused on protecting end-user data. The investments in technology and personnel, ensured that ICN's security posture remained robust, as the Group continues to expand its work with federal, state and territory governments. These software and application-level security developments, follow the investments made by the Group in the previous year, setting up secure, physical IT infrastructure within the office premises.

Additionally, the Group invested in a Climate Strategy, to assist its primary client base of Australian suppliers and project proponents, prepare for mandatory climate reporting. The strategy included investments in resources and a training platform, that would set the foundation for work with existing and new clients, including government clients at all levels.

The Directors believe there are reasonable grounds to expect the Group will realise its assets and extinguish its liabilities in the normal course of business and at the amounts stated in the financial report, and therefore it is appropriate to adopt the going concern basis in the preparation of the financial report after consideration of a range of relevant factors, including (but not limited to) the following:

Cashflows from operations

Although cash on hand as of 30 June 2025 is \$3.04 million and slightly below current liability levels as at 30 June 2025 of \$3,650,192, approximately half of the \$1.06 million in trade debtors outstanding as at 30 June 2025 was collected by the end of July 2025.

Cashflows from financing activities

During the year, the consolidated group was able to draw down on its term deposit of \$2.75 million to discharge liabilities, including paying down the loan on the property, thus extending its line of credit.

The consolidated group may also be able to obtain a further \$950k of additional funding from CommBank on the mortgage registered by the Group against its non-residential real property.

Additionally, the Directors have prepared cash flow forecasts that indicate that the Consolidated Group will have sufficient cash flows to meet its commitments for a period of at least 12 months from the date of this report. This forecast takes into account the newly acquired QMI.

Based on the cash flow forecast, the Directors are satisfied that, the going concern basis of preparation is appropriate. The financial report has been prepared on a going concern basis, which assumes continuity of normal business activities and the settlement of liabilities in the ordinary course of business.

Industry Capability Network Limited
ABN 85 068 571 513

Notes to the Consolidated Financial Statements

The financial report does not include any adjustments relating to the recoverability and classification of recorded asset amounts or liabilities that might be necessary should the Group not continue as a going concern and meet its debts as and when they become due and payable.

Compliance with Australian Accounting Standards (AASB)

The financial report also complies with Australian Accounting Standards (AASB) as issued by the International Accounting Standards Board.

1.2 Basis of consolidation

The consolidated financial statements comprise the financial statements of the Group and its subsidiaries as at 30 June 2025. Control is achieved when the Group is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee. Specifically, the Group controls an investee if, and only if, the Group has:

- Power over the investee (i.e., existing rights that give it the current ability to direct the relevant activities of the investee);
- Exposure, or rights, to variable returns from its involvement with the investee;
- The ability to use its power over the investee to affect its returns.

The Group's voting rights and potential voting rights:

- The contractual arrangement(s) with the other vote holders of the investee;
- Rights arising from other contractual arrangements;
- The Group's voting rights and potential voting rights

The Group re-assesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control. Consolidation of a subsidiary begins when the Group obtains control over the subsidiary and ceases when the Group loses control of the subsidiary. Assets, liabilities, income and expenses of a subsidiary acquired or disposed of during the year are included in the consolidated financial statements from the date the Group gains control until the date the Group ceases to control the subsidiary.

Profit or loss and each component of OCI are attributed to the equity holders of the parent of the Group and to the non-controlling interests, even if this results in the non-controlling interests having a deficit balance. When necessary, adjustments are made to the financial statements of subsidiaries to bring their accounting policies in line with the Group's accounting policies. All intra-group assets and liabilities, equity, income, expenses and cash flows relating to transactions between members of the Group are eliminated in full on consolidation.

A change in the ownership interest of a subsidiary, without a loss of control, is accounted for as an equity transaction.

If the Group loses control over a subsidiary, it derecognises the related assets (including goodwill), liabilities, non-controlling interest and other components of equity, while any resultant gain or loss is recognised in profit or loss. Any investment retained is recognised at fair value.

1.3 Summary of Material Accounting Policies

a) Revenue Recognition

The Group recognises revenue as follows:

Revenue from contracts with customers

Revenue is recognised at an amount that reflects the consideration to which the Group is expected to be entitled in exchange for transferring goods or services to a customer. For each contract with a customer, the Group:

identifies the contract with a customer; identifies the performance obligations in the contract; determines the transaction price which takes into account estimates of variable consideration and the time value of money; allocates the transaction price to the separate performance obligations on the basis of the relative stand-alone selling price of each distinct good or service to be delivered; and recognises revenue when or as each performance obligation is satisfied in a manner that depicts the transfer to the customer of the goods or services promised.

Industry Capability Network Limited
ABN 85 068 571 513

Notes to the Consolidated Financial Statements

Variable consideration within the transaction price, if any, reflects concessions provided to the customer such as discounts, rebates and refunds, any potential bonuses receivable from the customer and any other contingent events. Such estimates are determined using either the 'expected value' or 'most likely amount' method. The measurement of variable consideration is subject to a constraining principle whereby revenue will only be recognised to the extent that it is highly probable that a significant reversal in the amount of cumulative revenue recognised will not occur. The measurement constraint continues until the uncertainty associated with the variable consideration is subsequently resolved. Amounts received that are subject to the constraining principle are recognised as a refund liability.

Grants

Grant revenue is recognised in profit or loss when the Group satisfies the performance obligations stated within the funding agreements.

If conditions are attached to the grant which must be satisfied before the Group is eligible to retain the contribution, the grant will be recognised in the statement of financial position as a liability until those conditions are satisfied.

Interest

Interest revenue is recognised as interest accrues using the effective interest method. This is a method of calculating the amortised cost of a financial asset and allocating the interest income over the relevant period using the effective interest rate, which is the rate that exactly discounts estimated future cash receipts through the expected life of the financial asset to the net carrying amount of the financial asset.

Other revenue

Other revenue is recognised when it is received or when the right to receive payment is established.

Volunteer services

The Group has elected not to recognise volunteer services as either revenue or other form of contribution received. As such, any related consumption or capitalisation of such resources received is also not recognised.

b) Income Tax

Current income tax assets and liabilities are measured at the amount expected to be recovered from or paid to the taxation authorities. The tax rates and tax laws used to compute the amount are those that are enacted or substantively enacted at the reporting date in the countries where the Group operates and generates taxable income.

The parent entity is exempt from income tax under Division 50 of the Income Tax Assessment Act 1997.

Deferred Tax

Deferred tax is provided using the liability method on temporary differences between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes at the reporting date.

Deferred tax liabilities are recognised for all taxable temporary differences, except:

- When the deferred tax liability arises from the initial recognition of goodwill or an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss.
- In respect of taxable temporary differences associated with investments in subsidiaries, associates and interests in joint arrangements, when the timing of the reversal of the temporary differences can be controlled and it is probable that the temporary differences will not reverse in the foreseeable future.

Deferred tax assets are recognised for all deductible temporary differences, the carry forward of unused tax credits and any unused tax losses. Deferred tax assets are recognised to the extent that it is probable that taxable profit will be available against which the deductible temporary differences, and the carry forward of unused tax credits and unused tax losses can be utilised, except:

- When the deferred tax asset relating to the deductible temporary difference arises from the initial recognition of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss.

Industry Capability Network Limited
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Notes to the Consolidated Financial Statements

- In respect of deductible temporary differences associated with investments in subsidiaries, associates and interests in joint arrangements, deferred tax assets are recognised only to the extent that it is probable that the temporary differences will reverse in the foreseeable future and taxable profit will be available against which the temporary differences can be utilised.

The carrying amount of deferred tax assets is reviewed at each reporting date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilised. Unrecognised deferred tax assets are re-assessed at each reporting date and are recognised to the extent that it has become probable that future taxable profits will allow the deferred tax asset to be recovered.

In assessing the recoverability of deferred tax assets, the Group relies on the same forecast assumptions used elsewhere in the financial statements and in other management reports, which, among other things, reflect the potential impact of climate-related development on the business, such as increased cost of production as a result of measures to reduce carbon emission.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply in the year when the asset is realised or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted at the reporting date.

Deferred tax relating to items recognised outside profit or loss is recognised outside profit or loss. Deferred tax items are recognised in correlation to the underlying transaction either in OCI or directly in equity.

Deferred tax assets and deferred tax liabilities are offset if a legally enforceable right exists to set off current tax assets against current tax liabilities and the deferred taxes relate to the same taxable entity and the same taxation authority.

Tax benefits acquired as part of a business combination, but not satisfying the criteria for separate recognition at that date, are recognised subsequently if new information about facts and circumstances change. The adjustment is either treated as a reduction in goodwill (as long as it does not exceed goodwill) if it was incurred during the measurement period or recognised in profit or loss.

The Group offsets deferred tax assets and deferred tax liabilities if and only if it has a legally enforceable right to set off current tax assets and current tax liabilities and the deferred tax assets and deferred tax liabilities relate to income taxes levied by the same taxation authority on either the same taxable entity or different taxable entities which intend either to settle current tax liabilities and assets on a net basis, or to realise the assets and settle the liabilities simultaneously, in each future period in which significant amounts of deferred tax liabilities or assets are expected to be settled or recovered.

Industry Capability Network Limited
ABN 85 068 571 513

Notes to the Consolidated Financial Statements

c) Current versus non-current classification

The Group presents assets and liabilities in the statement of financial position based on current/non-current classification. An asset is current when it is:

- Expected to be realised or intended to be sold or consumed in the normal operating cycle;
- Held primarily for the purpose of trading.
- Expected to be realised within twelve months after the reporting period;

Or

- Cash or cash equivalent unless restricted from being exchanged or used to settle a liability for at least twelve months after the reporting period.

All other assets are classified as non-current.

A liability is current when:

- It is expected to be settled in the normal operating cycle;
- It is held primarily for the purpose of trading;
- It is due to be settled within twelve months after the reporting period;

Or

- There is no unconditional right to defer the settlement of the liability for at least twelve months after the reporting period.

The terms of the liability that could, at the option of the counterparty, result in its settlement by the issue of equity instruments does not affect its classification.

The Group classifies all other liabilities as non-current.

Deferred tax assets and liabilities are classified as non-current assets and liabilities.

d) Cash and Cash Equivalents

Cash and short-term deposits in the consolidated statement of financial position comprise cash at banks and on hand and short-term highly liquid deposits with a maturity of three months or less, that are readily convertible to a known amount of cash and subject to an insignificant risk of changes in value.

For the purpose of the consolidated statement of cash flows, cash and cash equivalents consist of cash and short-term deposits, as defined above, net of outstanding bank overdrafts as they are considered an integral part of the Group's cash management.

e) Trade and other receivables

Other receivables are recognised at amortised cost, less any allowance for expected credit losses.

f) Contract assets

Contract assets are recognised when the Group has transferred goods or services to the customer but where the Group is yet to establish an unconditional right to consideration. Contract assets are treated as financial assets for impairment purposes.

g) Property plant & equipment

Plant and equipment are stated at historical cost less accumulated depreciation and impairment. Historical cost includes expenditure that is directly attributable to the acquisition of the items.

Depreciation is calculated on a straight-line basis to write off the net cost of each item of property, plant and equipment (excluding land) over their expected useful lives as follows:

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Notes to the Consolidated Financial Statements

Asset Class	Useful life
Furniture and fittings	5 – 20 years
Leasehold improvements	40 years
Motor vehicles	8 years
Plant and equipment	2-20 years
Software development	5 years
Buildings	40 years

The Group reviews the estimated residual values and expected useful lives of assets at least annually.

An item of property, plant and equipment and any significant part initially recognised is derecognised upon disposal (i.e., at the date the recipient obtains control) or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in the statement of profit or loss when the asset is derecognised.

The consolidated residual values, useful lives and methods of depreciation of property, plant and equipment are reviewed at each financial year end and adjusted prospectively, if appropriate.

h) Intangible assets

Intangible assets acquired separately are measured on initial recognition at cost. The cost of intangible assets acquired in a business combination is their fair value at the date of acquisition. Following initial recognition, intangible assets are carried at cost less any accumulated amortisation and accumulated impairment losses. Internally generated intangibles, excluding capitalised development costs, are not capitalised and the related expenditure is reflected in profit or loss in the period in which the expenditure is incurred.

The useful lives of intangible assets are assessed as either finite or indefinite.

Intangible assets with finite lives are amortised over the useful economic life and assessed for impairment whenever there is an indication that the intangible asset may be impaired. The amortisation period and the amortisation method for an intangible asset with a finite useful life are reviewed at least at the end of each reporting period. Changes in the expected useful life or the expected pattern of consumption of future economic benefits embodied in the asset are considered to modify the amortisation period or method, as appropriate, and are treated as changes in accounting estimates. The amortisation expense on intangible assets with finite lives is recognised in the statement of profit or loss in the expense category that is consistent with the function of the intangible assets.

Intangible assets with indefinite useful lives are not amortised, but are tested for impairment annually, either individually or at the cash-generating unit level. The assessment of indefinite life is reviewed annually to determine whether the indefinite life continues to be supportable. If not, the change in useful life from indefinite to finite is made on a prospective basis.

An intangible asset is derecognised upon disposal (i.e., at the date the recipient obtains control) or when no future economic benefits are expected from its use or disposal. Any gain or loss arising upon derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in the statement of profit or loss.

Research and development

Research costs are expensed as incurred. Development expenditures on an individual project are recognised as an intangible asset when the Group can demonstrate:

- The technical feasibility of completing the intangible asset so that the asset will be available for use or sale;
- Its intention to complete and its ability and intention to use or sell the asset;
- How the asset will generate future economic benefits;
- The availability of resources to complete the asset; and
- The ability to measure reliably the expenditure during development.

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Notes to the Consolidated Financial Statements

Following initial recognition of the development expenditure as an asset, the asset is carried at cost less any accumulated amortisation and accumulated impairment losses. Amortisation of the asset begins when development is complete, and the asset is available for use. It is amortised over the period of expected future benefit. Amortisation is recorded in cost of sales. During the period of development, the asset is tested for impairment annually.

Patents and trademarks

Significant costs associated with patents and trademarks are deferred and amortised on a straight-line basis over the period of their expected benefit, being their finite life of 10 years.

Customer contracts

Customer contracts acquired in a business combination are amortised on a straight-line basis over the period of their expected benefit, being their finite life of five years.

Software

Significant costs associated with software are deferred and amortised on a straight-line basis over the period of their expected benefit, being their finite life of five years.

i) Fair Value measurement

The Group measures financial instruments such as derivatives, and non-financial assets such as investment properties, at fair value at each balance sheet date.

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either:

- In the principal market for the asset or liability;

Or

- In the absence of a principal market, in the most advantageous market for the asset or liability.

j) Investment in associates and joint ventures

An associate is an entity over which the Group has significant influence. Significant influence is the power to participate in the financial and operating policy decisions of the investee, but is not control or joint control over those policies.

A joint venture is a type of joint arrangement whereby the parties that have joint control of the arrangement have rights to the net assets of the 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 considerations made in determining significant influence or joint control are similar to those necessary to determine control over subsidiaries. The Group's investment in its associate and joint venture are accounted for using the equity method.

Under the equity method, the investment in an associate or a joint venture is initially recognised at cost. The carrying amount of the investment is adjusted to recognise changes in the Group's share of net assets of the associate or joint venture since the acquisition date. Goodwill relating to the associate or joint venture is included in the carrying amount of the investment and is not tested for impairment separately.

The consolidated statement of profit or loss and other comprehensive income reflects the Group's share of the results of operations of the associate or joint venture. Any change in OCI of those investees is presented as part of the Group's OCI. In addition, when there has been a change recognised directly in the equity of the associate or joint venture, the Group recognises its share of any changes, when applicable, in the statement of changes in equity. Unrealised gains and losses resulting from transactions between the Group and the associate or joint venture are eliminated to the extent of the interest in the associate or joint venture.

The aggregate of the Group's share of profit or loss of an associate and a joint venture is shown on the face of the statement of profit or loss outside operating profit and represents profit or loss after tax and non-controlling interests in the subsidiaries of the associate or joint venture.

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Notes to the Consolidated Financial Statements

The financial statements of the associate or joint venture are prepared for the same reporting period as the Group. When necessary, adjustments are made to bring the accounting policies in line with those of the Group.

After application of the equity method, the Group determines whether it is necessary to recognise an impairment loss on its investment in its associate or joint venture. At each reporting date, the Group determines whether there is objective evidence that the investment in the associate or joint venture is impaired. If there is such evidence, the Group calculates the amount of impairment as the difference between the recoverable amount of the associate or joint venture and its carrying value, and then recognises the loss within 'Share of profit of an associate and a joint venture' in the statement of profit or loss.

Upon loss of significant influence over the associate or joint control over the joint venture, the Group measures and recognises any retained investment at its fair value. Any difference between the carrying amount of the associate or joint venture upon loss of significant influence or joint control and the fair value of the retained investment and proceeds from disposal is recognised in profit or loss.

Note 2 – Material accounting judgements, estimates and assumptions

Estimation of useful lives of assets

The Group determines the estimated useful lives and related depreciation and amortisation charges for its property, plant and equipment and finite life intangible assets. The useful lives could change significantly as a result of technical innovations or some other event. The depreciation and amortisation charge will increase where the useful lives are less than previously estimated lives, or technically obsolete or non-strategic assets that have been abandoned or sold will be written off or written down. The Group assesses impairment of non-financial assets other than goodwill and other indefinite life intangible assets at each reporting date by evaluating conditions specific to the Group and to the particular asset that may lead to impairment. If an impairment trigger exists, the recoverable amount of the asset is determined. This involves fair value less costs of disposal or value-in-use calculations, which incorporate a number of key estimates and assumptions.

Employee benefits provision

As discussed in Note 1, the liability for employee benefits expected to be settled more than 12 months from the reporting date are recognised and measured at the present value of the estimated future cash flows to be made in respect of all employees at the reporting date. In determining the present value of the liability, estimates of attrition rates and pay increases through promotion and inflation have been taken into account.

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Notes to the Consolidated Financial Statements

	2025	2024
	\$	\$
Note 3 - Income		
<i>Revenue from contracts with customers</i>		
Grant income	1,400,754	1,268,980
<i>Other revenue</i>		
Cost recoveries	9,273	7,971
Interest received	144,425	162,129
Jurisdictional payments	266,860	241,060
Other revenue	2,465,722	2,361,741
Project revenue	1,184,702	712,565
	5,471,736	4,754,446
<i>Disaggregation of revenue</i>		
The disaggregation of revenue from contracts with customers is as follows:		
Geographical regions		
Australia	1,400,754	1,268,980
Note 4 - Expenses		
Deficit before income tax includes the following specific expenses:		
Auditor Remuneration	25,744	26,952
Depreciation	58,235	55,845
	2025	2024
	\$	Restated*
Note 5 – Other gains and losses		
Net gain on disposal of investments in associates	-	26,348
Net loss on loan forgiveness	-	(38,748)
	-	(12,400)
See note 22 for details of restatement of prior period errors		

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Notes to the Consolidated Financial Statements

Note 6 - Share of loss of an associate and/or joint venture

ICNLT had a 30% interest in Optimise Procurement Services Pty Ltd until 21 June 2024.

Optimise Procurement Services Pty Ltd was incorporated on the 23rd of June 2021.

The main social purpose of the Optimise Procurement Services Pty Ltd's incorporation is to maximise local industry participation in economic development by connecting local suppliers with the opportunity to supply goods and services, creating procurement (supply) efficiencies, facilitating chain partners to participate in all aspects of an investment project and developing sustainability in local communities and local industry.

ICNLT has subscribed for shares in Optimise Procurement Services Pty Ltd as it believed that the amalgamation of different in-kind contributions provided by the shareholders of Optimise Procurement Services would allow Optimise Procurement Services to better achieve its social purpose while returning a good profit. ICNLT has disposed of its 30% interest in Optimise Procurement Services Pty Ltd on 21 June 2024. ICNLT's interest in Optimise Procurement Services Pty Ltd is accounted for using the equity method in the consolidated financial statements. The following table illustrates the summarised financial information of the Group's investment in Optimise Procurement Services Pty Ltd immediately prior to the disposal of its interest. The associate had no contingent liabilities or capital commitments as at 21 June 2024.

	2025	2024
	\$	\$
Revenue	-	-
Expenses	-	(63,022)
Loss before tax	-	(63,022)
Total comprehensive loss for the year	-	(63,022)
Group's share of profit/(loss) for the year	-	(18,906)

Note 7 - Cash and Cash Equivalents

Combined cheque account	2,996,164	629,682
Combined online account	10,541	300,236
Consolidated credit card	(2,038)	-
	3,004,667	929,918

Note 8 - Trade and Other Receivables

Trade receivables	1,069,059	353,646
Accrued Interest	-	1,488
Total Trade and Other Receivables	1,069,059	355,134

Note 9 - Financial Assets

Held-to-maturity investments	-	2,750,000
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Note 10 - Other Current Assets

Prepayments	34,539	111,937
Total Prepayments	34,539	111,937

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Notes to the Consolidated Financial Statements

	2025	2024 Restated*
	\$	\$
Note 11 - Property, Plant and Equipment		
Buildings	1,550,000	1,550,000
Less: Accumulated depreciation	(77,500)	(38,750)
	1,472,500	1,511,250
Plant and equipment	105,734	93,325
Less: Accumulated depreciation	(82,250)	(74,688)
	23,484	18,637
Office equipment	58,177	58,177
Less: Accumulated depreciation	(54,366)	(54,049)
	3,811	4,128
Structural improvements	464,276	464,276
Less: Accumulated depreciation	(20,914)	(9,307)
	443,362	454,969
	1,943,157	1,988,984

*See note 22 for details of restatement of prior period error.

Reconciliations

Reconciliations of the written down values at the beginning and end of the current financial year are set out below:

	Buildings	Office equipment	Plant and equipment	Structural improvements	Total
	\$	\$	\$	\$	\$
Balance at 1 July 2024	1,511,250	4,128	18,637	454,969	1,988,984
Additions			12,408		12,408
Depreciation expense	(38,750)	(317)	(7,561)	(11,607)	(58,235)
Balance at 30 June 2025	1,472,500	3,811	23,484	443,362	1,943,157

Assets pledged as security

Buildings with a carrying amount of \$1,550,000 have been pledged to secure borrowings of the Group. Under the terms of the financing facilities, the Group is not allowed to pledge these assets as security for other borrowings or to sell them to another entity.

Commitments

The Group has the following contractual commitments for the acquisition of the building:

- Loan of \$450,000 to the Commonwealth Bank of Australia.

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Notes to the Consolidated Financial Statements

Note 12 - Intangibles

As compensation for ICNL Technologies Pty Ltd's (a wholly owned subsidiary of ICNL) disposal of its 30% interest in Optimise Procurement Services Pty Ltd, ICNL Technologies Pty Ltd (ICNLT) has received the right to utilise a software that was previously owned by Optimise Procurement Services Pty Ltd valued at \$134,647. The effective of the software is determined to be 5 years.

	2025	2024 Restated*
	\$	\$
Intangibles		
Intellectual Property	134,646	134,647
Trademarks	3,276	3,276
Less: accumulated depreciation	(27,444)	(515)
Total Intangibles	110,478	137,408

*See note 22 for details of restatement of prior period errors.

	2025	2024 Restated*
	\$	\$
Note 13 - Loan to associates		
Non-current asset		
Loan to Queensland Manufacturing Institute (QMI)	10	-
Non-current liability		
Loan to Optimise Procurement Services (OPS)	13,465	13,465

*See note 22 for details of restatement of prior period errors.

	2025	2024
	\$	\$
Note 14 – Trade and other payables		
Accrued costs	450,595	616,674
Fringe benefit payable	-	1,868
Provision for GST	81,477	124,265
Trade payables	511,532	102,261
Withholding taxes payable	74,122	55,418
Payroll tax	68,005	39,232
ATO integrated client account	149,768	-
	1,335,499	939,718

	2025	2024
	\$	\$
Note 15 - Employee benefits		
Current liabilities		
Annual leave	247,432	230,214
Long service leave	32,180	24,667
	279,612	254,881
Non-current liabilities		
Long service leave	61,767	5,479
Total current and non-current liabilities	341,379	260,360

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Notes to the Consolidated Financial Statements

	2025	2024
Note 16 - Contract liabilities	\$	\$
Advance subscription liability	1,084,259	1,118,236
Income in advance	952,500	1,266,154
	<u>2,036,759</u>	<u>2,384,390</u>

Note 17 - Interest-bearing loans and borrowings

	Interest rate %	Maturity		
Non-current interest-bearing loans and borrowings				
Secured bank loan	6.49	5 years	450,000	450,000
Total non-current interest-bearing loans and borrowings			450,000	450,000

Secured bank loan

Secured bank loan This loan has been drawn down under a five-year facility. The loan is repayable within 34 months after the reporting date. The total amount repayable on maturity is \$450,000. The facility is secured by a first charge over the Group's building, with a carrying value of \$1,472,500.

	2025	2024 Restated*
Note 18 – Retained Earnings	\$	\$
Retained earnings at the beginning of the financial year	2,225,448	2,334,197
Deficit after income tax expense for the year	(238,962)	(108,749)
Retained earnings at the end of the financial year	<u>1,986,486</u>	<u>2,225,448</u>

*See note 22 for details of restatement of prior period errors

Note 19 – Unrecognised deferred tax assets

	2025	2024 Restated*
	\$	\$
Tax losses - revenue	527,400	372,994
Tax losses – capital	38,750	38,750

*See note 22 for details of restatement of prior period errors

All of the above amounts can be carried forward indefinitely, subject to meeting certain criteria of the relevant taxation law.

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Notes to the Consolidated Financial Statements

Note 20 – Reconciliation of profit after income tax to net cash from operating activities

	2025	2024 Restated*
	\$	\$
Total comprehensive loss attributable to the members of Industry Capability Network Limited	(238,962)	(108,749)
Adjustments for:		
Depreciation and amortisation	85,164	56,360
Dividend income	-	(34,647)
Loss on disposal of assets	-	87,061
Share of loss of an associate	-	18,906
Other gains and losses		12,400
Changes in assets and liabilities		
Decrease/(increase) in trade and other receivables	(713,925)	120,270
Decrease/(increase) in prepayments	77,398	(99,377)
Increase/(decrease) in contract liabilities	(347,631)	532,177
Increase/(decrease) in trade and other payables	394,103	158,484
Increase/(decrease) in other Provisions	81,020	49,012
Net cash (used in)/from operating activities	(662,833)	791,897

*See from note 22 for details of restatement of prior period errors

Note 21 – Information relating to Industry Capability Network Limited (the Parent)

The following information has been extracted from the books and records of the parent, Industry Capability Network Limited and has been prepared in accordance with Accounting Standards.

The financial information for the parent entity, Industry Capability Network Limited has been prepared on the same basis as the consolidated financial statements except as disclosed below.

	2025	2024 Restated*
	\$	\$
Statement of Financial Position		
Current assets	4,094,253	4,146,987
Total assets	6,760,429	6,690,036
Current liabilities	3,664,186	3,590,775
Total liabilities	4,175,954	4,046,255
Retained Earnings	2,643,781	2,517,289
Statement of Profit or Loss and Other Comprehensive Income		
Total comprehensive (loss)/income of the Parent entity	(59,306)	126,492

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Notes to the Consolidated Financial Statements

The parent entity has not entered into a Deed of Guarantee with its subsidiary companies.

The parent entity did not have any contingent liabilities as at 30 June 2025 or 30 June 2024.

The parent entity did not have any commitments as at 30 June 2025 or 30 June 2024.

Note 22 - Restatement of prior period errors

In the preparation of the FY25 financial results, the Group has identified a number of matters which require the correction of prior period errors in historic financial statements.

Consolidated statement of profit or loss and other comprehensive income

	2024	Increase /(Decrease)	2024 Restated*
		\$	\$
Net gain/(loss) on disposal of investments	34,647	(47,047)	(12,400)
Depreciation expense	17,095	38,750	55,845
Impairment losses on software acquired	12,400	(12,400)	-
Dividend income	-	34,647	34,647
Deficit for the year	(69,999)	38,750	(108,749)

Consolidated statement of financial position

	2024	Increase /(Decrease)	2024 Restated*
		\$	\$
Non-current Assets			
Property, plant and equipment	2,027,734	(38,750)	1,988,984
Loan to associates	-	13,465	13,465
Current Payables			
Trade and other payables	953,183	(13,465)	939,718
Net decrease in equity	2,264,198	(38,750)	2,225,448

Wind up of OPS

In FY25, it was discovered that ICNLT's exit from OPS was incorrectly treated. The exit was originally recorded as an exchange between ICNLT's investment in OPS and ICNLT's loan to OPS for ICN Gateway. An impairment expense of \$12,400 was then recognised to reduce the value of the software to its market value.

The actual transaction on the other hand involved a share buyback of \$134,646 performed by OPS where OPS transferred ownership of ICN Gateway, which was deemed to be of similar value, to ICNLT in lieu of cash. Any loan accounts owing between OPS and ICNLT was agreed to be forgiven.

The error resulted in an overstatement of impairment expenses, overstatement of other income and understatement of dividend income. The net result on ICNLT's deficit for the year however is nil.

Depreciation of Building

In FY25, it was discovered that the building had not been depreciated in FY24. The error resulted in an understatement of depreciation expenses of \$38,750.

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Notes to the Consolidated Financial Statements

The following table supplements restated amounts:

	Note	2024	Increase /(Decrease) \$	2024 Restated* \$
Unrecognised deferred tax assets	19			
Tax losses – capital		-	38,750	38,750

Note 23 – Interests in wholly-owned subsidiaries

The consolidated financial statements incorporate the assets, liabilities and results of the following significant wholly owned subsidiaries in accordance with the accounting policy described in note 1.

Name	Principal Activities
ICNL Technologies Pty Ltd	Supplier Facilitation

Note 24 – Compensation of key management personnel of the Group

Compensation

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

	2025 \$	2024 \$
Aggregate Compensation	537,726	521,199

Note 25 – Contingent liabilities

The Group had no contingent liabilities as at 30 June 2025 and 30 June 2024.

Note 26 – Commitments

The Group had no commitments for expenditure as at 30 June 2025 and 30 June 2024.

Note 27 - Related party transactions disclosure

Key management personnel

Warren Jansen, the Secretary for ICNL, is also a Secretary of ICNL Technologies Pty Ltd.

Disclosures relating to remuneration of key management personnel are set out in Note 24.

Transactions with related parties

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

Receivables from and payables to related parties

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

Loans to/from related parties

Loans have been made to related parties as disclosed in Note 13.

Note 28 – Events after the reporting period

Following the maturing of the \$2.7 million term deposit in June 2025, a new term deposit of \$2.4 million was reinvested in July 2025, which is set to mature in June 2026.

Funds were also utilised to pay down the loan owing on the property purchase, which has extended ICNL's line of credit to \$950,000, as of August 2025.

ICNL has acquired 100% interest in Queensland Manufacturing Institute Ltd on the 1st of July 2025.

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Notes to the Consolidated Financial Statements

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

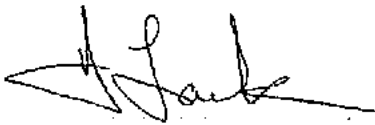
Industry Capability Network Limited
ABN 85 068 571 513

Directors Declaration

In accordance with a resolution of the Directors of Industry Capability Network Limited, I state that:

1. In the opinion of the Directors:
 - a) the financial statements and notes of Industry Capability Network Limited for the financial year ended 30 June 2025 are in accordance with the Corporations Act 2001, including:
 - i) giving a true and fair view of the consolidated entity's financial position as at 30 June 2025 and of its performance for the year ended on that date; and
 - ii) complying with Australian Accounting Standards - Simplified Disclosure Requirements and the Corporations Regulations 2001
 - iii) complying with Victorian legislation the Fundraising Act 1998 and associated regulations;
 - b) the financial statements and notes also comply with Australian Accounting Standards as disclosed in Note 1.1; and
 - c) there are reasonable grounds to believe that the Group will be able to pay its debts as and when they become due and payable.
2. This declaration has been made after receiving the declarations required to be made to the Directors by the chief executive officer and chief financial officer in accordance with section 295A of the Corporations Act 2001 for the financial year ended 30 June 2025.

On behalf of the Board



Derek Lark
Chair
Dated: 3 October 2025

ICN CONTACT DETAILS

ICN has offices in all states and territories of Australia. The ICN Offices in New South Wales, Northern Territory and Victoria also have branch offices in regional areas.

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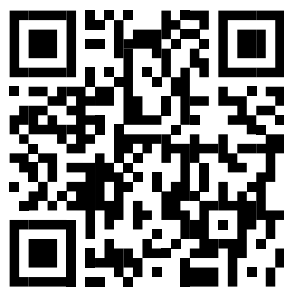
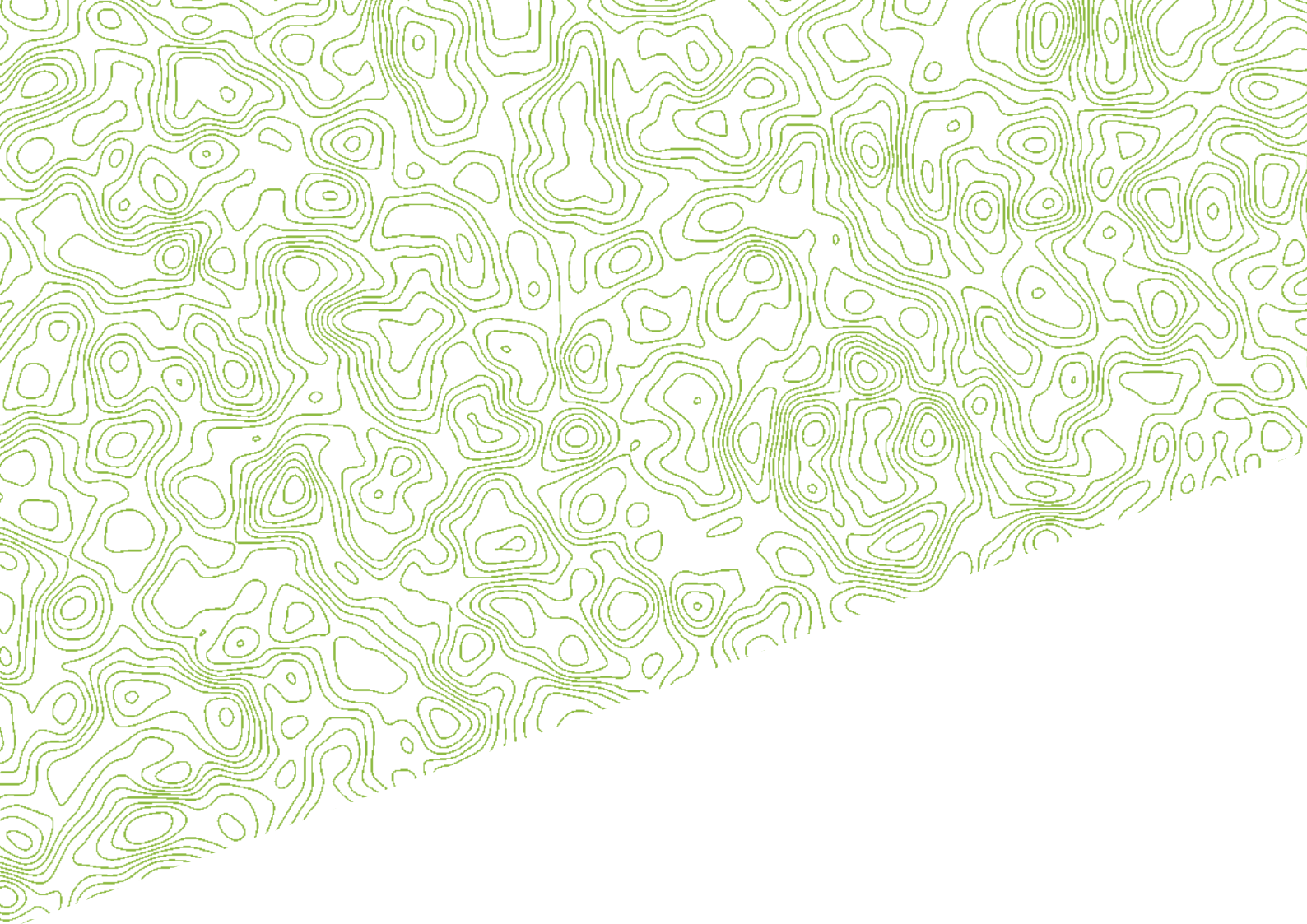
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